CARDIOVASCULAR DISEASE RISK FACTORS AMONG STUDENTS IN GOVERNMENT SECONDARY SCHOOLS IN KADUNA STATE, NIGERIA

BY

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BEING A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES, AHMADU BELLO UNIVERSITY, ZARIA IN PARTIAL FULFILLMENT FOR THE AWARD OF MASTER OF SCIENCE DEGREE IN PUBLIC ADMINISTRATION, AHMADU BELLO UNIVERSITY ZARIA.

NOVEMBER, 2015.

DECLARATION

I, declare that this dissertation has been carried out by me in the Department of Public Administration, Ahmadu Bello University, Zaria. I further declared that this work has never been presented in any form by anyone for the award of any degree in any institution. All the materials used were duly acknowledged by the researcher in the bibliography.

_____ _____

Signature **Date**

CERTIFICATION

This thesis entitled "**ASSESSMENT ON MANAGEMENT OF INTERNAL REVENUE GENERATION AND PERFORMANCE OF ZARIA AND SABON GARI LOCAL GOVERNMENT AREAS, KADUNA STATE** 2006-2011, by MOHAMMED BUHARI, Garba Giwa, meets the regulation governing the award of the Degree of Masters of Science (M.Sc.) Public Administration of Ahmadu Bello University, Zaria and is approved for its contribution to knowledge and literary presentation.

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DEDICATION

This piece of work is dedicated to my beloved children and to my entire family members.

ACKNOWLEDGEMENT

In the name of Allah, the most beneficent, the most merciful, all praise(s) is due to Allah the Lord of the Universe. My profound gratitude goes to my able supervisor Prof. A. A. Anyebe and Dr. Ibrahim Adamu for their tireless motivation and supports which lead to speed of the work with patience and sacrifices to coordinate to the completion of this work despite his tight schedules and commitments.

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ABSTRACT

This study attempted to examine the management of internal revenue generation and performance of Zaria and Sabon Gari Local Government Areas, Kaduna State. Data for the study were collected from both primary and secondary sources. For the purpose of data analysis, data were analysed quantitatively and qualitatively by use of descriptive statistic technique specifically simple percentages, tables and highest means scores. The study revealed among others, that there is insufficient revenue generation in Zaria and Sabon Gari Local Government which have affected the performance of the two local government areas; the main source of revenue is purely from external source of revenue generation, specifically from statutory allocation in federation accounts. It was recommended based on the findings that; Zaria and Sabon Gari local governments should diversify their sources of revenue generation by shifting away from overdependence on external source that is derived from statutory allocation from federation accounts to emphasis on internally generated revenue and these revenues should be properly managed.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Historically, the development of direct taxation in local government in Nigeria can be traced to the period before the British pre-colonial period. Under this period, community taxes were levied on communities (Rabiu, 2004) recently the revenue that accrues to local government is derived from two broad sources, viz: the external sources and the internal sources. Statutory allocation from the Federal Account in accordance with section 160 (2) of the constitution of the Federal Republic of Nigeria (Promulgation) Decree 1989. Statutory allocation from each state government to the local governments in its areas of jurisdiction, Federal Grants-in-aid, State-Grants-in-aid, Borrowing from state government and other financial institutions, Local Rates on markets and shops, while internally generated source of finance includes; local rates, markets taxes and levies excluding any market where state finance is involved, Bicycle, truck canoe, wheelbarrow and cart fees, other than a mechanical propelled truck, Permits and fines charged by Customary Courts Local Government Business Investment, Tenement Rate Fees from schools established by the local governments Shops and kiosks rate, on and off Liquor Licence fees, Slaughter slab fees, Marriage, birth and death registration fees.

Revenue generation in Nigeria local governments is principally derived from TAX. Meanwhile tax is a compulsory levy imposed by government on individuals and companies for the various legitimate function of the state (Olaoye, 2008). Tax is a necessary ingredient for civilization. The history of man has shown that man has to pay tax in one form or the other that is either in cash or in kind, initially to his chieftain and later on a form of organized government (Ojo, 2003). No system or rules can be effective whether foreign or nature unless it enjoys some measures of financial independence. Local governments in Nigeria has developed over a number of years.

Thus, the Local government cannot embark, execute and possibly carryout the maintenance of these projects and other responsibilities without adequate revenue generation. This is the basic reason why development is skeletal at some Local Government councils in Nigeria. The issue of poor revenue generation is not exceptional to local government in Kaduna State. This has been one of the problems encountered by Zaria and Sabon Gari Local Government Areas.

This however pronouncedly affected development negatively in local government councils. In this thesis work, the issue to address is how far can this revenue generation affect management toward development especially in Zaria and Sabon Gari Local Government Areas.

1.2 Statement of the problem

The Local Government Council takes direct care of the grassroots people that is the people in the rural areas. These groups of people sometimes lack essential facilities and condition of modern civilization. They lack pipe bore water to drink, do not have electricity, accessible roads, poor educational infrastructure and facilities to mention but a few. This is one of the major reasons of rural – urban migration of movement. This has made our cities to be congested and increase in many criminal activities. Based on the above and foregoing assertions, it is obvious that the impact of poor revenue generation on the development of the rural area is a serious problem. This might be as a result of poor revenue generation.

If Nigeria is to achieve her desired goal of vision 2020 and possibly meet the millennium development goals (MDGS) target, the issue of revenue generation must be addressed squarely. The above functions of local governments are supposed to be taken care of using the resources generated from both internal and external sources of Zaria and Sabon Gari Local Government Areas. The Internal sources are those sources which are generated within the local government which include taxes and licensing which the constitution gave to the local government. External sources include grant from the Federal government, loans, aids etc. They are supposed to be properly harnessed and managed to make funds available to Zaria and Sabon Gari Local Government Areas so that services can be delivered to ensure development.

But, despite all the sources of revenue sources available to Zaria and Sabon Gari Local Government Areas, the level of revenue generation and management and the effect on performance is becoming more problematic every day and fall far below expectation as to meet the number of demands and responsibilities. This calls for many questions as to why is there short fall in funds or resources at the local government to meet up with their responsibilities given to them by the constitution. Some attribute that to absence of viable and transparent management techniques of revenue collection. While some see it to the angle of poor dichotomy and demarcation of revenue jurisdiction between and among the tier, of government that made up the federation.

To others, poor harvesting and management of the available revenue sources is the main cause of lower revenue generation. Capacity of revenue collectors in the two local governments is the area of concern according to some writers because the basic principles of revenue collection are not properly adhered to. These principle include economy, efficiency, convenience, rate etc which guide revenue generation at all levels are not given consideration which affect the volume and magnitude of resources of local governments. Hence the researcher is bothered to find out the impact of revenue generation and management on the lives of people at the rural area and how it has affected development in general especially in Zaria and Sabon Gari Local Government Areas.

Research Questions

i. What are the levels of revenue generation in the Zaria and Sabon Gari Local Government Areas?
ii. What are the level of machinery of revenue generation in Zaria and Sabon Gari Local Government Areas?
iii. To what extent is the generated revenue manages in the local government?
iv. What are the constraint to effective process of revenue collection in Zaria and Sabon Gari Local Government Areas?

1.3 Objective of the Study

The broad objective of the research is to assess and the impact created by revenue generation and management of Zaria and Sabon Gari Local Government Areas.

The other specific objective of this study includes:

i. To determine the levels of revenue collection in Zaria and Sabon Gari Local Government Areas.
ii. To analyze the machinery for internally generated revenue in Zaria and Sabon Gari Local Government Areas.
iii. To determine the extent to which the generated revenue is managed in Zaria and Sabon Gari Local Government Areas.
iv. To identify the constraint to effective process of revenue collection in Zaria and Sabon Gari Local Government Areas.

1.4 Hypotheses

1. H_0 - The level of revenue generation does not affect the performance of Zaria and Sabon Gari Local Government Areas.

   H_1 - The level of revenue generation affects the performance of Zaria and Sabon Gari Local Government Areas.

2. H_0 - The level of management of the revenue collection process does not influence the rate of generated revenue in Zaria Sabon Gari Local Government Areas.

   H_1 - The level of management of the revenue collection process influences the rate of generated revenue in Zaria Sabon Gari Local Government Areas.

1.5 Scope and Delimitation

The study is focused on the Assessment of revenue generation and management how it affects development of the local government areas. It covers both internally generated revenue and statutory allocated from the federal account. It will also involve the analysis of problems associated with revenue generation and management and its impact on the development of Zaria and Sabon Gari Local Government Areas. The study also restricted the geographical domain to only Zaria and Sabon Gari Local Government Areas of Kaduna for comparative analysis. This researcher deems it necessary to compare the two local governments because they have abundant sources of revenue and management pattern. The time frame for

the study covers the period of 2006 – 2010. This period was chosen because the local governments witnessed a lot of policy changes geared towards tapping and extracting various source of revenue and utilization in Zaria and Sabon Gari Local Government Areas. The researcher equally encountered financial limitation as lack of sponsorship from corporate bodies thus; the researcher's little resources could not cover more areas. The willingness of most local government staff to supply the needed data was another major problem. The researcher was constraint by time as time frame for the submission of this research was short for an expansive research.

1.6 Significance of the Study

The importance of this research work cannot be overemphasized as it intends to determine the relationship between revenue generation and management and the level of local government performance. However, many researches exist on revenue generation and management but with major emphasis on the revenue generation, and no credible attempt at working at the issues of assessment of management of revenue generation at the local government level, which is in the quest of maximizing profit. For example, Gabriel (2008) focuses on Discipline and Disciplinary Procedures in Kaduna State Civil Service by selecting some ministries. Etu (2006) narrowed on method of discipline in Federal Road Safety (FRSC), Zaria unit. While the two studies above single-handedly study public organisations, this study will bring to the fore, at a glance, a comparative study of discipline and disciplinary measures in a public and private organisations. The study relevance because it is assessing not only revenue generation but how effective is the revenue

generated being managed and utilized to improve performance of the two local government area.

The study is also relevant to those making policies and programmes on the area of revenue generation and how the revenue generated would be effectively and efficiently utilized. This would go a long way in reducing the dependency rate of local government on external source of financing programs and projects. Effective and efficient means of revenue generation and utilization is a very prominent issue that needs to be looked at.

Also, the study is significant to the revenue collectors on the need to devise an effective and efficient means of revenue collection taking into cognizance of the principle of economy and efficiency. These two principles ensure efficiency and effectiveness in revenue generation and by extension improve the performance of local governments in Nigeria with specific reference to Zaria and Sabon Gari local government areas.

Finally, researchers who are interested in writing on the field or related areas who would find this study relevant, as it serve as the basis they can refer to in building upon their studies. It is the hope of the researcher that it would add to knowledge in the area of research and development.

1.7 Definition of Terms

(1) **Revenue Generation:** This refers to the funds generated by the local governments to finance their functions and responsibilities that are assigned to them by the constitution. The revenue of these two local governments are considered to come from two main sources which are

internal and external sources. The internal sources are generated and controlled by the local governments while the external sources come from the federal government and other means. Simply put, it means the aggregate of income accrued to local governments over time.

(2) **Management:** In this research, it refers to the planning organizing directing and controlling of revenue sources in the two local governments. This is in relation to the principle of efficiency and economy towards improving the revenue generation of the two local government areas. It is assumed that effective management of the revenue generated would ensure higher performance of the two local government areas proper planning of tax allocation organizing the means of tax administration and collection, and low effective direction of the resources generated ensure higher performance in the two local government areas.

(3) **Utilization:** This refers to the use of the revenue generated in the two local governments in settling the needs and functions allocated to them effective and judicious use of the available resources would in turn improver the level of service delivery (performance) of the two local government areas.

(4) **Performance:** This means the ability to discharge certain amount of responsibilities and functions allocated to the local governments (Zaria and Sabon Gari) over a period of time. This is being measured by amount of services delivered by the two local governments. The higher the revenue generated and managed the higher the services (projects and programmes) to be delivered.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

Despite the strategic importance of Local Government to the nation development process, and the reforms devised to strengthen it, the Local Government contribution has been minimal. In 1986, meeting of the political Bureau at Abuja, contributors to the national debate on Local Government finance argue that the ineffectiveness of Local Government is derived primarily from exercise government control and interference in the performance of the Local Government, others claimed that states have undermined the financial viability of Local Governments by diverting statutory allocated grant for Local Government as well as encroaching on their revenue yielding functions like market, motor parks, tenement rating, liquor licensing that form the basis of the internally generated revenue sources.

Whatever, it may be argued, the issues of revenue generation and it effective management is at the epicenter of ensuring the local governments perform their role in the provision of basic infrastructural facilities.

Therefore, this chapter focuses on the review of relevant literature relating to the concept of revenue generation and management as well as the theoretical framework for the study.

2.2 Literature Review

2.2.1 Concept of Revenue

The concept of revenue defies a consensus definition among scholars and practitioners. Many define it in different ways to fit the context of their discussion or concern, as well as the aspect or area to which it is related.

According to Rasheed (2001:54) "Revenue is the aggregate of all the income accrued to a particular ministry, State or Local Government. In accordance with the provision of 1999 Constitution of the Federal Republic of Nigeria, there are precisely seven hundred and seventy four (774) Local Government with which Kaduna State has 23 to its credits. It can be observed from the above definition that no further clarification has been made as regard what constitute the income, the sources (internal or external) e.t.c.

In another dimension, Udo (1973), defined revenue as an income from both fixed asset and current asset. He further described fixed asset as an asset which is expected to last more than one year and it is for future benefit, while current asset has a shorter life-span with a benefit usually of year or so.

Hepworth (1976) stated that revenue is an income or funds raised to meet the expenditures. He added further that revenue is raising resources needed to provide government services. He also stated that there are two aspect of finance – income and expenditure. In other words, the sources of fund and the utilization.

In an attempt at using some specific measurable indicators in describing the concept of revenue, Fayemi (1991) posits that revenue is a tool of income to government from sources such as taxes, rates, fees, fines, duties, penalties, rents, dues, proceeds and other receipt of government to which the legislature has the power of appropriation. Government revenue can be classified into recurrent revenue and capital revenue.

However, the issue of local revenue generation is enshrined in the 1999 constitution, under the Fourth schedule (iv) of the constitution. Because revenue right are essentially the product of the statutory arrangements relating to the assignment of functions and allocation of tax powers. Quite often, because of the conflict between the two criteria of administrative efficiency and fiscal independence, it resulted in over concentration of powers with the centre (Halidu, 2004).

Further, in most countries operating a federal system of government, the responsibility of revenue sharing, including the determination of appropriate criteria to be employed is usually handled by high powered fiscal commissions. And, in the exercise of revenue sharing or revenue allocation, each level of government is guaranteed a percentage from the central pool. Thus, whether the revenues of the level of government accrue from sharing proceeds of the central pool, or from any other arrangement statutorily authorized, those revenue sources become the revenue rights, of the relevant level of government (Opcit, 2004).

From the foregoing background, it should be noted that the issue of revenue generation vis-à-vis the sharing of revenue proceeds, statutory

conferment of revenue generation powers have been of recurring decimal in Nigeria. Thus, this line us in determining what revenue generation is all about.

According to Ndaman (1999:74):

> *Revenue generation is as old as the community itself, its sources comprises of agricultural means, labour use of public utilities, goods and services. Internally generated revenue is the live-wire of any organization be it public or private, especially when such organization charged with the responsibility of designation promotion and socio-economic development of the grass root as well as provision of wide range of services and welfare service which have formed the bedrock of Local Government in Nigeria.*

Revenue generation is an important and indeed traditional function of the Local Government and by all means represent the highest source in this respect, the key aspect of the revenue generated should be to demonstrate the sound economic development and provision of infrastructure facilities, which may be the upper most in the eyes of the Local Government citizenry.

2.2.1.1 Sources of Revenue in Local Government

According to Imam (1996:500 there are five distinct sources of revenue for Local Government which he subsumed under two (2) broad categories namely;

1. External Sources of Revenue
2. Internal Sources of Revenue

External Source of Revenue: The external sources of revenue Local Government are external because the size of such revenue as well as when and how to generate them are invariable not directly neither determine nor influence by the Local Government. However, the external revenue source for local government consists mainly of statutory allocation and in some specific grants which may be given by Federal Government in respect of project or undertaking. These were provided and have been entrenched in the 1979 and the 1999 constitutions. (Anyebe, 2004). The specific provision in the constitution states that; any amount standing to the credit of the federation shall be distributed among the federal and state governments, and the local government council in each state, on such terms and in such manner as may be prescribed by the national assembly.

Thus, the provision of the constitution brought local governments into the sphere of intergovernmental fiscal relations in the federation. From 1976 to 1989, local governments in the federation were entitled to 10 percent of the Federal Account. Thereafter, the percentage was raised to fifteen, and later 20 percent. Added to this is the fact that the state governments are mandated to allocate 10 percent of their internally generated revenue to local governments within the jurisdictions.

The external sources of revenue to the local authority (government) can be splitted into three (3) namely:

a. Financial transfer
b. Loan
c. Donation

a. **Financial Transfers:** Financial transfer to Local Government consists of funds financed from the principal revenue sources of central or state government, these include funds that are ultimately finance from central government principal tax instruments (generally income and trade tax's) and from the central government borrowing financial transfer is assuring considerable importance in central local financial relations all over the world the practice goes by the different name in different countries for some, the common nomenclatures are government transfer, and within the Nigerian political system it is called statutory allocation. The practice of transferring fund from the central government budget to Local Government is predicted on a number of reasons. The most significant reason is for the central government to vacate some viable revenue field for Local Governments even when such fields are located in certain specific Local Government Areas.

Others are:-

i. To finance either wholly or partly the cost services or development programmes which are of national importance.

ii. To encourage Local Government to develop programmes and services in line with national policy.

iii. To stimulate development in local economics, there by contributing to national growth and by extension reducing inter Local Government or regional disparities.

iv. To control Local Government expenditure with a view to ensuring compliance with national policies or standard of services or development across the country.

v. To compass Local Government with law fiscal capacity especially those with a relatively inferior potential for raising their own direct revenue.

vi. To secured an equal or more equal standard of services or development across the country. And;

vii. To assist Local Government cope with agencies.

The Udoji commission aptly bemoaned the financial plight of the Local Government when it declared in (1974) that:

> *With declining revenue, sharp increase in the cost of there major social services and in general administration as well as growing top heavy permanent staff establishing, some Local Government in the country are facing stagnation and getting closer to bankruptcy. This trend is characterized by deteriorating standard of existing service, irregular payment of staff salaries and wages and inadequate funds to finance capital projects. (Imam, 1974:45).*

In a bid to arrest this ugly development at the grassroots, the Federal Government introduced statutory allocation to the third tier of government as the form of finances transfer in 1976. Consequently, this source of revenue, become very prominent in Local Government finances as from 1976. The 1976 Constitution gave added fillip to the source of revenue to Local Government when it empowered the National Assembly to determine the amount and manner of such allocation as it deem fit. The first legal backing to this source of revenue was Revenue Allocation as it deem fit. The first legal backing to this source of revenue was Revenue Allocation of 1981

which fixed the respective allocation of the Federal and State government to local at 10% of the federal account for the former and 10% of the total revenue for the state.

However, the Political Bureau (1979) recommended that Local Government share of the Federation Account should be increased to not less than 20% and that state should be required to contribute 10% of their internally generated revenue to their Local Government as well. The Federal Governments accept this recommendation but reduced the recommended percentage by 5%. Consequently Local Government started to receive 15% from 1990 and percentage were further increased from 15% to 20% in 1992.

The Political Bureau also recommended that the Local Government Federation Account should be sent to them directly rather than through the state government as mandated by the 1979 Constitution and the Revenue Allocation Act 1981. The Federal Government commenced operation of this recommendation subsequently.

b. **Loans:** Local Government are empowered to borrow usually to finance major capital projects. The loan can be raised either from private financial institutions or specialized municipal credit agencies.
c. **Donation:** According to Ndaman (1999:77) "Donation is a help rendered out of sympathy by friends of Local Government such as non-governmental agencies United Nation Organization, able indigenes that have direct bearing with local government.

Internal Source of Revenue: This is a type of revenue accrued to the local government internally. Under the internal sources of revenue are property tenement rates, levies by rates or licensing of underdeveloped plots used for commercial purposes cattle tax (Jangali) bicycle licenses, hawkers permits, forestry and fuel exploitation fees. Tractor hiring and user charges on markets and motor parks. Of all the sources enumerated here, property/tenement rates hold the greatest promise of yielding substantial revenue for local Government. On this, the Reforms Guidelines observe that: in respect of local resources, the only one, which can be made to yield really large sum, is property rating, the use of which should be extended to all local government to progressively, beginning with the urban areas.

Also, local government has some level of control of these sources. These includes the followings:

a. Property rates/Tenement rates
b. User fees and charges
c. Poll tax/community/flat rate tax; and
d. Fines

a. **Poll Tax/Community Tax/Flat Rate Tax:** Poll tax or flat rate tax is a kind of levies imposed across the board by a governmental authority on every legible citizen. This form of direct taxation is paid at a flat rate irrespective of the amount of services provided by the government.
b. **User Charges:** A user charge is a fee paid in exchange for a service provided by a Local Government. Stall age fees in markets built by

Local Government business, fees for using Local Government car parks etc are example of user charges.

c. **Property/Tenement Rate:** People that own property such as house, lad and industries are expected to pay certain amount of money to Local Government as tax.

d. **Fines:** Local Governments generate revenue through fining individuals or person that bridges the byelaw.

Oladeji (1995), stated the major sources of revenue to local governments; these are as follows:

i) 20% of Federal Government Statutory allocation.

ii) Internally generated revenue

iii) VAT – value added tax

iv) Loans and Advances

v) Special capital grants

vi) Proceeds from Investment

vii) Financial aid and assistant from individual and organization.

The internally generated revenue are further grouped into the following headings:

i. Market Sources:

Market Stall fees

Shop charges

Hawking fees

Motor parks charges

ii. Social Sources:

Registration of social organization

Street naming registration fees

Entertainment permit fees such as night and day parties

iii. Health Sources:

Birth and death registration fees Dispensary and Maternity fees Burial fees

Toilet fees

Slaughter fees

iv. Economic Sources:

Traders' fees

General Contractor registration fees

Trade license fees

Hotel registration fees

Business Centre registration fees

Bakery house fees

Head tax

Cattle tax

Advertisement permit fees

Restaurant registration fees

Association registration fees

Survey fees

Barbing Salon license fees

However, Ogtinna (1996) posited that generally the local government has eight main sources of revenue which includes rates,

grants, statutory, allocations, fees and charges, fines, earnings and profits, loans and miscellaneous.

1. Rate

As one of the independent sources of revenue, people residing within a local government area pay some money to it in form of rates. Rate is, thus a local tax of the local government which is of three types namely property rate, special rate and capitation rate otherwise known as poll tax. Property rate is a fixed percentage amount for the current value of a private property levied on the owner of such a properly. Capitation rate which is also a fixed amount of money levied on all rateable adults I living in the local government. It is not only fixed but equal for every payer and like the property rate, it is paid annually.

As a flat rate, it is generally low so that the low income people can conveniently pay. Special rate is a fixed amount meant to be paid by all rateable adults residing in the local government area. Special rate is usually levied for specific and priority projects like Education, water supply and rural electrification which the local government has inadequate fund for its provision.

2. Statutory Allocation

As the third tier of government, the local government receives statutory allocation from the federation account just like the state and federal government. This share of revenue is as fixed by law, part of it also comes from the stale government total internally generated revenue based on percentage formula because it is fixed by law, it is not voluntary

but mandatory and does not depend on the whims and caprices through a legitimate process of change of the law that provides it. Statutory allocation is definite and certain.

3. Fines

These are penalties imposed by the customary courts on individuals for the contravention of the bye-laws of the local government to regulate and control services allocated to them within their areas of jurisdiction. Note that revenue accruing to the local government through this source is relatively very insignificant.

4. Earning and Profits

These are profits, interests and premiums accruable to the local government from its investment of funds in private or public economic ventures. In other words, they are money realized by the local government from commercial ventures and industrial establishments such ventures includes mass transit services, soap industry, bakery, Agricultural farms, shares owned in companies. If such business is effectively managed with minimum local government interference and t-political influences, the higher revenue could be realized.

5. Fees and Charges

Revenue is generated through payments for the services which the local government provides such fees arc in some cases designed to regulate and in other cases to maintain these services.

Fees and charges are imposed and revenue realized from the issuance of various types of licenses like bicycle, wheelbarrow, canoe and cart licence,

others are charges on bakeries, sale of liquor in restaurant and public places, erection of sign-boards registration of births and marriages, motor parks and markets, personal identification, public urinary and toilets etc. The imposition of lees and charges on these services by the local government always requires enabling laws for them to be lawful.

6. Grants

The federal and state government give grants often called grants-in-aid, to the local government to enable it discharge its functions effectively particularly in the area of the provision and maintenance of certain basic amenities for the people such basic amenities like water and electricity supply, building of educational and health facilities. The maintenance of roads attract grants four main types of grants which includes general or block grant, specific grants, equalization grant and matching grant. Local governments are expected and are indeed meant to embark on certain, development projects that are listed as priorities of government. Consequently any local government of that embarks on such priority projects is given matching grants which is designed to simulate and encourage development.

7. Loan

Local governments are empowered to obtain loans from the federal, state and other local government. They are also allowed to raise loans from financial institutions like bank and from individuals. They raise loans for incurring capital development projects that are within their statutory functions. Educational, Agricultural and Industrial

development Projects, drainage schemes, health and market development are good examples of developmental projects for which loan can be raised.

The fact is that no local government can make any reasonable giant stride in rapid community development without borrowing. It is however important to note loans are necessity provided that they are prudently applied on capital projects for which they are obtained, on capital projects which are expected to be of immense benefits to the people including the coming generation which incidentally are reasonably expected to pay for such loans in future, our of the rates and other forms of taxes they will pay.

8. Miscellaneous

Revenue can be generated from the payment of levies like developmental and educational levies. Money can also be realized from rents paid for using any land or building belonging to a local government. Gifts and donations from individuals, philanthropists and corporate bodies also form sources of revenue of the local government.

2.2.1.2 Uses of Revenue in Local Government

According to Adamu (2000:92) the revenue generated by the local government is used in two ways. These are:

1- Capital expenditure

2- Recurrent expenditure

1. Capital Expenditure: This involves the payment for capital, real properties such as building of Local Government Offices, house, land

acquisition, road construction including bridges, purchase of vehicle and other equipment.

2. Recurrent Expenditure: This represents money spent on maintenance and other operational cost in running the Local Government activities such as payment of Staff salaries and wages expenses incurred by the local council and other personally cost. Local Government recurrent expenditure is grouped under three heading such as:

a. Administrative Department

b. Social Development Department

c. Economic Development Department

i. Administrative Department: According to Likita (1999:13) "The need for co-ordination of the general activities of the council to ensure that their aims, objectives are achieved promoted the incurring of this expenditure which include payment of staff salary and general overhead (telephone, electricity repairs and maintenance).

However, that accrues as a result coordinating the activity of the Local Government and this has to be finance through the revenue generated by the Local Government council, it is the responsibility of an administrative department to ensure that there is efficient and effective working environment for its staff and to ensure that rule, regulation and principle proactive government.

ii. Economic and Social Development: The Local Government through the social infrastructure to its citizens to improve their living standard.

The provision of health care service to its villages education, information, water supply, electricity and proper planning of the council. All these have to be finance through the revenue generated from the Local Government. It is also part of the responsibilities of social services and development department or unit to mark adequate provision for future development of the council in order to meet the increasing population of the council and as this more ways of revenue generation should be embarked by the council.

2.2.1.3**Problems of Revenue Generation**

Mohammed (2000:79) states that there have been confronted Local Government in their bid to generate more revenue of the Local Government on the low side. He enumerates some problems as:

i. Forgery of government receipts

ii. Lack of proper record

iii. Staffing problems

vi. Human relation; and

v. Unreliability of return. e.t.c.

1. **Forgery of Government Receipts:** Some of the staff of the treasury department specialized in forgery of government receipts, this is achieve by staff due to poor supervision and neglect of the senior officer (Director) of treasury unit, forgery is also made possible by long stay of an officer in a position, lack of occasional rotation of staff and under law.

2. **Lack of Proper Records:** Most of the books in treasury department are not well kept and irregular balances of books, delay in processing document

and files, unexplained items in there conciliation statement, unauthorized transaction and transaction not supported by proper document, all this make it difficult for any person to trace default easily as filmy replies are given to audit queries, staff of treasury department make away with some to the revenue that is supposed to be accrues to the council due to the above stated problems.

3. **Staffing problems**: Most Local Government council staff lack proper training, deployment of unqualified officer to sensitive position most of the staff in treasury department are having life style above their means, there is also lack of segregation of duties, co-operation, and wide gap between the chief executives and other set of officers. Poor supervisor and negligence is also part of staff problems facing the Local Government as sizeable percentage of the available revenue sources of the council are left untapped and this has caused stagnation in their revenue generation over some times.

4. **Human Relation:** Delay in prosecuting fraudsters and poor recruitment of the staff to collect revenue on behalf of the Local Government council, the diverse nature of (he people who they are supposed to encounter requires the revenue collector to be honest conscientious caution in approach, sincere in approach, be able to communicate effectively, and above all have excellent human relation and knowledge of his duties to enable the revenue collector discharge his duty effectively. The problem of unreliability of returns by staff these also hamper revenue generation to the coffer of the council because the collector refuses to give a proper account of revenue generated.

2.2.2 Concept of Management

An organization can only achieve its goal and objectives by the coordinated efforts of its members, and it is the task of management to get work done through other people, ft is by the process of management and execution of work that the activities of the organization are carried out. Management is an integrating activity, which permeates every facet of the operations of an organization. Management is fundamental to the effective operation of work organizations, which is a generic term and subject to many interpretations. A number of different ideas are attributed to the meaning of management and to the work of a manager. Different meanings have been attributed to the word "management", some people see it as referring to a group of people. They think of it as a management team of individuals in an organization. Other people take management as a profession and students take management as an academic discipline where people study the art of managing other people. However, Mc Farland (1974) defines management as a process by which managers create direct, maintain and operate purposive organizations through systematic coordinated cooperate human efforts.

Laurier (1999) refers to management as the cornerstone of organizational effectiveness, and is concerned with arrangements for the carrying out of organizational processes and the execution of work.

However, McGraw (1976) sees management as the process of designing and maintaining an environment in which individuals working together in groups, efficiently accomplished selected aims.

Whatever way one looks at management, it is considered as an integrating process of all persons in the organization by which each of them creates, directs and operates in harmony with others to achieve organized purposeful results through coordinated and elaborative human efforts. Management is the art of getting things done through organizational resources e.g. workers, finance resources and equipment.

Druker (1974), who is widely regarded as the father of management sees management as task, discipline and people. Every achievement of management is the achievement of people and every failure of management is a failure of the people. In their own view, Breech et al (1972) say, management is concerned with seeing that jobs get done and done efficiently, it tasks all centre on decision for planning and guiding operations that are going on in the enterprise.

From the above, it may deduced that managerial action can direct and control to a great extent the nature, degree and pace of change occurring within the organization. It also shows that the process of management is rooted in the actions of people at work. (Bagobiri and Kassah, 2009:3).

Therefore, management activity is taking place within a structural organizational setting with a prescribed role ‐directed towards the attainment of aims and objectives through the efforts of other people using systems and procedures to achieve such aims and objectives. Management is not homogenous. It takes place in different ways and at different levels of the organization. The classical writer Henri Fayol analyzed the nature of management into groups and headlines as common activities of management.

2.2.2.1 **Management Functions or Activities**

Gulick back in the 1930s coined the word POSDCORB from the initial letters of these seven functions: planning, organizing, staffing, directing, coordinating, reporting and budgeting. But, with some modifications, the management functions will be identified as planning, organizing, staffing, direction, control, innovation and representation (Dale, 1978).

- Planning: This is decision on what to accomplish in relation to the organisational goal.
- Organizing: This is decision on jobs to be filled, the duties and interrelationship among coordinating department or units.
- Staffing: This is effort at finding the right people for each job on continual basis, as well as issues pertaining staff.
- Direction: This is effort in ensuring that subordinates do what is expected of them.
- Control: This is awareness on what is going on and attempt at changing procedures where necessary. It includes comparism between what is to be done and what has been actually done.
- Innovation: This is the introduction and development of new and better ways of doing things.
- Representation: This is how the organisation is relating with the external environment ranging from the general public, customers, suppliers and other tiers of government e.t.c.

Therefore, in relating the concept of management with local government finance, financial management of revenue could be seen as the planning,

organizing, directing, controlling, innovative changes and proper representation in relation to the financial activities such as procurement and utilization. It means applying general management principles to the financial resources of local government.

2.2.2.2 **Management Skills**

Technical Skill (Competence)

Technical competence is knowledge of and proficiency in activities involving method, processes and procedures. It is the application of specific knowledge method and skills to discrete tasks. It involves working with tools and specific techniques. For example, mechanics work with tolls and their supervisors that supervise them should have the ability to teach their workers how to use those tools. Similarly, accountants who apply specific techniques in doing their job, should be ready to assist the account clerk in carrying out the farmer's duties. Technical competence is required more at the supervisor level, for the training of subordinate staff, and with day-to-day operations concerned in the actual productions of goods and services.

Human Skill

It refers to social and human relationship, which is the ability to relate and work with people. It is referred to as interpersonal relationship in working with other people, and the exercise of judgement. A distinctive feature of management is the ability to secure the effective use of human resources of an organization. This involves effective cooperative effort, teamwork and the creation of an environment in which people feel secure and free to express their opinions.

Conceptual Skill

This is the ability to view the complexities of the operations of the organization as a whole, and the relationship among its various parts these include the environmental influences. Conceptual skills are needed in planning, organizing, controlling, system development, problem analysis, decision making and so on.

Design Skills

Ability to solve problem in ways that will benefit the organization. To be effective, particular at upper organizational level, management must be able to do more than see a problem. They must have, in addition, the skills of a good design engineer in working out a practical solutions to a problem. If management merely sees the problem and becomes "problem watcher" I will fail. So management must also have valuable skills of being able to design a workable solution to the problem in the light of the realities they face.

The relative importance of these skill may differ at various levels in the organization hierarchy, technical skills are of greatest importance and helpful in the al skills, on the other hand, are usually not critical for lower level supervisors.

At the middle-management level, the need for technical skills decreases; human skills are still essential, the conceptual skills gain its importance. At the top management level, conceptual and design abilities and human skills are especially valuable to management.

The Culture of Management

For management to be successful, the cultures of the organization must be known. Knowing the culture will lead to improvement in work performance.

Consideration, Respect and Trust

People generally respond according to the way they are treated. If you give a little, you will invariably get a little back. Make people feel important and give them & a sense of person worth. The majority of staff will respond constructively if treated with consideration and respect, and as responsible individuals who wish to serve the organizational well.

Peter and Waterman, (1992:31) made the following comments:

> *Treat people as adults, treat them as partners; treat them with dignity. Treat them with respect. Treat them not capital spending and automation-as the primary sources of productivity gains. These are fundamental lessons from the, excellent companies' research. In other words, if you want productivity and the financial reward that goes with it, you must treat your workers as your most important asset.*

Recognition and Credit

Give full recognition and credit when it is due and let people know you appreciate them. Positive feedback on good performance is a strong motivator and staffs are then more likely to accept and respond to constructive criticism. If staff are to take pride in their work, they need to know when they are performing well and to receive appropriate recognition for their efforts.

Involvement and Availability

Involve yourself with the work of the staff, and make sure you fully understand the difficulties and distastes of their duties and responsibilities. Ensure an open flow of communication, and encourage participation and feedback. Take an active interest in the work of staff but without excessive supervision or inhibiting their freedom of action.

Fair and Equitable Treatment

Treat people fairly but according to merit. Ensure justice in treatment, equitable systems of motivation and rewards, clear personnel policies and procedures, avoidance of discrimination and full observance of all laws and codes of conduct relating to employment. People expect certain outcome in exchange for certain contributions or inputs. A feeling of inequality causes tension the person may indulge in certain forms of behaviour in order to move or to reduce the perceived inequity.

Positive Action on an Individual Basis

Treat members of staff as individuals deal with individual situations on an individual basis, avoid the blanket approach. Blanket approach means joining an individual of a different situation and treating them the same way.

Emphasis on End-Results

Place emphasis on end results and levels of actual performance and achievement rather than on compliance with detailed instructions, rules or regulations.

2.2.3 Revenue Generation and Financial Management

According to Jason (1985) "financial management is not an exclusive concern of, only part of the organization of local government or only one person or category of persons. All council members are members of the local government staff from highest to the lowest level are involved in financial matter and concerned with their field of operation and process that is obtained for.

This is to ensure proper financial management at all level of the local government, the 1976 Local Government Reform brought about immense and valuable changes in the country, in order to effect the expected changes; the federal government has taken an unappreciated step of providing guidelines for the state to follow in affecting local government reform which change large sum of money has been give as grant throughout the country. This has clearly pointed out that federal government has made money available to local government since the reform. The funds need careful management if the federal government needs, and there should be a comprehensive arrangement of checked and balances by the government.

According to Abubakar (1996) financial management could be said to be organization practice creating financial resources, allocation and utilization through optimum application of available resources, this implies a vampirism of attendance expenditure cause and selection of one that is best needed with efficient objectives. For effective management of government finance, there must be rules and regulations ensuring that there is judicious use of financial resources in attainment of the overall goals of the local government.

Another aspect of financial management is financial records which have to be supervised and monitored by officials of the local government so as to ensure accountability.

According to Adebayo and Rowland (2005) "without financial management the policies adopted by certain government authorities in variety of filed may not effectively implemented".

Geoffrey explain the technique investment appraisal as well as the wide application of financial allocation to projects including assessment of financial needs by cash flows, in forecasting investments appraisal, the role of financial management embraces the following:

a. Investment decisions

b. Assessing the volume of financial requirement

c. Decision about the type of finance

d. Controlling the use of finance

Objectives of Financial Management

The financial management is generally concerned with procurement, allocation and control of financial resources the objectives can be:

1. To ensure regular and adequate supply of funds to the local government.
2. To ensure adequate returns to the people of local government in terms of social services.

3. To ensure optimum funds utilization, once the funds possible way at least cost.
4. To ensure safety on investment i.e. funds should be invested in safe ventures so that adequate rate of return can be achieved.
5. To plan a sound capital structure, there should be sound and fair composition of capital so that a balance is maintained between department and equity capital. Functions of Financial Management.

Functions of Financial Management

1. **Establishment of Capital Requirements**

A finance manager has to estimate with regards to capital requirements of the local government. This will depend upon expected costs, future programmes and policies of the local government estimation have to be made in an adequate manner which increase earning capacity of the local government.

2. **Determination of Capital Composition**

One the estimation has been made, the capital structure have to be decided. This involves short term and long-term debt equity analysis. This will depend upon the proportion of equity capital of a local government and additional funds which have to be raised from outside.

3. **Choice of Sources of Funds**

For adequate funds to be procured, a local government has many choices like the followings:

a. Loan to be taken from banks and financial institutions

b. Public deposits to be drawn like in form of bonds

4. **Choice of Factor**

Will depend on relative merits and demerits of each source and period of financing.

5. **Investment of Funds**

The finance manager has to decide to allocate funds into profitable ventures to ensure safety on investment and regular returns.

6. **Management of Cash**

Finance manager has to make decision with regards to cash management. Cash is required for many purposes like payment of wages and salaries, payment of electricity and water bills, payment to creditors, meeting current liabilities, purchase of raw materials, etc.

7. **Financial Controls**

The finance manager has to ensure that there is judicious use of financial resources in attainment of the overall goals of the local government and responsibilities should be well maintained and money expended is accounted for.

2.2.4 Apparatus to Local Government Revenue Management

Though the chairman, secretaries, treasurers Head of Internal Audits and Personnel – Management in Local Governments are mandated by rules and regulations governing their offices to ensure good management of local government finances, the financial memoranda F.M. 7.14 extends the responsibility beyond political office holders by holding in addition, 51780

members from the highest to the lowest accountable they should also ensure that proper value is obtained for monies spent.

2.2.4.1. **Revenue Management Tools**

Two major tools are available for local government financial management.

(1) The Financial Memoranda: F.M. chapter 6. F.M. 6.L 26 provides detailed guidance for all financial transactions in local governments. Its emphasis is on control rather than on control and management. The F. M. is so specific that it places severe constraints on personal initiative of government financial managers.

(2) Local Government Estimates on Budget: This gives allocation of funds to activities and specifics the set unit responsible for implementation.

The estimates are a financial plan for the execution of local government policies. Once it is approves, it provide legal backing for incurring expenditures. It provides for maintenance of adequate controls over revenue and expenditure. From estimates, one assess the financial soundness of the local government.

Office of the Auditor General (L/Govts) Audit

The civil service reforms of 1988 directed state government to established the office of the Auditor General (L/Govts). The local government Auditor General is an appointee of the state government and is based at the state Headquarters. His duties are:-

(a) Auditing of local government accounts on regular basis.

(b) He can sanction and surcharge any officer as provided for in the guidelines governing offences and sanctions.

(c) He can query any erring chairman of local government who has been designated accounting officer at and chief executive.

Local Government Audit Alarm Committee

This is a state organ, which has the function of stopping irregular or illegal payments. Members of the committee are:-

(a) Director of Local Government (Auditor General)

(b) Director of Local Government i/c Finance (formerly chief inspector of local government) representative from the Accountant General's office.

Submission of Monthly Returns

Local governments are required to render monthly return of revenue and expenditure to the local government Auditor – General with the copies to the ministries for local government affairs not later than three week of the following month. There are approaches which are currently employed in the management of local government revenue in Nigeria.

2.2.5 Empirical Review

Some researched works relevance to this study are reviewed. First, Ikape (2003) studied on the topic entitled "Revenue Generation and utilization for social welfare of the Rural Community". A case study of Oju Local Government Area. The study hypothesized that poor mode of collection hinders effective revenue generation and that revenue generation

and utilization are effective tools for the development of rural communities. Also, the study using descriptive statistical tools in presenting and analyzing data revealed that there was poor mode of generating internally generated revenue and that the revenue available was poorly utilized.

In related study, Haruna Soba (2010) writes on "An Evaluation of the impact of Internally Generated Revenue on the Development of Kaduna South local government of Kaduna State. The findings of the study were that; there was low level of Internally Generated Revenue; poor administration of Internally Generated Revenue with led to decline of the economic base and that, overstaffing, corruption and mismanagement remain constraints to effective utilization of the internally generated revenue base. Thus, the study did not determine the relationship between revenue generation and local government socio-economic development.

Further, Obioma (2012) writes on "An Assessment of Revenue Generation and management in Sabon Gari local government area of Kaduna State. The study concluded that the problems confronting the local government in revenue generation and management were among others included: laxity on part of revenue collectors, and lack of accountability and corruption.

Finally, significantly the foregoing studies are, however this present study emphasizes on assessing revenue generation and management in two study areas. Also, effort is intensified in relating the level of revenue generation and management with the performance of local government in service delivery.

2.3 Theoretical Framework

Systems Theory

Systems theory is used for explaining the major variables of the study. Hampton said that a system could be defined as "an organized or complex whole, an assemblage or combination of parts or things forming a complex or unity whole".

Buttressing this view, Mitchell pointed out that the basic idea of system theory is hinged on the fact that "the whole is more than the sum of its parts, that organization could be seen as an assemblage or combination of sub units or parts that are interrelated and that play contemporary role to the entire system such that a change in one part (subsystem) is likely to affect the entire organization or system".

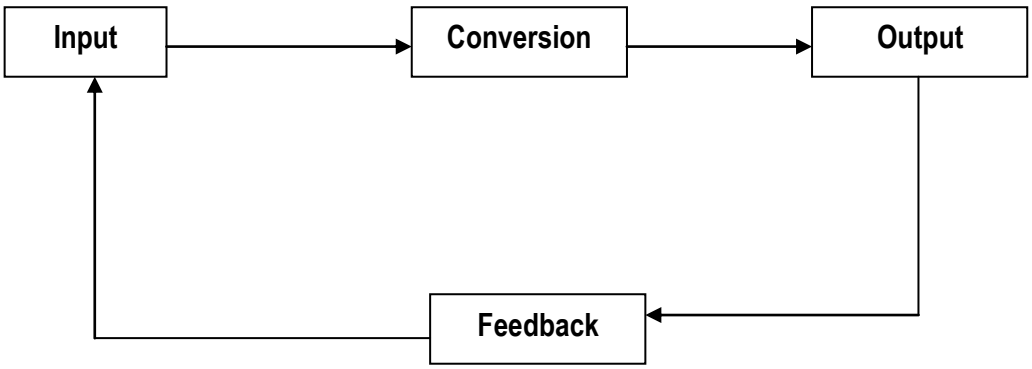
It can be deduced from the above quote that the major emphasis of the system approach is interference and interrelation. Organizations depend on other systems for inputs and resources e.g. finances, employees etc. This foreclose that an organization can only overcome its problems (services and production) by making recourse to other systems as at and when necessary. Hence the central fact in the system theory is its provision of a rational basis for the critical as well as systematic examination of actions and interactions between organizations, their external environment and even within the organizations. By implication, this signifies that the use of the system approach will eventually; certainly reveal that every system is an open one.

According to 'Monday' "an open system is an organization or assemblage of things that affects and is affected by outside events".

This is a confirmation of the views of author's earlier on made under this section. The important- message in this is that an organization is affected by a number of forces internally and externally, implying that the administrant must study and respond to them as appropriate. For the system theory, the most predominant concepts used for analysis are organization, environment, inputs, output and feedback.

It could be seen thus, that a system is a cycling process and forms a coherent system of interaction. The diagram below explains:

Figure 2.1 System Process

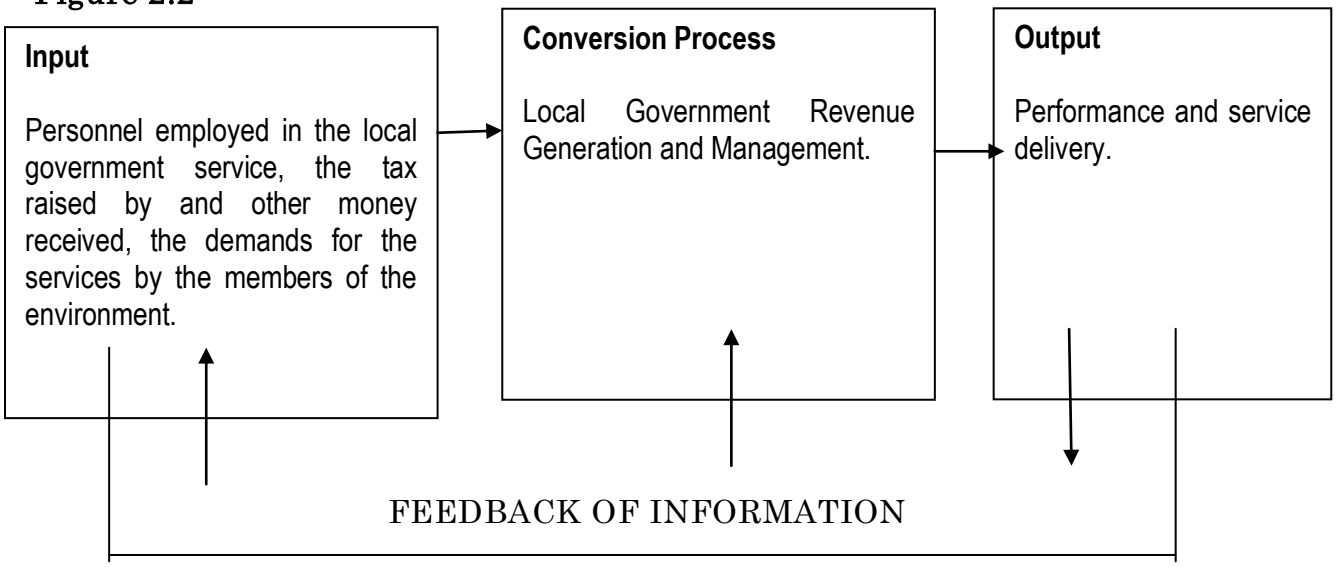


Source: Koant (1980)

The three major characteristics open system are:

i. They receive input or energy of open system
ii. They convert these inputs into output
iii. They discharge their output into their environment

Figure 2.2



Source: Survey Researcher, 2012.

Another emphasis in relating to the diagram above is on interdependence and interrelation of one organization to another or other and dependence on the environment for inputs and resources. Relating this to the local government system, it will be abundantly clear that these inputs include the personnel employed in the local government service, the tax raised and other monies received, the demands for services by the members of the environment etc. all these constitute potential inputs to the local government. It is left for the local government to collate, analyze and utilize the inputs, process them adequately with a view to rendering necessary services to the environment, thereby systematically taking inputs from the environment to produce output to the same environment.

Hicks et al' also expressed the view that 'any problem that affect one - the subsystem would also be dysfunctional to the entire system". By way of analysis, using the system theory, the Zaria and Sabon Gari Local Government can be seen as a system consisting of subsystems or

components parts, which interact in a coordinated and designated plan for the purpose of achieving efficient and effective service delivery, which is in nutshell the major purpose of local government.

The major functions which the local governments provide to their immediate environment include primary health care, primary education, agricultural and extensive services, construction of social and infrastructural facilities like roads, culverts, bridges, cemeteries, reading rooms, television viewing centres, house for the destitute and other recreational facilities all of which are output. This is on the one hand. On the other hand, the local governments are engaged in the collection of funds accruable to it from both tax and non-tax sources. These ranges from federal grant from the federation account, to internally generated monies such as taxes, rates, fees, fines, licenses and earnings from commercial undertakings which in essence could be termed as financial inputs to the local government. A judicious use and processing of these inputs via good administration, proper management and adequate planning would mean or rather permit the translating of same into effective and efficient services called out from which all and sundry benefit. Of course, this is a normal situation where the people residing in the locality keep their obligation to the local government by paying the relevant fees as inputs while the local government to respond to the gesture by embarking upon good services and projects (i.e. output) for the benefit of the entire people in the locality.

Conversely, it will be retrogressive and abnormal where either one or all of the interdependence, interacting parts or subsystems making the whole system fail to keep or observe its obligation, which is necessary for the whole system to operate.

Retro-regressive in the sense that without input from the society members, as well as the revenue collectors there may be little or no response (i.e. output) from the local government based on the rate of generated revenue. Similarly, it will be absurd and abnormal for the local government to receive inputs and fold its arms and refuse to effectively translate the inputs into concrete services and projects for the benefit of the society members as it is the case today. It is therefore essential for the society or environment to live up to expectation by giving in the necessary input for the local government to efficiently and effectively render services (i.e. output).

The Zaria and Sabon Gari local governments are endowed with numerous sources of revenue. Apart from the traditional and conventional taxes, license fees, rates and fines, they have other sources from which they realize revenue. For instance, there are many industrial, chemical and technological companies in the area. Nevertheless, the collection or generation process is not without its shortcomings. There are problems of inadequate data of companies as well as absence of detail operational and production profile of companies based on which an appropriate percentage can be charged. The problem might not be unconnected with the attitude of the revenue collectors

collaborating with tax payers to defraud the local government. To a certain degree, the administration in charge of the revenue generation process has a share of the blame for non-insisting on results.

As an open system interacting with other subsystems within its external environment and dependent on other systems for survival, the Zaria and Sabon Gari local governments have the "finance department as a subsystem different from the whole local government system. The department, as a custodian of all monies of the local government, also is responsible for the collection of all monies local government, be it from the public or the government. In as much as the finance department obtains the necessary, qualified and skilled manpower required for its successful operations the whole system of local government would be sound and effective. If however the finance departments do not have qualified and competent staff, there will be perfunctory discharge of functions leading to ineffectiveness, failure of services and eventual breakdown of the whole system.

In the final analysis, the researcher is emphatic that the Zaria and Sabon Gari local government adopt the systems approach to organizational endeavour being the most effective and efficient tool which allows conscious interaction, interrelation and interdependence between one system and the other using inputs, outputs and external environment to affect role performance especially in the light of economic, cultural and political interactions.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

Research design is the blue print of the study that details the study type in relation to the various methods ranging from descriptive, correlational, semi-experimental, experimental etc. Also, it involves other forms which comprises descriptive, case study, survey etc. however, for the purpose of this study, survey research method would be used which involved the use of sample of the population, also it features the sampling technique used, the method of data analysis both qualitative and quantitative etc.

3.2 Population, Sample Size and Sampling Technique

The population for the study is constituted by the total staff of Zaria and Sabon Gari Local Government Areas of Kaduna State. It includes (target population) management staff, revenue collectors and other categories of staff. The population of members of staff of Zaria Local Government stood at 1,562 while that of Sabon Gari stood at 1,241. Therefore, the total population of the two (2) study Areas stood at 2,803.

However, a sample size (population) for the study was drawn using Yamane (1967 : 886) formular as expressed by Isreal (1992: 1 – 10) and denoted as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where n = sample size

N = Total population

e = level of significance (5%)

Applying the formular, our sample size is:

$$n = \frac{2,803}{1 + 2,803(0.05)^2}$$

$$n = \frac{2,803}{1 + 2,803\,x0.0025}$$

$$n = \frac{2,803}{1 + 7}$$

$$n = \frac{2,803}{8}$$

n = **350**

Therefore, the sample size for the study is 350 and is presented and distributed in the table below.

Table 1: Sample Distribution of Zaria and Sabon Gari L.G.A.

CATEGORY	ZARIA LGA	SABON GARI LGA	TOTAL SAMPLE SIZE	PERCENTAGE %
Management staff	10	10	20	5.7
Revenue collectors	72	60	132	37.7
Other members of staff	98	100	198	56.6
Total	180	170	350	100

Source: Survey by research, 2012.

The table above shows the representative sample of the study, where Zaria local government has 180, Sabon Gari Local Government has 170 respectively.

3.3 Sampling Technique

In determining the sample size, both stratified and simple random sampling techniques were used.

Stratified was used considering the nature of the population and the focus of the study on revenue generation. Thus, the population is stratified

on the basis of management staff, revenue collectors and other members of staff in order to ensure fair representation and inclusion of the target elements.

On the other hand, in the process of stratification, simple random was used to give equal chance for each member on the three strata being chosen at random.

3.4 Sources of Data

The work employed the use of primary and secondary data.

i. Primary source: This is the sourcing of first hand information directly from the source by using the Questionnaire, interview and observation.

ii. Secondary source: These comprise the use of data from available records and other unpublished and published written source. It features the sourcing of second hand information used for other purposes related to the study, from specific sources like text books, journals, projects, thesis and internet.

3.5 Administration of Instrument

Data for the study particularly from the primary source were collected in the following ways:

First, questionnaires were administered to the representative sample size by the researcher himself and the assistant of some members of staff, particularly revenue collectors. Also, the questions were designed in close-ended and open-ended format but with emphasis on the use of close-ended questions. This is because it is easier to answer and reduce level of

ambiguity than in open-ended questions. But open-ended were asked to give free and fair chance of respondent given his/her responses.

Also, for the interview method, both structured and unstructured questions were asked to solicit responses. However the interview was conducted personally by the researcher through face to face contact and use of phone.

Finally, through field trip and access to some records (Secondary) the research made observations.

3.6 Method of Data Analysis

Data for the study were analysed descriptively using both qualitative and quantitative method of data analysis.

i. Qualitative Method

Qualitative data analysis deals with classifications according to categories with little or no scaling technique adopted in the analysis. Thus, open-ended questions in questionnaire and the use of interview attract the use of qualitative analysis. It was used in an attempt to weight opinion in relation to the direction of responses.

ii. Quantitative Method

This involves the use of numerical data to analysed data. Therefore, the use of frequency table, simple percentage and highest mean score was utilized. Highest mean score was used as basis for comparing the computed average scores or responses against the threshold or standard set for rejecting or not rejecting the null hypotheses.

CHAPTER FOUR

HISTORICAL BACKGROUND AND OPERATIONAL PATTERN OF SABON GARI AND ZARIA LOCAL GOVERNMENT AREAS OF KADUNA STATE

4.1 Historical Background of Sabon – Gari Local Government

The name is Sabon-Gari Local Government Area of Kaduna State is a unique home of businessmen and women, Centre of Academic Excellence and one of the food-baskets of the State. It has its Headquarters at Dogarawa, a growing village located at the Centre of the Local Government Area.

Sabon-Gari Local Government Area came into being though several transformations of Sabon-Gari town which literarily means, "New Town" and its surrounding villages' Native Authority Administrative System to now the Local Government System.

Sabon-Gari town, from which the Local Government derives its name, was established as a result of the development of communication, commerce and Military establishments in the area after it was formally created by the British Colonial Administration in the North as a rehabilitation centre for Railway workers in 1901. It became one of the five Urban Centres in the Northern part of this country which include Kano, Jos, Kaduna and Zungeru. This development facilitated the immigration of people from all the different parts of the country into Sabon-Gari town to give it a unique cosmopolitan nature and outlook and the unification of the surrounding villages such as Sabon – Gari town itself, Dogon Bauchi, Jushin Waje,

Tsugugi, Unguwar Kanafawa, Muchiya, Chikaji, Hanwa, Palladan, Jama'a, Basawa, Samaru, Bomo, Sakadadi, Gwanda, Zangon-Danbarno, Zabi, Shika-Dam, Katanga, Tohu, Hayin-Ojo, Unguwar-Jaba, Daurawa, Kwangila, Ungwar-Mai Gwado, G.R.A, and the Local Government Headquarters, Dogarawa to form one Administrative block, gave it a District status.

When the Local Government Councils were first created in Nigeria, Sabon-Gari District formed part of the then Zaria Local Government Council in which it as transformed from the Native Authority System to a Local Government System. Subsequently, Sabon-Gari District and Soba Districts were carved out of Zaria Local Government and merged to create Soba Local Government Council.

Later on 27th August, 1991, the then Military Administration under retired General and President Ibrahim Badamasi Babangida, carved out Sabon-Gari District from Soba Local Government Council to form the new existing Sabon-Gari Local Government Area.

Number of Districts

When all these transformations were going on during the Military Administration, Sabon-Gari District was sub-divided into two to form an additional District namely Basawa district for easy Administration. Thus, Sabon-Gari Local Government Area is made of tow Districts, Sabon-Gari District and Basawa District. Subsequently, the Local Government Area was later sub-divided into six Districts namely, Sabon-Gari, Basawa, Hanwa,, Muchia, Bomo and Samaru Districts.

Population, Land Area and Major Languages

The Local Government Area has a population of about 291,358 (2006 Census) people with a Land area of approximately 600 kilometres square. It has boundaries with the neighbouring Local Government Area as follows:

a. To the North – Kudan Local Government Area
b. To the West – Giwa Local Government Area
c. To the South-West- Soba Local Government Area
d. To the East – Zaria Local Government Area

The Local Government is an inselberg land, area, undulating landscape and in some places you find marshy and loamy soil, though you will trace high hills in areas like Hanwa, Zabi, Palladan, Gwanda and Tsugugi, Sabon Local Government has a unique feature amongst the Twenty Three (23) Local Government Areas in Kaduna State because of its high density of different ethnic groups who migrated into the area from different parts of the country. The composition of its population is made up of about 20% of each major Nigerian Tribe as well as Hausa Fulani have 80% and such as Igbos, Yorubas, Tivs, Nupes, Calabaris, Kanuris, Baju, Biroms, Tangales, Ibibos, Igalas, Angas, Ijaws, Idomas, Bachamas, Margis, Jukuns etc.

Even people from neihgbouring countries such as Niger Republic, the Cameroons, Thcad, Togo, Ghana, Benin Republic etc, are all found in abundance in the area; thus, the Local Government Area can rightly be referred to as a "MINI NIGERIA" due to its cosmopolitan nature.

4.2 Historical Background of Zaria Local Government

Zaria is also an ancient city in its own right as it is regarded as one of the Hausa Kingdom. It was under the ruler ship of prominent leaders since the seventeenth century.

Zaria Local Government Councils the most oldest of all the Local Government Councils in Kaduna State as virtually all the other local government council had at one time or the other been connected with it since the pre-colonial days and thereafter.

The city or seat of the local government council was established by Gunguna who was a grandson of Bayajidda of Daura whose sons founded the seven Hausa states.

Zaria or the two Zaria got its name from the younger daughter of Bakwa whose name was Zaria. This girl, Zaria was the junior sister to Queen Amina who was a female warrior of repute during that era.

After the Jihad war in 1804 Mallam Musa a Fulani from Mallawa founded the Mallawa dynasty and ruled for 17 years. After him, there existed three other dynasties.

During the pre-colonial era emir ship, ruler ship was the sole authority in the land. This existed until the British colonial administration introduced the indirect rule system in 1911.

The Zaria Emirate has since had four ruling houses. The present Emir of Zaria is Alhaji Shehu Idris. He belongs to the Katsina Dynasty.

Population

The population of Zaria which has been disputed was projected at 408,197 people. According to 2006 National Population Census.

Zaria Local Government Political Administrative Wards

Anguwan Juma, Anguwan Fatika, Dambo, Dutsen Abba, Gyellesu, Kaura, Kwarbai (A), Kwarbai (B), Kufena, Limanchi, Tudun wada, Tukur-Tukur, Wucicciri

Zaria Local Government Traditional Administrative Districts

Districts	Headquarters
1. Dutsen Abba	Dutsen Abba

2. Gyellesu	Mangon Andy
3. Tukur-Tukur	Tukur-Tukur
4. Waje	Tudun Wada
5. Wucicciri	Wucicciri
6. Zaria & Kewaye	Durimin Mai garke

Zaria Local Government Area Development Administration Councils

Area development	Headquarters
1. Dambo	Galma
2. Zaria East	Kofar Kuyanbana
3. Zaria West	Tukur-Tukur

Geographical Location

Zaria is located between the longitude 90° and 100° and latitude 70° and 80° North east.

The weather is usually hot from March – April with heavy rainfall from May -September. October – December is harvesting period.

4.3 Objectives and Functions of Sabon Gari and Zaria Local Governments

According to the 1976 Local Government Reforms (guidelines 1976) the principal aims of local government are:

a. To make appropriate services and development activities responsible to local wishes and initiatives by developing or delegating those to local representatives bodies.

b. To facilitate the exercise of democratic self government close to the local levels of our society, and to encourage initiative and leadership potential;

c. To mobilize human and material resources through the involvement of members of the public in their local development.

d. To provide a two-way channel of communication between local communities and government (both state and federal).

From the objectives above, the first reason for establishing local governments is to provide services using its human and financial resources. Its roles are largely service provision and mobilization. The supportive role is democratization to ensure that diverse community interests are adequately represented and catered for.

The role of service delivery is further operationalized in the "functions" constitutionally assigned to local governments (constitution of the Federal Republic 1999)

a) The consideration and making recommendations to a state commission on economic planning.
b) Collection of rates, radio, television licenses.
c) Establishment and maintenance of cemeteries, burial grounds and homes for the destitute or inform.
d) Licensing of bicycles, trucks (other than mechanically propelled trucks), canoes, wheel barrows and cars.
e) Establishment, maintenance and regulation of slaughter houses, slaughter slabs, market motor parks and public conveniences;
f) Construction and maintenance of roads, street, street lights, drainages and other public features as may be prescribed from time to time by House of Assembly.
g) Naming of roads, streets and numbering of houses.
h) Provisions and maintenance of public conveniences, sewage and refuse disposal.
i) Registration of all births, deaths and marriages.

j) Assessment of privately provided houses or tenements for the purpose of levying such rates as may be prescribed by the house of Assembly.

k) Control and regularizing and hoarding, keeping of pets, shops, kiosks, restaurant, laundries and sale of liquor.

l) Making of Bye laws.

Other functions of local government are to participate in the state government quest for the socio-economic development of the state. Indeed, most of the functions mentioned above are executive functions.

For a local government to discharge these wide ranging functions effectively, it is imperative that it must be reposed with corresponding government powers. In addition to any powers that may be conferred on it by law, the local government legislature shall perform the following function.

a) Debating approving or amending the annual budget of the local government.

b) Vetting and monitoring of the implementation of projects and programmes in the local government.

c) Examining and debating monthly statement of income and expenditure of the local government.

d) Advising, consulting and leasing with the chairman of the local government.

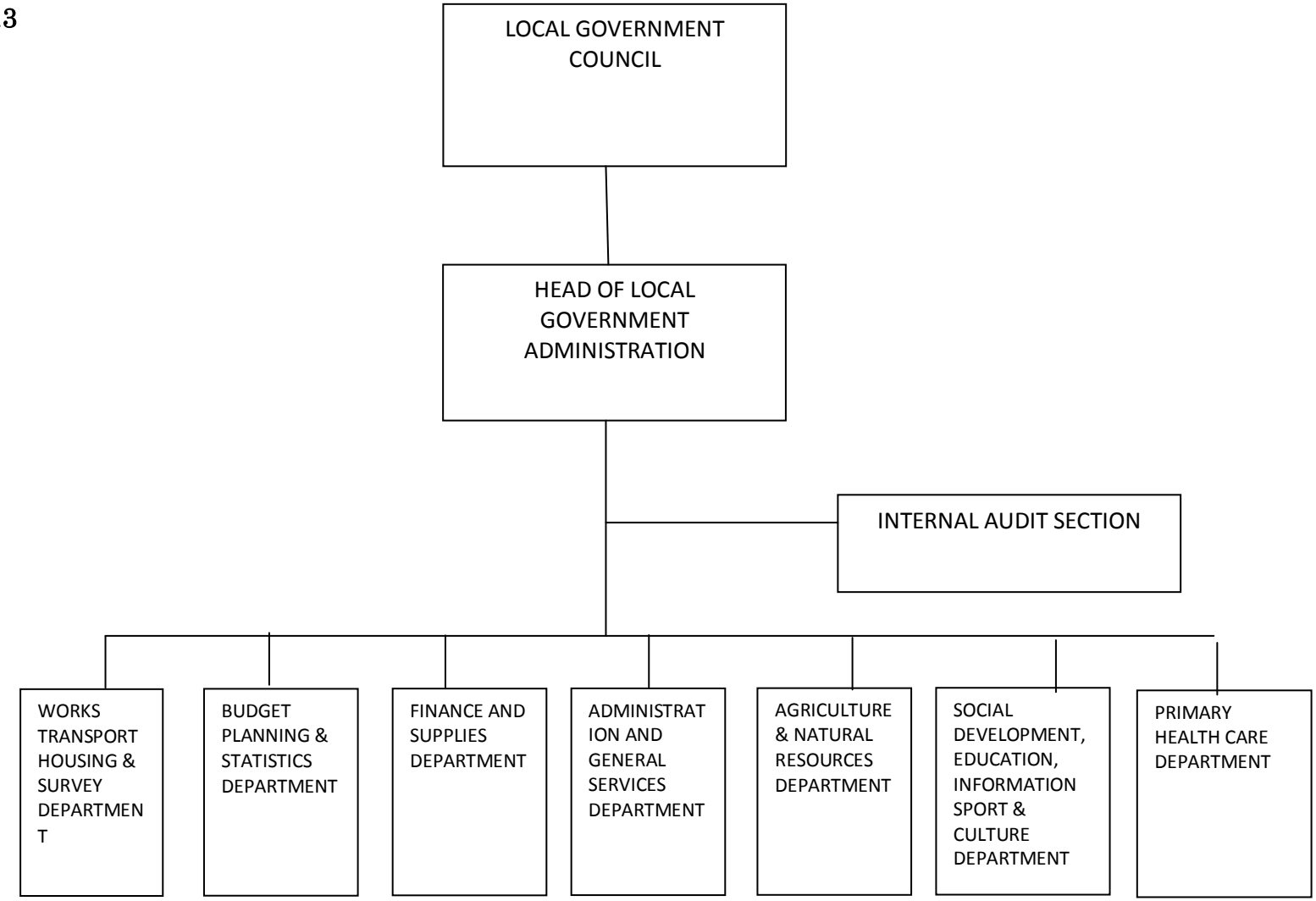
e) Law making, debating and passing local government legislation.

f) Impeaching the local government chairman, who committed an impeachable offence in accordance with the constitution of the Federal Republic of Nigeria?

Performing such other functions as may be assigned to it, from time to time by the House of Assembly of Kaduna state.

4.4 Organizational Chart of Sabon Gari and Zaria Local Governments

Figure 1.3



Source: Kaduna State Local Government Service Commission 2012.

Operational Functions of Sabon Gari and Zaria Local Governments Departments

The performance of the local government can be effectively carried out within the various departments of the local government which are as follows:

1. Works transport housing and survey department a Personnel department
2. Budget planning research and statistics department
3. Finance and supplies department
4. Administration and general services department
5. Agriculture and natural resources department
6. Social development, education, sport and culture department
7. Primary health care department

a) Administration and general service department

This department is headed by a director and he is responsible for policy formulation; personnel department is also concerned with recruitment, promotion, training, discipline of staff and manpower development. Monthly intelligence reports, staff welfare progress report, e.t.c are also among the functions of this. Department .the department is divided into the following sections.

- Administration: this section is responsible for day today activities of the local government encompassing all the district and villages of the local government

- Personnel section: this is responsible for training staff, recruitment, and promotion and discipline of staff.

b) Finance and Supplies Department

This department is also headed by a director. It comprised store and revenue sections and is concerned, principally with the income and expenditure of the local government and also ensures accountability and issuance of financial statement.

It comprise the following sections

- Store section-this section is headed by a store keeper and is concerned with the record keeping of everything in the store and the one going out. It keeps accounts of payment of expenses.
- Revenue section- this section is headed by are revenue officer revenue and is concerned with the revenue generation in the local government

c) Works Transport Housing and Survey Department

This department is headed by a director and most capital projects of the local government are being carried out by this department. These activities include the general maintenance of roads, building; vehicle e.t.c sections under this department include the following

- Land and survey: this section is concerned with matters such as construction of roads, buildings e.t.c it is also responsible for the

maintenance of the local government houses and the royal houses as well.

- Mechanical estate: this is also concerned with the general of the vehicle and the lighting system in the local government, and also the water supply system.

d) The Agriculture and National Resources Department

This department is also headed by a director and is concerned with general agricultural need of the people and ensures proper use of resources available. The department is also responsible of planning, extension services, organizing farm cooperative societies, sales of agricultural inputs to farmers. The department is divided into forestry, veterinary, commerce and industry and home economics.

- Forestry- this section is responsible for the preservation of forest and the local government by encouraging forestations through raising it in the nursery and also deforestation where necessary.
- Veterinary - this has to do within the local government and is responsible for the health care's of animals through the "veterinary personnel.
- Commerce and industry- this is responsible for the regulation of prices of commodities in the local movement through the local movement marketing board and the activities of small scale industry in the local government.

e) **Primary Health Care Department**

This department is headed by a director and the main functions for the department include taking care of health related matters. Ti is sub-divided into preventive, curative, leprosy.

f) **Social Development Education, Information, Sport and Culture Department**

The department is headed by a director and is responsible for educational development of the local government area at primary level. It consists of adult education level. The departments expected to estab.ish enough primary schools as well as adult education centers that can foster literacy within the localities and also to provide enough supervisors to the academic performance. The department is divided into primary and adult education sections. Social welfare and sport sections in the local government. Community development: this section is responsible for the local community development effort of the people and recommendation for appointment into the national directorate of employment. Information: this is also responsible for all the information coming into the local government and administration, and the information can either be within outside the local government.

g) **Budget Planning Research and Statistics Department**

This department is headed by the director responsible for preparing the financial and quantitative statement of the local government. The department also prepared prior to a specific accounting period, containing the plans and

policies to be pursued during the period. They have also use as the basis for budgetary control. Generally, the department prepared a functional budget which is drawn up for each functional department within the local government, but in addition they have also produce a capital budget, a cash flow budget and a master budget which include a budgeted profit and loss account and balance sheet to a specific accounting period of the local government.

4.5 Pattern of Local Government Revenue from the Internal Generated Source

The internal sources are generated by the local governments themselves. They are also collected by staff appointed by the local governments. The systematic increase in the externally generated revenue has dampens the urge for the exploitation of internally generated sources. The Dasuki report on local government cited in Bello-Imam (1996:51) gave credence to this when it state that:

> *Whereas, in 1978/97 the majority of the local governments generated between 20% and 70% of their total revenue, by 1983, the corresponding figures had dropped to between 40% and 30% (also see FMG 1984:4-7)*

One among the internal sources of local government revenue is poll tax or community tax. This is also called flat rate tax as it I imposed across the board by local authorities on all eligible citizens. (Dlakwa 1990:98. This form of tax was paid in Nigeria by every male citizen above sixteen years. It was a buoyant source of revenue for local governments before its abolition in the 1980s.

Property rates is another good source of internal revenue to local governments in Nigeria particularly the ones in urban centres (Denga 2003). This source is largely neglected in relatively small towns (FMG 1984:33). Its estimation as a potential source for grassroots administration is partly based on its importance in the developed countries (Gboyega 2001:91). It is a tax pay

on the ownership of properties like companies, estates etc. apart from Lagos, its potentiality is yet to be fully exploited in Nigeria.

Another internal source of local government revenue in Nigeria is user fees and charges. This according to Enemuo 1999:186, Bello-Imam and Eronini (2001:66) and Enyi (2004:15) is paid in exchange for services provided by local governments by the users of such services. They include birth and death registration fees, bicycle license, survey fees etc. this source can contribute more if properly exploited and managed in Nigeria (Gboyega 1978).

4.6 Pattern of Revenue Utilization by Local Governments in Nigeria

Revenue in Nigerian local governments particularly is utilized in two major patterns recurrent and capital expenditure. The recurrent expenditure takes care of the transient items of the budget while the capital expenditure takes care of items that have more permanent feature. (Bello- Imam, 1996-56) The recurrent expenditure include items like general administration i.e. councilors' allowances, secretary's and treasurer's department and traditional councils offices. Also included here are salaries and allowances of all local government staff, over heads and other charges. The capital expenditure is expressed in items of specific projects such as rural roads construction or rehabilitation, building and maintenance of health, education and other public utilities.

In Nigeria the relationship between capital and recurrent expenditure of local governments over a greater part of the 1980s and 1990s is that this level of government has demonstrated enormous respect between the two elements. Bello Imam (2001:180) submits that, throughout the 2000s, the recurrent expenditure ranged from 65% to 77.4% while the capital expenditure ranged between 21.2% and 33.2%. He argues further that, a surplus ranging from 0.38% to 8% of the entire local government in Nigeria.

This arrangement and practices have not favour the development of capital projects which have greater contribution to rural transformation. The expenditure pattern of local governments between 2006-2011 diagrammatically summarized above to attest to this fact.

Local government constitutes the most veritable tool for reacting to the wishes and aspirations of the citizen and by implication transforming the rural populace. These objectives cannot be attained without adequate material, human and most importantly financial resources (Bello-Imam 1996:59,

2011:187). This implies that rural development in Nigeria is mostly uneasy to attain owning to the fact that, local governments are existing at the mercy of financial transfer from the federation account. More so, the domination of the recurrent expenditure over capital expenditure is not in favour of rural infrastructure provisioning.

Relatedly, Sakaa (1999:23) argues:

> *Nigerian local governments depend almost completely on the revenue from the federation account. This explains why the local governments hardly embark on people centred projects. The federal and state governments from which they get most of their revenues determine in most cases the projects the revenues are spend on.*

Local governments in Nigeria particularly Soba and Zaria local governments therefore, have gross and chronic budget deficits as the available sources hardly earn them the money to meet their recurrent and capital expenditure. Denga (2003) presents a similar view that, salaries of most local government workers are owed for several months, and there is little evidence of people oriented physical projects on ground. Authors such as Omenka (2001:14) and Adedeji (1997) are of the view that, corruption, mismanagement and embezzlement of funds at this level of government has become a popular practice. The objective of rural transformation by local government has not yield positive results except in few cases.

4.7 **Statutory allocation from 2006-2010**

S/No	Year	Statutory Allocation	VAT	% State Revenue	Internal Revenue	Excess Crude Oil	Sale of Fertilizer
1	Jan-2006	91,827,500	10,315,058	2,416,920	3,764,190	9,407,559	117,731,227
2	Feb-2006	85,527,005	10,315,058	2,416,920	4,123,005	9,407,559	111,889,147
3	March-2006	88,007,007	10,315,058	2,416,920	5,232,001	9,407,559	115,378,545
4	April-2006	80,125,451	10,315,058	2,416,920	4,533,221	-	97,390,650
5	May-2006	60,444,001	10,315,058	2,416,920	4,223,223	-	77,399,202
6	June-2006	50,495,999	10,315,058	2,416,920	2,450,120	-	65,678,097
7	July-2006	40,259,252	10,315,058	2,416,920	3,650,257	7,528,380	56,641,487
8	Aug-2006	73,441,351	10,315,058	2,416,920	2,411,321	-	86,173,329
9	Sept-2006	66,555,005	10,315,058	2,416,920	3,595,295	-	82,882,278
10	Oct-2006	80,440,340	10,315,058	2,416,920	4,460,502	-	97,632,820
11	Nov-2006	49,777,228	10,315,058	2,416,920	3,330,400	-	65,839,606
12	Dec-2006	47,829,929	10,315,058	2,416,920	3,450,490	-	64,012,397
	Total	**814,730,068**	**123,780,696**	**29,003,043**	**45,226,725**	**35,751,057**	**1,038,648,785**

Source: Information Unit, Sabon Gari Local Govt. 2010

S/No	Year	Statutory Allocation	VAT	% State Revenue	Internal Revenue	Excess Crude Oil	Sale of Fertilizer
1	Jan-2010	93,455,200	20,400,230	3,560,620	1,334,770	8,550,220	127,301,040
2	Feb-2010	87,227,001	20,310,220	3,004,144	2,154,280	12,407,407	125,103,052
3	March-2010	81,464,528	20,217,440	3,152,125	2,888,560	20,220,107	127,912,760
4	April-2010	80,135,200	20,330,140	3,005,140	2,387,260	-	105,857,740
5	May-2010	61,224,400	20,420,490	2,295,450	3,346,200	-	87,283,840
6	June-2010	50,465,151	20,520,225	3,400,140	5,786,680	-	80,172,196
7	July-2010	42,333,411	20,414,365	3,145,300	2,952,680	9,556,726	78,402,482
8	Aug-2010	70,341,341	20,345,365	3,660,450	2,129,430	-	96,476,586
9	Sept-2010	80,555,114	20,345,420	3,450,195	1,836,450	-	106,187,179
10	Oct-2010	82,224,007	20,450,125	3,230,400	2,256,100	-	108,160,632
11	Nov-2010	48,778,451	20,660,425	3,430,560	1,853,150	-	74,722,586
12	Dec-2010	49,528,428	20,550,165	3,940,260	1,215,950	-	75,234,803
	Total	**827,232,232**	**224,964,610**	**39,295,284**	**30,115,510**	**50,734,460**	**1,172,342,095**

Source: Information Unit, Sabon Gari Local Govt. 2010

4.8 Problems of Revenue Generation in Zaria and Sabon Gari Local Government Areas

In spite of the fact that local governments possess large areas of activities for internal revenue generation, they still continue to carry about poor finances, except in every few and exceptional cases, the revenue expectations under each head in the local government estimates are never achieved. The collection in some heads are too ridiculous and there to merit a mention.

An obvious question one may ask is why have the collections been so discouraging in spite of the enabling bye – laws? Below are some of the issues militating against the full realization of the revenue efforts of local governments.

i) Transport facilities: Revenue driving and collections need movement from place to place when revenue officers are not provided with the means of movement, their work is greatly impaired.

ii) Indiscipline and Dishonesty: Some local government officials do not take their duties seriously. They prefer to line their pockets instead of rendering correct financial returns to their employers. In many places the public regard some local government staff as living embodiments to bribery and corruption.

All revenue officers should ensure that money collected for local government is promptly paid to the local government treasury in accordance to with financial memoranda F.M.6.5.11.

First supervision should be mounted to ensure that original receipts given to customers tally with the duplicate and triplicate copies in the revenue booklet receipts.

Experience has shown that a fraudulent revenue officer could issue a correct to a tax payer only in the original receipts and write different figures in the duplicate and triplicate copies of the receipts books which he summits to the treasurer:

Beside, some revenue collectors, with intent on dishonestly, deliberately defy the financial memoranda and keep their collections longer than necessary their exposing themselves to molestation.

iii) **Lack of quick enforcement apparatus:** To sustain the revenue efforts of local governments, it is necessary to give teeth to the council's bye-laws. This leads to the necessity for the establishment of revenue court.

iv) **Lack of Enforcement:** Local Governments could set revenue targets for their revenue officers. Hardworking and honest officers would be rewarded adequately as an incentives to others. The reward could be in the form of accelerated promotions and with bonus gifts.

v) **Lack of Supervision:** There should be strike supervision on revenue officers. The sanctions in the financial memoranda and the implication guidelines on the application of civil service reforms in the Local Government Services should be applied strictly. If the supervisory staff compromised their posts they would not be in a position to discipline their subordinate.

vi) **In adequacy skill manpower:** Some revenue collectors have a very low educational background. When illiterate or semiliterate persons on revenue drives meet equally illiterate persons, arguments and bad words are likely to be embarked upon their by leading to disorder without actually achieving the real purpose of the revenue drive. It is very necessary to train all categories of staff, especially those whose duties involve meeting and interacting with the public.

vii) **Employment of External Companies:** Some local governments have farmed out their revenue collection to comparing to the exclusion of council staff. The council staffs, on the other hand, do everything possible to discredit the companies. The resultant effect is low revenue yield, quarrels and discriminations without achieving the objective of hiring the companies.

viii) **Crisis or Insecurity:** Some of the tax payers packed and relocated themselves to somewhere, where there is conducive atmosphere.

- **Multiple taxation:** The tax is high VAT, L.G. Ward revenue instead of charging 1% they charge 5% or more.
- The local government was estimated to generate N120,000,000, but one low revenue, the local government generated only N20,000,000.
- High interest rate from financial institution e.g. (loans) short term loan, long term loan the interest rate is high.

CHAPTER FIVE

DATA PRESENTATION AND ANALYSIS

5.1 Introduction

This chapter is essentially for data presentation, data analysis, test of hypotheses and major findings of the study. The data collected for this research was by use of questionnaires which are in two forms and administered to the representative sample for Sabon Gari and Zaria Local Government respectively.

5.2 Rate of Returns of the Questionnaire

Questionnaires were administered to the management staff, revenue collectors and other staff of the local governments areas. Thus, a total of three hundred and fifty (350) respondents were the sample size of the study.

$$\text{Rate of return} = \frac{\text{Total number of Questionnaire Returned} \times 100}{\text{Total number of Questionnaire administered} \times 1}$$

$$\text{Rate of responses} = \frac{\text{Total number of Questionnaire Duly Completed} \times 100}{\text{Total number of Questionnaire administered} \times 1}$$

Table 5.2.1: Rate of Returns/Response of Questionnaire

Category	No. of Questionnaire administered		No. of Questionnaire Returned		No of Questionnaire Duly Completed	
	S/Gari	Zaria	S/Gari	Zaria	S/Gari	Zaria
Management	10	10	7	8	7	8
Revenue Collectors	60	72	56	62	50	60
Other specify	100	98	85	98	85	90
Total	350		316		300	

Source: Survey by Researcher, 2012.

From the above table it shows that three hundred and fifty (350) questionnaire were administered to the target population of the study and three hundred and sixteen are returned questionnaires, and three hundred (300) questionnaire were also duly completed therefore, the 300 duly completed questionnaires would be the basis for our analysis of responses.

5.3 Respondent Profile

Table 5.3.1 : Respondents Classification according to Educational Qualification

Qualification	No of Responses	Percentage (%)
Primary school	36	12%
0'level	100	33%
A' level	134	45%
Degree	30	10%
Total	300	100%

Source: Survey Researcher, 2012.

From the above table it shows that one hundred and thirty four (134) respondents representing the majority of the percentage of (45%) are having A' level education, (100) one hundred respondent representing (33%) obtained 0'level, while 36 respondents representing 12% and 30 respondents representing 10% obtained either primary school certificates or Degree respectively.

Table 5.3.2: Classification according to Gender

Gender	No of Responses	Percentage (%)
Male	198	66%
Female	102	445
Total	300	100%

Source: Survey Researcher, 2012.

From the above table, 198 of the total respondents were male staff and this number represents 66%, while one hundred and two (102) of the remaining respondents were female staff that constituted the 44% of the respondents.

5.4 Test of Hypothesis One (I)

H_0; The level of revenue generation does not affect the performance of Sabon Gari and Zaria Local Government Areas.

H_1; The level of revenue generation affects the performance of Sabon Gari and Zaria Local Government Areas.

Table 5.4.1: Major Sources or Revenue

Variable	Responses	Percentage (%)
External	202	67%
Internal	98	33%
Total	300	100%

Source: Survey Researcher, 2012.

From the table above it shows that two hundred and two of the respondents representing 67% stated that the major source of revenue is from external source of the revenue, while ninety eight (98) of the respondents representing 33% went for internal source of revenue generation to the local government areas. This implies

that the local government is over-depending on external source at the expense of internal source of revenue generation.

TABLE 5.4.2: Main areas of Internal generated revenue

Variable	Responses	Percentage (%)
Collection of rent and rates	53	18%
Licenses	102	34%
Fees	126	42%
Others	19	6%
Total	300	100%

Source: Survey Researcher, 2012.

From the table above, it shows that fifty three (53) respondents representing 18% stated that internal revenue is mainly through collection of rent and rates, while one hundred and two (102), representing (34%) ticked licenses. The number of respondents that went for the fees were one hundred and twenty six (126) representing 42% internally. But, 19 of the respondents representing 6% went for others. This shows that the two local Governments mainly source their internal revenue through fees and licences.

Table 5.4.3: Mode of Revenue Collection and Sufficiency of Revenue Generation

Variable	Responses	Percentage (%)
Very High	102	34%
High	98	33%
Undecided	50	17%
Low	36	12%
Very low	14	4%
Total	300	100%

Source: Survey Researcher, 2012.

From the above table (200) two hundred of the respondent representing (67%) opined that the mode of revenue collection enhance sufficiency of revenue generation in the local government areas; fifty of the respondents representing 17% were undecided while (50) fifty respondents representing (16%) ticked the mode of collection and generation as very low. This implies that the mode of collection determines how sufficient the amount or rate generated.

Table 5.4.4: Factors affecting revenue generation in *Zaria or Sabon Gari* Area.

Variable	Responses	Percentage (%)
Very negatively	163	54%
Negatively	67	22%
Undecided	43	14%
Positively	20	07%
Very positively	07	03%
Total	300	100%

Source: Survey Researcher, 2012.

One hundred and sixty three (163) respondents representing (54%) stated that insufficient revenue affects local Government performance very negatively, sixty seven (67) of the respondents representing (22%) said negatively, while forty three (43) respondents were undecided, 27 respondents said the effects is positive and have a very little hope to the local government areas interms of sufficient revenue toward performance. Therefore, insufficient revenue from both internal and external sources undermines the performance of local government, particularly in the provision of community services like roads, potable water, health care and other basic facilities.

Table 5.4.5: Statutory allocations on performance

Variable	Responses	Percentage (%)
Very high	78	26%
High	122	41%
Low	68	23%
Very low	32	10%
Total	300	100%

Source: Survey Researcher, 2012.

From the above table, shows that two hundred (200) of the respondents representing 67% opine strongly to the fact that statutory allocation enhanced local government areas performance, while (100) one hundred of the responded representing 33% ticked to low confidence with respect to the above statement. This posits that without revenue from monthly statutory allocations (external source) the performance of the two local government would continue to suffer a set back below the present performance. And, they may even find it difficult in paying salaries of their staff, just a few to mention.

Table 5.4.6: State Interference

Variable	Responses	Percentage (%)
Strongly Agree	108	36%
Agree	114	38%
Undecided	10	3%
Disagree	24	8%
Strongly disagree	28	9%
Total	300	100%

Source: Survey Researcher, 2012.

From the above table, it shows that two hundred and twenty two (222) of the respondents representing 74% opined that there is serious interference by the state to the local government, ten (10) respondents representing 3% were undecided, while fifty two (52) respondents representing 17% have confidence with the state interference. To some extent state interference (Kaduna) undermines the level of autonomy in the two local government, particularly financial autonomy.

Table 5.4.7: Diversify Revenue Base

Variable	Responses	Percentage (%)
Very high	4	1.3%
High	5	1.6%
Undecided	6	2%
Low	40	13.3%
Very low	243	81%
Total	300	100%

Source: Survey Researcher, 2012.

From the above table shows that 9 of the respondents representing 3% opined that the extent of diversification of revenue base available in the two local government areas is high, 6 of the respondents representing 2% were undecided, while the remaining 283 of the total respondents representing 94.3% opined that the extent of diversification is low. Therefore, most of the potentials of the two local governments were not properly tapped, rather, there has been overdependence on since external source.

Table 5.4.8: Highest mean score of the Hypotheses one

Variable	Highest Mean Score
1	67% of the respondents stated that the main existing revenue is external source
2	42% indicate that fees was main source of revenue of the two local governments areas
3	67% stated that mode of revenue collection as sufficient to the revenue generation
4	76% agreed that insufficient revenue affects performance of the two local government areas
5	67% indicates that statutory allocations from the federation accounts influences the local government performance
6	74% agreed that unconstitutional interference from the state lead to the poor and delay in performance
7	94% agreed very high that the extent of diversifying revenue base is low
N=7	FP = 487

Source: Survey by Researcher, 2012.

In respect of the hypotheses one mentioned, we want to see the relationship between the level of revenue generation and performance in Sabon Gari and Zaria Local Government areas. The study examined how the independent variable affects the dependent variable.

Decision Rule:

Accept the Null hypothesis (Ho) and reject the alternative hypothesis (Hi) if the mean score is less (60) <. And reject the Null hypothesis (Ho), and accept (Hi) if the mean score is (60) and above (>).

The formular was used for the calculation

$$\overline{X} = \frac{\Sigma FP}{N}$$

Where X = means score

$\sum$FP = Sum of the frequency percentage

N = Number of variable

Thus:

$$X = \frac{67+42+67+76+67+74+94}{7}$$

$$X = \frac{487}{7}$$

$$= 69.5$$

$$= \underline{70\%}$$

Base on the decision rule were accepting the Null hypothesis (Ho) if the mean score is less than (<) (60) and vice versa, and using the computed result from the highest means score which is 70% of the average responses. The null hypothesis (Ho) which stated that the level of revenue generation does not affect performance of Sabon Gari and Zaria Local Government Area, is hereby rejected because the result from the highest means score 70% is greater than the 60% in the decision rule. This shows that level of revenue generation affects the performance of the local government areas toward allocated growth and development. Therefore, other things being equal the level of revenue generated (low or high) determine the extent to which the local government provide motorable roads and finance other projects in the area of health and community service generally.

5.5 Test of Hypothesis Two (II)

H0; The level of management of the revenue collection process does not influence the rate of generated revenue in Zaria and Sabon Gari Local Government Hi; The level of management of the revenue collection process influences the level of generated revenue in Zaria and Sabon Gari Local Government.

Table 5.5.1 Revenue Collection Management Process

Variable	Responses	Percentage (%)
Very Effective	40	13%
Effective	40	13%
Undecided	14	5%
Ineffective	70	23%
Very Ineffective	134	47%
Total	300	100%

Source: Survey Researcher, 2012.

From the above table it shows that 80 respondents representing 26% opined that the management is effective, 204 respondents representing 70% opined that there was negligence of duty in revenue collection administration while 14 respondent representing 5% were undecided. This implies that the process of revenue collection is not properly carried out as desired due to factors like lack of commitment by some staff, corruption etc.

5.5.2 Ineffective Management of revenue collection and rate of generated revenue

Variable	Responses	Percentage (%)
Very high	52	17.3%
High	213	71%
Undecided	8	2.7%
Low	16	5.3%
Very low	11	3.7%
Total	300	100%

Source: Survey Researcher, 2012.

From the table above, 52 of the respondents representing 17.3% said the extent to which ineffective management of revenue collection affect rate of generated revenue is low, 213 representing 71% said the extent is high; 8 representing 27% were undecided while 16 and 11 respondents went too low and very low respectively. Therefore, shortfall in internally generated revenue is caused by poor planning, organizing and coordinating of activities, particularly by the revenue collectors.

Table 5.5.3: Records for future reference

Variable	Responses	Percentage (%)
Strongly Agree	40	13%
Agree	34	11%
Undecided	20	7%
Disagree	105	35%
Strongly Disagree	101	34%
Total	300	100%

Source: Survey Researcher, 2012.

From the above table it shows that 206 respondents representing 69% opined that there is no proper keeping of record of revenue generated in the local governments areas, the 20 respondent representing 7% were undecided. While 74 respondents representing 24% they opined that there is proper keeping of records. This implies that transparency and accountability are undermined in the process of revenue collection and management.

Table 5.5.4: Infrastructural Facilities

Variable	Responses	Percentage (%)
Very high	20	
High	43	
Undecided	20	
Low	117	
Very low	100	
Total	300	100%

Source: Survey Researcher, 2012.

From the above table it shows that 63 respondents representing 21% opined that there is high level of infrastructural facilities, while 20 respondents were undecided, then the remaining 217 respondent representing 72% opined that there has been poor state of infrastructural facilities in both the local government areas. But, going to field, the researcher observed more availability of infrastructural facilities in Sabon Gari area compare to Zaria Local government area. This may be among other connected with the nature of commercial activities is Sabon Gari Local Government etc.

Table 5.5.5: Adequacy in providing facilities

Variable	Responses	Percentage (%)
Very Adequate	20	7%
Adequate	15	5%
Don't Know	20	7%
Inadequate	100	33%
Very Inadequate	145	48%
Total	300	100%

Source: Survey Researcher, 2012.

From the above table also it shows that 35 respondents representing 12% opined that there was adequate provision of infrastructural facilities and 20 respondents representing 7% were undecided, while 245 respondent representing 81% stated inadequate of infrastructure facilities in both the local government areas, though relatively in different degree.

Table 5.5.6: Receipt Forgery

Variable	Responses	Percentage (%)
Aware	207	69%
Undecided	33	11%
Not aware	60	20%
Total	300	100%

Source: Survey Researcher, 2012.

From the above shows that 207 respondent representing 69% opined that forgery of local governments receipts have been rampant while 33 respondents representing 11% were not sure and 60 respondents representing 20% were not aware about the issues of forgery receipt in the local government areas. But, due to

lack of proper transparency right from the point of collection (internally revenue) up to that of generation the forging of receipts has been the order of the day with low level of accountability.

Table 5.5.7: Major Constraints

Variable	Responses	Percentage (%)
Unskilled personnel	48	16%
Poor remuneration	52	17%
Corruption	128	43%
Non-Reliability	60	20%
Others	12	4%
Total	300	100%

Source: Survey Researcher, 2012.

From the above table it shows that 48 respondents representing 16% indicate that the major constraint is lack of skilled capacity; knowledge of revenue collection, 52 respondent representing 17% opined for poor state of salary and wages which affected their performance; 128 respondents representing 43% opined that corruption as major constraint lead to the poor records of revenue generation. 60 respondents representing 20% emphasised on lack of trust and accountability while 12 respondents representing 4% opined to be other problems affecting the revenue collection in both the local government areas. Whatever be the case the two local governments experienced all the mentioned obstacles.

Table 5.5.8: Commitment to funds generated

Variable	Responses	Percentage (%)
Seriously	237	79%
Don't know	20	7%
Unserious	43	14%
Total	300	100%

Source: Survey Researcher, 2012.

Also, from the above table it shows that 237 respondent opined that there is total commitment by the local government areas whenever then is availability of funds internally or externally generated while 20 respondents were undecided and also 43 respondent representing 14% opined there is unseriousness with regards to the availability of revenue generated.

Table 5.5.9: Highest means score of the Hypothesis Two (II)

Variable	Responses
1	70% Agreed that there is negligence of duty in revenue generation.
2	69% Agreed that there is no proper records of revenue generated for future usage.
3	72% submitted that there are poor state of infrastructure facilities.
4	81% also submitted that they much of lack of infrastructure facilities
5	69% opined with making sure of the rampant cases of receipt forgery
6	43% agreed and believed that corruption lead to the poor records of revenue generator.
7	79% submitted that there is total commitment with regard to availability of revenue generated.
N=7	FP=483

Source: Survey by Researcher, 2012.

With respect of the above mentioned hypothesis two II. We want to see the relationship between the level of management of revenue collection process and rate of generated and revenue in Sabon Gari and Zaria local government areas. The study examined how the independent variable affect the dependent various.

Decision Rule

Accept the Null hypothesis (Ho) and Reject the Alternative hypothesis (Hi) if the means score is less (60) <, and reject the null hypothesis (Ho), and accept (Hi) if the mean score is (60) and above (>).

The formular was used for the calculation.

$$\overline{X} = \frac{\Sigma FP}{N}$$

Where X = means score

∑FP = Sum of the frequency percentage

N = Number of variable

Thus:

$$X = \frac{70+69+72+81+69+43+79}{7}$$

$$X = \frac{483}{7}$$

= **69%**

Based on the decision rule, we are accepting the null hypothesis (Ho) if the means score is less than (<) (60) and vice versa; and using the computed result from the highest means score which is 69% of the responses. The null hypotheses (Ho) which stated that the level of management of the revenue collection process does

not influence rates of generated revenue in Sabon Gari and Zaria Local Governments is rejected. This implies that level of revenue generated, particularly from internal sources depends on how effective is the administration or management of the processes involved in revenue collection.

5.6 Major Findings of the study

It was found that, the main source of revenue generation to Sabon Gari and Zaria Local Government is purely from external source of revenue generation mainly from statutory allocation from federation account with low level of diversifying other internal sources of revenue.

It was reveals that, insufficient revenue collected from the internal revenue source undermines the financial performance of the both local governments in carrying out and supplementing the developmental projects to the people.

It was also revealed that, unnecessary state interference in the activities of Sabon Gari and Zaria Local Government negatively affects their performance. This interference is more informed through the joint account system.

It was reveals that, the revenue collectors sometimes distort the true records of the amount of revenue remitted in their attempt to connive with other superior office to divert funds. This undermines the level of accountability and transparency.

Finally, it was revealed that, the state of infrastructures in the Sabon Gari and Zaria Local Government have been negatively affected by the insufficient funds. This limits the local government effort of even maintaining existing ones and the need for expansion or addition.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Summary

This research work is entitled Assessment of the impact of revenue generation and management, a study of Sabon Gari and Zaria local government areas. The study attempts to find out the major sources of revenue available to Sabon Gari and Zaria local government areas, and also to examine the correlation between, level of revenue generation and local government performance in the two areas of study.

In line with the above, local governments are supposed to be taken care of using the resources generated from both internal and external sources of Sabon Gari and Zaria local government. But despite all the sources of revenue available to both local government areas, the level of revenue generation and management is bringing more problematic every day and full far below expectation as to meet the number of demands and responsibilities.

Therefore, base on the above assertion, the study revealed that local government in Nigeria, particularly Sabon Gari and Zaria local government areas were heavenly depend on external source as their source of revenue from federation account through statutory allocation. And also, the state interference especially in the aspect of joint account which will met supplement their effort toward growth and development.

6.2 Conclusion

The research work has discussed critically and analytically the problem or utilization of revenue at local government level by examining the problems associated with revenue generation and management in Sabon Gari and Zaria local government areas Kaduna State, the impact and the solutions to these problems. It is the view to the researcher that if these entrusted with the money of the local government are honest and accountable, well informed about the resources management reduce human factors etc they will be able to effectively and efficiently manage and utilize revenue at local government level in such a way that development at the grass root level will be accelerates to meet the rural areas of the nation where the local government services is supposed to have more impact.

6.3 Recommendations

Based on the findings of the study, the following recommendations are made:

(1) There is a need for local governments in Nigeria particularly Sabon Gari and Zaria local government to diversify their sources of revenue by shifting away overdependence from external source that is derived from statutory allocation.

(2) There should be sufficient internal revenue generation mechanisms that will enhance financial performance of the local government, so as to supplement the development project to the people. Therefore, the local government should diversify the revenue sources, particularly by exploiting their internal revenue potentials.

(3) There should be limited state interference in the local government affairs most especially in the aspect of joint account. This will give the opportunity towards accelerated growth and development at the local government level.

(4) There should be check and balances. This is because power corrupt and absolute power corrupts absolutely. The local governments particularly Sabon Gari and Zaria should act as a watch over the activities of revenue collectors for transparency and accountability to prevail.

(5) The state of infrastructure facilities should be enhanced and upgraded positively with ample funds, so as the local government area will develop from the state dissatisfaction to the state of higher relatively satisfaction. Therefore, more funds should be allocated for capital projects

(6) Lastly, there is need to ensure effective management of the process of revenue collection through assigning the assignment to skilled personnel, ensuring closer monitoring and making sure the process is carried out on the basis of effective planning and outlining, organisation and proper coordination of activities.

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APPENDIX

Structured Questionnaire for Collection of Data

Section A: Introduction

Department of Public Administration
Faculty of Administration
Ahmadu Bello University Zaria Nigeria.

Dear Respondent,

I am a Postgraduate student of the above addressed university. I'm presently conducting a research on "Assessment Revenue Generation and Management. A study of Sabon Gari and Zaria Local Government areas of Kaduna State".

You should please, assist in ensuring the questionnaire before you. You are expected to give your interest and sincere views on the questions by ticking the option(s) that bear your view to the questions below. I promised and urged you to be rest assured that all information given here shall be treated with absolute confidentiality and only used for the purpose of the study.

Thanks for the anticipated cooperation.

Researcher

Section B: Respondent Profile

(1) What is your Highest Qualification?

(a) Primary School Certificate [ ]

(b) O' Level [ ]

(c) A' Level [ ]

(d) Degree [ ]

(2) Gender

(a) Male [ ] (b) Female [ ]

Section C: Test of Hypothesis One (I) The level of revenue generation does not affect the performance of Sabon Gari and Zaria Local Government Areas.

(3) Which one is the largest source of Government Revenue?

(a) External source [ ]

(b) Internal source [ ]

(4) Which one is the main area of internal generated revenue

(a) Collection of rent and rate [ ]

(b) Licences [ ]

(c) Fees [ ]

(d) Other [ ]

(5) How do you rate the sufficiency of revenue generation?

(a) Very High [ ]

(b) High [ ]

(c) Undecided [ ]

(d) Low [ ]

(e) Very low [ ]

(6) How does insufficient revenue affects performance?

(a) Very negatively [ ]

(b) Negatively [ ]

(c) Undecided [ ]

(d) Positively [ ]

(e) Very positively [ ]

(7) How do you rate the effect of statutory allocation on performance of local government?

(a) Very High [ ] (b) High [ ] (c) Low [ ] (d) Very Low [ ]

(8) Do you agree with high level of state interference

(a) Strongly agree [ ] (b) Agree [ ] (c) Undecided [ ]

(d) Disagree [ ] (e) Strongly disagree [ ]

(9) To what extent is the diversification of revenue base of the local government?

(a) Very High [ ] (b) High [ ] (c) Low [ ] (d) Very Low [ ]

(f) Undecided [ ]

(10) Do you think the level of revenue generation affects the performance of the local government in provision of infrastructural facilities?

Please comment _____

_____

_____

Section D: Test of Hypothesis Two (II) Ho; Effective management of the generated revenue does not influence the performance of Sabon Gari and Zaria Local Government Area.

(11) How effective is the level of revenue generation and administration?

(a) Very effective [ ] (b) Effective [ ] (c) Undecided [ ]

(d) Ineffective [ ] (e) Very Ineffective [ ]

(12) Do you agree with the proper records for future reference?

(a) Strongly agree [ ] (b) Agree [ ] (c) Undecided [ ]

(d) Disagree [ ] (e) Strongly disagree.

(13) How do you rate the level of infrastructural facilities?

(a) Very high [ ] (b) High [ ] (c) Undecided [ ]

(d) Low [ ] (e) Very Low [ ]

(14) How adequate is the facilitate provided by the local government?

(a) Very adequate [ ] (b) Adequate [ ] (c) Don't Know [ ]

(d) Inadequate [ ] (e) Very low [ ]

(15) Do you aware with existence of receipt forgery?

(a) Aware [ ] (b) Undecided [ ] (d) Not aware [ ]

(16) What do you think is the major constraint to management and performance?

(a) Unskilled personnel [ ]

(b) Poor remuneration [ ]

(c) Corruption [ ]

(d) Non-Reliability [ ]

(e) Others [ ]

APPENDIX II

ZARIA LOCAL GOVERNMENT COUNCIL
SUMMARY OF REVENUE GENERATION
FROM JANUARY – DECEMBER, 2009

S/NO	YEAR	AMOUNT
1	January	2,445,333.00
2	February	2,225,450.00
3	March	3,455,495.00
4	April	1,334,505.00
5	May	2,444,777.00
6	June	1,556,776.00
7	July	1,226,475.00
8	August	1,405,775.00
9	September	2,222,475.00
10	October	1,444,775.00
11	November	1,455,755.00
12	December	950,000.00
	TOTAL	**=N=22,167,591.00**

1. Actual revenue generated =N=22,167,591.00
2. Expected revenue to be generated =N=60,000,000.00

Source: Zaria Local Government Council, Revenue Unit.

ZARIA LOCAL GOVERNMENT COUNCIL
SUMMARY OF REVENUE GENERATION
FROM JANUARY – DECEMBER, 2006

S/NO	YEAR	AMOUNT
1	January	1,4440,770.00
2	February	1,514,208.00
3	March	1,224,505.00
4	April	1,995,240.00
5	May	2,345,640.00
6	June	3,445,550.00
7	July	2,299,650.00
8	August	2,445,330.00
9	September	1,835,450.00
10	October	2,445,339.00
11	November	2,450,345.00
12	December	1,990,450.00
	TOTAL	**=N=25,435,477.00**

1. Actual revenue generated =N=25,435,477.00
2. Expected revenue to be generated =N=50,000,000.00

Source: Zaria Local Government Council, Revenue Unit.

SABON GARI LOCAL GOVERNMENT COUNCIL
SUMMARY OF REVENUE GENERATION
FROM JANUARY – DECEMBER, 2008

S/NO	YEAR	AMOUNT
1	January	1,090,800.00
2	February	7,645,300.00
3	March	3,514,200.00
4	April	4,182,970.00
5	May	1,648,160.00
6	June	837,090.00
7	July	1,241,340.00
8	August	968,340.00
9	September	688,900.00
10	October	1,799,150.00
11	November	919,800.00
12	December	1,175,250.00
	TOTAL	**=N=25,711,300.00**

1. Actual revenue generated =N=25,711,300.00
2. Expected revenue to be generated =N=60,000,000.00

Source: Sabon Gari Local Government Council, Revenue Unit.

SABON GARI LOCAL GOVERNMENT COUNCIL
SUMMARY OF REVENUE GENERATION
FROM JANUARY – DECEMBER, 2010

S/NO	YEAR	AMOUNT
1	January	1,334,770.00
2	February	2,154,280.00
3	March	2,387,260.00
4	April	2,858,560.00
5	May	3,346,200.00
6	June	5,786,680.00
7	July	2,952,680.00
8	August	2,129,430.00
9	September	1,836,450.00
10	October	2,256,100.00
11	November	1,853,150.00
12	December	1,215,510.00
	TOTAL	**=N=30,111,070.00**

1. Actual revenue generated =N=25,711,300.00
2. Expected revenue to be generated =N=60,000,000.00

Source: Sabon Gari Local Government Council, Revenue Unit.