

KWADASO MUNICIPAL ASSEMBLY

2021 REVENUE IMPROVEMENT ACTION PLAN (RIAP) FOR INTERNALLY GENERATED FUND

INTRODUCTION

PROFILE OF THE MUNICIPAL ASSEMBLY

- **Name of the Assembly**
- **Legislative Instrument that established the Assembly**
- **Population Structure**
- **Municipal Economy and its implication for revenue mobilisation:**
 - i. Agriculture
 - ii. Roads
 - iii. Education
 - iv. Health
 - v. Environment
 - vi. Sanitation
 - vii. Tourism, etc.
- **Vision of the Assembly**
- **Goal/Mission of the Assembly**
- **Core functions of the Assembly**
- **Core values of the Assembly**
- **Adopted Policy Objective from the National Medium Term Development Policy Framework (NMTDPF) relating to Revenue Mobilisation**

- **Key issues/challenges of revenue mobilisation and how those issues/challenges are being addressed:**
 - i. **Crossing cutting (general) issues/challenges (e.g. inadequate staff/inadequate commission collectors)**
 - ii. **Specific issues/challenges relating to the following:**
 - a. Rates
 - b. Lands and Royalties
 - c. License (Business Operating Permit-BOP)
 - d. Fees
 - e. Fines, Penalties and Forfeits
 - f. Rent
 - g. Investment
 - h. Miscellaneous and Unidentified Revenue

REVENUE COLLECTION PERFORMANCE FOR 2020 AND PROJECTIONS FOR 2021

NO.	REVENUE ITEM	BUDGET FOR 2020 (GHC)	ACTUAL FOR FIRST QUARTER OF 2020 (GHC)	ACTUAL FOR SECOND QUARTER OF 2020 (GHC)	ACTUAL FOR THIRD QUARTER OF 2020 (GHC)	ACTUAL FOR FOURTH QUARTER OF 2020 (AS AT DECEMBER) (GHC)	TOTAL COLLECTION (JANUARY-SEPTEMBER 2020) (GHC)	% OF BUDGET ACIEVED AS AT SEPTEMBER 2020	BUDGET FOR 2021 (GHC)
1	Rates	510,599.59	36,053.50	58,110.00					581,175.46
2	Lands and Royalties	316,800.00	114,706.00	236,512.00					389,336.32
3	License (Business Operating Permit-BOP)	416,120.00	97,419.00	150,741.00					534,920.00
4	Fees	551,400.00	130,764.00	248,995.00					663,400.00
5	Fines, Penalties and Forfeits	23,000.00	0	0					23,000.00
6	Rent	21,280.00	1,287.00	2,285.00					21,280.00
7	Investment								
8	Miscellaneous and	5,000.00	160.00	2,965.00					5,000.00

	Unidentified Revenue								
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- **Outline measures designed to achieve or exceed revenue targets for 2022 with respect to the under listed revenue sources:**

- a. Rates
- b. Lands and Royalties
- c. License (Business Operating Permit-BOP)
- d. Fees
- e. Fines, Penalties and Forfeits
- f. Rent
- g. Investment
- h. Miscellaneous and Unidentified Revenue

MATRIX FOR REVENUE IMPROVEMENT STRATEGIES FOR 2022

REVENUE ITEM	OBJECTIVE(S)	ACTIVITIES (SHOULD BE SMART)		EXPECTED OUTPUT	OUTPUT INDICATOR	IMPLEMENTATION STRATEGIES	TIME FRAME (QUARTERLY)				EXPECTED COST (GHC)	RESPONSIBILITY
							1	2	3	4		
<u>Rates</u>	To increase revenue from rates by 15%	i	Update Property roll database	Database Sanitized		KDMA and its partners continue the process of valuation of new properties and also revaluating of old properties which were not captured in the list submitted. Utilization of the client service center lines for public enquiries and information dissemination					15,000	Budget Unit, Revenue Unit Finance Dept., Physical Planning Dept.
		ii	Street naming and property addressing system in Communities	Easy identification of properties for taxation purposes		Provision of 4000 signage's	All Year Round				250,000	KDMA, Physical Planning Dept.

		iii	Intensify collection of property tax arrears from both commercial and residential properties	Reduced outstanding property rates owed the assembly by at least 70%		Timely preparation and distribution of bills. Roster of arrears prepared and pursued captured on all of them	1 st Quarter	30,000.00	Budget Unit, Finance Dept., Revenue Unit, Law Courts, Task force
						Form special taskforce to retrieve property tax arrears from defaulters.	All Year round		
						Prosecute property tax defaulters	All Year Round		
Lands and Royalties	To increase revenue from lands by at least 2%		Intensify monitoring of physical developments to ensure developers have acquired appropriate building permits	Reduced rate of building permits defaulters by 60%		Have stakeholders consultative meeting with Stool Land Administrator and KDMA	All Year Round	10,000.00	Works Dep't Physical Planning Dep't Revenue Officers, Stool Lands
License (Business Operating Permit-BOP)									
Fees Fines, Penalties and Forfeits		i	Create quarterly interactions between management	Improved relationship and increase revenue from fees		Regular meetings between KDMA and contractors. Surprise visits to communities.	Quarterly	10,000.00	Revenue Unit ,Budget Unit, Finance Dep't Management

			and the revenue contractors			Road map for target achievement and deal with operational challenges			Private Sector operators
		ii	Upgrade facilities and services at major markets and lorry parks	Conducive environment at these economic facilities		Budget allocation for upgrading these facilities. KDMA partnering with private investors to upgrade facilities	All year Round	7,000.00	KDMA Private Sector
		i	Sensitize the business community on the need to honour their tax obligation	Increased contribution of businesses to IGF		The use of market Information Centres Scheduled Media Interactions Market meetings and other on-site platforms	All Year Round	10,000.00	KDMA, Market /Park Mgt
Rent	To increase revenue from rents by at least 5%	i	Prepare tenancy agreement between the assembly and all its tenant based properties on its Asset Register compiled	Tenancy agreements on all rented properties of the assembly prepared		Assembly should organize meeting with all its tenants and collect details for preparing tenancy agreements (About 50% of tenants do not have any form of agreements)	End of 2 nd Quarter	800.00	Estates Dep't Central Adm
		ii	Prosecute and eject defaulters of rents	Reduce the level of rent defaulters		Liaise with rent control/security and courts to eject and prosecute defaulters	All year round	1000.00	Estates department ,rent control Courts, guards, Police
Investment		i							
		ii							

		iii											
Miscellaneous and Unidentified Revenue		i											
		ii											
		iii											

MONITORING PLAN FOR REVENUE MOBILISATION

REVENUE ITEM	OBJECTIVE(S)	ACTIVITIES (SHOULD BE SMART)		FREQUENCY OF MONITORING	STRATEGIES FOR MONITORING ACTIVITIES (SHOULD BE SMART)	RESPONSIBILITY
Rates	To increase revenue from rates by 15%	i	Update Property roll database	All year Round	KDMA and its partners continue the process of valuation of new properties and also revaluing of old properties which were not captured in the list submitted.	Budget Unit, Revenue Unit Finance Dept., Physical Planning Dept.
		ii	Street naming and property addressing system in Communities.		Utilization of the client service center lines for public enquiries and information dissemination	KDMA, Physical Planning Dept.
		iii	Intensify collection of property tax arrears from both commercial and residential properties		Timely preparation and distribution of bills. Roster of arrears prepared and pursued captured on all of them	Budget Unit, Finance Dept., Revenue Unit, Law Courts, Task force
					Form special taskforce to retrieve property tax arrears from defaulters.	

					Prosecute property tax defaulters	
Lands and Royalties		i	Intensify monitoring of physical developments to ensure developers have acquired appropriate building permits	All Year Round	Have stakeholders consultative meeting with Stool Land Administrator and KDMA	Works Dep't Physical Planning Dep't Revenue Officers, Stool Lands
License (Business Operating Permit-BOP)		i		Quarterly		
Fees, Fines, Penalties and Forfeits		i	Create quarterly interactions between management and the revenue contractors	Quarterly	Regular meetings between KDMA and contractors. Surprise visits to communities Road map for target achievement and deal with operational challenges	Revenue Unit ,Budget Unit, Finance Dep't Management
		ii	Upgrade facilities and services at major markets and lorry parks	All year round	Budget allocation for upgrading these facilities. KDMA partnering with private investors to upgrade facilities	KDMA Private Sector
		iii	Sensitize the business community on the need	All year round	The use of market Information Centers	KDMA, Market/Park Mgt

			to honor their tax obligation		Scheduled Media Interactions Market meetings and other on-site platforms	
Rent		i	Prepare tenancy agreement between the assembly and all its tenant based properties on its Asset Register compiled	End of 2 nd Quarter	Assembly should organize meeting with all its tenants and collect details for preparing tenancy agreements (About 50% of tenants do not have any form of agreements)	Estates Dep't Central Adm
		ii	Prosecute and eject defaulters of rents	All year Round	Liaise with rent control/security and courts to eject and prosecute defaulters.	Estates Dep't Rent Control Court, Guards, Police
Investment		i				
Miscellaneous and Unidentified Revenue		i				
		ii				
		iii				

- **Conclusion**

NAME OF MCE:.....
DATE:.....
SIGNATURE AND STAMP:.....

NAME OF MCD:.....
DATE:.....
SIGNATURE AND STAMP:.....

APPENDIX

**THE TEMPLATE BELOW
SHOULD BE COMPLETED
AT THE END OF EACH
WEEK/MONTH**

REVENUE COLLECTION PERFORMANCE MONITORING RECORDS FOR JANUARY 2021

REVENUE ITEM	NAME OF REVENUE COLLECTOR/ CONTRACTOR	REVENUE TARGET FOR JANUARY (GHC)	ACTUAL COLLECTION FOR FIRST WEEK OF JANUARY (GHC)	ACTUAL COLLECTION FOR SECOND WEEK OF JANUARY (GHC)	ACTUAL COLLECTION FOR THIRD WEEK OF JANUARY (GHC)	ACTUAL COLLECTION FOR FOURTH WEEK OF JANUARY (GHC)	ACTUAL COLLECTION FOR FIFTH WEEK OF JANUARY (GHC)	TOTAL ACTUAL COLLECTION FOR JANUARY (GHC)	VARIANCE (GHC) [REVENUE TARGET MINUS ACTUAL COLLECTION]
Rates									
Lands and Royalties									
License (Business Operating Permit-BOP)									
Fees									
Fines, Penalties and Forfeits									
Rent									
Investment									
Miscellaneous and Unidentified Revenue									

NOTE: Explain reasons for variance under each revenue item and strategies to address negative variance (if any)

REVENUE COLLECTION PERFORMANCE MONITORING RECORDS FOR FEBRUARY 2021

REVENUE ITEM	NAME OF REVENUE COLLECTOR/ CONTRACTOR	REVENUE TARGET FOR FEBRUARY (GHC)	ACTUAL COLLECTION FOR FIRST WEEK OF FEBRUARY (GHC)	ACTUAL COLLECTION FOR SECOND WEEK OF FEBRUARY (GHC)	ACTUAL COLLECTION FOR THIRD WEEK OF FEBRUARY (GHC)	ACTUAL COLLECTION FOR FOURTH WEEK OF FEBRUARY (GHC)	ACTUAL COLLECTION FOR FIFTH WEEK OF FEBRUARY (GHC)	TOTAL ACTUAL COLLECTION FOR FEBRUARY (GHC)	VARIANCE (GHC) [REVENUE TARGET MINUS ACTUAL COLLECTION]
Rates									
Lands and Royalties									
License (Business Operating Permit-BOP)									
Fees									
Fines, Penalties and Forfeits									
Rent									
Investment									
Miscellaneous and Unidentified Revenue									

NOTE: Explain reasons for variance under each revenue item and strategies to address negative variance (if any)

REVENUE COLLECTION PERFORMANCE MONITORING RECORDS FOR MARCH 2021

REVENUE ITEM	NAME OF REVENUE COLLECTOR/ CONTRACTOR	REVENUE TARGET FOR MARCH (GHC)	ACTUAL COLLECTION FOR FIRST WEEK OF MARCH (GHC)	ACTUAL COLLECTION FOR SECOND WEEK OF MARCH (GHC)	ACTUAL COLLECTION FOR THIRD WEEK OF MARCH (GHC)	ACTUAL COLLECTION FOR FOURTH WEEK OF MARCH (GHC)	ACTUAL COLLECTION FOR FIFTH WEEK OF MARCH (GHC)	TOTAL ACTUAL COLLECTION FOR MARCH (GHC)	VARIANCE (GHC) [REVENUE TARGET MINUS ACTUAL COLLECTION]
Rates									
Lands and Royalties									
License (Business Operating Permit-BOP)									
Fees									
Fines, Penalties and Forfeits									
Rent									
Investment									
Miscellaneous and Unidentified Revenue									

NOTE: Explain reasons for variance under each revenue item and strategies to address negative variance (if any)

SUMMARY OF REVENUE COLLECTION PERFORMANCE FOR FIRST QUARTER OF 2021

REVENUE ITEM	NAME OF REVENUE COLLECTOR/ CONTRACTOR	REVENUE TARGET FOR FIRST QUARTER (GHC)	ACTUAL COLLECTION FOR JANUARY (GHC)	ACTUAL COLLECTION FOR FEBRUARY (GHC)	ACTUAL COLLECTION FOR MARCH (GHC)	TOTAL ACTUAL COLLECTION FOR FIRST QUARTER (GHC)	FIRST QUARTER PERCENTAGE PERFORMANCE	VARIANCE (GHC) [REVENUE TARGET MINUS ACTUAL COLLECTION]
Rates								
Lands and Royalties								
License (Business Operating Permit-BOP)								
Fees								
Fines, Penalties and Forfeits								
Rent								
Investment								
Miscellaneous and Unidentified Revenue								

REVENUE COLLECTION PERFORMANCE MONITORING RECORDS FOR APRIL 2021

REVENUE ITEM	NAME OF REVENUE COLLECTOR/ CONTRACTOR	REVENUE TARGET FOR APRIL (GHC)	ACTUAL COLLECTION FOR FIRST WEEK OF APRIL (GHC)	ACTUAL COLLECTION FOR SECOND WEEK OF APRIL (GHC)	ACTUAL COLLECTION FOR THIRD WEEK OF APRIL (GHC)	ACTUAL COLLECTION FOR FOURTH WEEK OF APRIL (GHC)	ACTUAL COLLECTION FOR FIFTH WEEK OF APRIL (GHC)	TOTAL ACTUAL COLLECTION FOR APRIL (GHC)	VARIANCE (GHC) [REVENUE TARGET MINUS ACTUAL COLLECTION]
Rates									
Lands and Royalties									
License (Business Operating Permit-BOP)									
Fees									
Fines, Penalties and Forfeits									
Rent									
Investment									
Miscellaneous and Unidentified Revenue									

NOTE: Explain reasons for variance under each revenue item and strategies to address negative variance (if any)

REVENUE COLLECTION PERFORMANCE MONITORING RECORDS FOR MAY 2021

REVENUE ITEM	NAME OF REVENUE COLLECTOR/ CONTRACTOR	REVENUE TARGET FOR MAY (GHC)	ACTUAL COLLECTION FOR FIRST WEEK OF MAY (GHC)	ACTUAL COLLECTION FOR SECOND WEEK OF MAY (GHC)	ACTUAL COLLECTION FOR THIRD WEEK OF MAY (GHC)	ACTUAL COLLECTION FOR FOURTH WEEK OF MAY (GHC)	ACTUAL COLLECTION FOR FIFTH WEEK OF MAY (GHC)	TOTAL ACTUAL COLLECTION FOR MAY (GHC)	VARIANCE (GHC) [REVENUE TARGET MINUS ACTUAL COLLECTION]
Rates									
Lands and Royalties									
License (Business Operating Permit-BOP)									
Fees									
Fines, Penalties and Forfeits									
Rent									
Investment									
Miscellaneous and Unidentified Revenue									

NOTE: Explain reasons for variance under each revenue item and strategies to address negative variance (if any)

REVENUE COLLECTION PERFORMANCE MONITORING RECORDS FOR JUNE 2021

REVENUE ITEM	NAME OF REVENUE COLLECTOR/ CONTRACTOR	REVENUE TARGET FOR JUNE (GHC)	ACTUAL COLLECTION FOR FIRST WEEK OF JUNE (GHC)	ACTUAL COLLECTION FOR SECOND WEEK OF JUNE (GHC)	ACTUAL COLLECTION FOR THIRD WEEK OF JUNE (GHC)	ACTUAL COLLECTION FOR FOURTH WEEK OF JUNE (GHC)	ACTUAL COLLECTION FOR FIFTH WEEK OF JUNE (GHC)	TOTAL ACTUAL COLLECTION FOR JUNE (GHC)	VARIANCE (GHC) [REVENUE TARGET MINUS ACTUAL COLLECTION]
Rates									
Lands and Royalties									
License (Business Operating Permit-BOP)									
Fees									
Fines, Penalties and Forfeits									
Rent									
Investment									
Miscellaneous and Unidentified Revenue									

NOTE: Explain reasons for variance under each revenue item and strategies to address negative variance (if any)

SUMMARY OF REVENUE COLLECTION PERFORMANCE FOR SECOND QUARTER OF 2021

REVENUE ITEM	NAME OF REVENUE COLLECTOR/ CONTRACTOR	REVENUE TARGET FOR SECOND QUARTER (GHC)	ACTUAL COLLECTION FOR APRIL (GHC)	ACTUAL COLLECTION FOR MAY (GHC)	ACTUAL COLLECTION FOR JUNE (GHC)	TOTAL ACTUAL COLLECTION FOR SECOND QUARTER (GHC)	SECOND QUARTER PERCENTAGE PERFORMANCE	VARIANCE (GHC) [REVENUE TARGET MINUS ACTUAL COLLECTION]
Rates								
Lands and Royalties								
License (Business Operating Permit-BOP)								
Fees								
Fines, Penalties and Forfeits								
Rent								
Investment								
Miscellaneous and Unidentified Revenue								

REVENUE COLLECTION PERFORMANCE MONITORING RECORDS FOR JULY 2021

REVENUE ITEM	NAME OF REVENUE COLLECTOR/ CONTRACTOR	REVENUE TARGET FOR JULY (GHC)	ACTUAL COLLECTION FOR FIRST WEEK OF JULY (GHC)	ACTUAL COLLECTION FOR SECOND WEEK OF JULY (GHC)	ACTUAL COLLECTION FOR THIRD WEEK OF JULY (GHC)	ACTUAL COLLECTION FOR FOURTH WEEK OF JULY (GHC)	ACTUAL COLLECTION FOR FIFTH WEEK OF JULY (GHC)	TOTAL ACTUAL COLLECTION FOR JULY (GHC)	VARIANCE (GHC) [REVENUE TARGET MINUS ACTUAL COLLECTION]
Rates									
Lands and Royalties									
License (Business Operating Permit-BOP)									
Fees									
Fines, Penalties and Forfeits									
Rent									
Investment									
Miscellaneous and Unidentified Revenue									

NOTE: Explain reasons for variance under each revenue item and strategies to address negative variance (if any)

REVENUE COLLECTION PERFORMANCE MONITORING RECORDS FOR AUGUST 2021

REVENUE ITEM	NAME OF REVENUE COLLECTOR/ CONTRACTOR	REVENUE TARGET FOR AUGUST (GHC)	ACTUAL COLLECTION FOR FIRST WEEK OF AUGUST (GHC)	ACTUAL COLLECTION FOR SECOND WEEK OF AUGUST (GHC)	ACTUAL COLLECTION FOR THIRD WEEK OF AUGUST (GHC)	ACTUAL COLLECTION FOR FOURTH WEEK OF AUGUST (GHC)	ACTUAL COLLECTION FOR FIFTH WEEK OF AUGUST (GHC)	TOTAL ACTUAL COLLECTION FOR AUGUST (GHC)	VARIANCE (GHC) [REVENUE TARGET MINUS ACTUAL COLLECTION]
Rates									
Lands and Royalties									
License (Business Operating Permit-BOP)									
Fees									
Fines, Penalties and Forfeits									
Rent									
Investment									
Miscellaneous and Unidentified Revenue									

NOTE: Explain reasons for variance under each revenue item and strategies to address negative variance (if any)

REVENUE COLLECTION PERFORMANCE MONITORING RECORDS FOR SEPTEMBER 2021

REVENUE ITEM	NAME OF REVENUE COLLECTOR/ CONTRACTOR	REVENUE TARGET FOR SEPTEMBER (GHC)	ACTUAL COLLECTION FOR FIRST WEEK OF SEPTEMBER (GHC)	ACTUAL COLLECTION FOR SECOND WEEK OF SEPTEMBER (GHC)	ACTUAL COLLECTION FOR THIRD WEEK OF SEPTEMBER (GHC)	ACTUAL COLLECTION FOR FOURTH WEEK OF SEPTEMBER (GHC)	ACTUAL COLLECTION FOR FIFTH WEEK OF SEPTEMBER (GHC)	TOTAL ACTUAL COLLECTION FOR SEPTEMBER (GHC)	VARIANCE (GHC) [REVENUE TARGET MINUS ACTUAL COLLECTION]
Rates									
Lands and Royalties									
License (Business Operating Permit-BOP)									
Fees									
Fines, Penalties and Forfeits									
Rent									
Investment									
Miscellaneous and Unidentified Revenue									

NOTE: Explain reasons for variance under each revenue item and strategies to address negative variance (if any)

SUMMARY OF REVENUE COLLECTION PERFORMANCE FOR THIRD QUARTER OF 2021

REVENUE ITEM	NAME OF REVENUE COLLECTOR/ CONTRACTOR	REVENUE TARGET FOR THIRD QUARTER (GHC)	ACTUAL COLLECTION FOR JULY (GHC)	ACTUAL COLLECTION FOR AUGUST (GHC)	ACTUAL COLLECTION FOR SEPTEMBER (GHC)	TOTAL ACTUAL COLLECTION FOR THIRD QUARTER (GHC)	THIRD QUARTER PERCENTAGE PERFORMANCE	VARIANCE (GHC) [REVENUE TARGET MINUS ACTUAL COLLECTION]
Rates								
Lands and Royalties								
License (Business Operating Permit-BOP)								
Fees								
Fines, Penalties and Forfeits								
Rent								
Investment								
Miscellaneous and Unidentified Revenue								

REVENUE COLLECTION PERFORMANCE MONITORING RECORDS FOR OCTOBER 2021

REVENUE ITEM	NAME OF REVENUE COLLECTOR/ CONTRACTOR	REVENUE TARGET FOR OCTOBER (GHC)	ACTUAL COLLECTION FOR FIRST WEEK OF OCTOBER (GHC)	ACTUAL COLLECTION FOR SECOND WEEK OF OCTOBER (GHC)	ACTUAL COLLECTION FOR THIRD WEEK OF OCTOBER (GHC)	ACTUAL COLLECTION FOR FOURTH WEEK OF OCTOBER (GHC)	ACTUAL COLLECTION FOR FIFTH WEEK OF OCTOBER (GHC)	TOTAL ACTUAL COLLECTION FOR OCTOBER (GHC)	VARIANCE (GHC) [REVENUE TARGET MINUS ACTUAL COLLECTION]
Rates									
Lands and Royalties									
License (Business Operating Permit-BOP)									
Fees									
Fines, Penalties and Forfeits									
Rent									
Investment									
Miscellaneous and Unidentified Revenue									

NOTE: Explain reasons for variance under each revenue item and strategies to address negative variance (if any)

REVENUE COLLECTION PERFORMANCE MONITORING RECORDS FOR NOVEMBER 2021

REVENUE ITEM	NAME OF REVENUE COLLECTOR/ CONTRACTOR	REVENUE TARGET FOR NOVEMBER (GHC)	ACTUAL COLLECTION FOR FIRST WEEK OF NOVEMBER (GHC)	ACTUAL COLLECTION FOR SECOND WEEK OF NOVEMBER (GHC)	ACTUAL COLLECTION FOR THIRD WEEK OF NOVEMBER (GHC)	ACTUAL COLLECTION FOR FOURTH WEEK OF NOVEMBER (GHC)	ACTUAL COLLECTION FOR FIFTH WEEK OF NOVEMBER (GHC)	TOTAL ACTUAL COLLECTION FOR NOVEMBER (GHC)	VARIANCE (GHC) [REVENUE TARGET MINUS ACTUAL COLLECTION]
Rates									
Lands and Royalties									
License (Business Operating Permit-BOP)									
Fees									
Fines, Penalties and Forfeits									
Rent									
Investment									
Miscellaneous and Unidentified Revenue									

NOTE: Explain reasons for variance under each revenue item and strategies to address negative variance (if any)

REVENUE COLLECTION PERFORMANCE MONITORING RECORDS FOR DECEMBER 2021

REVENUE ITEM	NAME OF REVENUE COLLECTOR/ CONTRACTOR	REVENUE TARGET FOR DECEMBER (GHC)	ACTUAL COLLECTION FOR FIRST WEEK OF DECEMBER (GHC)	ACTUAL COLLECTION FOR SECOND WEEK OF DECEMBER (GHC)	ACTUAL COLLECTION FOR THIRD WEEK OF DECEMBER (GHC)	ACTUAL COLLECTION FOR FOURTH WEEK OF DECEMBER (GHC)	ACTUAL COLLECTION FOR FIFTH WEEK OF DECEMBER (GHC)	TOTAL ACTUAL COLLECTION FOR DECEMBER (GHC)	VARIANCE (GHC) [REVENUE TARGET MINUS ACTUAL COLLECTION]
Rates									
Lands and Royalties									
License (Business Operating Permit-BOP)									
Fees									
Fines, Penalties and Forfeits									
Rent									
Investment									
Miscellaneous and Unidentified Revenue									

NOTE: Explain reasons for variance under each revenue item and strategies to address negative variance (if any)

SUMMARY OF REVENUE COLLECTION PERFORMANCE FOR FOURTH QUARTER OF 2021

REVENUE ITEM	NAME OF REVENUE COLLECTOR/ CONTRACTOR	REVENUE TARGET FOR FOURTH QUARTER (GHC)	ACTUAL COLLECTION FOR OCTOBER (GHC)	ACTUAL COLLECTION FOR NOVEMBER (GHC)	ACTUAL COLLECTION FOR DECEMBER (GHC)	TOTAL ACTUAL COLLECTION FOR FOURTH QUARTER (GHC)	FOURTH QUARTER PERCENTAGE PERFORMANCE	VARIANCE (GHC) [REVENUE TARGET MINUS ACTUAL COLLECTION]
Rates								
Lands and Royalties								
License (Business Operating Permit-BOP)								
Fees								
Fines, Penalties and Forfeits								
Rent								
Investment								
Miscellaneous and Unidentified Revenue								

SUMMARY OF REVENUE COLLECTION PERFORMANCE FOR THE YEAR 2021

REVENUE ITEM	NAME OF REVENUE COLLECTOR/ CONTRACTOR	REVENUE TARGET FOR THE YEAR (GHC)	ACTUAL COLLECTION FOR THE YEAR (GHC)	ANNUAL PERCENTAGE PERFORMANCE	VARIANCE (GHC) [REVENUE TARGET FOR TE YEAR MINUS ACTUAL COLLECTION FOR THE YEAR]
Rates					
Lands and Royalties					
License (Business Operating Permit-BOP)					
Fees					
Fines, Penalties and Forfeits					
Rent					
Investment					
Miscellaneous and Unidentified Revenue					