



Main Street
Creighton, 3263

P.O Box 62

Creighton 3263

Phone: +27 39 833 1038

Fax: +27 39 833 1179

Email: taylorc@ndz.gov.za

www.ndz.gov.za

DR NKOSAZANA DLAMINI ZUMA MUNICIPALITY

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	RESPONSIBLE
Human Settlements	Lack of development in identified land parcels such as Creighton, Bulwer, Underburg and Himmeville	Loss of revenue from stands or properties	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.	More Revenue to be generated.	To be quantified before finalization of the budget.	31 December 2019	Manager: Planning and Development

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	RESPONSIBLE
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 2020	Manager Planning and Development
Land use Management	Inefficiencies 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	31 December 2021	Manager Planning and Development
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 2020	Community Services Manager
Real Estate	Government amenities or facilities built on properties owned by the municipality, eg Underburg Clinic.	Property rates revenue is not generated from these properties	Improve property rates revenue generation	Transfer the properties to relevant government departments and entities	Additional property rates and service charges, revenue to be generated due to the increase	Operational Costs	30 June 2020	Office of the Municipal Manager/Planning Development Manager

	Owners of low cost houses not following municipal process when upgrading/extending their houses	Loss of revenue on upraged components		Develop 3 different building plans to be used by low cost owners at no fee or lower fee	in the value of the property			
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	December 2019 December 2019	Assistant Manager Public Works and Basic Services

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	RESPONSIBLE
Traffic Fines Revenue	Lack of enforcement measures to execute Warrant of Arrest (WoA)	Outstanding income out of Traffic fines Warrant of Arrest	Improve excercusion of Warrant of Arrest	Implement a bulk SMS/MMS system Maximise the utilization of the Municipal Court Implement traffic payments Portal	Additional Revenue		30 December 2019	Protection Services Manager

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	RESPONSIBLE
Licensing Services revenue	Outdated Service Level Agreement between the municipality and the Provincial Department of Safety	The full cost of rendering the licensing services on behalf of the Provincial Department is not fully recovered with the 8%-20% agency fees	To enhance licensing fee revenue	Re- model cost of the licensing services due to the amalgamation Re- negotiate the licensing service level agreement with Provincial Department of Safety	Additional Revenue	Operational Costs	31 September 2019 31 Decemebr 2019	Pretection Services Manager and Chief Financial Officer Protection services manager

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 2020	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 property rated revenue base	Develop individual property diagrams and formalization of the individual properties	Revenue base to increase by approximately R18 million per annum	Operational/Consultancy Costs	30 June 2020	Manager Planning and development

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	RESPONSIBLE
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 billing database, refuse removal register and the property master register	Additional revenue will be generated	Operatiional Costs	31 December 2019	Chief Fianancial Officer
Financial Management	The cost of rendering services is not in line with the principlas of financial management relating to	Trading services, refuse removal are not generating trading surpluses, cost incurred cannot be traced to the value chain of rendering	Implement value chain analysis and cost remodeling strategy	Conduct cost remodeling on all primary service delivery functions Develop new tarrif structure for refuse	Additional revenue	Operational Costs	31 March 2020	Chief Finanacial Officer

	effectiveness, efficiency and value for money	services. Support services costs are not allocated to the primary service functions		Develop new tariff structure for service and sundry charges				
Maintenance of Municipal Towns	Investors and Ordinary citizens 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 Economic 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	As from 01 June 2019 and ongoing	LED Manager Municipal Manager

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	RESPONSIBLE
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	01 April 2019	Assistant PWBS Manager
Municipal support to LED Initiatives				The municipal budget should cater for the proposed LED projects as these projects will assist to generate more revenue for the municipality			Before end of March 2019	Management

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	RESPONSIBLE
Property Development	Illegal occupants on Transnet houses in Donnybrook and unavailability of land in Donnybrook area	<p>Unable to develop Donnybrook since it privately owned.</p> <p>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.</p>	Facilitate ownership of Transnet land/houses to the municipality	Follow ups with transnet Asset Division	Rental Income	Transfer Costs	30 December 2019	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			Licence fees revenue will improve	Operational Costs	30 September 2019	Community Services Manger
Commercial/outdoor advertising	The municipality is not charging businesses when they advertising		Communicate outdoor tariffs with affected businesses				30 September 2019	Community Services Manager

	on municipal space		Enforce outdoor advertising bylaws					
--	--------------------	--	------------------------------------	--	--	--	--	--

REVENUE ENHANCEMENT STRATEGY								
FUNCTION	PROBLEM STATEMENT OR CHALLENGE	EXTENT OF THE PROBLEM OR REVENUE LOSS	STRATEGIES		REVENUE IMPACT	BUDGET OR FINANCIAL IMPLICATION	TIMEFRAME	RESPONSIBLE
Private Partnerships			The Municipality should invite property developers and investors in the jurisdiction of the Municipality to develop productive and economic projects to generate municipal revenue and increase employment.			Operational	Ongoing	Planning and Development Municipal Manager