

This component includes: planning; and local economic development.

STRENGTHS/OPPORTUNITIES

- Sub-forums under the Local Economic Development Forum include Tourism and the recently established General Business and Agricultural forums.
- LED Directorate's achievements created further opportunities for growth and development.
- Functional GIS section.
- Planning Shared Services in place.
- Compliance with financial requirements and submission deadlines.
- Intention to prepare and implement an Infrastructure and Services Provision Communication Strategy.
- Various forums have been established to ensure coordination of service delivery.
- To cater for the social development needs of youth, women, the disabled and the aged, a relevant Participation Strategy is being prepared.
- The Audit and Risk Management Committee to facilitate the development of a formal Risk Management Framework and Strategy.
- Comprehensive IT security policy in place to minimize the risk of errors, fraud and the loss of data confidentiality, integrity and availability.
- Numerous organizational arrangements are in place for the IDP preparation process.
- Education, Health and Community Service Sector Plan in place although it required a review.
- Concerted effort to involve widows, orphans and people living with disabilities in social and economic development programmes.
- It is evident that the district's largest contributors to GVA are not necessarily the fastest growth sectors.
- A number of tourism developments are in the pipeline or being implemented, notably the Pongolapoort Dam Proposals as well as the Emakhosini Ophathe Development Proposals.
- The commercial sector is well established in the towns of the District.
- Opportunities generally promoted in the region in terms of agri-processing include traditional medicines, venison production for export, leather production as well as vegetable and fruit processing.
- The diversification of agricultural production in the District will lead to further potential for agri-processing.
- The diversification of the products of the district and the improvement of marketing systems that will open up new local, national and international markets.
- Opportunities relating to timber product manufacturing should continue to be investigated. Timber construction relating to specifically the tourism industry may present opportunities for local contractors in future.
- Opportunities exist for the development of clothing and textile as well as building materials sector in the District.
- Rural road maintenance and upgrading of rural roads which will continue to establish better linkages between settlements, rural nodes and municipal centres, thus increasing access to economic opportunities whilst increasing access to job opportunities.
- The proposed petrol filling station and information centre (Ulundi "19") is viewed as a lead project impacting on both the transport and tourism sector in the District. This strategically located development will increase the attractiveness of this alternative route between Gauteng and the KwaZulu-Natal coast. It will also provide an opportunity for informing people passing through the area of the attractions which the area has to offer.
- Opportunities still exist for small scale mining relating to mine rehabilitation as well as equipment maintenance and support.
- The ZDM has an indigent policy in place.
- To measure consumption in unmetered zones, the municipality uses the water balance to determine consumption.
- The Zululand District Water Services Plan gives a clear indication as to where and when water infrastructure will be provided in the District. It provides a clear indication of what amount of water capital infrastructure will be provided when and at what cost and during which year. MIG business plans in excess of R1,5 billion have already been approved.

P L A N N I N G & D E V E L O P M E N T

Component C



Mr S Landman

The following forums are in place to attend and align disaster management responses:

- Disaster Management, Health and Safety Portfolio Committee
- Disaster Management Advisory Forum
- Provincial Disaster Management Advisory Forum
- The ZDM has finalized the preparation of its Disaster Management Plan and procurement processes are underway to ensure the implementation of the said plan.

THREATS / WEAKNESSES

- Large disparities are apparent in terms of the nature and structure of the built environment with the most significant disparity between the level of services and development in the rural and urban areas of the District.
- Only 20 % have access to a formal waste disposal system, and these are in urban areas.
- According to the Zululand Cemeteries Master Plan, approximately 700 ha of land will be required in the Zululand District Municipality by the year 2020 to accommodate approximately 800 000 cumulative deaths at that time.
- Road infrastructure is under pressure particularly from heavy vehicles.
- The responsibility between Local and District municipalities as well as the Department of Transport (DOT) for road provision and maintenance still needs to be finalized and has been flagged as a key development issue.
- The electricity network in the southern portions of Zululand has very limited capacity.
- Support and buy-in from government departments and local municipal structures cannot be ensured.
- Limited functioning Council oversight committee.
- LLF (Local Labour Forum) does not meet regularly.
- The municipality is exposed to various risks of loss including theft of, damage to, and destruction of assets, errors and omissions, injuries to employees, employee health and natural disasters.
- Fraud and Corruption can surface at a number of levels in any organization.
- Backlog in the provision of primary and secondary education facilities.
- Significant backlog with the distribution of clinic facilities.
- Poor accessibility to community halls.
- The high prevalence of HIV in the district poses a severe challenge for future development as HIV/AIDS inhibits economic growth by reducing the availability of human capital.
- Alignment of housing projects with other social and infrastructure requirements remains a challenge.
- Backlog with the provision of police stations.
- Zululand is ranked lower for economic output for the province than it is for total population indicating that the GVA per capita within Zululand is comparatively low in the provincial context
- Abaqulusi and Ulundi municipalities contribute the majority of economic output for the district, between them contributing almost 63% being indicative of an economy that is not diversified throughout the district.
- Nongoma, which has the second highest population of all the Zululand municipalities, only contributes 13.6% to economic output.
- Only 31.1% of the working age population are engaged in actual employment or are actively seeking work.
- Unemployment in Zululand is unsustainably high and is having the negatively impact of discouraging people from spending the time and money to actively search for jobs.
- Employment has increased by just over 13,000 people between 2003 and 2009. This is insufficient in the light of population growth of over 106,000 in the same period.
- Zululand DM has very high dependency ratios. The dependency ratio can be interpreted as a crude measure of poverty.
- Uncertainty relating to the roll-out or implementation of the Land Reform programme has impacted negatively on agricultural development and growth.
- The commercial sector is not easily accessible for the majority of the rural population that currently account for 75% of the district population.
- Manufacturing activity within the District is low, at an estimated 11% contribution to the GGP for the area.
- Wetland degradation occurs mainly as a result of inappropriate formal and informal development.
- Instances of overflowing sewage as a result of failed or incorrectly installed, vandalised pump houses.
- Over utilization of soils results in reduced agricultural potential.
- Environmental degradation due to mines that have not been rehabilitated.
- Proliferation of alien invasive weeds.
- Soil erosion and damage due to over-burning.
- Excessive or illegal muthi harvesting damages natural indigenous species

KEY CHALLENGES

- For the purpose of this section it is noted that a key challenge is informed by:
- Action to build upon strengths of municipality
- To address a weaknesses
- To tap into opportunities
- To counter the threats or plan around them

3.10 PLANNING

The following functions of council are performed within the department:

1. Integrated Development Planning (Transport, Water and Sanitation, Rural Development)
2. Water Service Authority
3. Solid Waste Management Services
4. District Cemeteries
5. Performance Management Systems

Integrated Development Planning

This function is documented via the Integrated Development Plan in terms of the Municipal Systems Act No 32 of 2000. The Integrated Development Plan is a strategic plan addressing service delivery policies, strategies, plans, budget, programmes and prioritisation mechanisms of the council.

The table below is an indication of achievements in each phase towards compilation of the IDP:

Phase	Completion Timeframe
Situational Analysis	30 October
Development Strategies	25 November
Projects	30 January
Integration	17 February
Draft Approval	29 March
Final Approval	29 May

ZDM Consultation and Alignment Meetings

ZDM Roadshows: Draft IDP, Budget and LED 2011/2012

Municipality Visited	Date
uPhongolo	19-Oct-11
eDumbe	20-Oct-11
Abaqulusi	21-Oct-11
Ulundi	22-Oct-11
Nongoma	18-Oct-11

ZDM Roadshows: Draft IDP, Budget and LED 2012/2013

Municipality Visited	Date
uPhongolo	09-Apr-12
eDumbe	10-Apr-12
Abaqulusi	11-Apr-12
Ulundi	12-Apr-12
Nongoma	13-Apr-12

Planning and LED Forum

Planning and LED Forum	Date
	08-July-11
	23-Aug-11
	23-Nov-11
	26-Jan-12
	09-Mar-12
IDP Representative Forum	Date
	25-Apr-12

Water Service Authority

The section consists of 3 civil engineers and secretary in the planning and management of the Water Service Authority function.

The profile of the staff in terms of cost to employer is as follows:

Personnel	Total	Cost to Employer
Professional	3	R 1 250 500.00
Field (Supervisors/Foreman)	1	R 365 00.00
Office (Clerical/Administration)	1	R 195 502.00

The responsibility of a Water Services Authority (WSA) is to ensure that water is adequately provided to every single individual households falling within its area of jurisdiction. The provision of water to consumers should be in accordance with the minimum quality and quantity standards set by The Department of Water Affairs (DWA). The Water provision should be sustainable, affordable and efficient.

Services Authority has the following Duties:

Duty to provide access to water services

This duty is subject to-

- the availability of resources;
- the need for an equitable allocation of resources to all consumers and potential consumers within the authority's area of jurisdiction;
- the need to regulate access to water services in an equitable way, with any prescribed norms and standards for tariffs for water services;
- the duty of consumers to pay reasonable charges, which must be in accordance with any prescribed norms and standards for tariffs for water services;
- the duty to conserve water resources;
- the nature, topography, zoning and situation of the land in question; and
- the right of relevant water services authority to limit or discontinue the provision of water services if there is failure to comply with reasonable conditions set for provision of such service.

In ensuring access to water services, a water services authority must take into account among other factors:

- alternative ways of providing access to water services;
- the need for regional efficiency;
- the need to achieve the benefit of scale;
- the need for low costs;
- the requirements of equity and
- the availability of resources from neighboring water services authorities.

The above is in accordance with the Water Services Act No. 108 of 1997.

Duty to prepare draft Water Services Development Plan (WSDP)

2.2 Water Services Development Plan (WSDP)

Every Water Services Authority must, within one year after the commencement of this Act-

- as part of the process of preparing any integrated development plan in terms of Local Government Transition Act, 1993 (Act No. 209 of 1993); or
- separately, if no process contemplated in paragraph a) has been initiated, prepare
 - a draft water service development plan for its area of jurisdiction and,
 - a summary of a plan

The Content of draft Water Services Development Plan (WSDP)

The annual WSDP contains the following details:

- the physical attributes of the area to which it applies;
- the size and the distribution of population within the area;
- the time frame for the plan, including the implementation programme for the following five years;
- the existing water within the area of jurisdiction;
- the total number of backlogs both on water and sanitation within the area expressed as a number of households figures as well as a percentage compared to the entire area where services are provided;
- the operations; maintenance; repair and replacement of existing and future infrastructure
- the WSDP must display the number and location of persons to whom water services cannot be provided within the next five years setting out-
 - the reason thereof;
 - the time frame within which the it may be reasonably be expected that a basic sanitation will be provided to those people,
 - of existing and proposed water conservation, recycling and environmental protection measures.

2.2.1 Water Service Development Plan Process

The Zululand District Municipality WSDP for 2011/2012 was completed and approved by council in May 2010.

The following key issues were addressed by the 2011/2012 WSDP:

- Eradication of water backlogs through Regional schemes rollout and Rudimentary programme.
- Eradication of sanitation backlogs.
- Water supply to schools and clinics.
- Refurbishment requirements of water and sanitation infrastructure

There are three types of water service delivery

1. Regional Water Supply schemes
2. Rudimentary Water Supply scheme
3. Stand alone scheme

Water Services Development Plan (WSDP)

The WSDP is a multi-year sectoral plan addressing water and sanitation backlogs and infrastructure. Backlogs below are extracted from the 2012/13 WSDP;

WATER	TOTAL HOUSEHOLDS	BACKLOGS	% BACKLOGS	% OF TOTAL BACKLOGS
Abaqulusi LM	36,069	8,847	24.53%	17.49%
eDumbe LM	15,011	3,712	24.73%	7.34%
Nongoma LM	34,056	21,398	62.83%	42.30%
Ulundi LM	35,309	12,295	34.82%	24.30%
uPhongolo LM	22,098	4,339	19.64%	8.58%
Total	142,543	50,591	35.49%	100.00%
SANITATION	TOTAL HOUSEHOLDS	BACKLOGS	% BACKLOGS	% OF TOTAL BACKLOGS
Abaqulusi LM	36,069	6,714	18.61%	12.70%
eDumbe LM	15,011	765	5.10%	1.45%
Nongoma LM	34,056	21,808	64.04%	41.43%
Ulundi LM	35,309	17,395	49.27%	33.05%
uPhongolo LM	22,098	5,953	26.94%	11.31%
Total	142,543	52,635	36.93%	100.00%

Performance Management Systems (To be finalized)

In response to the impact of global warming, the municipality has moved away from the manual to an electronic performance management system to minimize the use of papers and files. The system was completed and tested and it is now fully functional.

Spatial Development Framework

As part of the IDP Process, the Spatial Development Framework will be developed in line with the Municipal Systems Act No 32 of 2000. The SDF which is a spatial manifestation of municipal strategies and roll out of municipal services will be linked with National and Provincial principles so that it is implementable. Estimated completion is estimated at **June 2013**.

A Comprehensive Infrastructure Plan or Infrastructure Investment Plan will be developed by the municipality to properly quantify all sectoral backlogs and the cross-cutting impact. Estimated completion is **June 2013**.

Rural Roads Asset Management System

Please refer to early chapters in the report.

Development Planning Shared Services

In response to the new statutory function allocated to municipalities in terms of the new Planning and Development Act, a new unit of called Development Planning Shared Services (DPSS) was established to capacitate and support municipalities in the Zululand area in terms of Development Planning and Geographic Information Systems. Funding contribution are staggered over a 3 year period with financial support from Co-Operative Governance and Traditional Affairs. Thereafter, the Shared Services will be funded in total by the Zululand Family of Municipalities.

Divided into two Directorates of Planning and GIS, the section consists of 8 staff including Planners, Geographic Information Systems Officials, Administrators and Secretary.

In terms of an arrangement between the Zululand Family of Municipalities, the Planning Directorate is placed at Abaqulusi Local Municipality owing to its central location.

The key objective of the Planning Directorate is to assist and capacitate local municipality planners in terms of the new Planning and Development Act, Statutory and Strategic Planning. The key objective of the GIS Directorate is to assist local municipalities and the district to manage and upgrade technical GIS capacity.

Spatial Planning

Municipalities who are contributing financially to the administration of the DPSS have already begun reaping the benefits in terms of assistance in dealing with current and new development applications. In terms of the new Planning and Development Act, municipalities are in the process of taking over the balance of planning functions that were previously carried out at a Provincial level. This it is hoped, will improve and fast-track development application processes. Development Planning Shared Services has and continues to guide Zululand municipalities through this process.

There are various support functions that were performed by Development Planning Shared Services including;

(a) Delegations

Municipalities are not in a position to authorise development applications without having delegations approved by council and the MEC in place in terms of the Planning and Development Act. Delegations in all of the local municipalities have been adopted and are at various stages of approval.

(b) Training and capacity building of Planning Officials

Conditions in the Planning and Development Act are new to municipalities. Therefore monthly workshops are held in partnership with Co-Operative Governance to improve levels of understanding of planning procedures and standards of Planners in Zululand.

(c) Training of Municipal Councillors and Traditional Authorities

Allocation of land involves different stakeholders and custodians of land including traditional authorities. Councillors also play a role in the approval process of development applications.

Training for councillors and traditional authorities to understand their roles and responsibilities of the new Planning and Development Act took place in February 2012.

(d) Assessment of Building Plans

In order to improve capacity of municipalities to deal with building plan approval, a position for a Building Inspector has been created within the development Planning Shared Services to support all municipalities in Zululand.

In the interim, Development Planning Shared Services continue to support municipalities in Zululand to fulfil this role.

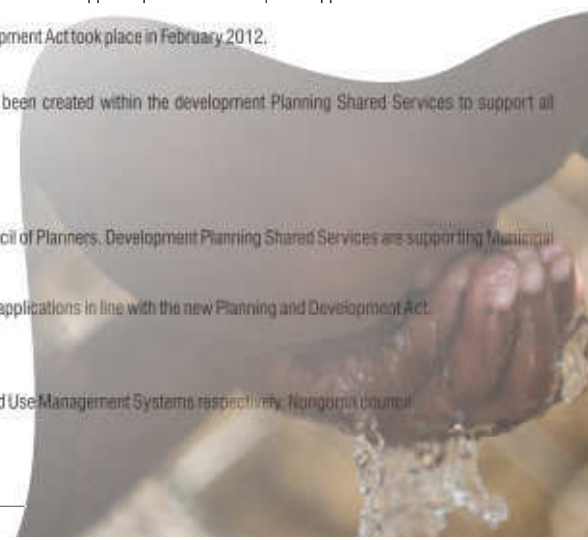
(e) Assessment of Development Applications

In order to sign off on approved development applications, Municipal Planners must be registered with the South African Council of Planners. Development Planning Shared Services are supporting Municipal Planners in Zululand to ensure that they are all registered.

Further to, Development Planning Shared Services have been supporting municipalities to assess more than 27 development applications in line with the new Planning and Development Act.

(f) Review of Spatial Development Framework

Nongoma Local Municipality and Edumbe Local Municipalities have reviewed their Spatial Development Frameworks and Land Use Management Systems respectively. Nongoma Council must now approve the framework.



Ulundi Local Municipality has reviewed its Town Planning Scheme and is finalising development of its Spatial Development Framework.

Zululand District Municipality will commence with the review of its Spatial Development Framework and Land Use Management Framework in this financial year.

(g) Integrated Development Planning Support

Development Planning Shared Services have also supported local municipalities with their Integrated Development Plans, most notably Nongoma Local Municipality.

Geographic Information Systems

Development Planning Shared Services is also in the process of developing and improving Geographic Information Systems capacity of the Zululand Municipalities.

The following challenges with Geographic Information Systems were identified for Zululand Municipalities;

- a. Outdated hardware and software equipment
- b. Limited management of information
- c. Data sitting with consultants not handed over to the municipalities
- d. Limited institutional preparedness
- e. Limited knowledge capacity

Some ground has been made in addressing some of the challenges with Geographic Information Systems breaking new ground by supporting and improving various municipal systems and procedures. The following achievements are noted;

1. Establishment of GIS capacity in Nongoma
2. Update and enhanced geo-spatial information in all municipalities in Zululand
3. Upgrade of GIS equipment in Nongoma, eDumbe and oPhongolo
4. Improved organisation and management of data in all municipalities i.e. storage of data
5. Development of a GIS Policy Framework

Financial Performance Year 2011/12 Planning Services					
Details	Year 2010/11	Year 2011/12			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	0	2688	0	0	
Expenditure:					0%
Employees	0	7679	0		
Repairs and Maintenance	0	0	0		0%
general expenses		5916			
Other	0	0	0	0	0%
Total Operational Expenditure	0	13595	0		
Net Operational Expenditure	0	10907	0		

EXTRACT OF ZULULAND DISTRICT MUNICIPALITY MULTI-YEAR STRATEGIC PLAN

EXTRACT OF ZULULAND DISTRICT MUNICIPALITY MULTI-YEAR STRATEGIC PLAN

National General KPA: Social and Economic Development

National General KPA: Institutional Transformation

National General KPA: Democracy and Governance

National General KPA: Financial Management

National General KPA: Social and Economic velopment



MANCO Priorities		What	What	How	What must happen	How	
Focus Area No	Focus Area	Key Obj No Key Objective (ultimate goal)	Obj No	Objective (5 year)	Strategy No Strategy (Year 1)	Action No Action (Year 1)	Strategy (Year 2)
2.1	District Tourism	2.1.2 To promote Zululand tourism both internally as well as externally	2.1.2 1	To create effective Tourism structures and have effective institutional arrangements in place	2.1.2 1.1	Regular review Tourism section resources	Regular review Tourism section resources
					2.1.2 1.2	Revive Tourism Forum	Regular ZTF meetings
					2.1.2 1.3	Strengthen TKZN linkages	Liaise with TKZN on ongoing basis
					2.1.2 1.4	Review/update Tourism Sector Plan	Annual workshop to update Tourism Sector Plan
					2.1.2 1.5	To update/maintain the Zululand Tourism Database	Capture new developments and delete closed down ones
			2.1.2 2	To ensure tourists/potential tourists are aware of our product	2.1.2 2.1	To update/implement themes/packages website upgrading brochure distribution	Identify needs and do presentations to roleplayers and implement strategy
					2.1.2 2.2	To train and build capacity	To create awareness and to build capacity on tourism in local communities business sector schools, and councillors
					2.1.2 3	To make Zululand the favourite tourism destination	ZTF to meet annually to update plan and actions
			2.1.2 4	Safety and Signage	2.1.2 4.1	Identify needs and implement	Identify needs and implement on annual basis
			2.1.2 5	Tourism Routes	2.1.2 5.1	Develop/improve the following tourism routes Buthelezi Route ZBR (Daring Route) Route 66	Regular meetings, workshops and actions
2.2	LED	2.2.1 To improve the economy of the district, through the creation of jobs	2.2.1 1	To effectively contribute & co-ordinate LED in the District	2.2.1 1.1	Review LED Plan	Implement LED plan Monitor & Review the LED Plan

	MANCO Priorities		What		What		How		What must happen	How
Focus Area No	Focus Area	Key Obj No	Key Objective (ultimate goal)	Obj No	Objective (5 year)	Strategy No	Strategy (Year 1)	Action No	Action (Year 1)	Strategy (Year 2)
3.1	Employment Equity	3.1.1	To transform the organisation to comply with the Employment Equity Act	3.1.1.1	To comply with Employment Equity Legislation	3.1.1.1.1	To implement budgeted activities in the Employment Equity Plan	a	Prioritise activities for implementation	To implement budgeted activities in the Employment Equity Plan
3.2	Skills development & capacity building	3.2.1	To develop capacity in the organisation for effective service delivery	3.2.1.1	To comply with Skills Development Legislation	3.2.1.1.1	Review Workplace Skills Plan	a	To source funding to review and implement a Workplace Skills Plan	To implement budgeted activities as identified in the Workplace Skills Plan

MANCO Priorities			What		What		How		What must happen	How
Focus Area No	Focus Area	Key Obj No	Key Objective (ultimate goal)	Obj No	Objective (5 year)	Strategy No	Strategy (Year 1)	Action No	Action (Year 1)	Strategy (Year 2)
5.1	Compliance, Clean and Sound Administration	5.1.1	To promote good governance, accountability & transparency	5.1.1.1	Policies & bylaws	5.1.1.1.1	Review and implement current policies and bylaws	a	Develop and monitor the implementation of a compliance check list	Review and implement current policies and bylaws
		5.1.2	To manage risk to the Municipality effectively and efficiently	5.1.2.1	To operate the organisation at a minimum risk level	5.1.2.1.1	Review Municipal Risk Register	a	Clear or mitigate Municipal risks	
5.2	Integrated & Co-ordinated Planning and Development	5.2.1	To continuously promote integrated & co-ordinated planning and development within the District	5.2.1.1	To promote integrated development planning (including the spatial reflection thereof) in an environmentally responsible manner	5.2.1.1.1	Prepare 2012 to 2016 IDP (Develop and apply a district wide IDP framework, review SDF)	a	Identify areas for review	Review 2012 to 2016 IDP (Improve quality of information e.g. stats, sectoral planning, ward based planning, refine structure of IDP)
								b	Implement IDP Process Plan	
						5.2.1.1.2	Review SDF	a	Appoint Service Provider to review SDF	Revise SDF taking into consideration statistics, community based planning tool
								b	Identify areas for review	

4.1.1	To promote good financial practice	4.1.1.1 To produce a collection	4.1.1.1.1 To improve revenue collection	4.1.1.1.1.1 To implement current credit control and debt collection policy and bylaws & Review revenue policy	4.1.1.1.1.1.1 Monthly long reviewing and apply mechanisms	Implement current credit control and debt collection policy and bylaws & Review revenue policy
		4.1.1.1.2 To produce financial statements	4.1.1.1.2.1 To produce accurate financial statements within the specified time period	4.1.1.1.2.1.1 Prepare a schedule of all income streams to be performed	4.1.1.1.2.1.1.1 Record accounts on a monthly basis	Record accounts on a monthly basis
		4.1.1.1.3 To process payments in time	4.1.1.1.3.1 To process payments in time	4.1.1.1.3.1.1 Develop an invoice tracking system	4.1.1.1.3.1.1.1 Monitor payment of invoices on a monthly basis	Monitor payment of invoices on a monthly basis
		4.1.1.1.4 To complete and audit annual financial statements within the specified time period	4.1.1.1.4.1 To complete and audit annual financial statements within the specified time period	4.1.1.1.4.1.1 Prepare a time schedule of all recommendations to be performed to prepare APF's strictly in compliance with MFMA	4.1.1.1.4.1.1.1 Prepare accurate monthly management accounts	Prepare accurate monthly management accounts
		4.1.1.1.5 To complete a budget within the specified time period	4.1.1.1.5.1 To complete a budget within the specified time period	4.1.1.1.5.1.1 Develop a budget time table in line with the EOP Process Plan	4.1.1.1.5.1.1.1 Adhere to set dates on the budget time table	Adhere to set dates on the budget time table
		4.1.1.1.6 To have an effective Auditing Function	4.1.1.1.6.1 To have an effective Auditing Function	4.1.1.1.6.1.1 Develop an internal Audit plan	4.1.1.1.6.1.1.1 Implement the internal Audit Plan	Implement the internal Audit Plan
		4.1.1.1.7 To develop a Financial Plan (i.e. Budget Process and Trust Tables)	4.1.1.1.7.1 To develop a Financial Plan (i.e. Budget Process and Trust Tables)	4.1.1.1.7.1.1 Review and implement the current Financial Plan	4.1.1.1.7.1.1.1 Review performance of Audit Committee	Review performance of Audit Committee
4.1.2	To be a financially viable municipality	4.1.2.1 To increase the cost coverage ratio	4.1.2.1.1 To increase the cost coverage ratio	4.1.2.1.1.1 Review and implement the investment policy	4.1.2.1.1.1.1 Identify surplus cash which is not immediately required, for investment, for investment	Identify surplus cash which is not immediately required, for investment, for investment
		4.1.2.2 To increase the debt coverage ratio	4.1.2.2.1 To increase the debt coverage ratio	4.1.2.2.1.1 Implement the SCM policy to obtain cost effective methods of reducing fixed operating expenditure	4.1.2.2.1.1.1 Identify cost effective mechanisms for the reduction of fixed operating expenditure	Implement the SCM policy to obtain cost effective methods of reducing fixed operating expenditure
		4.1.2.3 To provide sufficient cash resources	4.1.2.3.1 To provide sufficient cash resources	4.1.2.3.1.1 Review and implement the current SDBP	4.1.2.3.1.1.1 Identify new revenue sources	Identify new revenue sources
		4.1.2.4 To keep a minimum cash balance to cover average monthly expenditure	4.1.2.4.1 To keep a minimum cash balance to cover average monthly expenditure	4.1.2.4.1.1 Maintainance of the investment register on a monthly basis	4.1.2.4.1.1.1 Adhere to planned cash flows in terms of SDBP	Adhere to planned cash flows in terms of SDBP
		4.1.2.5 To report timely and accurately	4.1.2.5.1 To report timely and accurately	4.1.2.5.1.1 Developments of a reporting framework and adherence to the MFMA reporting Checklist	4.1.2.5.1.1.1 Monitor reporting compliance by the reporting officer on a monthly basis	Monitor reporting compliance by the reporting officer on a monthly basis
		4.1.2.6 To sign Capital Programme and JOP	4.1.2.6.1 To sign Capital Programme and JOP	4.1.2.6.1.1 Review and implement the current financial plan	4.1.2.6.1.1.1 To include in the budget items that are in the JOP and its sector plans	Review and implement the current financial plan
		4.1.2.7 To sign Policies & Bylaws	4.1.2.7.1 To sign Policies & Bylaws	4.1.2.7.1.1 Review and implement current policies and bylaws	4.1.2.7.1.1.1 Develop and monitor the implementation of a compliance checklist	Review and implement current policies and bylaws
4.1.3	To manage risk to the Municipality effectively and efficiently	4.1.3.1 To operate the investment risk fund	4.1.3.1.1 To operate the investment risk fund	4.1.3.1.1.1 Review Municipal Risk Register	4.1.3.1.1.1.1 Clear a mitigate Municipal risks	Review Municipal Risk Register
4.1.4	To continuously promote integrated financial planning and development within the Eudist	4.1.4.1 To provide integrated development planning (including the Spatial Information) in an environmentally responsible manner	4.1.4.1.1 To provide integrated development planning (including the Spatial Information) in an environmentally responsible manner	4.1.4.1.1.1 Prepare 2012 to 2016 EDP (Develop and apply a draft with EDP framework, review SDF)	4.1.4.1.1.1.1 Identify areas for review	Review 2012 to 2016 EDP (Improve quality of estimation is a status, sectoral planning, ward based planning, review structure of EDP)