DISTRICT WIDE BUSINESS CONTINUITY PLAN

BUSINESS CONTINUITY PLAN

CONTENTS

1. PLAN OVERVIEW

1.1. Introduction of the BCP

This Business Continuity Plan (BCP) and the associated checklists contained within this document have been designed to guide iLembe District, Kwa Dukuza, Mandeni, Ndwedwe, and Maphumulo Local Municipalities through the processes in order to be able to respond, recover and restore operations during a crisis or an incident affecting operations at any of the Municipalities that form part of the iLembe District Municipality structure.
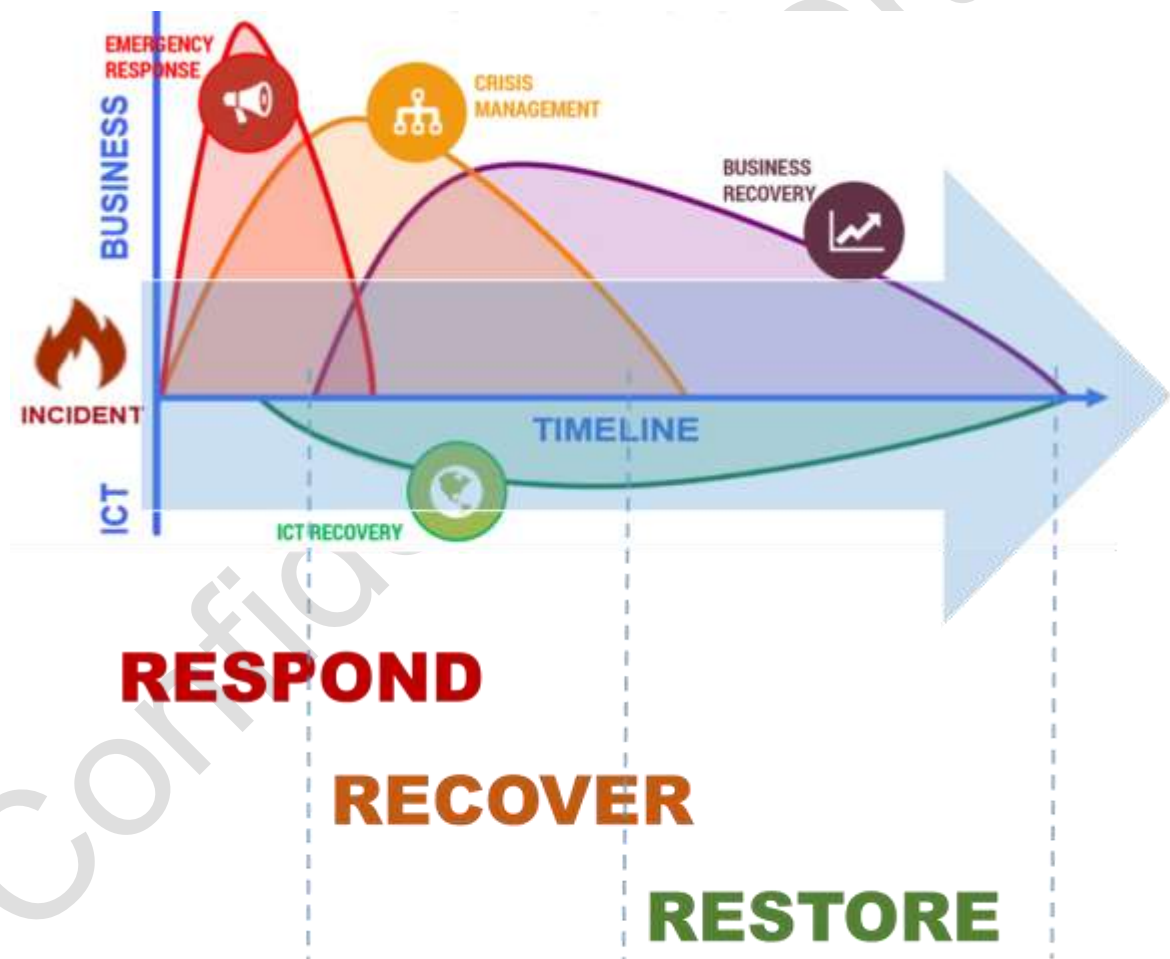
A crisis is defined as a situation with a high level of uncertainty that disrupts the core activities and / or credibility of an organisation and requires urgent action. An incident can be defined as a situation that might be, or could lead to a disruption, loss, emergency, or crisis. (ISO22301). Such situations will include that of staffing

(resources), premises owned or used by a Municipality, equipment, ICT, or any external dependences (third-party suppliers or supplies).

1.2. Scope

This business continuity plan (BCP) is comprised of information detailing the suggested actions and procedures that should be followed by the respective Municipality Business Continuity Coordinating Team members (BCCT) to recover critical process activities in the event of a crisis or an incident affecting the normal business operations.

This plan is to be used during an incident that affects normal business processes that have been interrupted or affected by:

1.2.1 Denial of access to normal work area (Office premises / Community Centres);

1.2.2 Loss of access to technology (ICT systems, applications, networks); and / or

1.2.3 Reputation incident impacting any of the Local Municipalities with the iLembe District.

This plan assumes that the agreed recovery strategies for the relocation of staff, prepared disaster management command centre/s and supporting resources have been implemented and that team members are trained and aware of their roles and responsibilities. It is also essential that a tested and documented evacuation plan is in place with trained fire / evacuation wardens so to assist in the evacuation and roll call of staff.

1.3. Objectives

This plan is owned by the Business Continuity Coordinating Team Leader (BCCTL), and its primary objective is to describe the actions and procedures to be followed by the BCCT for the recovery of operations in the event of a major crisis, incident or interruption affecting any municipality with the iLembe District. The objectives of the BCCTL are to:

1.3.1 Most importantly is to ensure the wellbeing and safety of human lives (staff, interns, customers, visitors, contractors and / general public), that the municipal staff members are cared for and protected during the

response and recovery from a crisis or an incident. Ensure staff have informed their families that they are safe as quickly as possible.

1.3.2 Assess the incident to determine team and plan activation declaration and further instructions for the effected municipalities response and recovery.

1.3.3 Manage the recovery of the effected municipal business and operational recovery processes at the iLembe Disaster Recovery Centre, with a focus on the most critical functions in order to achieve an acceptable level of business operations.

1.3.4 Manage communications regarding the crisis or incident more especially during the early stages and ensure on-going communications until business has returned to normal.

1.3.5 Record lessons learnt as the recovery operations are progressing. Once the incident is over and business-as-usual is restored, ensure that the recorded lessons learned are communicated to the relevant structures in order to improve the response to crisis or incidents.

1.4. Business Continuity Coordinating Team (BCCT)

The BCCT structure comprises Municipality Senior Management, such as the Municipal Managers from all Local Municipalities and other Risk and Technical Specialists, which may be required to meet and assess the impact of a major disruption, manage communications and co-ordinate recovery activities.

The diagram below demonstrates how the BCCT could look:
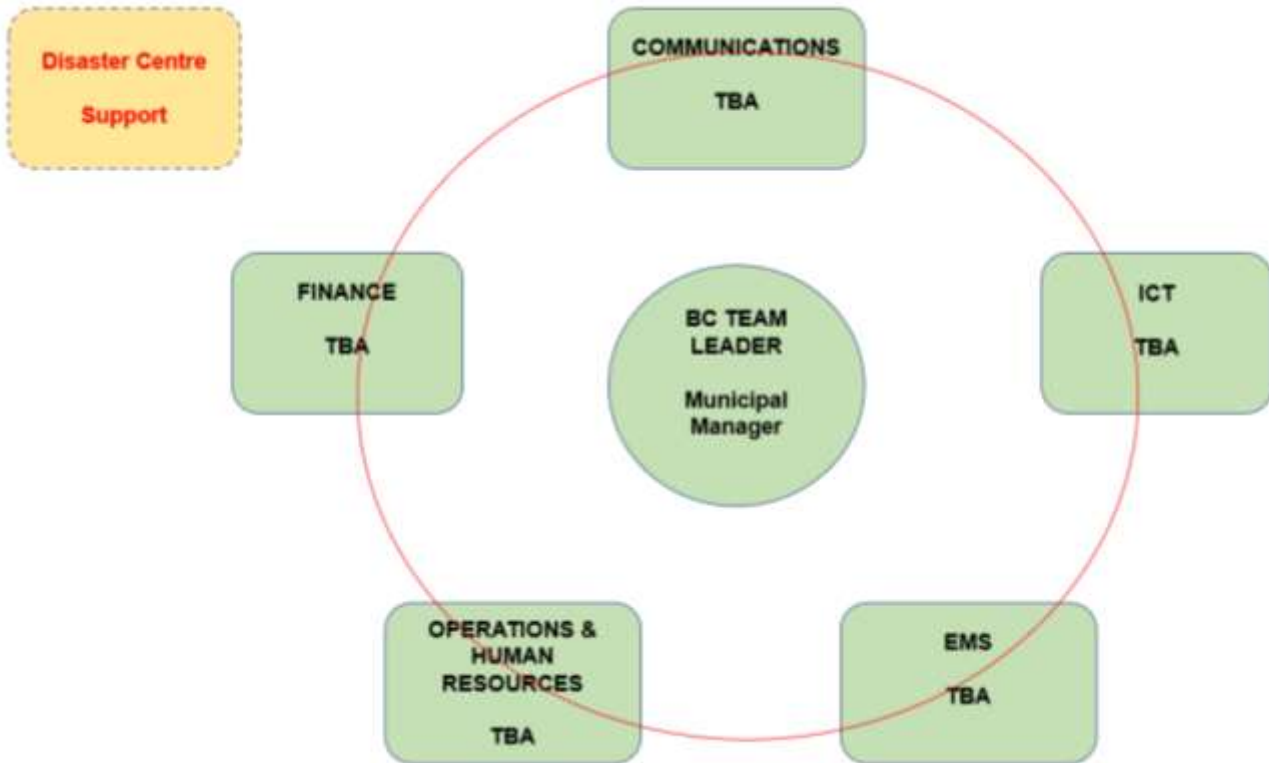
1.4.1. BCCT Roles and Responsibilities

The following table below provides for a high-level summary of the key role-players and responsibilities to support the recovery from an interruption. Alternative team members are also identified to assist or should the Primary team members not be available. Contact details are recorded within **Appendix B on pages 82-84**.

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Table 1: Business Continuity Coordinating Team Roles and Responsibilities

Role	Responsibility	Primary	Alternative
BC Team Leader	Coordinate team activation and the direct recovery actions. Manage communications with media and stakeholders		
Operations	Manage recovery for operational areas		
Human Resources	Manage people aspects of recovery, including the safety and wellness of people and recovery of HR functions.		
ICT	Manage recovery for ICT		
EMS	Manage the Emergency Services		
Finance	Manage financial interests. Manage the recovery of Finance teams		

*Note: Other resources including third parties (external dependencies) can be requested to participate or assist the Business Continuity Coordinating Team in order to support the strategic, tactical, and / or the operational recovery objectives.

2. BUSINESS CONTINUITY PLAN ACTIVATION

In the event of a Crisis or an Incident

2.1. Plan Activation Authority

The Business Continuity Plan will be activated based on the crisis or incident that has occurred that may threaten people, physical environment, or the reputation of iLembe District Municipality and / or any of the Local Municipalities. The Invocation form can be found in **Appendix A on page 81** and should be completed in order to formalise the need and authorisation for the activation of this plan.

The BCCT Team Leader, or where there is a quorum of at least two (2) BCC Team members, have the required authority to declare the activation of this Business Continuity Plan. This Plan must be read in conjunction with the iLembe District Municipality Crisis Management Plan.

2.2. Meeting Point

A suitable command centre / meeting point will be defined by the BCC Team Leader. All BCCT members will then be notified of the designated meeting point. See **Section 3.1** for pre-defined Disaster Management Centre / Command Centre / designated Meeting location.

2.3. Team Communication

BCC Team members will be contacted to be placed on standby and informed of next actions as soon as possible. The BCC Team Leader or designated representative should use the following message format, if able to, when activating the BC Plan in order to ensure formal notification and to avoid confusion with day-to-day operations.

**Suggested BCCT
Call / Activation script:**

To: *Business Continuity Coordinator Team Members*

Subject: URGENT BCC Team Meeting – Attendance mandatory.

In response to an incident at *[location offices]* the BCC Team will meet in *[insert meeting location]* at *[Insert time]*.

This meeting will follow the Business Continuity Coordinating Team agenda.

Please confirm your attendance to *[insert name]* by accepting this activation by return IM / SMS / email.

2.4. Incident Levels for Activation

The table provided below, serves as a guide to define the criteria for the activation of this plan, depending on the nature and extent of the crisis or incident that has occurred.

Table 2: Incident Levels

Situation level guidance	Team(s) to be activated	Possible indicators to determine incident level			Situation examples
		People	**Or Physical Environment**	**Or Reputation**	
LEVEL 3 **Minor Incident** Can be managed by normal operational procedures	Health & Safety wardens, Operational HR, or Security personnel	Medical treatment for injuries resulting from factors in the environment or office building or centre	Minor effects on physical environment. Minor short-term damage to small area of limited significance	Minor, adverse complaints within the organisation	Disruption of services for a short period. E.g., a small, localised fire that can be extinguished by designated & trained Fire Marshals
LEVEL 2 **Major Incident** Requires external support and assistance (e.g., Emergency Services).	Emergency Response team and interaction with external emergency services **Standby notification to the BC Team**	Disability or irreversible impairment to one or more people (staff or public) resulting from factors in the environment or building	Moderate effects on physical environment but not affecting the entire building. Moderate impacts on working capabilities likely to last up to 8 hours	Attention from media within South Africa and / or heightened concern by local community. Possible Local Government reputation affected	Major disruption of services impacting a single floor of an office building. E.g., Flooding that requires evacuation and impacts working for up to 8 hours
LEVEL 1 **Critical Incident** **Requires BCC Team activation and response**	All impacted business recovery teams and the Business Continuity Coordinators	Any fatalities resulting from factors in the environment or building / centre	Serious impacts on the building and impairment of operational functions. Relatively widespread effect likely to last for greater than 8 hours	Widespread adverse media / public attention. Management credentials are possibly tarnished. Major breach of regulation and / or investigation by authorities	Significant disruption of services impacting multiple floors or the entire building / centre. E.g., by large fire, water damage, loss of resources (network, water, or electricity), no access to the building for greater than 8 hours

3. INCIDENT RESPONSE

The Business Continuity Coordinator Team will be required to coordinate the Emergency Response and Crisis Management activities in order to assess and direct response to any major crisis or incidents affecting the normal business-as-usual operations.
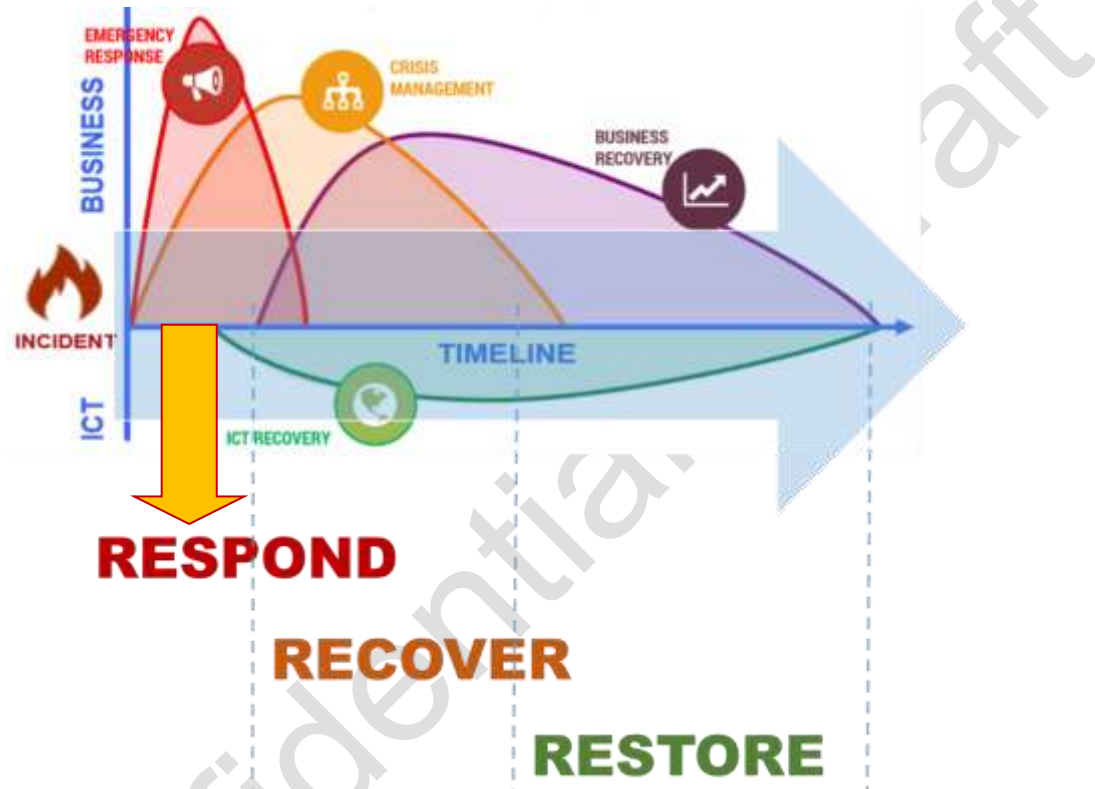
3.1. Meeting Locations

The Business Continuity Coordinator Team will work together at the designated Disaster Management Centre, so as to be able to centrally assess and direct recovery teams for the various functions within the iLembe District Municipality and Local Municipalities. The following places are alternative options to meet and assess the impact and coordinate recovery actions during an incident.

Table 3: Alternative Disaster Management Centre Meeting Locations

Criteria	Location
If iLembe DM Centre is accessible	
If ….	Proceed to …. (**Appendix D** on **page 87** for directions & location map)
Additional off-site location	To be advised at the time if deemed necessary

3.2. Meeting Agenda

The BCC Team Leader will convene an emergency meeting to cover at least the following areas of discussion:

- Overview of the crisis or incident

- Assessment of staff / contractors or public affected and safety

- Assessment of damage to buildings and equipment

- Impacts to business operational functions

- Security concerns of buildings and assets

- Assessment of incident level and activation considerations

- Informing of internal and external stakeholders including media (as directed)

- Financial considerations

- Special requirements for community members / customers / ward councillors and any key external service provider

Note: The following agenda is a guide for points to consider during the BCC Team meetings, however as every crisis or incident may bring about specific needs or requirements, additional points may be required to be added, as required. The meetings decisions and any action points must always be documented for tracking and audit purposes.

Table 4: Incident Response Meeting Agenda

#	Agenda item
1	Overview of crisis or incident
1.1	What has happened, or what is the threat, including cause if known
1.2	Broad extent of damage (denial of access or damage to working area, equipment, ICT infrastructure)
1.3	What telephony, network or ICT systems are affected (impacting other offices or centres?)
1.4	Broad prognosis of likely impact to operations (and anticipated timelines to resolve or recover)
2	People Assessment
2.1	Own staff / contractors / interns – availability, injuries and / or fatalities. Should staff be sent home?
2.2	Visitors / Public – injuries, fatalities?
2.3	Has there been any staff evacuation? Which assembly points are in use?
2.4	Will trauma counselling or next-of-kin contact be required?
3	Damage Assessment
3.1	Damage to building, ICT server rooms and working area infrastructure?
3.2	Damage to computer equipment including server room equipment
3.3	Damage to ancillary equipment: e.g., network, telephones, power utility supply
4	Business Functions
4.1	Which business operational functions have been affected?
4.2	Remote working options, staff at "other" locations, and internet connectivity?
5	Information Technology / Work Area Recovery status considerations
5.1	Is it a limited impact event? Can the business units stay onsite, or who has to relocate?
5.2	What internal working area capacity is available? Identify free desks if incident may be resolved within a short period of time
5.3	If applicable, what alternative work area capacity is available at another municipal office?
6	Crisis or Incident Declaration Considerations
6.1	When must a crisis or an incident be declared so as not to endanger the recovery time objectives of critical business process activities?
6.2	Specific decision required: to stand down or activate recovery procedures
7	Inform Stakeholders
7.1	Internal: BC Team members as required – take into account affected areas / ICT
7.2	Internal: Staff, interns, and contractors
7.3	External: Local Government structures / SALGA / Provincial Government
7.4	External: Building management (National or Provincial Government owned)

#	Agenda item
7.5	External: Inform as required – Communications and stakeholders
8	Finance
8.1	Finance to gather claim requirements
8.2	Finance – any major extraordinary expenditure required now
9	Community / Customers / Service Providers
9.1	Any special needs / requests / resources
10	General
10.1	Frequency of status reports and further communications requirements
10.2	Schedule next meeting and on-going Disaster Management Centre location
10.3	Continuously monitor the situation until resolved

3.3. Incident Communications

The incident communications process to be followed is defined as:

- Any municipal staff members are not permitted to communicate with the media, which is extended to include all social media platforms

- The BC Team Leader or the nominated Media Resource will manage all direct communications with media and advise on acceptable messages to both internal and external stakeholders

- The BC Team should feed all relevant information to the BCC Team Leader as requested for preparation of media statements to be released by the nominated spokesperson of iLembe District Municipality

Table 5: Key Communications Contacts

Name	Municipality / Role	Cellphone	Email

The BCC Team may use the following holding statement if required when communicating with direct stakeholders (Staff, Third Party Suppliers and Customers):

"iLembe District Municipality has experienced an incident at (add Municipality name) and our immediate priority is on the wellbeing and safety of our Staff and Community. We have therefore activated our Business Continuity Plan in order to resume the delivery of our critical services. Further updates will be provided in due course."

During a crisis or an incident all phone calls from the media or other external parties inquiring about the incident should only be taken by the BCC Team and logged by the **Disaster Management Centre Support**. These requests should then be forwarded to **the BCC Team Leader** for tracking and resolution purposes. With all enquiries being tracked at a central function, the BCC Team will be assured that any call-backs required are not overlooked and will also assist during the post-incident analysis.

3.4. Emergency Procurement

During the invocation of the Business Continuity Plan, the emergency procurement for response during an incident and for procurement of critical requirements for recovery of infrastructure and business functions, can be signed off by the **BCC Team Leader** or nominee as below.

Table 6: Emergency Procurement Contacts

Role	Name	Cellphone	Email

3.5. Emergency Transport

During invocation process of the BC Plan, the Business Continuity Team, can consider the possible need to obtain emergency transport for staff during a crisis or an incident.

Contact the following approved providers to make and necessary transport arrangements, in the event that the own municipal transport services are unavailable.

Table 7: Emergency Transport Contacts

Company	Name	Telephone	Email

4. BUSINESS RECOVERY OVERVIEW

Business recovery strategies for relocation were defined by Management during the Business Impact Analysis (BIA), in order to address functional recovery requirements including relocation requirements for staff, equipment and logistical preferences for continuity of critical business operations.
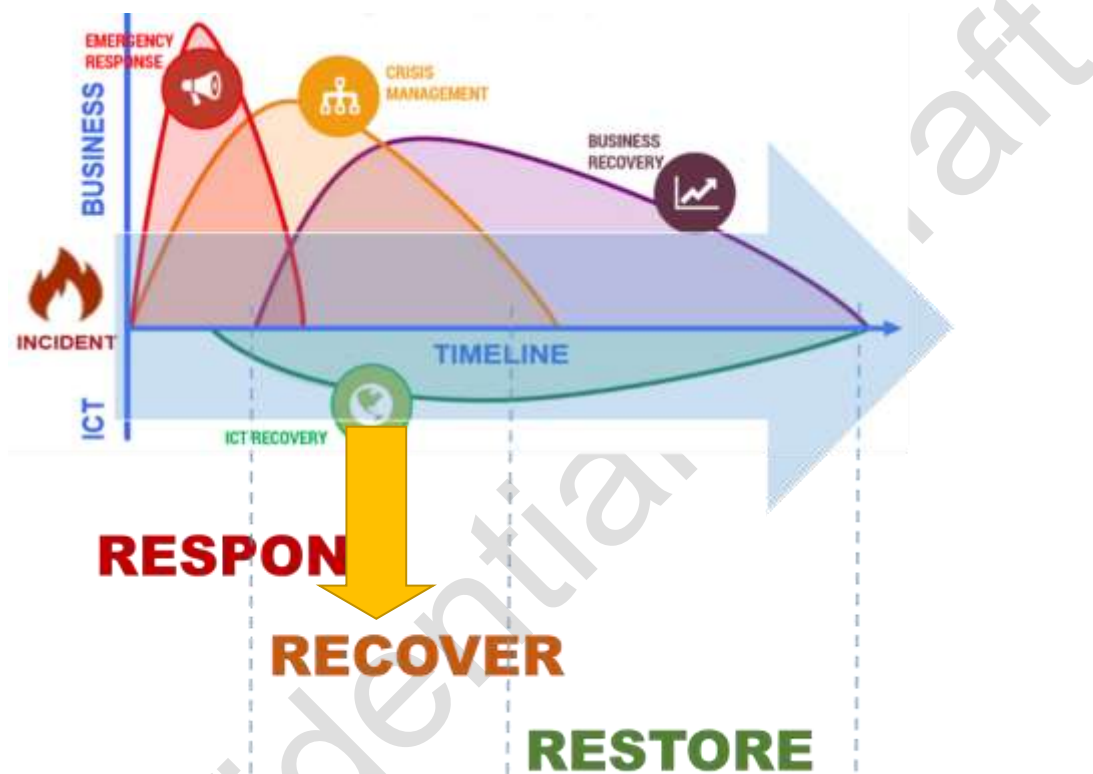
The identified critical resources delivering municipal functions are located at various locations within the iLembe District Municipality, and should any of these premises become unavailable, staff will continue to perform functions by either:

- Operating from another municipal building;
- Relocate to the **Disaster Management Centre (DMS) site** located in iLembe; or
- Work remotely from their respective **home locations**

The following pages document the recovery strategies defined for each municipal functional area within iLembe District Municipality:

4.1. Recovery Priorities

The following sections (section5) summaries the *recovery priorities* of each of the Municipalities most critical business process activities as well as their maximum tolerable periods of disruption (MTPD) / worst-case recovery timelines.

Please note that these times indicate the recovery time objectives (RTO) and the maximum tolerable periods of disruption (MTPD) to those process activities, however it is anticipated that the majority of functions will be able to **resume / to recover critical activities (P1 & P2) within 1 to 8 hours** following an incident affecting the Municipality.

Note: Based on the information provided during the BIA sessions, three prioritised categories were created to reflect the criticality levels, as follows:

P1 – Most Critical – Identified activities that have an RTO of less than four hours (<4 hours)

P2 – Business Critical – Identified activities that have an RTO of less than eight hours (<8 hours)

P3 – Best Endeavours – Identified activities that have an RTO of greater than eight hours (>8 hours)

5. BUSINESS RECOVERY DETAILS

5.1 Recovery of iLembe District Municipality Process Activities

Below is a summary of the high-level critical process activity functions (P1 & P2) reflecting their Recovery Time Objective (RTO) and Maximum Tolerable Period of Disruption (MTPD). These were taken into account when determining preferred relocation options for the resources to operate, during the Business Impact Analysis.

BUSINESS
RECOVERY TIMELINE

Table 8: iLembe District Municipality Process Activity Information

Responsible Area	Process Activity	Rating	RTO	MTPD
Corporate Services – ICT	1. Management and overseeing the effective implementation of the data backup and effective disaster recovery planning	MC	<1 hour	8 hours
	2. Providing information and knowledge management systems, to ensure that an effective ICT service is provided to the Municipality	BC	<8 hours	24 hours
Finance – Supply Chain Management	1. Risk Management	MC	<2 hours	8 hours
	2. Logistic Management	MC	<3 hours	
	3. Acquisition Management	BC	<8 hours	24 hours
	4. Contract Management	BC		
Finance – Asset Management	1. Asset register control data and maintenance	MC	<3 hours	8 hours
	2. Asset disposal			
	3. Determination of loss of value of assets			
	4. Recon of asset register and financial records (General ledger)			
	5. Capitalisation of Infrastructure projects			
	6. Verification of all assets	BC	<8 hours	24 hours
Office of the Municipal Manager –	1. Risk Management	MC	<4 hours	8 hours
	2. Systems and Loss Control			
	3. Business Continuity			
	4. Anti-fraud and Corruption	BC	<8 hours	12 hours

Responsible Area	Process Activity	Rating	RTO	MTPD
Enterprise Risk Management				
Office of the Municipal Manager – Internal Audit	1. Implementation of Internal Audit Plan	MC	<4 hours	8 hours
	2. Strategic Planning	BC	<8 hours	12 hours
Finance – Expenditure	1. Payroll	MC	<4 hours	8 hours
	2. Payments	BC	<8 hours	12 hours
Finance – Revenue	1. Billing 2. Customer Care 3. Credit Control / Debt Collection 4. Reporting	MC	<4 hours	8 hours
Community Services – Disaster Management	1. To ensure that there is a proper response, recover and rehabilitation	BC	<6 hours	12 hours
Office of the Municipal Manager – Performance Management	1. Organisational Performance	BC	<8 hours	12 hours
Finance – Budget	1. MSCOA Project	BC	<8 hours	12 hours
Office of the Municipal Manager – Planning and IDP	1. Planning 2. Environmental Management 3. Geographic Information System (GIS)	BC	<8 hours	24 hours
Corporate Services – Legal Services	1. Provision of legal responsiveness to litigation where the Municipality would be unable to carry out its mission and vision 2. Preventing the Municipality from any legal matters in a proactive and reactive manner	BC	<8 hours	24 hours
Technical Services – Operations & Maintenance	1. Wastewater retrieved from households and being treated and disposed off	BC	<8 hours	24 hours
Technical Services –PMU	1. Backlogs of the entire district	BC	<8 hours	24 hours

5.1.1. iLembe District Municipality Relocation

The resources delivering the process activities for these business areas are located at iLembe House, 59/61 Mahatma Ghandi Street, and at No.12 Haysom Road, KwaDukuza. Should these premises become unavailable the functions will be recovered as below:

Table 10 Relocation Information

Department	Current staff	Relocation option	Relocation staff required	RTO	Dependency notes
Corporate Services – ICT	5	Alternative municipal building	2	<1 hour	Require the use of laptop, with access to LAN / Mobile Networks / Wi-Fi, and other office automation tools, plus cellphones. In addition, they require access to MS Office, Email, MS Teams as well as mobile phones for voice and WhatsApp messaging
Finance – Supply Chain Management (Risk Management)	0	None	1	<2 hours	There are no staff members assigned to the Risk Management process activity, as the post remains vacant
Finance – Supply Chain Management	9	Remote working from home and another municipal building	9	<3 hours	All staff require the use of laptops, printer / scanner, with access to LAN / Mobile Networks / Wi-Fi. In addition, they require landline, well as mobile phones for voice and WhatsApp messaging
Finance – Asset Management	4	Remote working from home and another municipal building	4	<3 hours	All staff would require laptops, printer / scanner, and access to LAN / Mobile Networks / Wi-Fi. In addition, they require access to MS Office, Email, Munsoft Accounting, MS Teams as well as landlines and cellphones for voice and WhatsApp messaging.
Office of the Municipal Manager – Enterprise Risk Management	5	Remote working from home and another municipal building	5	<4 hours	All staff would require laptops, printer / scanner, and access to LAN / Mobile Networks / Wi-Fi. There is one key vacancy covering Business Continuity. In addition, they require access to MS Office, Email, MS Teams, Moonsoft, CSD, SARS e-Filing, CIBD and CURA as well as landlines and cellphones for voice and WhatsApp plus SMS for messaging. Use of vehicles and backup power generation at alternative municipal office.
Office of the Municipal Manager – Internal Audit	5	Remote working from home only.	5	<4 hours	All staff would require laptops, printer / scanner, and access to LAN / Mobile Networks / Wi-Fi. In addition, they require access to MS Office, Email, MS Teams, and CURA as well as landlines

Department	Current staff	Relocation option	Relocation staff required	RTO	Dependency notes
					and cellphones for voice and WhatsApp plus SMS for messaging.
Finance – Expenditure	4	Remote working from home and another municipal building	4	<4 hours	All staff would require laptops, printer / scanner, and access to LAN / Mobile Networks / Wi-Fi. In addition, they require access to MS Office, Email, Sage VIP, Munsoft, FNB online, MS Teams as well as landlines and cellphones for voice and WhatsApp messaging.
Finance – Revenue	69	Only a few staff members are able to remotely work from home, with most staff operating from Satellite offices.	69	<4 hours	. All staff would require laptops, printer / scanner, and access to LAN / Mobile Networks / Wi-Fi. In addition, they require access to MS Office, Email, CAT Technologies, Munsoft, MS Teams as well as landlines and cellphones for voice and WhatsApp messaging. Meter reading devices would also be required.

The timeframes in the table above, indicate the intended recovery time in which to relocate to the alternative premises, to start the process of recovering priority functions.

5.1.2. Operations Critical Times

The BCC Team should consider if the time of the incident has occurred during a critical time for the functions, in which case recovery timeframes may need to be adjusted. Specific critical times for the most critical functions are as follows:

Table 11: Critical Times

Department	Critical times for function	Critical time notes
ICT	Daily	-
Supply Chain Management	Daily	-
Asset Management	Daily, Monthly, Quarterly, bi-Annual and Year end	-
Enterprise Risk Management	Daily	-
Internal Audit	Daily, as well as May and June each year	-
Expenditure	25th of the month, last day of the month and 7th of the month, as well as month-end	-

Department	Critical times for function	Critical time notes
Revenue	Daily and month-end	-

5.1.3. Manual Workarounds

Should the ICT systems that support the functions not be available, certain manual workaround procedures may be possible to continue delivery of the most critical functions. Specific workarounds for functions are as follows:

Table 12: Manual Workarounds

Department	Manual Workaround for function	Workaround notes
ICT	None	All system driven
Supply Chain Management	Only partial manual workaround	System reliant
Asset Management	Only partial manual workaround	System reliant
Enterprise Risk Management	Yes	-
Internal Audit	None	System reliant
Expenditure	None	System reliant
Revenue	None, except meter readings	Manual readings carried out

5.1.4. Recovery Dependencies

The following dependencies are required for the teams to function:

Table 9: Recovery Dependencies

Department	Vital Documents	Internal Dependence	External Dependence
ICT	Backup and Recovery Report	Management, ICT staff and Council	ICT service providers
Supply Chain Management	Inventory management policy, Stock Requisition, Delivery notes, GRV, Stock issue notes, Stock count sheets, SLA, Performance Monitoring Report, Contract Register, Completion Certificate, and Risk Register	All Municipal Business units and Council	Treasury, suppliers, Contractors, AGSA, SARS, CIDB, potential bidders, and Attorneys
Asset Management	Invoices, Asset Register, Exco Approval, Engineer Report, Invoices, and Asset Register	All Departments	External Service Providers

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Department	Vital Documents	Internal Dependence	External Dependence
Enterprise Risk Management	Monthly risk Management report, RMC Minutes, Policies, Charts, Implementation Plans, Risk Registers, Assessment of tenders reports, Declarations of interests, Gift registers, awareness campaign material,quarterly reports, incidents reported via the hotlines, Insurance Claims register, Service level agreements, Loss Control registers, Compliance checklist, quarterly reports, and Policies	All departments within the Municipality and Local Municipalities	Provincial Treasury, COGTA, National Treasury, Auditor General, Office of the Premier, Public service commission, SNG Grant Thornton, Lateral unison insurance brokers, Salga, and External Risk Chairperson CURA
Internal Audit	Procedure Manual, Audit Planning records, Working Papers, Audit Reports, Quarterly/ Monthly Reports, Audit Committee Reports	All departments within the Municipality, Audit Committee	KZN COGTA, KZN Provincial Treasury, Auditor-General
Expenditure	Approved Timesheets, Adhoc payroll inputs, Approved invoice for payment, Contractual documentation, and Approvals from the department concerned	ICT, user departments, signatories	System vendors, Bank
Revenue	Variance / Deviation reports, Meter readings, Consumer Statements, Consumer Readings, Analysis of Consumer Account and Analysis of Billing	ICT, Technical Services and Corporate Governance	Contractors and General Public

5.1.5. Recovery Equipment Dependency

The BCCT should ensure that the following equipment required by the teams to carry out the most critical function:

Table 14: Recovery Equipment

Department	PCs	Laptops	Printer / Scanner	Cellphone	Other
ICT	-	X	X	X	-
Supply Chain Management	-	X	X	X	-
Asset Management	-	X	X	X	-
Enterprise Risk Management	-	X	X	X	-
Internal Audit	-	X	X	X	-
Expenditure	-	X	X	X	-
Revenue	-	X	X	X	Meter reading devices

Note that: During an evacuation the critical / key resource is with their laptop at the time of evacuation command, they are to evacuate with it, **provided it is deemed safe to do so.**

5.1.6. Summary of ICT Systems

The BCC Team should ensure that the following ICT systems are available for use by the resources in order to function:

Table 15: Summary of ICT System Recovery requirements

#	ICT System (Server-based)	RTO (time)	RPO (data)	Most critical Department using system	Most critical supporting process activity
1	**Veem Backup System**	<1 hour	2 hours	**ICT**	Management and overseeing the effective implementation of the data backup and effective disaster recovery planning
2	**Firewall / VM Ware**				
3	**Microsoft Office**	<2 hours	2 hours	**Finance** – SCM	Risk Management
4	**Email (Microsoft Outlook)**				
5	**Munsoft**				
6	**CSD**				
7	**SARS eFiling**				
8	**CIBD**				
9	**Microsoft Office**	<3 hours	3 hours	**Finance** – Asset Management	Asset Register control and data maintenance
10	**Email (Microsoft Outlook)**				Asset disposal
11	**Munsoft**				Determination of loss of value of assets
12	**GIS**				Recon of asset register and financial records (general ledger) Capitalisation of infrastructure projects
13	**Email (Microsoft Outlook)**	<4 hours	1 hour	**Finance -** Expenditure	**Payroll**
14	**Sage VIP**				
15	**Microsoft Office**				
16	**Munsoft**				
17	**FNB Online**				
18	**Microsoft Office**	<4 hours	2 hours	**Office of the Municipal Manager** – Internal Audit	Implementation of Internal Audit Plan
19	**Email (Microsoft Outlook)**				
20	**MS Teams**				
21	**Microsoft Office**	<4 hours	4 hours	**Finance -** Revenue	Billing
22	**Email (Microsoft Outlook)**				Customer Care
23	**Munsoft**				Credit Control / Debt Collection
24	**CAT Technologies**				Reporting
25	**Microsoft Office**	<5 hours	5 hours	**Finance -** SCM	Logistic Management
26	**Email (Microsoft Outlook)**				
27	**Munsoft**				

iLembe District Municipality				
#	ICT System (Server-based)	RTO (time)	RPO (data)	Most critical Department using system	Most critical supporting process activity
28	CSD				
29	SARS eFiling				
30	CIBD				

It is also important to consider if the time of the incident has occurred during a *critical time* for the functions, in which case recovery timeframes may need to be adjusted.

Should the ICT systems that support the functions not be available, any possible *manual workaround* procedures should be considered to continue delivery of the functions.

5.2   Recovery of Kwa Dukuza Local Municipality Process Activities

Below is a summary of the high-level critical process activity functions (P1 & P2) reflecting their Recovery Time Objective (RTO) and Maximum Tolerable Period of Disruption (MTPD). These were taken into account when determining preferred relocation options for the resources to operate, during the Business Impact Analysis.

Table 16: Municipality Process Activity Information

Responsible Area	Process Activity	Rating	RTO	MTPD
Community Safety – Fire and Emergency	Fire and Emergency - Operational (including Control room)	MC	Immediate	Immediate
	Rescue			
	DM prevention education Response, support, and relief	MC	Immediate	I hour
	Fire and Emergency (Administration)	BC	<8 hours	24 hours
Community Safety – Traffic & Crime	Prevention of crime	MC	Immediate	Immediate
	Traffic and Management Control	MC	<1 hour	2 hours
	Social Crime Prevention	BC	<8 hours	12 hours
Community Safety – Marine Safety	Marine Safety (Bathers safety, lifeguards and first aid)	MC	Immediate	I hour
Office of the Municipal Manager – Communications	Research and Information Crisis Communication and Rapid Respond Project Management Integrated Complaints and Management	MC	Immediate	1 hour
Office of the Municipal Manager – Project Management Unit	Planning and management of Capital Projects	MC	<2 hours	8 hours
Office of the Municipal Manager – Legal	Instituting and defending legal action	MC	<4 hours	8 hours
	Contract Management (Tender)	BC	<8 hours	24 hours
Office of the Municipal Manager – IDP and PP	Development Planning Monitoring of possible policy changes Mapping and capture of the district management plan	MC	<4 hours	8 hours
Office of the Municipal	Internal Audit Services	MC	<4 hours	8 hours

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Responsible Area	Process Activity	Rating	RTO	MTPD
Manager – Internal Audit		MC		
Office of the Municipal Manager – Risk Management	Enterprise Risk Management	MC	<4 hours	8 hours
Office of the Municipal Manager – Performance Management & Evaluation	Performance Monitoring Performance Evaluation	MC	<4 hours	8 hours
Finance – Expenditure-Payroll	Capturing and processing of salaries and allowances Recon and payment of pension fund and medical aid contributions Calculating repayment and reconciliation of standby, overtime and travel allowances	MC	<1 hour (30 minutes)	8 hours
	Capturing of timesheets Take on and discharge of employees The correct calculation and reconciliation of PAYE to be deducted SDL and UIF Administering the stop order facility The compilation of the budget for payroll costs Reconciliation and payment of Councillors allowances	MC	<2 hours	8 hours
Finance – Creditors	Creditors Capital payments	MC	<2 hours	8 hours
Corporate Services –Human Resources	Health and Safety Labour Relation Capital payments	MC	2 hours	8 hours
Corporate Services –ICT	IT Infrastructure and Operations Management IT Security and Risk Management	MC	<4 hours	8 hours
Electrical Services – Electrical Services	Fleet Management	MC	<1 hour	4 hours
	Bulk purchase of electricity from Eskom Distribution of electricity		<2 hours	8 hours
	Reticulation of electricity		<4 hours	8 hours
Civil Engineering Services – Civil Engineering	Infrastructure Maintenance Implementation of capital projects	MC	<2 hours	8 hours
Civil Engineering Services – Project Management Unit	Planning and management of capital projects	MC	<2 hours	8 hours
Community Services – Parks & Gardens	Tree management and maintenance (emergency call out)	MC	<2 hours	24 hours
Finance – Budget and Compliance	External Budget Monthly Reporting Quarterly Reporting Draft Budget Final Budget process	BC	<8 hours	24 hours

Responsible Area	Process Activity	Rating	RTO	MTPD
	Adjustment Budget			
Finance – SCM	Procurement of Goods and services Tender Process	**BC**	<8 hours	12 hours
Finance – Revenue	Billing (Customers) Credit Control Rates Sundry debtors and Housing	**BC**	<8 hours	24 hours
Community Safety – Testing Operations	Traffic Officer Duties	**BC**	<8 hours	12 hours
Community Services – Legal Services	Hiring of Halls to the public and internal departments Repairs and maintenance and refurbishment of halls General cleaning of halls Procurement of halls furniture	**BC**	<8 hours	24 hours
Community Services – Libraries	Circulation of library material Reference services Computer and internet provisions to the public	**BC**	<8 hours	24 hours
Corporate Services –HR	Benefit administration Employee Wellness	**BC**	<8 hours	24 hours
Office of the Municipal Manager – Special Projects	Special Projects (as defined by Municipal Manager and COO)	**BC**	<8 hours	24 hours
Civil Engineering Services and Human Settlements – Human Settlements	Delivery of houses (Construction) Installation of infrastructure	**BC**	<8 hours	24 hours
LED – Youth	Youth development programmes S[port development programmes	**BC**	<8 hours	24 hours
LED – Enforcement	By-Law enforcement	**BC**	<8 hours	24 hours
LED – Development Planning	Process development applications	**BC**	<8 hours	24 hours

5.2.1 Kwa Dukuza Local Municipality Relocation

The teams delivering the functions for this area are located at iLembe House, 59/61 Mahatma Ghandi Street, and at No.12 Haysom Road, KwaDukuza. Should these premises become unavailable the functions will be recovered as below:

Table 17: Relocation Information

Team / Section	Current staff	Relocation Option	Relocation staff	RTO	Recovery notes
Community Safety – Fire and Emergency	56	Seven (7) key staff can work from another Fire station (only option)	7	Immediate	Require Fire specialist equipment, 2-way radios. The 2-way radio coverage limited, and distance need to travel to some parts of the Municipality can take over an hour. Also, there is no dedicated call centre.
Community Safety – Traffic & Crime	80	Only ten (10) key staff members can work remotely and would relocate to another municipal building	10	Immediate <1 hour for Traffic & Management Control)	They would require Laptops, Scanners, Printers, cash registers (transgression books), 2-way radio, and Vehicles. Also, cellphones, Whatsapp, Teams, Zoom and Webx
Community Safety – Marine Safety	26	Two (2) resources can work remotely from another municipal building or from home	26	Immediate	The two resources would require Laptops, Mobile Cellphone, and Printers
Office of the Municipal Manager – Communications	5	All five (5) resources can work remotely from home	3	Immediate	All staff require the use of Laptops, printer, iPad, professional Camera, cellphone and Mac book Pro. well as WhatsApp for messaging
Office of the Municipal Manager – Project Management Unit	4	All four (4) staff members can work remotely from home or from site	4	<2 hours	All staff require Laptops, scanners, printers, cellphones, and a projector, plus access to LAN / Mobile Networks / Wi-Fi. In addition, MS Teams, and WhatsApp for messaging
Office of the Municipal Manager – Legal	4	Two (2) staff members can work remotely from home or from another municipal office	2	<4 hours	The staff members require Laptops, scanners, printers, cellphones, plus access to LAN / Mobile Networks / Wi-Fi. In addition, WhatsApp for messaging
Office of the Municipal Manager – IDP and PP	7	Only one 91) staff member can work remotely from	7	<4 hours	The staff members require Laptop, printer, scanner, loud hailer, cellphone, landline, plus access to LAN / Mobile Networks / Wi-Fi.

Team / Section	Current staff	Relocation Option	Relocation staff	RTO	Recovery notes
		another municipal office			In addition, WhatsApp for messaging, Ms Teams and AnyDesk
Office of the Municipal Manager – Internal Audit	4	All four (4) staff can work remotely another municipal office, or from home	4	<4 hours	The staff members require Laptops, scanners, printers, cellphones, and a projector, plus access to LAN / Mobile Networks / Wi-Fi. In addition, MS Teams, WhatsApp, and SMS for messaging
Office of the Municipal Manager – Risk Management	2	All two (2) staff members can work remotely another municipal office, or from home	2	<4 hours	The staff members require4 Laptops, scanners, printers, cellphones, and a projector, plus access to LAN / Mobile Networks / Wi-Fi. In addition, MS Teams, WhatsApp, and SMS for messaging
Office of the Municipal Manager – Performance Management & Evaluation	4	Three (3) staff members can work remotely from home or from another municipal office	3	<4 hours	The staff members require Laptops, scanners, printers, cellphones, plus access to LAN / Mobile Networks / Wi-Fi. In addition, MS Teams, WhatsApp, and SMS for messaging
Finance – Expenditure-Payroll	86	Alternative Municipal building	86	<2 hours	The staff members would require Laptops, Desktops, scanner, printers, 3G modems, Payslip printers, landline, cellphones. However, would not have sufficient equipment to continue performing the functions
Finance – Creditors	9	Alternative Municipal building	9	<2 hours	All staff members require Laptops, printer, copier, and access to WIFI and Mobile Networks. In addition, they require internet access (Banking portal), and WhatsApp messaging. However, would not have sufficient equipment to continue performing the functions
Corporate Services – Human Resources	15	Three (3) key staff members can all work remotely from home, as well as from another municipal office	3	<2 hours	All staff require Laptops, scanners, printers, cellphone, vehicles, and access to LAN / Mobile Networks / Wi-Fi and fibre. In addition, they require access to MS Teams, WhatsApp messaging
Corporate Services –ICT	8	All eight (8) staff members can work remotely from another municipal office, or from home	8	<4 hours	All staff would require Laptops, Desktops, cellphones / landlines, server, networking equipment, and access to LAN / Mobile Networks / Wi-Fi and VPN. In addition, WhatsApp for messaging

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Team / Section	Current staff	Relocation Option	Relocation staff	RTO	Recovery notes
Electrical Services – Electrical Services	54	Nine (9) staff members can work remotely from home or at another municipal office or site	54	<2 hours	The nine (9)staff member requires Laptop / desktops, and access to LAN / Mobile Networks / Wi-Fi. In addition, access to server and WhatsApp messaging
Civil Engineering Services – Civil Engineering	10	Three (3) staff members can work remotely another municipal office, or from home	3	<2 hours	The three (3) staff members require Laptops, scanners, printers, cellphones, and a projector, plus access to LAN / Mobile Networks / Wi-Fi. In addition, SMS, and WhatsApp for messaging
Civil Engineering Services – Project Management Unit	4	All four (40 staff members can work remotely form home	4	<2 hours	All staff members would require Laptops, Scanners, Printers, Cellphones, and Projector, plus access to LAN / Mobile Networks / Wi-Fi. In addition, SMS, and WhatsApp for messaging
Community Services – Parks & Gardens	7	None	7	<2 hours (emergencies only)	All staff members would require Laptops, Desktops, Scanner, printer, 3G devices, vehicles, machinery and equipment

The timeframes in the table above, indicate the intended recovery time objective in order to start the process of recovering critical process activities.

5.2.2 Critical Times

The BCT should consider if the time of the incident has occurred during a critical time for the process activities, in which case recovery timeframes may need to be adjusted. Specific critical times for activities are as follows:

Table 108: Critical Times

Process Activities	Critical times	Critical time notes
Community Safety – Fire and Emergency	Daily	Ongoing for responding to emergencies
Community Safety – Traffic & Crime	Daily	
Community Safety – Marine Safety	Daily	
Office of the Municipal Manager – Communications	Daily	-
Office of the Municipal Manager – Project Management Unit	Daily	-
Office of the Municipal Manager – Legal	Daily	-
Office of the Municipal Manager – IDP and PP	Daily and July to December each year	-
Office of the Municipal Manager – Internal Audit	Monthly, Quarterly, Half yearly and Annual	-
Office of the Municipal Manager – Risk Management	Daily	-
Office of the Municipal Manager – Performance Management & Evaluation	Quarterly	-
Finance – Expenditure-Payroll	12th to month end	-
Finance – Creditors	Weekly	-
Corporate Services –Human Resources	Daily	
Corporate Services –ICT	Daily	Realtime monitoring
Electrical Services – Electrical Services	Daily	-
Civil Engineering Services – Civil Engineering	Daily	-
Civil Engineering Services – Project Management Unit	Daily	-
Community Services – Parks & Gardens	Daily	-

5.2.3 Manual Workarounds

Should the ICT systems that support the critical process activities not be available, certain manual workaround procedures may be possible to continue delivery of the functions. Specific workarounds for functions are as follows:

Table 19: Manual Workarounds

Process Activities	Manual Workaround	Workaround notes
Community Safety – Fire and Emergency	Yes	-
Community Safety – Traffic & Crime	Yes	-
Community Safety – Marine Safety	None	-
Office of the Municipal Manager – Communications	Partial	-
Office of the Municipal Manager – Project Management Unit	None	-
Office of the Municipal Manager – Legal	None	-
Office of the Municipal Manager – IDP and PP	None	-
Office of the Municipal Manager – Internal Audit	Yes	-
Office of the Municipal Manager – Risk Management	None	-
Office of the Municipal Manager – Performance Management & Evaluation	None	
Finance – Expenditure-Payroll	None	-
Finance – Creditors	None	-
Corporate Services –Human Resources	Partial	Health & Safety and Wellness only
Corporate Services –ICT	Patrial	Resource Management and Governance
Electrical Services – Electrical Services	Yes	-
Civil Engineering Services – Civil Engineering	Yes	-
Civil Engineering Services – Project Management Unit	None	-
Community Services – Parks & Gardens	Yes	-

5.2.4 Recovery Dependencies

The following dependencies are required for the teams to function:

Table 20: Recovery Dependencies

Department	Vital Documents	Internal Dependence	External Dependence
Community Safety – Fire and Emergency	Incident reports	All departments	Civil, Mechanical and Fire Engineers, Emergency equipment suppliers
Community Safety – Traffic & Crime	Transgression books, Pocket books, Timesheet, Policies and Council resolutions	Accounting officer and his senior management and Council	Security and Justice Cluster (SAPS, Army etc), Cogta and Salga
Community Safety – Marine Safety	Staffing Records	All Departments	Medical Services, Voluntary lifesaving clubs, NSI, Department of Health, SAPS
Office of the Municipal Manager – Communications	National Communication Policy and Council Resolutions	All Departments and Councillors	Cogta, Provincial/National Government, Media houses and Residents
Office of the Municipal Manager – Project Management Unit	Project Business plans, Budget, and Procurement plan	ICT, Finance, Electrical and Community Services	Treasury, Cogta, Dcog, and Private sector
Office of the Municipal Manager – Legal	Litigation files, Bid documents and Contracts	All Departments	Attorneys, Advocates, Provincial Treasury
Office of the Municipal Manager – IDP and PP	POE's, Adverts, Attendance registers, Reports, external emails, and information	All Departments	Ward committees, General Public, Cogta, District Municipality
Office of the Municipal Manager – Internal Audit	Audit plan and various Reports, Audit Files	Management	Auditor General, National, and Provincial Cogta, Treasury, Audit Committee
Office of the Municipal Manager – Risk Management	Policies and frameworks, Files with portfolio of evidence and Reports	All Departments	National, and Provincial Treasury, Cogta
Office of the Municipal Manager – Performance Management & Evaluation	Portfolio of evidence	All Departments	Auditor General, Corporative Governance, National, and Provincial Treasury
Finance – Expenditure-Payroll	Staff Database, Payroll System, Staff bank accounts, Third party bank accounts, tax information	All Departments	System vendor, Bank, Third party stakeholders, SARS, Bargaining Council
Finance – Creditors	Signed documents, Files, Database on system	All Departments	Munsoft, Banks

Department	Vital Documents	Internal Dependence	External Dependence
Corporate Services – Human Resources	Staff files	Managers, Unions and Employees	Department of Labour, Salga Panel, Attorneys, Bargaining Council and Unions, Print Media, Vetting / assessment companies
Corporate Services – ICT	IT Risk Register, System Administrative Credentials	Risk, Security Services, and Internal Audit	IT Service Providers
Electrical Services – Electrical Services	Invoices, Meter readings, Budget, Job cards, Requisition, Applications	Admin Office, Finance, ICT, Field Staff, All KDM Departments	Eskom, NERSA, Banks, OEM for vehicles under warranty (Toyota, Nissan, Isuzu)
Civil Engineering Services – Civil Engineering	Maintenance Plans and IDP	HR, Electrical Services, and Finance	Treasury and Cogta
Civil Engineering Services – Project Management Unit	Project Business plans, Budget, and Procurement plan	ICT, Finance, Electrical and Community Services	Treasury, Cogta, Dcog, Private Sector
Community Services – Parks & Gardens	Contracts, Work orders, Consumer Details	General labour, Supervisors, Administration office, ICT	Consumers, Ward Councillors

5.2.5 Recovery Equipment Dependencies

The BCC Team should ensure that the following equipment required by the teams to carry out the most critical function:

Table 21: Recovery Equipment

Department	PCs	Laptops	Printer / Scanner	Cellphone	Other
Community Safety – Fire and Emergency	-			X	2-way radios
Community Safety – Traffic & Crime	-	X	X	X	Cash registers, Transgression books, 2-way radios, Vehicles
Community Safety – Marine Safety	-	X	X	X	-
Office of the Municipal Manager – Communications	-	X	X	X	iPad, Professional camera, MacBook Pro
Office of the Municipal Manager – Project Management Unit	-	X	X	X	Projector & Network access

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Department	PCs	Laptops	Printer / Scanner	Cellphone	Other
Office of the Municipal Manager – Legal	-	X	X	X	Network access
Office of the Municipal Manager – IDP and PP	-	X	X	X	Network access
Office of the Municipal Manager – Internal Audit	-	X	X	X	Projector & Network access
Office of the Municipal Manager – Risk Management	-	X	X	X	Project and Network access
Office of the Municipal Manager – Performance Management & Evaluation		X	X	X	Network access
Finance – Expenditure-Payroll	X	X	X	X	-
Finance – Creditors		X	X	X	Network access
Corporate Services – Human Resources		X	X	X	Vehicles and network access
Corporate Services – ICT	X	X	X	X	Server Networking equipment and Network access
Electrical Services – Electrical Services	X	X	X	X	Network access
Civil Engineering Services – Civil Engineering	-	X	X	X	Projector and Network access
Civil Engineering Services – Project Management Unit	-	X	X	X	Projector and Network access
Community Services – Parks & Gardens	-	X	X	X	Vehicles, Machinery, and equipment

Note that: During an evacuation the critical / key resource is with their laptop at the time of evacuation command, they are to evacuate with it, **provided it is deemed safe to do so.**

5.2.6 Summary of ICT System Dependencies

The BCC Team should ensure that the following ICT systems
are available for use by the resources in order to function:
for use by the resources in order to function:

Table 22: Summary of ICT System Recovery requirements

#	ICT System (Server-based)	RTO (time)	RPO (data)	Most critical Department using system	Most critical supporting process activity
	Kwa Dukuza Local Municipality				
1	**Adobe Create**	Immediate	Immediate	Office of the Municipal Manager – Communications	Research and Information Crisis Communication and Rapid Respond Project Management Integrated Complaints and Management
2	**Mail Chip**				
3	**Microsoft Office**				
4	**Joomla**				
5	**Hootsuite (Social Media dashboard)**				
6	**Email (Microsoft Outlook)**				
7	**Email (Microsoft Outlook)**	<4 hours	2 hours	Legal	Instituting and defending legal action
8	**Microsoft Office**				
9	**Email (Microsoft Outlook)**	<4 hours	8 hours	Integrated Development Planning and Public Participation	Development Planning Monitoring of possible policy changes Mapping and capture of the district management plan
10	**Microsoft Office**				
11	**Email (Microsoft Outlook)**	<2 hours	8 hours	Project Management Unit	Planning and management of capital projects
12	**Microsoft Office**				
13	**Munsoft**				
14	**Email (Microsoft Outlook)**	<4 hours	8 hours	Internal Audit	Internal Audit services
15	**Microsoft Office**				
16	**Munsoft**				
17	**Teammate**				
18	**Email (Microsoft Outlook)**	<4 hours	8 hours	Risk Management	Enterprise Risk Management
19	**Microsoft Office**				
20	**Munsoft**				
21	**Email (Microsoft Outlook)**	<4 hours	8 hours	Performance Management & Evaluation	Performance Monitoring Performance Evaluation
22	**Microsoft Office**				
23	**Munsoft**				
24	**Email (Microsoft Outlook)**	Immediate	8 hours	Community Safety – Disaster Management	Disaster Management prevention, education, Response, support, and relief
25	**Microsoft Office**	<1 hour			

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#	ICT System (Server-based)	RTO (time)	RPO (data)	Most critical Department using system	Most critical supporting process activity
	Kwa Dukuza Local Municipality				
26	**Email (Microsoft Outlook)**	Immediate	8 hours	Community Safety – Marine Safety	Marine Safety (Bathers safety, lifeguards and first aid)
27	**Microsoft Office**				
28	**Email (Microsoft Outlook)**	Immediate	Immediate	Community Safety – Fire and Emergency	Fire and Emergency - Operational (including Control room) Rescue
29	**Microsoft Office**				
30	**Email (Microsoft Outlook)**	Immediate	3 hours	Community Safety – Traffic & Crime	Prevention of crime Traffic and Management Control
31	**Microsoft Office**	<1 hour	24 hours		
32	**Email (Microsoft Outlook)**	<30 minutes	<30 minutes	Finance - Expenditure - Payroll	Capturing and processing of salaries and allowances Recon and payment of pension fund and medical aid contributions Calculating repayment and reconciliation of standby, overtime and travel allowances
33	**Microsoft Office**				
34	**Internet Banking portal**				
35	**Email (Microsoft Outlook)**	<2 hours	8 hours		Capturing of timesheets Take on and discharge of employees. The correct calculation and reconciliation of PAYE to be deducted SDL and UIF Administering the stop order facility The compilation of the budget for payroll costs Reconciliation and payment of Councillors allowances
36	**Microsoft Office**				
37	**Internet Banking portal**				
38	**Munsoft**	<2 hours	8 hours	Finance - Creditors	Creditors Capital Payments
39	**Internet Banking portal**				
40	**Email (Microsoft Outlook)**	<1 hour	24 hours	Electrical Services – Electrical Services	Fleet Management Bulk purchase of electricity from Eskom Distribution of electricity Reticulation of electricity
41	**Microsoft Office**	<2 hours	8 hours		
42	**Munsoft**	<4 hours	24 hours		
43	**Email (Microsoft Outlook)**	<2 hours	8 hours	Civil Engineering Services – Civil Engineering And Project Management Unit	Infrastructure Maintenance Implementation of capital projects Planning and management of capital projects
44	**Microsoft Office**				
45	**Munsoft**				
46	**Email (Microsoft Outlook)**	<2 hours	1 hour	Community Services – Parks & Gardens	Tree management and maintenance (Emergences)
47	**Microsoft Office**				
48	**Munsoft**				
49	**Email (Microsoft Outlook)**	<1 hour	2 hours	Corporate Services - HR	Health and Safety Labour Relation Recruitment and Selection
50	**Microsoft Office**				
51	**VIP System**	<2 hours	8 hours		
52	**AD**	< 4 hours	8 hours		IT Infrastructure and Operations Management

	Kwa Dukuza Local Municipality				
#	**ICT System** (**Server-based**)	**RTO** (time)	**RPO** (data)	**Most critical Department using system**	**Most critical supporting process activity**
53	**Anti-Malware product**			Corporate Services - ICT	IT Security and Risk Management
54	**Monitoring tools**				
55	**Service Management tool**				

It is also important to consider if the time of the incident has occurred during a ***critical time*** for the functions, in which case recovery timeframes may need to be adjusted.

Should the ICT systems that support the functions not be available, any possible ***manual workaround*** procedures should be considered to continue delivery of the functions.

5.3 Recovery of Mandeni Local Municipality Process Activities

Below is a summary of the high-level critical process activity functions (P1 & P2) reflecting their Recovery Time Objective (RTO) and Maximum Tolerable Period of Disruption (MTPD). These were taken into account when determining preferred relocation options for the resources to operate, during the Business Impact Analysis.

BUSINESS
RECOVERY TIMELINE

Table 23: Mandeni Local Municipality Process Activity Information

Responsible Area	Process Activity	Rating	RTO	MTPD
Information Communication and Technology	IT Governance and Infrastructure Hosting (Management of DR and remote sites)	MC	Immediate	8 hours
	IT Support		<1 hour	
	Communication (Network)		<2 hours	
Supply Chain Management	Procurement of Goods and Services (Demand, Market research, Pricing, and quotations)	MC	<1 hour	8 hours
Budget and Reporting - Budget Services	Compliance of MFMA (Budget preparation, monitoring, and reporting)	MC	<1 hour	8 hours
	Cash and VAT management and recon			
	Asset management			
	Grant management			
Income & Expenditure	Billing and Customer Care	MC	<1 hour	8 hours
	Payroll Management			
	Credit Control and Debts Collection	BC	<8 hours	16 hours
	Creditors			
Public Amenities	Maintenance of facilities (beaches, Lifeguards parks, sports fields, Grass cutting)	MC	<3 hours	24 hours
	Booking of Faculties (Sport fields, Halls, open spaces, and parks)			
	Office Cleaning	BC	<5 hours	24 hours
Youth Development & Sports	Youth Development	MC	<3 hours	6 hours
	Youth Entrepreneurship Development	MC	<4 hours	8 hours
Human Resources	Training & Development	MC	<4 hours	24 hours
	Leave Management			
	Wellness Management (EAP and Health & Safety)			
	Recruitment & Selection	BC	<8 hours	24 hours

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Responsible Area	Process Activity	Rating	RTO	MTPD
Youth Development & Sports	Sports Development	**BC**	<8 hours	16 hours
Library Services	Management of Libraries (4 Fixed locations and 1 Mobile)	**BC**	<8 hours	16 hours
Planning	Processing of land development applications	**BC**	<8 hours	24 hours
	Geographic Information Systems GIS			
PMU	Planning and Implementation of Infrastructure project	**BC**	<8 hours	48 hours
	Administer, Monitor, and Management of Projects			

5.3.1   Mandeni Local Municipality Relocation

The resources delivering the process activities for these business areas are located at 2 Kingfisher Road, 2 Inkonjane Street, 2 Thokoza Road, and 2 Crowton Place, Mandeni. Should these premises become unavailable the functions will be recovered as below:

Table 23 Relocation Information

Department	Current staff	Relocation option	Relocation staff required	RTO	Dependency notes
Information Communication and Technology	3	Staff can work from Disaster Recovery Site or work remotely from home	3	Immediate	All three (3) staff members would require access to the password file and service provider information. The team would require Laptops, Printers, Scanners, and Landline, as well as internet connectivity
Supply Chain Management	7	Four (4) staff members can work remotely from home and three (3) staff members would need to relocate to another municipal building	3	<1 hour	All staff members would require access to the password file and service provider information. The team would require Laptops, Printers, Scanners, and Landline, as well as internet connectivity
Budget and Reporting - Budget Services	8	All staff members can work from another municipal building or remotely from home	8	<1 hour	All staff members would require Laptops, Desktop, Printers, Scanners, Landline and Vehicles, as well as internet connectivity
Income & Expenditure	5	Three (3) staff members can work from another municipal building or remotely from home	3	<1 hour	All three (3) staff members would require the use of Laptops, Desktop, Printer, Scanner, Landline and Vehicles. Resource will also require internet service, in order to access the payroll file
Public Amenities	4	Two (2) staff members can work remotely from home or at another municipal building	2	<3 hours	The two 92) staff members would require Laptops, landline, vehicles, and 2-way radios, as well as internet access

Department	Current staff	Relocation option	Relocation staff required	RTO	Dependency notes
Youth Development & Sports	5 (including 2 interns)	One (1) staff member can work remotely form home or another municipal office	3	<3 hours	The three (3) staff members would Laptops, landline, vehicles, and 2-way radios, as well as internet access
Human Resources	3	One (1) staff member can work remotely form home or another municipal office	3	<4 hours	Three (3) staff members would require Laptops, Desktop, Printers, Scanners, Landline, and internet service in order to access their records

The timeframes in the table above, indicate the intended recovery time in which to relocate to the alternative premises, to start the process of recovering priority functions.

5.3.2 Critical Times

The BCC Team should consider if the time of the incident has occurred during a critical time for the functions, in which case recovery timeframes may need to be adjusted. Specific critical times for the most critical functions are as follows:

Table 24: Critical Times

Department	Critical times for function	Critical time notes
Information Communication and Technology	Daily	-
Supply Chain Management	Daily	-
Budget and Reporting - Budget Services	Daily and Monthly	As directed by the MFMA
Income & Expenditure	Fortnightly and Monthly	-
Public Amenities	Daily	-
Youth Development & Sports	Daily	-
Human Resources	Daily and Monthly	-

5.3.3 Manual Workarounds

Should the ICT systems that support the functions not be available, certain manual workaround procedures may be possible to continue delivery of the most critical functions. Specific workarounds for functions are as follows:

Table 25: Manual Workarounds

Department	Manual Workaround for function	Workaround notes
Information Communication and Technology	None	-
Supply Chain Management	None	-
Budget and Reporting - Budget Services	None	-
Income & Expenditure	Partial workaround (meter reading) otherwise none	-
Public Amenities	Yes in most functions and partial in others	-
Youth Development & Sports	Yes in some functions and none in others	-
Human Resources	Yes in some functions and partial in others	-

5.3.4 Recovery Dependencies

The following dependencies are required for the teams to function:

Table 26: Recovery Dependencies

Department	Vital Documents	Internal Dependence	External Dependence
Information Communication and Technology	Password file and Service Provider information BCX - Errol Xolo 0814751941 / Emalangeni - Sfiso Magonyane 0763033278	IT Manager, IT Network Administrator, IT Technician, IT Staff	WAN, Telephone, and Internet service Provider BCX (WAN, Telephone) Emalangeni (Internet)
Supply Chain Management	Supplier's Information	IT, Employees, Managers	Suppliers, Cogta, National Treasury
Budget and Reporting - Budget Services	All Financial related documentation and records	Council, Directors, and Municipal staff. IT	Cogta, National Treasury, and Provisional Treasury. Community
Income & Expenditure	Customers database, Age analysis, Payroll File, and Creditors age analysis	Supply Chain Management, IT, Employees, and other Business units	Statement Dispatchers, Credit control, Sheriff, Bank, Medical aid, SARS, Department of labour, suppliers
Public Amenities	Financial records	Finance, HR, and Technical services	Service providers, Suppliers
Youth Development & Sports	Online entrepreneurship database, Federations database, Fixtures, and Online Youth database	LED, Finance, SCM, IT, Communication, Community Services, Library, Public Participation, Revenue, LED, and HR	NYDA, Office of the Premier, EDTEA, DSR, Sport Confederation, Sponsors, Cogta
Human Resources	Applications, Personal Files, Workplace skills plan, Leave reports, OD, and EAP Cases	IT, Management and Employees	Media advertising, Training Service Providers, LG Seta, Road Training Collages, Salga, Department of Labour, and Medical Practitioners

5.3.5 Recovery Equipment Dependency

The BCCT should ensure that the following equipment required by the teams to carry out the most critical function:

Table 27: Recovery Equipment

Department	Desktop PCs	Laptops	Printer / Scanner	Cellphone	Other
Information Communication and Technology	-	X	X	X	Landline, and internet connectivity
Supply Chain Management	X	X	X	X	Landline, vehicles, and internet connectivity
Budget and Reporting - Budget Services	-	X	X	X	Landline, vehicles, and internet connectivity
Income & Expenditure	-	X	X	X	Landline, vehicles, and internet connectivity
Public Amenities	-	X	X	X	Landline, vehicles, and internet connectivity
Youth Development & Sports	-	X	X	X	Landline, vehicles, and internet connectivity
Human Resources	-	X	X	X	Landline, and internet connectivity

Note that: During an evacuation the critical / key resource is with their laptop at the time of evacuation command, they are to evacuate with it, **provided it is deemed safe to do so.**

5.3.6 Summary of ICT Systems

The BCC Team should ensure that the following ICT systems are available for use by the resources in order to function:

Table 28: Summary of ICT System Recovery requirements

Mandeni Local Municipality				
#	ICT System (Server-based)	RTO (time)	RPO (data)	Most critical Department using system	Most critical supporting process activity
1	Microsoft Office	Immediate	4 hours	Information Communication and Technology	IT Governance and Infrastructure Hosting (Management of DR and remote sites) IT Support Communication (Network)
2	Email (Microsoft Outlook)				
3	SAGE system				
4	EDMS system				
5	Microsoft Office	<1 hour	1 hour	Supply Chain Management	Procurement of Goods and Services (Demand, Market research, Pricing, and quotations)
6	Email (Microsoft Outlook)				
7	SAGE system				
8	Microsoft Office	<1 hour	1 hour	Budget and Reporting- Budget Services	Compliance of MFMA (Budget preparation, monitoring, and reporting) Cash and VAT management and recon Asset management Grant management
9	Email (Microsoft Outlook)				
10	SAGE system				
11	Caseware				
12	Microsoft Office	<1 hour	1 hour	Income and Expenditure	Billing and Customer Care Payroll Management
13	Email (Microsoft Outlook)				
14	SAGE system				
15	Microsoft Office	<3 hours	8 hours	Public Amenities	Maintenance of facilities (beaches, Lifeguards parks, sports fields, Grass cutting) Booking of Faculties (Sport fields, Halls, open spaces, and parks)
16	Email (Microsoft Outlook)				
17	SAGE system				
18	ESS				
19	Microsoft Office	<3 hours	3 hours	Youth Development and Sport	Youth development
20	Email (Microsoft Outlook)	<4 hours	4 hours		Youth entrepreneurship development
21	Microsoft Office	<4 hours	3 hours	Human Resources	Wellness Management (EAP and Health and safety) Training and Development Leave Management
22	Email (Microsoft Outlook)				
23	Web based plans		8 hours		
24	Payday system				

5.4 Recovery of Ndwedwe Local Municipality Process Activities

Below is a summary of the high-level critical process activity functions (P1 & P2) reflecting their Recovery Time Objective (RTO) and Maximum Tolerable Period of Disruption (MTPD). These were taken into account when determining preferred relocation options for the resources to operate, during the Business Impact Analysis.

Table 29: Ndwedwe Local Municipality Process Activity Information

Responsible Area	Process Activity	Rating	RTO	MTPD
Communications	Research and Information	MC	Immediate	1 hour
	Communications and Rapid Respond			
	Project Management			
	Integrated Complaints and Management			
	Event Management	BC	<4 hours	8 hours
Security	Access control	MC	Immediate	1 hour
	Guarding of municipal buildings and assets			
Expenditure	Process monthly payment run (Salaries & Creditors)	MC	Immediate	1 hour
	Month end procedures (Recons & passing of journals, month end closes off)			
	Reporting			
Revenue	Billing and Collection	MC	Immediate	1 hour
	Recons and close off month end			
	Reporting			
Disaster Management	Prevention and mitigation respond and recovery (rehab)	MC	Immediate	3 hours
	Fire and natural disaster or related disaster			
	All other emergencies		<3 hours	
Public Participation	Public Participation (Meetings, Awareness programs, Roadshows, Amakhosi stakeholder meetings, Rapid response, and Ward Committees)	MC	<1 hour	4 hours
	IDP (Process plan of detailed activities)			
	Performance Management System (PMS)			
	Annual Report			
Fleet	Control and monitor municipality fleet	MC	<1 hour	4 hours

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Responsible Area	Process Activity	Rating	RTO	MTPD
SCM - Contract Management	Updating contract management register Store contract information	MC	<1 hour	8 hours
SCM - Demand Management	SCM Acquisition Issuing orders Goods received Capturing creditor payments	MC	<1 hour	8 hours
SCM - Procurement	Procure Goods and Services for the Municipality	MC	<4 hours	8 hours
Local Economic Development (LED)	Economic development of formal and informal Municipal community Engaging external stakeholders and creating relationship to ensure that there is funding of economic activities Encouraging sustainable economic growth	MC	<2 hours	8 hours
Planning and Town Development	Strategic planning Town Development Statutory planning Development enquiries GIS	MC	<2 hours	24 hours
ICT	Providing ICT support to Municipality employees, including ICT Systems, Backup monitoring and Server support	MC	<3 hours	5 hours
Budget & Reporting	Budget preparations, and financial reporting	MC	<3 hours	8 hours
Community Safety	Protection of community of Ndwedwe includes Traffic management (Taxi ranks, Bus ranks)	BC	<5 hours	8 hours
Cohesion	Coordinate programmes (Civil society, disability, children, GBV etc.) Carry out Awareness campaigns Operation Sukumasakhe (coordinating ward councillors)	BC	<5 hours	24 hours
Community Services	Administration for the community related enquires Hiring / renting of offices to other departments, and community halls	BC	<8 hours	12 hours
Human Resources	Recruitment and Selection Payroll Training and Development Conditions of Services (Benefits)	BC	<8 hours	12 hours
Admin Committees	Resolution registers	BC	<8 hours	12 hours
	Administration and Section meetings (Council & portfolio, plus sub-committees support)			48 hours
Risk Management and Compliance	Prepare and continuously review and monitor a Risk Management Implementation Plan	BC	<8 hours	8 hours
	Prepare and continuously review a Compliance Check List			24 hours
	Prepare and continuously review a Risk Management Plans, Strategy and Policies			48 hours
	Prepare and review Annually Risk Assessments			

Responsible Area	Process Activity	Rating	RTO	MTPD
	Review Risks Registers			
	Review and update Risk Implementation Plan			
	Review and update Compliance Check List			
Internal Audit	Perform internal audit work in compliance with relevant audit legislation and standards	**BC**	<8 hours	8 hours
	Prepare a risk – based audit plan and an internal audit program for each financial year			24 hours
	Implement the annual audit plan as it pertains to the contract period			
	Coordinate the external Audit processes			
	Regularly report on results of audits to Management and make follow ups			48 hours
	Support MPAC in terms of the mandate of providing governance to Council			
	Support APC administrative			
	Perform any ad hoc Management, APC, MPAC and Council			
	Coordinate and monitor audit action plans			
Registry	Safe keeping of Municipality records	**BC**	<8 hours	24 hours
Library	Library Service – Ensuring that the community needs are taken care of through the collecting, as well as organizing research and other reading materials, and providing research and copying facilities	**BC**	<8 hours	30 days

i.   Ndwedwe Local Municipality Relocation

The resources delivering the process activities for these business areas are located at Lot 47- 48 P100 Road, Bhamshela Centre, R614, and Sonkombo Centre, Ndwedwe. Should these premises become unavailable the functions will be recovered as below:

Table 30 Relocation Information

Department	Current staff	Relocation option	Relocation staff required	RTO	Dependency notes
Communications	5	All five (5) resources can work remotely from home or from another municipal office	3	Immediate	All resource requires Laptop, printer / scanner; iPad, professional camera, cellphone and Mac book Pro, Projector, banners, and mobile router for internet access
Security	1	The sole staff is not able to work remotely and the only relocation option would be to work from another municipal building	1	Immediate	The resource requires the use of Computer, Tablet, Printer, and Scanner, as well as internet access. CCTV access will also be required, as well as handheld scanners and 2-way radios
Expenditure	5	Two (2) of the five (5) staff members are able to work remotely from home, or from another Municipal building	2	Immediate	The two (2) resources require laptop, printer, scanner, landline, copier, cellphone, and mobile router, with internet access
Revenue	4	Two (2) of the four (4) staff members are able to work remotely from home or from another Municipal building	2	Immediate	The resources require laptop, printer, scanner, landline, copier, cellphone, and mobile router, with internet access
Disaster Management	4	Two (2) of the four (4) staff members are able to work remotely from home or from another	2	Immediate	The resources require the use of Laptops, Printer, Scanner, Landline, Cellphone, Mobile router, for Internet connection would also be required, In addition, Specialised response and emergency equipment, as well as Vehicles

BUSINESS CONTINUITY PLAN

Department	Current staff	Relocation option	Relocation staff required	RTO	Dependency notes
		Municipal building			
Public Participation	4	All four (4) staff members can work remotely form home or another municipal office	4	<1 hour	The resources require the use of Laptops and Mobile router for internet connection
Fleet	4	Only one (1) resource can work remotely from home or from another municipal office	4	<1 hour	Staff member requires Laptops, Desktop, Printers, Scanners, Landline and Vehicles, as well as internet access in order to access online databases
Supply Chain Management	9 (plus an Intern)	All nine (9) resources	7	<1 hour	All staff members require Laptops and Mobile router for internet connection
Local Economic Development	11	Only three (3) resources can work remotely from home or from another municipal office	3	<2 hours	The resources require Laptop, Desktop, Printer, Tractors, Vehicles, Landline, mobile router for internet access and Cellphone
Planning and Town Development	1	The one (1) resource can work remotely from home (only option)	1	<2 hours	Only one (1) resource can work remotely from home
ICT	4	Two (2) of the four (4) resources are currently able to work remotely from home or from another municipal office	3	<3 hours	All resources will require Laptops, landline, printer, scanner, cellphone, and internet access in order to access servers
Budget & Reporting	2	All two (2) of the resources are able to work remotely from home or another Municipal building	2	<3 hours	Both resources will require Laptops, cellphone, printer, copier / scanner, landline, and mobile router for internet access

The timeframes in the table above, indicate the intended recovery time in which to relocate to the alternative premises, to start the process of recovering priority functions.

ii.   Critical Times

The BCC Team should consider if the time of the incident has occurred during a critical time for the functions, in which case recovery timeframes may need to be adjusted. Specific critical times for the most critical functions are as follows:

Table 31: Critical Times

Department	Critical times for function	Critical time notes
Communications	Daily	-
Security	Hourly	-
Expenditure	15, 25 and 30 / 31 of each month	-
Revenue	15, 25 and 30 / 31 of each month	-
Disaster Management	Daily	-
Public Participation	31st March, May, June, and July each year	-
Fleet	Daily	-
Supply Chain Management	Daily, Month-end and April / May each year	-
Local Economic Development	Daily	-
Planning and Town Development	Project dependant	-
ICT	Daily	-
Budget & Reporting	Monthly and Quarterly budget monitoring. Submission of annual financial statements. 31 August	31 March (budget approval), 31 May (final approval of budget), 25 Jan (assessment report), 28 Feb (adjustment budget)

iii.   Manual Workarounds

Should the ICT systems that support the functions not be available, certain
manual workaround procedures may be possible to continue delivery of the
most critical functions. Specific workarounds for functions are as follows:

Table 32: Manual Workarounds

Department	Manual Workaround for function	Workaround notes
Communications	Partial	-
Security	Partial	-
Expenditure	None	-
Revenue	None	-
Disaster Management	Partial	-
Public Participation	Yes	-
Fleet	Partial	-
Supply Chain Management	None	-
Local Economic Development	Limited	-
Planning and Town Development	Partial	-
ICT	None	-
Budget & Reporting	None	-

iv.   Recovery Dependencies

31 The following dependencies are required for the teams to function:

Table 3311: Recovery Dependencies

Department	Vital Documents	Internal Dependence	External Dependence
Communications	National Communication Policy and Council Resolution	All internal Departments and Councillors	Cogta, Provincial/National, Media houses and Residents
Security	CCTV footage Signed access control documents (OB books)	All internal Departments	Security services provider South African Police Services, Private Security for Office bearers
Expenditure	All financial information on server	ICT and All internal Departments	Banks, System Vendors
Revenue	All financial information on server	ICT and All internal Departments	System Vendors
Disaster Management	Database	All internal Departments	Cogta, District, Sector Departments, DM Centre, Provincial DM Centre
Public Participation			
Fleet	Applications, Personal Files, Workplace skills plan, Leave reports, OD, and EAP Cases	IT, Management and Employees	Media advertising, Training Service Providers, LG Seta, Road Training Collages, Salga, Department of Labour, and Medical Practitioners
Supply Chain Management	Data base forms, records, email, Tender documents, information files, Supplier information, and Banking details	End user Department, ICT, and CFO	Service Providers, Stakeholders, system vendors, National Treasury, and Creditors
Local Economic Development	Formal and Informal Business database, LED Strategy, Agricultural Sector plan, Informal and Formal Business policy, Funding application files, Meeting minutes and attendance registers	ICT, Finance, MM, Council, EDP portfolio and HR	Enterprise Ilembe, Ilembe District, Provincial EDTEA, Office of the Premier, and COGTA
Planning and Town Development	Maps, Application approvals, Previous Strategic plans, and Previous Statutory plans	All internal Departments	COGTA, Department of Rural Development, Private Investors, ilembe District, Development agencies, and Service Providers
ICT	SLA's, and Municipal records	All internal Departments	Server Service Provider

Department	Vital Documents	Internal Dependence	External Dependence
Budget & Reporting	Budget (Approved)	ICT, Heads of Departments, All Internal Departments	National Treasury and Provincial Treasury, Consultants - Financial Services system Vendors and COGTA

4.4.5   Recovery Equipment

The BCC Team should ensure that the following equipment required by the teams to carry out the most critical function:

the teams to carry out the most critical function:

Table 34: Recovery Equipment

Department	Desktop PCs	Laptops	Printer / Scanner	Cellphone	Other
Communications	-	X	X	X	Landline, and internet connectivity, iPad, Professional camera, and MacBook Pro
Security	X	X	X	X	Landline, and internet connectivity
Expenditure	-	X	X	X	Landline, mobile data router, internet connectivity
Revenue	-	X	X	X	Landline, mobile data router, internet connectivity
Disaster Management	-	X	X	X	Landline, vehicles, mobile data router, and internet connectivity, Specialised response, and emergency equipment / aid
Public Participation	-	X	X	X	Internet connectivity
Fleet	X	-	X	X	Landline, mobile data router, and

Department	Desktop PCs	Laptops	Printer / Scanner	Cellphone	Other
					internet connectivity
Supply Chain Management		X	X	X	Landline, mobile data router, and internet connectivity
Local Economic Development	X	X	X	X	Landline, mobile data router, and internet connectivity, Vehicles and Tractors
Planning and Town Development	-	X	X	X	Landline, mobile data router, internet connectivity, and Vehicles
ICT	-	X	X	X	Landline, mobile data router, and internet connectivity,
Budget & Reporting	-	X	X	X	Landline, mobile data router, internet connectivity

Note that: During an evacuation the critical / key resource is with their laptop at the time of evacuation command, they are to evacuate with it, **provided it is deemed safe to do so.**

5.4.6   Summary of ICT Systems

The BCC Team should ensure that the following ICT systems are available for use by the resources in order to function:

Table 35: Summary of ICT System Recovery requirements

					30Mandeni Local Municipality		
#	ICT System (Server-based)	RTO (time)	RPO (data)	Most critical Department using system	Most critical supporting process activity
1	Microsoft Office	Immediate	1 hour	Communications	Research and Information Communications and Rapid Respond Project Management Integrated Complaints and Management
2	Email (Microsoft Outlook)				
3	Adobe Created				
4	Mail Chip				
5	Joomla				
6	Hootsuite				
7	WhatsApp				
8	Microsoft Office	Immediate	Immediate	Security	Access Control Guarding of Municipal Buildings and Assets
9	Email (Microsoft Outlook)				
10	Patrol system				
11	CCTV				
12	Communication equipment (2-way radios)				
13	Handheld scanner				
14	Microsoft Office	Immediate	1 hour	Expenditure	Process monthly payment run (Salaries & Creditors) Month end Procedures (Recons, passing of Journals, Month end close-off Reporting
15	Email (Microsoft Outlook)				
16	Payday				
17	SAGE system				
18	Caseware				
19	Microsoft Office	Immediate	1 hour	Revenue	Billing and Collection Recon and Close off month end Reporting
20	Email (Microsoft Outlook)				
21	Payday				
22	SAGE system				
23	Caseware				
24	Microsoft Office	Immediate	1 hour	Disaster Management	Prevention and mitigation respond and recover (Rehab) Fire and natural disaster All other emergencies
25	Email (Microsoft Outlook)				
26	SAGE system	<3 hours			
27	Microsoft Office	<! Hour	1 hour	Public Participation	

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#	ICT System (**Server-based**)	RTO (time)	RPO (data)	Most critical Department using system	Most critical supporting process activity
			30Mandeni Local Municipality		
28	**Email (Microsoft Outlook)**				Public Participation (Meetings, Awareness programs, Roadshows, Amakhosi stakeholder meetings, Rapid response, and Ward Committees) IDP (Process plan of detailed activities) Performance Management System (PMS) Annual Report
29	**Microsoft Office**	<1 hour	1 hour	Fleet	Control and monitor of the Municipal fleet
30	**Email (Microsoft Outlook)**				
31	**Fleet Management System (Including Tracker**				
32	**Financial Services System**				
33	**Microsoft Office**	<1 hour	1 hour	SCM – Contract Management	Updating Contract Management register Store Contract information
34	**Email (Microsoft Outlook)**				
35	**Microsoft Office**	<1 hour	4 hours	SCM – Demand Management	Issuing Purchase Orders Goods Received Capture Creditor payments
36	**Email (Microsoft Outlook)**				
37	**Microsoft Office**	<4 hours	4 hours	SCM - Procurement	Procure Goods and Services for the Municipality
38	**Email (Microsoft Outlook)**				
39	**Microsoft Office**	<2 hours	2 hours	Planning and Town Development	Strategic Planning Town development Statutory Planning Development enquiries GIS
40	**Email (Microsoft Outlook)**				
41	**SAGE system**				
42	**ESS**				
43	**Microsoft Office**	<2 hours	2 hours	Local Economic Development	Economic development of formal and informal Municipal community Engaging external stakeholders and creating relationship to ensure that there is funding of economic activities. Encouraging sustainable economic growth
44	**Email (Microsoft Outlook)**				
45	**Business Licensing**				
46	**Microsoft Office**	<3 hours	1 hour	ICT	Providing ICT Support to Municipality employees ICT Systems Back-Up monitoring Server Support
47	**Email (Microsoft Outlook)**				
48	**SAGE system**				
49	**Payday system**				
50	**VEEAM system**				
51	**Active Directory**				
52	**Microsoft Office**	<3 hours	3 hours	Budget & Reporting	Budget preparations Financial reporting
53	**Email (Microsoft Outlook)**				
54	**SAGE system**				

#	ICT System (**Server-based**)	RTO (time)	RPO (data)	Most critical Department using system	Most critical supporting process activity
**30Mandeni Local Municipality**					
55	**Payday system**				
56	**Caseware**				

It is also important to consider if the time of the incident has occurred during a *critical time* for the functions, in which case recovery timeframes may need to be adjusted.

Should the ICT systems that support the functions not be available, any possible *manual workaround* procedures should be considered to continue delivery of the functions.

5.5 Recovery of Maphumulo Local Municipality Process Activities

Below is a summary of the high-level critical process activity functions (P1 & P2) reflecting their Recovery Time Objective (RTO) and Maximum Tolerable Period of Disruption (MTPD). These were taken into account when determining preferred relocation options for the resources to operate, during the Business Impact Analysis.

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Table 36: Maphumulo Local Municipality Process Activity Information

Responsible Area	Process Activity	Rating	RTO	MTPD
Community Services	Operation Sukuma Sakhe (WAR rooms)	MC	Immediate	Immediate
	Extended Public Works Programme			
	Disaster Management - Fire & Rescue Services			
	Waste Management			
	HIV/AIDS Project			
	Special Programmes (Gender)			
Fleet Management	Fleet asset management and administration / monitoring (Plant, municipal vehicles)	MC	<1 hour	1 hour
Youth & Sports	Youth and sport development programmes	MC	<1 hour	4 hours
Administration & Secretariat Support	General Administration for the entire Municipality	MC	<1 hour	8 hours
ICT	Internal Support	MC	<1 hour	2 hours
	Plan, oversee and manage ICT systems including SLA			8 hours
	External Support		<2 hours	
Facilities	Facility Management (Centres, Sports fields, Parks & Gardens-Maintenance)	MC	<1 hour	8 hours
	Lease agreements with Service Provider on centres			
	Motor Licensing registration			
IDP	Strategic planning and programmes for municipal development	MC	<1 hour	3 hours
LED	Facilitate and Development of Economic Opportunities	MC	<1 hour	3 hours
Spatial Planning	Land use management	MC	<1 hour	48 hours
Human Settlements	Low-Cost Housing and administration	MC	<3 hours	3 hours

Responsible Area	Process Activity	Rating	RTO	MTPD
Risk & Compliance	Ensure risk processes are in place Monitor risk plans and report Identify immerging risks ERM strategic document for annual approval Monitor compliance	MC	<4 hours	8 hours
Expenditure and Payroll	Creditors (invoice and payments) Recon - Accounts payable Petty cash Processing Salaries Monthly changes / data capture Monthly schedules and Recons	BC	<5 hours	8 hours
Budget & Reporting	Compile budgets, monitoring and reporting Annual financial statements	BC	<5 hours	8 hours
Internal Audit	Develop IA Plan Approval of IA Plan and IA Charter by Audit Committee Implementation of IA Plan IA Reporting to APC and MM	BC	<8 hours	24 hours
Council Support	Communication to Councillors for Council business (events and functions), and providing support and administration functions including administration for Traditional Leader	BC	<8 hours	24 hours
IGR and Public Participation	Stakeholder relationship management Communication to Communities	BC	<8 hours	24 hours
PMS	Performance management in terms of IDP of service delivery projects based on budget availability and required time frames (SDBIP)	BC	<8 hours	48 ours

5.5.1   Relocation

The resources delivering the process activities for these business areas are located at MR711, Lot 152, Main Road and Thusong Service Centre, Maphumulo. Should these premises become unavailable the functions will be recovered as below:

Table 37 Relocation Information

Department	Current staff	Relocation option	Relocation staff required	RTO	Dependency notes
Community Services	5	All five (5) resources can work remotely, and the preferred relocation option would be another	5	Immediate	All resource requires Laptop, printer, scanner, landline, cellphone, mobile router, vehicles, PPE, and cameras in order to carry out their function. In addition, access to email and MS Office 365 is required, including access to the server

Department	Current staff	Relocation option	Relocation staff required	RTO	Dependency notes
		Municipal building			
Fleet Management	1	The sole resource is able to work remotely, and can work from home, or another municipal building	1	<1 hour	The resource requires Laptop, printer, scanner, landline, cellphone, and mobile router. In addition, access to email, MS Office 365 and vehicle tracking application is required, including access to the server
Youth & Sports	3	Only one (1) resource is able to work remotely, and can work from home or another municipal building	1	<1 hour	The one (1) resource requires Laptop, printer, scanner, landline, cellphone, and mobile router. In addition, access to email, and MS Office 365 is required, including access to the server
Administration & Secretariat Support	5	All five (5) resources can work remotely from home, or another Municipal building	3	<1 hour	The resources require Laptop, landline, cellphone, printer/scanner, recording equipment, mobile router in order to carry out their function. In addition, access to email, MS Office 365, Sage System, MS Edge, and MSCOA (Finance/HR) is required, including access to the server
ICT	4 (including 1 Intern)	All four (4) resources can work remotely, from home, or another Municipal building	4	<1 hour	The resources require the use of Laptops, desktops, servers, landlines, cellphone, printer, scanner, switches, and routers in order to carry out their function. In addition, access to email, MS Office 365, Pastel, Sage Payroll, and VPN
Facilities	14	Only six (6) of the resources can work remotely, from another Municipal building, or from home	6	<1 hour	The resources require Laptop, desktops, printer, scanner, landline, cellphone, and mobile router in order to carry out their function. In addition, access to email, MS Office 365, and server access
IDP	1	The sole resource is able to work remotely from another municipal building, or from home	1	<1 hour	All staff member requires Laptop, printer, scanner, landline, cellphone, and mobile router in order to carry out their function. In addition, access to email, MS Office 365, and server access
LED	3	Only one (1) of the three	2	<1 hour	The resource requires Laptop, printer, scanner, landline, cellphone,

Department	Current staff	Relocation option	Relocation staff required	RTO	Dependency notes
		resources is able to work remotely from another municipal building or from home			and mobile router in order to carry out their function. In addition, access to email, MS Office 365, and server access
Spatial Planning	2	The two (2) resources are able to work remotely from another municipal building or from home	1	<1 hour	Two (3) resources require Laptop, printer, plotter, scanner, camera, landline, cellphone, router, and GPS Dongle in order to carry out their function. In addition, access to email, MS Office 365, GIS, Google Earth, GPS recording dongle and server access
Human Settlements	3	All three 93) resources are able to work remotely from another municipal building or from home	3	<3 hours	All resources will require Laptop, printer, plotter, scanner, camera, landline, cellphone, and router in order to carry out their function. In addition, access to email, and MS Office 365
Risk & Compliance	1	The sole resource is able to work remotely from another municipal building or from home	1	<4 hours	The resource will require Laptop, mobile router, printer, scanner, recorder, projector, landline, and cellphone in order to carry out their function. In addition, access to email, MS Office 365, RM System (Barnowl), and server access

The timeframes in the table above, indicate the intended recovery time in which to relocate to the alternative premises, to start the process of recovering priority functions.

5.5.2   Critical Times

The BCC Team should consider if the time of the incident has occurred during a critical time for the functions, in which case recovery timeframes may need to be adjusted. Specific critical times for the most critical functions are as follows:

Table 38: Critical Times

Department	Critical times for function	Critical time notes
Community Services	Immediate, Hourly & Daily	-
Fleet Management	Month-end	-
Youth & Sports	None	-
Administration & Secretariat Support	Monthly	As per Council meeting schedule
ICT	Month-end	-
Facilities	Daily	-
IDP	May each year	Drafting October to September the following year
LED	Monthly, and Quarterly	Annual targets
Spatial Planning	No specific	Application process takes three (3) months to complete, plus Legislative time frames
Human Settlements	Month-end	-
Risk & Compliance	Monthly, Quarterly and Annual	Risk Management Implementation Plan

5.5.3   Manual Workarounds

Should the ICT systems that support the functions not be available, certain manual workaround procedures may be possible to continue delivery of the most critical functions. Specific workarounds for functions are as follows:

Table 39: Manual Workarounds

Department	Manual Workaround for function	Workaround notes
Community Services	Partial	-
Fleet Management	Yes	-
Youth & Sports	Partial	-
Administration & Secretariat Support	Partial	Only on the Administration functions
ICT	None	Except for leave applications

Department	Manual Workaround for function	Workaround notes
Facilities	Partial	-
IDP	Yes	-
LED	None	-
Spatial Planning	None	-
Human Settlements	Yes	-
Risk & Compliance	Yes	With limitations

5.4.4   Recovery Dependencies

The following dependencies are required for the teams to function:

Table 40: Recovery Dependencies

Department	Vital Documents	Internal Dependence	External Dependence
Community Services	WIMP Plan DM Plan	Finance, ICT	EPWP members, DPW COGTA, Office of the Premier,
Fleet Management	Requisition book Reports on vehicles	Finance, ICT	Appointed Service Providers for vehicle / plant service and maintenance, Vehicle tracking
Youth & Sports	SDBIP	LED, Youth & Sports Sub Committee, Council, Finance, Department meetings	Youth, iLembe DM, iLembe Enterprise, COGTA, Dept of Sports and Culture, and NYDA
Administration & Secretariat Support	COGTA legislation documents, FM Act, Act 31 2002, Local Govt Structures	Officers, Cleaners, Finance, SCM, Speakers Office, MM for sign off	Durban Achieve, Dept Arts & Culture (file disposal authority), Service Providers (Cleaning materials, Elevator maintenance/service, Security)
ICT	Contact details of Service Providers	Support team	MTN - Telephone and internet, CCG - Financial system and payroll DD - Firewall security services, Mzansi Wethu Technologies - DR off site server, Printing machine services- Konica Minolta, Minecast services-email
Facilities	Attendance registers, Lease agreements, SLA's	All Departments	Service Providers, SASSA, IEC, Dept of Transport, Surgery, Pharmacy, Political Offices, Informal traders
IDP	All Municipal bylaws and Policies and Acts	All Departments	Government Depts, Communities, Councillors

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Department	Vital Documents	Internal Dependence	External Dependence
LED	Facilitate and Development of Economic Opportunities	SCM	None
Spatial Planning	Land Use Scheme, GIS, Spatial Framework	SCM, Building Control, Technical Services, ICT	GIS Support, Tribunal members from other Municipalities, COGTA, Rural Development and SALGA
Human Settlements	Beneficiaries data through(HSS) (approved and failed)	All Departments	Appointed Service Providers for Sub-Contractors and Suppliers
Risk & Compliance	ERM Governance document, Risk registers, POE's, Contractors and Appointment letters	MM Office, Supervisor, Risk Intern, Risk Champions, All Management, ICT	External Service Provider, and Audit Committee members, COGTA

5.5.5 Recovery Equipment Dependencies

The BCC Team should ensure that the following equipment required by the teams to carry out the most critical function:

Table 41: Recovery Equipment

Department	Desktop PCs	Laptops	Printer / Scanner	Cellphone	Other
Community Services	-	X	X	X	Landline, mobile router, Vehicles, PPE, Cameras
Fleet Management	-	X	X	X	Landline, mobile router
Youth & Sports	-	X	X	X	Landline, mobile router
Administration & Secretariat Support	-	X	X	X	Landline, recording equipment, mobile router
ICT	X	X	X	X	Landline, servers, switches, and routers
Facilities	-	X	X	X	Landline, mobile router
IDP	-	-	X	X	Landline, mobile router
LED		X	X	X	Landline, mobile router
Spatial Planning	-	X	X	X	Landline, mobile router, plotter, camera, and GPS dongle
Human Settlements	-	X	X	X	Landline, mobile router
Risk & Compliance	-	X	X	X	Landline, mobile router, projector

Note that: During an evacuation the critical / key resource is with their laptop at the time of evacuation command, they are to evacuate with it, **provided it is deemed safe to do so.**

5.5.3   Summary of ICT Systems

The BCC Team should ensure that the following ICT systems are available for use by the resources in order to function:

Table 42: Summary of ICT System Recovery requirements

| #	ICT System (Server-based)	RTO (time)	RPO (data)	Most critical Department using system	Most critical supporting process activity
	30Mandeni Local Municipality				
1	**Microsoft Office 365**	Immediate	1 hour	Community Services	Waste Management Extended Public Works Programme Disaster Management - Fire & Rescue Services
2	**Email (Microsoft Outlook)**				
3	**Microsoft Office 365**	<1 hour	1 hour	Fleet Management	Fleet Asset Management and Administration
4	**Email (Microsoft Outlook)**				
5	**Vehicle tracking**				
6	**Microsoft Office 365**	<1 hour	2 hours	Youth & Sports	Youth and sport development programmes
7	**Email (Microsoft Outlook)**				
8	**Payday**				
9	**Microsoft Office 365**	<1 hour	3 hours	Administration & Secretarial	General Administration for the entire Municipality
10	**Email (Microsoft Outlook)**				
11	**SAGE system**				
12	**MSCOA (Finance/HR)**				
13	**Microsoft Office 365**	<1 hour	30 minutes	ICT	Internal Support Plan, oversee and manage ICT systems External Support
14	**Email (Microsoft Outlook)**				
15	**Pastel**				
16	**Sage Payroll System**	<2 hours			
17	**VPN**				
18	**Microsoft Office 365**	<1 hour	1 hour	Facilities	Facility Management Motor Licensing registration
19	**Email (Microsoft Outlook)**				
20	**Microsoft Office 365**	<1 hour	1 hour	IDP	Strategic planning and programme
21	**Email (Microsoft Outlook)**				

#	ICT System (Server-based)	RTO (time)	RPO (data)	Most critical Department using system	Most critical supporting process activity
	30Mandeni Local Municipality				
22	**Microsoft Office 365**	<1 hour	1 hour	LED	Facilitate and Development of Economic Opportunities
23	**Email (Microsoft Outlook)**				
24	**Microsoft Office 365**	<1 hour	3 hours	Spatial Planning	Land Use Management
25	**Email (Microsoft Outlook)**				
26	**GIS**				
27	**Google Earth**				
28	**GPS Recording**				
29	**Microsoft Office 365**	<3 hours	4 hours	Human Settlements	Low-Cost Housing and administration
30	**Email (Microsoft Outlook)**				
31	**Microsoft Office 365**	<4 hours	1 hour	Risk & Compliance	Ensure risk processes are in place Monitor risk plans and report Identify immerging risks ERM strategic document for annual approval Monitor compliance
32	**Email (Microsoft Outlook)**				
33	**RM System (Barnowl)**				

It is also important to consider if the time of the incident has occurred during a ***critical time*** for the functions, in which case recovery timeframes may need to be adjusted.

Should the ICT systems that support the functions not be available, any possible ***manual workaround*** procedures should be considered to continue delivery of the functions.

6   RESTORE OPERATIONS

The BCT will co-ordinate efforts to restore operations to business-as-usual, and ensure that all audit, regulatory and compliance requirements are completed for business recovery arrangements that may have been activated.
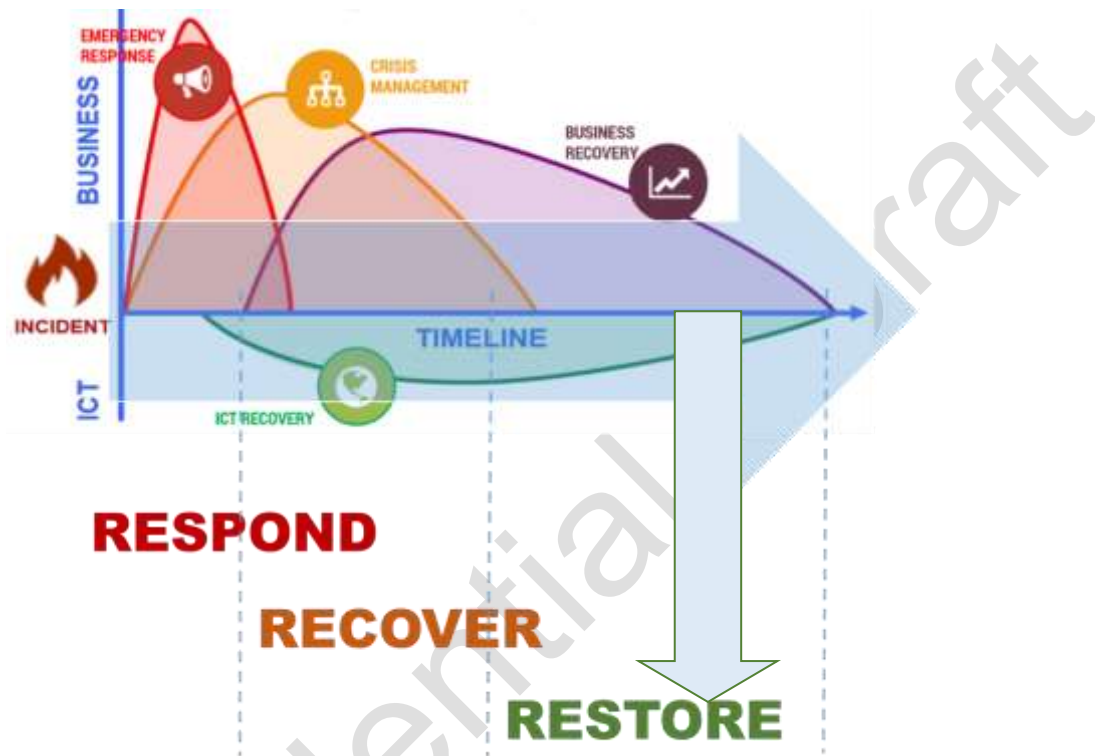
6.1   Return to normal

Obtain feedback from the Emergency Services pertaining to the restoration details of returning back to normal operations.   This may include building renovation, documents, and data restoration, staffing capacities. If the primary site is unusable, then another building or location should be prepared accordingly.

The BCC Team to make a decision on when to return to the primary site or source an alternate site, and should consider the following:

- Test the workstations, system infrastructure and physical access for full functionality before staff return to the primary / alternative site.

- The BCC Team Leader should project manage this return or allocate the function to a suitable team to plan and manage the move.

- Ensure all working related files at the recovery site are secured and returned to the home site.

6.2 Capture lost data and backlog

Management should ensure that all backlog that may have accumulated during the incident and relocation is captured, including:

- Assess the scale of the backlog to be cleared as well as the anticipated time which it will take to clear this backlog.

- Plan and assign the relevant resources who will be responsible for clearing the backlogs.

- Communicate to relevant third parties and stakeholders, regarding the plan and anticipated timing for clearing any backlogs that may affect stakeholders.

6.3 Audit recovered information

Management should ensure that all captured information that may have been processed manually, or recaptured backlog is reviewed and audited as appropriate to confirm correctness and compliance to the relevant Municipality Standard Operating requirements.

6.4 Post Incident Review

The BCC Team should convene an incident review meeting, together with the affected Departments to assess the recovery process performed.

- Consider including affected stakeholders, including the Risk Management BCM team within Internal Audit, as appropriate

- Analyse the incident, BCP activation, recovery performance and lessons learnt (what went well and what needs to be improved).

- Develop the Incident Review Report (refer to **Appendix C on page 85** for an Incident Report Template).

- Consider an additional briefing / communication to media and stakeholders to provide any follow-up information, in line with the guidance from the BCC Team Leader.

6.5   Business Continuity Improvement

Based on the feedback from the post incident review and lessons learnt, manage further areas of improvement, such as:

- Consider adjusting team roles and / or responsibilities as deemed necessary or as required.

- Determine what updates need to be made and task BCC Team members to complete the updates within a specified timeframe.

- Monitor the update of plans through the required reporting channels.

- Consider scheduling a desk-top exercise after the updates have been made to run through the changes and additional scenarios to improve response capabilities.

KEY INFORMATION

Document Storage

This document is confidential as it contains sensitive information. As such, it should be stored and distributed appropriately with care as per governing policies.

This Business Continuity Management ("BCM") document will be distributed to all BCC Team members on an annual basis following a review by the Plan Owners and Alternates. The Team members are to store a copy of this plan as follows:

- Hard copies of this plan will be held at the Command Centres locations.
- Hard copy to be stored at the residence of each Team member.
- Soft copies to be stored on the relevant Municipality Network drive and mobile phone of each Team member.

Document Focus

This Business Continuity Plan focuses on co-ordinating response activities and enabling the efficient execution of relocation strategies to allow for continued operational activities, should the current premises become unavailable (through fire, flood, strike, pandemic, and other potential disruptive incidents).

- The Business Continuity Coordinating Team will co-ordinate the response and recovery from all major incidents (including non-physical) affecting all or one of the Municipalities. With a focus on directing communications and recovery of business functions.

7 ACRONYMS & TERMS

Abbreviation	Term	Description
BIA	**Business Impact Analysis**	The process of analysing the impact over time of a disruption on the organisation.
BCM	**Business Continuity Management**	The capability of the organisation to continue delivery of products or services at acceptable predefined levels following disruptive incident .
BCP	**Business Continuity Plan**	This document that defines the resources, actions, tasks, dependencies, and data required to manage the business recovery process in the event of a business disruption.
CC	**Command Centre**	The prepared location where teams will meet to assess the impact of the interruption, and direct business recovery teams to recover functions.
DRP	**Disaster Recovery Plan - Information Technology**	The plan is designed to assist in restoring the ICT environment within the stated and agreed disaster recovery timeframes.
MTPD	**Maximum Tolerable Period of Disruption**	The time it would take for adverse impacts, which might arise as a result of not providing a product or service or performing an activity, to become unacceptable.
RPO	**Recovery Point Objective**	The point to which information used by an activity must be restored to enable the activity to operate on resumption.
RTO	**Recovery Time Objective**	The period of time following an incident within which a product or service must be resumed, or activity must be resumed, or resources must be recovered.
WAR	**Work Area Recovery**	The prepared offsite location at which staff will relocate to in order to resume critical business activities or functions, in the event of a disruption.

APPENDIX A – PLAN ACTIVATION (Invocation) FORM

Declaration of formal activation of Business Continuity recovery processes (as may be required for Audit purposes).

Declaration of a Business Continuity Plan Activation / Invocation			
Name		**Date**	
Contact number		**Time**	

In our capacity as members of Business Continuity Coordinating Team, we hereby formally authorise the declaration and mobilisation requirements, according to the Business Continuity Plan, to enable recovery of the affected critical business process activities, workspace.

Reason for Activation

Motivation for Activation of plans

*: The signed copy of this form is to be kept by the Business Continuity Coordinating Team.

Signatures of BCT Members			
Name		**Name**	
Date		**Date**	
Time		**Time**	
Signed		**Signed**	

APPENDIX B – KEY / CRITICAL CONTACT DETAILS

Please use this list to contact staff to inform them of where to proceed and provide informational updates during the recovery process. An updated staff list is to be **reviewed**, as well as **verified** and then attached to this plan on a quarterly basis.

Additional stakeholders and external parties required by the BCCT's must also to be listed in the table below.

Team	Name	Role	Contact	Email address
Business Continuity Coordinating Team				

BUSINESS CONTINUITY PLAN

Team	Name	Role	Contact	Email address
Recovery Staff to relocate				
Other Staff (Internal Dependencies)				

BUSINESS CONTINUITY PLAN

Team	Name	Role	Contact	Email address
External Dependencies				
Other Key Contacts				

APPENDIX C – INCIDENT REVIEW REPORT

Capture all incident information and track actions for follow-up and audit purposes.

Incident Report Overview			
Incident #		**Incident Date:**	
Logged By (Name):		**Incident Time:**	
Logged By (Phone Number/s):		**Report Date:**	
Incident Location:		**Report Time:**	
Incident Summary:			

Incident Information:
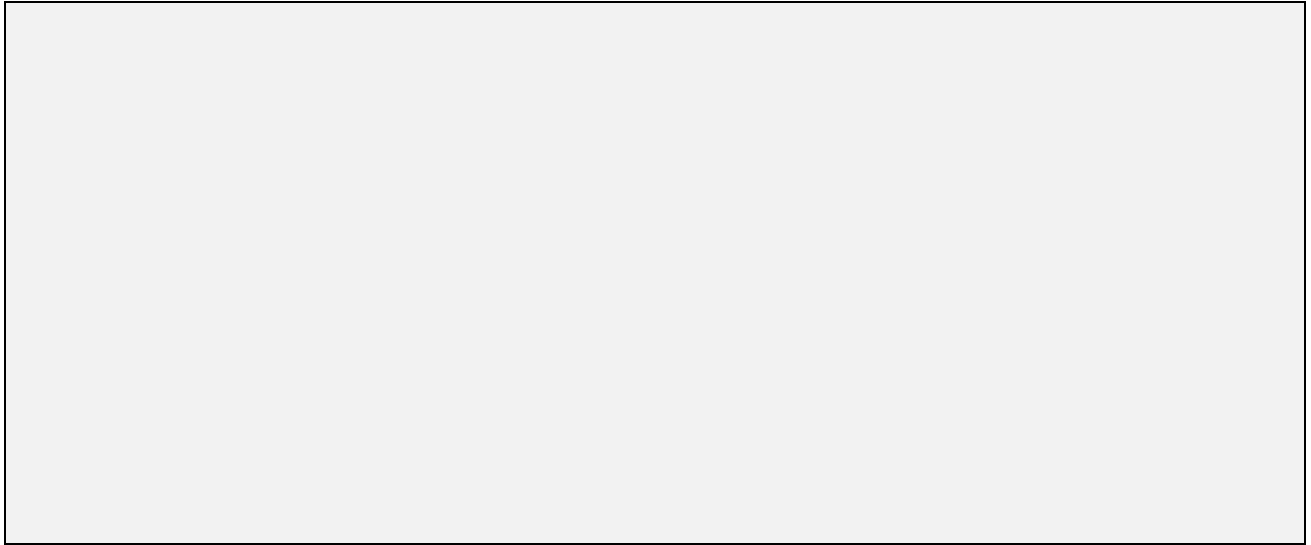
	Description
Description of incident	
Impact of the Incident	
Sequence of Events	
Concerns / Issues	

Incident Response Actions:

Actions	Description	Action By	Deadline
1.			
2.			
3.			
4.			
5.			

Any Other Notes:

APPENDIX D – SITE MAP

Should this plan be activated, a BCCT Member should immediately call the Disaster Management site on the **assigned contact number** and the BCCT members should immediately proceed to the Disaster Management site in order to initiate incident response and recovery procedures:

Directions to Disaster Management Site

Stanger Ext 15, KwaDukuza, 4449