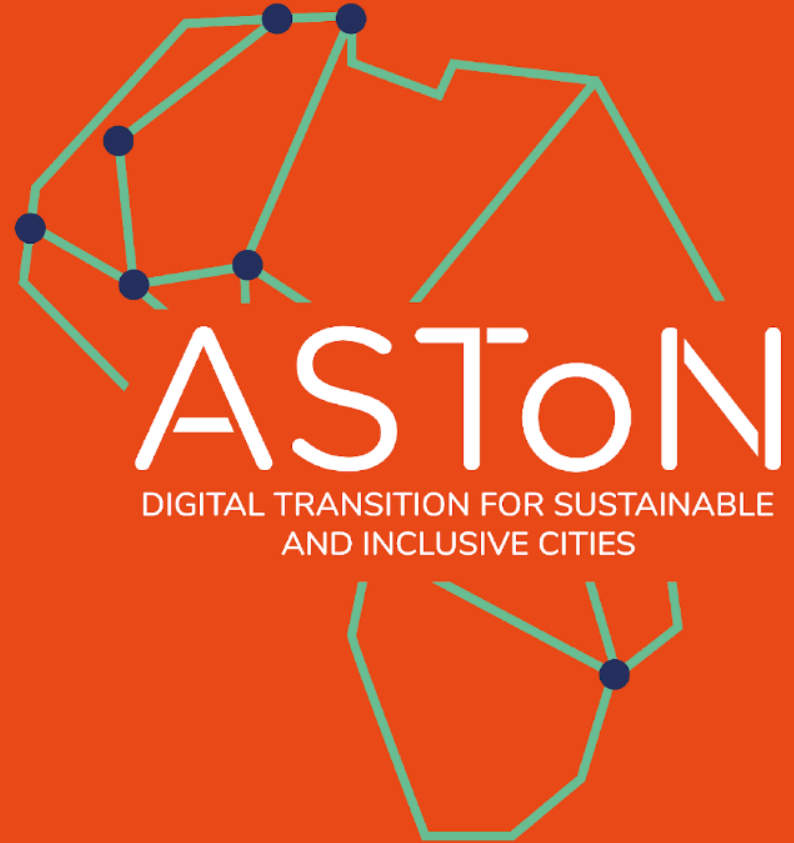


ASTON PITCHING SESSION

City of Kumasi, Ghana
Randy WILSON



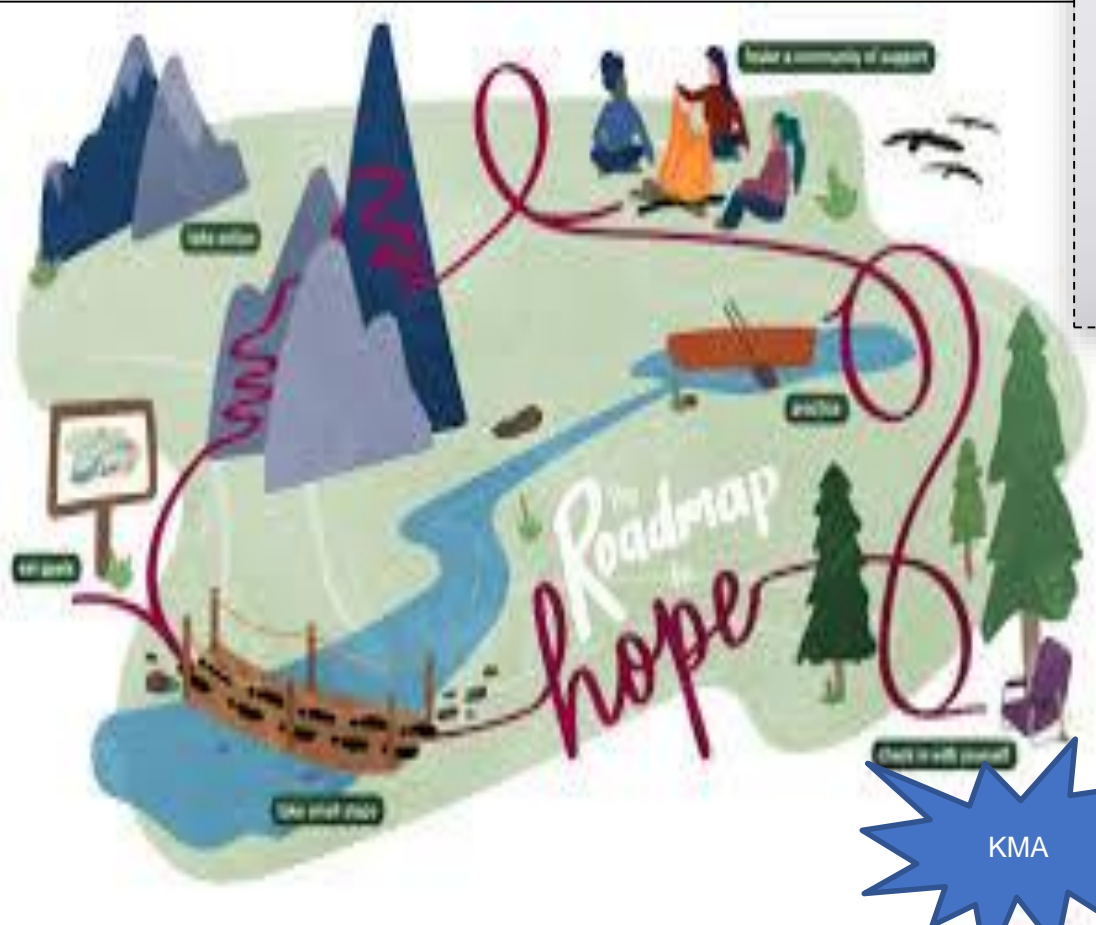
DIGITIZED INTERNALLY GENERATED REVENUE MANAGEMENT SYSTEM

KUMASI

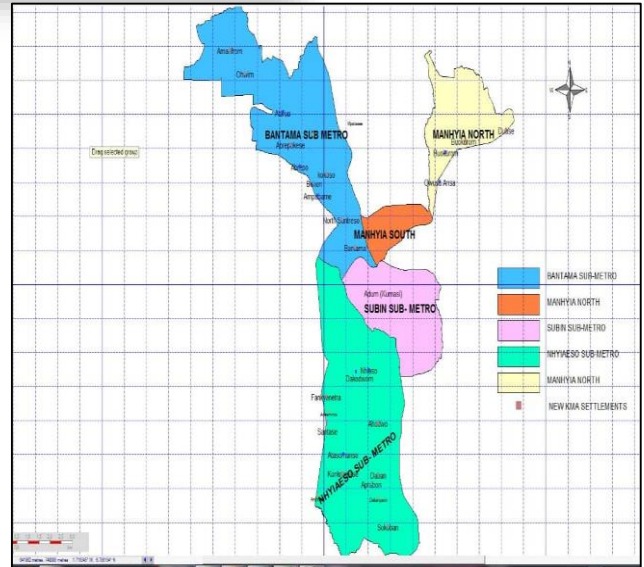




THINKING...



KMA





Preamble

Municipalities /Assemblies are responsible for the overall development of their areas: planning, budgeting, generation of resources and distribution of projects (Local Governance Act 2016 Act 963).

Sustainable revenue mobilization system is needed to discharge these duties
This led to the birth of the **E-tax option of the ASToN Project**



E-tax

Project Submitter – Kumasi Metro Assembly – Revenue Enhancement Team (Finance, Revenue, Budget, Audit, Admin – support from ASToN Process)

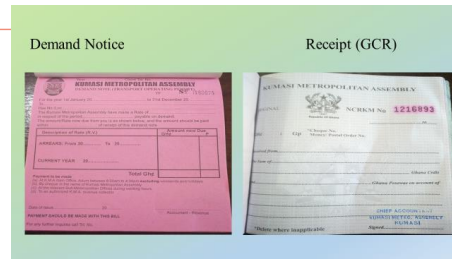
Key Partners: Min of Finance & Local Gov't, Ghana Revenue Authority, Land Valuation, Universities, Start-Up Hubs, Businesses, UNCDF, GIZ

Our vision

A City with a robust digitized Internally Generated Revenue (IGR) mobilization systems that seeks to solve about 95 percent of Kumasi's revenue challenges and deliver transparent services and equitable distribution of projects and programs to meet the expectations of the citizenry

Old Challenges in revenue mobilization

1. Manual collection and reporting of revenue
2. Silo based database in the Assembly
3. Poor billing, collection and existing accounting procedures and practices
4. Unwillingness of taxpayers to fulfil tax obligations
5. Inability to secure full support from the population for projects
6. Inability to use modern technology to collect and report on revenue



KUMASI METROPOLITAN ASSEMBLY
DEPARTMENT OF TRANSPORT / GIFEC / IIGRS - TRANSINFOMAP
DATA COLLECTION FORM FOR TRANSPORT OPERATORS - BRANCH (DRIVER/VEHICLE INFORMATION)

NB: To be filled or completed by any of the Terminal or Station Executives

DRIVER'S INFORMATION

Sub-Metro / Terminal	Subin	Place of Issue	Kumasi
Union	G.P.R.T.U	Date of Issue	2020-07-14
Route	Atankpa Gyase - Apulogye	Expiry Date	2026-07-13
Name of Driver	Saidu Baba	Vehicle No.	GW 8580-14
Alias (Popular Name)	Baba	Vehicle Type	Sprinter benz
Home Address	Atankpa	Brand and Model	Germany
Digital Address		Capacity	23
Tel. Number	0243158963	Name of Owner	Self
Date of Birth	1997-07-01	Contact Number	0243158963
License Number	BAB-01071997-84696	Home Address	Atankpa
Class of License	C	Insurance Company	QIC

NB: Attach a copy Driver's License to the form when completed



1. To develop and deploy a new Tax Revenue Management System (dLRev) at all revenue points
2. To formulate policies and secure approvals from the General Assembly
3. To properly establish and increase the accuracy of the database on all properties, businesses and transport operations from 60% to 90% by end of June 2024
4. To Procure and deploy modern equipment for revenue mobilization
5. Have 10 Desktop Computers, 200 P. O. S. devices, well functioning internet service





5. To have one quarterly capacity building / training for revenue staff in 2023

6. To establish and carry out quarterly stakeholder engagements from Jan to Dec 2023

7. To ensure over 95% compliance in tax payment obligations by end of 2025

8. To set up a Monitoring unit to ensure accountability of payments made by June 2023.

How?

- Train over 200 Staff

- Make stakeholder engagements a **MUST**

- Strengthen the tax court for prosecution

- Real – Time reporting
- Weekly/Monthly reports

Results from Experimentation

- Data Collection and Alignments
 - Results 128% increase in Properties,
 - 68% in Businesses
- Development of Bills and demand Notices
- Development of Monitoring System
- Stakeholder Engagements
 - With Sub-Committees – 6
 - With Conveners/ Admin – 1
 - General Assembly - 3
 - Traders and Businesses – 6
 - Communities / Town Hall – 5
 - Media / Announcements – A lot
- Establishment of Data Center and Equipment
- Granted Authorization by General Assembly (19/10/22)



Expansion from Experimentation

Project Alignment:

- 1. Local** – Fee Fixing Resolution, KMA Bye-laws; Data driven decision making, Proper collection and reporting
- 2. National** –Self Sufficiency at Districts / Municipalities The 1992 Constitution of Ghana Article 35 (6) (d); Article 240 (2) (c) ; Local Governance Act, 2016 (Act 936)
- 3. International** – Support for effective Local Governance

Timeline
Jan 2023-Dec 2024

Expected Impacts

- Well established Policy environment for efficient and effective revenue mobilization
- Robust Tax Management system in place at **all 28 revenue points**
- Use of modern Revenue collection and reporting systems (**10 Desktop Computers, 200 P. O. S. devices, well functioning internet service**)
- Over 200 Well-trained and well motivated revenue staff
- Well informed and willing stakeholders to support tax collection efforts eg. **Improved collection rates, Champions from groups/Areas**
- Ability of KMA to meet developmental needs of citizens (construction of social amenities in the communities) eg. **Showcasing of development projects completed with IGR**
- Possible adoption by other Municipalities for improved services
- Potential for replication in other countries by our development partners
- “Bragging rights” by partners for a successful implementation

Business model

- Estimated Total Cost – €245 809
- Amount Expected: € 200,000
- Local Support from: **KMA** € 30,800
Other Organizations: € 15,000
- Financial Risk

No known risk since improved system can support increased revenue generation

Expected returns/Revenue Streams

KUMASI METROPOLITAN ASSEMBLY				
BUSINES AND PROPERTY DATA OF KMA AS AT 13TH JANUARY, 2022				
S/N	SUBMETRO	ZONE	ZONE NAME	NUMBER OF BUSINESSES
1	BANTAMA	1	OHWIM AMANFROM	918
2		2	ABREPO MPATASIE	633
3		3	KOKOSO ASUBONTENG	725
4		4	BOHYEN	818
5		5	ADUMANU ANOO	427
6		6	ADOATO	252
7		7	ABREPO JUNCTION	433
8		8	NORTH SUNTRESO	552
9		9	AHENBRONUM	2344
10	MANHYIA NORTH	11	KROFROM WEST	141
11		12	KROFROM EAST	273
12		13	YENYAWOSO	818
13		14	BUOKROM ESTATE 1	675
14		15	BUOKROM ESTATE 2	651
15		16	DUASE	149
16	MANHYIA SOUTH	10	ODUMASI AREA	3156
17		17	DICHEMSO AREA	316
18		18	DICHEMSO C.P.C AREA	452
19		19	MANHYIA AREA	36
20	SUBIN	20	AFIA KOBİ AREA	522
21		21	BAAMU DOMINASE	750
22		27	NSUOASE	3109
23		28	FANTE NEW TOWN	1418
24		29	ASEM AREA	464
25		30	AFFUL NKWANTA	283
26		31	LOBITO AREA	19
27		32	AMAKOM AREA	105
28		33	ASAFO AREA	1977
29		34	DADIESOABA AREA	1108
Grand Total				23,524

Next Steps & funding strategy

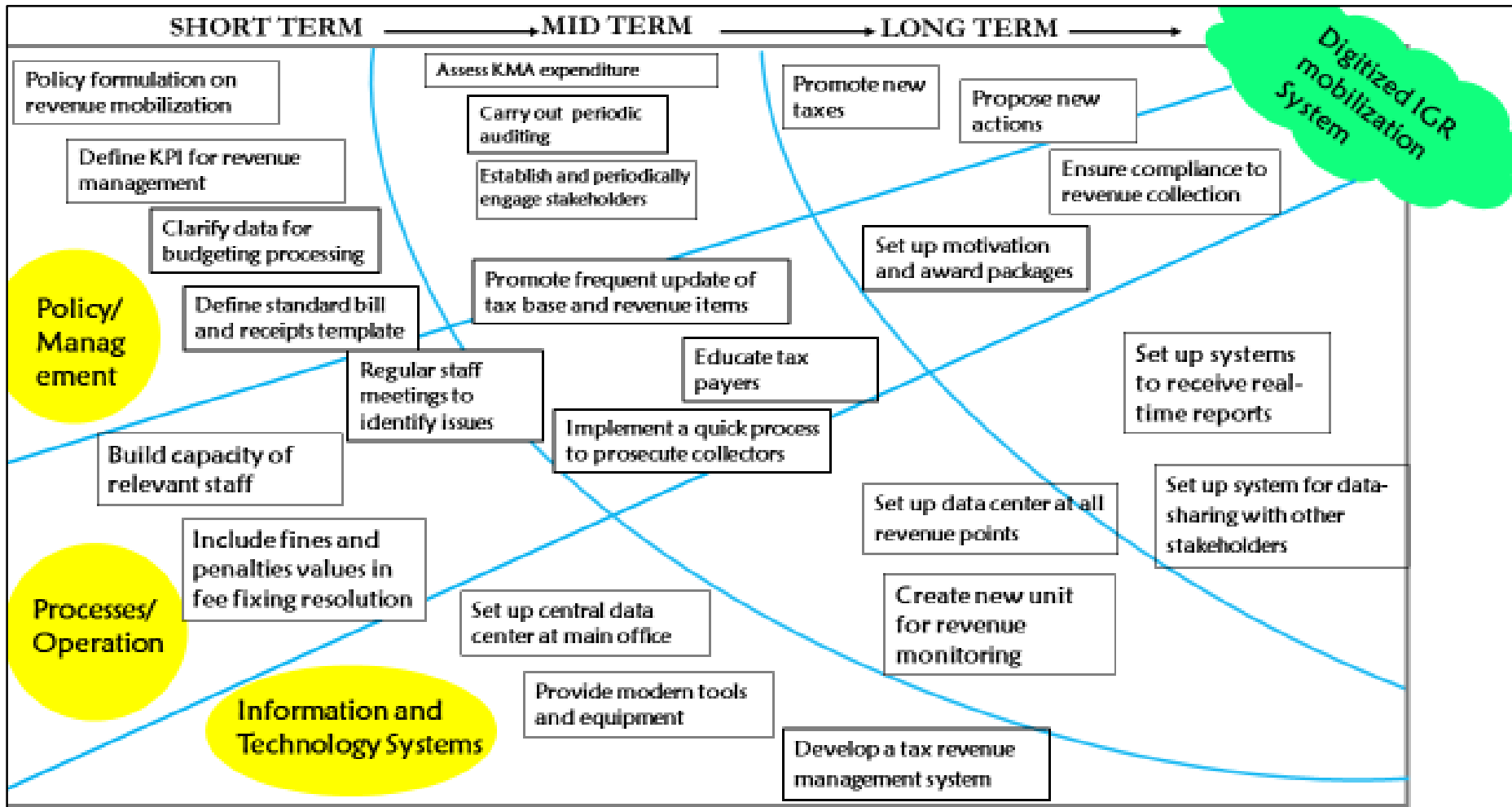
Next steps

- Stakeholder mobilisation strategy
 - Full Political Support with Mayor leading the process
 - Presiding Member and other Assembly Members involved
 - Select Opinion Leaders as Champions
 - Showcase Assembly's Achievements through durbars
 - Demonstrate the added benefits of the E-tax project
- Communication strategy:
 - Use Radio engagements, Community information centers, Fliers etc
- Information on the benefits/impacts of your project?)

Funding strategy

- Secure Grants from development partners / donors
- Develop proposals for Technical and Financial support
- Push for supply of Equipment and other tools for E-tax from companies
- Earmark a percentage from the revenue generated to sustain process
- Secure Loans from partner Financial Institutions to procure additional tools

Our Journey – Map



What would we need from you?

- Provide information on the needed technical and financial support for each phase of implementation of your project.
- Add a timeline explaining how the financial support will be used
- Mention your strategies for the future of the project (Finance strategy, stakeholder mobilisation strategy, communication strategy, etc).



Kumasi's Capabilities



- **With AFD:** ASToN, Kumasi Transport Enhancement, GUMPP,
- **With Bloomberg Philanthropies:** BIGRS, PHC
- **With GIZ:** dLRev, Street Naming and Public Address System
- **World Bank:** Kumasi Urban Mobility
- **VNG:** (DEALS)
- **UNCDF:**



LET'S CONNECT!

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(MAYOR)



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