



REPUBLIC OF GHANA

2024 APPROVED REVENUE IMPROVEMENT ACTION PLAN

FOR

**AHAFO ANO SOUTH WEST DISTRICT ASSEMBLY,
MANKRANSO – ASHANTI REGION**

1.1 Introduction

The local Government Act, Act 936 of 2016 authorizes and empowers the Metropolitan, Municipal and District Assemblies (MMDAs) to mobilize revenue in the form of rates, fees & fines, license, rent among others to help finance projects and programmes in their various areas of authority.

Ahafo Ano South West District like all the other District has the mandate of collecting revenue internally to fund its programmes and projects. This revenue is generated from the collection of rates, licenses, fees, fines, and penalties and among others. In 2023, an amount of **GHC935,200.00** was budgeted of which an actual of **GHC750,323.61** was mobilized representing **80.23%** of the budgeted amount by the end of 2024 financial year.

This laudable achievement was based on the pragmatic measures put in place by management. The District is determined to strengthen and sustain the activities put in place in achieving targets set for the ensuing year and has therefore outlined activities to improve revenue generation.

1.2 Vision of the Assembly

The vision of the Assembly is to position itself as a first class Local Government Institution focused on providing excellent service delivery to meet the infrastructural as well as the socio-economic needs of its people.

1.3 Mission of the Assembly

The mission of the Assembly is to improve the living standard of the people in the District through the implementation of pragmatic programmes, projects and activities targeted at addressing the infrastructural, socio-economic and other identified development gaps to meet the aspirations of its citizens.

1.4 Legal Framework in Revenue Generation by the Assembly

The Ahafo Ano South-West District Assembly is empowered by the various legislative instruments in the generation of revenue and the efficient management of this resource. These includes: the Local Government Act 936 of 2016, the 1992 Constitution, the Public Financial Management Act 921 of 2016, the Public Procurement Act 663 of 2003 (as Amended), the Internal Audit Act 658 of 2003, and the Audit Service Act among others.

These instruments give the Assembly the needed legal backing for collection of these taxes which are classified under rates, lands, fees and fines, licenses, rent, grants, investments and miscellaneous. Within this framework, it is the responsibility of the Assembly to utilize all the available resources to maximize this generation to benefit the people in the various communities and the District at large.

1.5 Evaluation of Fiscal System

Revenue targets for the year 2023 on specific revenue sources such as lorry park fees, fees from lotto operators etc. has been a source of worry to the Assembly which underscores the need to put in place proper measures and strategies to increase revenue generation

1.6 Revenue Generation-Strengths and Weaknesses

After a thorough assessment on revenue generation activities in the District in relation to strength and weakness, the exercise fetched out a number of factors that has an impact in revenue generation of which, when measures are put in place can help boost revenue for the Assembly.

- **Weaknesses**

There are several factors which impedes revenue generation within the Assembly. These have been identified as:

1. Inadequate dedicated revenue collectors
2. Lack of updated data base
4. Inability of the Assembly gazetting the Fee Fixing Resolution (Failure to gazette Fee Fixing Document) as a legal requirement for suing default/recalcitrant rate payers

- **Strengths**

There are number of factors that also contribute positively to revenue generation when attention is geared. Some of these factors includes.

1. Untapped resources in the district. After a critical assessment on revenue sources within the district, it was identified that some revenue sources remain adamant and when attention is given can help generate revenue for the District.
2. Availability of value books at all times. It is observed that value books such as General Counterfoil Receipts (GCR). Demand notice, tickets etc. are always ready to aid accountability in revenue mobilization.

1.7 Strategies

Referring to the numerous factors which impede revenue generation in the District, the Finance Department, Budget Unit and the Revenue Mobilization Unit as a matter of course, have developed an enhanced strategies for implementation. These strategies includes;

1. Provide logistics for effective revenue mobilization.
2. Creation of revenue check points to add up to already existing ones in the district
3. Compile and Update revenue register (revenue database) to help revenue unit with easy identification ratable items and Realistic projection of revenue items
4. Develop monitoring mechanism to check revenue collectors.
5. Recruitment and capacity building of additional collectors on revenue mobilization activities.

1.8 Goal of RIAP

The goal of the Revenue Improvement Action Plan (RIAP) is to ensure an efficient and effective revenue mobilization and management. To achieve this broad goal, the Assembly is expected to increase its total revenue for 2023 by 15%.

Table 1 details the strategies and activities, inputs required, the cost, agencies responsible and timelines for achievement of desired results.

1.9 Revenue Projections for 2024-IGF

The Assembly has estimated a total amount of GH¢915,500.00 to be collected as IGF for the 2024 fiscal year.

2.1 IGF Performance for 2023 and 2023 Revenue Projection

The Ahafo Ano Southwest District Assembly budgeted to receive a total revised revenue of GH¢ 9,966,981.00 for the 2023 fiscal year. This included an Internally Generated Fund of GH¢935,500 and Central Government/Donor support of GH¢9,031,781.00. However as at the end of December 31, 2023 the total revenue realized was GH¢7,217,212.46 representing **72.41%** of total annual target.

Under IGF, the total amount realized was **GH¢750,323.61** as against the projected figure of **GH¢935,200.00**, representing an achievement level of **80.23%**. The financial performance has improved but not to expectation as compared to 2022 fiscal year. It is the responsibility of Finance department and Management to join forces to improve performance for 2024 ensuing year. The

Budget Unit further recommend that the Finance and Revenue Mobilization unit should be resourced and motivated enough in terms of allowance, transportation, and commission to collectors to enhance revenue generation.

The district is determined to strengthen and sustain the activities put in place in the RIAP. Therefore, in 2024, the activities outlined are shown in Table 2.

RATES:

Under rates, an amount of GH¢70,000.00 was budgeted to be received and as at December 31st 2023, an amount of GH¢55,725.16 has been accrued representing 79.60% of budgeted amount. It must be noted that only property rate accounted for this achievement level and no amount has been collected from Basic Rate and others.

LANDS AND CONCESSION:

An amount of GH¢318,110.00 was budgeted and as at December 31st, 2023 an actual of GH¢260,910.00 is realized representing an achievement level of 82.01%. This revenue item comprises of Building Permit, Stool Lands and Communication Mast.

RENT OF LANDS, BUILDINGS AND INVESTMENT:

As at December, 2023 an amount of GH¢55,096.00 was received as against the projected amount of GH¢134,700.00 representing 40.90% of the targeted amount. The inferences were that the Tipper truck was not able to generate its targeted revenue due to its breakdown without repairs/maintenance. The Assembly's Tipper Truck should be repaired /maintained in order to help generate revenue for the Assembly.

LICENSES:

A total amount of GH¢206,177.92 was realized out of the annual target of GH¢229,000.00 representing 90.03%. The following budgeted items performed below expectation: Sand and Stone Contractors, License of Business.

FEES:

The amount realized was GH¢61,174.00 as against the budgeted figure of GH¢137,000.00. The percentage achieved was 44.65%.

Table 1: IGF Revenue Projections and Performance for 2023.

REVENUE HEAD	ANNUAL BUDGET GH¢	ANNUAL ACTUAL GH¢	VARIANCE GH¢	PERCENTAGE %
Lands and Royalties	318,110.00	260,910.00	57,200.00	82.01
Rates	70,000.00	55,725.16	14,274.84	79.60
Rents of lands, Buildings & House	134,700.00	55,096.00	79,604	40.90
Licenses	229,000.00	206,177.92	22,822.08	90.03
Fees	137,000.00	61,174.00	75,826.00	44.65
Fines, Penalties & Forfeits	46,390.00	111,240.53	(64,850.53)	239.79
TOTALS	935,200.00	750,323.61	184,876.39	80.23

1.10 2024 Revenue Improvement Action Plan - Programmes and Activities

Table 1 shows the details of the 2024 Revenue Improvement Action Plan.

Table 2: Revenue Improvement Action Plan & Cash Flow For 2024

REVENUE HEAD	OBJECTIVE	ACTIVITIES	EXPECTED OUTCOME	IMPLEMENTATION STRATEGIES	TIMELINE					COSTING/ BUDGET	FUNDING SOURCE
					1st	2nd	3rd	4 th			
FEES (MARKET TICKETS)	To improve the collection of market ticket by 15% by Dec, 2024	1. To update database of payers (Market women and other sellers/vendors	Improve in the collection of market tolls.	1. Updating of revenue collection software	xx	xx	xx	xx	MIS, DFO, DBA	10,000.00	DACF
		2. Sensitization of traders on approved market fees and charges		2. Provision of adequate disposable waste bins at vantage points in the Kunsu market	xx	xx	xx	xx	DBA, DFO, REV, HEAD	11,671.00	IGF
		3. Capacity building for revenue collectors and		3. Installation of Public address system in the market centers	XX	XX	XX	XX	Revenue mobilization committee	20,000	IGF

REVENUE HEAD	OBJECTIVE	ACTIVITIES	EXPECTED OUTCOME	IMPLEMENTATION STRATEGIES	TIMELINE				RESPONSIBILITIES	COSTING/ BUDGET	FUNDING SOURCE
					1st	2nd	3rd	4 th			
Rent (Residential Buildings and stores/ stalls)	Increase revenue from rent by 10% by end of year, 2023	1. Update Data on existing facilities	Improvement in rent collection	Stakeholders meeting	xx	xx	xx	xx	Revenue committee; revenue task force; F&A Convener	20,000.00	IGF/DACF
Property rates	Increase collection of property rate by 15% by the end of the year, 2023	2. Stakeholder engagement		Completion of Slaughter house at Sikafremogya	xx	xx	xx	xx	DBA, DFO, DIA, DPO, PPO	74,000.00	IGF/DACF
		3. Renovation of existing facilities		Formation of revenue mobilization committee	XX	XX	XX	XX	DIA, DBA, DPO, PPO, DWE, DCD, DFO, DEHO	5,000.00	IGF/DACF
		4. Capacity building for revenue collectors		Update data and timely distribution of demand notice	XX	XX	XX	XX	MIS, REVENUE HEAD, DBA	8,000.00	IGF

		5. Servicing of demand notice		Public education	XX	XX	XX	XX	NCCE, ISD, DBA, REVENUE HEAD, DFO, DWE, PPO	10,000.00	IGF/DACF
		6.Valuation of commercial properties		Revenue task force	XX	XX	XX	XX	DBA, DFO, PPO, DWE, REVENUE HEAD	12,000.00	IGF/DACF
		7. Creation of new market stores		Gazetting of 2024 FFR and valuation of commercial properties	XX	XX	XX	XX	DBA, DCD, DFO	75,000.00	IGF/DACF
TOTAL										308,000.00	

REVENUE HEAD	OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES	IMPLEMENTATION STRATEGIES	TIMELINE				RESPONSIBILITIES	COSTING/ BUDGET	FUNDING SOURCE
					1st	2nd	3rd	4 th			
LICENSE	Increase revenue for business licenses permit by	1. Identification of new Artisans and Business	Improvement in collection of business license	1. Deployment of NSS personnel in data collection	xx	Xx	xx	xx	DCD, DFO, DBA, DIA, REVENUE HEAD, HEADS OF	12,000.00	IGF
(Business operating		2. Registration of new		2. Formation of revenue taskforce	xx	xx	xx	xx		10,000.00	IGF

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MONITORING AND EVALUATION PLAN FOR 2024

REVENUE HEAD	OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES	INDICATOR	MEANS OF VERIFICATION	FREQUENCY OF MONITORING	RESPONSIBILITIES
Building Permit	Undertake periodic evaluation and review of revenue performance from building permits	Analyze monthly financial statements	Revenue from building permits improved	Total number of building permits approved	Monthly Trial Balance, number of jackets sold	Monthly	F&A, DCD,DFO, DBA, DIA
REVENUE HEAD	OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES	INDICATOR	MEANS OF VERIFICATION	FREQUENCY OF MONITORING	RESPONSIBILITIES
Residential Buildings and stores- (RENT)	To undertake monthly review of revenue performance from rent over the period	Renovation of existing facilities, Capacity building for revenue collectors; Auditing of GCR	Rent collection performance enhanced	Percentage performance	Monthly financial statement	Monthly	DCD.DFO. DBA, DIA & F&A
REVENUE HEAD	OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES	INDICATOR	MEANS OF VERIFICATION	FREQUENCY OF MONITORING	RESPONSIBILITIES
Licenses	To undertake monthly review of revenue performance from artisan operations	Auditing of GCR on monthly basis	License collection performance improved	Percentage performance	Monthly Trial Balance	Monthly	DCE, DCD,DFO ,DBA,DIA
		Analyze Trial Balance on monthly basis			Monthly Audit report on license collection		
		Field monitoring					