

ZOMBA CITY COUNCIL



LOCAL REVENUE ENHANCEMENT STRATEGIC PLAN (LRESP)



2022 - 2026

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LIST OF ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
BOT	Build Operate and Transfer
CSO	Civil Society Organization
CCTV	Closed Circuit Television
CTP & EO	Chief Town Planner & Estates Officer
DOA	Director of Administration
DOF	Director of Finance
DHSS	Director of Health & Social Services
DOES	Director of Engineering Services
HIV	Human Immune Virus
IFMIS	Integrated Financial Management Information System
LRESP	Local Revenue Enhancement Strategic Plan
MGDS III	Malawi Growth Development Strategy III
MOU	Memorandum of Understanding
MP	Member of Parliament
ICT	Information & Computer Technologies
NITEL	National Integrated Technologies Malawi Company
PESTEL	Political, Economic, Social, Technological Environmental and Legal
PIPO	Principal Investment & Promotion Officer
PPP	Private Public Partnership
PRO	Public Relations Officer
SWOT	Strengths Weakness Opportunities and Threats

SME	Small Medium Enterprise
SEP	Social Economic Profile
SP	Strategic Plan
UDP	Urban Development Plan
WDC	Ward Development Committee
QVR	Quinquennial Valuation Roll

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FOREWORD



City councils in Malawi are created for the management of city affairs and to provide for the general welfare of their inhabitants. In spite of this huge responsibility towards city and citizens, city councils are authorised to generate their own revenues to meet their own operational costs and municipal mandates. Given this fact, as Zomba city council we realise that urban development and welfare of city residents depends on increased generation of revenues.

Zomba city council however, is one of the Local Authorities established under the Local Government Act 1998 (and amended in 2010). It is mandated in the Act to provide socio-economic services to its citizens within its area of jurisdiction. Using various means, the Council is supposed to mobilize financial resources within its Local Government Area for governance and development programmes. It is therefore due to such mandate as given by the Act for the council to have a Local Revenue Enhancement Strategic Plan (LRESP), a blueprint earmarked at assisting the council to improve its revenue collection performance and also broadening its revenue base both in short and long run.

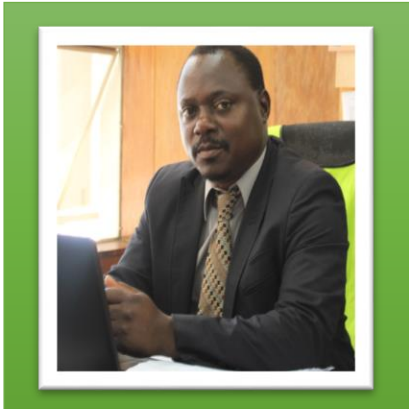
The strategy provides a way in which as the council we can build and improve on current payments levels and then to recover arrear debts. As indicated, this document seeks to identify causes for non-collection of adequate financial resources and other potential sources of revenue for the council. The strategy has been given a five-year timeline in order to attain long term and medium term Malawi Government plans as outlined in the Malawi 2063 vision (MW 2063), Malawi Growth and Development Strategy III (MGDS III) and Malawi Public Sector Reforms Policy on improving domestic revenue mobilization. Locally, the document was also developed in line with the Council's Strategic Plan (SP), Urban Development Plan (UDP) and Social Economic Profile (SEP). It is therefore my great expectations that through this strategic document Zomba city council will be able to mobilize adequate resources for the purposes of improving urban development and provision of adequate municipal services to the city residents in Zomba city.

I therefore call upon all relevant stakeholders both from Zomba city, national level and globally to work together with Zomba city council in operationalizing this strategic document. As together we can improve revenue generation for the Council and consequent improvement of service delivery and national development agendas.

Cllr David Maunde

**MAYOR
ZOMBA CITY COUNCIL**

PREFACE



This LRESP is the resemblance of Zomba city council's aspirations in the next coming five years as regards to how it has laid out its plans in order to build and improve the council's revenue collection performance for benefit of delivering efficient municipal services. Zomba city council as a Local Authority on its own has the mandate within the Local Government Act (1998) (amended in 2010) to formulate its own long term strategic plan earmarked at improving its revenue base.

More to say on this, the council's local revenue performance has for the past years followed the unstable pattern, which is quite unsustainable as regards to Zomba city council's commitment in the provision of public services. Evidence to this, is how the council revenue growth pattern increased to 21.5% in 2016-17, and then significantly decreased to -34.8% in 2019-20 financial year. However, much as there has been a number of factors exacerbating such a cause of unstable local revenue collection pattern. The major underlying factor has been that there has not been up to date strategic plan which is in line to the modern dynamics of the social-economic landscape to assist in mitigating the causes or risk factors, and year after year strategize in a broader way to improve the situation.

I wish to inform the general public that this Zomba city council's LRESP has taken into considerations both external and internal factors using SWOT and PESTEL analysis to come up with strategies. The development also took into account an intertwined consultation approach of bottom and top-down approach, where Councillors, Management and Staff were consulted, and also the grassroots committees like market and ward development committees. The main objective of following such approach was to hear both parties, and in so doing having a sense of ownership as we operationalize the strategy for the benefit of Zomba city in the next 5 years.

I therefore urge everyone to work as a team and think outside the box as we endeavour to enhance locally generated revenue for the Council. The strategies proposed in this Strategic Plan are not exhaustive. In the course of implementing the Plan, more strategies may be used as long as they achieve the purpose for which this plan has been designed. The Plan may be subjected to reviews to take into account some emerging issues and circumstances in the physical, socio-economic and political environment.

I would like to thank you in advance for taking your time and effort to read the strategic plan and take part in the successful implementation of this plan.

Fred Nankuyu
ACTING CHIEF EXECUTIVE OFFICER
ZOMBA CITY COUNCIL

CHAPTER ONE

1.0 BACKGROUND

Zomba City Council is a corporate body established under the Local Government Act No. 42 of 1998 (revised in 2010). The Council is composed of political and administrative structures. The Mayor heads the political structure while the secretariat is headed by the Chief Executive Officer. Administratively, the City has one constituent, 10 Wards and 27 neighborhoods. Each ward has its own elected councilor, ward development committee and neighborhood development committees. The council comprises ten councilors', one MP and five interest groups (disability, CSOs, Faith Based, Business, and Chancellor College – Academia).

The secretariat comprises 6 directorates; Administration, Finance, Planning and Development, Health and Social Services, and education, Engineering. These departments work in collaboration to pursue the following key result areas.

1. Provision of high quality support services that would sustain the functionality of the council (administration and human resources)
2. Enhancement of effective and efficient mobilization and management of financial resources for the Council (finance)
3. Promotion and facilitation of sustainable, inclusive and transformative investment, trade and commerce activities for the council (trade and commerce)
4. Promotion of orderly social and economic city development in the City (planning and development).
5. Promotion of a health, safe and hygienic community/Improving living standards at household level (health and social services)
6. Provision of equitable access to quality and relevant basic education (education)
7. Provision and maintenance of safe and high quality infrastructure and transport system (engineering services)
8. Promotion of transparency and accountability in the management of resources of the Council (internal audit)
9. Provision of parks, leisure and recreational facilities (parks and recreation).

Zomba City is one of the four major cities in the country. It is the fourth largest urban Centre after Lilongwe, Blantyre and Mzuzu with area coverage of 39 Km². Located at the Centre of Zomba District in the Southern Region of the Republic of Malawi, it is classified as an administrative district and the main market center for the South Eastern Sub-Region. The town is at the foot of Zomba Plateau amidst attractive green scenery. The town is the old colonial capital of Malawi and still houses a wide range of government institutions.

1.1 LOCATION, SIZE, AND OTHER FEATURES

Well known as the old capital, the city of Zomba is located at the Centre of Zomba District in the Southern Region of the Republic of Malawi. It covers an area of 39 km² and shares all of its boundaries with Zomba District, which forms an integral part of its sphere of influence. The city has ten geographical wards. Zomba City is the fourth largest urban centre in Malawi after Blantyre, Lilongwe and Mzuzu. It is situated along M3 Road about 65km north of Blantyre (the main Commercial Centre) and about 300 kilometers South East of Lilongwe (the Capital city).

Furthermore, City of Zomba is situated in a generally mountainous and hilly area whose ground elevations vary between 790m and 1265m above sea level. Located at the foot of Zomba Plateau, the city is flanked by Sadzi, Nkholonje, Chipironi, Chinamwali, Naisi, Likungwati, Ndangopuma, Mtiya and Chidalanje hills. The terrain is varied and undulating due to dissections made by numerous streams that flow through the town. Zomba Plateau is 2085m above sea level. It is the fourth highest plateau in the country after Mulanje, Nyika, and Viphya. The Plateau is one of the renowned tourist attractions in the country because of its diverse natural resources, historical spots and scenic beauty.

Based on NSO 2018 housing census the population of Zomba city was at 105,013 people with an annual growth rate of 2.5%. Despite being the second least growing city in Malawi when compared to the other three cities of Mzuzu, Lilongwe and Blantyre, the city continues to experience increased population growth, a trend that signifies increased demand for land and increased need for provision of public infrastructure and basic urban services.

As regards to hydro provision, Likangala is the main river that flows through the city. Mbedza, Bwaila, Mponda, Sadzi and Mulunguzi rivers are the main tributaries for Likangala River besides numerous small streams as their tributaries. The rivers generally flow south eastwards to Lake Chilwa. They have Zomba Plateau as their source with the exception of Mbedza and Sadzi rivers which have different

sources. The rivers form part of the Lake Chilwa Catchment Area. Lake Chilwa is an inland drainage lake located about 25km from Zomba City.

1.2 REVENUE SOURCES AND TRENDS

As prescribed in the Local Government Act 1998 (revised in 2010), all Local Authorities are supposed to mobilize resources within the local government area for governance and development. The sources of revenue for the Council to finance its operations shall include but not limited to the following;

- Property rates;
- Ground rent;
- Fees and licenses;
- Commercial undertakings
- Service charges.
- Government grants.
- Ceded revenue.

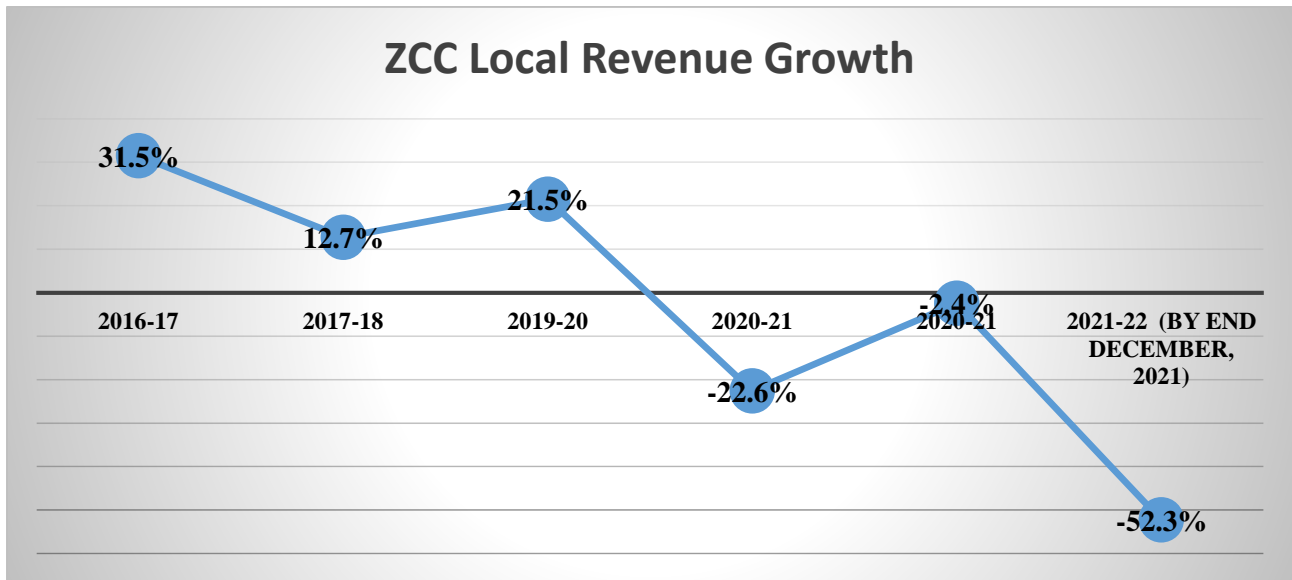
Over the period of 6 years the Council's revenue performance is as highlighted in the table below.

Table 1: Zomba City Council Revenue Performance from 2015-16 to 2019-20

Revenue Stream	2015-16	2016-17	2017-18	2018-19	2019-2020
Central Government					
Property Rates	32,330,015.00	9,094,920.00	16,449,906.00	75,396,021.00	75,000,000.00
Other Property Rates	163,512,514.49	314,198,199.16	341,511,304.81	330,292,191.89	327,123,224.04
Income from Market					
Establishments	69,493,710.00	105,020,748.00	108,648,660.00	106,640,971.00	85,659,850.00
Fees and Service					
Charges	74,025,323.00	83,488,982.84	93,405,629.19	204,588,099.51	72,779,862.39
Licenses and Permits	21,788,150.00	26,397,150.00	57,013,500.00	67,705,500.00	78,453,400.00
Income Commercial					
Undertakings	10,129,287.51	3,660,000.00	3,980,000.00	6,488,000.00	6,390,000.00
TOTAL	371,279,000.00	541,860,000.00	621,009,000.00	791,110,783.40	645,406,336.43

Source: Zomba City Council Financial Reports

Figure 1: Zomba City Council Local Revenue Growth Trend for the Past 5 Years



Source: Zomba City Council Financial Reports

1.2. PROBLEM STATEMENT

The council's revenue trend over the past years has been fluctuating. For instance, in the year 2016-17 it was at 31.5% and declined to 12.7% in the subsequent year. However, in 2018-19 it slightly increased by 8.8%. Between 2018-19 and 2019-20 revenue drastically decreased to -22.6%. This among others is attributed to inadequate citizen engagement and other stakeholders on local revenue enhancement, poor monitoring and enforcement, non-compliance of tax payers, and poor coordination between key departments. In addition, COVID-19 pandemic and aftermath of 2019 elections which brought economic activities in Zomba city to a standstill. Much as the revenue collection trend improved in the subsequent year (2020-21) to -2.4%. The increment was still insufficient, as it was still below the zero threshold as indicated in figure 2.

Furthermore, qualifying such performance in comparison to the revenue budget against the actual collection the performance has been discouraging. Evidence to this is in 2017-18 and 2018-19 where the budget missed its revenue budget respectively by utilizing 78.2% and 88.7%, and such a trend has been continuing in the subsequent years.

However in light of this, the Council has developed the LRESP to address the above mentioned social-economic bottlenecks, so as to enhance revenue generation.

1.3. ZOMBA CITY COUNCIL'S REVENUE STRATEGIC DIRECTION

1.3.1 Vision

To be a leading urban council in Malawi in effective and efficient mobilization and management of financial resources.

1.3.2 Mission

To maximize collection of revenue from all the potential and existing sources in a more inclusive approach through involving the citizenry and any other relevant stakeholders in order to provide quality services.

1.3.3 Core Values

- Team work
- Professionalism
- Business centered
- Zero tolerance on corruption
- Fairness
- Networking
- Adaptation
- Mindset change
- Responsiveness

CHAPTER TWO

2.0 SITUATION ANALYSIS

The team employed two techniques in conducting environmental scanning of the revenue base of the Council. The techniques included SWOT and PESTEL analysis.

2.1. STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS ANALYSIS (SWOT)

This is an analysis of an institutional existing strengths, weaknesses, opportunities and threats. The strengths and weaknesses are internal factors that might enhance or hinder revenue generation of the Council. Whereas opportunities and threats are external factor that might enhance or hinder revenue generation.

2.1.1 STRENGTHS

- There is existence of Social Economic Profile (SEP) and Urban Development Plan (UDP) as the key guiding blue prints for the development of Zomba city.
- Existence of supportive oversight structure.
- Trainable, skilled and qualified human resource.
- Capacity to use donor funds and develop programs and projects
- Existence of local governance structures, civil society organisation and academic institutions.
- There good team among secretariat staff.

2.1.2 WEAKNESSES

- Inadequate human due to labour turnover.
- Ineffective systems and low technical capacity.
- Weak link between secretariat and political arm.
- Outdated By-laws.
- Existence of obsolete equipment
- Overreliance of traditional management systems, with low or minimal absorption of technology.
- Lack of creativity and innovation.
- Low local revenue against demand for services.
- Resistance to change by the secretariat, political arm and the city residents.
- Weak enforcement and monitoring mechanisms.

- Lack of resources
- Underutilization of potential sources of revenue
- Poor publicity of Council services.
- Poor engagement mechanisms with stakeholders in urban service delivery.
- Lack of training opportunities for staff members
- Inadequate accounting systems.

2.1.3 OPPORTUNITIES

- Availability of extensive land for expansion in the peripheral of Zomba city.
- Amendment of Land Acts to abolish multiple land ownership.
- Stakeholders' interest and active participation in City Council's activities.
- Availability of non-state actors on development programs. expand the city for commercial and industrial use
- Availability of Public- Private Partnership's legal and institutional framework.
- Availability of business investment opportunities and untapped sources of revenue.
- Existence of headquarters and regional offices of national institutions

2.1.4 THREATS

- Fragile economy.
- Poor public image towards Councils.
- Corruption
- Rapid population growth
- Rapid urbanisation and uncontrolled slums.
- Inconsistent funding that could affect the implementation of the plans
- Political interference in the city's technical affairs.
- COVID-19 and HIV/AIDS pandemics.
- Political and social instability(i.e. markets and nationally)
- Incoherent legal frameworks on land management and urban planning.

2.2 PESTEL ANALYSIS

PESTEL analysis is also one of the strategic models which is employed in order to assess the institutional macro-environmental factors that affects the institution to attain its strategic aspirations. The model stands for the following factors; political, economic, social, technological and legal. In this case, the Council therefore assumes that all these factors have a critical impact in hindering or enhancing its local revenue generation.

Political factors

- i. Political will to put in place governance structures that enhance or hinder revenue collection.
- ii. Political Interference in revenue collection and management
- iii. Democratic culture (as an aspect to affect our operations)
- iv. Political instability.

Economic factors

- i. Economic crisis at national, regional and global level (i.e. inflation)
- ii. Investment and economic opportunities
- iii. Intermittent supply of electricity and water
- iv. Trends towards public private partnership (PPP).
- v. Market liberalization.
- vi. Regional integration.
- vii. Globalization and economic policies at national, regional and global.

Sociological Factors

- i. High urbanization rate (many people coming to stay in town against limited resources/services offered by the City Council)
- ii. High population growth
- iii. Disease outbreaks.
- iv. Myths, believes and values.

Technological Factors

- i. Low internet connectivity.
- ii. High cost of communication charges.
- iii. Uptake of technology.
- iv. Underutilization of ICT facilities.

Environmental

- i. Pollution
- ii. Environmental degradation.
- iii. Climate change and global warming.
- iv. Deforestation.
- v. Natural disasters.

Legal Factors

- i. Amendment, repeal and enactment of laws.
- ii. Ambiguity of laws.
- iii. Inconsistency of laws.

CHAPTER THREE

3.1. PROBLEM ANALYSIS USING CAUSE EFFECT ANALYSIS

The team identified main problems affecting revenue mobilization according to specific revenue source for the Council.

Table 2: Problem Analysis on Revenue Mobilization

REVENUE SPECIFIC ISSUE	CAUSE A	CAUSE B	CAUSE C	STRATEGY
ADVERTISING CHARGES (Billboards Ground rentals, Poles and Other Advertising Facilities)				
Under collection	<ul style="list-style-type: none"> • Lack of tracking tool 	<ul style="list-style-type: none"> • Lack of monitoring and enforcement 	<ul style="list-style-type: none"> • Inadequate knowledge sign/billboard owners/advertisers. • Non-compliance towards rentals and illegal mounting. • Lack of coordination between planning and finance in tracking the sign posts. 	<ul style="list-style-type: none"> • Develop a sign posts/advertisers/billboard owners tracking tool • Develop a rate able geographical database • Tracking and enforcement • Developing a binding document between the Council and clients (MOU's). • Develop a clear coordination between planning, finance and commerce. • Come up with a clear pricing plan. • Identification of a desk officer • Develop communication strategy i.e. face to face meeting, phone in programs and others.

PARKS AND RECREATION CHARGES (Landscaping, tree felling etc.)

Under collection	<ul style="list-style-type: none"> • Lack of adequate resources towards developing and establish existing parks. • Poor state of the parks. 	<ul style="list-style-type: none"> • Under staffing • Inadequate capacity of staff. • Awareness (wreaths, decoration, landscaping and other facilities) • Poor marketing strategy • Inadequate controls in tree felling/pruning services 	<ul style="list-style-type: none"> • Residents non-compliance in forest management • Vandalism of developed parks. • Encroachment in developed parks • Unmanned green spaces. 	<ul style="list-style-type: none"> • Prioritize funding for development of recreation parks. • Revamp underdeveloped parks • Develop a marketing strategy on parks and recreation services. • Recruit more staff in parks and recreation. • Review tree felling and selling controls
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COUNCIL LOCK UP SHOP RENTALS (Bus depot, Markets and at other council facilities)

Under collection	<ul style="list-style-type: none"> • Lack of monitoring tool on tenancy agreements 	<ul style="list-style-type: none"> • Under staffing • Political interference 	<ul style="list-style-type: none"> • Vandalism of shops by tenants. 	<ul style="list-style-type: none"> • Recruit special staff on lockup-shops management. • Evict long outstanding tenants
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	<ul style="list-style-type: none"> • Defaults by tenants 	<ul style="list-style-type: none"> • Abuse of office by staff members • Lack of timely maintenance of shops 	<ul style="list-style-type: none"> • Non usability of shops. • Limited space for business • Sub-renting of lock up shops. 	<ul style="list-style-type: none"> • Outsourcing property management of the lock up shops • Publicize debtors and defaulters. • Review and enforce lockup-shops tenancy agreement management. • Develop a tenancy agreement data base for council properties. • Provide more space for business (Build more shops) • Engage NITEL or any other ICT firm on electronic tenancy renewals
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FEES AND SERVICES CHARGES (This means any chargeable fee the council provides)

Under collection	<ul style="list-style-type: none"> • Lack of knowledge among the city residents on council services. 	<ul style="list-style-type: none"> • Mistrust by the city residents and other stakeholders due to lack of transparency • Inadequate provision of services to the city residents. • Inadequate citizen engagement. 	<ul style="list-style-type: none"> • Non-compliance in payment of relevant council services. 	<ul style="list-style-type: none"> • Develop a service charter. • Develop an effective communication and citizen engagement strategy. • Periodic capacity building of council members. • Develop a Services Driven Investment Plan • Develop a Council Corruption Free Strategy. Develop a corruption strategy. • Develop new cemeteries
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BUS DEPOT DEPARTURE AND OTHER PARKING PLACES

<p>Under collection</p>	<ul style="list-style-type: none"> • Corruption • Multiple collection of departure fees • Reduction in business activity at the bus terminal • Increased illegal taxis in town. 	<ul style="list-style-type: none"> • Lack of Supervision • Lack of register on the number of business activities happening at the depot • Increased illegal taxis outside bus depot 	<ul style="list-style-type: none"> • Lack of commitment • Influx of call boys at the bus depot • Compromised ticketing system • Influx of illegal taxi operations going to Lilongwe at the bus depot 	<ul style="list-style-type: none"> • Setting targets on daily revenue • Privatizing the collection activity. • Setting up CCTV. • E-ticketing • Introducing check points on strategic town exit points. • Enforcement and stiff penalties on defaulters. • Collaboration with other stakeholders on enforcement.
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INCOME FROM MARKETS

<p>Under correction Collection of Market fees</p>	<ul style="list-style-type: none"> • Corruption and traditional interference • No data base for vendors • Failure to entice vendors into Matawale market. • Failure to control movement of vendors in and out of markets • Double ticketing. • Failure to collect in night markets • Failure to adequately collect on Sunday marketing at Chinamwali 	<ul style="list-style-type: none"> • Weak controls • Weak procedures • No fences in markets • Lack of supervision/monitoring and enforcement. 	<ul style="list-style-type: none"> • Gap between Management and Operators • Failure to handle change Management 	<ul style="list-style-type: none"> • Reviewing By-laws affecting illegal vending • Civic education of politicians and market users • Updated business register by finance department. • Provide incentives for Matawale market vendors. • Enforcement stiff penalties on defaulters. • Provision of sweeping services on uncollected areas.
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Stakeholders Issues at the market	<ul style="list-style-type: none"> • Street vending • Non-compliance to fee payment • Corruption • Market committees influence 	<ul style="list-style-type: none"> • Inadequate space in markets • Lack of knowledge • Lack of Infrastructure & services 	<ul style="list-style-type: none"> • Small market space • Stakeholders interactive forum absent 	<ul style="list-style-type: none"> • Increase market spaces
INCOME FROM COMMERCIAL UNDERSTAKINGS (Rest houses, Mulunguzi Cottage)				
Under collection	<ul style="list-style-type: none"> • Corruption • Obsolete structures • Poor tenancy agreement management 	<ul style="list-style-type: none"> • Laxity 	<ul style="list-style-type: none"> • Lack of resources 	<ul style="list-style-type: none"> • Renovate the old structures. • Explore other PPP arrangements.
BUSINESSS LICENSES AND PERMITS				
Under Collection	<ul style="list-style-type: none"> • Non-compliance 	<ul style="list-style-type: none"> • Political and traditional leaders interference 		Enhancing civic education among entrepreneurs and the local people.
	<ul style="list-style-type: none"> • Weak of enforcement 	<ul style="list-style-type: none"> • Lack of adequate enforcement mechanisms 		Develop effective enforcement mechanisms Automation of business license
	<ul style="list-style-type: none"> • Corruption 	<ul style="list-style-type: none"> • Lack of integrity 		Develop Anticorruption strategy

	<ul style="list-style-type: none"> • Lack of awareness 	<ul style="list-style-type: none"> • Lack of knowledge 		Intensify civic education
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PROPERTY RATES ISSUES				
(I) MANAGEMENT ISSUES				
ISSUES	CAUSE A	CAUSE B	CAUSE C	Strategies
Under collection	<ul style="list-style-type: none"> • Irregular updating of property valuation rolls (QVR and SVR). • Corruption by valuation consultants 	<ul style="list-style-type: none"> • Lack of funds, human and material resources. • Poor supervision of valuation exercises 	<ul style="list-style-type: none"> • Poor planning (mobilization of resources) • Corruption within the system 	<ul style="list-style-type: none"> • Update the current QVR by a professional valuation firm. • Close supervision of the valuation process
	<ul style="list-style-type: none"> • Lack of coordination between Planning and Finance & commerce departments 	<ul style="list-style-type: none"> • Absence of basis for targeting • Absence of revenue targets 		<ul style="list-style-type: none"> • Enhanced coordination between the two departments (finance and planning). • Developing mechanisms for realistic city rates revenue target setting.

	<ul style="list-style-type: none"> • Failure to adhere to plans and targets 	<ul style="list-style-type: none"> • Too much workload 	<ul style="list-style-type: none"> • Lack of capacity 	Develop capacity building strategy
			<ul style="list-style-type: none"> • Personal interests, lack of delegation 	
(II) OTHER GENERAL ISSUES				
	Inability to trace properties	Poor map reading	Lack of capacity	<ul style="list-style-type: none"> • Capacity building of property rates enforcement staff.
		In availability of maps	Outdated maps	<ul style="list-style-type: none"> • Come up with an electronic configured mapping system (GIS)
Backlog of arrears	Resistance to pay	Weak legal instruments	Outdate property rates By-laws	<ul style="list-style-type: none"> • Expedite By-laws approval. • Lobby for the review of Local Government Act.
Poor billing	Poor reconciliation of property accounts.	Outdated billing system	Lack administrative will	<ul style="list-style-type: none"> • Upgrade the billing system • Merging sewer fees and city rates billing.
			Inadequate finances to procure new billing system	

OTHER POTENTIAL REVENUE SOURCES

ISSUES	CAUSE A	CAUSE B	CAUSE C	STRATEGY
LACK OF PROVISION OF TRAINING SERVICES AT A FEE	<ul style="list-style-type: none"> • None-prioritization in annual plans • In adequate marketing 	Underutilization of service	Overlooked by the management and staff members	<ul style="list-style-type: none"> • Develop a marketing strategy • Develop an operationalization short-term plan
LACK OF PROVISION OF TAILOR MADE DEPARTMENT SERVICES ON COMMERCIAL BASIS	None-prioritization in annual plans	Underutilization of a service	Overlooked by management and staff members	<ul style="list-style-type: none"> • Awareness and publicity of the service existence. • Develop an operationalization short-term plan
LACK OF BUSINESS ORIENTED MANAGEMENT PLAN FOR ZOMBA CITY STADIUM	<ul style="list-style-type: none"> • No management plans. 			Develop a strategy that defines roles and responsibilities of various stakeholders
PROLIFERATION OF SLUMS	High percentage of resident slums in the city	City residence building outside council urban plans	Lack of awareness and general negligence	Develop a slums upgrading strategy.

INVESTMENT LIMITATION	LAND Constrained city boundaries	Existence of an outdated Urban Structure Plan (USP)	Lack of resources to update the USP	Develop and update the USP
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CHAPTER FOUR

4.1. FORMULATION OF REVENUE ENHANCEMENT OUTCOMES, STRATEGIES AND ACTIVITIES.

GOAL: STRENGTHENING ZOMBA CITY COUNCIL’S GOVERNANCE SYSTEM THROUGH IMPROVED LOCAL REVENUE GENERATION FOR IMPROVED PROVISION OF PUBLIC GOODS AND SERVICES.

Table 3: Revenue Enhancement Objectives, Outcomes, Strategies and Activities

OBJECTIVE (Current Status Improvement)	OUTCOME (The Achievable agenda)	STRATEGY (Guide on How to Achieve the Objective)	ACTIVITIES (Steps to be taken to achieve the strategy)
To increase revenue collections from billboards, sign post and any advertising facilities in the city.	Maximize revenues from advertising charges	<ul style="list-style-type: none"> • Develop a sign posts/advertisers/billboard owners tracking tool • Develop a rate able geographical database • Tracking and enforcement • Developing a binding document between the Council and clients (MOU’s) • Develop a clear coordination between planning, finance and commerce 	<ul style="list-style-type: none"> • Collecting data for all billboards, sign posts and fixed advertising facilities in the city. • Collecting geographical information for all billboards, sign posts and fixed advertising facilities in the city. • Conducting frequent enforcement and follow up campaigns. • Informing all billboards and sign posts owners/clients to come and sign advertising MOU’s. • Tracking and enforcement • Develop MOU’s with the clients. • Assign a key personnel

		<ul style="list-style-type: none"> • Come up with a clear pricing plan • Identification of a desk officer • Develop communication strategy i.e. face to face meeting, phone in programs and etc. 	
To improve revenue collection performance from all council parks and recreation facilities.	<p>Maximizing revenues from all parks and recreation facilities.</p> <ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Prioritize funding for development of recreation parks. • Revamp underdeveloped parks • Develop a marketing strategy on parks and recreation services • Recruit more staff in parks and recreation • Review tree felling and selling controls 	<ul style="list-style-type: none"> • Come up with annual investments needs for all parks and recreation facilities for the council. • Develop two recreation parks (Ndola park and Likangala park and landscaping other green spaces in Zomba city • Conducting community leaders' sensitization meetings on parks and recreation facilities management. • Conducting ward development committee trainings on parks and recreation facilities management • Conducting council members (MP's and Councilors trainings on parks and recreation facilities management. • Collecting data on key tourism areas in the city.

			<ul style="list-style-type: none"> • Conducting public awareness activities on key tourism sites in the city. • Establish part of the parking space for tourism attraction economic activities (Curios)
To improve revenue collection from council lock up shop rentals	<ul style="list-style-type: none"> • Increased revenue from council lock-up shops 	<ul style="list-style-type: none"> • Outsourcing property management of the lock up shops • Publicize all defaulters and debtors • Improve management of tenancy agreements. • Recruit special staff on lockup-shops management. • Evict long outstanding tenants • Review and enforce lockup-shops tenancy agreement management. • Provide more space for business (Build more shops) • Engage NITEL or any other ICT firm on electronic tenancy renewals 	<ul style="list-style-type: none"> • Tendering the bids for management of council lock-up shops. • Conduct regular review of lock-up shops tenancy agreements • Conduct regular enforcement campaigns to ensure that shop tenants are up to date in their payments. . • Recruit special staff on lockup-shops management.

<p>To maximize revenue from business licenses</p>	<ul style="list-style-type: none"> • Increased revenue from business premises licenses and other permits fees 	<ul style="list-style-type: none"> • Automation of business license. • Enhancing civic education among entrepreneurs and the local people. • Develop effective enforcement mechanisms • Develop Anti-corruption strategy 	<ul style="list-style-type: none"> • Conduct sensitization campaigns • Register spot checks • Enforcement campaigns • Conduct the periodic business licenses registration exercise • Inciting private investors
<p>To maximize revenue from all commercial ventures</p>	<ul style="list-style-type: none"> • Increased revenue for all commercial ventures for the council. 	<ul style="list-style-type: none"> • Renovate the old structures. • Explore other PPP arrangements. 	<ul style="list-style-type: none"> • Renovate the all structures. • Conduct periodic review and monitoring of the PPP or BOT arrangements on commercial infrastructures
<p>Maximize revenue collection from property rates</p>	<ul style="list-style-type: none"> • Increased revenue collection from property rates 	<ul style="list-style-type: none"> • Regular updating of QVR and SVR. • Enforcing planning issues • Enhanced coordination between the two departments (finance and planning). • Develop capacity building strategy 	<ul style="list-style-type: none"> • Collect data for all properties not included in QVR. • Clean all duplications in the existing QVR. • Conduct frequent interdepartmental meetings with concerned departments concerning valuation • Compilation of property database • Recruitment of a valuation consultant • Property data collection • Procurement of materials • Close supervision of the valuation process by the council's estates officials • Formulation a draft valuation roll • Inspection and approval of the roll

			<ul style="list-style-type: none"> • Preparation of a final valuation roll. • Close supervision of the valuation process • Recruit town rangers
Maximize revenue from market fees.	<ul style="list-style-type: none"> • Increased revenue from market fees 	<ul style="list-style-type: none"> • Reviewing By-laws affecting illegal vending • Civic education of politicians and market users • Updated business register by finance department. • Develop an effective communication and citizen engagement strategy. • Provide incentives for Matawale market vendors. • Enforcement stiff penalties on defaulters. • Provision of sweeping services on uncollected areas. 	<ul style="list-style-type: none"> • Conducting frequent enforcement of market By-laws towards illegal vendors. • Conducting periodic reviews of the market By-laws to cater SMEs business emerging issues. • Conducting frequent meetings with market committees on market issues. • Engaging politicians in enforcing market fees payments. • Introduce vendor market fee payment incentives. • Engage market committees on importance of market vendor register • Demarcate the market into sections. • Conducting monthly market sections vendor register. • Conduct monthly targets setting using the vendor register • Conducting monthly listing of market fee defaulters.

			<ul style="list-style-type: none"> • Conduct monthly listing of market shop rentals defaulters. • Issue out monthly notice on payment reminders to defaulters. • Conduct monthly shops and market eviction on all defaulters. • Conducting monthly listing of market fee defaulters. • Conduct monthly listing of market shop rentals defaulters. • Issue out monthly notice on payment reminders to defaulters. • Conduct monthly shops and market eviction on all defaulters.
		<ul style="list-style-type: none"> • Enforcement stiff penalties on defaulters 	<ul style="list-style-type: none"> • Conducting monthly listing of market fee defaulters. • Conduct monthly listing of market shop rentals defaulters. • Issue out monthly notice on payment reminders to defaulters. • Conduct monthly shops and market eviction on all defaulters.

		<ul style="list-style-type: none"> • Increase market spaces 	<ul style="list-style-type: none"> • Engage surrounding communities at Mpondabwino for extension of Mpondabwino market. • Engage surrounding communities at Chinamwali for extension of Chinamwali market. • Conducting a feasibility study of transforming central market into a modern market. • Identify land at Mtiya, Mpira, Chirunga and Mbedza for development of new markets.
To maximize revenue from all fees and service charges	<ul style="list-style-type: none"> • Increase revenue from all council fees and service charges 	<ul style="list-style-type: none"> • Develop new cemeteries • Periodic capacity building council members. • Develop a Services Driven Investment Plan • Develop a Council Corruption Free Strategy • Develop a service charter. • Develop an effective communication and citizen engagement strategy. 	<ul style="list-style-type: none"> • Identify potential lands in wards for the developing of new cemeteries. • Conduct frequent commercial advertisements of council hiring services. • Conduct frequent staff tailor made trainings.
HARNESSING REVENUE FROM OTHER POTENTIAL REVENUE STREAMS			

Maximize revenue from all existing facilities from Zomba city council stadium	<ul style="list-style-type: none"> • Increased revenue from Zomba city council stadium 	<ul style="list-style-type: none"> • Lobby for completion of Zomba city council stadium project. 	<ul style="list-style-type: none"> • Conducting frequent follow ups meetings with the Ministry and contractor. • Review project completion deadline with the contractor • Lobby for timely payment of funds to the contractor.
		<ul style="list-style-type: none"> • Develop a stadium management plan 	<ul style="list-style-type: none"> • Develop a stadium commercial management organogram. • Seek for endorsement and approval from HR. committee and Full council. • Explore PPP arrangements. • Recruit targeted specific for the management of stadium.
		<ul style="list-style-type: none"> • Developing marketing strategy for the stadium. • Develop a strategy that defines roles and responsibilities of various stakeholders 	<ul style="list-style-type: none"> • Set up stadium facilities pricing and seek for endorsement and approval from finance committee and full council. • Publicize the existence of the stadium

Maximize revenue from council tailor made professional services	Increased revenues from Council Tailored made professional services	<ul style="list-style-type: none"> • Awareness and publicity of the service existence. • Develop an operationalization short-term plan 	<ul style="list-style-type: none"> • Conducting sensitization campaigns.
Maximize revenue from training services	<ul style="list-style-type: none"> • Increased revenue from Council offered training services 	<ul style="list-style-type: none"> • Develop a marketing strategy • Develop an operationalization short-term plan 	<ul style="list-style-type: none"> • Conduct awareness campaigns • Engage different stakeholder e.g. business, NGOs on the existence of trainings.
Maximize revenue collection from unplanned areas through collection of flat rates	<ul style="list-style-type: none"> • Increased revenue from unplanned areas 	<ul style="list-style-type: none"> • Develop a slums upgrading strategy 	<ul style="list-style-type: none"> • Consultative meetings with chiefs and residents • Perimeter survey • Preparation of land use plan • Propose road networks • Propose plot demarcations • Consultative meeting on layout plan • Approval by planning committee • Cadastral survey • Registration of titles (Adjudication)
Maximize revenue collection from other	<ul style="list-style-type: none"> • Increased revenue from other potential lands outside Zomba city 	<ul style="list-style-type: none"> • Develop an Urban Structure Plan (USP) 	<ul style="list-style-type: none"> • Scoping and Project Planning • Consultative community and stakeholders • Research and Information Analysis

potential lands outside Zomba city			<ul style="list-style-type: none">• Urban Design• Generation and Evaluation of Alternatives• Finalizing the Structure Plan
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CHAPTER FIVE

5.1. REVENUE ENHANCEMENT IMPLEMENTATION PLAN

Table 4: Revenue Enhancement Strategy Implementation Plan Matrix

Key: Green means the time an activity will happen at that particular period

Black means no any activity will happen at that particular period

Problem: Under collection from Billboards, sign post and advertising facilities

Objective: To increase revenue collections from Billboards, sign post and any advertising facilities in the city.

Strategy	Indicator	Target	Implementation Year(s)					Verification means	Responsible	Risk
			2022	2023	2024	2025	2026			
• Develop a sign posts/advertisers/billboard owners tracking tool	• Tracking tools developed	1						Activity report	PIPO/DOF	Some billboard and sign post owners not traceable
• Develop a rate able geographical database	• Geographical database developed	1						Activity report	DPD/PIPO/DOF	Lack of funds to facilitate the development and implementation of a rateable database. Availability of ICT equipment.

Develop and review the MOU on advertising	MOUs developed and reviewed	5						Activity report	PIPO/DOF/DOA	Availability of adequate personnel for easy monitoring.
• Enforce advertising MOU's with the clients	• Number of enforcement activities	12						Monthly reports	PIPO/DOF	
• Assign personnel on advertising	• Number of people assigned	3						Activity report	PIPO/DOA/DOF	Availability of funds for recruitment.
• Develop coordination between Finance, Planning & Commerce	• Number of meetings	120						Activity report/Minutes	DPD/DOF	Laxity
• Develop communication strategy	• Communication Strategy developed	1						Activity report	PRO/PIPO/DOF	
• Develop pricing plan for sign post	• Price plan developed	1						Activity report	PIPO	

Problem: Under collection from council parks and recreation facilities

Objective: To improve revenue collection performance from all council parks and recreation facilities.

Strategy	Indicator	Target	Implementation Year(s)					Verification means	Responsible	Risk
			2022	2023	2024	2025	2026			
• Develop a marketing strategy	Market strategy developed	1						Activity report	DOA/PRO/DHSS/Parks Officer	Lack of funds of the development of the marketing strategy. Lack of funds to facilitate implementation of awareness campaigns.
• Funding for development of recreation parks	• Amount of funds allocated	1						Activity report	PIPO/DOF/Parks Officer	Availability of funds to facilitate development of the Investment Plans
• Revamp underdeveloped parks	• Number of existing recreation parks revamped	5						Activity report	Parks Office/DHS S/DOF	Availability of Funds to facilitate development of recreation parks. Availability of adequate staff of the development of recreation parks

• Recruit more staff in Parks & Recreation	Number of staff recruited	10						Activity report	DOA/DHSS /Park's Officer	
• Review tree felling and selling controls	Tree felling and selling controls developed	1						Activity report	Auditor/DO F/PIPO/Parks Officer	Lack of Coordination between the departments

Problem: Under collection from shop rentals

Objective: To improve revenue collection from council lock up shop rentals

Strategy	Indicator	Target	Implementation Year(s)					Verification means	Responsible	Risk
			2022	2023	2024	2025	2026			
• Outsourcing property management of the lock up shops per market and other Council facilities	Number of tendered bids	5						Activity reports	PIPO/DOF/PPO	Expedited procurement process.

• Develop a tenancy agreement data base for council properties	• Tenancy database developed	1						Activity report	PIPO/DOF	Availability of funds Availability of ICT Equipment
• Review and enforce lockup-shops tenancy agreement management	• Number of reviews and enforcement activities	5						Activity Report	PIPO/DOF	Laxity
• Publicize all defaulters and debtors	• Number of defaulters publicized	12						Activity Report	PRO/PIPO/DOF	Political Interference Weak Legal Framework
• Recruit special staff on lockup-shops management.	• Number of staff recruited on lockup-shops management	5						Activity Report	DOA/PIPO/DOF	
• Evict long outstanding tenants	• Number of tenants evicted	12						Activity Report	DOF/PIPO	Political Interference Weak Legal Framework

• Provide more space for business (build more shops)	• Number of shops built	50						Activity report	DOF/DOES /PIPO	
Develop automated tenancy renewals	Automated system developed	1						Activity report	DOF/PIPO	

Problem: Under collection from business licenses

Objective: To maximize revenue from business licenses

Strategy	Indicator	Annual Target	Implementation Year(s)					Verification means	Responsible	Risk
			2022	2023	2024	2025	2026			
• Civic education and political will.	• number of sensitization campaigns and enforcement campaigns	4						Activity Report	DHSS/PIPO /PRO	Laxity
• Automation of business license.	• Number of business registered	12						Activity Report	PIPO/MISO /DOF	
• Develop and review effective enforcement mechanism	• Effective enforcement mechanism developed	1						Activity report	PIPO/DOF/ Auditor	

• Develop Anti-Corruption Strategy	• Anti-Corruption Strategy developed	1					Activity report	CEO/DOA	
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Problem: Under collection from commercial ventures

Objective: To maximize revenue from all commercial ventures

Strategy	Indicator	Target	Implementation Year(s)					Verification means	Responsible	Risk
			2022	2023	2024	2025	2026			
• Renovate the old structures.	• Number of Renovated structures.	13						Activity Report	DPD/DOES/DOF	
• Explore other PPP arrangements	• Number of PPP arrangements	4						Activity Report	DOES/PIPO/DOF/DPD	

Problem: Under collection from property rates

Objective: To maximize revenue collection from property rates

Strategy	Indicator	Target	Implementation Year(s)					Verification means	Responsible	Remarks
			2022	2023	2024	2025	2026			
• Regular updating of QVR	• QVR updated	1						Activity report	DPD	Lack of funds and capacity
Regular updating of SVR	• SVR updated	5						Activity report	DPD/PEMO/CTOEO	Availability of funds
• Develop capacity building strategy	• Building Strategy developed	1						Activity report	DPD/CTOEO	
• Enhanced coordination between the two departments (finance and planning).	• Number of interdepartmental meetings	120						Activity report/Minutes	DPD/DOF/PIPO	Laxity
• Enforcing planning issues	Number of enforcements activities	120						Activity report	DPD/DOF	

• Mechanisms for city rates revenue target	Revenue targets mechanism developed and reviewed	120						Activity report	DPD/CTOE P	
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Problem: Under collection of revenue from market fees

Objective: To maximize revenue from market fees.

Strategy	Indicator	Target	Implementation Year(s)					Verification means	Responsible	Remark
			2022	2023	2024	2025	2026			
• Reviewing By-laws affecting illegal vending	By-Laws reviewed	1						Activity Report	DOA/PIPO/DOF	Slow Judicial Review
• Updated business register by finance department	Number of business registered	60						Activity Report	DHSS/PIPO/DOF	Laxity
• Civic education of politicians and market users	Number of meetings with market committees	20						Activity Report/Minutes	PRO/PIPO/DOF	

• Enforcement stiff penalties on defaulters	Number of defaulters penalized	30						Activity Report	DOA/PIPO/DOF	Weak Legal Framework
• Increase market spaces	• Area space increased	2						Activity report	DPD/DOES/PIPO/DOF	Availability of funds
• Provision of sweeping services on uncollected areas	• Number of sweeping exercises	120						Activity report	DHSS	
• Provide incentives for market vendors	• Number of incentives provided	120						Activity report	PIPO/DOF	

Problem: Under collection from fees and services charges

Objective: To maximize revenue from all fees and service charges

Strategy	Indicator	Target	Implementation Year(s)					Verification means	Responsible	Remark
			2022	2023	2024	2025	2026			
• Develop new cemeteries	Number of new cemeteries developed	2						Activity reports	DPD/ DHSS	Availability of resources Multiple Land landlords

• Develop a Council Corruption Free Strategy	Corruption free strategy for the council developed	1						Activity Report	Auditor/DO A/CEO	Availability of resources
• Develop a Services Driven Investment Plan	Service driven Investment Plan Developed	2						Activity Report	PIPO/DOF	
• Periodic capacity building council members and staff	• Number of capacity building activities	100						Activity Report	DOA/CEO/DOF	
• Develop Service Charter	• Service charter developed	1						Activity Report	DOA/PRO	
• Develop an effective communication and citizen engagement strategy.	• Communication Strategy Developed	1						Activity Report	DOA/PRO	Availability of resources

HARNESSING REVENUE FROM UNTAPPED COUNCIL REVENUE SOURCES

Table 5: Revenue from untapped council revenue sources

Problem: Delay of completion of Zomba stadium

Objective: Maximize revenue from all existing facilities from Zomba city council stadium

Strategy	Indicator	Target	Implementation Year(s)					Verification means	Responsible	Remark
			2022	2023	2024	2025	2026			
• Lobby for completion of Zomba city council stadium project.	• Number engagement meetings	36						Activity report/Minutes	DOA/CEO	Availability of funds
• Develop a stadium management plan	• Commercial management organogram developed	1						Activity report	PIPO/DOA/DOF	
• Developing marketing strategy for the stadium.	• Marketing strategy developed	1						Activity report	PIPO/DOF	

Problem: Lack of awareness and publicity of tailor services

Objective: To maximize revenue from council tailor made professional services

Strategy	Indicator	Target	Implementation Year(s)					Verification means	Responsible	Remark
			2022	2023	2024	2025	2026			
• Awareness and publicity of the service existence.	• Number of sensitization campaigns	120						Activity report	PRO	
• Develop an operationalization short-term plan	• Operationalization short term plan developed	1						Activity report	DOF/PIPO/DOA	

Problem: Lack of awareness and publicity training services

Objective: To maximize revenue from training services

Strategy	Indicator	Annual Target	Implementation Year(s)					Verification means	Responsible	Risk
			2022	2023	2024	2025	2026			
• Develop a marketing strategy	• Marketing strategy developed	1						Activity report	PRO	
• Develop an operationalization short-term plan	• Short-term operationalization plan developed	1						Activity report	PIPO/DOF	

Problem: Under collection from unplanned areas through collection of flat rates

Objective: To Maximize revenue collection from unplanned areas through collection of flat rates

Strategy	Indicator	Target	Implementation Year(s)					Verification means	Responsible	Remark
			2022	2023	2024	2025	2026			
• Develop a slums upgrading strategy	• Slums upgrading strategy developed	1						Activity report	DPD/DOES /DOF	

Problem: Existence of multiple Landlords outside Zomba City

Objective: To maximize revenue collection from other potential lands outside Zomba city

Strategy	Indicator	Target	Implementation Year(s)					Verification means	Responsible	Remark
			2022	2023	2024	2025	2026			
Develop an Urban Structure Plan (USP)	USP developed	1						Activity report	DPD/DOF	