



# **DRAFT** **ACTION PLAN**



ENVIRONMENTAL AND SOCIAL ADVISORY SERVICES



**Chintsa Solid Waste Transfer Station,  
Great Kei Local Municipality**

**ACTION PLAN FOR CHINTSA SOLID WASTE  
TRANSFER STATION**

**Prepared for:**



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# 1 PROJECT BACKGROUND AND PURPOSE

## 1.1 INTRODUCTION

The Great Kei Local Municipality (GKLM) is located within the Amathole District Municipality (ADM) in the Eastern Cape Province. The Municipality covers an area of 1 736 square kilometres (km<sup>2</sup>). The Municipality is bordered by the Buffalo City Metropolitan Municipality (BCMM), the Amahlathi Local Municipality and the Mngquma Local Municipality.



**Figure 1.1: Locality of the Great Kei Local Municipality relative to other Municipalities within ADM.**

The main towns of the Municipality are Komga and Kei Mouth as well as the coastal settlements of Morgan Bay, Haga Haga and Chintsa. According to the GKLM Integrated Development Plan (IDP) 2018/19, the population density within urban areas is estimated at 185 people/km. The population of the municipality is proportionally distributed over its 7 wards. There has been a significant decline in the population of the Municipality since 2001 which is believed to be as a result of resettlement from rural areas to more urban environments. The municipality underwent ward redetermination in 2016 which further caused a decline in the



population as several communities fell under the Buffalo City Metropolitan Municipality BCMM. The number of households was 11 365 in 2001 and has declined to 8 774 in 2016 (GKLM, IDP 2018/19).

Refuse is removed one a week in urban households and businesses. Approximately 95% of households in urban areas are serviced, rural areas and farms are not serviced by the Municipality, (GKLM, IDP 2019/19).

The GKLM IDP 2018/19 acknowledges various solid waste management challenges within the Municipality. Challenges cited in the IDP 2018/2019 which relate to the Chintsa Transfer Station are as follows:

- Upgrades are needed in terms of structure in both the Kei Mouth and Chintsa Transfer Stations;
- Inadequate recycling cooperatives;
- No fire control measures in all solid waste sites;
- Illegal dumping; and
- Shortage of staff and fleet for refuse collection.

## 1.2 BACKGROUND AND PURPOSE OF THIS ACTION PLAN

The Chintsa Transfer Station was issued with a license to store, sort, shred, grind and bale general waste by the Department of Economic Development, Environmental Affairs and Tourism (DEDEAT) in July 2011 (license number AM/A/5,18,L8/10). The licence was valid for until 31 December 2016. Therefore, the license has expired and the Transfer Station is currently unlicensed.

The National Environmental Management: Waste Act (NEM:WA) legislation was amended in October 2017. Under the amended legislation, the transfer station no longer requires a full waste license but is required to be registered with DEDEAT as a transfer station and receive an operational permit. As part of the registration process, the GKLM is required to submit an Operational Environmental Management Programme (OEMPr).

The GKLM is in the process of drafting and submitting an OEMPr to DEDEAT for the Chintsa Transfer Station. During engagements with DEDEAT, they requested that the GKLM first submit an action plan demonstrating how the Municipality intends to remedy the current situation at the transfer station so that the facility will be in a position to operate in compliance with the conditions of an operational permit and all relevant legislation.

CES has been appointed by GKLM to develop the action plan as required by the DEDEAT.



The main objectives of the assignment are as follows:

- To develop an action plan and present it to DEDEAT and the Chintsa community, detailing the actions that need to be taken in order to ensure that the Chintsa Transfer Station is returned to a proper operational state.
- To initiate and facilitate the process of reviewing the current permit so that it is aligned with the current relevant legislation.
- To compile an operational plan for GKLM clearly detailing the measures that need to be implemented at the Chintsa Transfer Station on a daily basis.

### 1.3 PROJECT LOCALITY

The Chintsa Transfer Station is located in Chintsa East approximately 2 km from the Chintsa township (32°49'5.19"S 28° 6'8.54"E) (Figure 1.2).

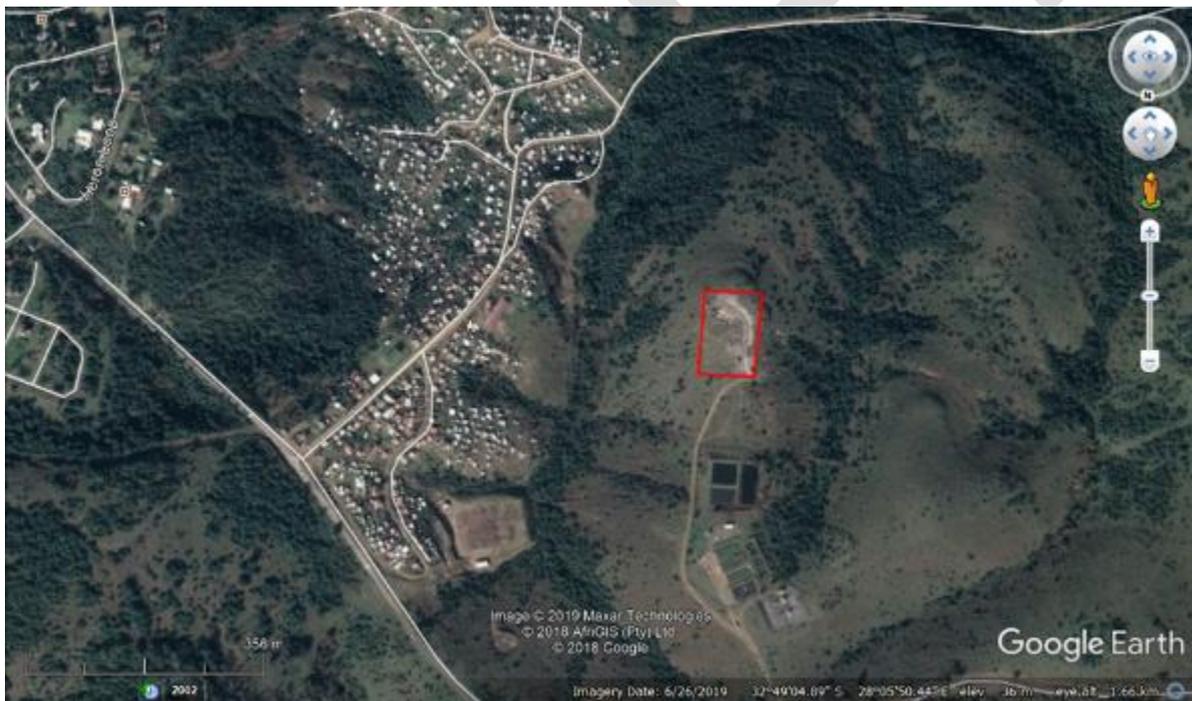


Figure 1.2: Locality of the Chintsa Transfer Station in within GKLM



## 2 SITE INSPECTION

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### 2.1 ASSESSMENT OF ON-SITE STATUS QUO

Site visits were undertaken by CES in May 2019 to determine the state of the Chintsa Transfer Station. The site visit also identified the measures that the GKLM will need to implement in order to return the transfer station to an appropriate functional state.

The following observations were made relating to the Chintsa Transfer Station:

- There are no staff permanently based at the facility which results in various challenges such as:
  - No access control on site;
  - No screening or sorting of the waste;
  - No record keeping of any incoming and outgoing waste; and
  - No monitoring/management of the offloading of waste by municipal trucks or private vehicles. As a result, waste is not being deposited in a systematic manner.
- There is no weighbridge at the transfer station. As a result, waste quantities cannot be accurately measured.
- There are designated concrete waste receptacles and administration buildings on site. However these are dilapidated.
- Due to the amount of waste that had accumulated on site, it was evident that waste is not being transferred to the Komga Waste Disposal Site on a regular basis.
- There is no regular maintenance of the access roads and waste is deposited on the internal access roads, which hinders the accessibility to the site by vehicles.
- There is evidence of waste being burned on site.
- The site fence is vandalised in large sections.
- Waste is blown beyond the boundary fence into the surrounding environment.
- There is evidence of informal reclaimers accessing the site to recover and sort recyclable materials such as glass and cans. Some of the recyclable materials are found placed in big bags ready for collection.
- Some reclaimers were observed on site at the time of the site visit.

The images below show of the state of the Chintsa Transfer Station at the time of the site visit:



Figure 2.1: Ungated access to the transfer station and litter beyond the premises of the site.



Figure 2.2: Fencing on the perimeter of the site.



Figure 2.3: Vandalised guardhouse and buildings within the Chintsa transfer station.



Figure 2.4: Waste receptacles built on site.



Figure 2.5: Waste reclaimers observed on site.



Figure 2.6: Evidence of burnt waste on site.



Figure 2.7: Evidence of no formal procedures followed for waste disposal on site.

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## 3 ACTION PLAN

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The Chintsa Transfer Station must comply with the following Norms and Standards under the National Environmental Management Waste Act (NEM: WA):

- National Norms and Standards for the Storage of Waste (2013); and
- National Norms and Standards for the Sorting, Shredding, Grinding, Crushing, Screening or Baling of General Waste (2017).

*The above documents are attached as Annexure 1 of this Action Plan.*

At the time of the site visit, various aspects of the Chintsa Transfer Station were not compliant with the NEMA, NEM:WA or the National Norms and Standards mentioned above. GKLM will have to undertake actions to remedy the situation at the transfer station. The actions in Section 3.1 below must be undertaken immediately (within the next 3 months) by the GKLM in order for the transfer station to function properly. Thereafter, the actions proposed in Section 3.2, must be undertaken in order to comply with the conditions of the relevant waste National Norms and Standards.

### 3.1 IMMEDIATE ACTIONS

The following immediate actions must be undertaken by the GKLM in order to initiate the remediation of the transfer station and achieve a functional state:

#### **1. Clean up and clear the transfer station**

- The GKLM must conduct an extensive clean up and clearing of the litter waste at the transfer station. Uncontained waste and litter from inside the perimeter of transfer station will have to be removed and transported to the Komga Waste Disposal Site.
- Waste and litter from the fence, the access roads, adjacent land parcels etc. must be removed. The waste must then be transported and disposed of at the Komga Waste Disposal Site. All waste at the transfer station must be placed in skip bins and waste receptacles/tanks.



*Should the GKLM not have the capacity and resources to undertake the clearing of the transfer station, the Municipality must to appoint a suitable contractor with all the required equipment, vehicles, labourers and experience to undertake the clean-up.*

## **2. Post clean-up maintenance**

- After the transfer station has been cleaned and cleared, the GKLM must ensure that the transfer station is continuously free from litter and waste that is outside the designated waste receptacles. All access roads, fences etc. must be kept clear of litter at all times.
- Regular transportation of the waste to the Komga Waste Disposal Site must be undertaken. It is proposed that waste be transported from the transfer station to Komga at least once a week.
- The GKLM must designate labourers on site who will ensure systematic and neat storage of the waste. Accumulation of waste at the transfer station must be avoided.
- It is proposed that the GKLM enter into an agreement with a recycling contractor where the contractor is allowed access to the transfer station to sort and reclaim recyclables on site. The GKLM must ensure that the recycling contractor has all the required staff and equipment such as vehicles, forklifts (if required), baling machines, weighbridges etc. as well as relevant experience.



### 3.2 ACTIONS TO BE UNDERTAKEN IN TERMS OF NORMS AND STANDARDS

Table 3.1 below summarizes the proposed actions that must be undertaken by the GKLM in order to comply with:

- National Norms and Standards for the storage of waste (2013); and
- Norms and Standards for the sorting, shredding, grinding, crushing, screening or baling of general waste (2017).

The timeframes for achieving the actions are explained as follows:

Immediate:	1 month – 3 months
Short term:	3 months -18 months
Medium term:	18 months - 3 years
Long term:	3 -10 years

Table 3.1 below list conditions required for the basic operations of the transfer station to comply with the above mentioned Norms and Standards. Column 1 provides the requirements in the National Norms and Standards while column 2 indicates the current status of compliance at the Chintsa Transfer Station. Column 3 details the actions that must be undertaken by the GKLM to address the non-compliance while the last column states the timeframe in which the actions must be undertaken.

**Table 3-1: Actions to be undertaken by the GKLM in accordance to the relevant Norms and Standards**

Condition in the National Norms and Standards	Chintsa Transfer Station compliance	GKLM Actions	Timeframe
ACCESS CONTROL AND SECURITY NOTICES			



Condition in the National Norms and Standards	Chintsa Transfer Station compliance	GKLM Actions	Timeframe
<ul style="list-style-type: none"> <li>- A weatherproof durable notice board should be placed at the entrance of the waste facility, clearly detailing the following:               <ul style="list-style-type: none"> <li>o The name of the facility;</li> <li>o Acceptable waste types;</li> <li>o Operating hours;</li> <li>o Contact details including contact details in emergency situations;</li> <li>o The person responsible for the operation of the site; and</li> <li>o The risk involved in entering the site.</li> </ul> </li> <li>- The notice boards must be written in at least three languages, one of which should be the predominant language in the area.</li> </ul>	Non-compliant	The GKLM must erect weatherproof durable notice boards at the entrance of the Chintsa Transfer Station in accordance to the requirements stipulated by the relevant Norms and Standards.	Short-term
The waste facility must be securely fenced with lockable gates to prevent unauthorized people access the site.	Non-compliant	The site is currently vandalised in large sections of the site. The GKLM must ensure that the fencing on the site is fixed and must erect a functional and lockable gate at the entrance of the transfer station, which must be locked during non-operational hours.	Short-term
Security personnel must be provided at the entrance gate.	Non-compliant	The GKLM must appoint security personnel to regulate entrance to the transfer station during operational hours.	Short-term
Notices of prohibition of unauthorised persons must be displayed and enforced.	Non-compliant	The GKLM must erect notices of prohibition of unauthorised persons at the entrance of the transfer station, the security personnel must enforce this when necessary.	Short-term



Condition in the National Norms and Standards	Chintsa Transfer Station compliance	GKLM Actions	Timeframe
Suitable signage with information boards must be placed and maintained informing vehicles of the designated off-loading areas.	Non-compliant	The GKLM must place information boards around the transfer station informing patrons of the designated off-loading areas.	Short-term
The facility must be kept locked during non-operational hours.	Non-compliant	The GKLM must ensure that all gates are locked during non-operational hours.	Short-term
<b>OPERATION AND MONITORING PROCESS</b>			
The facility must clearly state and adhere to the days and hours of operation.	Non-compliant	The transfer station will be open from 08h00 to 16h30 during the week and 08h00 to 13h00 on Saturdays. The GKLM must adhere to these days and hours of operation which must be approved by DEDEAT.	Short-term
All incoming waste must be inspected to ensure no unacceptable waste is permitted and handled at the facility.	Non-compliant	The GKLM must ensure that waste is inspected upon entry of each vehicle and that no unacceptable waste is permitted to be offloaded. This person must be adequately trained in waste.	Short-term
Waste accepted on site must be screened for any hazardous waste material. No hazardous waste must be accepted or handled at the facility.	Non-compliant	The GKLM must ensure that once the waste is offloaded, all waste is screened for any hazardous waste not obvious at the gate inspection.	Short-term
Waste must be sorted into various categories (recyclables and non-recyclables) and a documented procedure must be implemented to prevent any mixing of hazardous and general waste.	Non-compliant	The GKLM must ensure that waste materials are separated into recyclables and non-recyclables and placed in designated storage areas while awaiting transportation.	Short-term



Condition in the National Norms and Standards	Chintsa Transfer Station compliance	GKLM Actions	Timeframe
The quantities of incoming and outgoing waste must be recorded including the source and destinations of the recycled material before they are transported/collected for delivery to their destinations.	Non-compliant	The GKLM must ensure that quantities of incoming and outgoing waste are recorded, including the source and destinations of the waste before it is transported/collected for delivery to respective destinations.	Short-term
The facility operating record must be kept in the office and made available to inspectors, or internal and external auditors.	Non-compliant	The GKLM must ensure that a facility operating record is kept in the office at the transfer station.	Short-term
<b>HOUSE KEEPING AND OPERATIONS</b>			
Waste that is spilled or blown by wind during opening, handling or storage must be contained.	Non-compliant	The GKLM must ensure that no scattered waste is visible outside the premises of the facility. The facility workers must take care to avoid windblown litter entering onto the neighbouring farm to ensure that the facility does not become a nuisance to the surrounding land occupiers/owners.  On a weekly basis, the responsible site workers must conduct a walk-about around the facility and remove any litter which may have been blown outside the facility.	Immediate
The waste facility should be free of odour or emissions that are likely to cause a nuisance.	Compliant	The GKLM must avoid the accumulation of waste at the transfer station as this can cause odours, pests and vermin which may be a nuisance.	Immediate
Noise levels must be controlled so they do not become a nuisance to the surrounding land	Compliant	The GKLM must ensure that noise levels at the transfer station are below the ambient noise level, in terms of the GKLM by-laws and other	Immediate



Condition in the National Norms and Standards	Chintsa Transfer Station compliance	GKLM Actions	Timeframe
occupiers and must meet the standard noise requirements of applicable relevant legislation.		applicable legislation. The facility must also only operate between approved working hours.	
The operational area must be hard surfaced or impermeable where there is potential for significant leachate generation.	Non-compliant	The GKLM must construct an operational area with an impermeable surface such as concrete slabs, where the waste will be offloaded and stored.	Long-term
The facility must be operated within its design capacity and the waste storage containers/receptacles must not be overfilled.	Non-compliant	The GKLM must purchase/construct additional receptacles in order to accommodate waste quantities at the transfer station. All non-recyclable waste must be stored in waste receptacles which must be prevented from overflowing by being timeously removed to the Komga waste disposal site.	Long-term
Internal roadways must be maintained and accessible.	Non-compliant	The GKLM must ensure that roadways are maintained and kept clear of waste in order to allow for vehicles and persons to gain easy access to all sections of the transfer station.	Immediate
Dust suppression methods must be employed in accordance with the relevant National Dust Control Regulations, 2013 in the case where dust emissions are generated from processing of waste materials.	N/A	In future, should any processing of waste be undertaken on site, The GKLM must ensure that dust suppression methods are employed in accordance with the relevant National Dust Control Regulations. The GKLM must also ensure that all authorisations and permits that may be required for any treatment/processing of waste are in place.	Long-term



Condition in the National Norms and Standards	Chintsa Transfer Station compliance	GKLM Actions	Timeframe
Any waste water from the processing of waste material must comply with municipal waste water requirements.	N/A	In future, should any processing of waste be undertaken, The GKLM must ensure that any waste water arising from such activities comply with municipal water requirements. There is currently no processing of waste on site, therefore, this condition is inapplicable.	Long-term
Stormwater drainage must be kept open and clear of litter and other debris.	Non-compliant	The GKLM must ensure that a stormwater drainage system is installed onsite and a stormwater management plan must be developed and implemented. The stormwater management plan must ensure that no stormwater containing waste material is allowed to flow from the facility.	Long-term
The facility manager must ensure that all staff wear applicable safety clothing and gear at all times.	Non-compliant	The GKLM must ensure that all staff wear the applicable safety clothing and gear at all times.	Immediate
A first aid kit must be kept at the facility at all times.	Non-compliant	Once the buildings and facilities within the transfer station have been renovated and there are staff permanently on site, the GKLM must ensure a first aid kit must be kept at the facility at all times.	Medium-term
Firefighting equipment (fire extinguishers, fire hydrants, sprinkler system) must be kept at the facility at all times. The fire extinguishers must be serviced up to date at all times.	Non-compliant	Once the buildings and facilities within the transfer station have been renovated and there are staff permanently on site, the GKLM must ensure that firefighting equipment is kept at the facility at all times. In the interim, the recycling company that will be on site must transport a fire	Long-term



Condition in the National Norms and Standards	Chintsa Transfer Station compliance	GKLM Actions	Timeframe
		extinguisher to and from the site every day. Fire extinguishers must be serviced regularly.	
Under no circumstances must waste be burned on site.	Non-compliant	The GKLM must ensure that no waste is burned on site.	Immediate
No smoking must be allowed at the facility.	Uncertain	The GKLM must ensure that no smoking is allowed at the facility by the site personnel and patrons.	Immediate
		"No smoking" signs must be erected on site to urge compliance by patrons and staff.	Medium-term
<b>FACILITY MAINTENANCE, INSPECTION AND MONITORING PLAN</b>			
Containers, tanks, etc must be inspected for leaks, structural integrity and any sign of deterioration on a weekly basis.	N/A	The GKLM must ensure that routine weekly inspections are undertaken by the facility/operations manager to check for any maintenance requirements on any infrastructure and equipment. These findings must be documented.	Long-term
The facility/operations manager must undertake a weekly routine to inspect the general neatness of the site which includes the warehouse, the storage areas, and the general area.	Non-compliant	The GKLM must ensure that the facility/operations manager undertakes a weekly routine weekly inspection to assess the general neatness of the transfer station. These findings must be documented.	Long-term
The facility including the operational area must be kept clear of any residual waste that is spilled during the loading and offloading of waste.	Non-compliant	The GKLM must ensure that residual waste is regularly cleared from all internal roadways and operational areas to respective storage and sorting zones within the site.	Short-term



Condition in the National Norms and Standards	Chintsa Transfer Station compliance	GKLM Actions	Timeframe
<p>A facility operating record must be put in place to include the following amongst others:</p> <ul style="list-style-type: none"> <li>- Waste tonnage received, reclaimed, recycled and transferred waste;</li> <li>- Storage duration; and</li> <li>- Waste types and sources.</li> </ul>	Non-compliant	<p>The GKLM must ensure that there are permanently employed staff designated at the transfer facility who must record tonnages of incoming and outgoing waste, tonnages of reclaimed/recycled waste and well as waste transferred to a registered transfer station. The facility operators must also ensure that the storage duration of waste is recorded as well as the waste types and sources of the waste.</p>	Medium-term
CONTINGENCY PLAN			
<p>An Emergency Preparedness Plan must be developed and implemented, the plan must be reviewed on an annual basis by the facility management.</p>	Non-compliant	<p>The GKLM must ensure that an emergency preparedness plan is developed and implemented. The plan must be reviewed on an annual basis and submitted to DEDEAT for approval.</p>	Immediate
EMPLOYEE TRAINING PROGRAMME			
<p>Training must be provided continuously to all employees working with waste and to all contract workers that might be exposed to the waste.</p>	Non-compliant	<ul style="list-style-type: none"> <li>- The GKLM must ensure that training of all staff (permanent and temporary) takes place on an annual basis. This must include all risks associated with operation of the site, procedures dealing with accidents, raising awareness regarding operational management plans, PPE and emergency procedures.</li> <li>- Initial training must take place in the form of a site induction presentation considering the</li> </ul>	Immediate



Condition in the National Norms and Standards	Chintsa Transfer Station compliance	GKLM Actions	Timeframe
		<p>risks associated with the operation of the site.</p> <ul style="list-style-type: none"> <li>- Training must continue for the duration of the employees working contract to ensure continuous updates on best practices and lessons learned from past incidents.</li> </ul>	
An attendance register must be kept and signed by each employee at each training session and made available to the GKLM and DEDEAT when required.	Non-compliant	The GKLM must ensure that all employees sign the attendance register during each training session attended. These attendance registers must be kept in the facility operating record and also submitted to the Director community services.	Immediate
A sufficient number of employees must receive training to cover for leave periods, absences due to illness, public holidays or any other reason.	Non-compliant	The GKLM must ensure to appoint a sufficient staff complement and all personnel must be trained to understand all onsite activities so that there are no hindrances to the daily operations of the site in the absence of an employee.	Immediate
<b>RECORD KEEPING AND REPORTING</b>			
The facility manager must ensure that the volume, nature, source and destination of waste received by the facility is kept on record and made available to the external auditor on request. The number of waste storage containers in the facility, dates of collection and authorised collectors must be recorded.	Non-compliant	The GKLM must ensure that all waste records are kept both on site and at the Municipal offices.	Short-term
The facility manager must ensure that an incident and complaints register is kept and included in the internal audit report and made available for the external auditor on request.	Non-compliant	The GKLM must ensure that an incident and complaints register is kept on site and measures	Short-term



Condition in the National Norms and Standards	Chintsa Transfer Station compliance	GKLM Actions	Timeframe
The register must also include the measures taken to address incidents and complaints.		taken to address incidents and complaints are be recorded.  ALL emergency incident must be reported to DEDEAT.	
An action plan which includes a detailed time schedule, and resource allocation to address any incident must be signed off by facility management.	Non-compliant	The GKLM must ensure that an action plan to address any incidents and complaints is drafted and signed off by the Municipality and then implemented.	Short-term
All incidents occurring at the transfer station must be reported to the GKLM and DEDEAT.	Non-compliant	The GKLM must ensure that the transfer station manager/operator is aware that all incidents and complaints are recorded and reported to the Director: Community Services at the GKLM.	Short-term
Records must be kept for a minimum of five (5) years and must also be available for inspection by the relevant authority.	Non-compliant	The GKLM must ensure that all records are kept for a minimum of 5 years and made available to the competent authority on request.	Short-term
<b>MONITORING, INSPECTION AND AUDITING</b>			
Internal audits must be conducted bi-annually by the waste facility owner and on each occasion a report must be compiled for record purposes.	Non-compliant	The GKLM must ensure that internal audits are conducted on bi-annually. These audits must be against the conditions in the approved OEMPr. For each audit, an official report must be compiled and made available to the external auditor or the competent authority on request.	Short-term
A suitably qualified independent external auditor must be appointed to conduct an audit biennially and the auditor must compile an audit report documenting the findings of the	Non-compliant	The GKLM must ensure that a suitably qualified independent external auditor is appointed and an audit conducted every 2 years against the requirements of the OEMPr. The auditor must	Short-term



Condition in the National Norms and Standards	Chintsa Transfer Station compliance	GKLM Actions	Timeframe
audit, which must be submitted to the relevant authority.		compile an audit report documenting the findings of the audit. The audit report must be submitted to the DEDEAT and the GKLM within 30 days from the date on which the external auditor finalised the audit.	

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### 3.3 STRATEGIC GOALS PROPOSED FOR THE GKLM

In order to comply with the above Norms and Standards and achieve the above actions, strategic goals have been identified. Each of these strategic goals is briefly discussed below.

#### 1. Improve infrastructure at the Chintsa Transfer Station

The GKLM has faced a number of implementation challenges with regard to the Chintsa Solid Waste Transfer Station. A large component of this is the lack of adequate infrastructure at the facility. The following objectives must be met in order to improve the infrastructure and thus the functioning of the Chintsa Transfer Station:

- Evaluate site layout and design. A site layout with all infrastructure (including internal roads, ablution facilities, warehouses, storage facilities, office facilities, location of receptacles and skip bins etc) must be designed and approved by a registered professional engineer. The design of the facility must take into consideration the effective management of waste on site.
- Construct the approved design of the transfer station. All infrastructure that is currently not available/functional (e.g. office space, adequate waste receptacles, storage facilities, ablutions facilities, warehouse etc.) at the transfer station must be constructed in order to maximise efficiency at the facility.
- Evaluate and source equipment which will be needed in order to maximise efficiency on site such as weigh bridges, baling machines, bins, forklifts, conveyer belts etc.

#### 2. Improve management of the Chintsa Transfer Station

Overall management of the facility and oversight of staff at the Chintsa Transfer Station must be improved in order to ensure that the facility runs efficiently. The below objectives must be met in order to improve the staffing resources at the facility:

- Identify which system would be most suitable for management of the transfer station such as appointing subcontractors or appointing adequate numbers of permanent in-house staff.

In-house staffing:

- Should in-house staff be the identified solution, an organogram for the waste staff at the transfer station must be designed including: a site foreman, supervisors, labourers, security etc.



- Ensure all vacancies in the organogram are filled.
- All staff involved in the management and running of the transfer station must be trained on all relevant legislation and what the transfer station needs to comply with. All staff must be fully conversant with the operational plan for the transfer station. Each staff member must clearly understand their respective roles and responsibilities.

External contractors:

- Should external contractors be deemed to be the best solution by the GKLM, a thorough process to appoint the suitable contractor must be undertaken by the Municipality.
- An agreement must be drafted between the contractor and the Municipality clearly stipulating the contract period, roles and responsibilities, monitoring and evaluation procedures etc.
- Proper communication channels between all stakeholders must be set up (e.g. rate payers associations, members of the public, officials at relevant GKLM, formal and informal business sectors, farmers associations etc.)
- Prepare and implement an operational plan to ensure effective and efficient day to day operation of the transfer station.

### **3. Provide effective and efficient municipal waste collection and transportation services**

Establishing a functional and efficient collection and transportation system for all waste will play a significant role in the effective management of the facility. Below are objectives to be met in order to improve the waste collection and transportation.

- Identify and implement the most suitable waste collection system as well as frequency of the house to house collection (primary collection).
- Identify and implement the most suitable waste collection system and frequency for secondary transportation (collection from transfer station to landfill and/or destination for recyclable material).
- Ensure the appropriate types of vehicles in sufficient numbers for the transportation of waste from the transfer station to the waste disposal site.
- Ensure that all vehicles are functional and properly maintained and serviced to increase efficiency.



- Ensure that appropriate solid waste tariffs are set and implemented by the municipality to ensure that the municipality's operations are financially viable and sustainable.

**4. Establish partnerships with private and informal waste sectors within the Municipality to establish a material recovery facility on site**

Establishing partnerships and opportunities in which the GKLM and private and informal waste sectors could collaborate, would assist in establishing a functional recycling facility at the Chintsa Transfer Station. Below are objectives to ensure that the above goal is achieved:

- Engage informal waste pickers on various aspects that they would require support for, for example establishing cooperation's for recycling .
- Establish partnerships with credible waste management/recycling companies to assist the Municipality in setting up the a recycling facility on site.



## 4 MONITORING AND REPORTING

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### 4.1 MONITORING SYSTEM

A monitoring and reporting system is fundamental for ensuring proper implementation of proposed actions and as well proper functioning of the Chintsa Waste Transfer Station. Implementation of the GKLM's Action Plan must be monitored against the specific actions identified.

Good monitoring and reporting will also ensure that the GKLM is accountable for ensuring that all goals and objectives are achieved and the facility is compliant with relevant legislation.

The actions identified in Section 3 should be reviewed, monitored and measured each year by the Municipality to track their performance. Reports should be compiled and submitted to all relevant stakeholders including DEDEAT, ratepayers associations, business sectors, surrounding landowners/occupiers etc.

Transparent communication mechanisms must be established amongst key relevant stakeholders. Information must be disseminated to Chintsa Residents, DEDEAT and all other relevant stake holders.