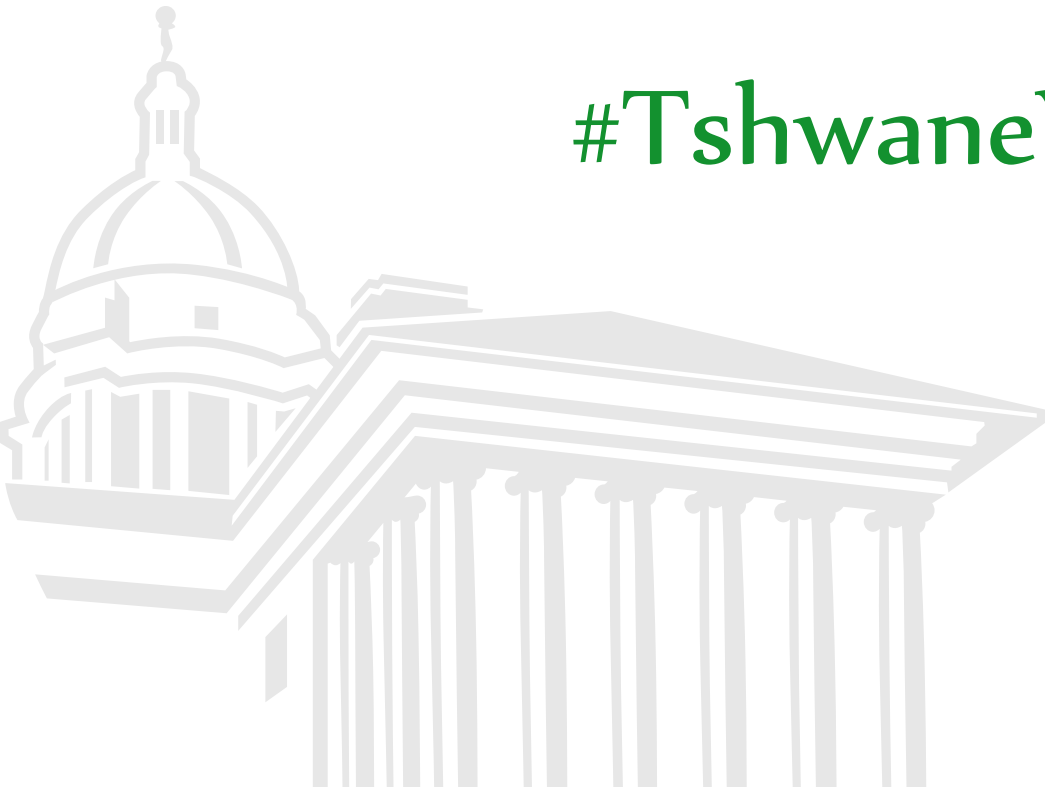


#TshwaneYaTima



Background – falling on desperate times

Revenue collection decreased significantly from October 2021

The debtors book ballooned to over R17 billion at end of December 2021.

At end of October 2023 the amount owed to Tshwane is R22 billion

No money to pay service providers

Projects halted, leading to the outbreak of service delivery protests

A threat of non-payment of salaries by March/April 2022

The debt collection contract had expired

Background – putting measures in place

Credit control measures were enforced from late 2021

Extend credit control office hours

Financial outreach campaigns within communities to assist with queries and payment arrangements

Zoom meetings with customers after hours to assist with queries and make payment arrangements

Crunch Time – a call to action



Treasury & Revenue Management presented grave status of the city's finances. Credit control measures put in place yielded some results, but they weren't sufficient to make a dent on the debtors book.

Payment priority at the time: Eskom, Rand Water and salaries

Communicators devised a plan of action with Revenue colleagues

Plan supported by political and administrative heads

Interdepartmental cut off team comprised of officials from Finance - metering and credit control sections, Energy & Electricity System Operators, Water & Sanitation technicians and TMPD. Top Management team alternated as team leaders.

Tshwane in action.... A new

In February 2022 -Tshwane embarked on a media blitz on all platforms – traditional media tagged along, social media (facebook & twitter) on disconnection assignments

Biggest defaulters identified and decision to name & shame under #TshwanerRevenueCollection

A social media hype ensued and one tweep urged customers to go and pay to avoid a disconnection, saying: “Tshwane ya tima” (Tshwane disconnects) in Pretoria township parlance

We adopted the hashtag as it was funky and resonated with tweeps

Soon, the hashtag gained momentum and began to trend

#TshwaneYaTima – campaign structure



About 11 teams were established led by departmental heads to disconnect defaulters

The acting City Manager at the time led a team that was also used as the comms and media focus

Political support and protection was vital and the then Executive Mayor and MMC for Finance were invited to disconnections of corporations who owed the most

The city was inundated with calls from defaulting customers wanting to make payment arrangements of 60% in order to be spared the ignominy of a disconnection – and a name & shame in public

#TshwaneYaTima a fading #?



#TshwaneYaTima was in full swing and within a two-week period we managed to recoup R700 million.



Residential estates and big businesses were the primary targets



Internal personnel was used to effect the disconnections as the tender for debt collection had expired



However - the campaign couldn't be sustained with internal personnel, thus the hype faded – we needed to match communication with action



Major campaign boost was the announcement of the steep fine imposition for electricity theft & illegal connections. Household fine is R200 000 and for big business it's R10 million

#TshwaneYaTima#The Return!



The next instalment will be more aggressive, focused and better coordinated and well targeted



Focused approach to target:

Residential accounts/debt

Estates and security complexes

Shopping complexes

Industrial parks

Major manufacturing industries and

Government departments

#TshwaneYaTima – plans

Prepaid	Roll –out of prepaid meters will give impetus to revenue collection and reduce incorrect billing of customers
Gated communities	Identify defaulters in gated communities (not paying for rates); those that have breached meters
Blitz	Blitz the township businesses and households
Monitor	Daily monitor those disconnected to prevent a reconnection
Employees	Constantly monitor employees and service providers rumoured to be reconnecting defaulters

#TshwaneYaTima..... changing a non-payment culture



Instill a culture of payment of services (paying a municipal account is at the bottom of the laundry basket). Mindset change urgently needed



Reach out to communities and enable them to talk to us:



Zoom meetings to continue



Live outreach campaigns in all regions

#TshwaneYaTima – lessons learnt

01

Avoid erroneous disconnections – ensure verification before communicating

02

Avoid potential legal action

03

Get your ducks in a row in advance to have sufficient verification time

04

Establish a task team that meets weekly to coordinate efforts and monitor collection

05

Monitor social media and adjust tone of messaging when necessary. Follow the thread and comments when more explanation is needed. Acknowledge mistakes and apologise.

06

Management need to support and guide the social media team



Snippets

#TshwaneYaTima



City of Tshwane
@CityTshwane

Make sure that your tithes and offerings get to @CityTshwane to avoid worshipping in the dark. 🙏
[#TshwaneYaTima](#)



1 8 34



PhathuMakwarela @Ph... · 25 Feb
Yoh let me go pay my @CityTshwane bill cause [#TshwaneYaTima](#) - don't want you guys laughing at me.



GIF ALT

2 49



Chester Missing
@chestermissing

I'm kakkng myself that the City of Tshwane is going to come and cut off my water and I don't even live in Tshwane.

20:02 · 15 Feb 22 · [Twitter for iPhone](#)