

INDEPENDENT REVIEW OF PUBLIC INFRASTRUCTURE PROJECTS DELIVERED BY 14 MMDAs IN THE WESTERN REGION

Assessment of Transparency, Accountability,
Infrastructure Quality, Climate Resilience and
Integrity in Infrastructure Planning and Delivery



SURVEY PERIOD

Nov. 2025 - Jun, 2026





INTRODUCTION



CoST – Infrastructure Transparency Initiative – is a global multi-stakeholder initiative that promotes transparency, accountability and value for money in public infrastructure.



CoST Sekondi-Takoradi, established in 2019, is the first subnational CoST member globally and operates across 14 MMDAs in the Western Region of Ghana.



CoST promotes proactive publication, independent review, multi-stakeholder participation and social accountability in infrastructure delivery.



The Independent Review Process (IRP) validates the completeness and accuracy of infrastructure data, identifies issues and risks, and translates technical data into accessible information for all stakeholders.



This Independent Review strengthens integrity, transparency and public trust in infrastructure investments.

CoST CORE FEATURES



Infrastructure
Data Publication



Independent Review
(Assurance)



Multi-Stakeholder
Working



Social
Accountability



PURPOSE OF REVIEW



To assess publicly funded infrastructure projects using the CoST IDS, ACTS Framework and FIIP to promote transparency, accountability, integrity and value for money in infrastructure delivery.

REVIEW OBJECTIVES

1



Validate the completeness and accuracy of published and disclosed infrastructure data.

2



Assess publication and disclosure across the infrastructure project lifecycle.

3



Identify governance, procurement and delivery performance gaps.

4



Assess drivers of infrastructure performance using the ACTS framework.

5



Assess integrity risks in infrastructure planning using the FIIP framework.

6



Provide recommendations for stronger transparency, accountability and infrastructure delivery.

METHODOLOGY



ASSESSMENT APPROACH

1



Document
Review

2



Publication &
Disclosure Analysis

3



Stakeholder
Engagement

4



Field
Verification

5



Data
Validation



REVIEW METHODOLOGY



Document
Review



Publication &
Disclosure
Assessment



Validate Against
Supporting
Evidence



Site
Verification



ACTS
Framework



FIIP Indicators
(Water Projects)



DATA ANALYSIS



CoST IR Excel
Workbook



Excel Analytical
Tools



Comparative & Risk
Assessment



THE REVIEW ASSESSED



67
IDS Data
Points



11
FIIP Indicators
(Water Projects)



6
Integrity Risk
Categories



REVIEW CHALLENGES



Delayed
Responses



Non-submission of
Reactive Disclosures



Incomplete
Documentation



Inconsistencies in
Naming & Referencing



Weak Digital
Record Management
Systems



Limited Access to
QA Reports &
Variation Records

ASSESSMENT FRAMEWORKS APPLIED



CoST IDS / OC4IDS



ACTS FRAMEWORK



FIIP FRAMEWORK



SCOPE OF THE REVIEW



28

Infrastructure Projects

Publicly funded infrastructure projects were covered by the Independent Review.



14

MMDAs

Projects were implemented by fourteen (14) Metropolitan, Municipal and District Assemblies (MMDAs) in the Western Region.



Western Region
Ghana

THE ASSESSMENT COVERED THE ENTIRE INFRASTRUCTURE PROJECT LIFECYCLE

1



Project
identification



2



Project
preparation



3



Procurement and
tender management



4



Project
implementation



5



Project
completion

THE REVIEW FURTHER ASSESSED



Proactive and reactive
disclosures using the
CoST IDS/OC4IDS



Procurement
governance and
institutional systems



Quality assurance
and monitoring
mechanisms



Sustainability and
climate resilience
considerations



Integrity risks
associated with
infrastructure planning
and budgeting



11

WATER INFRASTRUCTURE PROJECTS

Eleven (11) water infrastructure projects were subjected to a more detailed integrity risk assessment using the Framework for Integrity in Infrastructure Planning (FIIP).



FIIP INTEGRITY RISK ASSESSMENT

Assessed integrity risks across the project lifecycle to promote transparency, accountability and values for money in infrastructure delivery.



PE & PROJECTS REVIEWED



14

Procuring Entities (PEs)

The review involved fourteen (14) Procuring Entities, all of which are Metropolitan, Municipal and District Assemblies (MMDAs) operating under the Ministry of Local Government, Chieftaincy and Religious Affairs in the Western Region of Ghana.



- | | |
|---|---|
| 1 Sekondi-Takoradi Metropolitan Assembly (STMA) | 8 Jomoro Municipal Assembly (JMA) |
| 2 Shama Municipal Assembly (SMA) | 9 Ellembele District Assembly (EDA) |
| 3 Tarkwa Nsuaem Municipal Assembly (TNMA) | 10 Prestea Huni Valley Municipal Assembly (PHMA) |
| 4 Effia-Kwesimintsim Municipal Assembly (EKMA) | 11 Ahanta West Municipal Assembly (AWMA) |
| 5 Wassa Amenfi East Municipal Assembly (WAEMA) | 12 Wassa Amenfi West Municipal Assembly (WAWMA) |
| 6 Mponoh Fiase District Assembly (MFDA) | 13 Wassa East District Assembly (WEDA) |
| 7 Nzema East Municipal Assembly (NEMA) | 14 Wassa Amenfi Central District Assembly (WACDA) |



DIVERSE PARTICIPATION

The participating PEs varied in institutional capacity, project portfolio size, publication and disclosure maturity and prior participation in Independent Reviews.



8 PEs

had participated in previous assurance exercises.



FIRST-TIME PARTICIPANTS

WAWMA, WAEMA, PHMA, WACDA, JMA and EDA were first-time participants.



This provides a useful comparative insight into adopting disclosure culture, accountability systems and infrastructure governance practices.



PROJECT SELECTION

Project selection was undertaken using a stratified purposive sampling approach that accounted for project scale, sector, level of public interest, geographical location, and administrative level of responsibility. These criteria ensured representation across key project categories and governance levels, thereby enhancing the diversity and relevance of the sample in line with the requirements of the IR Manual: Section 3.4.



28

Projects Selected

for the independent review.



GH¢ 24.16

Million

Combined contract value of the projects reviewed (approximately).



Cross-section of Critical Infrastructure Investments

Representing a wide range of sectors and project types across the region.

PROJECTS REVIEWED ACROSS KEY SECTORS



1

Road Infrastructure



5

Education Infrastructure



4

Market Infrastructure



3

Health Infrastructure



2

Security Infrastructure



13

Water & Sanitation Infrastructure



The projects reviewed reflect strategic public investments that support community development and service delivery across the Western Region.

DATA ANALYSIS

REVIEW OF DISCLOSURE, COMPLETENESS AND ACCURACY



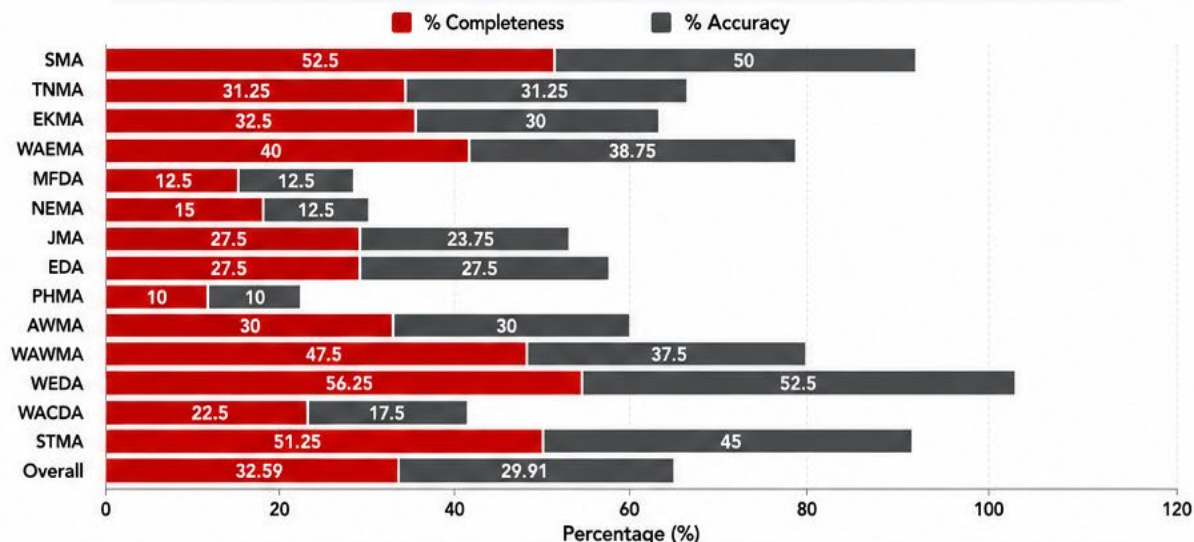
PROACTIVE PUBLICATION ASSESSMENT

The assessment of proactive publications revealed generally weak levels of institutionalised transparency across the participating Procuring Entities.

The overall proactive publication completeness rate across all PEs was **32.59%**, while the overall accuracy rate stood at **29.91%**.

These findings indicate that although some infrastructure information was publicly available, publications remained fragmented, inconsistent, incomplete and weakly institutionalised.

COMPLETENESS AND ACCURACY SCORES BY ENTITY



WHAT MOST PEs PUBLISHED (LIMITED INFORMATION)



- 1 Contract award notices
- 2 Procurement advertisements
- 3 Basic project descriptions

CRITICAL INFRASTRUCTURE INFORMATION

Information relating to:



Project implementation



Quality assurance



Variations



Environmental considerations

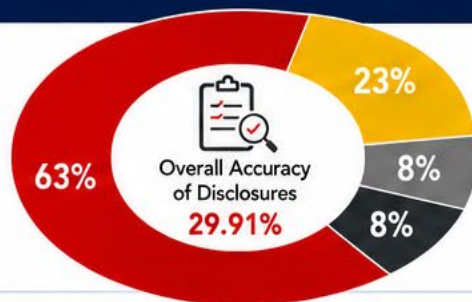


Project completion



was either partially disclosed or not disclosed at all.

ACCURACY OF PROACTIVE PUBLICATION



63%
Missing

Information that should have been disclosed is not available.



8%
Implausible

Information that is unlikely to be true or realistic.



8%
Inconsistent

Information that conflicts with other disclosed data.



23%
Plausible

Information that is reasonable and supported.



DATA ANALYSIS

REVIEW OF DISCLOSURE, COMPLETENESS AND ACCURACY



REACTIVE DISCLOSURE ASSESSMENT

The reactive disclosure assessment examined the responsiveness of Procuring Entities to requests for infrastructure information under the Right to Information Act, 2019 (Act 989).

Although the overall average reactive disclosure score across participating PEs was relatively high at 22 out of the 27 required CoST IDS/OC4IDS reactive disclosure data points, response timelines remained significantly weak.

The average response time was approximately **52 days**, far exceeding the statutory maximum response period of **fourteen (14) days** prescribed under Section 23 of Act 989, thereby undermining timely access to infrastructure information and public accountability.



AVERAGE REACTIVE DISCLOSURE SCORE

22 / 27

(Out of 27 required CoST IDS/OC4IDS data points)



AVERAGE RESPONSE TIME

52 Days

(Across all PEs)



STATUTORY RTI REQUIREMENT

14 Days

(Maximum period under Section 23 of Act 989)

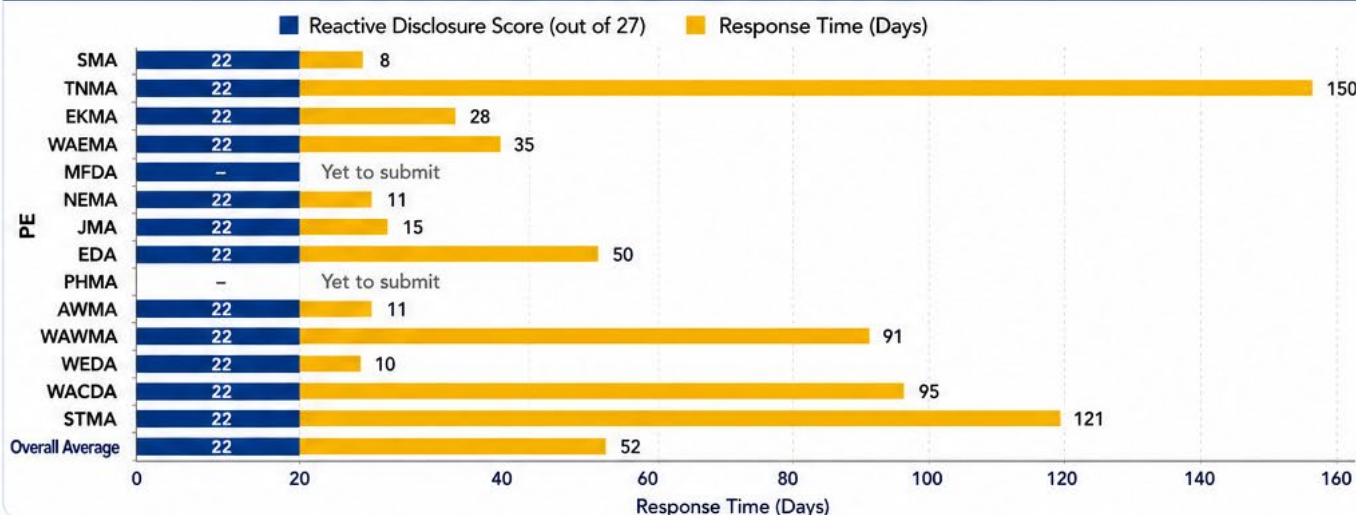


COMPLIANT PEs

4 of 14

(Response within 14 days)

REACTIVE DISCLOSURE AND RESPONSE TIME BY PROCURING ENTITY



PEs COMPLYING WITH RTI RESPONSE REQUIREMENTS

Response Within 14 Days



Shama Municipal Assembly (SMA)



8 Days



Nzema East Municipal Assembly (NEMA)



11 Days



Awutu Senya West Municipal Assembly (AWMA)



11 Days



Wassa East District Assembly (WEDA)



10 Days



KEY IMPLICATIONS



Delays weaken transparency and accountability.



Limits citizen oversight and participation.



Reduces the effectiveness of the Right to Information Act.



Delays independent monitoring of infrastructure delivery.



KEY MESSAGE

While reactive disclosure performance was relatively strong (**22/27** data points disclosed), responsiveness remained weak, with an average response time of **52 days**—nearly four times the statutory requirement of **14 days**.



DATA ANALYSIS

REVIEW OF DISCLOSURE, COMPLETENESS AND ACCURACY COMPLETENESS & ACCURACY ANALYSIS



Overall publication performance remained weak, with significant gaps in completeness, consistency, and accessibility of infrastructure information across participating Procuring Entities.

1 COMPLETENESS & ACCURACY ASSESSMENT

WHAT WAS ASSESSED?



COMPLETENESS

- Required IDS data points published
- Publication locations
- Public accessibility of information



ACCURACY

- Consistency across sources
- Alignment with supporting documents
- Reliability of published information
- Plausible, inconsistent, implausible or missing disclosures

KEY FINDING

OVERALL COMPLETENESS

32.59%



OVERALL ACCURACY

29.91%



Infrastructure information was often incomplete, fragmented, inconsistently reported and weakly institutionalised across participating Procuring Entities.

2 PUBLICATION PERFORMANCE BY PROJECT LIFECYCLE STAGE



HIGHEST PUBLICATION LEVEL

Project Identification

63.8%



LOWEST PUBLICATION LEVEL

Project Implementation

10.7%

AVERAGE PUBLICATION LEVEL AT EACH PROJECT STAGE



Publication practices decline significantly as projects move into implementation and completion stages, where transparency and accountability requirements are highest.

3 COMMON CAUSES OF LOW ACCURACY SCORES

MAJOR CAUSES IDENTIFIED



Project Naming Conventions



Project References



Project Locations



Project Descriptions



Budget Figures Across Records

REVIEW IDENTIFIED CASES WHERE



Project phases were inconsistently referenced



Project titles differed across procurement and reporting documents



Project descriptions omitted critical scope information

4 COMMONLY UNDISCLOSED REACTIVE DATA POINTS

MOST FREQUENTLY MISSING DOCUMENTS



Project Design Reports



Quality Assurance Reports



Variation Orders



Contract Amendments & Changes



Implementation Documentation



Several PEs delayed disclosure responses substantially, while some failed to submit reactive disclosures entirely during the review period.



KEY CONCLUSION

The review found generally **low levels** of both completeness and accuracy across participating Procuring Entities. Publication systems remain weakly institutionalised, with major gaps occurring during **implementation** and **completion stages** and in the disclosure of **critical technical and contract management documents**.



DATA ANALYSIS

REVIEW OF DISCLOSURE, COMPLETENESS AND ACCURACY PE PUBLICATION PERFORMANCE



AVERAGE REACTIVE
DISCLOSURE SCORE

22 / 27

(Out of 27 required CoST
IDS/OC4IDS data points)



AVERAGE RESPONSE TIME

52 Days

(Across all PEs)



STATUTORY RTI
REQUIREMENT

14 Days

(Maximum period under
Section 23 of Act 989)



COMPLIANT PEs

4 of 14

(Response within 14 days)

1 PERFORMANCE TIERS



Moderate-High Performers
(Score $\geq 60\%$)

Relatively strong publication performance reflecting leadership commitment, a culture of transparency, and intentional incorporation of CoST publication requirements within internal reporting systems.



Moderate Performers
(Score 40% – 59%)

Average publication performance with varying levels of institutional commitment and intentionality; needs improvement.



Low Performers
(Score 20% – 39%)

Weak publication performance driven by limited leadership commitment and weak publication systems; significant gaps exist.



Very Low Performers
(Score $< 20\%$)

Very weak publication performance indicating weakly institutionalised publication systems and urgent attention required.

2 PEs BY PUBLICATION PERFORMANCE TIER

TIER	SCORE RANGE (OUT OF 67)	NO. OF PEs	PERCENTAGE OF PEs
 Moderate-High Performers	$\geq 60\%$ (≥ 40.2)	4	28.6%
 Moderate Performers	40% – 59% (26.8 – 39.5)	7	50.0%
 Low Performers	20% – 39% (13.4 – 26.1)	1	7.1%
 Very Low Performers	$< 20\%$ (< 13.4)	2	14.3%

DATA ANALYSIS

REVIEW OF DISCLOSURE, COMPLETENESS AND ACCURACY PE PUBLICATION PERFORMANCE



The results highlight considerable disparities in publication performance across participating Procuring Entities and varying levels of institutional commitment to transparency.



AVERAGE REACTIVE DISCLOSURE SCORE

22 / 27

(Out of 27 required CoST IDS/OC4IDS data points)



AVERAGE RESPONSE TIME

52 Days

(Across all PEs)



STATUTORY RTI REQUIREMENT

14 Days

(Maximum period under Section 23 of Act 989)



COMPLIANT PEs

4 of 14

(Response within 14 days)

PROCURING ENTITY (PE)	PROACTIVE PUBLICATION SCORES (out of 40)	REACTIVE DISCLOSURE SCORES (out of 27)	OVERALL DISCLOSURE SCORES (out of 67)
WEDA	22.5	22.0	44.5
SMA	21.0	22.0	43.0
STMA	20.5	22.0	42.5
WAWMA	19.0	22.0	41.0
WAEMA	16.0	22.0	38.0
EKMA	13.0	22.0	35.0
TNMA	12.5	22.0	34.5
JMA	11.0	22.0	33.0
EDA	11.0	22.0	33.0
AWMA	12.0	22.0	34.0
WACDA	9.0	22.0	31.0
NEMA	6.0	22.0	28.0
MFDA	5.0	0.0	5.0
PHMA	4.0	0.0	4.0



PROACTIVE PUBLICATION

Information published on the entity's own initiative.



REACTIVE DISCLOSURE

Information disclosed in response to requests.



OVERALL DISCLOSURE

Total of proactive publication and reactive disclosure scores.



Higher scores indicate better disclosure performance.

DATA ANALYSIS

REVIEW OF DISCLOSURE, COMPLETENESS AND ACCURACY PROJECT-SPECIFIC PUBLICATION & DISCLOSURES BY PEs

28 INFRASTRUCTURE PROJECTS ASSESSED ACROSS 14 MMDAs

Project-level disclosure performance varied significantly across projects and within the same Procuring Entity.

KEY HIGHLIGHTS



Top Performing Projects

Three projects jointly recorded the highest overall disclosure score of 61 out of 67.

- Construction of 1 No. Nurses' Quarters (WEDA)
- Construction of 1 No. Health Centre (Phase II) (WEDA)
- Drilling & Mechanisation of 13 No. Boreholes (SMA)



Lowest Performing Project

Construction of 1 No. 6-Seater WC at Appiatse (PHMA2) recorded the lowest score with no disclosures submitted.



Significant Variations

Performance varied considerably across PEs and between projects implemented by the same PE.



Consistency Observed

WEDA, WAWMA, and EDA demonstrated consistency in publication and disclosure across both projects.

PROJECT DISCLOSURE PERFORMANCE RANKING (OUT OF 67)

Project Designation	PE(s)	Proactive Score (Max 45)	Reactive Score (Max 22)	Score Background (Max 67)	Overall Score (out of 67)
SMA1	SMA	39	22		61
WEDA1	WEDA	39	22		61
WEDA2	WEDA	39	22		61
STMA2	STMA	27	22		49
WAEMA1	WAEMA	20	22		42
WAWMA1	WAWMA	19	22		41
WAWMA2	WAWMA	19	22		41
EKMA1	EKMA	16	22		38
JMA2	JMA	16	22		38
TNMA1	TNMA	16	22		38
STMA1	STMA	14	22		36
WACMA2	WACMA	12	22		36
WAEMA2	WAEMA	12	22		34
AWMA2	AWMA	12	22		34
EDA1	EDA	11	22		33
EDA2	EDA	11	22		33
TNMA2	TNMA	11	22		31
EKMA2	EKMA	9	22		32
NEMA1	NEMA	6	22		28
NEMA2	NEMA	6	22		28
JMA1	JMA	6	22		26
WACMA1	WACMA	6	22		26
SMA2	SMA	3			25
MFDA1	MFDA	5	-		5
MFDA2	MFDA	5	-		5
PHMA1	PHMA	4	-		4
PHMA2	PHMA	0	-		0

NOTE: '-' indicates reactive disclosure information was not submitted.

PROJECT PERFORMANCE DISTRIBUTION



- High Performers** (≥ 40 Points)
7 Projects (25%)
- Moderate Performers** (30 – 39 Points)
12 Projects (43%)
- Low Performers** (20 – 29 Points)
5 Projects (18%)
- Very Low Performers** (< 20 Points)
4 Projects (14%)

SCORE RANGE GUIDE

Performance Level	Score Range (out of 67)
High Performers	≥ 40
Moderate Performers	30 – 39
Low Performers	20 – 29
Very Low Performers	< 20

CONSISTENT PERFORMANCE ACROSS PROJECTS WITHIN THE SAME PE



Both projects achieved identical scores.

Project 1: 61/67
Project 2: 61/67

Consistent



Both projects achieved identical scores.

Project 1: 41/67
Project 2: 41/67

Consistent



Both projects achieved identical scores.

Project 1: 33/67
Project 2: 33/67

Consistent



These PEs demonstrated consistency in publication and disclosure performance across both projects assessed under their respective entities.

SIGNIFICANT VARIATIONS BETWEEN PROJECTS WITHIN THE SAME PE



Boreholes Project 61/67
Community Market Project 25/67

DIFFERENCE: 36 POINTS



Project 1 49/67
Project 2 36/67

DIFFERENCE: 13 POINTS



Boreholes Project 38/67
Classroom Block Project 32/67

DIFFERENCE: 6 POINTS



Substantial score variations within the same PE suggest that disclosure performance is often project-dependent rather than institutionalised.

AT A GLANCE



28 Projects Assessed



14 Procuring Entities



67 Maximum Possible Score per Project



Wide variations observed across projects and PEs



DATA ANALYSIS

INFRASTRUCTURE DELIVERY PERFORMANCE PROCUREMENT, FUNDING SOURCES & TENDER COMPETITIVENESS

1 PROCUREMENT COMPLIANCE ASSESSMENT

PROCUREMENT PERFORMANCE SNAPSHOT



Procurement Methods Applied



National Competitive Tendering (NCT)



Price Quotations



Compliance Status

Projects generally complied with:

- Public Procurement Act 663
- Public Procurement Amendment Act 914
- Fifth Schedule Threshold Requirements



Operational Governance Structures



- Entity Tender Committees
- Tender Evaluation Panels
- Procurement Units
- Internal Audit Units



OVERALL COMPLIANCE ACHIEVED

Procurement methods were generally applied in accordance with statutory thresholds and approval requirements.



GOVERNANCE WEAKNESSES IDENTIFIED

- Inadequate documentation of variations
- Weak quality assurance verification
- Non-itemised preliminary bills
- Limited implementation-stage transparency
- Weak enforcement of accountability controls

2 FUNDING SOURCES OF REVIEWED PROJECTS

PRINCIPAL FUNDING SOURCES IDENTIFIED



District Assemblies Common Fund – Responsive Factor Grant (DACF-RFG)



Donor funding



Mineral Development Fund (MDF)



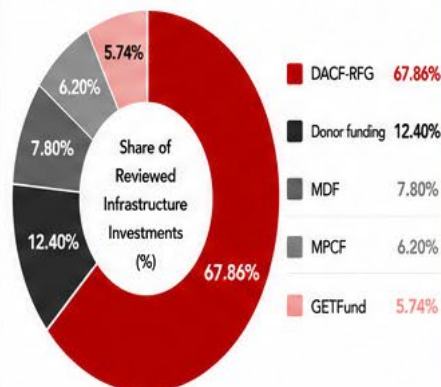
Member of Parliament Common Fund (MPCF)



Ghana Education Trust Fund (GETFund)

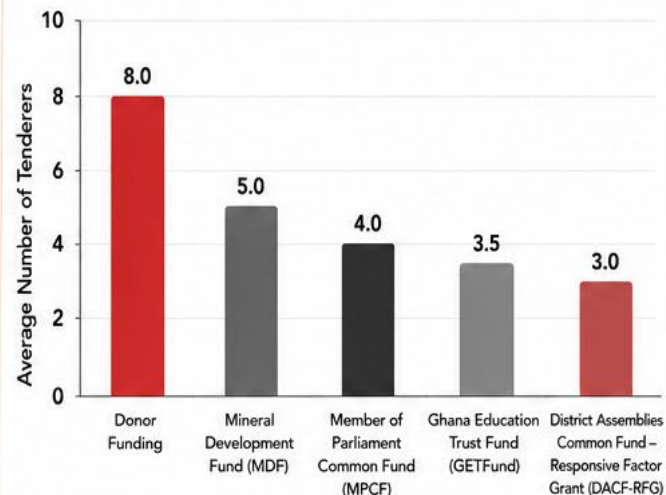


DACF-RFG constituted the dominant funding source, accounting for approximately 67.86% of reviewed infrastructure investments.



3 TENDER COMPETITIVENESS ANALYSIS

AVERAGE NUMBER OF TENDERERS PER PROJECT



HIGHEST COMPETITION

Donor-funded projects recorded the highest levels of tender competitiveness, averaging approximately **eight (8)** tenderers per project.



LOWEST COMPETITION

DACF-RFG-funded projects averaged approximately **three (3)** tenderers per project.



INSIGHT

Higher average number of tenderers indicates stronger tender competitiveness.



DATA ANALYSIS

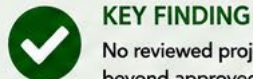
INFRASTRUCTURE DELIVERY PERFORMANCE

COST PERFORMANCE, CONTINGENCY MANAGEMENT & TIME PERFORMANCE ANALYSIS

1 COST PERFORMANCE ASSESSMENT

PROJECT COST PERFORMANCE

	Projects Reviewed	28
	Cost Overruns Recorded	0
	Projects Within Approved Contract Sum	100%
	Formal Cost Variations Beyond Contract Sum	None Identified



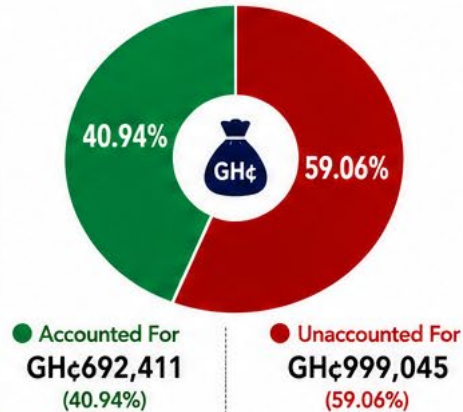
KEY FINDING

No reviewed project recorded a formal cost overrun beyond approved contract values.

2 CONTINGENCY MANAGEMENT ANALYSIS

CONTINGENCY UTILISATION REVIEW

Total Contingency Provision
GH¢1.69 MILLION



KEY FINANCIAL CONTROL GAPS



Non-itemised Preliminary Bills



Weak Variation Documentation



Limited BoQ Specification Detail



Weak Expenditure Verification



Weak Contract Administration



Inadequate Financial Accountability



59% of contingency allocations lacked adequate supporting documentation.

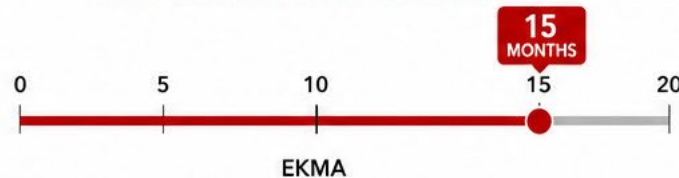
3 TIME PERFORMANCE ANALYSIS



15 MONTHS

Total Time Overrun Recorded
EKMA

TIME PERFORMANCE SCALE (MONTHS)



PROJECT AFFECTED



Completion of 6-Unit Classroom Block & Ancillary Facilities (Apremdo Catholic School)

DELAY RECORDED: 15 MONTHS

4 PROJECT CLOSURE CHALLENGES



Delayed Contractor Payments



Fragmented Budget Releases



Outstanding Final Accounts



Projects Practically Completed but Not Formally Closed



Weak Contract Close-Out Procedures



OVERALL ASSESSMENT



COST PERFORMANCE:
Strong



CONTINGENCY ACCOUNTABILITY:
Weak



PROJECT CLOSURE SYSTEMS:
Weak



PRIMARY RISKS:

Undocumented contingency expenditures, delayed payments, incomplete project closure and weak financial controls.

DATA ANALYSIS

QUALITY ASSURANCE, SUSTAINABILITY & CITIZEN PARTICIPATION

1 QUALITY ASSURANCE & MONITORING SYSTEMS



Monitoring Focused on Progress Rather than Quality
Monitoring systems prioritise physical progress and expenditure tracking.



No Materials Testing Laboratories
Most PEs lack testing laboratories for independent quality verification.



Limited Monitoring Logistics & Vehicles
Insufficient monitoring vehicles to support regular site supervision.



Inadequate Testing Equipment
Critical testing tools and equipment are largely unavailable.



Weak Quality Assurance Documentation
Poor documentation of quality checks and test results.

CRITICAL EQUIPMENT DEFICITS



Schmidt Hammers



Callipers



Water Testing Kits



pH Meters



Other Essential Tools (e.g., Thermometers, Moisture Meters, etc.)

2 SUSTAINABILITY & CLIMATE RESILIENCE

AREAS WITH LIMITED INTEGRATION



Renewable Energy Systems



Flood Resilience Measures



Water Conservation Mechanisms



Disability-Inclusive Design



Green Infrastructure Practices



Lifecycle Sustainability Planning

CLIMATE & SUSTAINABILITY GAPS



Climate Vulnerability Assessments



Operation & Maintenance Budgeting



Environmental Risk Analysis



Long-Term Resilience Planning

3 STAKEHOLDER ENGAGEMENT & CITIZEN PARTICIPATION

ENGAGEMENT ACTIVITIES OCCURRED



Community Consultations



Stakeholder Meetings



Project Engagement Activities

DOCUMENTATION WEAKNESSES

- ⚠ Limited Consultation Records
- ⚠ Weak Feedback Tracking
- ⚠ Limited Grievance Redress Evidence
- ⚠ Weak Participatory Monitoring Systems
- ⚠ Poor Documentation of Stakeholder Influence

PARTICIPATION ASSESSMENT

Stakeholder Engagement Conducted	■■■■■■■	Moderate
Documentation Quality	■■■	Weak
Feedback Integration	■■■	Weak
Participatory Monitoring	■■	Very Weak



CROSS-CUTTING RISKS



Weak Quality Verification



Limited Climate Resilience Integration



Inadequate O&M Planning



Weak Stakeholder Documentation



Reduced Transparency & Social Accountability

ACTS FRAMEWORK ASSESSMENT

DRIVERS OF INFRASTRUCTURE GOVERNANCE & PERFORMANCE

The ACTS Framework assessed four dimensions:

● Accountability |
 ● Capacity |
 ● Trust |
 ● Institutional Settings



1 ACCOUNTABILITY

Monitoring systems remain heavily focused on:



Progress Monitoring



Expenditure Tracking

Limited attention to:



Infrastructure Quality



Environmental Performance



Lifecycle Sustainability



User Outcomes



2 CAPACITY

Existing Capacity Strengths



Legal & Regulatory Frameworks



Financial Management Systems



Digital Financial Platforms

Capacity Constraints



Inadequate Logistics



Limited Quality Assurance Equipment



Weak Digital Infrastructure



Inadequate Monitoring Resources



3 TRUST

(TRANSPARENCY & DISCLOSURE CULTURE)

Major Transparency Challenges



Weak proactive publication culture



Delayed responses to information requests



Incomplete documentation systems



Poor records management



Weak interdepartmental coordination

Trust Impact

- ✗ Weak public confidence
- ✗ Limited transparency
- ✗ Reduced accountability
- ✗ Constrained citizen oversight



4 INSTITUTIONAL SETTINGS

Institutional Structures Exist



Institutional Mandates



Procurement Governance Structures



Accountability Systems

However, Performance is Undermined By



Weak staff motivation



Limited performance incentives



Weak enforcement mechanisms



Operational resource constraints

ACTS FRAMEWORK CONCLUSION



Accountability systems exist.



Capacity is constrained by resources.



Trust is undermined by weak transparency culture.



Institutional structures exist but enforcement remains weak.



OVERALL ASSESSMENT

The principal challenge is not the absence of systems, but weak enforcement, inadequate resources, limited accountability culture, and poor institutional commitment to transparency and quality infrastructure delivery.



FIIP ASSESSMENT OF WATER INFRASTRUCTURE PROJECTS

Integrity Risks in Infrastructure Planning & Decision-Making

1. FIIP FRAMEWORK OVERVIEW

The FIIP assesses six major integrity risk areas in infrastructure planning and decision-making.

1 Undue Influence in Decision-Making



2 Non-Accountable Decisions & Conflict of Interest



3 Biased Preparation Processes



4 Priority Misalignment



5 Misuse of Public Funds



6 Biased or Manipulated Budget Processes



ASSESSMENT SCOPE

11 Water Infrastructure Projects



Mechanised Boreholes



Water Supply Systems



Elevated Storage Facilities



Community Water Infrastructure

2. FIIP RISK ASSESSMENT SUMMARY

Overall risk rating for each integrity risk area based on assessment of 11 water infrastructure projects.

1 Undue Influence in Decision-Making



LOW RISK

2 Non-Accountable Decisions & Conflict of Interest



LOW RISK

3 Biased Preparation Processes



HIGH RISK

4 Priority Misalignment



LOW RISK

5 Misuse of Public Funds



LOW RISK

6 Biased or Manipulated Budget Processes



MODERATE RISK

3. AREAS OF STRONG PERFORMANCE

- Projects targeted underserved and low-income communities
- Projects aligned with Annual Procurement Plans
- Procurement processes complied with legal requirements
- Contract values proportionate to project scope
- Strong policy coherence and approval compliance
- 9 of 11 projects continued across successive administrations

4. MAJOR PLANNING GAPS

- Feasibility Planning**
Weak needs assessment, option appraisal and feasibility studies
- Climate Adaptation Analysis**
Limited assessment of drought, water stress and climate risks
- Operation & Maintenance Planning**
Limited O&M plans, budgeting and institutional arrangements
- Sustainability Integration**
Weak consideration of environmental and lifecycle sustainability
- Inclusive Infrastructure Design**
Limited attention to disability inclusion, gender and accessibility

5. HIGH-RISK FINDINGS

- Limited feasibility assessments
- No alternative project analysis
- Limited cost-benefit evaluation
- Limited climate adaptation integration
- Weak gender and disability considerations
- No external project appraisal
- Asset lifespan rarely documented

6. TRANSPARENCY & ACCOUNTABILITY GAPS

- Stakeholder engagement occurred
- Limited evidence stakeholder inputs influenced decisions
- Weak beneficial ownership disclosure
- Weak publication and disclosure systems
- Weak interdepartmental coordination
- Inadequate monitoring logistics



FIIP
CONCLUSION



Strong compliance with procurement, budgeting and policy alignment



Low risks of undue influence, misuse of funds and priority misalignment



Significant weaknesses in planning, feasibility, climate resilience and sustainability



Moderate risk due to weak O&M budgeting and lifecycle planning



OVERALL
ASSESSMENT

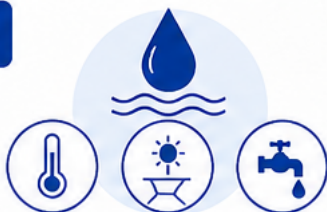
Infrastructure planning remains focused on immediate service delivery, with limited integration of evidence-based planning, climate resilience, sustainability, inclusion and long-term asset management.



FIIP ASSESSMENT OF WATER INFRASTRUCTURE PROJECTS

• Priority Actions to Address Integrity Risks in Infrastructure Planning •

01



INTEGRATE WATER RISK INDICATORS

PEs are encouraged to:

- ✓ Integrate water-related risk indicators—such as water stress, drought exposure, and drinking water vulnerability—into project identification, selection, and appraisal processes.
- ✓ Ensure long-term water security considerations are systematically assessed.
- ✓ Align infrastructure investments with the socio-economic needs of beneficiary communities.
- ✓ Support sustainable and climate-resilient infrastructure planning.

02



STRENGTHEN STAKEHOLDER CONSULTATION MECHANISMS

PEs should:

- ✓ Establish formal mechanisms for documenting stakeholder consultations.
- ✓ Record and disclose consultation outcomes.
- ✓ Demonstrate how stakeholder inputs have informed project selection, design, and implementation decisions.
- ✓ Strengthen the link between consultation outcomes and decision-making to ensure meaningful engagement.

03



STRENGTHEN EVIDENCE-BASED INFRASTRUCTURE PLANNING

The Ministry of Finance, PPA, and PEs should:

- ✓ Establish mandatory thresholds for feasibility and appraisal studies based on project value and risk.
- ✓ Require alternatives analysis and cost-benefit assessments for major infrastructure projects.
- ✓ Integrate climate resilience, environmental risk, gender, and disability inclusion into project appraisal.
- ✓ Ensure appraisal requirements are satisfied before budget approval and procurement commencement.

04



ENHANCE TRANSPARENCY AND DISCLOSE KEY INFORMATION

PEs should:

- ✓ Proactively publish beneficial ownership information for companies awarded public infrastructure contracts.
- ✓ Disaggregate project budgets into capital, operation, and maintenance costs.
- ✓ Improve transparency on lifecycle expenditures.
- ✓ Enhance transparency to support long-term sustainability and mitigate conflicts of interest.



Strengthening these priority actions will promote integrity, transparency, and evidence-based decision-making, leading to sustainable, inclusive, and climate-resilient water infrastructure that delivers long-term value for communities.



KEY FINDINGS

Major Cross-Cutting Infrastructure Governance Findings

1 WEAK FINANCIAL ACCOUNTABILITY

Weak Contingency Management



59.06%

of contingency expenditures

(GH¢ 999,045.52)

lacked adequate documentary justification.

Weak audit trail, auditability and value for money.

2 WEAK QUALITY ASSURANCE AND INFRASTRUCTURE PERFORMANCE SYSTEMS



Monitoring focused on physical progress and expenditure tracking.



Limited quality assurance equipment and testing tools.

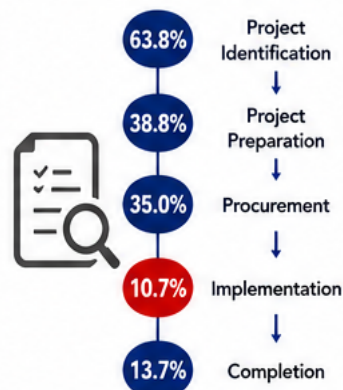


Weak BoQs and specifications.



Poor quality verification during project supervision.

3 WEAK LIFECYCLE TRANSPARENCY AND PUBLICATION



Transparency declines as projects progress.

4 LIMITED USE OF FEASIBILITY STUDIES AND EVIDENCE-BASED PLANNING



Minimal feasibility assessments informed project selection, design, or investment decisions.



Raises concerns about investment prioritisation, technical suitability, sustainability, and value for money.



In some cases, study recommendations were not fully implemented.

5 FUNDING CONSTRAINTS AFFECTING COMPETITIVE PROCUREMENT

Donor-Funded Projects



Average
8
Tenderers

VS

DACF-RFG Projects



Average
3
Tenderers

Lower participation due to delayed fund releases and payment uncertainties.

6 WEAK INTEGRATION OF CLIMATE RESILIENCE AND GREEN INFRASTRUCTURE PRINCIPLES



Renewable Energy | Climate Adaptation | Green Infrastructure | Resource Efficiency

Limited evidence across reviewed projects.

7 WEAK STAKEHOLDER ENGAGEMENT DOCUMENTATION



Stakeholder consultations were undertaken.



Limited evidence of the extent of stakeholder participation.



Weak documentation of engagement processes.



Stakeholder feedback rarely demonstrated to influence project decisions.

8 INSTITUTIONAL AND ACCOUNTABILITY CONSTRAINTS (ACTS FRAMEWORK FINDINGS)

SYSTEMS EXIST

- ✓ Institutional Frameworks
- ✓ Procurement Systems
- ✓ Financial Controls

EFFECTIVENESS LIMITED BY

- ⚠ Weak Enforcement Mechanisms
- ⚠ Low Staff Motivation & Incentives
- ⚠ Resource Constraints (vehicles, tools, logistics)
- ⚠ Weak Accountability Culture

9 WEAK RISK-INFORMED AND CLIMATE-SENSITIVE PLANNING (FIIP FINDINGS)



Limited integration of environmental, climate, and sustainability risk assessments.



Weak operation and maintenance (O&M) planning and budgeting.



Social and political factors often prioritised over technical, environmental, and resilience considerations.

Insufficiently integrated into infrastructure planning.

10 LIMITED BENEFICIAL OWNERSHIP TRANSPARENCY



Limited publication of ultimate beneficial owners of awarded contracts.

Higher risk of:

- Undisclosed conflicts of interest
- Favouritism and elite capture
- Procurement manipulation
- Reduced public trust and accountability



KEY FINDINGS

PE-SPECIFIC FINDINGS AND RED FLAGS

The table below summarises the key issues observed across the fourteen (14) Procuring Entities based on the review of project documentation, site visits and stakeholder engagements.

PROJECT	TECHNICAL & QUALITY ISSUES	TRANSPARENCY & DISCLOSURE ISSUES	SUSTAINABILITY / PLANNING ISSUES
TNMA 1 Construction of 20-Seater WC, Mains water network and 2-Bay Urinal	4,000L tank instead of 8,000L - Brown-coloured water	No reactive disclosure	- No feasibility study - No hydrogeological assessment
TNMA 2 Watsa Agona Classroom Block	—	- Weak implementation/ completion disclosure - No reactive disclosure	- Limited climate adaptation - Weak lifecycle planning
EKMA 1 6 No. Boreholes with Polytank Stand	No hydrogeological survey	- Delayed RTI response - Weak disclosure documentation	No climate resilience measures
EKMA 2 Apremo Classroom Block	Facility commissioned with outstanding works	- Weak implementation disclosure - RTI non-compliance	Weak sustainability and post-construction planning
WAEMA 1 Community Boreholes	—	Weak implementation disclosure	- Project not formally closed - No climate-responsive design
WAEMA 2 Health Centre	—	Weak disclosure and RTI compliance	- Weak O&M planning - No climate adaptation measures
MFDA 1 Sentiaw Borehole	- No water quality testing - Potentially acidic water	- Extremely weak disclosure - No reactive disclosure	Weak sustainability and quality assurance systems
MFDA 2 Ayiem Police Station	- Insecure annexes - Equipment not as design - Septic tank variations without approval	Undocumented contingency expenditure	Weak quality assurance oversight
NEMA 1 Mechanized Boreholes	Drainage deficiencies	Undocumented contingency expenditure	- No hydrogeological, flood-risk or climate-risk assessment - No climate adaptation measures
NEMA 2 Classroom Block	- Missing roof spouts and drainage - Inadequate erosion protection	Weak implementation disclosure	Weak stakeholder engagement documentation
JMA 1 Market Facility	- WC guards altered from BOQ - Inadequate drainage and scope of works	Delayed RTI response	Weak stakeholder engagement documentation
JMA 2 Kindergarten Block	- Building dimensions exceeded BOQ - Inadequate roof drainage	- Weak implementation disclosure - Undocumented contingency expenditure	—



RECURRING WEAKNESSES ACROSS PEs



Weak implementation-stage publication



Incomplete quality assurance documentation



Inadequate feasibility analysis



Weak climate adaptation integration



Poor O&M planning



Fragmented records management systems



Undocumented variations and substitutions



Weak sustainability planning



Limited evidence of structured citizen participation



KEY FINDINGS

PE-SPECIFIC FINDINGS AND RED FLAGS

The table below summarises the key issues observed across the fourteen (14) Procuring Entities based on the review of project documentation, site visits and stakeholder engagements.

PROJECT	TECHNICAL & QUALITY ISSUES	TRANSPARENCY & DISCLOSURE ISSUES	SUSTAINABILITY / PLANNING ISSUES
EDA 1 Water and Sanitation Facility	Inadequate roof drainage	- Weak disclosure and RTI compliance - Undocumented contingency expenditure	- Accessibility concerns - No climate adaptation measures
EDA 2 Fish Market	- Vandalised infrastructure - Inadequate roof drainage	- Weak disclosure and RTI compliance - Undocumented contingency expenditure	Weak asset protection arrangements
PHMA 1 Huni Valley Market Toilet	- Non-operational facility - Honeycombing and exposed reinforcement bars	- Extremely weak disclosure - No reactive disclosure	—
PHMA 2 Appiatse Toilet Facility	Brown-coloured water	- Zero proactive disclosure - No reactive disclosure - Undocumented contingency expenditure	—
AWMA 1 12-Seater WC	Polytank capacity below BOQ specification	- No proactive disclosure - Undocumented contingency expenditure	No climate adaptation measures
AWMA 2 Domeabra Road	- Inadequate road signs and markings - Faded lane markings - Early signs of pavement distress	—	Traffic study outcomes not evident in design
WAWMA 1 Market Sheds	- Weak roof bracing - Weak overste concrete	- Delayed RTI response (Exceeded by 77 days) - Weak stakeholder engagement documentation	- Flood-prone site - Lacks flood-resilient design measures
WAWMA 2 Fire Station	- Missing air-conditioning and lighting systems - Deteriorated floor tiles	Weak disclosure and RTI compliance	No climate-responsive measures
WEDA 1 Health Centre	Weak quality assurance verification	Undocumented contingency expenditure	No climate-responsive measures
WEDA 2 Nurses' Quarters	- Plastic inspection chamber substituted for masonry chamber - Reduced asset durability	Undocumented contingency expenditure	Reduced asset durability
STMA 1 Mechanized Boreholes	Hydrofracturing not undertaken	- Delayed RTI response (Exceeded by 107 days) - Weak implementation-stage disclosure - Undocumented contingency expenditure	No climate-responsive measures
STMA 2 Irichaban-Nkwanta Classroom Block	—	- Weak implementation-stage disclosure - Delayed RTI response (Exceeded by 107 days) - Undocumented contingency expenditure	No climate adaptation measures



RECURRING WEAKNESSES ACROSS PEs



Weak implementation-stage publication



Incomplete quality assurance documentation



Inadequate feasibility analysis



Weak climate adaptation integration



Poor O&M planning



Fragmented records management systems



Undocumented variations and substitutions



Weak sustainability planning



Limited evidence of structured citizen participation

FINDINGS: PHOTOS FROM SITE INSPECTION

1 Drilling and Mechanization of 13 No. Borehole Water for Selected Communities in the Shama District



ISSUE:

Project completed but not commissioned; citizens cannot fetch water.

2 Construction of a Market with a Store and a Urinal



ISSUE:

Market store appears abandoned and is suffering from vandalism.

3 Construction of 1 No 20-Seater W/C Toilet, 1 No Mechanized Borehole and 2 Bay Urinal for Simpa Cluster of Schools



ISSUE:

Stained water closet due to heavy metals in water. Water treatment is essential.

4 Drilling, Construction and Mechanization of 6 No. Borehole with Water Storage Stand



ISSUE:

No side drainage or upstand around the base; water spillage and erosion risk.

5 Workers and Project Status



ISSUE:

Workers not in the right personal protective equipment for construction works.

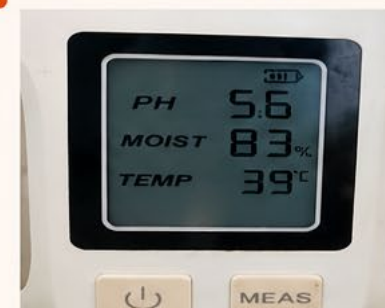
6 Six (6) Unit Classroom Block with Ancillary Facilities (Concrete Roof) and Six (6) Seater WC Toilet with Two (2) Bay Urinal Block



ISSUE:

Dampness in walls and painting defects need to be fixed. Spot cracks need treatment.

7 Water Quality Test



ISSUE:

Water pH of 5.6 is acidic and needs treatment (acceptable range 6.5–8 by Ghana Standard Authority).

FINDINGS: PHOTOS FROM SITE INSPECTION

7 Construction of Septic Tank and Sanitary Facilities



ISSUE:

Septic tank was smaller than specified in BOQ. Protecting the sides of the building is essential. Bathroom floors need tiling; leakages in walls need to be fixed.

8 Seating Water Closets (WCs) and Project Completion



ISSUE:

Seating WCs are more than specified, disadvantaging the contractor in terms of cost. The project is completed, awaiting commissioning and operationalisation. Any further delay should be avoided.

9 Market Facility and Flood Resilience



ISSUE:

Facility lacks waste collection points and containers for waste management. Oversite concrete is weak, and the structure is not flood resilient (low-lying, high flood risk). Project closed with outstanding tiling works and dampness in walls.

10 Classroom Block – Spouts and Erosion Protection



ISSUE:

Provision of a spout is essential to harvest water, avert splashing and check erosion.

11

12-Seater Water Closet Facility



ISSUE:

Brown stains from water indicate that water treatment is essential. Dampness in walls and painting defects need to be fixed. Facility meant to serve market users but is abandoned because market is not functioning.

RECOMMENDATIONS

PROJECT-SPECIFIC RECOMMENDATIONS

The recommendations below are project specific and aimed at addressing the key issues identified to improve transparency, quality, sustainability and accountability in infrastructure delivery.

1	Owner: Sekondi-Takoradi Metropolitan Assembly Timeline: Within 6–12 months SYSTEM REFORM • Implementation disclosure & RTI compliance • Contingency documentation • Climate-responsive planning • Sustainability integration	PRIORITY CORRECTIVE ACTION Undertake hydrofracturing at Diabene and Sekondi–Juenu boreholes to improve water yield. Oct–Dec 2026
2	Owner: Shama Municipal Assembly Timeline: Within 6 months SYSTEM REFORM • Completion disclosure • Quality assurance • Contingency controls	
3	Owner: Tarkwa Nsuaem Municipal Assembly Timeline: Within 6 months SYSTEM REFORM • Feasibility studies • Hydrogeological assessments • Implementation disclosure • Sustainability integration	PRIORITY CORRECTIVE ACTION Provide additional 4,000L reservoir, justify variation or recover unsupported payments, and undertake water quality testing and treatment. October 2026
4	Owner: Effia-Kwesimintsim Municipal Assembly Timeline: Within 6 months SYSTEM REFORM • Quality assurance • RTI compliance • Variation management • Hydrogeological assessments	
5	Owner: Wassa Amenfi East Municipal Assembly Timeline: Within 6 months • Contractor payment reforms • Project closure systems • Disclosure consistency • Climate adaptation	
6	Owner: Mpohor Fiase District Assembly Timeline: Within 6 months SYSTEM REFORM • Disclosure systems & reactive compliance • Quality assurance • Variation approval procedures • Review & approve QA sustainability	PRIORITY CORRECTIVE ACTION Suspend use of Sentiaw borehole water pending comprehensive water quality testing and treatment. October 2026
7	Owner: Nzema East Municipal Assembly Timeline: Within 6 months SYSTEM REFORM • Drainage systems • Stakeholder engagement • Climate resilience	
8	Owner: Jomoro Municipal Assembly Timeline: Within 6 months SYSTEM REFORM • BOQ compliance verification • Drainage & erosion control systems • Implementation disclosure • Contractor supervision & engagement	
9	Owner: Ellembelle District Assembly Timeline: Within 6 months SYSTEM REFORM • Facility accessibility • Drainage infrastructure • Asset maintenance & security • Climate adaptation integration	
10	Owner: Prestea Huni Valley Municipal Assembly Timeline: Within 6–12 months SYSTEM REFORM • Structural rectification & safety • Water quality management • Disclosure compliance • Technical support & mentoring	
11	Owner: Ahanta West Municipal Assembly Timeline: Within 6 months SYSTEM REFORM • Road safety management • Traffic study integration • Climate adaptation planning • Contingency documentation	PRIORITY CORRECTIVE ACTION Improve road markings, signage, speed controls, bridge warnings and rectify pavement deficiencies. October 2026
12	Owner: Wassa Amenfi West Municipal Assembly Timeline: Within 6 months SYSTEM REFORM • Flood resilience planning • Roof strengthening systems • RTI compliance • Maintenance planning	PRIORITY CORRECTIVE ACTION Strengthen roof bracing, repair weak overties concrete and improve flood resilience measures. October 2026
13	Owner: Wassa East District Assembly Timeline: Within 6 months SYSTEM REFORM • Quality assurance systems • Material substitution controls • Contingency documentation • Climate information disclosure improvement	PRIORITY CORRECTIVE ACTION Review contract valuations and approve variations and make necessary payments/substitution. October 2026
14	Owner: Wassa Amenfi Central District Assembly Timeline: Within 6 months SYSTEM REFORM • RTI compliance • Quality assurance • Climate adaptation integration • Infrastructure monitoring	

Note: Timelines indicate the recommended period to initiate actions. Some actions may be ongoing and require continuous monitoring.

RECOMMENDATIONS

VALUE FOR MONEY–BASED RECOMMENDATIONS

Five priority areas with time-bound actions to improve economy, efficiency, effectiveness, transparency & integrity, and quality & sustainability of infrastructure delivery.

1 ECONOMY

(Cost Control and Prevention of Waste)

TIMELINE: Within 3 Months of Report Issuance – January 2027

- | | |
|---|--|
| 1. Contingency Reconciliation
Verify and reconcile all contingency payments. Recover unsupported payments and document actions taken. | Responsible:
All PEs

Timeline:
Within 3 months of report issuance |
| 2. Material Substitution Review
Review plastic chamber substitutions. Quantify financial variances and recover excess payments. | Responsible:
WEDA

Timeline:
October 2026 |
| 3. Reservoir Variation Review
Review TNMA1 reservoir capacity variation. Justify variation or recover payments for unexecuted works. | Responsible:
TNMA

Timeline:
October 2026 |
| 4. BoQ Cost Verification
Ensure all preliminary bill items are measured, priced, and documented before tender approval. | Responsible:
All PEs

Timeline:
January 2027 (Effective) |

2 EFFICIENCY

(Improving Project Delivery Systems)

TIMELINE: November–December 2026

- | | |
|---|---|
| 1. Disclosure Portal Rollout
Enroll all PEs onto the CoST Disclosure Portal. Train staff on timely and complete disclosures throughout the infrastructure lifecycle. | Responsible:
CoST STMA

Timeline:
November 2026 |
| 2. Quantity Surveying Capacity Building
Train QS and Works Department staff on measurement standards, BoQ preparation, variation management, and contract administration. | Responsible:
CoST STMA & Takoradi Technical University (TTU)

Timeline:
November 2026 |
| 3. RTI & Project Reporting Procedures
Establish standard procedures for RTI compliance, implementation disclosure, project completion reporting, contractor supervision, and infrastructure monitoring. | Responsible:
All PEs

Timeline:
December 2026 |

3 EFFECTIVENESS

(Achievement of Intended Project Outcomes)

TIMELINE: May–December 2026

- | | |
|---|--|
| 1. Hydrofracture Boreholes
Hydrofracture the Diabene and Sekondi–Jenu boreholes and verify groundwater yield improvements. | Responsible:
STMA

Timeline:
October 2026 |
| 2. Performance Monitoring
Monitor and assess the performance of hydrofracturing interventions and resulting service delivery improvements. | Responsible:
CoST STMA & STMA

Timeline:
December 2026 |
| 3. Water Quality Compliance
Test TNMA1 water quality and implement all required treatment measures. | Responsible:
TNMA

Timeline:
October 2026 |
| 4. Unsafe Water Source Closure
Suspend use of the Sertlaw Health Facility water system until laboratory testing confirms compliance with potable water standards. | Responsible:
MFDA

Timeline:
October 2026 |
| 5. Evidence-Based Project Planning
Strengthen feasibility studies, hydro-geological investigations, stakeholder engagement, and risk assessments. | Responsible:
TNMA, EKMA, NEMA, EDA & PHMA

Timeline:
December 2026 |

4 TRANSPARENCY, ACCOUNTABILITY & INTEGRITY

TIMELINE: November 2026 – January 2027

- | | |
|---|--|
| 1. FIIP Capacity Building
Train all participating PEs in the practical application of the FIIP framework and integrate it into project planning and appraisal processes. | Responsible:
CoST STMA

Timeline:
December 2026 |
| 2. Project Records Management
Establish and maintain complete records for variations, contingency payments, valuation certificates, quality assurance activities, stakeholder engagements, and contract administration. | Responsible:
All PEs

Timeline:
Effective January 2027 |
| 3. Disclosure Compliance
Achieve full compliance with proactive and reactive disclosure requirements. | Responsible:
All PEs

Timeline:
Effective January 2027 |

5 QUALITY & SUSTAINABILITY

(Infrastructure Quality, Climate Resilience & Long-Term Asset Performance)

TIMELINE: October 2026 – January 2027 / 2027 Budget Year

- | | |
|---|---|
| 1. Infrastructure Testing Capacity
Equip and train Works Departments in the use of essential infrastructure testing equipment, including Schmidt hammers, vernier calipers, pH meters, and related tools to strengthen independent quality verification. | Responsible:
All PEs

Timeline:
2027 Budget Year |
| 2. Quality Assurance Systems
Establish or strengthen materials testing and quality assurance systems, including formal partnerships with TTU, UMaT, GHA, and other accredited institutions for material testing, quality verification, and technical support. | Responsible:
All PEs

Timeline:
2027 Budget Year |
| 3. Green Infrastructure Compliance
Integrate green building standards, climate adaptation measures, and lifecycle sustainability requirements into all newly approved public infrastructure projects in accordance with GS 1207:2018 and LI 2465. | Responsible:
Sector Ministries, PEs & Ministry of Finance

Timeline:
January 2027 |
| 4. Road Safety Enhancement
Improve road safety on AWMA2 through the installation of road markings, signage, speed control measures, bridge warnings, drainage improvements, and rectification of identified pavement defects. | Responsible:
AWMA

Timeline:
October 2026 |
| 5. Infrastructure Quality Rectification
Rectify identified roof bracing and oversite concrete deficiencies and implement flood-resilience measures to improve the long-term durability and serviceability of WAWMA2. | Responsible:
WAWMA

Timeline:
October 2026 |

IMPACT STORIES FROM PREVIOUS REVIEWS



IMPROVING USABILITY OF A NEW PUBLIC LIBRARY

- Defects and incomplete works addressed
- Elevator fixed; restrooms partitioned; signage & naming completed
- Library opened and used daily by the public

BEFORE



AFTER



IMPROVING ACCESS FOR DISABLED PEOPLE

- Ramp installed at Social Welfare Office (Sekondi).
- STMA Youth Skills Training Centre incorporates disability access.

ORIGINAL DESIGN



DESIGN WITH MODIFICATIONS



ENHANCING PRODUCTIVITY OF FARMERS

- Stalled cassava processing factory construction
- Contractor re-engaged; payment issues resolved
- Project completed to support local farmers



Cassava Processing Factory, Bokro

**PROMOTING TRANSPARENCY.
DRIVING ACCOUNTABILITY.
DELIVERING BETTER INFRASTRUCTURE.**

CoST Sekondi-Takoradi Chapter is committed to improving transparency, strengthening accountability, and enhancing value for money in public infrastructure delivery for the sustainable development of our communities.



TRANSPARENCY



ACCOUNTABILITY



**QUALITY
INFRASTRUCTURE**



**SUSTAINABLE
DEVELOPMENT**



SCAN TO VISIT OUR
PLATFORMS



<https://infrastructuretransparency.org/>



<https://infrastructuretransparencyindex.org/>



<https://costsekondi-takoradigh.org/>