

ADANSI ASOKWA DISTRICT ASSEMBLY

ADANSI ASOKWA

REVENUE IMPROVEMENT ACTION PLAN FOR 2020

Finance underpins and inspires the investment and operational sustainability of every entity as the Adansi Asokwa District. Section 144 & 145 of the Local Governance Act, 2016 (Act 936) thus grants Adansi Asokwa District Assembly the authority to levy sufficient rates to finance its development expenditure. This plan therefore seeks to present in detail the revenue mobilization issues in terms of potentials, opportunities, constraints and challenges. The strategies to leverage on the potentials and opportunities so as to resolve the constraints and challenges for the maximization of revenue are also detailed in the table below.

It is noteworthy indicating that this plan of action is presented in terms of the four orientations of revenue mobilization: Revenue Sources, Mobilization & Collection, Utilization & Service Delivery and Public Education (Stakeholders Rights and Responsibilities). This orientation is presented in terms of strategies, activities, performance indicators, expected outcomes, time schedule, implementing agents, resources required and estimated costs of activities to achieve the desired outcomes.

Vision

To become a highly qualified socio-economic service provider that creates wealth and opportunity for human resource development within the district.

Mission

To improve the quality of life of the people in partnership with major stakeholders through the formulation of sound policies and the execution of programmes and projects in areas of poverty reduction, human resource and infrastructural development.

CORE VALUES

People Centred

Resource Efficiency

Accountable Leadership

CORE FUNCTIONS

- Responsible for the overall development of the district and ensure the preparation and submission through the Regional Co-ordinating Council of development plans of the district to the National Development Planning Commission for approval and of the budget of the district related to the approved plans to the Minister for Finance for approval.
- Formulate and execute plans, programmes and strategies for the effective mobilization of the resources necessary for the overall development of the district.
- Promote and support productive activity and social development in the district and remove any obstacle to initiative and development.
- Initiate programmes for the development of basic infrastructure and provide works and services in the district.
- Responsible for the development, improvement and management of human settlements and the environment in the district.
- Co-operate with the appropriate national and local security agencies that are responsible for the maintenance of security and public safety in the district.
- Ensure ready access to courts in the district for promotion of justice.

REVENUE MOBILIZATION ISSUES

The Adansi Asokwa District Assembly has as a mandate to develop and lead a development programme of action that essentially seeks to improve the standard life of the people within the jurisdiction of the district. In this quest, financial resource potentials and opportunities have been identified to leverage the successful implementation of the district development agenda. Inherent in this developmental quest are also challenges and constraints limiting the mobilization of the necessary funds. These potentials, opportunities, challenges and constraints are identified and stated below.

Potentials & Opportunities

1. Legal mandate to levy
2. Promulgation of Bye-Laws
3. Abundant immovable properties
4. Abundant SMEs
5. Garages/Magazine
6. Established and recognized traditional authority
7. Justice administration system
8. Law enforcement agencies
9. Best practices of sister assemblies
10. Existence of Training Institutions

Challenges & Constraints

1. Inadequate Revenue data base
2. Poor property addressing system
3. Cumbersome lease requirement for land development
4. Inadequate Skills of revenue collectors

5. Inadequate logistics for revenue mobilization and monitoring (Motorbikes and Vehicles
6. Poor employment & deployment of ICT
7. Poor service delivery and or utilization of inadequate funds
8. Poor stakeholders' appreciation of rights, responsibilities and appropriate collaborations
9. Low levels of income
10. Lack of zonal councils
11. Non collection of night market and imported goods

FINANCIAL REVIEW OF 2020 FISCAL YEAR

REVENUE

| ANALYSIS OF 2019 REVENUE PERFORMANCE | | | | |
|--------------------------------------|--------------------------------|-------------------|-----------------------|-----------------|
| SN | REVENUE SUMMARY | Budget 2019 (GH¢) | Actual Dec 2019 (GH¢) | Performance (%) |
| 1 | Land and Royalties | 51,000.00 | 44,360.83 | 86.98 |
| 2 | Rates | 10,500.00 | 8,840.00 | 84.19 |
| 3 | Rent | 15,000.00 | 13,134.00 | 87.56 |
| 4 | Licenses | 62,300.00 | 47,616.00 | 76.43 |
| 5 | Fees | 115,500.00 | 122,924.50 | 106.43 |
| 6 | Fines, Penalties & Forfeitures | 4500.00 | 1,640.00 | 36.44 |
| 7 | Miscellaneous | 4,000.00 | 1,000.00 | 25 |
| | Total (IGF) | 262,800.00 | 239,515.33 | 91.14 |

EXPENDITURE

| ANALYSIS OF 2019 EXPENDITURE PERFORMANCE | | | | |
|---|----------------------------------|--------------------------|------------------------------|------------------------|
| SN | REVENUE SUMMARY | Budget 2019 (GH¢) | Actual Dec 2019 (GH¢) | Performance (%) |
| 1 | Compensation of Employees | 34,020.00 | 25,689.22 | 75.51 |
| 2 | Materials and Office Consumables | 40,400.00 | 34,980.65 | 86.59 |
| 3 | Utilities | 10,400.00 | 1,052.00 | 10.12 |
| 4 | Rentals | 3,000.00 | 1,450.00 | 48.33 |
| 5 | Travel and Transport | 76,000.00 | 78,023.80 | 102.66 |
| 6 | Repairs and Maintenance | 2,500.00 | 80.00 | 3.20 |
| 7 | Training, Seminar and Conference | 23,250.00 | 16,500.00 | 70.97 |
| 8 | Special Services | 25,500.00 | 21,673.00 | 84.99 |
| 9 | Other Charges | 8,000.00 | 3,334.00 | 41.67 |
| 10 | General Expenses | 34,730.00 | 42,944.01 | 123.65 |
| 11. | Capital Expenditure | 5,000.00 | 0.00 | - |
| | Total (IGF) | 262,800.00 | 225,726.68 | 85.89 |

FINANCIAL OUTLOOK OF 2020

REVENUE

| ITEM | 2019 | | 2020 | 2021 | 2022 |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Budget | Actual as at Dec | Projection | Projection | Projection |
| Basic Rate | 500.00 | 0.00 | 500.00 | 550.00 | 605.00 |
| Property Rate | 10,000.00 | 8,840.00 | 28,500.00 | 31,350.00 | 34,485.00 |
| Fees | 115,500.00 | 122,924.50 | 85,625.00 | 91,987.50 | 101,186.25 |
| Fines , Penalties & Forfeitures | 4,500.00 | 1,640.00 | 7,500.00 | 8,250.00 | 9,075.00 |
| License | 62,300.00 | 47,616.00 | 99,500.00 | 109,450.00 | 120,395.00 |
| Land & Royalties | 51,000.00 | 44,360.83 | 35,000.00 | 38,500.00 | 42,350.00 |
| Rent | 15,000.00 | 13,134.00 | 18,500.00 | 18,150.00 | 19,965.00 |
| Miscellaneous | 4,000.00 | 1,000.00 | 1,000.00 | 5,500.00 | 6,050.00 |
| Total | 262,800.00 | 239,515.33 | 276,125.00 | 303,737.50 | 334,111.25 |

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REVENUE IMPROVEMENT ACTION PLAN FOR 2020

As to how the IGF revenue projection of Two Hundred and Seventy-Six Thousand, One Hundred and Twenty-Five Ghana Cedis (276,125.00) would be mobilized, management will prosecute the revenue improvement plan as entailed below. It is worth pointing out that this plan of action is presented in terms of the three orientations and thematic areas of revenue mobilization: Revenue Sources, Mobilization & Collection and Public Education (Stakeholders Rights and Responsibilities). This orientation is presented in terms of strategies, activities, performance indicators, expected outcomes, time schedule, implementing agents, resources required and estimated costs of activities to achieve the desired outcomes.

| STRATEGY | ACTIVITIES | INDICATOR | EXPECTED OUTCOMES | TIME SCHEDULE | IMPLEMENTING AGENCIES | REQUIRED RESOURCES | ESTIMATED COST |
|--|---|--|-----------------------------|---------------|-------------------------|-----------------------|----------------|
| REVENUE RESOURCES | | | | | | | |
| Development of credible and comprehensive revenue database and management system | Valuation of Properties at Asokwa, Brofoyedru, Bodwesango and Fumso | Revenue database register prepared | Accurate revenue projection | 31/12/2020 | DCD,DBA, DPPO & DFO | Stationery, Computers | 130,000.00 |
| | Acquisition of revenue database management system | Database Management Software installed | Accurate revenue projection | 31/12/2020 | DCD,DPP, DBA, DIA & DFO | Stationery, Computers | 53,000.00 |
| | Development of three tourist sites.(Nyankamasu, Brofoyedru and Agyenkwaso | Three water fall developed | Increase in tourist inflows | 30/06/2020 | DCD,DIA ,DBA & DPO | Office facilities | 20,000.00 |

| | | | | | | | |
|--|---|--|---|------------------------------|-------------------------------------|---|----------|
| | Creation of new lorry park at Fumso | Fumso lorry park created | Increase revenue | 31/12/2020 | DCD, DBA, DFO, DPO, DWE | Office facilities | N/A |
| Realistic and Acceptable Fee fixing resolution/district levies | Stakeholder's engagement to ascertain current levy issues and agree on levy charges | Engagement and acceptability of fixed rate | Responsive & acceptable levy charges | 30/09/2020 | Budget & F&A Committees, ISD & NCCE | Fee fixing resolution | 5,000.00 |
| | Gazetting of Fee Fixing Resolution | Fee Fixing gazetted | Responsive & acceptable levy charges | 31/03/2020 | DCD, DIA, DBA & DFO | Fee fixing resolution | 8,000.00 |
| REVENUE COLLECTION | | | | | | | |
| Employment of ICT application in revenue mobilization | 1. Dev't billing and tracking of revenue collection 2. Serve demand notices & reminder on time | Bills dispatch report | Marked improvement in revenue performance | 31/03/2020 31/03/2020 | DFO, DBA, DIA Revenue Head | Stationery, Computers, Vehicle | 2,000.00 |
| Fee fixing orientation meeting | Orientation of revenue collection team: works, physical planning & Environmental Health depts. | Reports of orientation meetings | Mutual understanding of responsibilities | 31/03/2020 | DCD, DBA, DFO, and Revenue Head | Copies of the fee fixing, refreshment and sitting allowance | 2,000.00 |
| Empower/ Develop revenue collection's team capacity | Employ commission collectors | Appointment letters issued | Increase revenue inflows | 31/03/2020 | DFO, DBA, DIA, Revenue Head | Management commitment | N/A |

| | | | | | | | |
|---------------------------------------|---|--|---|--|-------------------------------------|---|-----------|
| | Train collectors on revenue collection techniques | Training reports | Efficient and effective collection of revenue | 31/03/2020 | DFO, DBA, DIA , HR and Revenue Head | Funds | 1,000.00 |
| | Procure revenue logistics: ID cards, uniforms, flashlights & other | Stores Receipt Advice (SRA) | Collectors equipped with requisite logistics | 30/06/2020 | DFO, DBA, Procurement | Funds | 3,000.00 |
| Revenue Target Setting | 1. Set realistic target for Revenue Head 2. Create revenue check points 3. Formation of revenue taskforce | Revenue set target reports Evidence of new check points Letters setting up the taskforce | Revenue loopholes resolved | 30/06/2020 30/06/2020 31/03/2020 | DCD, Budget , F&A committee | Budget, Revenue database and funds | 2,000.00 |
| Performance evaluation and management | 1. Monthly revenue review meeting. 2. Quarterly Budget committee meetings. | Reports of respective meetings | Improved motivation and performance | Once a month Quarterly | Budget committee, Revenue Taskforce | Vehicle and funds for feeding and allowance | 10,000.00 |
| Recover revenue arrears | Identify debtors, Serve demand notice, reminders and Prosecute levy defaulters | Dispatched demand notice and reminders | Arrears recovered & defaulters prosecuted | 30/06/2020 | DFO,DIA,DBA, & Prosecutor | Commitment & cash | N/A |

Public Education - Stakeholders' Rights and Responsibilities

| | | | | | | | |
|------------------------------------|--|-----------------------------------|--|------------|--|---|-----------|
| Public education and sensitization | Engage the media on fees, social accountability etc. | Media/fora reports | Media better equipped to educate the public on payment of taxes | 30/09/2020 | Budget, Finance, Audit , Physical Planners & Works Engineers | Funds, copies of the bye laws and Budget and Fee-fixing | 5,000.00 |
| | Sensitization of artisans and identifiable groups (Focused group discussion) on tax issues | Sensitization report | Groups appreciate and committed to levying processes | 30/06/2020 | Budget Committee, ISD & NCCE | Funds, copies of fee fixing & Composite Budget | 5,000.0 |
| | Engagement with Traditional Authorities | Engagement reports | Nananom better appreciate and support district levy activities | 30/06/2020 | Budget Committee, ISD, & NCCE | Funds, Snacks | 3,000.00 |
| | Development of jingles on tax compliance | No. of adverts | Jingles aired on local FM's, Information Centers on tax compliance | 30/06/2020 | DCD, ISD, NCCE and Revenue Head | Mgt commitment & release of funds | 2,000.00 |
| | Organization of stakeholders' fora | Reports of Town hall meeting/fora | Transparency and accountability appreciated | 31/12/2020 | F&A and Budget committee, NCCE & ISD | Budget, Financial Statement etc | 20,000.00 |
| | | | | | | | |

GENERAL REVENUE STRATEGIES.

This section presents revenue item specific strategies

| SN | REVENUE DETAILS/ITEMS | STRATEGIES |
|----|-----------------------|---|
| 1 | General | |
| 1 | | Establish revenue zones/stations |
| 2 | | Institute performance base transport cost refund and bonus motivation system |
| 3 | | Develop reliable revenue database |
| 4 | | Develop & maintain revenue mobilization data management software |
| 5 | | Institute efficient monitoring & evaluation system |
| 6 | | Institute effective performance review through the peer review mechanism |
| 7 | | Establish District Revenue Technical Team |
| 8 | | Develop Revenue Mobilization Communication strategies |
| 9 | | Prepare levy jingles, flyers, focus group discussions, radio presentations, etc |
| 10 | | Establish and resource the District Physical Planning Department |