

EASTERN REGIONAL CO-ORDINATING COUNCIL



GHANA SECONDARY CITIES SUPPORT PROGRAMME

**REPORT ON ERCC REVIEW MEETING FOR PARTICIPATING
MUNICIPAL ASSEMBLIES**

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CHAPTER ONE

INTRODUCTION, PURPOSE OF WORKSHOP AND OBJECTIVES, PARTICIPATION, FACILITATION

1.0 Introduction

The Government of Ghana through the Ministry of Local Government and Rural Development (MLGRD) funding from the World Bank to implement the Ghana Secondary Cities Support Programme. The Programme seeks to provide resources for participating Municipal Assemblies to improve urban planning and services, urban economic development and competitiveness, sustainable urban systems, and urban resilience and climate change/disaster risk management. Twenty-five (25) Municipal Assemblies are beneficiaries of this programme. The Eastern Region has five (5) MAs in the programme, namely New Juaben South, Abuakwa South, Birim Central and Lower Manya Krobo Municipal Assemblies and West Akim Municipal Assemblies.

Under the Regional Window, the Eastern Regional Co-ordinating Council have been allocated funds to undertake series of activities under the Capacity Support Grant. One of such activities is the holding of review meetings with participating Municipal Assemblies.

In view of the above, the Eastern Regional Co-ordinating Council organized a two-day review workshop with Participating MAs of the Programme in the region.

1.1 Purpose and Objectives

1.1.1 Purpose of the Review Workshop

The overall purpose of the Review Workshop was to provide a common platform for the five participating Municipal Assemblies to share experiences, challenges and best practices on the implementation of the Programme.

1.1.2 Objectives

The main objectives of the workshop were as follows:

1. To enable participating Assemblies to brief the RCC and other participating Municipal Assemblies on the status of implementation of UDGs and CSGs
2. To train participating MAs on Project Closure and how to document lessons learnt for future project implementation.

1.2 Participants and Participation

Invitation was extended to eight officials from each of the participating Municipal Assemblies. The invited people were Municipal Chief Executive, Municipal Co-ordinating Director, Municipal Development Planning Officer, Procurement Officer, Head of Physical Planning Department, Head of Works, Environmental Health Officer and Finance Officer. Also invited were ten Regional Officers. The Invitation letter has been attached to this report as Annex 1.

A total of fifty-six municipal and regional officers participated in the workshop. Forty-eight representing 86 percent were males while 8 (11%) were females. A copy of the attendance sheet has been attached to this report as Annex 3.

1.3 Date, Duration and Venue

The workshop was held on 30th and 31st July, 2025 from 9:00am – 400pm each day. The venue for the workshop was the Regional Co-ordinating Council Conference Hall. A copy of the Programme use has been attached as Annex 2.

1.4 Facilitation

Facilitation of the Workshop was led by Mr. Michael Agyemang, the Regional Development Planning Officer and Mr. Percy Anab Bukari, President of the Ghana Institute of Planning.

CHAPTER TWO

STATEMENT BY THE REGIONAL CO-ORDINATING DIRECTOR, WORKSHOP APPROACH AND A SNAPSHOT FROM THE PRESENTATIONS BY PARTICIPATING MUNICIPAL ASSEMBLIES

2.0 Introduction

This chapter gives summary of the Regional Minister's Opening Statement, examines the workshop approach used, as well as the key issues from the presentations made.

2.1 Statement by Regional Minister

The Regional Co-ordinating Director, Mr. Yaw Adu-Asamoah, in a statement made

2.2 Workshop Approach

The workshop was conducted in a way where each participating Municipal Assembly made a thirty-minute presentation on the status of implementation of both the Capacity Building and Investment components of their Work Plan and Budget. Another thirty – minute plenary was opened for participants to make comments on the presentations made.

The second day was used to train participants on Procurement, Contract Administration and Project Closure. This was also ma

2.3 Presentations Made by Participating Municipal Assemblies

The first day of the Review Meeting saw each Municipal Assembly make a presentation based on a prescribed format issued by the Eastern Regional Co-ordinating Council. Below are the snapshots of the presentations made by each Assembly. The comprehensive presentation by each Assembly is attached to this report Annex 5.

2.3.1 Presentation by Abuakwa South Municipal Assembly

- All projects under UDG 1 listed below have been completed and in use
 - Construction of Access Road and Internal Infrastructure Facilities
 - Construction of 1No. 3 Storey 44 room hostel
 - Construction of 300-seat Capacity Auditorium and Restaurant
- The following UDG 2 and 3 projects have been completed but not in use
 - Construction of Modern Community Market Center at Kyebi (Phase I)

- Construction of Modern Community Market Center at Kyebi (Phase II)
- The Construction of a 3061m³ Dry Detention Pond, 2No. 1200mm Pipe Culvert, 150m Reinforced Concrete Drain and 855m Lined Trapezoidal Channel (355m stone pitching and grassing, 520m grassing only) on Nana Adwoa Bre Stream Near Lorry Station at Kibi under UDG 4 is 76% completed.
- The subproject for UDG 5 which is Paving of Car Park and Construction of 0.2km Access Road to Modern Market at Kibi has a completion level of 98%.
- UDG Supplementary Project - Construction of 1.5-meter width Pedestrian Walkway from Kyebi Lorry Station –ECG Junction (0.6km) and Bitumen Surfacing of 0.9km Kyebi Technical Institute Road is 68.82%.
- All CSG 1-4 activities have been completed.
- Six of CSG 5 activities have been completed while two are yet to start.
- The Assembly has received GH¢32,945,586.41 total as funds from UDG 1-4 and has expended GH¢32,935,456.86 constituting 99.2% of total UDG funds received.
- There have been no receipt of UDG 5 funds yet.
- Total CSG funds received to date amounted to GH¢2,125,559.27 with total spending of GH¢1,775,559.27 constituting 83.53% of CSG funds received.

2.3.2 Presentation by West Akim Municipal Assembly

- One of the new Assemblies that was brought on board during UDG 3
- Bitumen Surfacing of Selected Roads (2.235 km) with Streetlights at Jamestown-Asamankese which was the first project under UDG 3 completed and in use.
- The subproject for UDG 4 was the Construction of Reinforced Concrete Storm Drain (1027m) and Channelization of 150m at Old Clinic - Jamestown area. This is completed and in use.
- Under UDG 5, the Construction of 1.5m Width Pedestrian Walkway from Saabon Zongo (Third Force) to ASASCO Junction (1.5km), Asamankese, was the sub-project and is completed and in use.
- Total UDG 3 funds received amounted GH¢12,555,906 out of which GH¢7,845,219.82 have been utilised.
- Total UDG 4 funds received amounted GH¢11,082,356.63 out of which GH¢7,638,569.48 have been utilised.

2.3.3 Presentation by Birim Central Municipal Assembly

- The underlisted subprojects under UDG 1 have all been completed and are in use:
 - Construction of 34 lockable market shops (Block A) and waiting area (conference room, restaurant, offices) at Nkwantanum Market in Akim Oda (Lot 1).
 - Construction of 34 lockable market shops (Block B), paving, U –drain and refuse container base at Nkwantanum Market in Akim Oda (Lot 2).
 - Construction of 34 lockable market shops (Block C), nursery, washroom and sickbay at Nkwantanum Market in Akim Oda (Lot 3).
- The two subjects under UDG 2 which were the Construction of 68-unit lockable market shops and ancillary facilities at Old Premier Market, Akim Oda (Lot 1) and the Precast blocks paving of Old Premier Market (3,000 sq. m.) and construction of 600mm diameter concrete ‘U’ drain (240m) at Old Premier, Akim Oda (Lot 2) have been complete and in use.
- Under UDG 3, all the two subprojects listed below have been completed and in use:
 - Construction of 0.9m diameter concrete U-drain (275m), 1no. 2m x 2m reinforced concrete box culvert, 1.8m diameter concrete pipe culvert (264m), 20m trapezoidal riprap (stone pitching) around Old Premier Market – Lot 1.
 - Bituminous Surfacing of Nkwantanum road with road signs, markings, and construction of 260m concrete U-drain along the Nkwantanum road – Lot 2.
- The two subprojects under UDG 4 which are Bitumen Surfacing of Dr Addy, Joduro and O'Right Streets at Nkwantanum (0.803km) (Lot 1) and Bitumen Surfacing of Aboabo Mustard (0.495km), Aboabo Pentecost Street (0.550km) and Aboabo Methodist Loop (0.225km) are all ongoing.
- UDG 5 subproject is the Bitumen Surfacing of Oda Methodist to residence Street (1.700km) which is ongoing.
- All activities under CSG 1-5 have been completed.
- The Assembly has received GH¢42,280,355.86 total as funds from UDG 1-4 and has expended GH¢ 35,996,089.22.

2.3.4 Presentation by New Juaben South Municipal Assembly

- All seven subprojects under UDG 1 which was the Nsukwao Drainage Improvement Project have been completed and in use.

- All four subprojects under UDG 2, which was the Renovation of Koforidua Jackson Park have also been completed and in use.
- The following subprojects under UDG 3 have all been completed and in use.
 - Construction of 1No. Public stand and 1No. Ceremonial stand at Koforidua Jackson Park.
 - Construction of 1No. Gym and 1No. Health post at Koforidua Jackson Park.
 - Construction of 555m fence wall, paving of 6800m² and landscaping at Koforidua Jackson Park.
 - Rehabilitation of 0.277km Apostolic and Pentoawala roads.
 - Bitumen surfacing of 0.7km Galloway to St. Dominic Road
- UDG 4 had two subprojects which were Bitumen Surfacing of St. James-Nyamekrom Road (3.00km) and Bitumen- Surfacing of Adweso -Abogri (1.00km), Osabene Central Jn 8 (0.78km) and Bedtime- Sempoamiensa (2.0km) Roads which are 90% and 30% completion rates respectively.
- The following UDG 5 projects are at various levels of completion:
 - Demolishing of Old Structure (Warehouse and Water Stand) And Construction Of 1 Storey Lockable store
 - Construction of Open Sheds with Dwarf Walls, Passenger Waiting Shed/Lunge, 2no. Security Post, Police Post And 7 – Seater Toilet Facility With 2 No. Disability Friendly WC at Koforidua Zongo Market
 - Bitumen Surfacing Of 0.24km Of Roads, Paving of Market/Lorry Park with Precast Pavement Blocks (3150m²), Construction of Fence Wall (414m) with Metal Grating at Koforidua Zongo Market
 - Redevelopment of Koforidua Zongo Market Phase 4 (Lot 4: Completion of 40 – Unit Lockable Stores at Koforidua Zongo Market
- All activities under CSG 1-5 have been completed.
- The Assembly has received a total of GH¢73,503,008.05 under UDG 1, 2, 3 and 5 out of which GH¢72,474,336.72 have been spent.
- Under CSG a total of GH¢2,132,450.22 was received from 1-5 out of which GH¢1,783,015.35 has been spent.

2.4 Presentation on Contract Management, Project Closure and Completion Report

On the second day of the Review Meeting, Participating Municipal Assemblies were trained on Contract Management, Project Closure and preparation of Completion Reports.

The key expected outcome of the training was to ensure that at the end of the workshop participants' knowledge would increase and skills enhanced to manage the contracts at the MA level as well as key issues to consider during Project Completion

Below are the highlights from the presentation made by the Consultant. The complete presentation has been attached as part of Annex....

- The award of a contract is essential to public procurement. It is the starting point for contract execution and administration.
- According to Act 663(as amended), Section.98,“procurement contract” means a contract between the Procurement Entity and a Supplier , Contractor or Consultant resulting from procurement proceedings.
- Contract Administration seeks to manage all actions after the award of a contract, which must be taken to ensure compliance with the contract.
- The objective of contract administration is the successful delivery of the procurement in a timely and economic manner and to ensure performance by all parties in accordance with the requirement of the contract.
- A contract amendment is any written change to the original terms and conditions of the contract.
- The contract amendment may become necessary as a result of additional or reduced requirements by the Procurement entity which affects the project scope, cost, time.
- The contract may allow the Purchaser to modify the contract values by a pre-determined percentage when it is deemed to be in the public interest and essential for the work of the Procurement Entity
- Project Closure Phase is the last phase of the Project Life Cycle.
- The commencement of the Project Closure Phase is determined by the completion of all Project Objectives and acceptance of the end product by the beneficiary group.
- Project closure involves releasing the final deliverables to the customer, handing over project documentation to the business, terminating supplier contracts, releasing project resources and communicating the closure of the project to all stakeholders.
- The last remaining step is to undertake a post implementation review to quantify the level of project success and identify any lessons learnt for future projects
- During closure the project manager must confirm all
- procurement relationships have been brought to a close, contractors have been paid and there are no outstanding disputes or claims.
- Final Acceptance of the deliverable by the client and Sign-Off
- Financial reporting: We begin with the project's cost objective spelt out in the charter that established the constraint for the development of the cost baseline. We also highlight on the differences between planned and actuals that led to the use of contingency reserves. Changes that resulted in the inclusion of management reserves or the revision of the cost baseline are also addressed in financial reporting
- The Implementation Completion Report (ICR) is prepared by the World Bank at the close of every project funded by the International Development Association (IDA) or

the International Bank for Reconstruction and Development (IBRD), or, in the case of a series of programmatic policy operations, at the end of a series of projects (World Bank 2017).

- Implementation Completion Report (ICR) is an integral part of the World Bank's drive to increase development effectiveness.
- This is done through a continuous process of self-evaluation, lesson learning and application, sharing of knowledge, and being accountable for results.
- The lessons learned from ICRs improve the quality and effectiveness of Bank loans/credits, especially for follow-on operations, while borrower/stakeholder participation in the ICR process enhances later designs, preparation, and implementation

CHAPTER THREE

ACHIEVEMENTS AND PROBLEMS ENCOUNTERED, RECOMMENDATION & CONCLUSION

3.0 Introduction

This chapter discusses achievements, problems encountered, suggests recommendations and conclusion.

3.1 Achievements and Problems Encountered

3.1.1 Achievements

All human, material and logistical resources required for successful delivery were deployed to satisfaction.

The review meeting has provided good platform for Participating Municipal Assemblies to learn from each other the best practices, and strategies to overcome the challenges of future projects. It also further enhanced their knowledge in Contract Administration, Project Closure and preparation of Project Completion Reports.

3.1.2 Challenges Encountered

No challenges were encountered before, during the two-day review meeting.

3.2 Conclusion

The method of facilitation of the review workshop was interactive and participants actively participated in the discussions.

The workshop has offered the opportunity for participants to learn the best practices from their colleagues in the other Assemblies, going forward.

3.3 Recommendation

It is recommended that such meetings are held on regular basis to afford Participating Municipal Assemblies, the platform to interact more frequently.

ANNEXES

ANNEX 1: COPY OF INVITATION LETTER

ANNEX 2: PROGRAMME USED

ANNEX 3: PARTICIPANTS ATTENDANCE SHEET

ANNEX 4: PICTURES TAKEN

A CROSS-SECTION OF PARTICIPANTS



MUNICIPAL ASSEMBLY REPRESENTATIVES MAKING PRESENTATION



SOME PARTICIPANTS MAKING SUBMISSIONS





ANNEX 5: PRESENTATIONS MADE