REVENUE IMPROVEMENT ACTION PLAN – 2022 (RIAP)

ASDA COM BUG

Contents

AFADZATO SOUTH DISTRICT ASSEMBLY

REVENUE IMPROVEMENT ACTION PLAN (RIAP) FOR 2022

A. INTRODUCTION

Name of District
The official name of the district is Afadzato South District Assembly with its capital located at Ve-Golokuati.

Establishment
The District was carved out of Hohoe Municipality in 2012. It was established by Legislative Instrument 2079 and inaugurated on 28th June, 2012.

POPULATION STRUCTURE

The population of the District per projections from the 2010 Population and Housing Census (95,030) is **114,597** with 56,332 males and 58,265 females constituting 48.7 and 51.3 percent respectively. The population of the District constitutes 4.5 percent of the regional population.

More of the District's dwellers (81.3%) live in the rural areas with 18.7% in the urban areas.

DISTRICT ECONOMY

AGRICULTURE

Agriculture is the main economic activity in the district. The major agriculture activities are in the following proportions: crop production (94.9% of households), livestock rearing (47.0% of households) and fish farming which also employs less than 1% (0.1% of households). In general, the agriculture sector employs 72.8% of total household in the district (2010 PHC).

Some of the crops cultivated include cassava, maize, rice, plantain, cocoyam, yam, oil palm, cocoa, coffee, banana, avocado pear, citrus and mango among others.

About 37.9% of the economically active population is employed in the industrial sector.

Market Centres

The District has three main market centres located at Ve-Koloenu, Logba Alakpeti and Have. The market days are on Fridays for Ve-Koloenu, and every five days for Logba Alakpeti and Have. The Logba market is the Largest followed by Ve-Koloenu and Have markets.

However, there are other satellite markets dotted across the District which needs to be developed to scale up the district's Internally Generated Funds.

The major items sold in the market are farm produce including cassava dough, maize, rice, vegetables and yam.

Road Network

The general road network in the district is in deplorable state including that of Accra-Hohoe road which traverses through the District. Total road network in the District is about 97km of which 58km are untarred and this makes transportation quite difficult in the rainy season.

Education

- The District is divided into nine (9) circuits for effective school supervision and service delivery. There are:
- Fifty-nine (59) Kindergartens,
- Sixty (60) Primary Schools and forty-two (42) Junior High Schools,
- Four (4) Senior High Schools and two (2) Technical and Vocational Education and Training Institutions.

Health

The district has 19 and 2 public and private health facilities respectively, which employs 2 physician assistants, 92 nurses, 20 midwives and 28 supporting staff. With respect to the population, it is realized that these health facilities are not enough to actively cater for all the people in the district hence the need for an additional hospital (a district hospital) and trained professional health personnel (especially doctors and physician assistants). They also need equipment to equip the existing facilities as well as the new one they are anticipating.

Water and Sanitation

Potable water supply is a major challenge in terms of quantity and quality in the district. Resistance to behavioural change towards the use of unprotected water sources, delays and long procedure for accessing funds from government and donors and inaccessibility to some communities located on hills / mountains are some of the hurdles that the District Assembly must overcome to improve supply of potable water in the district. As at the year 2017 only 64%of the total estimated population has access to potable water (Boreholes, Small Community/Town Pipe schemes).

Sanitation condition in the District is generally poor. Many households in the district are characterized by poor and absence of household latrines. Most of the institutions (markets, schools and health facilities) are also without sanitation facilities. The general environmental sanitation condition is poor as a result of poor drainage system, stagnant water, erosion, indiscriminate dumping of waste and unkempt refuse sites. Currently, the sanitation coverage for the district is 75%.

Currently the district is implementing the CLTS programme in partnership with Plan Ghana and UNICEF which would go a long way to develop the district.

Energy

Majority of households in the District have access to the national electricity grid which is a reliable and adequate source of power for industrial development in the District. However, 31.6 percent of communities in the district are not connected to the National Grid. This implies that these communities may not be able to attract any major economic investment. This also means that the types of economic activities available are limited to traditional technologies with very little output. The Assembly will facilitate the provision of electricity to communities through the Ministry of Energy and Electricity Company of Ghana Limited.

Again, 72.2 percent of households use fuelwood as their main source of cooking whilst 18.9 percent of households in the district use charcoal for cooking. Less than six percent (5.6%) of households in the district use gas as their main source of cooking fuel. This adversely affect the development of flora and fauna of the district as the trees are cut to burn charcoal as well as for fuelwood. To averse the situation, the Assembly will embark on continuous education of the citizenry to plant more trees and patronise the Liquified Petroleum Gas (LPG) station in and around the district to resort to the use of gas.

Tourism

There are a number of tourist sites of historical, scientific and aesthetic importance in the district. The Functional ones are the Afadzato Mountain which is the highest mountain in Ghana, Wli Water Falls, Tagbo Water Falls and the Tafi Atome sacred and rare species of Mona Monkeys Sanctuary which attract a lot of local and international tourists into the district, thereby boosting the IGF base of the Assembly.

In the year 2017, for example, five thousand, one hundred and sixty-three tourists visited the Afadzato Tourism Centre in the district. Out of this, an amount of twenty-five thousand, four hundred and twenty-one Ghana Cedis was realised as revenue (GH¢ 25,421.00). Potential investors in the tourism industry are invited to come and invest in the district in view of availability of tourism opportunities in the district.

Industry

The industrial/manufacturing industry is limited by relatively small size of the domestic market. It is centered mainly on carpentry, dress making, block making, blacksmithing, Akpeteshi distillation, palm oil extraction, cassava processing and soap making etc. These activities are operated on sole partnership basis and with little capital, thereby, making it difficult to contribute to the economic growth of the District. The major drawback for the growth of the manufacturing sector is the use of traditional technology. The people of Tafi Abuife are also engaged in the weaving of kentey for both local and international markets.

VISION OF THE DISTRICT ASSEMBLY

Vision

To be the most well managed and development oriented among all the MMDAs in Ghana.

MISSION STATEMENT OF THE DISTRICT ASSEMBLY

Mission

The Afadzato South District Assembly exists to improve both social and economic life of her people through efficient and effective resource mobilization, maintaining a strong agriculture base for further industrial development, being a leading tourist center in Ghana and preserving cultural heritage of her people and the region at large

B. REVENUE PERFORMANCE

The table below indicates revenue performance of the assembly from 2019 to 2021

ITEM	2019 BUDGET	ACTUAL	2020 BUDGET	ACTUAL	2021 BUDGET	ACTUAL	%PERFORM.
Basic Rate	8000	1596.83	6000	342			
Property Rate	33600	11555.86	36000	9894.81	35440.83	6,405.00	18.72
Fees	20650	32007.86	29250	38829.5	51742.50	43,053.97	83.20
Fines	7150	3635.00	11950	2070.00	6817.50	1,656.00	24.30
Licenses	51150	65822	56109.99	100456.95	74941.00	119,471.30	159.42
Land	2250	0	2000	17278.00	425.00	0.00	0.00
Rent	49300	29035	57740	26745	67,873.14	41,825.00	61.62
Investment							
Miscellaneous	2500	25003.33	3000	19087.87	5220.00	3,181.99	60.96
Total	**182,600**	**168,656.20**	**202,049.99**	**214,704.13**	**242,459.97**	**215,593.26**	**88.92**

The Assembly collected 88.23% of its budgeted revenue for IGF for the 2021 fiscal year. The 2021 revenue collected was more than that of 2020 by absolute revenue of GH¢889.13.

The following areas Property Rate, Fees, Licenses and Land performed favorably as compared to the 2020 projections.

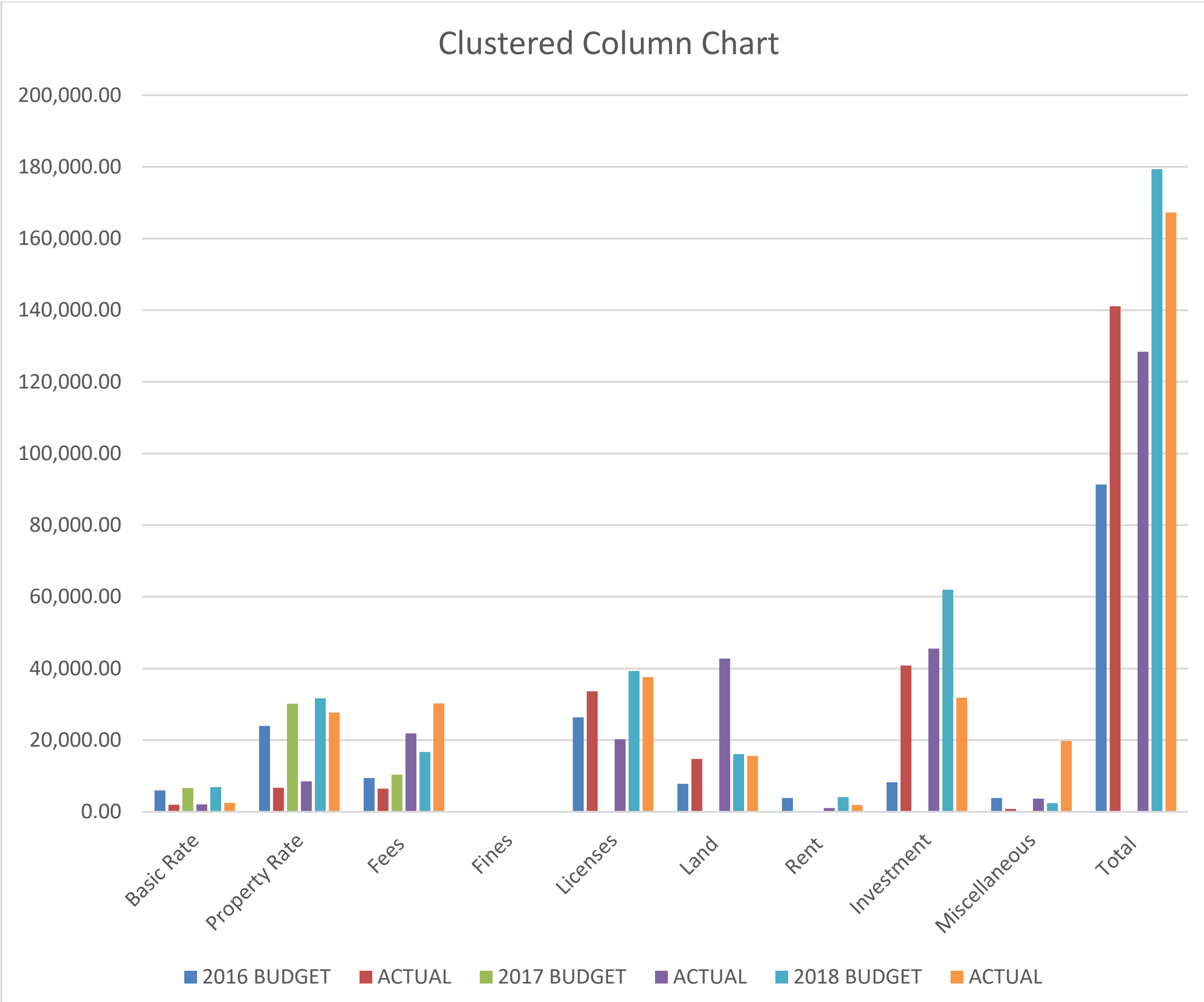
The following factors impeded on the smooth collection of the 2021 revenue targets.

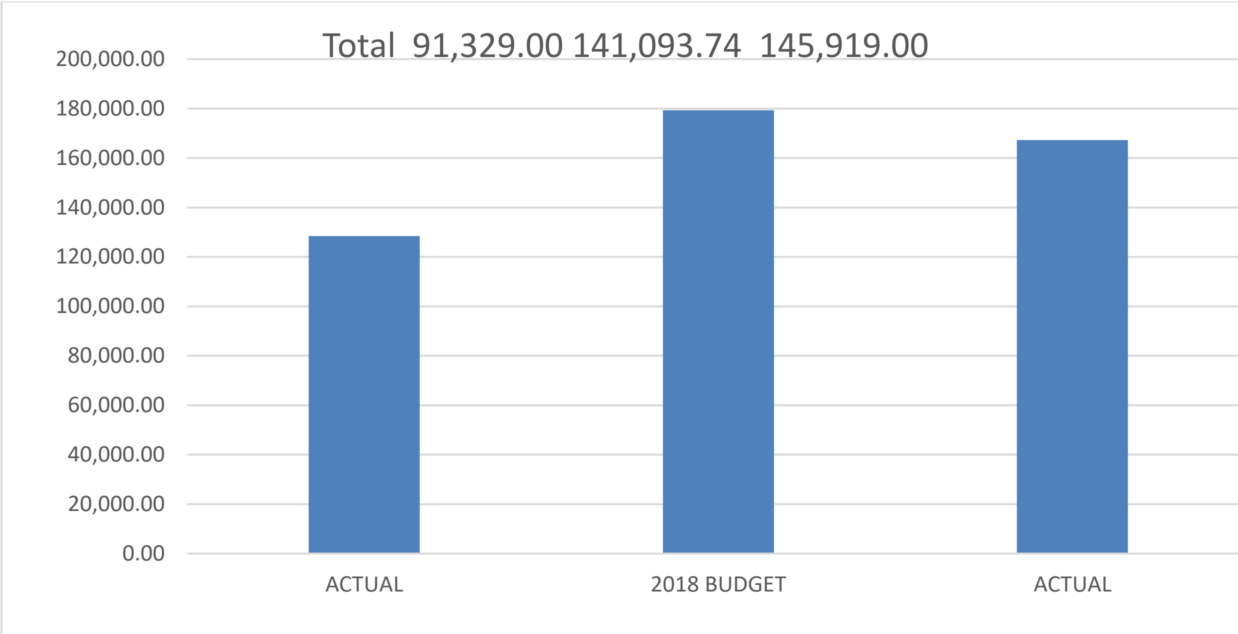
1. Presence of Covid 19 which impacted the economy negatively
2. Non-performance of the Assembly's grader which over the years had been the leading source of revenue for the Assembly due to breakdown
3. Late engagement of a second tractor operator for the major farming season
4. Late distribution of demand notice to rate payers due to fall out on outsourcing of portions of the revenue collection to a private collector
5. Little or no education on revenue collection. The only education on revenue collection was done by mouth by the revenue collectors who could not cover everywhere in the district

6. Inadequate data for realistic budget projections. Data on ratable items in the district was very scanty which could not give room for expansion and innovation.
7. Capacity to collect. The District Assembly lacked the requisite capacity for the collection of revenue as a result of few revenue collectors, and lack of stringent deterrent measures for rate payment defaulters.
8. Refusal by rate payers to pay
9. Inability to prosecute recalcitrant/defaulters rate payers

Below are charts showing how the Assembly performed under the various revenue items of a three year period i.e. 2016-2018

GRAPHICAL REPRESENTATION





The above is a chart showing Budgeted revenue against actual revenues over a three year period.

ii. 2022 REVENUE TARGET

ITEM	2020		2021	2022	2023	2024
	Budget	Actual as at Aug.	Projection	Projection	Projection	Projection
Basic Rate	6,000.00	4,687.00	15,370.83	16,412.99	19,695.59	23,634.71
Property Rate	36,000.00	4,345.00	30,070.00	31,847.00	38,216.40	45,859.68
Fees	29,250.00	29,289.00	30,542.50	32,344.12	38,812.94	46,575.53
Fines	11,950.00	1,220.00	17,417.50	18,562.87	22,275.44	26,730.53
Licence	24,909.54	46,927.29	63,695.50	67,183.12	80,619.74	96,743.69
Land	2,000.00	17,278.00	6,970.50	7,592.99	9,111.59	10,933.91
Rent	57,740.00	14,060.00	9,847.00	10,613.84	12,736.61	15,283.93

Investment	31,200.45	22,655.00	60,526.14	97,699.54	117,239.45	140,687.34
Miscellaneous	3,000.00	5,847.78	8,020.00	8,695.49	10,434.59	12,521.51
Total	**202,049.99**	**146,309.07**	**242,459.97**	**290,951.96**	**349,142.35**	**418,970.82**

The revenue estimate for the 2022 fiscal year is GH¢290,951.96 which is 20% increment over the previous year's estimate of GH¢242,459.96.
The total revenue collection for the 2021 fiscal year was GH¢215,593.26 representing 88.23% of the total budgeted figure.

REVENUE IMPROVEMENT ACTION PLAN MATRIX (RIAP)

REVENUE HEADS	OBJECTIVE	ACTIVITIES	EXPECTED OUTCOME	IMPLEMENTATION STRATEGIES	Timelines				RESPONSIBILITY	COSTING/BUDGET (GH¢)	FUNDING SOURCE
					Q1	Q2	Q3	Q4			
Rates (Basic, Property rates)	To improve Basic rate and Property rate collection by 10%	Collect data for property rate valuation; Public education on payment of basic rates; Capacity Buiding for Revenue Collectors.	Basic rate and Property rate collection improved	Recruitment and training of 10No. Commission collectors, public sensitization of rate payments					DBA, DFO, REV. SUP.	10,000.00	DACF, IGF
Rates (Basic, Property rates)	To improve Basic rate and Property rate	Purchase 2No. Motor Bike	Mobility and Monitoring improved	2No. Motor bikes will be procured					Proc. Officer, DFO, DBA	9,000.00	DACF

	collection by 10%										
Rates (Basic, Property rates)	To improve Basic rate and Property rate collection by 10%	Development and management of billing software for property rate	Basic rate and Property rate collection improved	A billing software will be purchased for capturing data on landed property in the District					Proc. Officer, DFO, DBA	15,000.00	DACF
Rates (Basic, Property rates)	To improve Basic rate and Property rate collection by 10%	Outsource portions of revenue collection to the private sector	Basic rate and Property rate collection improved	A private revenue collector will be contracted to collect revenue on properties in the District					Proc. Officer, DFO, DBA	10,000.00	DACF
Lands	To improve Lands collection by 5%	Sensitize the people on the need to obtain building permit before putting up their buildings	Lands collection improved	Public education, formation of task force					PPO, DFO, DBA	6,000.00	DACF, IGF
Licenses	Improve Licenses collection by 20%	Sensitize business owners and operators	Licenses collection improved	Public education, formation of task force					DFO, DBA, REV. SUP. IA, DCD	6,000.00	DACF, IGF

		to obtain licenses and also renew their licenses when expired										
Licenses	Improve Licenses collection by 20%	Update data on business register	Licenses collection improved	Recruitment and training of data enumerators					RIAPIC	20,000.00	DACF
Rent	Improve rent collection by 5%	Update records on all assembly market stores and stalls	Rent collection improved	Re-allocation of stores/stalls, demarcation of market grounds					RIAPIC	1,000.00	IGF
Fees	Improve Fees collection by 10%	Sensitize various market women, trade associations and transport unions on the need to pay fees on exportation of commoditi	Fees collection improved	Public education, formation of task force					RIAPIC	6,000.00	DACF, IGF

		es									
Fees	Improve Fees collection by 10%	Regular monitoring of the activities of revenue collectors	Fees collection improved	Public education, formation of task force					RIAPIC	6,000.00	DACF, IGF
Fines	Improve fines collection	Collate data on rate payment defaulters for prosecution	Fines collection improved	Initiate prosecution of defaulters					Rev. Sup., DEHO, PPO, DCD	500	IGF
Investment	Improve investment collection by 30%	Monitoring of machine operators	Investment Collections improved	Occasional monitoring of Machine opertors with the use of GPS tracking device					TO, RIAPIC	1,000.00	IGF
Miscellaneouse	Improve Miscellaneouse collection	Ensure interest on accounts are paid into the IGF account.	Miscellaneouse collection improved	Interest accrued on Assembly accounts will be paid into the IGF account					DFO	N/A	N/A

MONITORING OF 2022 REVENUE IMPROVEMENT ACTION PLAN (RIAP)

REVENUE HEADS	OBJECTIVES	ACTIVITIES	EXPECTED OUTCOME	INDICATOR	MEANS OF VERIFICATION	FREQUENCY OF MONITORING	RESPONSIBILITY
Rates (Basic, Property rates)	To improve Basic rate and Property rate collection by 10%	Collect data for property rate valuation; Public education on payment of basic rates; Capacity Buiding for Revenue Collectors.	Basic rate and Property rate collection improved	Variance Analysis	Monthly Trial Balance	Monthly	DFO, DBA, IA
Rates (Basic, Property rates)	To improve Basic rate and Property rate collection by 10%	Purchase 2No. Motor Bike	Mobility and Monitoring improved	Variance Analysis	PV's, Asset register	N/A	DFO, DBA,IA, PROC. OFFICER
Rates (Basic, Property rates)	To improve Basic rate and	Development and	Basic rate and Property rate	Variance Analysis	Asset register, PV's	Monthly	DFO, DBA,IA, PROC. OFFICER

	Property rate collection by 10%	management of billing software for property rate	collection improved				
Rates (Basic, Property rates)	To improve Basic rate and Property rate collection by 10%	Outsource portions of revenue collection to the private sector	Basic rate and Property rate collection improved	Variance Analysis	Award letter	Monthly	RIAPIC
Lands	To improve Lands collection by 5%	Sensitize the people on the need to obtain building permit before putting up their buildings	Lands collection improved	Variance Analysis	Radio receipts, PV's	Monthly	RIAPIC
Licenses	Improve Licenses collection by 20%	Sensitize business owners and operators to obtain licenses and also renew their licenses when expired	Licenses collection improved	Variance Analysis	Radio receipts, PV's	Monthly	RIAPIC
Licenses	Improve Licenses collection by 20%	Update data on business register	Licenses collection improved	Variance Analysis	Revenue Nominal Roll	Half yearly	RIAPIC
Rent	Improve rent collection by 5%	Update records on all assembly market stores and stalls	Rent collection improved	Variance Analysis	Reports	Quarterly	PPO, Rev. Sup
Fees	Improve Fees	Sensitize	Fees collection	Variance	Reports	Quarterly	RIAPIC

	collection by 10%	various market women, trade associations and transport unions on the need to pay fees on exportation of commodities	improved	Analysis			
Fees	Improve Fees collection by 10%	Regular monitoring of the activities of revenue collectors	Fees collection improved	Variance Analysis	Reports	Monthly	DFO,DBA
Fines	Improve fines collection	Collate data on rate payment defaulters for prosecution	Fines collection improved	Variance Analysis	Reports	Monthly	Rev. Sup
Investment	Improve investment collection by 30%	Monitoring of machine operators	Investment Collections improved	Variance Analysis	Reports	Occasionally	DBA, DFO, TO
Miscellaneouse	Improve Miscellaneouse collection	Ensure interest on accounts are paid into the IGF account.	Miscellaneouse collection improved	Variance Analysis	Bank receipts	Monthly	DFO

CONCLUSION

The plans put forth in this document is expected to help attain 5% increase in IGF revenue target for 2022 fiscal year.

The plans in themselves would improve upon revenue mobilization over the medium term hence the objective of the district is to improve upon revenue by 5% each year.