

Cost Efficiency for Effective Revenue Mobilisation at the Mmdas in Ghana

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Abstract

This study assesses the cost efficiency of the MMDAs in their revenue mobilization by: identifying the revenue sources for Ho Municipal Assembly; examining the revenue mobilization strategies adopted by Ho Municipal Assembly, and examining the cost efficiency of the revenue mobilization strategies adopted by Ho Municipal Assembly. The study sampled data using convenience sampling method and a structured questionnaire as the data collection instrument.

The study adopted a descriptive approach to analyze the data collected from revenue or tax collectors in the Ho municipal Assembly. SPSS was used in the analysis of this study. The demographic analysis showed that out of the 33 respondents, 20 (60.6%) represents male and 13 (39.4%) represents female. The analysis established MMDAs in Ho Municipal assembly have different sources of raising internally generated funds, however they fail to meet their revenue targets every fiscal year due to some challenges. There is a further indication that improvement of the overall performance of the revenue mobilization systems will lead to improved and sustained internal revenue mobilization.

The present study therefore recommends that there is a need to design and implement cost efficiency strategies for mobilizing revenues that stakeholders are motivated to comply with. The study also recommends that the municipality should train more revenue collectors to cover various revenue centres or areas, and that revenue collectors should not be stationed at one place for too long to prevent creating an opportunity for corruption.

Keywords: cost efficiency, finance, revenue mobilization, Metropolitan Municipal District Assembly (MMDAs), Ghana.

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1.0 Introduction

Most policy makers in governments across the globe focus on revenue mobilization as crucial determinant of economic success through which there is a guarantee that developmental projects such as infrastructure development, health and education among others are fully funded and embarked on so as to benefit all stakeholders (Kalogiannidis, 2021). This function also involves expenditure control by governments to regulate a nation's economy (Ocran et al., 2020). The issues on revenue mobilization in local government in Ghana are never ending due to the limitation of revenue sources, challenges and failure in the existing approaches to revenue mobilization resulting in pressure on Central governments funds (Ato Brown et al., 2019). It therefore became crucial for local governments to mobilize revenue to supplement budgetary allocations from the central governments to efficiently perform administrative duties as well as deliver vital services to citizens (Nyirakamana, 2021).

Revenue generation affects the basic governmental functions as stakeholder revenue forms the basic revenue source and the foundation upon which every project or action undertaken to promote infrastructure, human capital, and all other activities of government within both central and local government in Ghana are based (Jennifer & George, 2019)(Crawford, 2019). Accordingly, revenue mobilization by local government authorities had tremendous potential to foster political and administrative accountability by empowering local communities to fully participate in governance and developmental processes (Diaboh, 2022).

Awortwi (2016) revealed that many developing countries especially Ghana, Nigeria, South Africa and Uganda adopted decentralization principle to promote political, social and economic participation of inhabitants in the overall development of their localities. This transfer of power, authority and resources from the central government to local government was intended to minimize the inefficiencies associated with centralized system of governance and make development decision making process open to the inhabitants at the local levels (Frimpong Boamah, 2018). The challenge with most governmental policies and new initiatives in Africa is the difficulty of implementation and lack of appropriate laid down procedures and mechanisms to facilitate the efficient use and accountability of resources, which is also attributed to the unavailability of financial resources to support these initiatives (Nyirakamana, 2021) (Diaboh, 2022). The study aims to examine the cost efficiency of revenue mobilization by comparing the relative costs and outcome of the various revenue mobilization strategies adopted by MMDAs using Ho Municipal Assembly as a case study. The findings of this study will guide policy makers and Ministry of Local Government and Rural Development to examine the cost efficiency of their revenue mobilization efforts in order to adopt strategies with maximum outcomes. This would potentially increase internally generated funds by MMDAs in Ghana to effectively implement their developmental projects. Findings of the study would also lay a solid foundation for further research on the cost efficiency strategies of revenue mobilization.

Background of the Study

The legal instruments that supported the creation which serve as a legal foundation of the Metropolitan, Municipal and District Assemblies (MMDAs) are; the Local Government Law, 1988 (PNDC Law 207), Articles 240 and 245 of the 1992 Constitution of Ghana. This led to the demarcation of the country where it was initially divided into 110 districts, and was increased to 138 in 2004, 170 in 2007 (Adu-Gyamfi, 2014); 216 in 2012 and 261 in 2021 (Chachu, 2021). MMDAs are local development partners to the central government and accordingly, are expected to play instrumental roles by pursuing developmental agendas at the local level (Oware et al., 2021). The financial provisions for MMDAs as enshrined in the Local Government Law 1988 included Internal Generated Fund (IGF), District Development Facility (DDF) grants, and central government transfers in the form of grants or ceded revenue and District Assemblies Common Fund (DACF) which allocates 7.5% of the national budget to all districts in Ghana (Fusheini, 2017). Also, MMDAs were empowered by the Local government Act, 432 (1993) to mobilize revenue domestically and embark on independent developmental projects without relying extensively on the central government funds or other external sources of funding (Almaamari et al., 2018).

MMDAs are furthermore mandated to ensure the overall development of local areas under their jurisdictions and are entrusted with the authority and capacity to generate, allocate and utilize

financial resources at the local level for development purposes. This apparently signifies that, revenue mobilization is a principal responsibility for MMDAs in Ghana, as indicated in related studies (Achiyaale et al., 2022) (Adamtey et al., 2021). However, majority of MMDAs were not able to mobilize adequate revenues to finance their local governmental programmes, resulting in over reliance on District Assemblies Common Fund (DACF) from the Central Government for local level developmental purposes (Puopiel & Chimsi, 2016). Puopiel & Chimsi (2016) revealed that about 60% of the revenues for MMDAs in Ghana were received from the Central Government, with about 69.2% received from external sources and an average of 18% was mobilized domestically as Internal Generated Fund (IGF) (Almaamari et al., 2018). The over reliance on Central Government transfers by MMDAs to meet developmental needs due to limited revenue mobilization efforts were confirmed with studies at Wa Municipal Assembly (Abdul-Wahab et al., 2019); Techiman Municipal Assembly (Frimpong et al., 2015); Kpandai District (Fusheini, 2017) and Asante Akim South District Assembly (Akudugu & Oppong-Peprah, 2013; Gwaindepi, 2021a).

Other studies were conducted to discover the hindrances faced by MMDAs in their revenue mobilization efforts (Ato Brown et al., 2019), where it was inferred that revenue mobilization efforts by MMDAs in Ghana was hindered by limited data on revenue sources (Ayimey et al., 2018), lack of compliance, lack of enforcement of revenue collection, lack of motivation to comply, inadequate revenue collectors, lack of e-governance adoption (Adalety et al., 2018; Minh Ha et al., 2022). Adamtey, et. Al (2021) added that lack of human and financial resources, weak legal capacity and political inferences were some of the challenges faced by MMDAs in revenue mobilization efforts.

According to Adalety, et al., (2018), MMDAs in Ghana consistently record low revenue mobilization due to limited use of revenue management and electronic governance softwares, and this was re-established in recent studies (Achiyaale et al., 2022). There is also a high cost of revenue collection in most MMDAs as there is a high use of cash payment which created room for revenue loss and low accountability (Mensah, 2019). Whilst several studies focused on sources and challenges faced by MMDAs in their revenue mobilization efforts, the present study hopes to contribute by examining the cost efficiency strategies for effective revenue mobilization by Ho Municipal Assembly.

2.0 Empirical review and hypothesis development

Revenue mobilization theory was developed in the 1970s and related studies adopted and explained its objective of enabling stakeholders contribution towards a common goal of promoting social and economic welfare (McCarthy & Zald, 2001). Resource mobilization is also supported by macroeconomic models which emphasizes on economic theory of Compliance (Gyedu Kwarkye & Article, 2021; Odinkonigbo, 2020); game theory (Lederman, 2003) and similarly the normative theory (Azlan Annuar et al., 2018). These theories focus on social movements arguing that trust between stakeholders and the state regarding the intended use of the mobilized revenue will propel citizens to be motivated to voluntarily comply in the payment of taxes and other levies (Adalety et al., 2018; Pouryousefi & Frooman, 2017). This is argued in the study of (Shamsia et al., 2019) that increase awareness of these actions encourages voluntary compliance, which was suggested in the original theory of compliance by Leandra Lederman (2003). The local government system was instituted as part of an administrative unit of government with the objective of focusing on the governance of a

particular local location such as a city, town, village, country or state (Akitoby et al., 2019; Shamsia et al., 2019; van den Boogaard et al., 2018).

The local governance system is expected to enable the state mobilize resources to advance the government's agenda, which is only successful through stakeholder compliance (Adu-Gyamfi, 2014). The ability to maintain compliance is to ensure there is accountability for resources mobilized which is explained by Pouryousefi & Frooman (2019) in their study adopting the agency theory (Pouryousefi & Frooman, 2019). The accountability and responsibility for revenue is further explained to be facilitated by the conscious act of being cost efficient in the process of revenue mobilization (Adalety et al., 2022). Awortwi (2016) opined that the practice is in line with the adoption of the system of decentralization in the public sector by developed countries (Akudugu & Oppong-Pepurah, 2013), with some African countries such as Ghana, Nigeria, South Africa and Uganda successfully adopting this system of local governance (Azlan Annuar et al., 2018).

Adamtey et al., (2021) suggested that Ghana was one of the few African countries that had a long-standing history which went as far back as 1870s in her experience with democratic and political decentralization, and support in other empirical literature (Agbeko et al., 2017). However, as a way of strengthening local governance and grassroots participation in development, successive governments were committed to using the concept of decentralization and this commitment is evidenced in the enactment of the Local Government Law 207 (ANKAMAH, SAMUEL SIEBIE; & FENG, 2013) (Crawford, 2019). To financially resource MMDAs to be able to efficiently carry their development activities within their jurisdictions, the District Assemblies Common Fund (DACF) was established under Act 455 of the constitution of Ghana to set transfer 7.5% of the national revenues to the Assemblies (Fornell & Larcker, 1981). Other sources of revenue for MMDAs included internally generated funds, District Development Facility (DDF) grants and ceded revenue (Awortwi, 2016; Forkuor et al., 2016).

The local government in Ghana had two sources of revenue: internal and external sources. Internally, majority of local government mobilize revenue through property rates, licensing of economic activities within their localities, property taxes, investment among others while District Assemblies Common Fund, District Development Facility, Ceded Revenue, interventions such as Community Based Rural Development Project, Ghana Education Trust Fund among others, served as an external sources of revenue for local government (Adalety et al., 2018; Jennifer et al., 2020; Puopiel & Chimsi, 2016). Related studies further added that MMDAs in Ghana provide a range of public services to their local people within their jurisdiction (Adalety et al., 2018). These services included basic education, social welfare health clinics, water and sanitation, refuse collection, educational protection and transport among others (Diaboh, 2022).

The need for cost efficiency as a strategy in revenue mobilization is crucial in revenue mobilization within the MMDAs, this responsibility requires effective strategies to pool resources for the purposes of financing development (Nyirakamana, 2021). Other strategies include eliminating all sources of revenue leakages, creating and generating online database reports and showing the actual distribution and use of revenue mobilized (Martins Ifeanyi et al., 2017). Developing a strategy for revenue mobilization is crucial so as to ensure that the long-term goals, mission and a plan of action for the government is achieved (Marvin et al.,

1996). This is supported in models developed by (Chawla & Berman, 1996). To achieve this, Chachu (2021) added that local government could enhance its revenue sources through precise identification of revenue sources, improving nominal rolls, upgrading rates, enhancing billing, efficiency in collection, reducing arrears and practicing sound financial management system (Chachu, 2021). (Abdul-Wahab et al., 2019) argued in support that local governments can strengthen their financial management system as part of their resources mobilization strategy, by emphasizing on cost effectiveness of the revenue collection, and ensuring that revenue administration cost and overall economic cost which are part of the compliance cost are fairly and efficiently directed to the tax payers. Further studies conducted in Ghana on the revenue mobilization strategies adopted by MMDAs were limited in providing support for adoption of concept cost efficiency in increasing internally generated revenue base (Jennifer & George, 2019) .

Similar strategies that were close to identifying cost efficient strategies in revenue mobilization were found in the study of Adu-Gyamfi (2014) who suggested that that house-to-house revenue collection, public educational and sensitization campaign to promote awareness, capacity building of revenue collectors and supervisors and networking with donors, were some of the revenue mobilization strategies adopted in some Municipalities such as Upper West, Kpandai, Ga, and these can be adopted in the Ho Municipality (Adu-Gyamfi, 2014). The use of mobile taskforce, sensitization of public through radio announcement, engagement of Internal Generated Fund collection agency (Puopiel & Chimsi, 2016), training and giving of incentives to revenue collectors and provision of adequate logistics as some of the revenue mobilization strategies adopted to mobilize revenue to finance development in the Northern Region of Ghana, which were suggested in other studies (Diaboh, 2022), in addition to privatization and outsourcing, publicity and sensitization, insurance of demand notices (Achiyaale et al., 2022), lobbying and investments which were also discovered as some of the most cost efficient and effective revenue mobilization strategies adopted by the Wa Municipal Assembly (Abdul-Wahab et al., 2019). These strategies were identified as good revenue mobilization strategy that can position MMDAs to effectively mobilize resources to finance local level development. The present study therefore hopes to answer the following questions: What are the revenue sources for Ho Municipal Assembly? What are the revenue mobilization strategies adopted by Ho Municipal Assembly? What is the cost efficiency revenue mobilization strategies adopted by Ho Municipal Assembly?

3.0 Methodology

The study was conducted in Ho municipal and district assembly where the population was projected in 2021 to be 180420. A representative sample of the respondents was drawn from the revenue collectors in the Ho municipality using purposive sampling method due to their conformity with the characteristics the research considered relevant for the study (Creswell et al., 2004), where the sample size of 33 revenue collectors was considered with a definite purpose based on the evidence available (Hair et al., 2011).

Structured Questionnaire was used as a research instrument using close and open-ended questions of study variables adopted and adapted from previous studies; Revenue Source (RevSource)(Frimpong et al., 2015) is measured by 5 items, Revenue Strategy (RevStrategy) (Shamsia et al., 2019) is measured by 5 items and Cost efficiency strategy (CosEffStrategy)(Le et al., 2016) is measured by 6 items. In the open-ended question, the respondents had the

opportunity to express their views on questions asked. Respondents chose from various responses provided by the researcher in the close-ended questions using a three-point Likert scale. Data was collected on both demography and research variables adopted by the researcher. To enhance accuracy, completeness and validity, data collected was edited, coded, entered into the statistical software and analyzed using statistical Package for Social Sciences, and Microsoft Excel. The reliability test of the research variables was analyzed and reported in the table below;

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.689	.659	16

Table 1: Reliability statistics of research variables

Source: SPSS Results 2022.

Then rule of thumb is that an alpha value of 0.6-0.7 indicates an acceptable level of reliability, 0.8 or greater is a very good level. The results of the reliability tests of the present study shows a Cronbach's alpha of .689 indicating an acceptable level of reliability.

4.0 Findings

The data collected was edited, of which thirty-three (33) responses were valid and useful for the analysis. Attempts were made to establish the relationships between variables of investigation through the use of tests identified for the study. The results of the descriptive analysis showed the following frequencies: 20 (60.6%) respondents were male while 13 (39.4%) were female indicating that more male than females were revenue collectors of the Ho municipal assembly. There were 13 (39.4%) revenue collectors within the age range of 21-30years, 13 (39.4%) between the range of 31-40years, 7 (21.2%) between the range of 41-50years. Again, there were no respondents with a level of education besides bachelors representing 32 (97%), and SHS is 1 (3%). All 100% of the respondents are staff of the municipality with multiple years of experience, thus 0-6 months were 2 (6.1 %), 7-12 months were 6 (18.2 %), 1-2 years were 19 (57.6%), 2-5 years were 3 (9.1%) and above 5years were 3 (9.1%). The results further confirmed that all the respondents were revenue collectors, out of which 1(3%) is a part time employee, with the remaining 97% being full time employees of the municipality. The results of the frequency of revenue collection showed that 29 (87.9%) revenue collectors collect once a month, 3 (9.1%) collects twice a month, and 1 (3%) collects thrice a month.

The table below shows a summary of frequencies of respondent's biodata.

Characteristics	Frequency	Percentages (%)
Gender		
Male	20	60.6%
Female	13	39.4%
Age		

21 – 30 years	13	39.4%
31 – 40 years	13	39.4%
41 – 50 years	7	21.2%
Level of Education		
SHS	1	3%
Tertiary 32 97%		
Working Experience		
0 – 6 months	2	6.1%
7 – 12 months	6	18.2%
1– 2years	19	57.6%
2 – 5 years	3	9.1%
Over 5 years	3	9.1%
Frequency of collection		
Once a month	29	87.9%
Twice a month	3	9.1%
Thrice a month	1	3%
Employment status		
Full time	32	97%
Part time	1	3%

Table 2: Descriptive statistics of demographic data**Source: Results of Data collected, 2022.****Descriptive Statistics**

			N	Mean	Std. Deviation	Skewness		Kurtosis	
			Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
MMDA Performance impact on revenue			33	1.55	.506	-.191	.409	-2.094	.798
External sources of funds			33	1.91	.292	-2.983	.409	7.343	.798

Adequacy of Government remittance	33	1.73	.452	-1.070	.409	-.915	.798
MMDA sourcing of donor funds	33	2.58	.830	-1.476	.409	.187	.798
MMDA reliance on External Funds	33	1.85	.364	-2.038	.409	2.287	.798
Assessment of revenue collectors for leakages	33	1.30	.728	2.038	.409	2.287	.798
Motivating revenue collectors	33	1.97	.305	-.858	.409	9.371	.798
MMDA control of revenue admin systems	33	2.36	.929	-.818	.409	-1.372	.798
Use of automated revenue collection systems	33	2.64	.489	-.594	.409	-1.757	.798
Outsourcing revenue collection for effective mobilization	33	3.00	.000
Automated computer systems as Cost efficiency strategy	33	1.45	.506	.191	.409	-2.094	.798
Providing logistics to revenue collectors	33	1.91	.522	-.139	.409	.928	.798
Setting revenue targets for IGF collectors	33	1.15	.364	2.038	.409	2.287	.798
Motivation of revenue collectors	33	2.39	.933	-.899	.409	-1.274	.798
Capacity training for revenue Collectors	33	2.06	.609	-.025	.409	-.081	.798
Measure of Taxpayers in paying tax	33	1.48	.870	1.260	.409	-.443	.798
Ho MA exhausting all revenue sources	33	1.61	.496	-.455	.409	-1.913	.798

Valid N (listwise)	33						
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Table 3: Descriptive statistics of research variables

Source: Results of Data collected, 2022.

The results indicated that a standard error of 0.409 which is considered small and therefore shows a smaller variation of the calculated mean from the population, and can therefore be considered accurate and acceptable for further analysis. The standard deviation showed research items are close to the mean while others are spread out from the mean for all variables except for one item. The rule of thumb for skewness suggests a value between -0.5 and 0.5, the findings of the data analyzed indicated the skewness is between -0.191 and 0.5 showing data is fairly symmetrical for variables RevSource and RevStrategy, while the variable CosEffStrategy showed a highly skewed data.

4.1 Analysis of Revenue Source (RevSource)

The focus of this analysis is to determine the revenue sources available to the assembly. There were five items that were adopted (Diaboh, 2022) and adapted to determine this variable: The results of the analysis show the following: MMDA Performance impact on revenue (RevSource1); External sources of funds (RevSource2); Adequacy of Government subvention (RevSource3); MMDA sourcing of donor funds (RevSource4); MMDA reliance on External Funds (RevSource5). The table below shows analysis and statistics of Revenue source;

Statistics of Revenue Source

			N		Mean	Std. Error of Mean	Std. Deviation	Variance
			Valid	Missing				
MMDA Performance impact on revenue		33	33	0	1.55	.088	.506	.256
External sources of funds		33	33	0	1.91	.051	.292	.085
Adequacy of Government remittance		33	33	0	1.73	.079	.452	.205
MMDA sourcing of donor funds		33	33	0	2.58	.145	.830	.689
MMDA reliance on External Funds		33	33	0	1.85	.063	.364	.133

Table 4: Statistics of Revenue source

The results indicated that the data is centered with a standard error of items ranging between 0.05 to 0.145 indicating a smaller variation of the calculated mean from the population, and can therefore be considered accurate and acceptable for further analysis. The standard deviation showed research items are close to the mean.

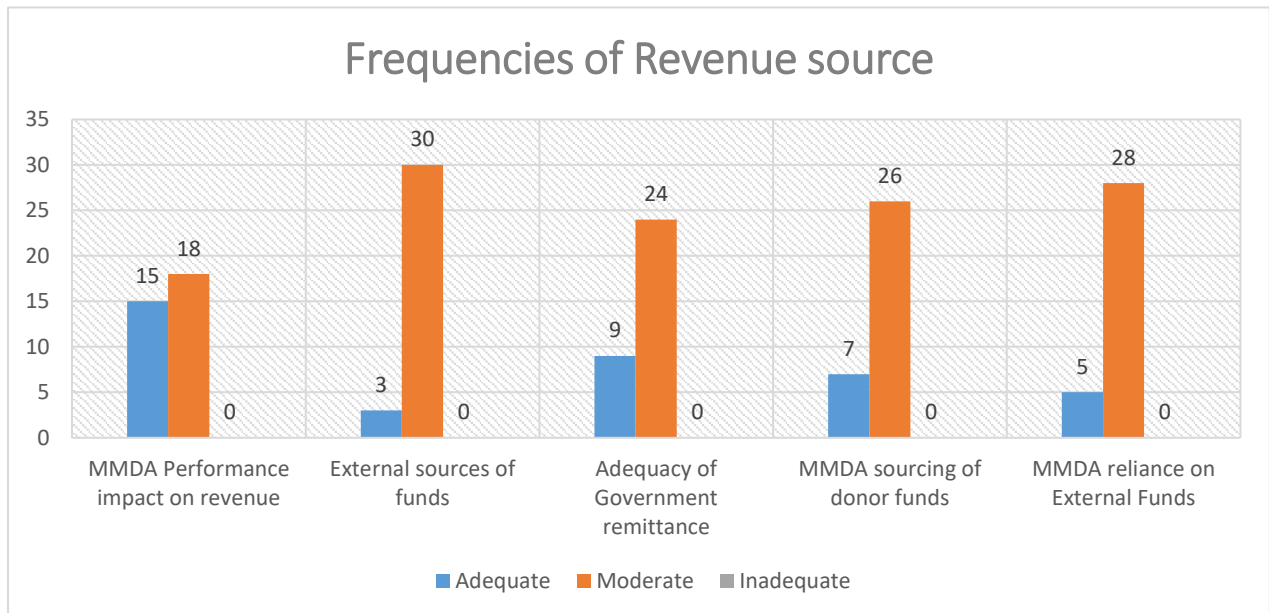


Table 5: Frequency of Revenue source

The results indicated that out of 100% responses on items measuring revenue source, majority indicated only a moderate percentage contribution to the revenue source available to the Ho municipality.

4.2 Analysis of Revenue Strategy (RevStrategy)

The focus of this analysis is to determine the revenue strategy adopted by assembly. There were five items that were adopted (Shamsia et al., 2019) and adapted to determine this variable. The results of the analysis show the following: Assessment of revenue collectors for leakages (RevStrategy1); Motivating revenue collectors (RevStrategy2); MMDA control of revenue admin systems (RevStrategy3); Use of automated revenue collection systems (RevStrategy4); Outsourcing revenue collection for effective mobilization (RevStrategy5). The table below shows analysis and statistics of Revenue source;

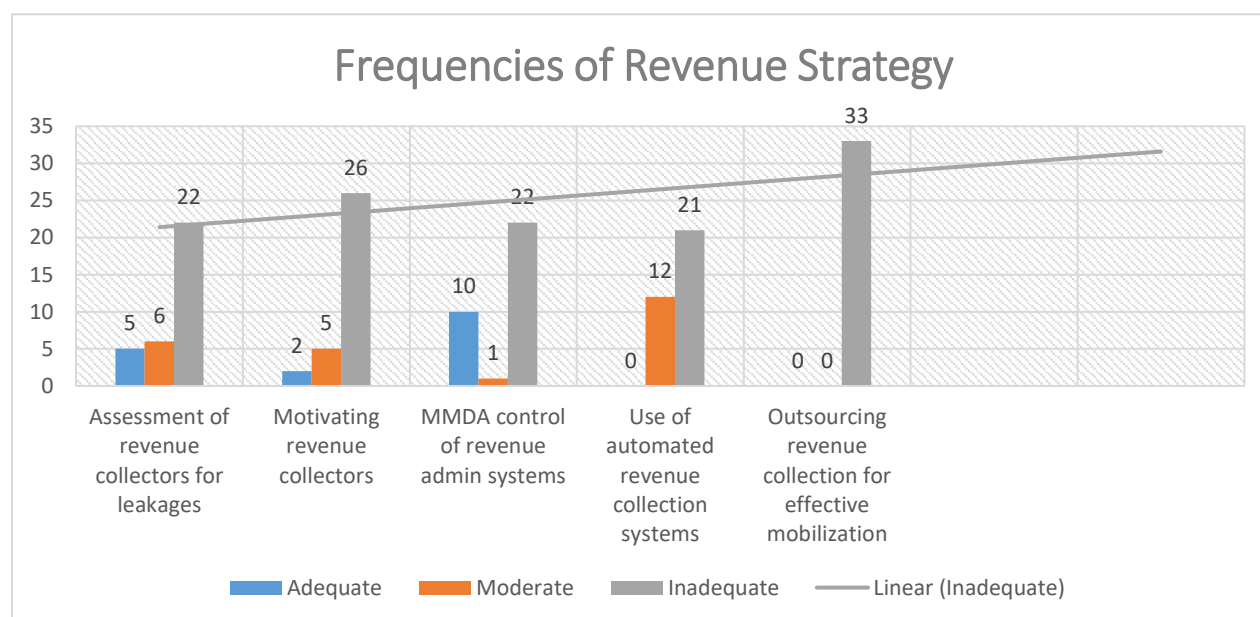
Statistics of Revenue Strategy

	N					
	Valid	Missing	Mean	Std. Error of Mean	Std. Deviation	Variance
Assessment of revenue collectors for leakages	33	0	1.30	.127	.728	.530
Motivating revenue collectors	33	0	1.97	.053	.305	.093
MMDA control of revenue admin systems	33	0	2.36	.162	.929	.864
Use of automated revenue collection systems	33	0	2.64	.085	.489	.239

Outsourcing revenue collection for effective mobilization	33	0	3.00	.000	.000	.000
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Table 6: Statistics of Revenue Strategy

The results indicated that the RevStrategy items are positive variances ranging from .093 to .239 pointing that the data centered around the mean, except for RevStrategy5 that shows a variance of .000 pointing that all data values are identical.

Table 7: Frequency of Revenue source

The results clearly indicated that there are inadequate revenue strategies. The moving average trend line demonstrate that items measuring revenue strategy are severally not available or adopted by the Ho municipality.

4.3 Analysis of Cost efficiency strategy (CosEffStrategy)

The focus of this analysis is to determine the cost efficiency strategy of revenue mobilization adopted by the assembly. The results of the analysis show the following;

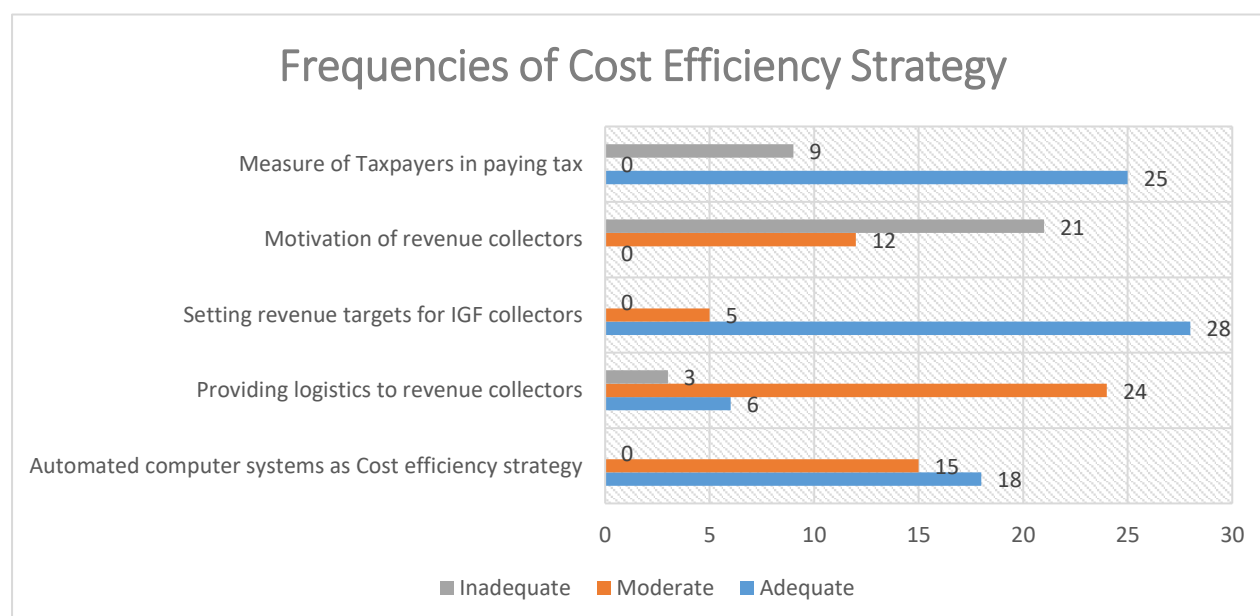
Statistics of Cost efficiency strategy

	N		Mean	Std. Error of Mean	Std. Deviation	Variance
	Valid	Missing				
Automated computer systems as Cost efficiency strategy	33	0	1.45	.088	.506	.256
Providing logistics to revenue collectors	33	0	1.91	.091	.522	.273

Setting revenue targets for IGF33 collectors	33	0	1.15	.063	.364	.133
Motivation of revenue collectors	33	0	2.39	.162	.933	.871
Capacity training for revenue collectors	33	0	2.06	.106	.609	.371
Measure of Taxpayers in paying tax	33	0	1.48	.152	.870	.758
Ho MA exhausting all revenue sources	33	0	1.61	.086	.496	.246

Table 8: Frequency of Revenue source

The results indicated that the CostEffStrategy items are positive variances ranging from .133 to .871 pointing that the data is spread from the mean.

**Table 9: Frequency of Cost Efficiency Strategy**

The results indicated that out of 100% responses on items measuring cost efficiency strategy, CostEffStrategy1, CostEffStrategy3, CostEffStrategy5 shows adequate contribution while CostEffStrategy2 shows highly inadequate contribution to revenue mobilization.

	Monthly	Quarter	Yearly	Total
Capacity training for revenue collectors	5	21	7	33
	Yes	No	Total	
Ho MA exhausting all revenue sources	13	20	33	

The results further indicated that Capacity training for revenue Collectors are mostly done quarterly, and the assembly does not exhaust most sources of revenue available.

4.4 Analysis of Respondent opinion

The open-ended data gathered on respondents' opinion shows the following results: responses on ways to stimulate efficiency of revenue mobilization gathered suggestions such as; education, using revenue for planned purpose, capacity training, stopping corruption, recruiting new staff, avoiding double taxation, determining multiple sources of taxes, use of e-governance systems. Responses on obstacles to tax collection in the assembly gathered responses such as; lack of education of taxpayers, misappropriation of funds, lack of motivation, limited equipment and logistics support, lack of digital systems for revenue mobilization, corruption, lack of accountability of revenue collected, administrating inefficiencies (*see Appendix 1*).

5.0 Discussions

The goal of this study is to examine whether Ho Municipal Assembly adopts cost efficient strategies for effective revenue mobilization. The study explored different strategies of mobilizing revenues which were discussed in related literature and consequently the current study findings (Kamasa et al., 2022). The analysis of revenue sources established MMDAs in Ho Municipal assembly have different sources of raising internally generated funds (Puopiel & Chimsi, 2016), however they fail to meet their revenue targets every fiscal year, due to some challenges (Diaboh, 2022), and also supported in empirical research (Akpene Akakpo et al., 2022). Though, the present study's findings associated these failures partly to lack of education, there data collected otherwise indicated that 97% of the respondents have tertiary level education therefore leaving the question 'whether tertiary level education is adequate to ensure revenue mobilization?'. The ability to mobilize revenue is largely dependent on the key stakeholders whose compliance and motivation to comply is relevant (Adalety et al., 2018), therefore the present study analyzed the stakeholder expectations by looking at the MMDAs performance on revenue (RevSource), the outcome suggested that respondents have a perception that all strategies adopted by Ho municipality to mobilize revenue are moderate, leaving room for improvement in the strategies for effective revenue mobilization.

The outcome of the items adopted and analyzed for determining the revenue mobilization strategies by Ho Municipal Assembly suggested that; the assessment of revenue collectors for leakages is inadequate (Abdul-Wahab et al., 2019), revenue collectors are not motivated (Akitoby et al., 2019), there are no administrative or automated revenue collection systems in place (Le et al., 2016), and these were supported in empirical studies. The cost efficient strategy is suggested to ensure economy, efficiency and effectiveness (thus value for money) (Gwaindepi, 2021b) in revenue or resource mobilization (Verdier et al., 2022) (Abel). The outcome of the present study suggests that: automated computer systems, measure of taxpayers paying taxes, setting revenue targets for collectors; were adequate in Ho municipality is its revenue mobilization, meanwhile there is inadequate motivation of revenue collectors, limited logistics available to collectors in performing their duties. The findings further indicated that the assembly has not exhausted all avenues for domestic revenue mobilization.

6.0 Conclusion and Recommendations

To be cost efficient is to ensure that limited resources are utilized in the best possible manner for intended benefit. It is costly for MMDAs to mobilize revenues as it is largely said 'money is used to derive money', therefore cost efficiency strategies must be adopted to ensure value for money in revenue mobilization. The present study adopted theoretical models of compliance, motivation, and resource mobilization, which largely focused on ensuring that key

stakeholders or taxpayers participate in the revenue mobilization. To ensure their participation, it is important for them to see clearly the intended purpose and use of the revenues derived from them.

The present study therefore recommends that there is a need to design and implement cost efficiency strategies for mobilizing revenues that stakeholders are motivated to comply with. Since there are several reforms per change of government in Ghana, it is also recommended to have continuous education to facilitate stakeholder awareness, motivation and compliance. The global digital economy calls for adoption of e-government and e-governance mechanisms in all government services, therefore the assembly should ensure its inclusion in the digital agenda of Ghana, so as to digitize its services for easy and convenience compliance by the taxpayers. Overall logistics support, capacity training and various forms of motivation for revenue collectors can be adopted to ensure there is cost efficiency in the revenue mobilization of Ho municipality. This study was limited in accessing data from several revenue collectors from the assembly, therefore the findings are limited to the data accessed. Future researchers may focus on assessing full data from members of the assembly. Future researchers may explore the nature and type of factors that influence the adequacy of revenues mobilized by MMDAs in Ghana.

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Appendix

Respondents' opinion of Cost Efficiency Strategy

	A. In working with the tax-payers over the years, what can you suggest to stimulate the interest of the tax payers for effectiveness and efficiency revenue mobilization?	B. As a tax officer, what do you think are the obstacles to tax collection in your assembly?
	Educating them the need for the tax	Unawareness of the tax by the tax payers
	Education	Lack of support of leaders
	Educate tax payers more	Ignorance of tax payers
	Use of taxpayers money to develop the country	Misappropriation of Funds
	Educate the people	Corrupt supervisors
	Educate the tax payers on what their tax would be use for with evidence	Lack of the necessary equipment to work with.
	Use the tax collected to perform that which it was collected for	No developmental evidence of the tax paid by the people
	assembly periodically organized in-service training	No motivation for the tax payer.

	Use the revenue generated for developmental works.	Issuing of tickets.
	Educate the people	The people are not properly educated
	Learn about their job	Tax payers running away
	The educate them on the need of paying tax	Lack of motivation to tax collectors
	Education	Multiple standards applied
	Stop the corruption	Lack of IT systems to support and track
	Education	Improper education
	Education	Not utilizing the tax
	Recruit new staffs	Improper means of tax collection which cannot be accounted for .
	Put into action, what our tax money is used for	Political interference
	Recruitment of new staffs to undertake tax collections	Lack of general sensitization
	Reduce tax component	Tax evasion
	Avoidance of double taxation	Corruption
	Avoidance of Double taxation	Administrative inefficiencies
	Avoidance of double taxation	Corruption
	Reduce tax component	Administrative inefficiencies
	Avoid double taxation	Tax evasion
	Reduce tax component	Tax evasion
	Avoidance of double taxation	Corruption
	Reduce tax component	Tax evasion
	Double taxation must be Avoided	Administrative inefficiencies
	Find multiple sources of generating revenue	Tax evasion
	Use automated IT tax systems	Corruption
	Effective use of tax payers money for the purposes it is paid for.	No training for officials
	Use the government e-governance systems	Lack of logistics support