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**DR NKOSAZANA DLAMINI ZUMA MUNICIPALITY**

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| **REVENUE ENHANCEMENT STRATEGY** | | | | | | | | |
| FUNCTION | PROBLEM STATEMENT OR CHALLENGE | EXTENT OF THE PROBLEM OR REVENUE LOSS | STRATEGIES | ACTIVITIES OR INTERVENTION | REVENUE IMPACT | BUDGET OR FINANCIAL IMPLICATION | TIMEFRAME AND PROGRESS TO DATE | RESPONSIBLE |
| Human Settlements | Lack of development in identified land parcels such as Creighton, Bulwer, Underburg and Himeville | Loss of revenue from stands or proprties | Dispose the available unused municipal residential land not earmarked for any municipal development | Establishment of townships and development of the identified land parcels by the service providers.  Development of Disposal Policy | More Revenue to be generated. | To be quantified before finalization of the budget. | 30 June 2021 | Manager: Planning and Developement |

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| Land Use Management | Formalisation of invalid areas next to Bulwer Township | Lack of collection of property rates and service charges in the areas | Expand revenue base through the tenure upgrade | Township establishment or formalization and transfer of the properties to the beneficiaries  Sale of land already occupied | Additional property rates and service charges | Costs of formalisation | 30 June 2021 | Manager Planning and Development |
| Land use Management | Inefficiancies in the approval of the building plans due to turnaround time | Long turnaround time to approve building plans | Enhance and improve on the building plan approval system (BAS) | Upgrade of the building plan approval application system  Development of workflow procedures | Additional property rates and services charges revenues to be generated due to the increase in the value of the property. | Procure Application system | 30 September 2020. | Manager Planning and Developm.ent |
| Economic Development | Lack of Infrastructure support for emerging enterprises | Loss of rental revenue from emerging enterprises | Development of incubation hubs | Development of business plans for the incubation hubs for grant funding.  Development and management of the hubs | Rental revenue from the incubation hubs | Costs of building incubation hubs | 30 June 2021 | Community Services Manager |
| Real Estate | Governement amenities or facilities built on properties owned by the municipality, eg Underburg Clinic.  Owners of low cost houses not following municipal process when upgrading/extending their houses | Property rates revenue is not generated from these properties  Loss of revenue on upraded components | Improve property rates revenue generation | Transfer the properties to relevant government departments and entities  Develop 3 diffferent building plans to be used by low cost owners at no fee or lower fee | Additional property rates and service charges, revenue to be generated due to the increase in the value of the property | Operational Costs | 30 June 2021 | Office of the Municipal Manager/Planning Development Manager |
| Waste Management | Inadequate capacity to render commercial, industrial and bulk or special waste removal services | Loss of revenue in business and industrial areas | Enhancing refuse removal and generating revenue | Conduct capacity assessment analysis to render the waste collection services  Extend the waste collection services to commercial and industrial areas | Additional revenue is projected to be generated | Operational Costs | 30 December 2020 | Assistant Manager Public Works and Basic Services |

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| Traffic Fines Revenue | Lack of enforcement measures to execute Warrant of Arrest (WoA) | Outstanding income out of Traffic fines Warrant of Arrest | Improve exercusion of Warrant of Arrest | Implement a bulk SMS/MMS system  Maximise the utilization of the Municipal Court  Implement traffic payments Portal | Additional Revenue | Operational Costs | 30 June 2021 | Protection Services Manager |

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| Property rates revenue | Loss of revenue due to properties registered in the name of municipality occupied/ owned by third parties | Properties are registered in the name of the municipality resulting in a possible loss of income | To enhance the property rates revenue generation | Identify and verify all properties registered in the municipality to be transferred to the rightful owners | Additional Property rates | Operational Costs | 30 June 2021 | Manager Planning and Development |
| Government and business properties in the state trust and communal land are not listed on the general valuation roll | Approximately few government facilities situated in the communal land are not included on the valuation roll (schools, clinics and police stations etc) | Expand the propery rated revenue base | Develop individual property diagrams and formalization of the individual properties | Revenue base to increase | Operational/Consultancy Costs | 30 June 2021 | Manager Planning and developement |

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| Solid Waste Revenue | Solid Waste Revenue not optimised | Some households are not billed for refuse removal, resulting in a loss of revenue from end users | To enhance refuse removal revenue generation | Reconcile the biling database, refuse removal register and the property master register | Additional revenue will be generated | Operatiional Costs | 31 December 2020. | Chief Fianancial Officer |
| Financial Management | The cost of rendering services is not in line with the principlas of financial management relating to effectiveness, efficiency and value for money | Trading services, refuse removal are not generating trading surpluses, cost incurred cannot be traced to the value chain of rendering services. Support services costs are not allocated to the primary service functions | Implement value chain analysis and cost remodeling strategy | Conduct cost remodeling on all primary service delivery functions  Develop new tarrif structure for refuse  Develop new tariff structure for service and sundry charges | Addditional revenue | Operational Costs | 31 March 2021 | Chief Finanacial Officer |
| Maintenance of Municipal Towns | Investors and Ordinary citezens discouraged to reside in NDZ | Residents leaving the area because of poor management of towns. | Keep out towns clean, safe | The relevant department should develop a plan to ensure that all towns are kept clean such as grass cutting and landscaping | Revenue protection | Operational Costs | On-going | Manager Public works and Basic Services.  Municipal Manager |
| Local Econmic Development and Tourism | Lack and Failure to Attract potential investors | Investors not aware of potential opportunities available at NDZ | Investors conference | Management to request Office Bearers to lead negotiations of attracting potential investors | Revenue growth | Planning costs | The process has started and is ongoing | LED Manager  Municipal Manager |

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| Tarrifs on refuse collection | Illegal dumping of garden and other refuse | To be dertemined by study | Private dumpers to be charged  Illegal dumpers to be fined | The department will conduct a study on how to enforce the bylaws for dumping illegally  Enforcement of all municipal bylaws | Refuse income to | Operational Coosts | 30 November 2020 | Assistant PWBS Manager |

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| Property Development | Illegal occupants on Transnet houses in Donnybrook and unavailability of land in Donnybroo area | Unable to develop Doonnybrook since it privately owned.  The municipality is currently negotiating with Transnet to permit the municipality to acquire 36 houses in Donnybrook. These houses have been vandalized and occupied illegally by individual citizens. The municipality could potentially generate approximately R1.2 million per annum on rental income. | Facilitate ownership of Transnet land/houses to the municipality | Follow ups with transnet Asset Division | Rental Income | Transfer Costs | 30 December 2020 | Municipal Manger |
| Business Licences | Businesses operate without business licences | All businesses at (former) Ingwe operate without business licences and thus the Municipality must implement a policy for licencing businesses | Development of a Policy for licencing business | Implementation of Policy and enforcement of by-laws | Licence fees revenue will improve | Operaational Costs | 30 September 2020 | Planning and Development Manger |
| Commercial/outdoor advertising | The municipality is not charging businesses when they advertising on municipal space | The municipality is not charging businesses when they advertising on municipal space | Communicate outdoor tariffs with affected businesses  Enforce outdoor advertising bylaws | Communicate outdoor tariffs with affected businesses  Enforce outdoor advertising bylaws | Increase in advertising revenue | Operational Costs | 30 June 2021 | Comminity Services Manager |

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| Private Partnerships | Shortage of Malls/Shopping centres | No Mall/Shopping centres in Bulwer & Creighton | The Municipality should invite property developers and investors in the jurisdiction of the Municiplaity to develop productive and economic projects to generate municipal revenue and increase employement. | The Municipality should invite property developers and investors in the jurisdiction of the Municiplaity to develop productive and economic projects to generate municipal revenue and increase employement. | Increase in property rates | Operational Costs | Ongoing,  In a process of sub dividing municipal in bulwer, once sub divided equip with service before we can sell the land. | Plnning and Development  Municipal Manager |