



SERVICE DELIVERY OUTCOMES FOR REFUSE COLLECTION THROUGH EXTERNAL MECHANISM

TABLE OF CONTENTS

- 1. Foreword**
- 2. Background to the project**
- 3. Benefits to the project**
- 4. Expected Service Delivery Outcomes**
 - 4.1. Outcome 1: Refuse collection**
 - 4.2. Outcome 2: Transportation of waste**
 - 4.3. Outcome 3: Waste collection personnel**
 - 4.4. Outcome 4: Cleaning**
 - 4.5. Outcome 5: Recycling**
 - 4.6. Outcome 6: General**
 - 4.7. Outcome 7: Monitoring and Evaluation**
- 5. Conclusion**

FOREWORD

Section 152 (1) of the Constitution states that one of the responsibilities of local government is to ensure the provision of services to communities in a sustainable manner. These service delivery outcomes for provision of refuse collection through external mechanism are developed to ensure the provision of consistent, uniform waste collection and cleaning services which are equitable, appropriate, environmentally and socially acceptable, to the communities in the targeted areas of Emalahleni. These service delivery outcomes are focussing on end results and the methodology used to achieve them is up to the service provider. The procedures, methodologies and systems used by the service provider must adhere to the waste management by-laws of the municipality as well as the NEM: Waste Act, 2008.

In the context of this service delivery outcome, the word refuse collection refers to both the removal and transportation of the formal waste stream from the generation point to the transfer or disposal point, and it includes the cleaning litter or illegally dumped waste which may have been caused by spillages, torn black plastic bags and illegal dumped waste on a public open space. These service delivery agreement outcomes are therefore made up of two main components namely: Waste Collection (domestic and business/non-hazardous industrial waste); and Cleaning (street sweeping, litter picking, littering and illegal dumping).

These SDAO are developed to be used by waste collection service provider and shall be fully adhered to and monitored. The service provider must ensure that training is given to all employees on the content of the SDAO. Any issues or problems associated with implementation of these SDAO must be communicated to the Executive Director: Environmental and Waste Management

1. BACKGROUND TO THE PROJECT

The exponential growth in the housing population in Emalahleni, poor payment rate of municipal consumer accounts are some of the dominant factors which compounds the current challenges of service delivery in Emalahleni. These factors affects the provision of service delivery resources which includes refuse collection vehicles. The shortage of refuse collection vehicles has resulted in perpetual refuse collection backlogs and wide spread illegal dumping and an unhealthy environment. The nonexistence of refuse collection services in the newly developed townships of Siyanqoba, and Empumelelweni as well as the informal areas promotes conditions of illegal dumping and unhealthy environments in the municipality. The municipality still faces a challenge

of providing a full level of refuse collection service to all the newly established areas, which it cannot be able to afford at this stage unless additional refuse collection vehicles are acquired. Only 67% of the housing population in Emalahleni is currently receiving a full level of service in terms of curb side collection. The municipality wishes to achieve a target of 90% in the next five years. This target can only be achieved if the municipality implements drastic measures that will improve service delivery in terms of waste collection. The municipality is currently having more than 350 illegal dumping spots which are cleaned on regular basis but not sustained. Most of these illegal dumping areas occur in the areas which are not receiving a full level of service. It is on record that the current refuse collection fleet over stretched above its designed manufacturer's scope in that each vehicle is expected to collect from at least more than 1200 households per day instead of the normal 650- 700 households per day. It is also on record that the municipality has in the past 10 years operated with an average of 16 vehicles on a daily basis instead of 21 vehicles for the whole of Emalahleni with the resultant that some vehicles cannot be properly serviced and maintained.

Despite all of these challenges, the municipality still remains obliged to improve the quality of life and ensuring a clean and acceptable place to live and work for its inhabitants.

The municipality commissioned a Section 78 Study in terms of the Municipal System Act, 2000, in 2019. The aim of the study was to investigate internal and external service delivery options for waste management and make recommendations to the municipality on the best mechanism. The Section 78 Study report identified the following, amongst others; (i) poor maintenance of waste collection vehicles that result in vehicle down time, (ii) poor waste collection and (iii) illegal dumping as key weaknesses of the municipality.

The study recommended, amongst others, that the municipality should adopt and implement an alternative "External" model of providing the core waste management services so as to meet its legal obligations.

The targeted areas for the implementation of the SDAO are as follows:

Service Area	No. of houses
Bankenveld	643
Reyno Ridge Proper	1 489
Reyno Ridge Extensions	1 879
Ben Fleur	1 121

Duvha Park x 1 – 21	2 150
Duvha Park	490
Tasbet Park X 1, 2, 3, 7, 12, 14, 24, 26	2 807
Southview – 576	576
Khayalami	114

2. BENEFITS OF THE PROJECT

- (a) Overtime will be drastically reduced;
- (b) Complaints and refuse collection backlogs will be drastically reduced;
- (c) Additional vehicles will be available to extent the service to the un-serviced areas;
- (d) Burden of responsibility will be shifted to the service providers, especially during labour unrest;
- (e) Refuse collection schedule will be maintained;
- (f) Council will be responsible for areas which are situated nearer to the landfill site, thus reducing the travel time to the disposal site and saving on fuel and maintenance costs as well as providing an opportunity to increase the scope of work for the current fleet;
- (g) No job losses to the existing municipal employees;
- (h) Maintenance and servicing of vehicles will be improved;
- (i) The service provider will be held responsible for uncollected waste and subjected to a penalty and
- (j) Collection will be done even on public holidays in the targeted areas

3. COST ANALYSIS

The following financial breakdown and collection schedule is proposed for the provision of refuse collection service through an external mechanism in the targeted areas:

Table 1: Costs and schedule of refuse collection in the targeted areas

Area	Household tariff / month incl. PBO	Frequency of Collection from households	No. of households	Days of collection	Total revenue received by the municipality per area	% payment to be negotiated with the service provider/ month
Bankenveld Housing Estate	R147.00	1 x weekly	643	Tuesdays	R94 521	60%
Reyno Ridge Proper	R147.00	1 x weekly	1 489	Fridays	R218 883	60%
Reyno Ridge Extensions	R147.00	1 x weekly	1 879	Fridays	R276 213	60%
Ben Fleur x 3 and 9	R147.00	1 x weekly	1 121	Fridays	R164 787	60%
Duvha Park x 1 – 21	R147.00	1 x weekly	2 150	Mondays	R316 050	60%
Duvha Park Ext 11 (RDP)	R147.00	1 x weekly	490	Mondays	R72 030	60%
Tasbet Park Extensions	R147.00	1 x weekly	2 807	Mondays	R412 629	0%
Southview	R147.00	1 x weekly	576	Mondays	R84 672	60%
Khayalami	R147.00	1 x weekly	114	Mondays	R16 758	60%
Total			11 269		R1 656 543	

- Assumptions:**
1. No indigent residential properties in the abovementioned areas.
 2. Council will continue to provide Bulk industrial, building waste and bulk Containerised waste in the abovementioned areas.
 3. Business complexes are excluded.

Table 2: Cost comparison: Internal mechanism vis-à-vis external mechanism for providing refuse collection services in the targeted areas only.

Internal mechanism estimated costs per annum	External mechanism – estimated costs per annum	Estimated cost savings to Council per annum
R7 518 960	R5 847 480.56	R14 031 035.44

- NB:**
1. Depreciation costs are excluded
 2. Labour related costs are excluded (Overtime, PPE, Salaries, etc.)

4. EXPECTED SERVICE DELIVERY OUTCOMES

Outcome 1: Refuse collection

- Output 1:* Ensure collection of domestic waste from all identified households on scheduled date of collection
- Output 2:* Ensure that each area is completed on the scheduled date of collection
- Output 3:* Ensure the provision of adequate resources for refuse collection
- Output 4:* Ensure adherence to all Occupational health and Safety protocols during collection, transportation and disposal of waste.
- Output 5:* Ensure the adherence to relevant municipal By-laws
- Output 6:* Ensuring that tools and vehicles used in the collection of refuse are always maintained in a clean and hygienic condition.
- Output 7:* Ensure that refuse receptacles that have been emptied are returned to their designated area or enclosure
- Output 8:* Ensure that there is always access to every waste storage area
- Output 9:* Ensure that waste is removed in such a manner that it will cause minimum disruption to the routine of the person whose premises the waste is being removed.
- Output 10:* Ensure that all street litter bins within the area of operation are emptied at all times
- Output 11:* Ensure that waste to be removed is moved to a point that is both accessible to the collection vehicle and where the stored waste will not create a nuisance

Outcome 2: Transportation of waste

- Output 1:* Ensure the transportation of all collected waste to the municipal landfill site

- Output 2:* Ensure the provision of appropriate vehicles for refuse collection (vehicles designed for the collection of waste)
- Output 3:* Ensure the prevention of waste spillages during transportation and all spillages are cleaned immediately
- Output 4:* Ensure the adherence to Road Traffic Act at all times.
- Output 5:* Vehicles for transportation of waste must bear the service provider's name, contact numbers printed in legible letters on the vehicle
- Output 6:* All vehicles must be kept in a good state of maintenance to prevent unnecessary noise, oil leakages, etc during operations.
- Output 7:* Ensure that all waste collection vehicles are fitted with safety devices which include amongst others; flashing warning lights, chevrons and shall have headlights switched on during waste collection operations.
- Output 8:* Ensure that waste collection vehicles have easily accessible first aid equipment and fire extinguisher
- Output 9:* Ensure that the waste collection vehicle has audible reverse warning device

Outcome 3: Waste collection team/ Personnel

- Output 1:* Ensure that all personnel are trained, fit and suitable for waste collection activities
- Output 2:* Ensure that all personnel involved in the waste collection activity are subjected to a pre-medical examination and annual medical examination
- Output 3:* Ensure that all personnel are supplied with minimum Personal Protective Equipment (Reflective overall, appropriate safety shoes, gloves, hat/cap, dust mask
- Output 4:* Ensure the provision of clean water supply and toilet facilities during operations.

Outcome 4: Cleaning

- Output 1:* Ensure that no waste/ litter is left behind during every collection.
- Output 2:* Ensure that all spillages are picked up during loading and all areas where waste is collected are left in a clean and tidy state.
- Output 3:* Ensure that all illegal dumping of domestic waste within the residential area and which are caused by vagrants and dogs are removed.
- Output 4:* Ensure that animal kills and carcasses on the road are removed within 24 hours and transported to the landfill site for appropriate disposal. Animal kills and carcasses shall be removed separately from the general waste stream using suitable containers or plastic bags.
- Output 5:* In the case of non-pre-arranged events in the area of operation, the service provider shall develop a plan of action for implementation of cleaning services in the area after being identified and the area shall be cleaned within 24 hours.

Outcome 5: Recycling

- Output 1:* Promote and encourage recycling by kerbside salvagers and where such activity is found to be occurring within the operational area.

Outcome 6: General

- Output 1:* Ensure that refuse collection takes place within normal hours of between 06:00 and 18:00.
- Output 2:* Ensure that no undue noise is created during operation
- Output 3:* Ensure that no Health risk waste or toxic waste is allowed into the waste stream and in the event that such is identified, ensure that it is reported to the Executive Director: Environmental and Waste Management or delegate as a matter of urgency.
- Output 4:* Ensure that operations are conducted in a safe manner, including the provision of advanced warning signs, traffic cones or other safety

equipment that may be necessary to ensure that there is minimum inconvenience of traffic and ensure safety of pedestrians and workers

Output 5: Ensure the development and maintenance of a complaints register to register any refuse collection complaints from the public. The register must be forwarded to the Executive Director: Environmental and Waste Management with every monthly report or upon demand by the Executive Director or his/ her delegate. Ensure that all complaints received are addressed within 48 hours.a

Output 6: Ensure subscription to the Batho Pele principles

Outcome 7: Monitoring and evaluation

Output 1: Ensure the submission of regular monthly reports and complaint register to the Executive Director: Environmental and Waste Management.

Output 2: Ensure the development of a monitoring program that will ensure that all areas have been cleared of domestic waste and a standard measure of cleanliness is maintained in the area of operation. The monitoring program must have the following key performance indicators:

(a) Percentage of households receiving the door-to-door service

(b) Number of complaints related to collection and cleaning

(c) Percentage of complaints addressed within 24 hours

(d) Quantity of waste illegally dumped

(e) Quantity of waste disposed off at the landfill

(f) Quantity of waste recycled in the area of operation

(g) Number of health and safety incidents reported

(h) Number of job opportunities created per month

The format of the monitoring program shall be discussed and agreed upon by the service provider and the Executive Director: Environmental and waste Management.

5. CONCLUSION

This service delivery outcomes are designed to guide the operationalisation of the external mechanism as well as to develop a service level agreement between Council and the external service provider. Contravention of the service level agreement by the service provider comes with a hefty penalty that shall be paid to the municipality.

A review of the service delivery outcomes shall be done every year and any changes shall be informed by the data collected during the year. The relevant steps will be taken to obtain public opinion and Council approval for the reviewed service delivery outcomes.