AHAFO ANO SOUTH-WEST
DISTRICT ASSEMBLY

P.O.BOX 9,
MANKRANSO-ASHANTI

Kindly quote the number and the date in case of reply
Our Ref. No.: AASWDA.03/30/10
Your Ref. No.: ……………………………..
Date: 08/11/2024.

SUBMISSION OF 2025 APPROVED REVENUE IMPROVEMENT ACTION PLAN.

We submit herewith the Approved 2025 Revenue Improvement Action Plan for Ahafo Ano South District Assembly for your necessary action.

Thank you

PAUL ATSU AGBEZUDOR
Ag. DISTRICT CO-ORD. DIRECTOR
For; DISTRICT CHIEF EXECUTIVE

THE HONOURABLE REGIONAL MINISTER
REGIONAL CO-ORDINATING COUNCIL
ASHANTI, KUMASI

THE REGIONAL BUDGET ANALYST
REGIONAL CO-ORDINATING COUNCIL
ASHANTI, KUMASI

Cc;
ALL HON. ASSEMBLY MEMBERFS-AHAFO ANO SOUTH DISTRICT.
AREA COUNCILS – AHAFO ANO SOUTH WEST DISTRICT.

REPUBLIC OF GHANA

2025 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 2024, an amount of **GH₵915,900.00** was budgeted of which an actual of **GH₵561,430.10** was mobilized as at October 2024 representing **60.76%** of the budgeted.

This 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 gasps 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 2024 on specific revenue sources such as property rate, basic rate, renewal of permit and licenses 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 boast 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. Insufficient release of Funds to augment revenue mobilization activities
4. Inability of the Assembly to gazette 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 generate a total IGF Revenue of **GHC 775,000.00** for 2025 financial year.

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 2025-IGF

The Assembly has estimated a total amount of **GH₵775,000.00** to be collected as IGF for the 2025 fiscal year.

2.1 IGF Performance for 2024 and 2024 Revenue Projection all Funding sources

The Ahafo Ano Southwest District Assembly budgeted to receive a total revised revenue of **GH₵ 16,144,539.00** for the 2024 fiscal year. This included an Internally Generated Fund of **GH₵923,900** and Central Government/Donor support of **GH₵15,220,639.00**. However as at the end of October, 2024 the total revenue realized was GH₵8,568,075.19 representing 53.07**%** of total annual target.

Under IGF, the total amount realized was **GH₵561,430.10** as against the projected figure of **GH₵923,900**, representing an achievement level of **60.76%.** The financial performance has improved but not to expectation as compared to 2023 fiscal year. It is the responsibility of Finance department and Management to join forces to improve performance for 2025 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 GHC**100,000.00 was** budgeted to be received and as at October end 2024, an amount of GHC50,209.10 has been accrued representing 50.21 % of budgeted amount.

LANDS AND ROYALTIES:

An amount of GHC320,000.00 was budgeted and as at October end, 2024 an actual of GHC115,990.00is realize representing an achievement level of 36.22%. This revenue item comprises of Building Permit, Stool Lands and Communication Mast.

RENT OF LANDS, BUILDINGS AND INVESTMENT:

As at October, 2024 am amount of GHC28,962.00 was received as against the projected amount of GHC55,000.00 representing 52.65% of the targeted amount.No amount of revenue was generated under investment the Assembly's Tipper Truck was auctioned out.

LICENSES:

A total amount of GHC197,737.00was realized out of the annual target of GHC287,400.00 representing 68.80%. Licenses performed above average:

FEES:

The amount realized was GHC153,632.00 as against the budgeted figure of GHC116,500.00. Fees performed above expectation with a percentage of 131.87%. This achievement was attributed to the effort of revenue collectors and willingness of businesses in mobilizing revenue from operational fees

Table 1: IGF Revenue Projections and Performance for 2024.

REVENUE HEAD	ANNUAL BUDGET GHC	ANNUAL ACTUAL GHC	VARIANCE GHC	PERCENTAGE %

Lands and Royalties	320,000.00	115,990.00	204,100.00	36.22
Rates	100,000.00	50,209.10	49,790.90	50.21
Rents of lands, Buildings & House	55,000.00	28,962.00	26,038.00	52.65
Licenses	287,400.00	197,737.00	89,663.00	68.80
Fees	116,500.00	153,632.00	37,132.00	131.87
Fines, Penalties & Forfeits	45,000.00	14,900.00	30,100.00	33.11
TOTALS	**923,900.00**	**561,430.10**	**362,469.90**	**60.76**

1.10 2025 Revenue Improvement Action Plan - Programmes and Activities

Table 1 shows the details of the **2025** Revenue Improvement Action Plan.

Table 2: Revenue Improvement Action Plan & Cash Flow For 2025

	OBJECTIVE	ACTIVITIES		IMPLEMENTATION	TIMELINE		COSTING/	

REVENUE HEAD			EXPECTED OUTCOME	STRATEGIES	TIMELINE					BUDGET	FUNDING SOURCE
					1st	2nd	3rd	4th			
FEES (MARKET TICKETS)	To improve the collection of market ticket by 5% by Dec, 2024	1. To update database of payers (Market women and other sellers/vendors		1. Updating of revenue collection software	xx	xx	xx	xx	MIS, DFO, DBA	20,000.00	DACF/IGF
		2. Sensitization of traders on approved market fees and charges		2. Provision of adequate disposable waste bins at vantage points in the market areas in the District	xx	xx	xx	xx	DBA, DFO, REV, HEAD	12,000.00	IGF
		3. Capacity building for revenue collectors and key stakeholders	Improve in the collection of market tolls.	3.Installation of Public address system in the market centers	XX	XX	XX	XX	Revenue mobilization committee	15,000	IGF/DACF
TOTAL										**47,000.00**	

REVENUE HEAD	**OBJECTIVE**	**ACTIVITIES**	**EXPECTED OUTCOME**	**IMPLEMENTATION STRATEGIES**	**TIMELINE**				**RESPONSIBILITIES**	**COSTING/ BUDGET**	**FUNDING SOURCE**
					1st	2nd	3rd	4th			
Rent (Residential Buildings and stores/ stalls)	Increase revenue from rent by 5% by end of year, 2025	1. Update Data on existing facilities	Improvement in rent collection	Maintenance of Residential buildings, stores/stalls in the District.	xx	xx	xx	xx	Revenue committee; revenue task force; F&A Convener	150,000.00	IGF/DACF
Property rates	Increase collection of property rate by 5% by the end of the year, 2025	1. Stakeholder engagement		Formation of revenue mobilization committee	XX	XX	XX	XX	DIA, DBA, DPO, PPO, DWE, DCD, DFO, DEHO	15,000.00	IGF/DACF
		2. Capacity building for revenue collectors		Public education, Update data and timely distribution of demand notice	XX	XX	XX	XX	MIS, REVENUE HEAD, DBA, NCCE, ISD	10,000.00	IGF
TOTAL										**175,000.00**	

REVENUE HEAD	OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES	IMPLEMENTATION STRATEGIES	TIMELINE				RESPONSIBILITIES	COSTING/ BUDGET	FUNDING SOURCE
					1st	2nd	3rd	4th			
LICENSE		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		20,000.00	IGF
(Business operating permit; Artisans	Increase revenue for business licenses permit by 10% by the end of the year 2025	2. Registration of new Artisans and businesses		2. Formation of revenue taskforce	xx	xx	xx	xx	DCD, DFO, DBA, DIA, REVENUE HEAD, HEADS OF DECENTRALIZED DEPARTMENTS	18,000.00	IGF
TOTAL										**38,000.00**	

MONITORING AND EVALUATION PLAN FOR 2025

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					