

MAMPONG MUNICIPAL ASSEMBLY



2025 REVENUE IMPROVEMENT ACTION PLAN (RIAP) FOR INTERNALLY GENERATED FUND

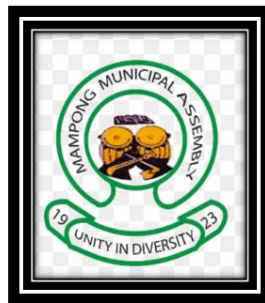


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INTRODUCTION

PROFILE OF THE MUNICIPAL ASSEMBLY

- **Overview of the Assembly**

Mampong Municipality is one of the forty-three (43) Administrative Districts in the Ashanti Region. It attained the status of a Municipality in November 2007 under the Legislative Instrument (L.I.) 1908. Mampong is the Municipal capital with a distance of 52km from Kumasi, the capital city of the region. The Municipal capital is also the seat of the second most important stool (the silver stool) in the Ashanti Kingdom. It is also located on longitudes 0.05 degrees and 1.30 degrees west and latitudes 6.55 degrees and 7.30 degrees north, covering a total land area of 449km². The Municipality has 79 settlements with about 55% being rural and 45% forming the urban enclave. The rural areas are mostly found in the northern part of the Municipality where communities with less than fifty (50) people are dispersed.

- **Legislative Instrument that established the Assembly**

The Mampong Municipal Assembly is empowered by the various legislative instruments in the generation of revenue and the efficient management of this resource. These includes: the 1992 Constitution, Local Governance Act, 2016, Act 936, the Public Financial Management Act 921 of 2016, the Public Procurement Act 663 of 2003 (as Amended), the Internal Audit Act 658 of 2003, and the Audit Service Act among others. These instruments offer the Assembly a wide range of financial instruments which are classified under rates, lands, fees and fines, licenses, rent, grants, investments and miscellaneous. Within this framework, it behooves on the Assembly to marshal all the available resources to maximize revenue generation to fulfill the aspirations of the people

- **Population Structure**

The population density in the Municipality is 27.0 persons per square kilometer (27 persons/km²), which is less than the regional population density of 45.9 persons per square kilometer and the national figure of 49.3 persons per square kilometer. This low density of the Population density is defined as the number of people per square kilometer (km²) of unit area of land. Municipal implies that there is low concentration of people in the Municipal and coupled with scattered nature of settlements make it extremely difficult to provide basic services to the people of the district. It also makes monitoring and evaluation of programs and projects difficult to undertake. The Municipal has a population size of 116,632 as per 2021 Population Census. Out of that, 56,965 are males while 59,667 are females representing 48.8% and 51.2% respectively. (Source: Ghana Statistical Service). The population has been increasing over the years with a growth rate of 1.8% each for 2022-2025. Therefore, the population of 2025 is estimated at 125,030. The population depicts a broad base population pyramid that tapers off with a smaller number of elderly persons. Out of the total working population of 35,001, 51% representing 17,867 were found in the agriculture sector with 58.1% being male and female representing 41.9%. The 17% of the working population who are in agriculture are within the age group of 35 to 60 and more years. The implication on food security in the Municipality cannot be underestimated. Agriculture policy aimed at attracting the young ones into the sector should be promoted. As a result of this the government's policy of embarking on planting for food and jobs has yielded results. Other policies should be rolled - out in the Municipality to cater for the increasing population.

- **Municipal Economy and its implication for revenue mobilization**

- **Agriculture**

Agriculture is the main economic activity within the Municipality and employs about 67.30% of the entire labor force. The Municipality has vast arable land which inhabitants cultivate for various

kinds of food and cash crops. The Service Sector is the second economic activity and absorbs about 12.10% of the local economy, while Commerce absorbs about 8.50%. Production and Manufacturing, however, absorb about 8.9%, while 3.2% are absorbed by other income-generating activities. Small-Scale Industries within the Mampong Municipal area can be categorized into 5 groups. These are Agro-based Industries; Forest-based Industries, Textiles, Metal Works, and Services. District Chamber of Agriculture, Commerce, and Technology (D-CACT), Planting For Food And Jobs, and 1 District 1 Factory.

➤ District Chamber of Agriculture, Commerce, and Technology (D-CACT)

The D-CACT is an office that has been set by the current government to enhance the government's drive for industrial revolution through the various Districts, with a mandate to promote agribusiness to facilitate an interface between the private and public sector at the district level. It also coordinates the government's initiative - planting for food and jobs and one district-one factory. Planting for food and jobs is already ongoing and a one-district-one factory is about to commence.

➤ Planting for Food and Jobs

Under this program, the Assembly has selected two (3) cash crops, namely Cashew, Oil palm, and Cocoa.

1. Cocoa
2. Cashew
3. Palm-nut.

• **Road Network**

Mampong Municipal can boast of very good roads within the central business district with asphaltic overlay, however, a lot need to be done about roads in areas like, Abrukutuaso, Tunsuom, Adweeho, Bosofour, Tatafroso and Adiembra Low-Cost. Although Abrukutuaso-worakese has been awarded in contract since 2019, the work has been terminated due to non-performance on the

part of the contractor. The Mampong Municipal Assembly has a total maintainable road network of One Hundred and Twenty-three kilometres (123.00km), out of which Fifty-Four point Eight kilometres (54.8km) are paved, representing Forty-Four point Six percent (44.6%) and Sixty-Eight point Two kilometres (68.2km) unpaved representing Fifty-Five point Four percent (55.4%).

Road Safety Situations in the Municipality

There is no walkway along the major roads in the municipality to enhance safety for the populace, traders trading so close to some major roads and activities of Pragma are safety issues within the municipality. These areas have been intensified as accident prone areas, they are Pentecost church junction, Newtown junction, Mampong Methodist church junction and simple store junction.

Some selected roads in the municipality are been upgraded and classified under cocoa roads. These roads are;

- Adidwan-Atonsuoagya road (2.90km)
- Bosomkyekye-Bunuso road (7.70km)
- Nkwanta-Brengo road (7.70km)
- Woraso-Sekruwa road (3.30km)

• Energy

Energy is the backbone of every economic activity in the world. Mampong Municipal can boast of over 70% electricity coverage and a recently constructed ECG sub-station to regulate power. The municipality has 8 petrol refilling stations and 4 gas refilling stations. The assembly is in talks with an energy company called Renergec Company to install a plant to convert waste into energy. This will ensure among others clean environment, a reduction in the cost of waste management to the assembly and to convert solid and liquid waste into energy which would minimize the challenges of energy production in the Municipality as well as create employment.

- **Health**

Health is a vital indicator of human development across local and regional boundaries. Thus, health and health service development has a direct effect on the social development of the municipality. In this regard, health development is one of the key functions of the municipal assembly. The tables below detail the various health institutions in the municipality and the staff strength:

NAME OF FACILITY	NO. OF FACILITY
District Hospital	1
Health Centers	7
CHAG	1
Quasi Government	2
Private Hospitals	4
CHPS compounds	6
TOTAL	21

NAME OF STAFF	NUMBER OF STAFF
Doctors	4
Medical Assistants	9
Midwives	98
Community Health Nurses	49
General Nurses	115
Enrolled Nurses	108
Dispensing Assistants	9
Health Assistants	15
Laboratory Assistants	5
Mortuary Attendants	4

Physician Assistants	8
Physiotherapists	3
Certified Registered Anesthetists	3
Biostatistics Assistants	13
Other Health Staffs	151
TOTAL	594

The year 2019 witnessed a reduction in the stillbirth rate per 1,000 deliveries from 15 to 10, maternal mortality has also reduced from 66.9% per 100,000 live births to 65.1% by end of the year 2019. (Source: 2019 Annual Health Report).

- **Education**

The municipality can boast of Two Hundred and Forty-Six educational institutions as detailed in the table below.

List of Institutions

TYPE OF INSTITUTION	MANAGEMENT		TOTAL
	PRIVATE	PUBLIC	
Kingdergaten(K.G)	27	65	96
Primary	20	65	85
JHS	3	55	58
SHS	1	6	7
College of Education	-	2	2
Nursing Colleges	-	1	1
University	-	1	1
TOTAL	51	195	246

Over 80% of the post-Junior High School institutions are located within the municipality. The numerous educational facilities in the municipal prove that the standard of education is very

encouraging. There is a total of forty-one thousand, two hundred and seventy-three thousand (41,273) students comprising kindergarten to senior high school.

- **Market Centres**

The Mampong Municipality has both weekly and daily markets. The weekly markets are at Mampong on Wednesdays and Kofiase on Fridays. Daily markets are found in almost all the smaller towns.

- **Water and Sanitation**

Environmental and Sanitation activities are vigorously being pursued in the Municipality. Presently, huge mountainous refuse dumps, choked gutters and inadequate communal containers, broken down waste trucks, dwindling labor staff, cracked and damaged slaughterhouse, and littering of waste continue to pose serious environmental challenges in the Municipality. In addition, the challenges to sanitation in Mampong and many other districts are linked to the inability to create proper disposal points for solid waste, lack of enforcement of sanitation laws due to lack or poor financing of sanitation activities, human behavior, lack or poor sanitation infrastructure, lack of sanitation technologies among others. Although the Mampong Municipal Assembly together with Zoomlion Ghana Company Limited has instituted measures to put environmental and sanitation issues under control, it needs more allocation of resources and other measures.

- **Tourism**

The municipality is endowed with many aesthetic features which have high potential in the area of tourism development. However, tourism services are not well developed in the Municipality. The forest Reserves are a habitat for fauna including antelopes, snakes, monkeys, as well as a large variety of birds and butterflies. It also has a flora with botanical attributes and medicinal plant

species. The Atwea Mountains which used to be part of the Municipality is another important area, which when developed can add up to the tourist sites within the municipality. It currently is the most popular on which most Christians from all parts of the country lodge for prayers. The need for the Municipality to have Public–Private Partnership arrangements to develop the Atwea Mountains should be considered as a joint project for the two-sister district; Sekyere Central and Mampong Municipal.

In order to develop the tourism potential of the municipality, there is the need to improve upon physical accessibility, especially the road to the Atwea Mountains and other tourist sites. There are also hotels, guest homes and rest houses within the municipality which could be upgraded to 3rd or 4th star hotels to further enhance tourism. Among the aforementioned sites, the following sites also have tourism capabilities:

1. The valleys at Ninting
2. Mampong Scarp
3. Waterfall on the Sumanpa Stream at Daamang
4. Amapaa stream water at Worakese
5. Abindaali water from rocks at Tunsuom

- **Vision of the Assembly**

Mampong Municipal Assembly aspires to become a highly professional socio-economic service provider that creates an opportunity for Human Resource Development in partnership with other administrative authorities in the Municipality.

- **Goal/Mission of the Assembly**

Mampong Municipal Assembly exists to raise the living standard of the people through the formulation and implementation of policies, programs, and activities in support of Agriculture, Education, infrastructure, Health, and other socio-economic activities by skilled

and highly motivated staff in partnership with the private sector, Traditional Authorities, NGOs and CBOs and the various communities.

- **Core functions of the Assembly**

- ✓ Facilitate the effective functioning of the Local Government Administration in the Municipality
- ✓ Ensure efficiency and effectiveness in the use of resources of the Municipality.
- ✓ Monitor, coordinate, and harmonize the implementation of development plans and activities in the Municipality.
- ✓ Facilitate the provision of basic social, economic, environmental infrastructure and services in the Municipality
- ✓ Facilitate community-based and private sector development in the Municipality.

- **Core values of the Assembly**

- Decentralized development
- Client service oriented
- Professionalism
- Excellence

- **Adopted Policy Objective from the National Medium Term**

- ✓ Create an enabling agribusiness environment.
- ✓ Improve public-private investments in the Agricultural sector.
- ✓ Modernize and enhance agricultural production systems.
- ✓ Support entrepreneurs and MSME development
- ✓ Promote job creation and decent work.
- ✓ Promote agriculture as a viable business among the youth.

- ✓ Mainstream science, technology, and innovation in all socio-economic activities.
- ✓ Improve popular participation at regional and district levels.
- ✓ Ensure improved fiscal performance and sustainability.
- ✓ Strengthen monitoring and evaluation systems at all levels.
- ✓ Deepen transparency and public accountability.
- ✓ Enhance knowledge management and learning.
- ✓ Enhance equitable access to and participation in quality education at all levels.
- ✓ Promote equitable access to e-learning.
- ✓ Improve access to safe, reliable, and sustainable water supply services for all.
- ✓ Enhance access to improved and sustainable environmental sanitation services.
- ✓ Promote sustainable water resources development and management.
- ✓ Combat deforestation, desertification, and soil erosion.
- ✓ Ensure accessibly, and quality Universal Health Coverage (UHC) for all.
- ✓ Reduce the incidence of new HIV, AIDS/STIs, and other infections, especially among the vulnerable group.
- ✓ Eradicate poverty and address vulnerability to poverty in all forms and dimensions.
- ✓ Prevent and protect children from all forms of violence, abuse, neglect, and exploitation.
- ✓ Promote equal opportunities for Persons with Disabilities in social and economic development
- **Development Policy Framework (NMTDPF) relating to Revenue Mobilization**
 - ✓ Develop a disability friendly factory to process and package carrots with a cold store (PRIORITY PROJECT).
 - ✓ Develop an Artisan shopping center
 - ✓ Organize stakeholder engagements on MSMEs

- ✓ Update registration of SMEs/FBOs in the District
 - ✓ Develop entrepreneurial skills among SMEs/FBOs/CBOs
 - ✓ Facilitate the implementation of the ‘One District One Factory Policy’ at the District.
 - ✓ Train artisans in bookkeeping and records keeping.
 - ✓ Rehabilitate the Mampong and Kofiase Markets
 - ✓ Facilitate the usage of the warehouse
 - ✓ Train Artisans on the importance of team formation and micro financing to access credit
 - ✓ Develop market at Adidwan, Yonso and Benim
 - ✓ Promote organic production among carrots farmers to attract the export market.
 - ✓ Train artisans on branding and use of the digital space to attract investors
 - ✓ Facilitate the usage of the maize processing factory through the
- **Key issues/challenges of Revenue Mobilization and how those issues/challenges are being addressed:**

I. Crossing Cutting (general) issues/challenges

- ✓ Inadequate data on rateable properties
- ✓ Less education and sensitization on the need to pay revenue
- ✓ Unwillingness/Non prosecution of defaulters by the Assembly
- ✓ Unwillingness of the citizenry to pay their taxes
- ✓ Low capacity of revenue collectors as result of inadequate training
- ✓ Poor motivation of Revenue collectors

II. Specific issues/challenges relating to the various sub revenue items

S/N	REVENUE ITEM	SPECIFIC ISSUES CHALLENGES
A	Rates	<p>Inadequate data on rateable properties</p> <p>Insufficient records on debtors</p>
B	Lands and Royalties	<p>Less knowledge on land registration by plot owners</p> <p>Delays in the issuance of building permit</p> <p>Inadequate information on payments of rate</p>
C	License (BOP)	<p>Inadequate of data on businesses</p> <p>Unwillingness of business owners to pay</p>
D	Fees	<p>Poor planning of the market and lorry parks</p> <p>Difficulty in identify itinerary artisans</p> <p>Inadequate of data</p>
E	Fines, Penalties and Forfeits	<p>Unwillingness of the Assembly to prosecute defaulters</p>
F	Rent	<p>Unwillingness of occupants of Assembly quarters (staff) in paying their rent due to lack of maintenance by the Assembly</p>
G	Investment	<p>The Assembly has not make use any investment potential</p>

REVENUE COLLECTION PERFORMANCE FOR 2024 AND PROJECTIONS FOR 2025

NO.	REVENUE ITEM	BUDGET FOR 2024 (GHC)	ACTUAL FOR FIRST QUARTER OF 2024 (GHC)	ACTUAL FOR SECOND QUARTER OF 2024 (GHC)	ACTUAL FOR THIRD QUARTER OF 2024 (GHC)	ACTUAL FOR FOURTH QUARTER OF 2024 (AS AT DECEMBER) (GHC)	TOTAL COLLECTION (JANUARY-DECEMBER 2024) (GHC)	% OF BUDGET ACHIEVED AS AT DECEMBER 2024	BUDGET FOR 2025 (GHC)
1	Rates	700,000.00	169,725.00	131,295.00	80,781.09	131,398.62	513,199.71	73.31	701,000.00
2	Land	250,640.49	69,600.00	40,955.00	17,900.00	16,700.00	145,155.00	57.91	200,850.49
3	License	408,150.00	98,622.55	71,600.00	111,672.00	65,276.00	347,170.55	85.06	333,150.00
4	Fees	850,038.00	160,974.00	161,717.00	200,503.00	158,082.00	681,276.00	80.15	715,477.24
5	Fines	10,700.00	1,827.00	1,930.00	0.00	0.00	3,757.00	35.11	13,000.00
6	Rent	55,500.00	0.00	1,480.00	19,910.00	0.00	21,390.00	38.54	35,500.00
7	Royalties	200,000.00	0.00	0.00	18,000.00	82,721.00	100,721.00	50.36	150,000.00
TOTAL		2,475,028.49	500,748.55	408,977.00	448,766.09	454,177.62	1,812,669.26	73.24	2,148,977.73

MATRIX FOR REVENUE IMPROVEMENT STRATEGIES FOR 2025

REVENUE ITEM	OBJECTIVE(S)	ACTIVITIES (SHOULD BE SMART)		EXPECTED OUTPUT	OUTPUT INDICATOR	IMPLEMENTATION STRATEGIES	TIME FRAME (QUARTERLY)				EXPECTED COST (GHC)	RESPONSIBILITY
							1	2	3	4		
Rates	To increase revenue on Rates to about 10% annually	I	Engagement of tax payers on the need to pay tax by December 2025	Improved sensitization	Rate of payment of rates	The use of community centers, Assembly announcement vehicles and Task force movement					6,000.00	MBA HR MFO MPO HR
		ii	Capacity building for Revenue Collectors on quarterly bases	Enhanced capacity of collectors	Ability to write the appropriate rate and narrations	Proper training and provision of incentives for revenue collectors						MBA HR MFO MPO HR
Lands and Royalties	To increase revenue on Land and Royalties to about 10% annually	I	Monthly Public Education and sensitization on building permit payment	Improved sensitization	Increased in permit application	Community centers engagement and stakeholders meeting at every zone					4,000.00	MRS MBA MFO MPO HR

		Ii	Formation of revenue tax force to embark on weekly collection of revenue	Functional Task Force	Operational Task force	Provision of resources. Enforcement by Police Force					3,000.00	MRS, MBA,MPPO,TAS K FORCE,
		Iii	Quarterly engagement with traditional authorities and other stakeholders	Functional Zonal Councils	Operational Task Force	Incentives to Stakeholders meeting at every zone					2,000.00	MCD, MCE, MBA, MFO, MPO, MRS
License (Business Operating Permit-BOP)	To increase revenue on License to about 10% annually	I	Monthly registration and identification of artisans	Availability of database	Reliable database on Artisans	Visit to artisans on during their meetings Register organized Artisans Executives for Fee collection					3,500.00	MFO MBA MPO HR MPO
		Ii	Stakeholders consultation every quarter of the year	Increased Stakeholders participation	Improvement in BOP payment	Provision of facilities and Zonal council engagement					2,000.00	MBA, MFO, ZONAL CHAIRMEN,
		Iii	Capacity building for revenue collectors every three months	Enhanced capacity of collectors	Ability to understand and write the appropriate license and narrations	Proper training and provision of incentives for revenue collectors						MFO, MBA. MHR, MRS, MPO.

Fees	To increase revenue on Fees to about 10% annually	I	Sensitization of rate payers(Market women and other stakeholders) on monthly basis	Increased Stakeholders participation	Improvement in Fees payment	The use of Assembly vehicle on announcement and Community Centre engagement at every zone					3,500.00	MPO MBA MFO HR
		Ii	Annual Rehabilitation of the market	Improved condition of structures	Strong and reliable structures	Availability of machinery and adequate budgetary provisions					20,000.00	MWE, MFO, MCD.
Fines, Penalties and Forfeits	To increase revenue on Fines, Penalties and Forfeits to about 10% annually	I	Update of database monthly	Improved information on data	Improvement in Penalties, Fines etc. payment	Access to facilities and information on proper data					3,500.00	MBA MPO MFO HR
		Ii	Monthly Prosecution of defaulters	Enforcement by the Assembly	Increase in payment of fines	Update of Assembly's Bye-Laws Building the Capacity of Assembly Prosecutor						
		Iii	Quarterly Capacity Building for revenue collectors and key stakeholders	Enhanced capacity of collectors	Ability to understand and write the appropriate bills and narrations	Training for revenue collectors Provision of resources					20,000.00	
Rent	To increase revenue on Rent	I	Update data on existing	Improved information on data	Enhanced performance	Provision of resources and incentives					3,000.00	MBA MPO

	to about 10% annually		facilities every month										HR MFO
		ii	Sensitization of stakeholders every monthly	Increased Stakeholders participation	Improvement in Fees payment	Provision of human and material resources						1,000.00	
		iii	Prosecution of defaulters every month	Deterrent and increase in output	Good performance	Proper work of structures and enforcement of the law							

MONITORING PLAN FOR REVENUE MOBILISATION

REVENUE ITEM	OBJECTIVE(S)	ACTIVITIES (SHOULD BE SMART)	FREQUENCY OF MONITORING	STRATEGIES FOR MONITORING ACTIVITIES (SHOULD BE SMART)	RESPONSIBILITY	
Rates	To increase revenue on Rates to about 10% annually	I	Engagement of tax payers on the need to pay tax by December 2025	Once	The use of community centers, Assembly announcement vehicles and Task force movement	MBA HR MFO MPO HR
		ii	Capacity building for tax collectors on quarterly bases	Quarterly	Proper training and provision of incentives for revenue collectors	MBA HR MFO MPO HR
Lands and Royalties	To increase revenue on Land and Royalties to about 10% annually	I	Monthly Public Education and sensitization on building permit payment	Monthly	Community centers engagement and stakeholders meeting at every zone	MRS MBA MFO MPO HR
		ii	Formation of revenue tax force to embark	Weekly	Provision of resources. Enforcement by Police Force	MRS, MBA,MPPO,TASK FORCE

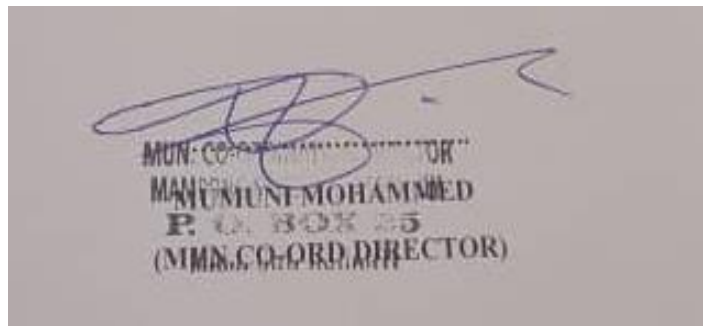
			on weekly collection of revenue			
		iii	Quarterly engagement with traditional authorities and other stakeholders	Quarterly	Incentives to Stakeholders meeting at every zone	MCD, MCE, MBA, MFO, MPO, MRS
License (Business Operating Permit-BOP)		I	Monthly registration and identification of artisans.	Monthly	Visit to artisans on during their meetings Register organized Artisans Executives for Fee collection	MFO MBA MPO HR MPO
		ii	Stakeholders consultation every quarter of the year.	Quarterly	Provision of facilities and Zonal council engagement	MBA, MFO, ZONAL CHAIRMEN,
		iii	Capacity building for revenue collectors every three months	Quarterly	Proper training and provision of incentives for revenue collectors	MFO, MBA. MHR, MRS, MPO.
Fees		I	Sensitization of rate payers(Market women and other stakeholders) on monthly basis	Monthly	The use of Assembly vehicle on announcement and Community Centre engagement at every zone	MPO MBA MFO HR
		ii	Annual Rehabilitation of the market.	Yearly	Availability of machinery and adequate budgetary provisions	MWE, MFO, MCD.

Fines, Penalties and Forfeits	i	Update of database monthly	Monthly	Access to facilities and information on proper data	MBA MPO MFO HR
	ii	Monthly Prosecution of defaulters	Monthly	Update of Assembly's Bye-Laws Building the Capacity of Assembly Prosecutor	MEHO MCD
	iii	Quarterly Capacity Building for revenue collectors and key stakeholders	Quarterly	Training for revenue collectors Provision of resources	HR MFO MRS
Rent	I	Update data on existing facilities every month	Monthly	Provision of resources and incentives	MWE MPPO
	ii	Sensitization of stakeholders every monthly	Monthly	Provision of human and material resources	MBA MPO HR MFO
	iii	Prosecution of defaulters every month.	Monthly	Proper work of structures and enforcement of the law	MWE MPPO

CONCLUSION

Ensuring that all revenues owed to the Mampong Municipal Assembly are properly collected, accurately recorded, rigorously controlled, and transparently accounted for is critical to its financial health and operational effectiveness. For the Assembly to successfully implement its planned projects and programmes for the 2025 fiscal year, it must adopt a proactive and strategic approach to revenue mobilization.

This necessitates the development and execution of a comprehensive Revenue Improvement Action Plan (RIAP). Such a plan serves as a blueprint for identifying new revenue streams, enhancing the efficiency of existing collection mechanisms, minimizing leakages, and fostering compliance among taxpayers. By aligning revenue mobilization efforts with the Assembly's development priorities, the RIAP ensures that sufficient and sustainable financial resources are available to support inclusive growth, infrastructure development, and service delivery across the district.

A rectangular stamp with a handwritten signature in blue ink over it. The stamp text reads: "MUN. CO-ORDINATOR", "MUMUNI MOHAMMED", "P. O. BOX 25", and "(MUN. CO-ORD. DIRECTOR)".

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MUMUNI MOHAMMED
(MUN.CO-ORD DIRECTOR)