

AN ASSESSMENT OF THE DISTRICT ASSEMBLY COMMON FUND IN THE NAVRONGO MUNICIPALITY

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ABSTRACT

The study critically looks at the assessment of the District Assembly Common Fund in the Kassena Nankana East Municipal Assembly (Navrongo). The following objectives were used to guide the study. To measure the effectiveness of the disbursement of the District Assembly Common Fund by the Municipality, to assess the impact of development projects on the lives of people in the communities within the Navrongo Municipality, to also determine whether the Common Fund is used judiciously for its intended purpose and to establish other supplementing sources of revenue to the Municipal Assembly for development of communities within the Municipality.

The Researcher received relevant books related to the study. Data collected were analyzed using tables, pie charts and percentages. The Researcher used probability and non-probability sampling techniques for the study which came up to a sample size of thirty (30) respondents.

The study revealed that majority of the respondents agreed with the assertion that the Common Fund is meant for development projects as well as administrative and supervisory roles.

BACKGROUND OF THE STUDY

Poverty has been a serious developmental problem in some parts of Ghana for many years. Results obtained from Ghana Living Standard Surveys (GLSS) in 1987-88, 1991-92 and 1998-99 showed that poverty was more pronounced in rural areas than urban centers although urban poverty was identified. It was realized that the multi-dimensional nature of poverty needs a holistic approach which involves the poor in looking for appropriate interventions to reduce their poverty level. People who lack the ability to participate in dimension that affect their lives directly consider this as a sense of helplessness and fundamental characteristics of poverty (Aye, 1997). One important feature of poverty is that poverty is predominantly a rural phenomenon with the rural areas accounting for more than 70 per cent of the poor according to National Development Planning Commission (NDPC, 2003). Most rural people do not have access to safe drinking water and sanitation, the use and access to health facilities is generally low due to low income and the absence of these facilities in the rural areas (NDPC, 2003).

The introduction of the decentralization policy in 1988 and the subsequent establishment of District Assemblies' Common Fund (DACF) in 1994 were meant to reduce rural poverty through the provision of social services, credit facilities and people's participation in the development process. The District Assemblies Common Fund (DACF) which was established in 1994 under DACF Act, (Act 455), 1993 is a pool of resources that required parliament to make provision for annual allocations of not less than 5 per cent of the total tax revenue to be set aside for sharing among all the District Assemblies for development. The fund is to strengthen the Assemblies in order to ensure effective discharge of statutory functions and a development fund to be used for the benefit of all Ghanaians. However, this has been increased to 7.5 per cent beginning from the 2008 fiscal year. The amount is paid into the District Assemblies' Common Fund by quarterly installments. Over the last decade this enabled the government to transfer a lot of funds from its coffers for local development and poverty reduction. Five factors have been considered in the calculation of the districts share of the common

fund. These are described as 'Need factor', 'Equalization' factor', 'Responsiveness factor', 'Service Pressure factor' and 'Contingency factor'. In 2003, a Poverty factor was included but discontinued thereafter. The measures comprising each factor considered in the formula have generally changed over time. However, the definition of what each factor is meant to capture has remained the same. The percentage assigned to each factor are as follows: the need factor 35%; equalization 30%; responsiveness factor 20%; service pressure 10% and contingency factor 5%,(Songsore, 2003;221).

The Need factor is meant to measure a districts need for development compared to other districts in the country, the equality factor simply stipulates which percentage of the DACF allocation is to be distributed evenly among all the districts. This ensures that each district is assured a certain amount of grant. The Responsiveness factor is incorporated to motivate districts to generate their own local revenue, the service pressure factor is a measure of how much usage the facilities in a district is received and the contingency factor also known as reserved is used for bulk purchases for the district assemblies and to support the Regional Coordinating council and the office of the District Assembly Common Fund Administrator in their monitoring roles. A proportion of the fund is distributed evenly between all the members of parliament for development projects of their choice in their respective constituencies. Decentralization transfers powers, functions, competencies and resources from central Government, Ministries and Departments to sub-national structures to initiate and implement development programmes. It is a means of sending development and decision-making to the door-steps of people in the various communities (Walker, 2002). One of the ingredients for effective decentralization is adequate funding. It is a very important resource because it serves as a means by which the powers and competencies of local government can be translated into development. The District Assemblies' Common Fund (DACF) is often considered as a pool of resources created purposely for local development through sub-national structures like Assemblies. According to the 1992 Constitution, Article 252 defines the Common Fund as not less than five per cent (5%) allocation provided by parliament of the Republic of Ghana of the total revenue of Ghana to Assemblies for development. The process of distributing the Common Fund involves the preparation and submission of a formula for distribution, utilization of the Fund, preparation and submission of supplementary budgets and role of the Assembly members.

According to Ghana's Local Government System, (October 2006) the Common Fund Administrator, by law is required to prepare a formula for the sharing and distributing of the fund. The formula is then presented to parliament for scrutiny and subsequently approved for use by cabinet. In developing the formula, a number of factors are taken into consideration. These are the needs of people, how responsive the assemblies are in revenue mobilization, equality factor, service pressure factor and the sanitation factor

SIGNIFICANCE OF THE STUDY

To ensure effective utilization of the District Assembly common fund, every Assembly in Ghana is considered as the major decision making body of the District and therefore is expected to be actively involved in decisions on how the common fund is utilized. In line with this; The study will bring to light the need to generate revenue locally and therefore challenge the Assembly to generate more revenue to support the common fund for development projects in the Municipality.

The study is also aimed at helping to reveal areas that are designated for the application of District Assembly Common Fund. The study will also serve as a reference material for researchers and people who are undertaking similar studies to understand and appreciate the importance of the common fund in the development of the various districts.

REVIEW OF RELEVANT LITERATURE

This study reviewed considerable literature, and made significant attempts to identify the gaps on existing works to make it relevant. Different shades of opinion have been given as what the common fund stood for; definition of the common fund, the constitution and decentralization, objectives of the common fund and methods of sharing the common fund.

Definition(s)

The Common Fund was established by the 1992 constitution (Section 252) stating that, there shall be a Fund to be known as District Assembly Common Fund (DACF). Subject to provision of this constitution, Parliament shall annually make provision for the allocation for not less than five percent (5%) of the total revenue of Ghana to the District Assemblies for development. A later Act in 1993 defines total revenue of Ghana as “all revenue collected by or accruing to the central government other than foreign loans, grants, non-tax revenue and revenue already collected by or for District Assemblies under any enactment in force”. This amount shall be paid into the District Assemblies Common Fund account in quarterly installments.

The common Fund Act (Act 455 of 1993), promulgated on 6th July defined the Fund to consist of all monies allocated by Parliament and any interest, dividends accruing from investment of such monies from the Common Fund. This monies accruing to the District Assemblies in the Common Fund shall be distributed among all the District Assemblies on the basis of a formula approved by Parliament.

According to Ghana's Local Government System, (October, 2006) the Common Fund is defined as “the common wealth of every Ghanaian”. The common fund is being administered by a Common Fund Administrator who is being appointed by the president for renewable term of four years .Mr. J.W Appiah was appointed by the office of president Jerry Rawlings as the First Administrator in 1993.He serve until 2001 when he was replaced by Joshua Magnus Nicol and same was done by president John Agyekum kufour. The District Assemblies Common Fund was introduced in Ghana in 1994 through the new local government reforms decentralization policy. Since its inception in 1994, it was a Fund for developmental projects. Even though, people of Ghana saw it to mean capital projects or capital development and all Districts were informed about specific areas where the fund was to be used. Spending outside the specific areas designed is seen as misappropriation of the Fund.

The Constitution and Decentralization

Following over a decade of military dictatorship under J. J. Rawlings (1981 -1991), the 1992 Ghana Constitution provided a transition from a military rule to multi-party democracy at the national level, which also authorized the 1988 Local Government Legislation (LGL) reforms. It consolidated the aim of decentralization within the overall context of a liberal democratic constitution, yet essential democratic elements remained compromised, especially through the retention of presidential appointments instead of local elections in the districts. The objective of decentralization was laid out specifically in the 1992 Ghana Constitution (chapter 20) under decentralization and local government. Here, the constitution' states categorically in Article 240 (1) local government and administration are to be decentralized, and that the functions, powers, responsibilities and resources should be transferred from the central government to the local government constituencies Article 240 (2)”.

The independent role of the local government, with discretionary powers at the grassroots, was subjected to a provision in Article 240 of (2b), which states that measures should be taken to enhance the capacity of local government authorities to plan, initiate, co-ordinate, manage and execute policies in respect of matters affecting local people. The principles of participation in local government and accountability to

the locals were also emphasized in Article 240 of (2e), which states that to ensure the accountability of local government authorities, people in particular local government areas shall, as far as practicable, be afforded the opportunity to participate effectively in their governance.

Objective(s) of the Common Fund

According to (Article 252 of the 1992 constitution of Ghana), the government's decentralization policy is to improve development projects in the various Districts, and that the utmost goal of the District Assemblies Common Fund is to make available additional resources aside the revenue generated locally for development. It is established to develop the deprived communities in the rural areas and also reduce poverty within the Districts and the country at large. The District Assemblies' Common Fund has been the main facilitator for accelerated rural development since its introduction into the country. The projects and specific areas the fund has been designed for in the Navrongo Municipality are:

- Health
- Education
- Water
- Sanitation
- Job creation and poverty alleviation

Methods of Sharing the Common Fund

The method of sharing District Assembly Common Fund was not completely established and accepted by parliament. The inception of the fund and the urgent need of the fund by District Assemblies made parliament to share the fund by considering the population of each District and the revenue mobilization of the Districts in 1994 – 1996.

Article 252 of the constitution of the Fourth Republic of Ghana provides for the establishment of District Assemblies Common Fund which shall be:

- Distributed among District Assemblies on the basis of a formula to be approved by parliament
- Administered by a District Assemblies Common Fund Administrator whose function includes:
 - To propose a formula for approval by Parliament for sharing of the Fund among District Assemblies in Ghana.
 - To distribute the Fund among District Assemblies according to the approved formula.
 - To perform any other function that may be assigned by the president of the Republic.
 - To report in writing on the use of the Fund.
- Allocated annually by Parliament and not less than five percent (5%) of the total revenue of Ghana which will be payable by quarterly installment to the District Assemblies for development (www.ghanalegal.com/ 1993(Act 455)).

The Finance Minister in consultation with Minister of Local Government and Rural Development will define the areas which the Common Fund can be used for development and areas can vary from period to period. The Fund has been designed by Common Fund Secretariat in consultation with the Controller and Accountant General Department.

Measures considered in calculating DACF allocation and relevant weights applied in sharing formula

Factors	Weight Applied/Year				Rational
	2010	2011	2012	2013	
Need	40%	40%	35%	35%	To address imbalance in development
Responsive	10%	10%	5%	5%	To motivate DAs to generate more income
Equity	40%	40%	50%	50%	To ensure each district has access to a specified sum
Service Pressure	10%	10%	10%	10%	Improving exiting service due to population pressure

In accordance with section 97(a) of the District Assemblies common fund, the Administrator is to propose a formula for the distribution of the common fund for approval by Parliament. This has been done ever since 1994. The above table depicts the formula used in sharing the DACF in three different years and relevant weight applied in sharing the fund according to factors taken into consideration.

To explain this, the Needs Factor is to address imbalance in development among the Districts in the country. This factor is meant to improve the living standards of deprived communities in the various districts in Ghana.

The responsive factor is to motivate Districts to generate more revenue. This encourages districts in local revenue mobilization. The Minister of Local Government and Rural Development emphasize on the responsiveness factor and their ability to mobilized at least the equivalent of five (5%) percent of its share of the fund from local source.

The equalization factor ensured that each district has access to a specified sum from the Common Fund in respective of the size of each district for development. Thus, for each district to progress on the development projects, it has to receive some amount of the common fund to take care of fixed expenses that may be incurred.

The service pressure factor is to assist in improving existing service which as a result of rural- urban drift is deteriorating faster than envisage.

METHODOLOGY

The method used in this study comprises the research design, population, sample and sample techniques, data collection procedure, instrumentation, validation of instrument and data analysis.

Research Design

The research used a cross-sectional descriptive design. This was deemed appropriate as it involves the description of how the Navrongo Municipality was viewed as something worth researching to get people enlightened on the common fund as well as assessing its impacts on the lives of communities in the Municipality. As discussed by Saunders et al. (2007), the research strategy is perceived as authoritative by people in general and is both comparatively easy to explain and to understand. Information acquired through the research with a questionnaire when it is used as data collection instrument, is standardized allowing easy comparison.

Population and Sample Selection

According to Burns and Grove (1993) a population is defined as all elements (individuals, objects and events) that meet the sample criteria for inclusion in a study. The population of interest for this study

consists of the Budget Officer, District Assembly staff, and the Assembly members. The above selected employees of the Assembly were taken as sample for the study. The population of the Municipality according to the 2010 population census, the total population is estimated to 25,470. However, in order to acquire the desired population of the people for the research work, thirty people have been selected out of the total population in the Municipality. The population was divided into strata namely (District Assembly staff, and the Assemblymen using the stratified random sampling technique. A random sampling technique was then applied to each stratum in order to select fifteen Assembly staff, fifteen Assembly members. This two stage sampling methods made it possible to select a sample of thirty people.

Sampling is the selection of a subject of elements from a large group of objects, for the purpose of being able to draw general conclusions about the whole population. It is the technique of sampling any portion of a population as a representative of that population. The significance of sampling comes from the fact that the precision of conducting the sampling procedures will determine the extent to which the research findings are generalized sampling techniques, thus making possible the conducting of otherwise impossible studies by selecting representative units from the population, so results can be used to draw inferences about the total population.

There are two broad types of sampling techniques which include probability and non- probability sampling techniques. For the purpose of this research, the non- probability sampling has been chosen. This sampling technique was adopted as it enables the researcher to select samples that meet the objectives of the study as well as answer the research questions. The technique also enables the researcher to select cases that are particularly informative (Creswell, 2003). The sample for this research is made up of the Municipal staff, and the Assembly members.

PRESENTATION OF DATA

Personal data gathered on this study seeks to analyze and discuss the findings in line with the study objectives which include, to establish other supplementing sources of revenue to the Municipal Assembly for development of communities within the Municipality, to measure the effectiveness of the disbursement of the DACF, to assess the impact of developmental projects on the lives of the people, and to determine whether the Common Fund is used for the intended purpose in the Navrongo Municipality.

Table 1 Internally Generated Funds (IGF) (2010 – 2013)

Year	Budgeted	Actuals	Percentages
2010	146,750.00	132,767.75	90.5%
2011	609,043.45	416,261.88	68.3%
2012	173,010.00	58,734.00	33.9%
2013	545,050.00	273,291.12	30.5%

(Source: Researcher's field work, 2014)

The table depict the Internally Generated Fund (IGF) of the Kassena Nankana East Municipal Assembly (Navrongo) from 2010-2013. There was a remarkable improvement in the internally

generated Fund (IGF) between 2010 and 2011 even though in 2011 there was a decline. In the year 2010, the Assembly budgeted for 146,750.00 and actual total receipt was 132,767.75 indicating 90.5% recovering of the total target or budget. In 2011, the Assembly realized a decreased of 68.3% with a margin of 22.2% against the 2010 target. However, in the year 2012 the Municipality again experienced a further decrease in the actual receipt of IGF recording 173,010.00 as budgeted for the year and actual receipt was 58,734.00 representing 33.9%. The Assembly in 2013, again experiences a further decline in the actual receipt for the year representing 30.5% decrease in 2013. This indicates that the Municipality is in struggling to meet its targets thus exploring all avenues as well as applying the necessary techniques into achieving its target.

Development Partners and NGO Funds Contribution

Contributions from Development Partners and NGO towards the implementation of the programmes have been tremendous over the years. Apart from DACF and IGF, the Kassena Nankana Municipal Assembly (Navrongo) is able to implement its planned programmes and projects over the year due to the support from some development partners and donors such as CIDA, World Bank, CBRDP, IBIS, etc. These contributions have helped the Assembly to implement most of its planned activities in the areas of health, education and governance. Most of them are completed and few are on-going during the year 2014. However, untimely releases of funds by some of the donors do frustrate the Assembly's effort to complete its activities on schedule. The year under review did not release much from some major development partners over the years due to the end of their projects/programmes.

Table 2. Share of Common Fund for (2010-2013)

Year	Amount allocated (GH¢)	Percentage (Increase/Decrease)
2010	953,833.33	-
2011	1,679,616.77	43.21% increase
2012	640,584.76	61.7% decrease
2013	673,994.09	4.9% increase

(Source: Researcher's field work, 2014)

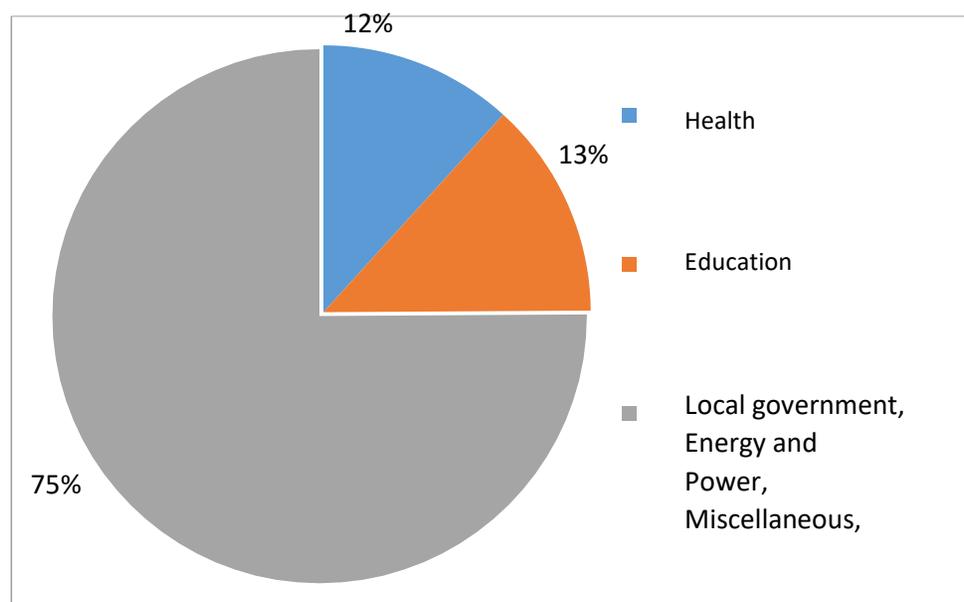
From the table above using 2010 as base year, it can be seen that, the total amount of Common Fund allocated to the Navrongo Municipal Assembly based on the formula approved for that year amounted to GH¢ 953,833.33 to be used on capital development projects. It is also clear from the table that, in 2011, GH¢ 1,679,616.77 was allocated to the Assembly showing 43.21% increment over the previous year. However, in the year 2012 GH¢640,584.76 was allocated to the Assembly for developmental projects indicating 61.7% decrease over the preceding years Common Fund allocated to the Assembly. This reduction could be attributed to the responsive factor for improved/reduction in low local revenue generated for the year. Interestingly, the Assembly's receipt of GH¢ 1,679,616.77 in the year 2011 was an improvement of 43.21% over the preceding year. Again, in 2013, the Assembly received GH¢673,994.09 as its share of the common fund representing 4.9% as shown in the table above. This shows that there was an increment over the previous year. From the analysis above, it can be concluded that, the Navrongo Municipal Assembly's share of the Common Fund fluctuates depending on the formula approved for use for each successive year in response to various factors normally taken into consideration in sharing the Common Fund.

Table 3 Sectorial Analysis of Allocation of DACF for 2010 – 2013

To enhance a coordinated assessment of the impact of DACF on the Navrongo Municipal Assembly, data was classified and analyzed based on the sectors as indicated in the table below

Sectors	Years (Amount Allocated)				Total	
	2010	2011	2012	2013		
	GH¢	GH¢	GH¢	GH¢	GH¢	
Health	114,460	201,554.012	76,870.17	8, 879.29	473,763.47	12
Education	123,998.33	218,350.18	83,276.019	87,619.23	316,743.76	13
Local Gov't. Water, Sanitation KVIP, Energy and Power etc.	715,374.997	125, 9712.58	480,438.57	505,495.57	2,961,021.7275	75
Total	953,833.33	1,679,616.77	640,584.76	673,994.09	3,751,528.95	100

(Source: Researcher's Field work, 2014)



From the pie chart, it can be seen that the health sector received about GH¢473,763.47 for the four (4) years representing 12% of the total share of the Common Fund for the period. This amount was used to construct Community Health Planning Services (CHIPS) Compounds, Maternity blocks, rehabilitate nurses quarters at Wuru, Nakong, Doba, Biu, Bonia among other communities to improve health service delivery in the Municipality.

FINANCES OF THE ASSEMBLY

TABLE 4: Summary of Revenue Performance for (2011 – 2013)

No.	Revenue Inflow	2011(GH¢)	2012(GH¢)	2013(GH¢)
1	GoG	81,052.73	1,165,273.93	570,711.22
2	DACF (Assembly)	1,679,616.77	640,584.76	673,994.09
3	DACF (MP)	34,644.51	23,527.66	74,943.70
4	Sch. Feeding program	323,739.75	662,092.09	903,923.03
5	IGF	416,261.8	58,734.00	273,291.12
6	Dev't. Partner's/Donors	340,520.87	1,005,729.33	-
	Total	3575836.43	3,555,941.77	2,496,863.16

(Source: Researcher's Field work, 2014)

Analysis from the table 4 above shows that the Central Government inflows have remained the major source of revenue to the Assembly. Out of a total Revenue of GH¢2,496,863.16 received for the Year 2013, a chunk comes from the Central Government in the form of salaries and School Feeding representing 59% of the gross inflows. Municipal Assemblies' Common Fund (DACF) representing 27%. Internally Generated Funds (IGF) accounted for only 11 % of the total revenue received for the year. Due to the difficulty the researcher encountered in securing the needed data as planned, and in order to ensure a comprehensive analysis of the trend of performance of the District Assembly in local revenue generation, the researchers decided to take the most current three years' (2011 - 2013) since 2014 is not yet ended (will have an incomplete data).

Table 5: Implementation Status of Assembly Projects (Jointly Funded by DACF and Other Development Partners

2011 – 2014				
Sectors	No. of projects Completed/activities Carried out	No. of projects ongoing/activities yet to commence	Total	Funding sources
Education	22	4	26	DACF/ GETFUND
Water	35	23	58	DACF/CWSA
Health	14	3	17cps	DACF/MOH/HIPC
Local government	10	6	22	-
Energy and Power	-	2	2	-
KVIP	324	13	337	-
Sanitation	-	24	24	DACF/ZOOMLION
Grand Total			553	

(Source: Researcher's Field work, 2014)

The analysis of the data reveals various development partners that are into various sectors of

development in the Kassena Nankana Municipal as shown in the table above. From the table, out of twenty-six (26) development projects funded by both DACF/GETFUND in the Municipality, twenty-two (22) were completed while four (4) were at various stages of completion. For instance, some classroom blocks were constructed at Basina, Namolo, Wuru and Naaga among other communities. Again, 27 teacher quarters has also been constructed and others re-innovated. In the area of Water, thirty-five (35) projects were completed while twenty-three (23) were in the pipeline including boreholes and extension of water supply to communities like Kologo, Gia, Awe, Gaani among others. In the area of health, out of seventeen projects, fourteen (14) are successfully completed while three (3) are still under construction by DACF/MOH/HIPC. In the local government sector, twenty-two (22) projects were being supported out of which ten (10) were successfully carried out and twelve (12) are still under the pipe line. In the Energy sector, two (2) projects are being funded by the DACF and District Development Fund (DDF). 337 Kumasi Ventilated Improved Pit (KVIP) project were supported, out of which three-hundred and twenty-four (324) were successfully executed and thirteen (13) are still under construction. It can also be seen from the table that, twenty-four (24) selected Sanitation projects were earmarked for development. Some selected places of public convenience were and are still under rehabilitation for the period 2010-2013. In collaboration with Messrs Zoomlion, heaps of refuse dumps are being evacuated in the Municipal quest for clean environment.

SUMMARY OF FINDINGS

The decentralization concept which gave birth to the District Assemblies Common Fund established under the 1992 constitution section 252 mandates Parliament to make provision to allocate not less than five percent (5%) of the total revenue of Ghana to the District Assemblies for development which is paid into the District Assemblies Common Fund account in quarterly installments.

According to the report, apart from the District Assemblies Common Fund, Kassena-Nankana East Municipal also generates revenue from rates, lands, fines, licenses, rent, and miscellaneous known as local or traditional sources which are woefully inadequate to support the day-to-day operations of the Municipal Assembly.

In developing the formula for sharing the Common Fund, a number of factors are taken into consideration. These are the needs of the people, how responsive the Assemblies are in revenue mobilization, equal service pressure factor and the Sanitation factor.

The study showed that, the District Assemblies Common Fund is associated with serious challenges including the delay attributed to the system used in transferring the fund, delays in submitting reports or returns on the use of the fund by District Assemblies, over reliance of Assemblies on the DACF for every activity of their Districts among others. It was also established that, the DACF is intended to supplement the efforts of the DAs in revenue generation, and is used exclusively for development projects.

CONCLUSION

From the analysis, it can be concluded that, the Navrongo Municipality share of the Common Fund fluctuates depending on the formula approved for use for each successive year in response to various factors normally taken into consideration in sharing the Common fund.

The findings established that, the lives of people of the Municipal is enhanced in health service delivery through the construction of a kitchen and Community Health Planning Services (CHIPS) Compounds, Maternity block, rehabilitate nurses quarters at Wuru, Nakong, Doba, Bonia, Bui among others communities to improve health service delivery in the Municipality.

Furthermore, the Educational sector received 13% of the Municipal share of the Common fund for period, and this was used to build more schools, supplied more textbooks, dual and mono desks to the new and existing schools at various communities in the Municipality. The Municipal Assembly also sponsored teacher trainees and posted them to the schools to build a better environment for an enhanced teaching and learning in the Municipality. This would go a long way to build a strong human capital for the development of the district for a better future.

The local government sector and other sectors as indicated in the chart receive 75% of the Municipal share of the Common Fund over the period. This was used to support the following programmes: rehabilitate feeder roads in various communities, disaster programmes, Assembly training and capacity building, District Assembly and regional celebrations/programmes, security activities, among others.

From the year 2010 to 2013, the municipality has increase its water coverage alongside sanitation. However, the area of sanitation is still a problem for the assembly. More public toilets were also constructed across various communities to enhance sanitation in the Assembly. Rural electrification was embarked upon which connected some communities within the area.

All these projects, thanks to the Municipal share of the Common Fund for the period, has no doubt improved the socio-economic lives of people of the various communities in the Assembly in various ways.

It can also be inferred from the trend of results of the data that, Navrongo Assembly expended far more than what it achieved in revenue meaning that, low revenue mobilization has been identified as a major problem facing the Assembly. It can also be concluded that, part of the Common fund or part of other sources of funding was used in recurrent expenditures without which the Assembly cannot run on local revenue generation.

The findings also established that, the Assembly is blessed with many development partners, who are into various facets of development and supporting the Assembly in funding various development projects in the area of Education, Economic, Agriculture, Sanitation, Local government among other sectors. This goes a long way to engender universal improvement in the living conditions of the people of the area.

In all, the supplementary budgets for the period under review give testimony to the fact that, the direction given for the application of the Municipal share of the common fund is actually used for its intended purposes, even though the assembly's expenses are more than the local revenue it generates as revealed by the report.

RECOMMENDATIONS

As a result of the data and the discussions made, the researcher came out with the following recommendations;

(1) It is observed from the results of the revenue and expenditure indicators of the Assembly that, the Assembly is financially handicapped and efforts have to be made to improve upon local revenue mobilization which involves systematic revenue forecasting and budgeting. The use of revenue tax

force in enforcing tax payment should be adopted by the Assembly in the Municipality and the involvement of the chiefs and Assembly Members to enforce the revenue paying duties. The Assembly should undertake sensitization and awareness programmes to make the people understand their civic responsibility of paying tax. Also, the Assembly should strengthen its supervisory teams to be vigilant and do strict supervision. There is also the need to compile records of all ratable properties for valuation, government should ensure adequate and timely release of funds to the Assembly to enhance the smooth operations of the Assembly, the Assembly should properly plan its expenditure to avoid excessive spending, maintain the peace and security to attract Non-Governmental Organization (NGO) and other development partners to the Assembly to help improve peoples' lives through project, programmes and jobs.

(2) It was also discovered that, a lot of successes have been chalked, thanks to the Assembly's share of the common fund for the period, but the researcher recommend that, more work still needs to be done to ensure the total improvement of the socio-economic lives of people of the various communities in the Assembly in various areas of health, education, peace and security, income generation among others through projects, programmes and job creation.

The assembly should build solid human capital through more major interventions in education, health; invest in economic infrastructure and income generating activities towards poverty alleviation.

(3) The study noted that, late release of the common fund, affects the Assembly in its planning and execution of projects. The researcher recommend to the government to ensure adequate timely release of funds to the Assembly to enhance the smooth operations of the Assembly. The Assembly should properly plan its expenditure to avoid excessive spending.

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