

**MINISTRY OF LOCAL GOVERNMENT & RURAL
DEVELOPMENT (MLG&RD)/
BIRIM CENTRAL MUNICIPAL ASSEMBLY**

**2009 ANNUAL PROGRESS REPORT
ENDING DECEMBER 31ST 2009**

FEBRUARY, 2010

Outline for District Monitoring and Evaluation Reporting

1.0	Introduction.....	1
1.1	Key Monitoring and Evaluation objectives for the year 2009.....	1
1.2	Processes involved and difficulties encountered.....	2
1.3	Status of implementation of MTDP.....	2
2.0	M&E Activities Report	
2.1	Programme/Project status for the year 2009	
2.2		
3.0	UP-DATE ON CORE DISTRICT INDICATORS (Categorised by GPRS 11 Thematic areas)	
4.0	UPDATE ON FUNDING BY SOURCES (GH ¢)	
5.0	UPDATE ON CRITICAL DEVELOPMENT AND POVERTY ISSUES	

4.0 Update on disbursements

M&E Activities Report

- Programme/Project status for the quarter or year
- Update on disbursement from funding sources
- Update on indicators and targets
- Update on critical development and poverty issues
- Participatory M&E and other issues

The Way Forward

- Key issues addressed and those yet to be addressed
- Recommendations

1.0 Introduction

The Birim Central Municipal Assembly is one of the 21 Administrative districts in the Eastern Region of Ghana. The Municipality shares boundaries with Birim North district and Kwaebibrim district to the north, West Akim Municipality to the east, Birim South to the west and Agona East and Assin North Districts to the south. The Capital, Oda, is linked up with many districts and this promotes commercial activities among the districts and other nearby communities.

The Municipality covers an area of about 500 sq. km, constituting about 3% of the total area of Eastern Region. There are about 400 settlements, most of them being rural.

The population is about 132,195 with a growth rate of 1.4%.

1.1 Key Monitoring and Evaluation objectives for the year 2009

The key objectives of the Birim Central Municipal M&E are to:

- Track and document the progress of programme/project implementation from 1st January to 31st December 2009 and measure performance against targets.
- Ensure transparency, social accountability and value for money in the implementation to aid in decision making concerning whether programme should be continued, reviewed or discontinued.
- Establish the extent to which the target groups accept various categories of programme/project interventions in the Municipality;

- Establish the benefits of the programmes/projects interventions to the intended target populations.
- Deepen stakeholder participation/collaboration in M&E in the Municipality.

1.2 Processes involved and difficulties encountered

The M&E process involved data collection, from the field, through community meetings stakeholder meetings and reports from department and agencies and these were analyzed by the DPCU.

Some of the difficulties encountered include lack of adequate data on some indicators from some departments and agencies. This poses a challenge since it creates gaps during data analysis and reporting.

1.3 Status of implementation of MTDP

The MTDP (2006-2009) has been implemented over the last four (4) years. The Birim Central Municipal Assembly (BCMA) was poised, to implement all programmes and projects within the planned period. Till date, an approximately 40% of programmes and projects have been implemented. However, due to massive donor interventions for some specific sectors, rural water for instance exceeded its target by 65%; education has implemented over 55% of the schedule programmes and projects of the plan.

This Report highlights the level of implementation of the Annual Action Plan from 1st January to 31st December 2009.

2.00 M&E Activities Report

2.1 Programme/Project status for the year 2009

The following are the details on the status of the various projects carried out during the year 2009. The details of summary of 2009 Programme of delivery are indicated below:

DACF PROJECTS

S/NO	NAME OF PROJECTY	SOURCE OF FUNDING	IMPLEMENTATION STATUS
1.	Construction of new MCE's Bungalow	DACF	Roofing works completed
2	Construction of Golden Jubilee Park/Long Tennis Court	DACF	Works in progress
3	Construction of 3-Unit Classroom block at Essam	DACF	Under construction
4	Construction of 6-Unit Classroom block at Appiadam	DACF	80% completed
5	Construction of 3-Unit Classroom block for Presby B & D at Akim Oda	DACF	On-going
6	Construction of Office Complex Annex	DACF	On-going/Roofing works completed
7	Preparation of a 5-Year Environmental and Sanitation Plan for the Municipality	DACF	Data collection and Write-up in progress

Source: DPCU, January 2010

DONOR FUNDED PROJECTS

The Assembly was fortunate to benefit from a number of donor funded projects. The projects which have reached various stages of completion were jointly financed by the Government of Ghana and some Development Partners and the beneficiary communities. They included SIF (AfDB), District Towns V project, DANIDA and KfW. Details of these projects are listed below.

DISTRICT TOWNS V PROJECT

S/NO	NAME OF PROJECT	LOCATION	SOURCE OF FUNDING	IMPLEMENTATION STATUS
1	Construction of bulk Market	Nkwantum-Akim Oda	MLG&DR/KfW/DACF	On-going
2	Construction of 3-Unit Classroom Block	Asene Islamic J.H.S	MLG&DR/KfW/DACF	On-going
3	Construction of 6-Unit Classroom Block	Manso A.M.E. Primary School	MLG&DR/KfW/DACF	On-going

URBAN POVERTY REDUCTION PROJECT

The Government of Ghana in collaboration with the African Development Bank initiated a five-year Development Project dubbed “Urban Poverty Reduction Project” (UPRP) being implemented by the Social Investment Fund (SIF)/MLG&RD in 12 selected Metropolitan/Municipal/District Assemblies including Birim Central Municipal Assembly.

Currently, 16 sub-projects in the education, health, water and sanitation sectors as well as an industrial village were being implemented in the Municipality. Both physical construction and actual implementation were in progress. The 2009 sub-projects include the following:

S/NO	NAME OF PROJECT	SOURCE OF FUNDING
1	Construction of 6-Unit Block, 6-Seater W.C Toilet and Canteen for Akroso A.M.E. Zion Primary School	SIF/MA/Community
2	Construction of 3No.2- Bedroom Semi-Detached Nurses Quarters for Manso Health Centre.	SIF/MA/Community
3	Construction of 3-Unit Block, 6- Seater W.C Toilet and Canteen for Freeman Methodist Junior High School	SIF/MA/Community
4	Construction of 6-Unit Block, 6- Seater W.C Toilet and Canteen for Oda Anglican Primary School	SIF/MA/Community
5	Construction of 6-Unit Block, 6- Seater W.C Toilet and Canteen for Akim Manso A.M.E. Primary School	ER/BC/UP/Z4 ED-007
6	Construction of Early Childhood Development Centre , Oda Zongo Islamic School	SIF/MA/Community

7	Construction of Early Childhood Development Centre , at Oda Industrial Village	SIF/MA/Community
8	Construction of Clinic for Oda Industrial Village	SIF/MA/Community
9	Construction of 2No. 10-Seater W.C. Block for Oda Industrial Village	SIF/MA/Community
10	Construction of Multi-Purpose Skill Training Centre at Aboabo.	SIF/MA/Community
11	Construction of 3No.2- Bedroom Semi-Detached Teachers' Quarters for Onomabo L/A Primary	SIF/MA/Community
12	Construction of 3-Unit Block, 6-Seater W.C Toilet and Canteen for Asene Presby Junior High School	SIF/MA/Community
13	Rehabilitation of Roads and Culverts at Akim Asene	SIF/MA/Community
14	Construction of 6-Unit Block, 6- Seater W.C Toilet and Canteen for Akim Manso Presby Primary School	SIF/MA/Community
15	Construction of 6-Unit Block, 6- Seater W.C Toilet and Canteen for Akim Asuboa R/C Primary School	SIF/MA/Community
16	Construction of Showroom at the at Oda Industrial Village	ER/BC/UP/Z4 ED-007
17	Construction of Carpentry Woprkshop at Oda Industrial Village	SIF/MA/Community

COMMUNITY-BASED RURAL DEVELOPMENT PROJECT

S/NO	NAME OF PROJECT	LOCATION	IMPLEMENTATION AGENCY
1	Construction of 1No.3- Bedroom Semi- Detached Teachers' Quarters	Nkwantum-Akim Oda	CBRDP

3.0 UP-DATE ON CORE DISTRICT INDICATORS (Categorised by GPRS 11 Thematic areas)

	PRIVATE SECTOR COMPETITIVENESS	2009 Target	2006 Indicator level	2007 Indicator level	2008 Indicator level	2009 Indicator level
1.	Percentage (%) increase in yield of selected crops, livestock and fish <u>Major crops</u> Maize Rice Cassava Yam Cocoyam Plantain <u>Livestock</u> Cattle Sheep Goats Chicken Pigs	-12.8 -6.25		43.6 35.8 -58.3 -30.5 -74.6 -14.5 6.1 -16.8 -17.5 10.2 -43.6	-39.2 39.6 -51.4 -20.7 -93.7 49.1 -9.8 40.3 -22.0 -34.0 83.0	-23.8 -25.0 -27.4 -34.8 -13.1 -25.9 -3.8 28.7 -14.3 -44.9 84.8
2.	Proportion/length of roads maintained//Rehabilitated -Trunk Roads(in km) -Feeder Roads (in km)		10.0 km 128.15km	18.4km 125.6 km	1.2km 82.2km	- 44km
3.	% change in number of households with access to electricity					-
4.	Hectares of degraded forest, mining, dry and wetlands rehabilitated/restored: a. Forest b. Mining c. Dry and wetland	100 - -	44.45 - -	31.82 - -	141.37 - -	74.1 - -
5.	% increase in tourist arrival	-	-	-	-	-
6.	Teledensity/Penetration rate					
	HUMAN RESOUC E DEVELOPMENT					
7.	HIV/AIDS prevalence rate (% of adult population, 15-49 yrs. HIV positive)	3.0	3.2	3.4	3.6	3.4
8.	Maternal Mortality ratio					

	(Number of deaths due to pregnancy and child birth per 1000 live births)		1449	1054	789	
9.	Under-five mortality rate (Number of deaths occurring between birth and exact age five per 1000 live births)		120	90	50	
10.	Malaria case fatality in children under five years per 10,000 population		500/10,000	400/10,000	300/10,000	
11.	Percent of population with sustainable access to safe water sources	40	32.5	32.5	34.2	87*
12.	% of population with access to improved sanitation (flush toilet, KVIP, household latrine)	35	18.0	19.5	20.6	85
13.	Gross Enrolment Rate(indicate the number of pupils/student at a given level of schooling regardless of age as a proportion of the number of children in the relevant age group) - Primary - JHS - SSS Net Admission Rate in Primary Schools (indicates Primary One enrolment of pupils aged 6 years)		98.11 77.23 61.12 97.3	101.6 85.62 58.67 97.6	99.3 86.54 62.63 97.8	
14.	Gender Parity Index (Ratio between girls and boys' enrolment rates, the balance of parity is 1.00) Kindergarten Primary JHS SHS	- 1.0 1.0 -	0.99 0.94 0.7 1.006	0.97 0.97 0.98 1.001	1.01 0.96 0.96 0.99	
15.	Proportion of unemployed youth benefiting form skills/apprenticeship and					

	entrepreneurial training					
	GOOD GOVERNANCE					
16.	Total amount of internally generated revenue		111,943.10	170,897.33	205,979.59	282,196.01
17.	Amount of Development Partner and NGO funds contribution to MTDP Implementation	940,863.00	14,103.50	108,692.17	167,086.29	488,048.57
18.	% of DA expenditure within the MTDP budget (How much of DA's expenditure was not in the annual budget)	95%	75%	80%	80%	75%
19.	Number of reported of abuse (children ,women and men)		177	74	60	56
20.	Police citizen ratio	-	376:269851	353:276554		

*Because of improvement in pipe-borne water system.

4.0. UPDATE ON FUNDING BY SOURCES (GH ¢)

BIRIM CENTRAL MUNICIPAL

	2006 (GH¢)	2007 (GH¢)	2008 (GH¢)	TOTAL (GH¢)
DACF	446,664.21	549,042.17	1,052,484.80	
MPs DACF				2,048,191.18
IGF	170,897.33	205,979.59	3,451.69	380,328.61
HIPC FUND	107,621.47	460,202.69	282,196.01	850,020.17
GOG GRANTS	286,210.05	616,880.89	102,521.59	1,005,612.53
DONOR GRANTS	108,692.17	167,086.29	488,048.57	763,827.03
TOTAL REVENUE	2,088,678.58	1,998,391.63	1,928,702.66	5,047,979.52

a. Releases of funds

Delays in release of funds result in the slow pace of implementation of projects and programmes

b. Efforts to generate funds

During the year, the Assembly intensified public education on the need to pay tax and also capacity building for revenue collectors. Major achievement is the provision of computers, money counting machines, motor bikes for the revenue section in collaboration with the Social Investment Fund (SIF) to enhance revenue mobilization.

The Birim Central Municipal Assembly also undertook data collection on all rateable items and facilities in the Municipality in February 2008. This was used to update revenue records of the Assembly to enhance revenue mobilization.

c. Other challenges with regards to generating funds

Unwillingness of tax payers to honour their tax obligations on time is still a challenge. However, the Assembly has intensified the issue of demand notices and follow-up visits on defaulters.

Poor monitoring and supervision by management, lack of motivation for revenue staff, non-enforcement of bye-laws, inadequate logistics such as Wellington boots, rain coats, vehicle or transport facilities, political interference in the implementation of laws and regulations, poor rates collection mechanism, low level personnel manning revenue sections, unfaithful revenue collectors and inadequate revenue data.

4. Update on disbursements

Birim Central Municipality

ITEMS	2006 (GH¢)	2007 (GH¢)	2008 (GH¢)	TOTAL (GH¢)
ADMINISTRATION	605,589.76	705,497.91	724,668.50	1,383,554.17
SERVIVICE	16,344.61	14,750.25	17,665.31	48,760.17

INVESTMENT	17,864.05	-	65,433.00	83,297.05
SPECIAL PROJECTS	1,133,891.30	1,061,553.74	1,700,000.00	2,365,445.04
MISCELLNEOUS	274,193.71	378,336.75	278,905.00	931,435.46
TOTAL EXPENDITURE	2,043,883.43	2,160,138.65	2,786,671.81	6,990,693.89

Comments on:

d. Adequacy of funds

The Assembly is still grappling with inadequate funds to implement planned programme/projects

e. Utilization of funds in accordance with the budget

Project funds are utilized based on budget estimates. However, some deviations occur due to unforeseen circumstances beyond the control of the Assembly.

f. Other challenges with regards to disbursements

Too much deductions at source especially DACF affects expenditure at the Assembly level

5.0 UPDATE ON CRITICAL DEVELOPMENT AND POVERTY ISSUES

a. The National Youth Employment Programme

Under this programme, six hundred (600) Youth gained employment under six modules.

-Auxiliary Health Care Assistant- 72

- Waste and Sanitation - 26

- Agric Business - 150

-Community Protection Unit	-	60
- Com. Teaching Assistants	-	282
-Sanitary inspectors (Samansaman)	-	10

		600

b. Incentive for Business Development

As part of efforts to strengthen the Public-Private Partnership Capacity in the Municipality, programmes have been carried out to equip the Business Advisory Centre (BAC) unit in order to strengthen the public- private partnership for development

Three (3) Zonal Councils (Oda, Asene/Aboabo and Manso) were assisted by the Assembly to prepare Community Business and Development Plans which lay much emphasis on the Business Development and clearly focuses on the business potentials of the councils with the aim of improving the investment climate at the local level.

A number of projects including sub-projects in an industrial village have been awarded on contract of implementation of these plans.

Five small scale enterprise/groups were assisted by the National Board for Small Scale Industry (NBSSI) BAC to prepare Business plans which were forwarded to EU Micro project Management Unit for funding under the micro finance component. Out of these 3 of the plans were approved and food processing equipment have been supplied to these groups to improve production and increase their income levels.

The BAC also carried out other business advisory and extension services for several organizations including the following:

1. Ghana Hair dressers and Beauticians Association (GHABA)
2. Ghana National Tailors and Dressmakers Association
3. Birim Carpenters Association

A number of business groups have also be reorganized and undergone training programmes to build their capacities in records keeping and financial management. The groups have been recommended for financial support from the banks.

Generally, the results of these training programmes have been successful as evidenced by the reactions of some of the beneficiaries.

The major challenge was the difficulty in implementing programmes as approved budget tended not to reflect current economic situation as well as reaching clients in the hinterland.

c. Use of Capitation Grant in the Municipality

Circuit Supervisors visited some selected schools in their Circuits to monitor the use of the Capitation grants. Schools visited included the following:

- (a) Akroso "A": Apeadam L/A Primary and Yaw Donkor Salvation Army KG/Primary
- (b) Manso: Asene Methodist Primary School, Asene Methodist JHS, AmantemNkwanta R/C. JHS, Amantem Nkwanta AME Zion Primary, Asene Salvation and Manso Odumase L/A Primary
- (c) Akroso "B": Akim Koforidua L/A Primary, Akroso Zion Primary, Nyame Nti Primary and Small London Presby Primary.

In all the schools visited, there was the need of proper records keeping on the utilization of the capitation grant and also to follow the guidelines prescribed for the utilization of the Capitation Grant.

d Selected Special Projects under M.O.F.A in the Municipality

(i) RTIMP

Coppicing and distribution of cassava planting materials to tertiary farmers was carried out during the period under review. In all 4,891 bundles of cassava sticks of 40-45 cm long were distributed to 1,221 farmers to cultivate 122.3 acres. Besides, 477 bundles of Bankyehemaa cassava sticks were distributed to 120 tertiary farmers.

Also 20 farmers were also involved in a 10 acre cocoyam multiplication. Stakeholders' forums under RTIMP were organized by the officials of RTIMP with 88 participants comprising 59 males and 29 females.

(ii) COMMUNITY FORESTRY MANAGEMENT PROJECT

MOFA in collaboration with Forestry Services provided alternative livelihood support to 400 farm families in 8 communities in the Municipality. The areas of support included small ruminants' production, grass cutter production and piggery.

(iii) COCOA HI-TECH FERTILIZERS

Out of 33,500 bags of Cocoa Hi-Tech fertilizers received during year 2009, 16100 bags were sold amounting to GH¢2378,153.00.

(iv) WIAD

Awareness creation on Food Based Nutrition using the three food groups was carried out in two communities. The total number of beneficiaries was 182 comprising 117 lactating mothers and 65 men. Another issue discussed in one of the communities was importance of

group formation. The total participants were 22 comprising 7 men and 15 women. Participatory Rural Approach, Real objects and Talks were the extension methods used for the delivery.

Challenges during implementation included poor means of transportation for staff, and hence the inability of staff to reach many communities.

It is recommended that adequate logistical resources such as motor bikes be allocated to the staff to enhance agricultural extension delivery. Improved mobility and Transport and Travels would improve data collection and supervision to enhance efficiency.

d) THE SCHOOL FEEDING PROGRAMME

The aim of the programme is to ensure good healthy status of the children through the provision of at least a balanced diet as a supplement and also to create employment for the locals.

The Assembly was piloting the School Feeding Programme in six schools from its inception up to the early part of 2008. When in February 2008 the former Birim South District Assembly was split into Birim Central Municipal Assembly, Akim Oda and Birim South District Assembly, Akim Swedru five of the pilot schools fell under the jurisdiction of the newly created Birim South District Assembly Akim Swedru, leaving one school in the Birim Central Municipality.

Approval was granted at the beginning of the 2009 to add two more schools to benefit from the school feeding programme. By the close of 2009' Essam L/A Priimary, Old Town Presby and Old Town Methodist were the three schools considered under the programme.

Some of the benefits from the programme include:

1. Increased enrolment
2. Employment generation for caterers and food producers and sellers.
3. Improvement in pupils health conditions
4. Improvement in academic performance
5. Reduction in school drop-out rate

Despite some benefits of the school feeding programme, there are few challenges facing the programme in the Municipality and these include:

1. Poor road conditions to the beneficiary communities resulting in high cost of transporting food items.
2. Delays in the release of funds
3. Inadequate access to potable water for the schools
4. Insufficient cooking utensils including plates, cutlery and cups.

e. Land Under Cultivation

Available statistics indicate that 16 hectares of irrigated land is under cultivation for various crops.

CROP	IRRIGATED ARES DEVELOPED
Tomatoes	4
Pepper	6
Garden eggs	6
Total	16

The irrigation of vegetable crops in the municipality is being improved gradually.

g) GUINEA WORM INFESTATION.

The Municipality maintained zero (0) case of the disease during the year but continues to carry out activities to sustain the gain made. These include:

- Training of 120 volunteers and education of communities to report any imported case
- Regular monitoring for sustainability and ensuring the provision of potable water

6. Implementation of Monitoring & Evaluation Plan

The District Planning and Co-ordinating Unit (DPCU) undertook two Quarterly field visits to project sites apart from the regular site visits by the core team, and this was carried out in collaboration with various stakeholders. Stakeholders such as opinion leaders, CBOs, PTAs were involved in project initiation, planning and implementation.

The DPCU also presented Quarterly reports on projects to various stakeholders at the various sub-committees and also to Regional Planning and Co-ordinating Unit (RPCU).

However, there were few challenges the DPCU encountered during its monitoring and evaluation exercise. One major challenge was inadequate financial resources. The donor-funded projects such as Town V Projects, Community-Based Rural Development Project (CBRDP), Social Investment Fund (S.I.F) and others were not completed on schedule because of massive deduction at source and delay in the release of District Assemblies' Common Fund (DACF) to enable the Assembly pay for its counterpart funds.

Another challenge that affected completion of projects was the absence of Municipal Chief Executive (MCE) as the implementation and monitoring of projects has to be approved by the Regional Minister, who is currently the acting MCE.

Inactive involvement of beneficiary communities in projects implementation and monitoring due to inadequate information flow among stakeholders and the delay in the submission of Quarterly reports by the decentralized departments to reflect the overall progress of works executed in the Municipality.

Last but not the least, inadequate logistics such as vehicles, computers and photo copiers to facilitate smooth implementation and monitoring of projects as well as reporting on these projects was also a major challenge. ..

7. The Way Forward

One major key issue was inability on the part of some departments to make information on M & E available for use on time. Through regular involvement in the Monitoring and Evaluation programmes, some are beginning to appreciate the need to submit such information on M& E for the intended purpose.

Recommendations

Departments and Agencies should compile their data early enough to enhance early compilation of Annual Progress Report (APR) for onward submission to the appropriate authorities.

APPENDIX “A”

Decentralized Departments And Other Agencies In Birim Central Municipal Assembly

NO.	DEPARTMENTS	PERSONNEL	EQUIPMENT	PROBLEMS	PERSONNEL/EQUIPMENT
1	GHANA EDUCATION SERVICE	1. Trained teachers 2. Untrained teachers		Inadequate funding	
2	MINISTRY OF FOOD & AGRICULTURE (MOFA)/ AGRICULTURAL DEVELOPMENT UNIT	1. Technical staff 2. Supporting staff 3.	Computers Photocopiers Printers	Most trekking staff are not mobile T&T re-imburements are made quarterly	Administrative officer
3	DEPARTMENT OF CO-OPERATIVES	1. Senior Co-operative Officer 2. SACO 3. ACO	Officer tables – 3 Office chairs - 3	Residential accommodation for Head Inadequate office equipment (computers, steel cabinet, furniture etc. means of transport (motor bikes) Staffing Inadequate budgetary allocation	Assistant Co-op Officers – 2 Computer literate - 1 Clerical officer -1
4	GHANA NATIONAL FIRE SERVICES (GNFS)	60 Fire personnel	Fire Tender	Accommodation (office & residential). Inadequate sources of water for fire-fighting. Obsolete/inadequate office equipment	65 Fire personnel
5	INFORMATION SERVICES DEPARTMENT (ISD)	1. Municipal Information Officer 2. Junior Information assistant 3. Labourer 4. Night watchman	Radio set	1. Lack of funds of funds to run and maintain Cinema van 2. Lack of computer, Typewriter, T.V and telephone. 3. Office building needs rehabilitation 4. Lack journalist typist, driver and cinema commentator	Journalist, Cinema commentator, driver and typist,
6	CENTRE FOR NATIONAL CULTURE (CNC)	1. Municipal Cultural officer 2. Typist	2 tables 2 chairs 1 office cabinet 1 typewriter	1. Lack of funds for projects and programmes 2. Inadequate equipment 3. Inadequate office accommodation	1. Performing artiste 2. Musician 3. Visual Artist 4. Production assistant
7	LAND VALUATION BOARD (LVB)	1. Municipal Officer	1. Measuring tape	1. Lack of residential	1 Data entry staff

		<ol style="list-style-type: none"> 2. Senior Technical Officer 3. Junior officer 4. Technical Assistant 5. Principal Typist 	<ol style="list-style-type: none"> 2. Calculators 3. Typewriter 4. Tables and Chairs 	<p>accommodation for Municipal officer</p> <ol style="list-style-type: none"> 2. Lack of transportation 3. Lack of rain protective equipment e.g. Wellington boots, rain coats etc. 4. Lack of computer and data entry staff 	<ol style="list-style-type: none"> 2.1 Draughtsman 3. Assistants
8	DEPARTMENT OF FEEDER ROADS	<ol style="list-style-type: none"> 1. Municipal engineer 2. Works Superintendent 3. Driver 	<ol style="list-style-type: none"> 1. 2 desks 2. 3 chairs 	<ol style="list-style-type: none"> 1. No recognition from Assembly because of the Dept. is not fully decentralised 	
9	BIRTHS AND DEATHS REGISTRARS	<ol style="list-style-type: none"> 1. Assistant registration officer 	<p>Office tables -2 Office chairs – 8 Office cupboards</p>	<ol style="list-style-type: none"> 1. Lack of transport 2. Inadequate staff 3. Inadequate budgetary allocation 4. Public address system to facilitate education 5. Lack of residential accommodation 	<ol style="list-style-type: none"> 1. Assistant registration trainees -2 2. Computer literate 3. Clerical officer
10	NATIONAL DISASTER MANAGEMENT ORGANISATION (NADMO)	<ol style="list-style-type: none"> 1. Municipal 2. Co-ordinator 3. Secretary 4. Drivers 5. Financial & Admin. Officer 	<ol style="list-style-type: none"> 1. Obsolete Tata 4x4 pick-up 2. Office desks and tables 3. Stationery 	<ol style="list-style-type: none"> 1. Inadequate relief items for disaster victims 2. Inadequate funds for fuel for educational trips 	
11	BUSINESS ADVISORY CENTRE (BNAC) OF NBSSI	Municipal Manager/Trainer/Motivator/Secretary	<ol style="list-style-type: none"> 1. Writing desk & chairs 2. Personal Computer, printer 3. Split Air Conditioner 4. Flip Chart Stand 5. 2Cabinet 	<ol style="list-style-type: none"> 1. Lack of vehicle for M & E 2. Lack of residential accommodation 3. Lack of collaboration between the Assembly and BAC 	<ol style="list-style-type: none"> 1. Driver 2. Messenger 3. Cleaner
12	NATIONAL YOUTH EMPLOYMENT PROGRAMME	Municipal Co-ordinator			<ol style="list-style-type: none"> 1. Deputy Co-ordinator

	(NYEP)				2. Accounts Officer – 1 3. Secretary - 1
13	ENVIRONMENTAL HEALTH AND SANITATION UNIT	1. Skilled staff – 18 2. Unskilled staff - 30	1. Skip containers -5 2. Roll on – 7 3. Tractor Roll-on – 5	1. Inadequate officer/labourers 2. Inadequate sanitary tools/equipment 3. Defective and unhygienic public latrine 4. Lack of pan latrines	1. 7 additional personnel required 2. 20 additional required
14	DEPARTMENT OF SOCIAL WELFARE	1. Municipal Officer 2. Professional staff 3. Supporting staff	1. Writing desks, tables & chairs	1. Inadequate staff 2. Immobility of staff 3. Lack of office equipment 4. Inadequate funds	Social Development officer
15	DEPARTMENT OF	1. Municipal Officer	1. Typist	1. Lack of funds 2. Shortage of personnel 3. Lack of vehicle for field work 4. Lack of office equipment	1. Secretary 2. 2 female field staff 3. 1Male field staff 4.
16	FORESTRY DEPARTMENT	1. Municipal Manager 2. Assistant Municipal Manager 3. Accountant 4. Service officer 5. Typist 6. Forest guards	1. Vehicle 2. Computer	1. Logistics	1. Forestry guards 2. Range supervisors