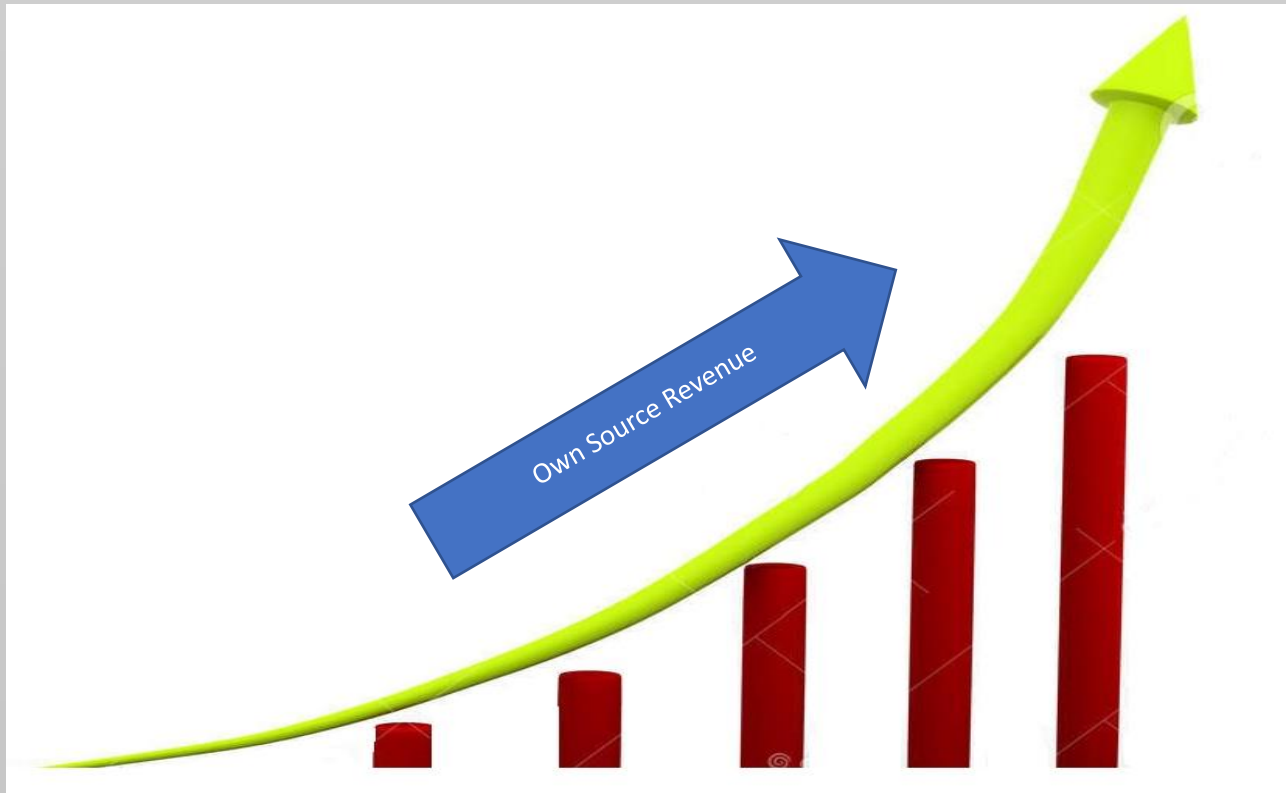


# Increase Own Source Revenue for Social Service Delivery in Kambia District

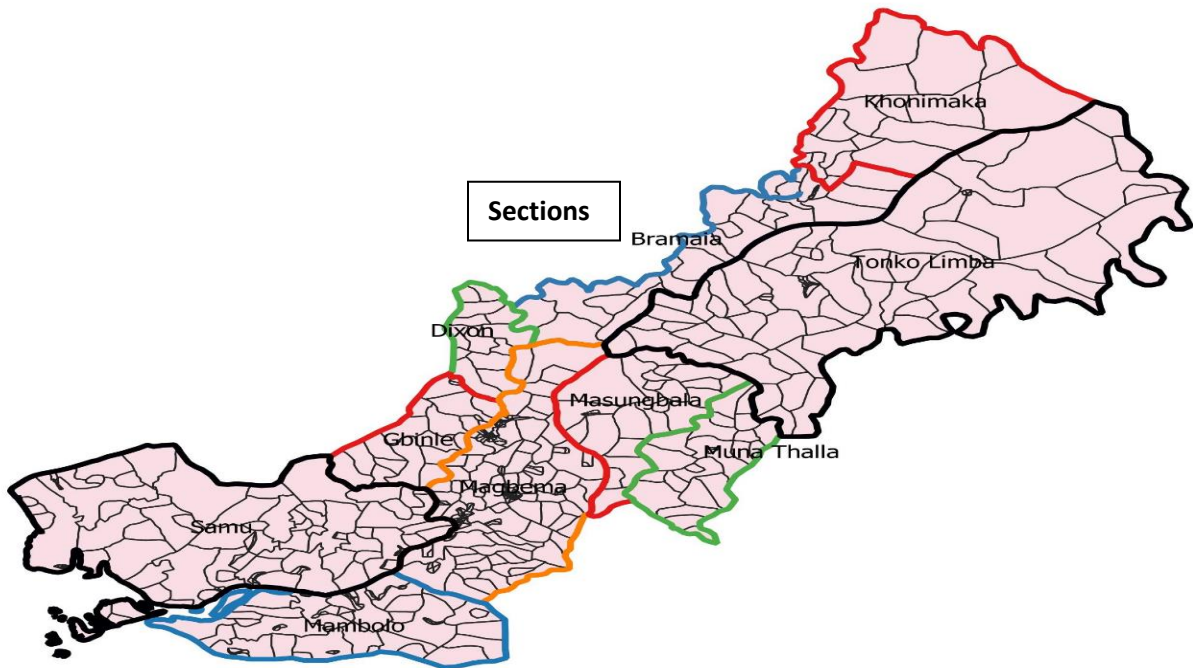
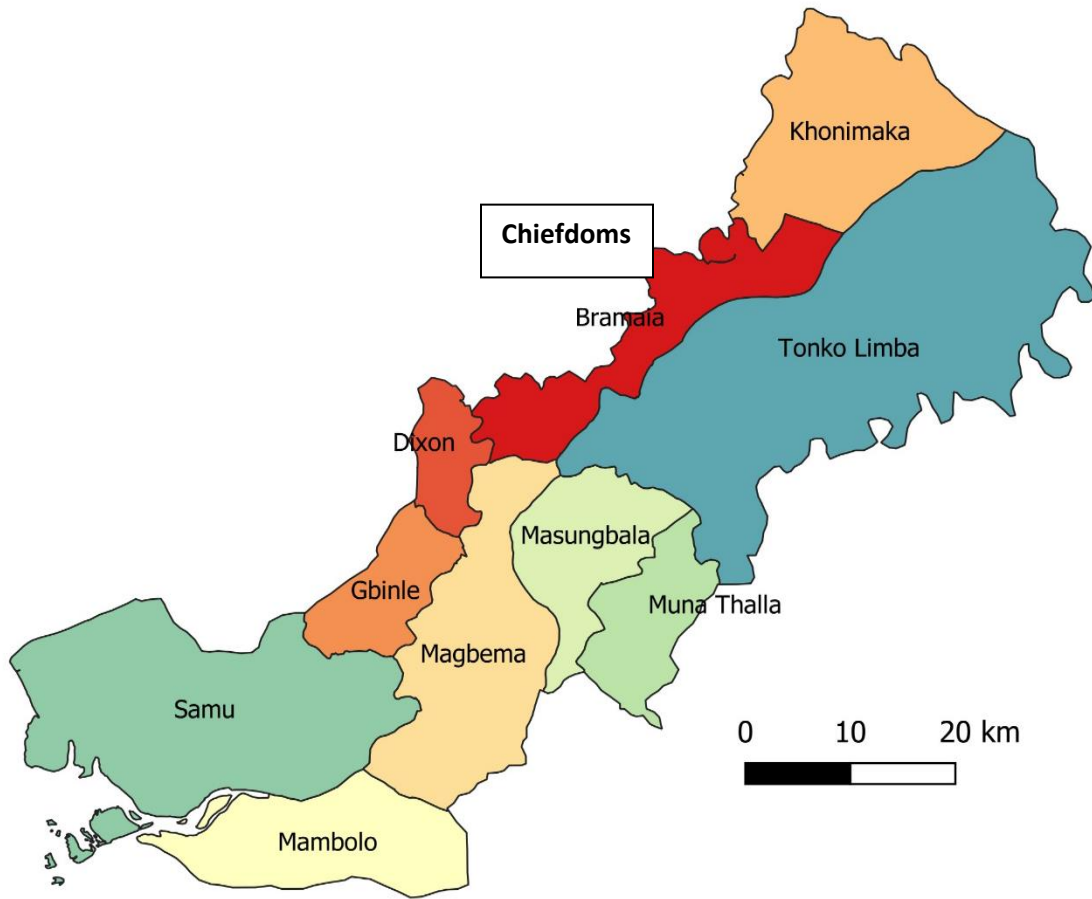


## Revenue Mapping Report for Kambia District Council- Sierra Leone



May 2021

# MAP OF KAMBIA DISTRICT



## Acknowledgement

We are pleased to present a comprehensive Revenue Mapping Report for Kambia District, capturing major and minor revenue streams and potential other revenue streams. This is the first time BAN has undertaken such a study, specific to the district border town, covering the fiscal year 2020/21, to be able to determine the projected and actual revenues of the KDC on one hand.

A comparative analysis of the KDC's expenditure from own-source revenue, on the other hand, gives a vantage point to draw a line between the use of own-source revenue for quality service delivery on the citizens versus the administrative cost utilised by the Council over the period.

The social construct around paying taxes, is to ensure that the district is developed, in-as-much as Council authorities continue to rake in resources from the people. A clear call for transparency and accountability on the use of own-source revenue paves the way in-between cultivating the culture of trust on the side of the citizens towards Council authorities, and for the Council to be able to improve in their revenue generation drive going forward.

We intend to provide a clear pathway upon which the KDC should tread and continue to improve on future revenue generation without losing the trust of the citizens in a way. So therefore, results of this study can be very useful to push the KDC through the line to succeed in their mandate which is to ensure local development of the district.

Thanks to programme staff of Budget Advocacy Network for their extensive inputs in crafting this report. Their comments and editing of the final report helped a whole lot for the quality at hand. Multitude of thanks to ActionAid team for their inputs and comments. Another thanks to the Kambia District Council for using some of their diagrams and content to explain the mandate and function of the Kambia District Council.

Special thanks to the European Union for providing funding for this work under the '**Action for Inclusive Social and Economic Service Delivery in Kambia**' project and ActionAid Sierra Leone for providing leadership.

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## Acronyms

AASL –Action Aid Sierra Leone  
 AC –Accounts Clerks  
 ACC –Anti-Corruption Commission  
 BAN –Budget Advocacy Network  
 BL –Business Leaders  
 CA –Chief Administrator  
 CSOs –Civil Society Organisations  
 CSE –Contract Service Employees  
 DC –Deputy Chairman  
 DCA –Deputy Chief Administrator  
 DO –Development Officer  
 DPO –Deputy Programmes Officer  
 DSA –Daily Sustenance Allowance  
 DMI&E –Detailed Monthly Income & Expenditure  
 DSM –District Stakeholders Meeting  
 DS –Devolved Sectors/Devolved Staff  
 E&SO –Environmental and Social Officer  
 EU –European Union  
 FBO –Farmer Based Organization  
 FO –Finance Officer  
 FSA –Financial Services Association  
 GDO –Gender Desk Officer  
 IA –Internal Auditor  
 KDC –Kambia District Council  
 KaBTAN –Kambia Budget Tracking and Accountability Network  
 LCs –Local Chiefs  
 LAs –Local Authorities  
 LGA –Local Government Act  
 MCS –Monthly Council Meetings  
 MFI –Micro Finance Institutions  
 MoU –Memorandum of Understanding  
 MPAS –Mobile Personal Address System  
 M&EO –Monitoring and Evaluation Office  
 NASSIT –National Social Security and Insurance Trust  
 OSR –Own-Source Revenue  
 OSI –Own-Source Income  
 PCM –Paramount Chief Meetings  
 PO –Procurement Officer  
 PRS –Potential Revenue Streams  
 PHUs –Peripheral Health Units

PWDs –Persons with Disabilities  
QSD –Quality Service Delivery  
RDO –Rural Development Officer  
T&A –Transparency and Accountability  
ToR –Terms of Reference  
WCHP –Weekly Council Hour Programme  
WE –Works Engineer

## Introduction

ActionAid Sierra Leone (AASL) and its partners Budget Advocacy Network (BAN) and ABC Development are implementing a three-year European Union funded project titled “*Action for Inclusive Social Economic Service Delivery in Kambia District*”. The project is being implemented in 40 communities in 13 Wards across 5 of the 10 Chiefdoms in Kambia District. The 5 Chiefdoms are Magbema, Samu, Masumbala, Dixon and Khonimakha. The overall objective of this project is to contribute to the country’s long-term stability, equitable growth, poverty reduction, democratization and the rule of law, and to foster an integrated local development approach. This is done through strengthening the capacities of relevant actors involved with a view to achieving integrated development strategies and initiatives. The goal of the project is “*civil society actors and citizens make active contribution to promote democratization, inclusiveness and sustainable local development in Sierra Leone*”. A key component of the project is the intensive development of managerial, organizational, and technical capacities of CSOs identified through the mapping and baseline exercise as working on civic education and governance issues in Kambia District. The capacity assessment is to inform capacity development activities under this project. Supporting capacity development processes effectively requires identifying what capacities exist and what additional capacities may be needed to achieve project objectives.

It is recommended that Budget Advocacy Network and its partners conduct a rigorous training for local CSOs targeted at building their capacity to play an intermediary role between citizens and local authorities. Youth, men, women and PWD leaders are being capacitated to set up platforms for inclusion, transparency, and accountability. Capacity development programmes are built on skills and how to collate the demands of members, present these demands to service providers, track development processes and ensure these demands shape policy making processes.

Civil society organizations play a critical role in reminding state actors of their responsibilities to be more transparent and accountable with the management of public resources. However, some CSO’s are often faced with the knowledge gap on mapping local revenue streams. Such an area is key in the process of advocating for transparency and accountability at all levels in the utilization of state and local resources. This gap is being addressed through trainings which BAN and its partners are supporting KaBTAN members in Kambia with funds from the European Union

It is on this background that the Budget Advocacy Network conducted a thorough training for KaBTAN members for the purpose of developing a revenue mapping report for the Kambia District Council.

### Objective

The overall objective is to map the revenue streams of the Kambia District Council with a focus on increase in revenue generation in the future.

The specific objectives include:

- ❖ Tracking all revenue streams of the Kambia District Council for 2020
- ❖ Monitor the revenue streams from which the Kambia District Council collected revenue in 2020
- ❖ To assess the extent to which council made effort to collect revenue in 2020.
- ❖ Identify potential future revenue sources

## Scope of Work

The mapping looked at all revenue streams collected in 2020 and those to be collected by the Kambia District Council in the future in a bid to assess which of the revenue streams was collected fully, partially and not collected at all and other potential sources and their viability.

## Data Collection Method

The data collection methods include the following: review of existing records and information on Kambia District Council own-source revenue; the use of a semi structured discussion guide and questionnaire.

*Review of Existing Records:* Existing lists of own revenue was collected from the Kambia District Council and were reviewed to determine which revenue was collected fully, partially and not collected at all.

*Use of semi structured discussion Guide:* Semi structure discussion guide was used to capture information from the council with respect to their dealings in the areas of their operations. The discussion guide was designed to elicit information on the undermentioned areas: Taxable items, items that are currently taxed by the council; items that the council is supposed to tax but unable to collect; level of tax collected; administration of the tax revenue, shared tax between council and the chiefdom governance and accountability of the revenue.

*Use of questionnaire:* Questionnaire was used to solicit information from the councils and tax payers on taxes meant for the local council.

These data collection methods were used to gain insight into the mapping of the council own-source revenue; their operational contexts; the levels of capacity to collect the tax and use of it. It was also beneficial to solicit information on coordination efforts among the various stakeholders for the purpose of learning and sharing.

The mapping used both qualitative and quantitative techniques. This was done by a number of ways. Firstly, a desk review was done to ascertain the level of interventions for the targeted groups. Secondly, stakeholders identified were requested to identify and provide information on council own sources revenue and areas that have revenue potentials for service delivery.

## Data Analysis

Data obtained from the participatory mapping exercise, using semi discussion guide, was extracted manually and entered into excel software for onward analysis to produce tables and charts where necessary.



## About the Kambia District Council

This section discusses the profile and demographic indicators of the district. It also gives the mandate, vision and administrative set up of the district.

### Kambia District Council Profile

Kambia District is in the North-Western Province, and borders with the Republic of Guinea to the North, Port Loko district to the South and Bombali district to the East. Kambia town is the largest town, and the district Headquarter. As of the 2015 census, the District had a population of 343,686, which is ethnically diverse. The largest and most prominent ethnic groups are Temne, Susu, Limba, Fula, and Mandingos and with an overwhelming Muslim population. The district provides a vital trade route between Sierra Leone and the neighboring Republic of Guinea. It occupies a total area of 3,108 km<sup>2</sup> (1,200 sq mi). The average household size is 7 people per family<sup>1</sup>. There is a wide variation in different indicators between urban and rural populations, such as the number of livelihood activities, access to education and health facilities, mortality and morbidity rates, etc.

The district is made up of ten chiefdoms as the third level of administrative subdivision. The chiefdoms are: Bramaia, Khonimakha, Gbinle, Dixon, Magbema, Mambolo, Masumgbala, Thala, Samu, and Tonko Limba.

The district is considered as one of the main rice bowls of Sierra Leone. It has a large agricultural zone with extensive swamp areas found in every chiefdom. However, the south-west is dominated by mangroves and large river estuaries. The rest of the vegetation composed of a mix between forest to the south and grassland or savannah to the north east, with an annual rainfall of over 3,000 mm<sup>2</sup>. The district has an impressive potential for upland, inland valley swamp and mangrove swamp farming.

The population is mainly farmers, practicing off-season activities such as gardening, hunting and migrant labor. The major food crops grown by the people include: rice (the staple food), cassava, millet, sweet potatoes and sorghum, while groundnuts and maize constitute the major cash crops. In addition to farming, fishing along the many river/estuaries and streams is practiced by a large proportion of the population of the district. Fishing is an important source of income for the district, as traders come from other areas on both sides of the border to the fishing Islands and enclaves. This sector more than any other, demonstrates the division of labor between men and women in the community. While the men are the fishers, the fish trade is completely dominated by the women. Animal rearing of sheep and goats on small-scale units has declined because of forced sales in order to compensate for the chronic fall in agricultural production and the subsequent rural poverty. Outside agriculture, commerce is probably the most important source of income for the population. One such important source of trade is the traditional weekly market known as the "LUMAH" along the border. Traders use to come from various parts of both countries, from as far as Conakry, Nzerekore, Macenta and Faranah in Guinea and from Provincial Headquarters Towns of Bo, Kenema, Kono, Makeni and the Capital City of Freetown, giving these markets a true international character. The produce offered are mainly agricultural and food products, clothes and some imported consumer goods. Like other commercial activities, women traders from both sides of the border were the principal sellers in such markets, travelling from one town and village to

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<sup>1</sup> 2015 census

<sup>2</sup> <http://documents1.worldbank.org/curated/en/896761468776995182/pdf/multi0page.pdf>

the other. However, men are increasingly participating in commerce and a pattern of division of labor between sexes can be observed as the women trade mainly in agricultural products and processed food items while the men trade mainly in imported consumer goods.

## **Mandate**

The Mandate of the council is consistent with section 20 of the LGA 2004. This section stipulates that Local Councils including the Kambia District Council, is the highest political authority with both legislative and executive powers to be exercised in accordance with this Act or any other enactment. This means that the council is responsible generally for promoting the development of the locality, and the welfare of the people with the resources at its disposal and with such resources and capacity as it can mobilize from the Central Government and its agencies, National and International Organizations, and the Private Sector.

In the execution of its development mandate, Kambia District Council established eleven (11) working committees, two of which are mandatory committees as required by the Act. The committees include: Development Planning Committee (mandatory by law); Budget & Finance Committee (mandatory by law); Health & Sanitation Committee; Education Committee; Youths & Sports Committee; Forestry & Food Security Committee; Human Resource & Establishment Committee; Works & Road Maintenance Committee; Energy & Water Resources Committee; and Gender Committee.

## **Vision/Objectives**

The vision and objectives of Kambia District Council include the following:

- Transform Kambia District Council into a viable vehicle that will ensure improved access and affordable service delivery
- Ensure local community reconstruction through capacity building
- Improve local participation and involvement in decision-making process and development projects.
- Improve effective revenue collection strategy
- Improve the socio-economic welfare of the residents of Kambia District
- Promoting private sector investment to bolster Local Economic Development (LED)
- Harness and strengthen resource development (human/material resources) for a competent, private led economy and knowledgeable workforce.
- Build the capacity of local communities for self-reliant development projects at different sector levels
- Ensure a responsive and accountable district council
- Increase democratic awareness and good governance within the district's jurisdiction.

## **Mission Statement**

The Kambia District Council exists to promote socio-economic and local economic development for improved service delivery through the involvement and participation of its resident, whom decisions affect the most.

## **Administrative Setup/Organogram**

The Kambia District Council politically comprises twenty-two (22) elected Councilors from the 22 Wards located in the ten (10) Chiefdoms in the District. Each Ward comprises 10 Ward Committee Members, at least five (5) of whom are women. The council is administratively

governed by fourteen (14) core staff supported by devolved sector staff directly in charge of executing devolved functions. The Chief Administrator is the administrative head of the council and serves in the capacity as Principal Adviser to the Chairperson who is the political head of the district and directly supervises the Chief Administrator. The Deputy- Chief Administrator is an important officer who supports the Chief Administrator in the day-to-day operations of the council. They are both been assisted by other core staff of the council.

The office of the Local Council Finance Officer serves as a direct point of contact for all financial transactions of council and works directly under the supervision of the Chief Administrator. The Development Planning Officer is the head of the Development Planning & Management Department and directly supervises the M&E and the Gender Officer of the Council. There is an Internal Auditor who at intervals of three months prepares a report on the internal audit work carried out by the internal audit department on the finances of the council. This is to ensure prudent financial management systems in council. There is also a valuation department headed by the Valuator who is directly responsible to provide technical advice and input into valuation of properties within the council jurisdiction. The Works Engineer supervises all infrastructural projects of council. Other core staffs (IEC, Environmental, Gender etc.) all have specific roles and responsibilities in line with their respective Terms of References. The Council has as part of its working staff, contract service employees who give support to council staff operations. A detailed organogram is attached as annex.

## Analysis of Findings

This section presents analyzed results of revenue mapping streams of the five targeted chiefdoms in the district. The findings are presented in two forms. First, about the Chiefdom classification including sections, villages and major rivers running through communities and villages that are critical in revenue generation. Second is about the age, sex, revenue streams and level of compliance.

### Kambia District Classification

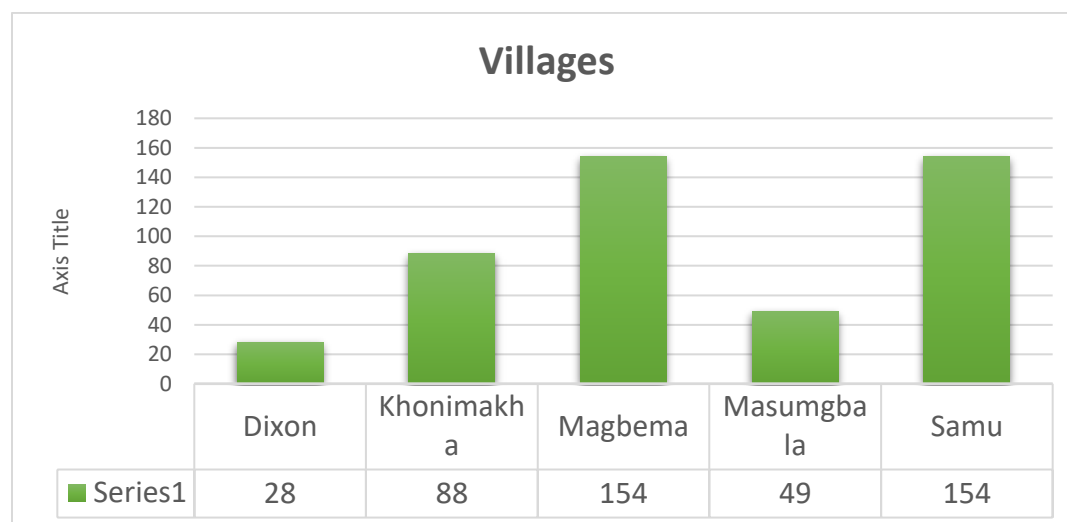
Kambia District Council has 10 chiefdoms. 5 of them which fall within the study area are classified into 2 Classes of A, 2 Classes of B and 1 Class of C. The details of the classification of the chiefdoms are shown in table 1. The classification from A-C is in the significance of revenue potentials, A being the highest and C the lowest revenue generation spots.

**Table 1: Classification of Chiefdoms**

No	Chiefdom	Class A	Class B	Class C
1	<u>Khonimakha</u>		√	
2	<u>Dixon</u>			√
3	<u>Magbema</u>	√		
4	<u>Masungbala</u>		√	
5	<u>Samu</u>	√		

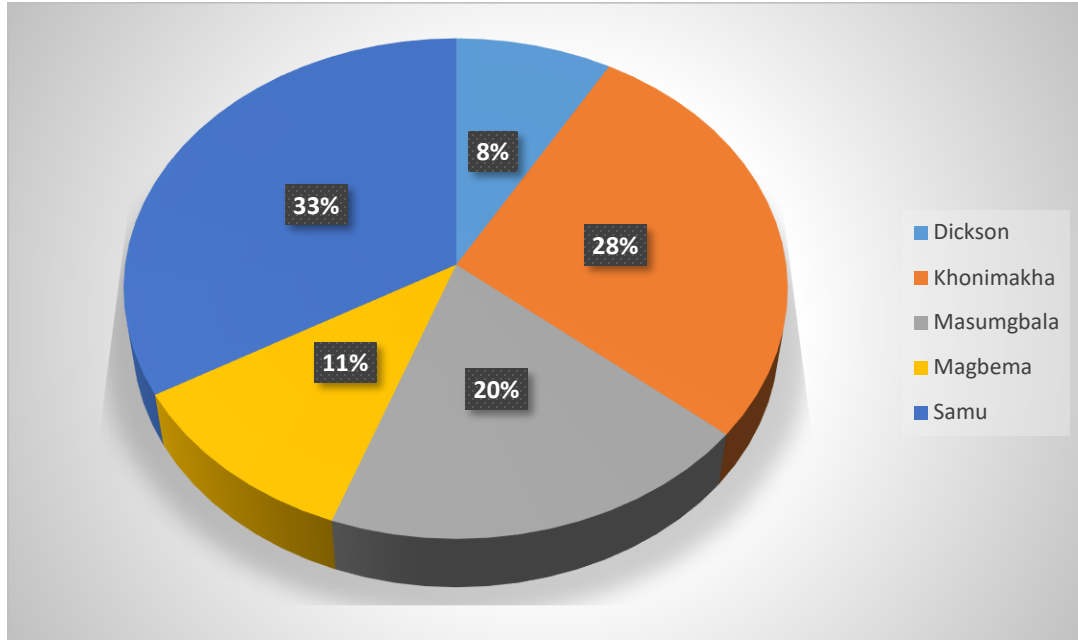
The study area has a total of 36 sections and 473 villages scattered across all the sections. Details of the distribution of sections and villages by chiefdoms in the study area is depicted in the figures below;

**Figure 1: Distribution of villages/communities in the targeted Chiefdoms**



**Figure 2: Number of Sections per Chiefdom**

(Dickson – 3, Khonimakha – 10, Masumbala – 7, Magbema – 4 & Samu – 12. Totaling 36)



There are seven (7) major rivers running through most villages/towns in Kambia District. The list below shows the rivers across five of the ten Chiefdoms in Kambia District.

**Table 2: Rivers that run through the villages**

No	Chiefdoms	Names of Rivers	The number of villages along rivers
1	<u>Khonimakha</u>	Great Scarcies (Kollenten)	8 villages
2	<u>Dixon</u>	Great Scarcies	
3	<u>Magbema</u>	Great Scarcies	2 villages
4	<u>Masumbala</u>	Great Scarcies	50 villages
		Little Scarcies	30 villages
5	<u>Samu</u>	Makuma river	2 villages
		Rokon river	
		Great Scarcies	
		Kagbana river	
		Bature river	
		Foso river	
		Kangbor river	

## Revenue Data Analysis

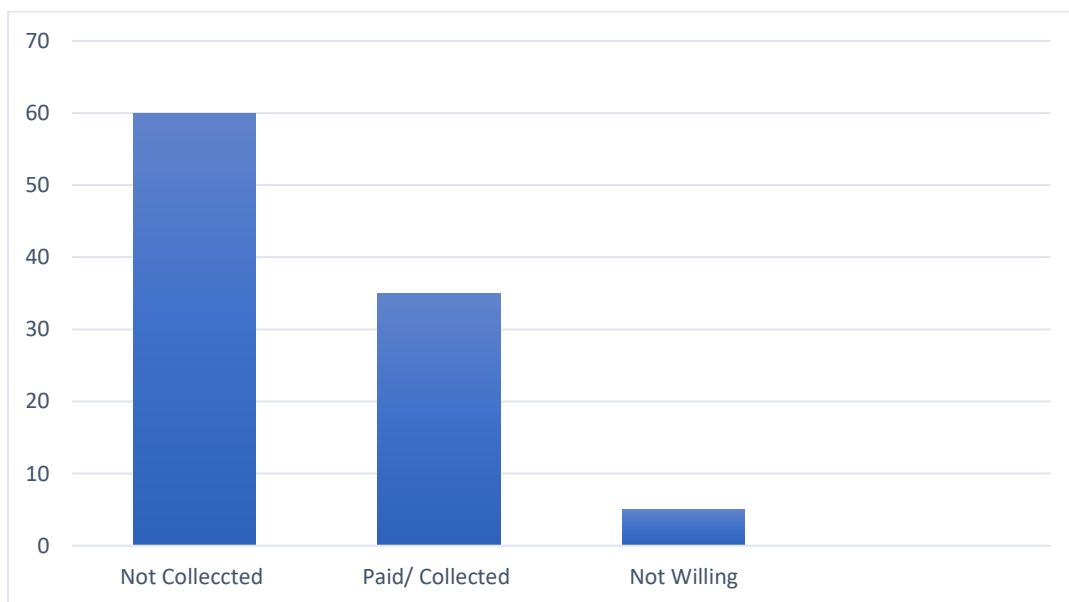
### Sex

NO	MALE	FEMALE	PERCENTAGE %	
			MALE	FEMALE
1	19	48	28%	72%

Out of the 67 respondents targeted, 19 were males of which 3 were Persons Living with Disabilities and 48 which includes 7 persons with disabilities were females.

From this analysis, it is very clear that the majority of the respondents were females with the male folks being in the minority.

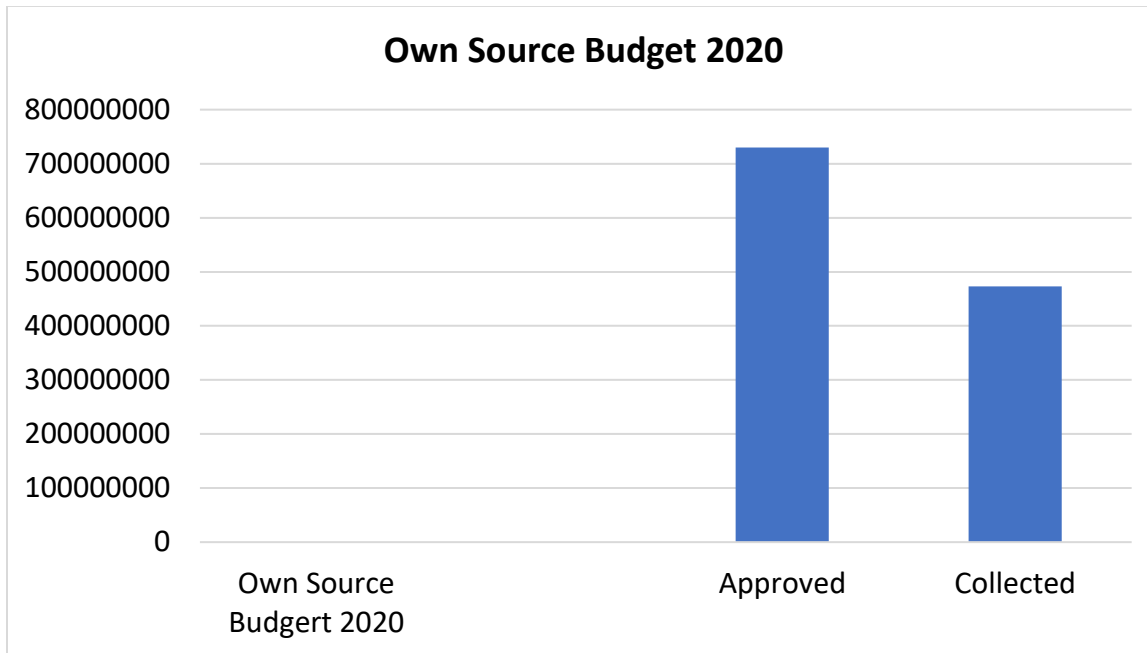
**Figure 3: Tax Compliance**



**65% of respondent stated that they do not pay tax and market due in 2020**

In terms of tax and market dues compliance, result from this research indicated above shows that only 35% of respondents admitted to have paid taxes and dues to council in 2020. 65% of them did not pay at all. 60% of the respondents said that some of the taxes and dues were not collected and only 5% of them indicated that they did not pay because council is not responding to their needs.

**Figure 4: Approved own-source budget 2020 and what is collected**



**36% of the approved own source revenue for Kambia District Council for 2020 was not collected**

As indicated above the government of Sierra Leone approved own-source revenue budget proposed for 2020 was Le730, 000,000. However, 65% or Le472, 864,000 was collected. Le257, 136,000 (36%) was not collected for the following reasons:

- I. Most people cannot distinguish between Council and Chiefdom dues.
- II. Much sensitization and tax education were not done by council during the financial year 2020.
- III. There was and still is inadequate involvement of CSOs and other community leaders in tax education and own source revenue generation.
- IV. Some people are not willing to pay local taxes on the excuse that Council has not been transparent and accountable in the collecting, recording and reporting of own source revenue.

**Table 3: Revenue proposals, actual collection and percentage**

REVENUE SOURCE	BUDGETED	ACTUAL COLLECTED	% COLLECTION
LOCAL TAX PRECEPT	53,135,620	2,655,000	4.997
BUILDING/LAND PLAN PERMIT	1,400,000	18,630,000	1330.714
BUS. LICENSE	240,160,000	39,231,000	16.335
BUS. REGISTRATION	23,635,000	19,010,000	80.432
FOREST PRODUCE	2,500,000	3,020,000	120.800
PERIODIC MARKET TOLL	10,560,000	13,650,500	129.266
HALL RENTAL	19,200,000	25,227,500	131.393
NGOs	5,060,000	10,200,000	201.581
CBOs & Bos	7,360,000	13,110,000	178.125
LORRY PARK	46,800,000	12,053,000	25.754
CANOE REG. & PERMIT	17,488,000	4,010,000	22.930
KDC FACILITIES	100,890,000	18,300,000	18.139
LOCAL COMMODITIES	13,321,000	99,312,500	745.533
MARRIAGE	4,500,000	600,000	13.333
GARBAGE	7,500,000	1,440,000	19.200
SURFACE/LAND LEASE RENTAL	12,800,000	142,701,212	1114.853
PROPERTY RATE	168,098,904	49,713,773	29.574
<b>TOTAL</b>	<b>734,408,524</b>	<b>472,864,485</b>	<b>64.387</b>

**Table 4: Rate schedule and revenue assumption by source FY 2021**

Source	Rate/Unit (Le)	No. of Units/base	Estimates	
Local Tax	5,000.00	67,038		-
Magbema Chiefdom	5,000.00	14,000	95%	13,300,000.00
Tonko Limba Chiefdom	5,000.00	10,500	95%	9,975,000.00
Gbinleh Chiefdom	5,000.00	3,540	95%	840,750.00
Dixon Chiefdom	5,000.00	1,789	95%	424,887.50
Mambolo Chiefdom	5,000.00	10,408	95%	9,887,600.00
Samu Chiefdom	5,000.00	7,748	95%	7,360,600.00
Khonimakha Chiefdom	5,000.00	2,480	95%	589,000.00



Masumbala Chiefdom	5,000.00	4,582		95%	3,264,675.00
Bramaia Chiefdom	5,000.00	7,416		95%	5,283,900.00
Munu Thalla Chiefdom	5,000.00	4,575		95%	1,086,562.50
Property Rate					854,253,913.40
Dwelling	79,336.04	11,616		80%	737,253,913.40
Commercial	250,000.00	520		90%	117,000,000.00
Market dues					369,000,000.00
Regular	36,000,000.00	10		80%	288,000,000.00
Weekly	18,000,000.00	5		90%	81,000,000.00
Business Names Registration					115,000,000.00
Registration of Business - Premium	1,500,000.00	20		100%	30,000,000.00
Registration of Business - Class I	1,000,000.00	30		100%	30,000,000.00
Registration of Business - Class II	750,000.00	40		100%	30,000,000.00
Registration of Business - Class III	500,000.00	50		100%	25,000,000.00

Licenses					506,345,000.00
Lockable Stores License	250,000.00	250		100%	62,500,000.00
Kiosk License	50,000.00	200		90%	9,000,000.00
Omolankay /Push Cart Hawkers	20,000.00	100		90%	1,800,000.00
Bicycle Licenses	20,000.00	150		90%	2,700,000.00
Watch Repairer License	20,000.00	10		80%	160,000.00
Welding Shops License Fees	250,000.00	46		90%	10,350,000.00

Motor Garage (Small) Fees	150,000.00	50		90%	6,750,000.00
Motor Garage (Large) Fees	250,000.00	25		90%	5,625,000.00
Honda Garage	100,000.00	50		90%	4,500,000.00
Radio Repairer License	50,000.00	10		90%	450,000.00
Bakery/Cookery Shop License Fees	100,000.00	20		80%	1,600,000.00
Mercury Lottery (per Machine)	100,000.00	5	5	100%	500,000.00
Mobile Money Agent	150,000.00	15	10	100%	2,250,000.00
Charcoal Seller License	10,000.00	55		80%	440,000.00
Bicycle Repairer License	50,000.00	5		80%	200,000.00
Hairdresser and Dyer License	50,000.00	16		80%	640,000.00
Entertainment License	500,000.00	21		90%	9,450,000.00
Restaurant Permit	250,000.00	10		90%	2,250,000.00
Palm Wine Sellers Tax	50,000.00	50		90%	2,250,000.00
Tailor and Seamstress License	100,000.00	54		90%	4,860,000.00
Drug Store License	300,000.00	34		100%	10,200,000.00
Political Party Office	5,000,000.00	5		100%	25,000,000.00
Class A (Building Materials shop)	500,000.00	50		80%	20,000,000.00

Class B (Boutique/Provision Shop)	350,000.00	10		80%	2,800,000.00
Class C (General)	150,000.00	250		100%	37,500,000.00

Class D (Cigarette Table)	50,000.00	100	80%	4,000,000.00
Carpentry shop	150,000.00	24	100%	3,600,000.00
Black Smith	50,000.00	5	100%	250,000.00
Barbing Shops	50,000.00	25	100%	1,250,000.00
Video Centers/Cinem a	150,000.00	15	100%	2,250,000.00
Fuel stations	1,500,000.00	9	100%	13,500,000.00
Slaughter House	250,000.00	2	100%	500,000.00
Motel - Class C	300,000.00	0	0%	-
Man Power- saw	100,000.00	100	100%	10,000,000.00
Guest House License Fees	350,000.00	5	100%	1,750,000.00
Auto Spare Parts Large	350,000.00	5	100%	1,750,000.00
Auto Spare Parts Small	250,000.00	8	100%	2,000,000.00
Radio Station	200,000.00	4	100%	800,000.00
Marriage Certificate	100,000.00	150	80%	12,000,000.00
Quarry	2,000,000.00	1	100%	2,000,000.00
Tea shops/ Ataya base	50,000.00	28	80%	1,120,000.00
Communicatio n Tower	5,000,000.00	18	100%	90,000,000.00
Bank	5,000,000.00	1	100%	5,000,000.00
Community Bank	2,000,000.00	2	100%	4,000,000.00
Financial Services Association				
Mobile Bank	2,000,000.00	0	0%	-
Mining Company - Exploration	5,000,000.00	1	100%	5,000,000.00

Hotel - Class A	1,500,000.00	0	0%	-
Micro Finance Institution	500,000.00	2	100%	1,000,000.00
International NGO	7,500,000.00	5	100%	37,500,000.00
FSA Bank	500,000.00	5	100%	2,500,000.00
Hotel - Class B	1,000,000.00	0	0%	-
Phones & Sim Cards Sellers	100,000.00	70	100%	7,000,000.00
Local NGO	500,000.00	20	100%	10,000,000.00
Cattle Sellers	200,000.00	50	90%	9,000,000.00
Community Based Organization (CBO)	250,000.00	20	100%	5,000,000.00
Photocopying & Laminating Services	100,000.00	5	100%	500,000.00
Roast Meat Sellers	50,000.00	5	100%	250,000.00
Mobile Charging Centres	50,000.00	50	100%	2,500,000.00
Disco/Musical Set Rental	50,000.00	5	1000%	2,500,000.00
Bakery	50,000.00	15	100%	750,000.00
Photo Studio	50,000.00	2	100%	100,000.00
Meat Stall	50,000.00	10	100%	500,000.00
Pot Makers	50,000.00	10	100%	500,000.00
Poultry	200,000.00	3	100%	600,000.00
Honda Garage	100,000.00	55	100%	5,500,000.00
Private Hospital/Clinic	500,000.00	2	100%	1,000,000.00
Fisheries	150,000.00	0	0%	-
Pharmacy	500,000.00	4	100%	2,000,000.00

Timber Store	150,000.00	5		100%	750,000.00
Mobile Phones Kiosk	250,000.00	40		100%	10,000,000.00
Telecommunication Companies (Shops)	5,000,000.00	3	3	100%	15,000,000.00
Farmers Based Organization (FBO)	150,000.00	44		100%	6,600,000.00
Private Schools	250,000.00	3		100%	750,000.00
Vocational Training School	250,000.00	0		0%	-
Fees & Charges					462,060,000.00
Other Property income - Store rental	1,000,000.00	200	1	100%	200,000,000.00
Lorry Parks due	6,000,000.00	6		100%	36,000,000.00
Hall Hire Fees	750,000.00	150		100%	112,500,000.00
Sale of Tender Documents	300,000.00	48		90%	12,960,000.00
Mineral Resources - Royalties	50,000,000.00	1		15%	7,500,000.00
Bill Board/Sign Post Erection Fees					-
Small -	100,000.00	50		100%	5,000,000.00
Medium -	250,000.00	30		100%	7,500,000.00
Large -	500,000.00	5		100%	2,500,000.00
Sand Mines	50,000.00	50		100%	2,500,000.00
Miscellaneous Receipts	50,000,000.00	1		80%	40,000,000.00
Ground Lease Fee	150,000.00	30	100	80%	3,600,000.00

Building Permit	200,000.00	200		80%	32,000,000.00
Total					<b>2,358,671,888.40</b>

The above estimate is based on the assumption that there is high revenue potential coupled with a lot of tax strategies that have been put in place. Councilors and Chiefdom Authorities will be fully involved. Also, more staff have been recruited and deployed to support the process.

**Base on the above projection,  
Kambia District Council has  
the potential to increase its  
revenue base by almost 400%  
in 2021 and more in the  
subsequent years**

## Revenue versus Expenditure

**Table 5: Own source revenue expenditure**

Description	Amount
Support staff salaries	174,000,000.00
Official reception and hospitality for official guests and council meetings	81,500,000.00
Weekly Refreshment for Chairman and Chief Administrator's Office (Water and Soft Drinks)	20,000,000.00
Incentive Allowance for casual workers and volunteers	30,000,000.00
Facilitation of Councilors oversight functions: Transport refunds and refreshments	36,000,000.00
Facilitation of exercise of Chairman's mandate Within the District: Fuel and DSA	30,000,000.00
Special Responsibility Allowance to core and support staff	57,050,000.00
Provision for payment of NASSIT areas	112,656,755.00
Professional fees of local consultants	30,000,000.00
Local travelling of staff for official functions: Transport refunds and DSA	50,000,000.00
Telephone and other communications	30,000,000.00
Overseas travelling for staff	25,000,000.00
Electricity Charges	15,000,000.00
Water Rate	15,000,000.00
Provision of Toiletries and sanitation materials C.A, Chairman and staff	5,000,000.00
Hire of Transport for Council official activities	5,000,000.00
Update and maintenance of office computers and ancillary equipment	25,000,000.00
Advertisement and Publications of official programs	20,000,000.00
Public Relations Expenses on media	36,500,000.00
Printing of various council documents: GR Books, Payment Vouchers, Fuel Chits and other forms	40,000,000.00
Procurement of Office Equipment	30,000,000.00
Procurement of Office Furniture: Conference table and chairs	28,000,000.00
Routine and major maintenance of administrative vehicles	40,000,000.00
Routine and major maintenance of waste management vehicles	40,000,000.00
Expenditure on revenue mobilization: fuel, incentive to revenue collectors, stationery	30,000,000.00
Generator Running Costs: Maintenance	15,000,000.00
Fuel & Oil for Office Generator	44,160,000.00
Fuel and oil for waste management vehicles	50,000,000.00

Provision for Petty Cash	40,000,000.00
Top up Allowance for Councilors	30,000,000.00
Membership dues to International organizations	15,680,000.00
Membership Dues to Local Organizations	10,000,000.00
Donation to Local Organizations for good courses	20,000,000.00
Capacity Development Trainings for Council and Devolved Sectors Staff	25,000,000.00
Legal Representation Expenses	15,000,000.00
Licenses and Insurance - Motor Vehicles & Motor Bikes	5,000,000.00
Licenses and Insurance -machinery & equip	4,000,000.00
Compensation to facilitate Development Programs	20,000,000.00
Procurement of Rain Gears for Staff	15,000,000.00
Stationery for Office Use	30,000,000.00
Monitoring of Ward Committees Meetings: Fuel and DSA	24,000,000.00
Rent Allowance for Finance Officer and Departmental Staff	20,000,000.00
Rent Allowance for CA and Chairman	35,000,000.00
Rent Allowance for DPO and Departmental Staff	12,000,000.00
Rent Allowance for Engineer and Internal Auditor	6,000,000.00
Rent Allowance for Deputy CA and Deputy Chairman	10,000,000.00
Rent Allowance for other core staff	12,000,000.00
Support to PHUs and Primary Schools	30,000,000.00
Printing on bill boards and street naming signage's	20,000,000.00
Printing of licenses plate for Push carts and bicycles	10,000,000.00
Bank Charges	13,025,133.40
Sub-total	1,536,571,888.40
Capital/Development	
Development Support to Chiefdoms (20% of Own Source Revenue Generation)	230,000,000.00
Rehabilitation of Old Council Guest House	50,000,000.00
Completion of Fencing of Council Admin Building	126,000,000.00
Provision of Trash Can and additional skip containers	86,100,000.00
Maintenance of community structures: Markets, Community Centers, Etc.)	250,000,000.00
Identification and demarcation of Council Lands	10,000,000.00
Maintenance of Feeder Roads	100,000,000.00
<b>Sub-total</b>	<b>852,100,000.00</b>
<b>Total</b>	<b>2,388,671,888.40</b>
<b>Budget Balance</b>	<b>2,388,671,888.40</b>



The table above clearly show that 62% of the own source revenue expenditure goes towards administrative expenses while 28% goes towards service delivery. 10% was transfer to the chiefdom authorities as part of the precept from the local tax.

**62% of own source revenue expenditure for 2020 goes towards administrative expenses while only 28% was spent on service delivery**

### Revenue Streams

Findings on the potential revenue streams for the Kambia District council revealed 73 streams from three major sources (Property rate, Market dues and Fees & Charges) as indicated in the table 6 below.

**Table 6: Revenue streams**

<b>Property Rate</b>	
Dwelling	
Commercial	

<b>Market Dues</b>	
Pepper	Local Produce
Palm Oil	Vegetable Oil
Fried Cakes	Sachet Water
Vegetables	Vegetable Leaves
Fish	Domestic Products
Measuring Rice	
Onions	

<b>Fees &amp; Charges/Licenses</b>	
Lorry Parks	Bill Board/Sign Post Erection
Hall Hire Fees	Fees
Sale of Tender Documents	Sand Mines
Mineral Resources – Royalties	Miscellaneous Receipts
	Building Permit
Radio Station	Mobile Phones Centre
Marriage Certificate	Farmers Based Organization (FBO)
Quarry	Bakery
International NGO	Fisheries
FSA Bank	Mobile Charging Centers

Hotels	Poultry
Motor Garage	Motor – Bikes Garage
Phones & Sim Cards Sellers	Private Hospital/Clinic
Local NGO	Community Based Organization (CBO)
Micro Finance Institution	Photocopying & Laminating Services
Carpentry shop	Bank
Black Smith	Pot Makers
Barbing Shops	Pharmacy
Video Centers/Cinema	Timber Store
Fuel stations	Photo Studio
Pharmacy	Cattle Sellers
Auto Spare Parts	Omolankay
Kiosk License	Bicycle Licenses
Restaurant Permit	Watch Repairer License
Palm Wine Sellers Tax	Garage/Welding Shops License Fees
Tailor and Seamstress License	Radio Repairer License
Tea shops/ Ataya base	Bakery/Cookery Shop License Fees
Communication Tower	Charcoal Seller License
Man Power-saw	Bicycle Repairer License
Guest House License Fees	Slaughter House
Boutique/Provision Shop	Jetty Landing

## Accountability and reporting of own sources revenue collected

On the area of accountability and reporting to the public on own source revenue collected and expended, Kambia District signed a Memorandum of Understanding (MoU) with five community radio stations across the district where periodic updates are given and concerns addressed through phone-in programmes.

The Council also holds Monthly Council Sitings (MCS) which are open to the general public. During these meetings, the Chief Administrator provides updates on revenue generated and expenditure plans for Councilors' approvals. There is also a notice board where these transactions are articulated for public consumption from time to time.

There is a Valuation Unit that is charged with the responsibility to collect revenue for the council but grossly under staff to effectively carry out their work across the length and breadth of the district. This to a large extent has been responsible for the low collection rate and for which the Council is constraint to deliver the much-needed services to the people. However, the Council with the approval of Councilors has employed five more additional staff to support the unit.

**In addition to the aforementioned, there is also an Integrity club in council which is a Transparency and Accountability entity supported by the Anti – Corruption Commission to monitor and report activities of council including the use of own source revenue.**

**Additionally, the Local Chiefs, Civil Society and the youths have also been co-opted to add value to the process.**

## Conclusion and Recommendations

### Conclusion

It is clear from the mapping exercise that Kambia District has huge revenue potentials, if harnessed well would contribute in no mean way to the district's overall development. To achieve this, there has to be willingness on the side of local citizens to pay the various taxes, which on the side of the Kambia District Council needs to be managed well by ensuring that the taxpayers see the worth of development from the taxes they are paying. However, analysis of own source revenue expenses revealed that the Kambia District Council is spending more than 60% of its own source revenue on administration.

The Kambia District Council should be transparent and accountable to the people of Kambia whose taxes constitute the amount of money council is spending to ensure quality service delivery. This would not only increase the own-source revenue of the Council but will establish a sense of ownership for local driven projects in terms of monitoring implementations and holding duty-bearers accountable for service delivery.

There is every need for the Kambia District Council to do a robust public education on taxation with clear explanation on the various types and how different each type is so to avoid any sort of misinformation about taxation which often would lead to misconception thereby bringing the whole issue into disrepute. It is evident that most traders and farmers cannot tell which type of taxes and dues to be pay to either the council or their chiefdom authorities.

### Recommendations

It is evident from this exercise that the current own-source income of the Kambia District Council is not enough to adequately support overall development and quality service delivery for the people in line with the 2004 Local Government Act.

To improve on revenue generation drive, it is recommended that Kambia District Council adopts the following:

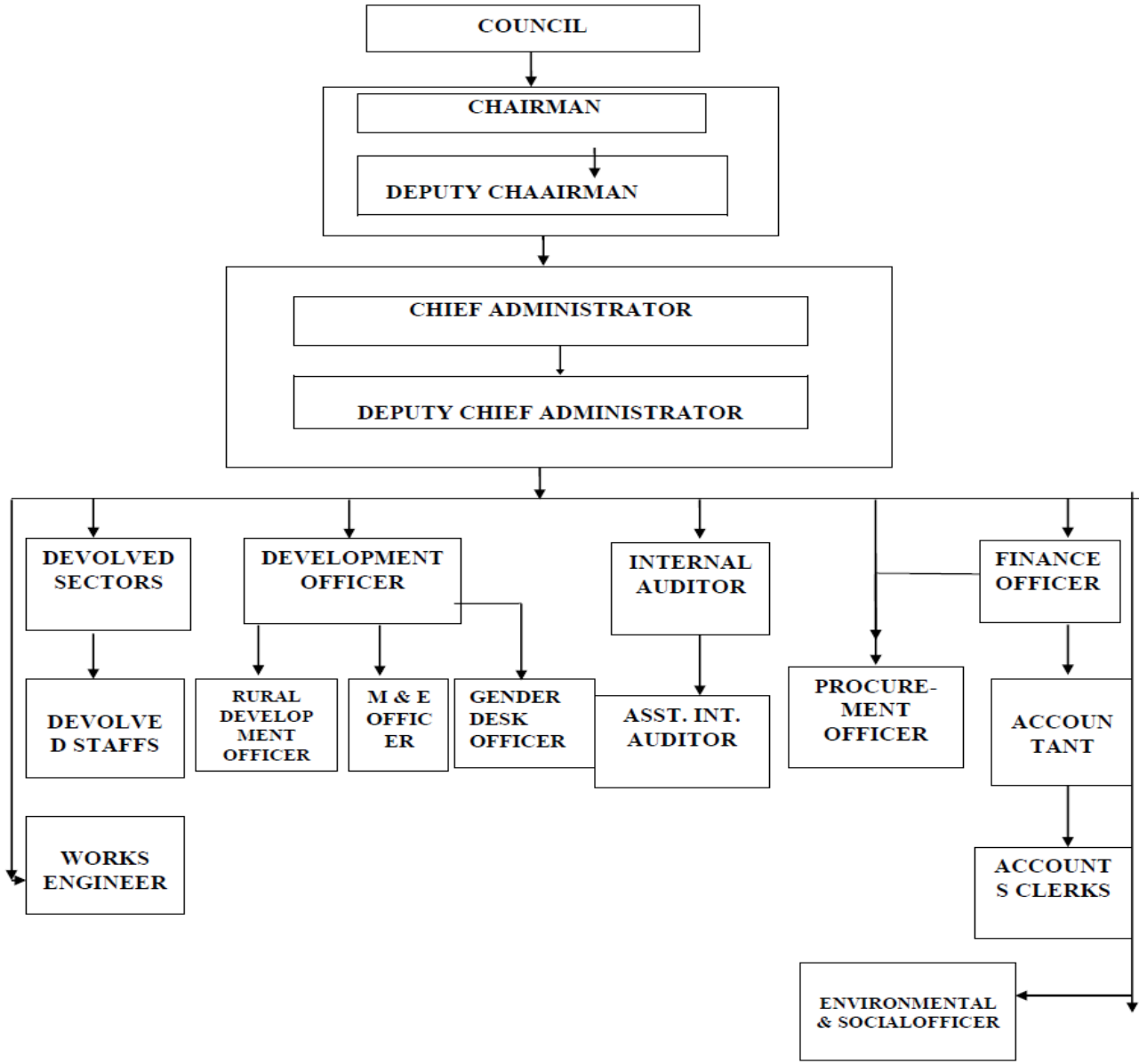
- **Increase transparency and accountability in the process:** Council should ensure to publish detailed monthly income and expenditure statements from own source revenue in a reader friendly manner.
- **Inclusion of key stakeholders in the collection, reporting and utilization of own source revenue:** Council should ensure to include CSOs, trade unions, media and other stakeholders in the decision-making processes relating to the collection of own-source revenue, management and reporting. This will increase trust between stakeholders and council; hence it has the potential to increase own-source revenue.
- **Weekly Council Hour Program:** A regular radio discussion programme targeting public education on taxation and use of own-source revenue by Council would present a better opportunity to interact with the public on the issue and would reach many in the district. This programme should conduct phone-in sessions and text messages from the wider audience as a form of feedback. The panel should constitute Council Staff, CSOs, trade unions, representatives from the devolved sectors and local authorities. For instance, the panel could look at the forms of tax assessment and a typical question would be “what the

rate demand notice contains, how the assessment was made, were and when to pay and how to appeal etc.

- **Mobile Personal Address System:** Council should use key moment to target citizens and the general public with awareness raising and sensitisation on own-source revenue mobilisation and use. It is relatively simple to play jingles or song/tracks in local languages to attract attention and then give out messages on regular basis during football matches, festivals, periodic market days (lumas) etc.
- **Paramount Chief Meetings:** It is important to involve the Paramount Chiefs as traditional authorities. They have close connection and influence on their people. Paramount Chiefs have their own revenue source competing with the Council revenue collection even-though they are obliged to comply with the Local government Act (S27). When a high level of courtesy of information and encouragement are accorded them, they are bound to comply and fully support the process.
- **District Stakeholders Meetings:** Although radio offers the widest and broadest forms of information dissemination, District Stakeholders' meetings are such very important fora for taxpayers to voice out their opinions or ideas, questions and concerns. Meetings for tax payers to voice out their concerns and feedbacks is very critical in revenue generation. Therefore, the Valuator, Chairman and the CA should make use of such opportunities to explain to the people the significance of paying taxes and use of the money.
- **Business Leaders:** Kambia District council can organize revenue mobilization meetings with leadership of business associations and trader's union. At such meetings information about taxes and licenses can be responded to by these leaders with questions and support such as street/ market cleaning and other council services as a multiplier effect.
- **Earmark own source revenue:** development project financed by council from the own source should be labelled clearly "from your own source revenue"

# ANNEXES

**Annex 1:** Organogram of Kambia District Council



**Annex 2: Questionnaire for field data**

**BUDGET ADVOCACY NETWORK  
REVENUE MAPPING TRACKING TOOL, 2020  
Date.....2021**

- I. Respondent Name:
- II. Sex.....
- III. Tittle.....
- IV. Chiefdom/Ward.....
- V. Contact details.....

**OBJECTIVE**

The overall objective is to track the revenue streams of the Kambia District Council with a focus on revenue collected and not collected for 2020.

The specific objectives include;

- Track all revenue streams of the Kambia District council for 2020
- Monitor the revenue streams from which the Kambia District council collected revenue in 2020.
- Assess the extent to which council made effort to collect revenue in 2020.

The scope of this tracking is for 2020 fiscal year.

- III) What is the approved own source revenue budget for Kambia District Council in 2020? Le .....
- IV) What is the total own source revenue collected in 2020?
- V) Le .....

No	REVENUE STREAM	COLLECTED	NOT COLLECTED	PAID	NOT PAID	COMMENTS/REASON
1						
2						
3						
4						

**Enumerators Name.....**

**Signature.....**



### **About the Budget Advocacy Network**

The Budget Advocacy Network is organized around the three principles of the budget process i.e. Participation, transparency and Accountability. The purpose is to ensure greater inclusiveness in the budget process, increase access to information, and improved responsiveness geared towards achieving gender sensitive and pro-poor budgets and programmes. The ultimate aim of BAN is to have a social forum or social movement advocating on issues of equity and social justice for the people of Sierra Leone. BAN consists of local and international organizations such as the National Accountability Group (NAG), Campaign for Good Governance (CGG), Network Movement for Justice and Development (NMJD), Western Area Budget Education Advocacy Network (WABEAN), Actionaid International Sierra Leone (AAISL), Search for Common Grounds (SFCG) and Christian Aid (CA).