

A NEW DAWN IN INFRASTRUCTURE TRANSPARENCY, CITIZEN PARTICIPATION AND ACCOUNTABILITY

2ND ASSURANCE REPORT (Abridged)

Strengthening Economies and Improving Live

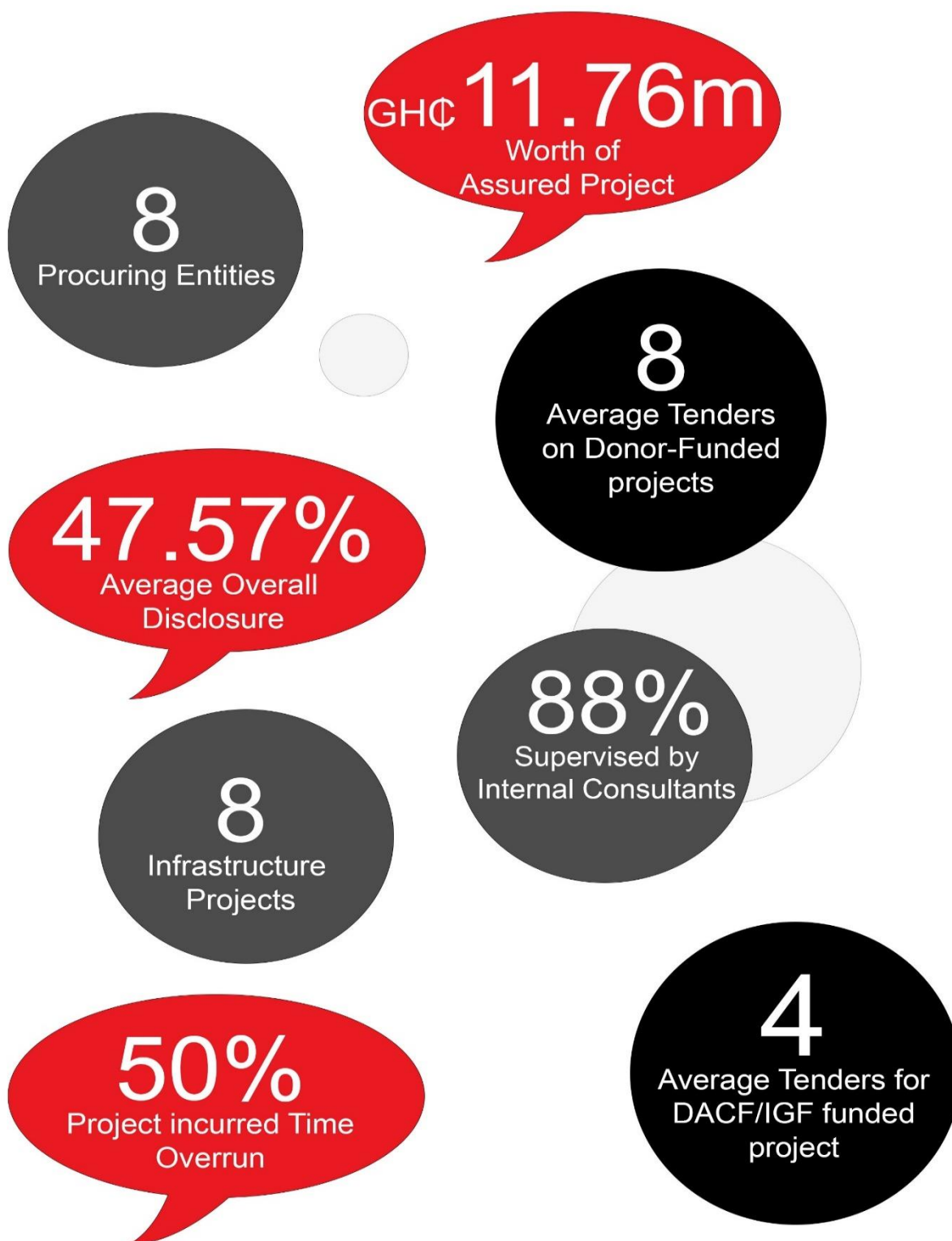
February, 2021



Table of Contents

01 KEY FINDINGS	2
<i>Overall Data Disclosure</i>	3
<i>Proactive Disclosure</i>	3
<i>Reactive Disclosure</i>	3
<i>Cost and Time Overrun</i>	4
<i>General Findings</i>	4
02 ASSURANCE PROCESS	5
03 OBJECTIVES	5
04 PROJECT ASSURED	7
05 ANALYSES OF DISCLOSED DATA	9
<i>Level of Proactive Disclosure by PEs</i>	10
<i>Level of Reactive Disclosures by PEs</i>	11
<i>Overall Disclosure by PEs</i>	11
<i>Overall Disclosure by Ranking</i>	12
<i>Completeness and Accuracy of Proactive Disclosure by PEs</i>	12
<i>Ranking the Completeness and Accuracy of Disclosed Data</i>	13
<i>PEs' Responsiveness to Reactive Disclosure</i>	13
06 COST AND TIME OVERRUN	14
<i>Cost Overruns</i>	15
07 AVENUES FOR DISCLOSURE	18
08 ISSUES OF CONCERN: PROJECT-BY-PROJECT	21
09 RECOMMENDATIONS	31
<i>Procuring Entities (PEs):</i>	32
<i>Government:</i>	33
<i>Other Stakeholders:</i>	34
HIGHLIGHT OF SOME ACHIEVEMENTS FROM PREVIOUS ASSURANCE SURVEY	35

01 KEY FINDINGS



Overall Data Disclosure

- The Assurance Report revealed that overall Proactive and Reactive data disclosure¹ among the eight (8) PEs in the Western Region is desirable, considering the fact that an average of 47.57% was realized from the survey.
- The PEs that obtained the highest overall Proactive and Reactive score were Sekondi-Takoradi Metropolitan Assembly and Wassa East District Assembly. Each had a score of 37 which represents 58.21% of the overall disclosure score of 67 [CoST Infrastructure Data Standard \(CoST IDS\)](#)². However, comparing STMA's current overall disclosure of 58.21% with the overall disclosure of 77.61% in the first assurance study, this current overall disclosure performance by the PE is comparatively low.
- PE that obtained the least overall score was Effia-Kwesimintsim Municipal Assembly with a score of 18, which represents 26.87% of the overall data point of 67.

Proactive Disclosure

- In terms of Proactive disclosure, Wassa East District Assembly ranked 1st, with an overall score of 22, which represents 55% of the proactive data points (40). Whereas Tarkwa Nsuaem Municipal Assembly disclosed the least Proactive data points with a score of 8, which represents 20%.
- Wassa East District Assembly ranked 1st in terms of completeness of Proactive disclosure with a score of 22. This means the disclosures were publicly accessible.
- Ahanta West Municipal Assembly ranked 1st in accuracy of proactive disclosure with a score of 21 out of the 40 data points. This means AWMA made 21 Proactive disclosure in the public domain and all the 21 were accurate.

Reactive Disclosure

- In terms of reactive disclosure, an average of 50.46% was recorded by the eight (8) PEs.
- STMA emerged 1st with a reactive score of 19 which represents 70.37% of the reactive disclosure data points of 27.

¹ The [CoST Infrastructure Data Standard \(CoST IDS\)](#) is CoST's flagship standard for the promotion of infrastructure data. It pinpoints 40 data points to be disclosed at key stages of the project cycle including identification, preparation, completion, procurement and implementation. 27 data points are also required to be reactively disclosed to meet the standard

Cost and Time Overrun

- It was also revealed that only one PE (Ahanta West Municipal Assembly) was able to avoid both time and cost overruns.

General Findings

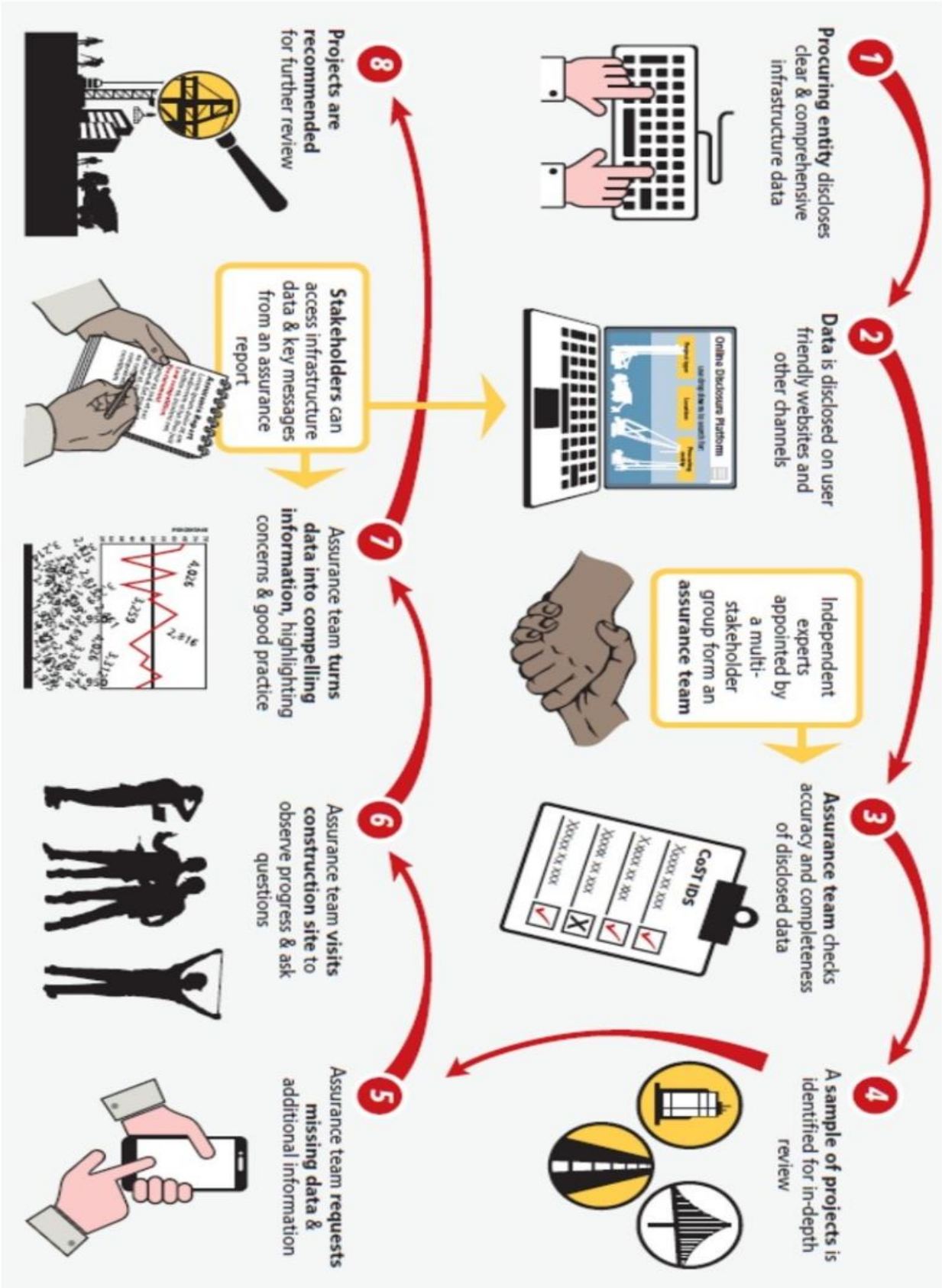
- Apart from STMA and EKMA, whose projects were donor-funded and supervised by consultants and clerk of works, the remaining PEs did not engage clerks of works for daily supervision to ensure compliance by contractors,
- It was also revealed that participation of indigenous/domestic contractors in contracts funded through donor sources averaged at 8 tenderers. However, the number almost halved (3-4) for DACF and IGF funded-projects due to issues associated with delays in disbursement;
- None of the PEs conducted a comprehensive feasibility studies prior to project initiation apart from STMA. However, it was revealed that although STMA conducted a feasibility study before construction began; key recommendations were not fully considered during project design and implementation.
- Other issues identified included; none adherence to Health and Safety protocols on project sites and none inclusion of ancillary facilities to make facilities user-friendly (thus, budgets of PEs appeared to be centered on the cost of the works only). No provision of firefighting equipment in all the facilities provided by PEs.

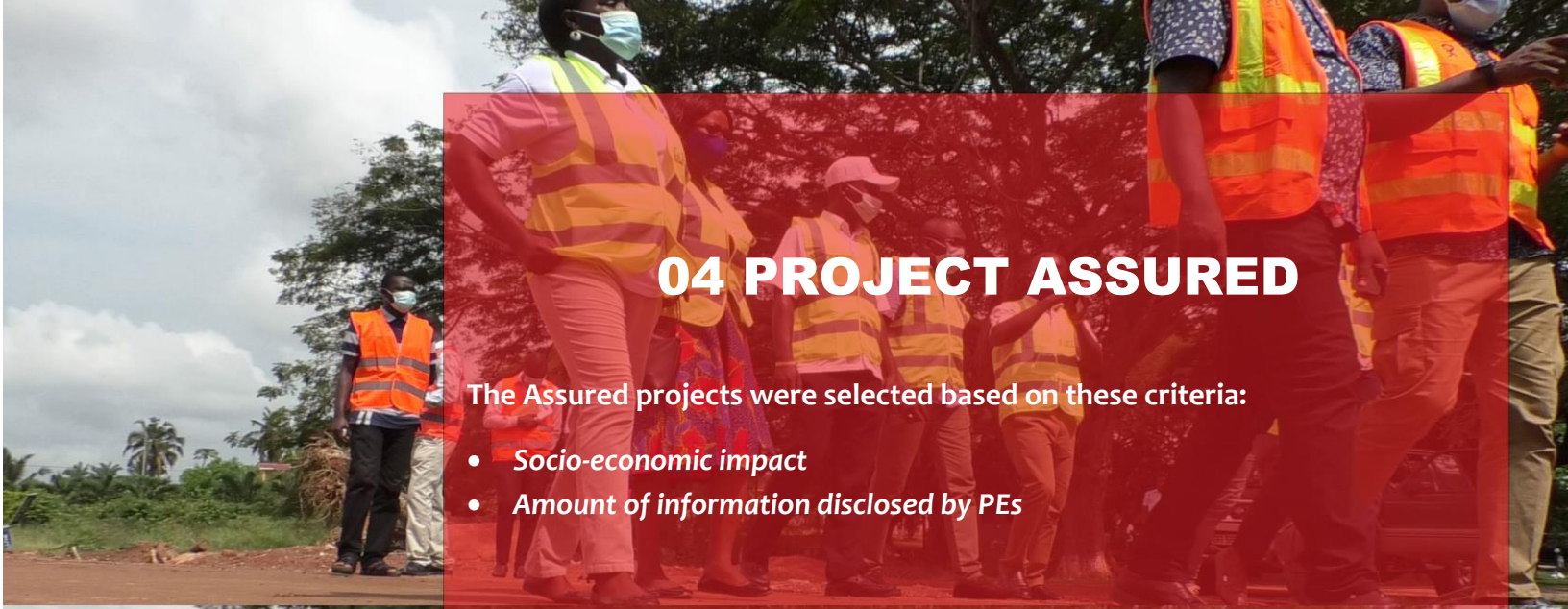
02 ASSURANCE PROCESS

The process by which the disclosure of the data is transformed into compelling information; allowing the facts to speak for themselves, by shedding light on what happens at each stage of public infrastructure delivery processes such as: planning, procurement and implementation. The objective is to strengthen existing accountability mechanisms, without duplicating or undermining the work of others. This is achieved by generating objective information that helps all stakeholders to identify and address any areas of concern.

03 OBJECTIVES

- To establish the accuracy and completeness of proactive disclosure by the Procuring Entities (PEs);
- To ascertain the level of reactive disclosure and responsiveness of PEs to reactive disclosure;
- To highlight issues of concern emanating from the Assurance Study;
- To recommend corrective measures to address the highlighted issues of concern in procuring infrastructure by the PEs.





04 PROJECT ASSURED

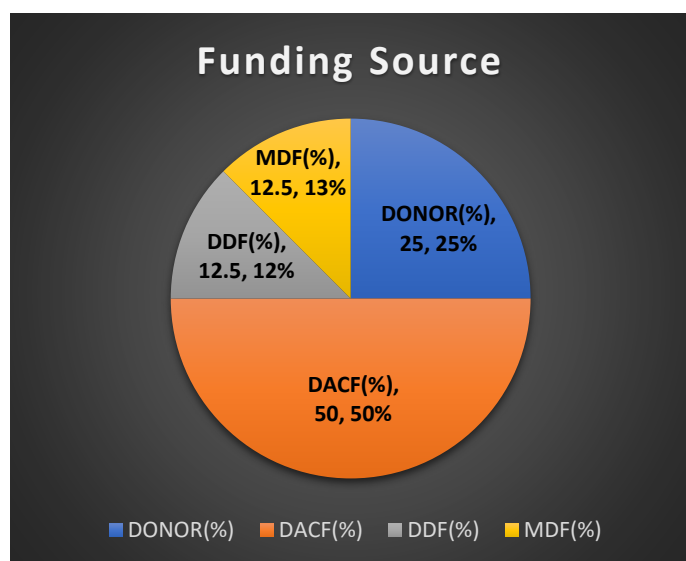
The Assured projects were selected based on these criteria:

- *Socio-economic impact*
- *Amount of information disclosed by PEs*

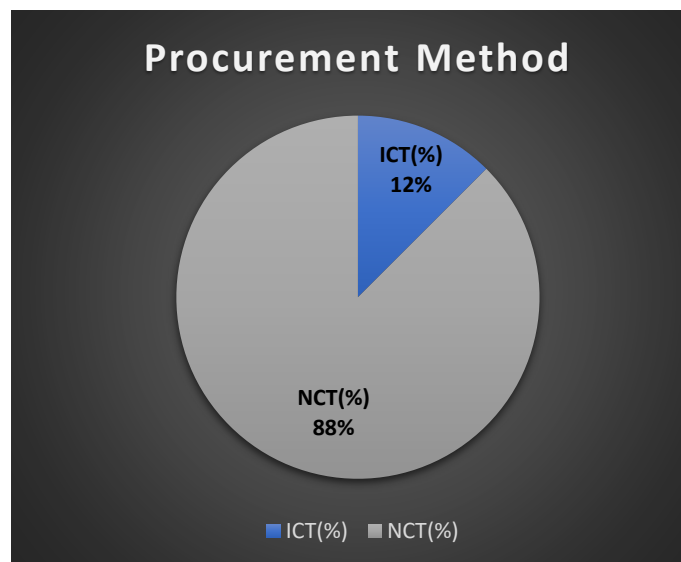


Procuring Entity	Project Description	Funding Source	Procurement Method	Contract Sum (Ghc)	Contractor	Supervising Consultant	Award/Start Date	Expected Date of Completion
STMA	Construction of 25 No. Block of Garages and a Two-Storey Skills and Training Centre Block at Kokompe	AFD-GUMPP	ICT	3,454,989.45	M/S Hydrono-mics Ltd	LAMDA Consult, Accra	5/9/2014 5/1/2015	5/1/2016
EKMA	Rehabilitation of 1.6 km WAMCO-Effiakuma Road with (3 x 2) m Double Box Culvert 12m long with Drains and Culvert Approach Filling at CDH	World Bank-GSCP	NCT	5,707,993.81	M/S Kingspok Company Limited	Rocon Engineering Ltd, Kumasi	16/03/2020	30/4/2021
WEDA	Construction of 1 No. Out-Patient Department (OPD) Block at Atobiase	DACF	NCT	329,965.65	M/S Gaakad Enterprise	Works Dept., WEDA	31/10/2019	14/5/2020
TNMA	Upgrading of 2-Paid Parking (lot 1)	MDF	NCT	539,675.88	M/S DE-YOUNG ENTERPRISE LTD	Works Dept., TNMA	24/06/2020	12/4/2021
MDA	Construction of 1 No. 3-Unit Classroom Block with Ancillary Facilities at Adum-Dominase	DACF	NCT	290,436.35	M/S Elink Global Ventures Limited	Works Dept., MDA	30/08/2019	18/11/2020
SDA	the Construction of 100 Capacity Dormitory with Ancillary Facilities for School for the Deaf (lot 1) Upper Nchaban	DACF	NCT	750,781.96	M/S ASHCAP Company Limited	Works Dept., SDA	30/03/2020	12/4/2021
NEMA	Construction of Cassava Processing Factory at Bokro	DDF	NCT	382,263.00	M/S US Global Company Limited	Works Dept., NEMA	4/10/2018	25/1/2019
AWMA	Construction of CHPS Compound at Yarbiv	DDF	NCT	307,949.98	M/S POWERTECH ELECTRICAL & ENGINEERING	Works Dept., AWMA	31/10/2019 14/11/2019	31/4/2020

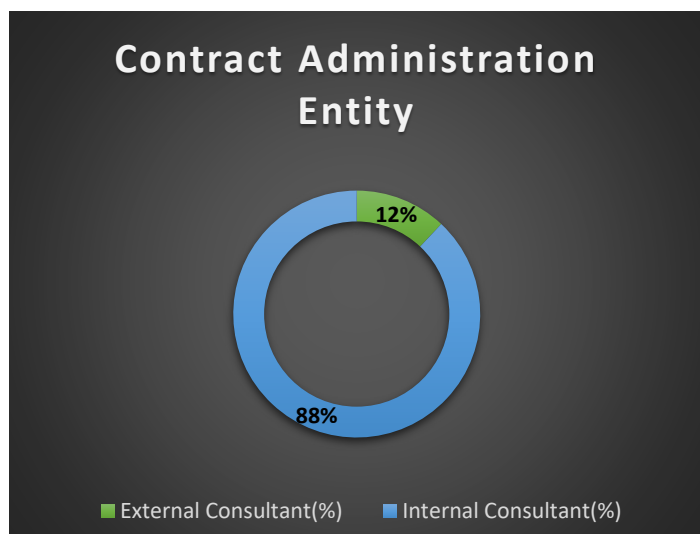
05 ANALYSES OF DISCLOSED DATA



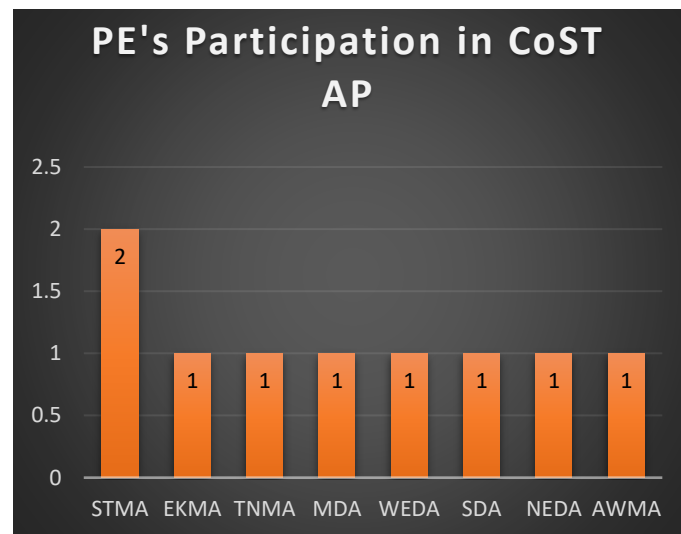
The funding source for the assured projects was predominantly District Assembly Common Fund (DACF). This was followed by Donor-funded projects with a percentage of 25% whereas Minerals Development Fund (MDF) and District Development Fund (DDF) recorded 12.5% each.



The assured projects were procured using National Competitive Tendering (NCT) or International Competitive Tendering (ICT) with NCT being the most dominant procurement method.



88% projects were supervised by internal consultants (works department) with only 12% being administered by external consultants. Internal consultants were within the PE's outfit whereas external consultants were hired by the PE outside the PE's outfit.

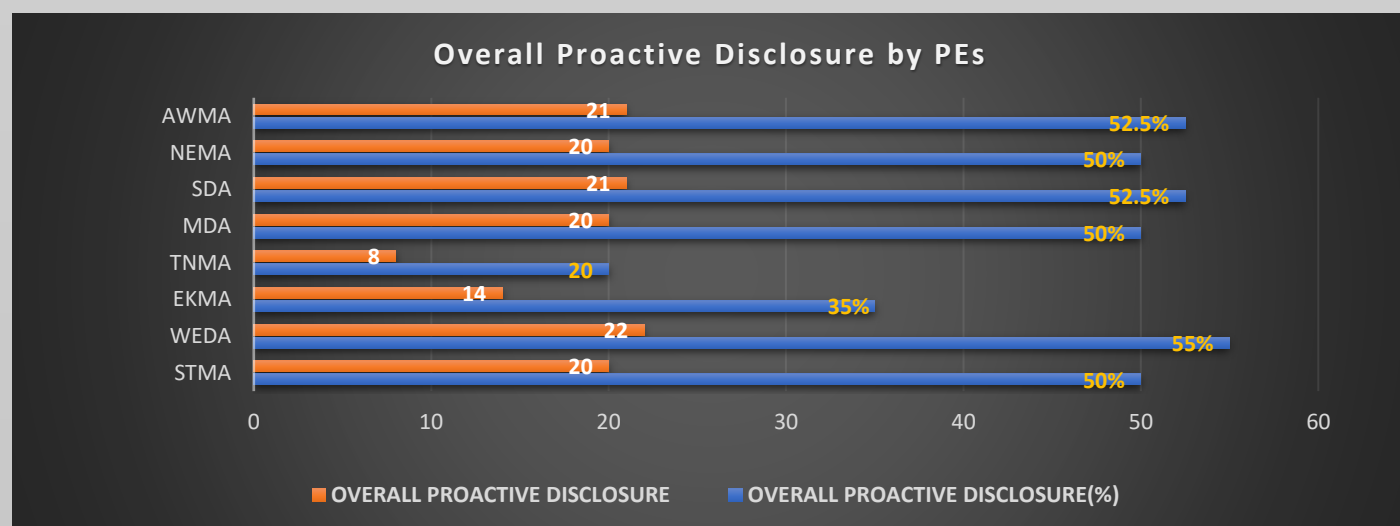


Apart from STMA, all the PEs were first-time participants in Assurance Process.

Level of Proactive Disclosure by PEs

Proactive disclosure assessment looked at all forms of public platforms including physical project signboards, websites of the PE, beneficiary institutions, funders, Public Procurement Authority (PPA) websites and Portal and disclosure publications by the Procurement Entity (PE).

The emphasis was on the total number of proactive disclosures each PE disclosed.



WEDA recorded the highest proactive disclosure score (22) which explained 55% of the total of forty (40) proactive data points. Whereas TNMA recorded the least proactive disclosure (8) which explained 20% of the total proactive data points.

PE	Overall Proactive Disclosure (%)	Overall Proactive Disclosure (out of 40 data points)	Ranking
STMA	50.00	20	4 th
WEDA	55.00	22	1 st
EKMA	35.00	14	7 th
TNMA	20.00	8	8 th
MDA	50.00	20	4 th
SDA	52.50	21	2 nd
NEMA	50.00	20	4 th
AWMA	52.50	21	2 nd

In terms of ranking, WEDA ranked 1st among the eight (8) PEs. Whereas TNMA ranked 8th in overall proactive disclosure among the eight PEs

Level of Reactive Disclosures by PEs

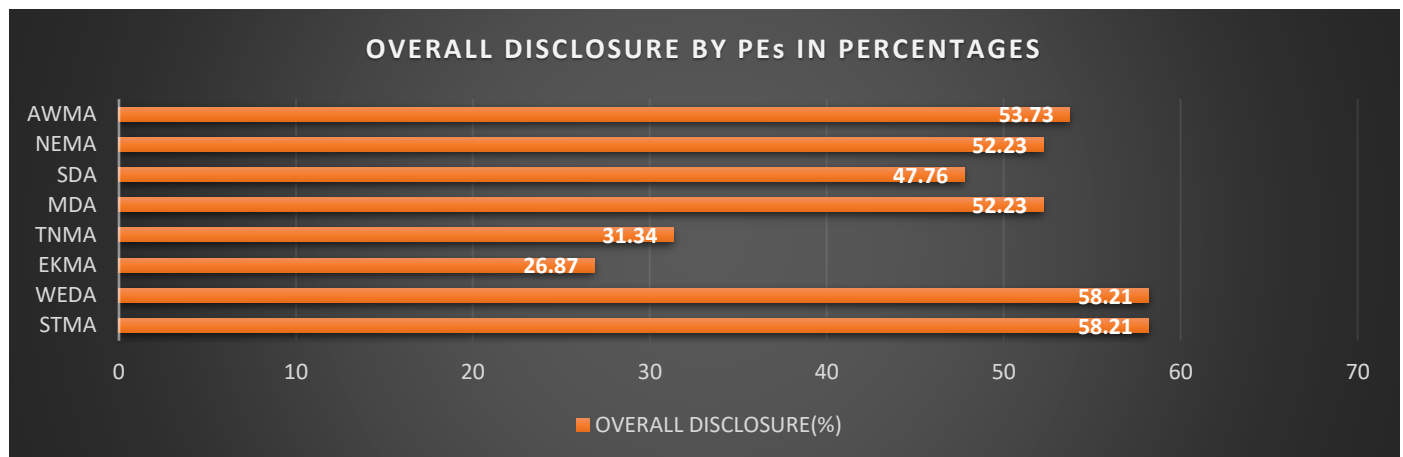
Reactive disclosures were the disclosures the PES made upon request. In all, the PEs were expected to make 27 reactive disclosures.

PE	Reactive Disclosure (score out of 27)	Reactive Disclosure (variance)
STMA	19	8
WEDA	17	10
EKMA	4	23
TNMA	13	14
MDA	15	12
SDA	11	16
NEMA	15	12
AWMA	15	12

From the above Table, the PE with the most reactive disclosure was STMA whereas the least was EKMA. STMA disclosed 19 out of the 27 reactive disclosure points while EKMA disclosed 4 out of the 27 data points. STMA's disclosure variance was 8 whereas that of EKMA was 23. This suggests that STMA could disclose more data upon request.

Overall Disclosure by PEs

This section added both the reactive and proactive disclosures (67 data points) by the PEs and ranked their score to ascertain level of disclosure of each PE.



The figure above presents the overall disclosure in percentages. The PEs that obtained the highest overall score were STMA and WEDA. Each had a score of 37 which explains 58.21% of the overall disclosure score of 67. However, in the case of STMA, this current overall disclosure score is low compared with its previous overall disclosure score of 77.61% recorded in the first Assurance Study. More so, the PE that obtained the least overall score was EKMA with a score of 18 which explains 26.87% of the overall data point of 67.

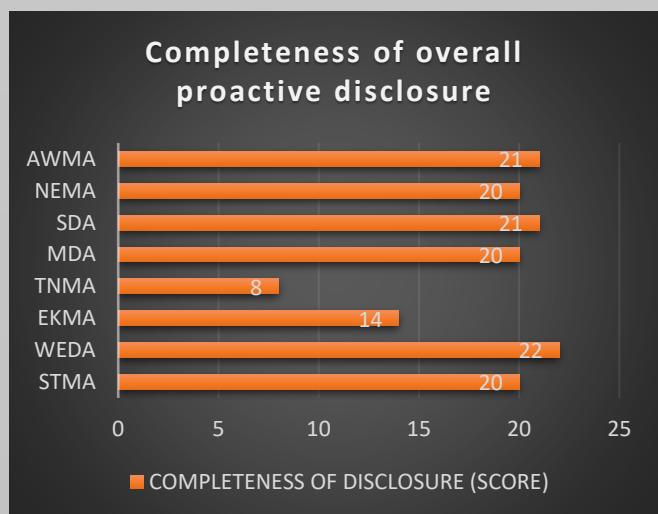
Overall Disclosure by Ranking

By ranking the overall disclosure by the PEs, STMA and WEDA jointly ranked 1st whereas EKMA ranked 8th among the eight PEs whose projects were taken through the Assurance Process.

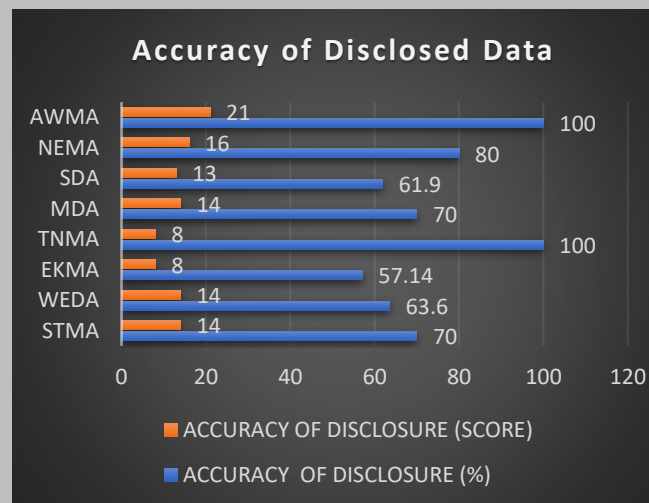
PE	Overall proactive Disclosure	Overall reactive Disclosure	Overall Disclosure	Overall Disclosure (%)	Ranking
STMA	20	19	39	58.21	1 st
WEDA	22	17	39	58.21	1 st
EKMA	14	4	18	26.87	8 th
TNMA	8	13	21	31.34	7 th
MDA	20	15	35	52.23	5 th
SDA	21	11	32	47.76	6 th
NEMA	20	15	35	52.23	4 th
AWMA	21	15	36	53.73	3 rd

Completeness and Accuracy of Proactive Disclosure by PEs

In assessing the completeness of disclosed data, the emphasis was placed on where (ease of accessibility) the data points have been publicly disclosed by the PEs. Public disclosure could be online disclosure only, physical disclosure only (other means of disclosure apart from online), or both.



From the figure above, the PE that made the most complete proactive disclosure was WEDA. Its completeness disclosure score was 22. Whereas TNMA made the least overall completeness disclosure. Its total completeness score was 8.



From the figure above, the PE that made the most accurate disclosure was TNMA and AWMA with each having a percentage score of 100%. TNMA had an accuracy score of 8 out of 8 proactive disclosure data points. AWMA had an accuracy score of 21 out of 21 proactive disclosure data points.

Ranking the Completeness and Accuracy of Disclosed Data

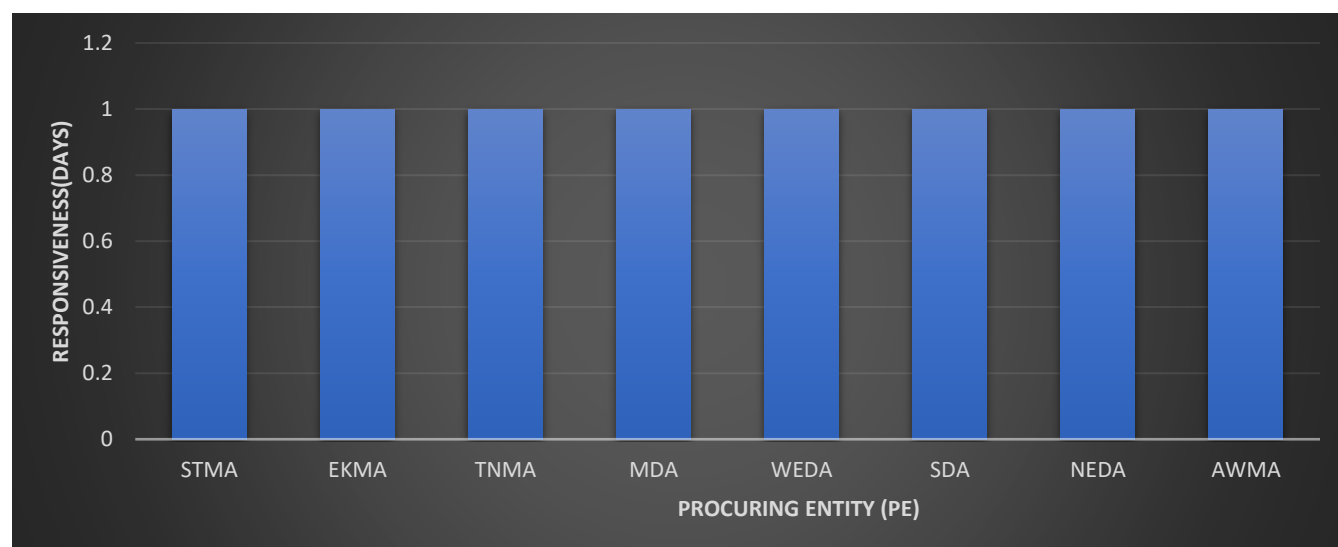
Procuring Entity (Pe)	Completeness Score/Number	Accuracy Score/Number	Completeness Rank	Accuracy Rank
STMA	20	14	4 th	3 rd
WEDA	22	14	1 st	3 rd
EKMA	14	8	7 th	7 th
TNMA	8	8	8 th	7 th
SDA	21	13	2 nd	6 th
MDA	20	14	4 th	3 rd
NEMA	20	16	4 th	2 nd
AWMA	21	21	2 nd	1 st

In terms of completeness of proactive disclosure, WEDA ranked 1st with a completeness score of 22. whereas, TNMA ranked 8th among the eight PEs with a completeness score of 8.

With regards to accuracy, AWMA ranked 1st with an accuracy score of 21. This means AWMA made 21 proactive disclosure and all the 21 disclosures are accurate.

PEs' Responsiveness to Reactive Disclosure

In assessing the PEs response rate to reactive disclosure, the emphasis was on the durations in terms of days it takes a PE to provide documents upon request by the Assurance Team (AT). The figure shows it took each PE a day to reactively disclose data.



06 COST AND TIME OVERRUN

Cost overrun is increase of the final actual cost of a project at completion.

Time overrun is the difference between the estimated project duration and the actual time taken to complete the project.



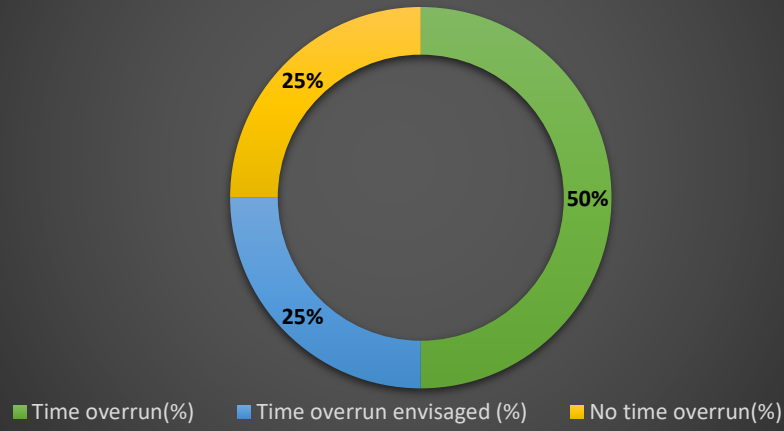
Cost Overruns

PE	INITIAL COST(GH¢)	PAYMENTS TO DATE	COST AT COMPLETION (GH¢)	REMARKS
STMA	3,454,989.45		3,437,861.70	A savings of GH¢ 17,127.75 was made. Project is completed and variations (additions) were within the contingency sum
WEDA	329,965.65			The initial cost ought to be revised downwards to reflect the change in scope due to reduction in total floor area of the project at implementation stage by the contractor. Though the project is not completed, cost overrun is not likely as accounts are being adjusted. No variation in terms of addition to work has occurred.
EKMA	5,707,993.83			The contractor is yet to receive 1st payment for works done so far and no variation so far has occurred
TNMA	539,675.88	248,250.90		Payments to date is commensurate with 46% of work done disclosed by the PE. The progress of work at site is just about 46% completion. Since there has not been any scope change cost overrun is not likely
MDA	290,519.10		290,436.35	All variations were within the provisions of the contingency sum. A savings of GH¢82.75 was made
SDA	750,781.96			No variation so far, cost overrun is not envisaged, substructure works are done.
NEMA	382,263			Project is near 90% completion and cost of variations is within the contingency sum provided thus cost overrun is not likely
AWMA	307,949.98		307,949.98	Project is completed at no cost overrun; variations (additions) were within the contingency sum
NOTE USD 1= GH¢ 5.9				

Time Overrun

PE	START DATE	DURATION	COMPLETION DATE(PROJECTED)	ACTUAL COMPLETION DATE	REMARKS
STMA	5 th January, 2015	Twelve (12) Calendar Months	5 th January ,2016	10th Feb 2017	Time overrun of 13 months. Delay was partly due to unwillingness on the part of beneficiaries to release their land on time for the project because they were not certain of government's (PE's) commitment to completing the project as scheduled as well as the conditions of agreement with the PE.
WEDA	14 th Nov. 2019	Six (6) Calendar Months	14 th May, 2020		Time overrun of 6 months as at December, 2020. The delay is largely as a result of delayed payment from the financier to the contractor. More time overrun is envisaged if payments are not made to contractor timeously.
EKMA	August, 2020	Eight (8) Calendar Months	April, 2021		Progress is not encouraging as current work status is about 45% with less than 3 months to projected completion date. Time overrun is envisaged if activities are not fast tracked
TNMA	12 th August, 2020	Eight (8) Calendar Months	12 th April, 2021		Progress is encouraging as current work status is about 90% with less than 3 months to projected completion date. Time overrun is not envisaged
MIDA	6 th Sept. 2019	Three (3) Months	18 th November 2020		No time overrun occurred. Project was completed ahead of schedule by less than a month.
SDA	13 th April, 2020	Twelve (12) Calendar Months	12 th April, 2021		Progress is not encouraging as current work status is about 40% with less than 6 months to projected completion date. Time overrun is envisaged if activities are not fast tracked
NEMA	25 th Sept. 2018	Four (4) Calendar Months	25 th January, 2019		Time overrun of 23 months as at December, 2020. Time overrun is due to the ill health of the contractor. More time overrun is envisaged if the situation is not remedied.
AWMA	31 st October, 2019	Six (6) Calendar Months	30 th April, 2020		No time overruns. Project was completed ahead of schedule by 3 months as at December 2020.

Time Overrun Chart For The Eight Projects



The chart indicates that 50% of the project suffered time overrun while per the progress of work 25% of the projects are likely to suffer time overrun. This suggests that at least half of the projects procured by the PEs were not delivered as scheduled.

07 AVENUES FOR DISCLOSURE

The disclosure process is focused on ensuring that information such as the purpose, scope, costs and implementation of infrastructure projects is open and accessible to the public, and that it is disclosed in a timely manner.

The usual modes of disclosure and dissemination are notice boards, print and electronic media, website / online portals and community engagement platforms



PROJECT-SITE SIGN
BOARD

This is the most commonly used platform by PEs.



PES/PPA WEBSITE

going/Completed projects. Much of the data was accessed from other available platforms like the Public Procurement Authority website.



**NEWSPAPER
PULL-OUTS**

we retrieved from online newspaper portals.



COMMUNITY NOTICE

This is one platform all PEs used disseminates project information to the citizenry.



RADIO/TV TALK SHOWS

This is one platform all PEs used frequently to disseminates information to the citizenry. However, there was not much evidence of this indicator for all projects



STAKEHOLDER ENGAGEMENTS/ TOWN HALL MEETINGS

This is one platform all PEs used frequently to disseminates information to the citizenry.



08 ISSUES OF CONCERN: PROJECT-BY-PROJECT



Procuring Entity: Sekondi Takoradi Metropolitan Assembly (STMA)

Project: Construction of 25 No. Block of Garages and a Two-Storey Skills and Training Centre Block at Kokompe] - Takoradi



Some garage beneficiaries are modifying their garages to fit their trade-use.



Beneficiaries of the garages are not able to use their service pits because it is always filled with underground water.



Standardization ought to be informed by trade use to avert post-occupancy modification.



Rising damp on walls due to rising underground water by capillary action. Evidence of not considering the recommendations from the feasibility study at the design and construction stages of the project.



Garage owners have improvised ramps to make vehicles access garages for maintenance.



Garage turned into hair salon due to lack of ramp for vehicular accessibility and light for operations.



Abandoned garage because the garage is not connected to power source though the owner has improvised to fit trade-use.



Improper disposal of liquid waste poses threat to the environment.

Procuring Entity: Effia-Kwesimintsim Municipal Assembly

Project: Rehabilitation of 1.6 km WAMCO-Effiakuma Road with (3 x 2) m Double Box Culvert 12m long with Drains and Culvert Approach Filling at CDH



There is a need for dredging to enhance the easy flow of water.



Providing a retaining wall to link the old and the new culverts could avert the incidence of depression due to drifting of the sub-base and base materials.



Evidence of inadequate construction signs to communicate to road users.



The old and the new culverts could be linked to enhance water flow and avert depression due to drifting of base and sub-base materials.

Procuring Entity: Shama District Assembly

Project: Construction of 100 Capacity Dormitory with Ancillary Facilities for School for the Deaf (Lot 1) Upper Nchaban



The site ought to be hoarded to enhance public safety.



The diameter of the roof hooks is small and its functionality is likely to be compromised due to possible corrosion because of exposure to the sea breeze.



Workers work without appropriate PPEs thus endangering their safety at work.



Quality of concrete works could not be guaranteed as payment was based only on the quantum of work done.

Procuring Entity: Mphor District Assembly:

Project: Construction of 1 No. 3-Unit Classroom Block with Ancillary Facilities at Adum-Dominase.



Access to the school needs improvement



This newly-built school block, like the existing old school blocks, has no provision for urinal and toilet for the pupil.



Quality of concrete could not be guaranteed to be as specified, since no quality check on concrete was carried out. Valuation for payment was based on the quantum of work, not quality of work, especially concrete works.



Provision of rain-gutter could to avert the splashing of rainwater to stain the surfaces of the painted walls. The conduit could be used to harvest rainwater.

Procuring Entity: Wassa East District Assembly

Project: Construction of 1 No. Out-Patient Department (OPD) Block at Atobiase



The total floor of the building, as designed, is different from what has been implemented by the contractor; accordingly, there is the need to adjust the contract sum to reflect what is delivered by the contractor



The facility needs a drainage system to safely carry water from the compound of the OPD blocks to check erosion



Both the old and the new OPD Blocks will need a water reservoir and pumps, since the facilities are not connected to the water source



Quality of concrete could not be guaranteed to be as specified since no quality check on concrete was carried out. Valuation for payment was based on the quantum of work, not quality of work especially concrete works.

Procuring Entity: Tarkwa Nsuaem Municipal Assembly (TNMA)

Project: Upgrading of 2-Paid Parking (Lot 1)



Improper housekeeping at site endangers workers' safety



Poor material storage practices on site are a risk to workers' safety

Procuring Entity: Nzema East Municipal Assembly (NEMA)

Project: Construction of Cassava Processing Factory at Bokro



NEMA ought to explore other means of getting the project completed due to the ill health of the contractor since the beneficiaries need the facility for their business



Leakages and defective rook members ought to repaired/replaced



The contractor has worked beyond the scope of works by providing ceiling members at the main factory, though they were meant only for the offices, as described in the Bill of Quantities.

Procuring Entity: Ahanta West Municipal Assembly (AWMA)

Project: Construction of CHPS Compound at Yarbiw



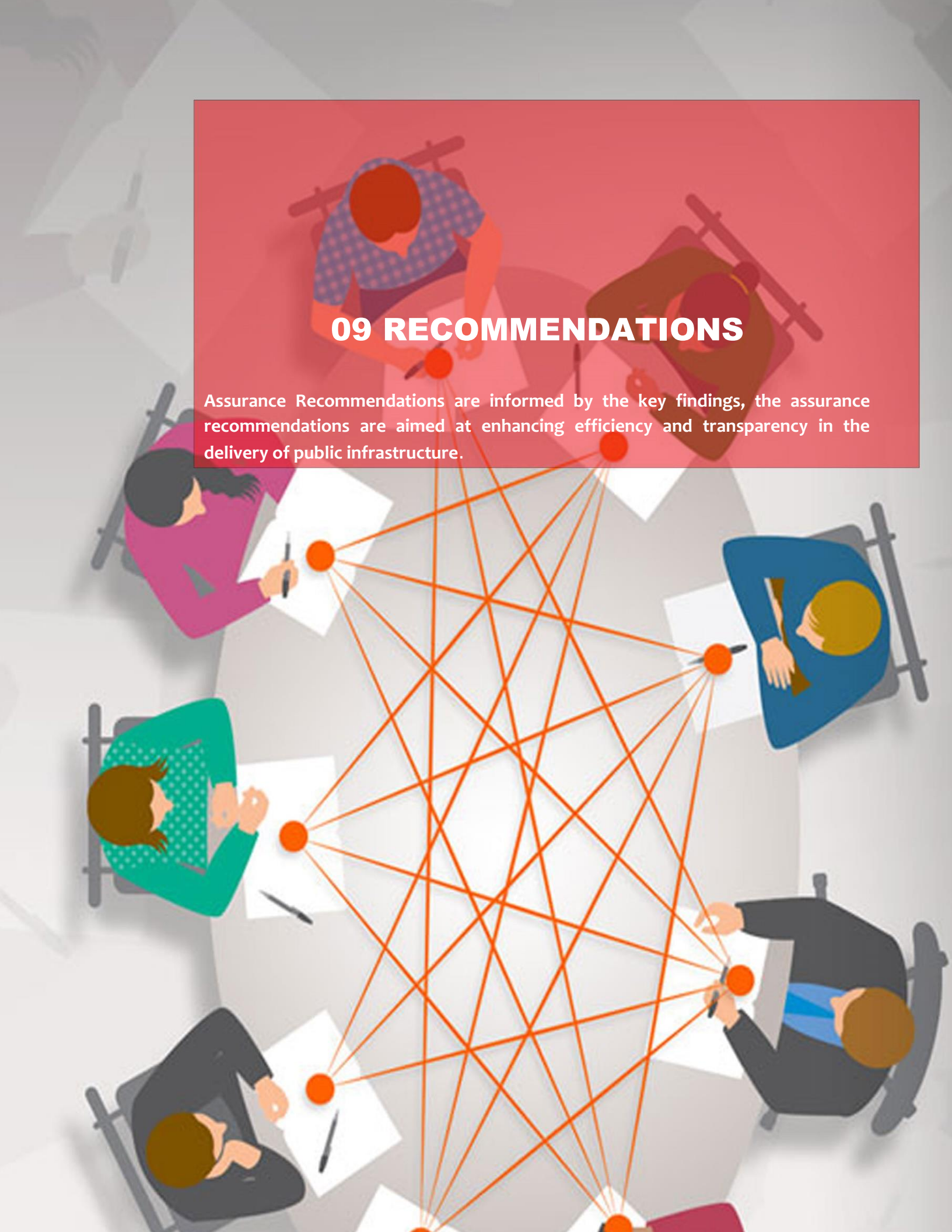
The facility is without staff accommodation and the facility closes by 4pm each day. Making it difficult for inhabitants/patients to access health care after 4pm.



The facility is without fire safety gadgets to give early warning signals of fire to avert fire accidents.



The deplorable state of the road leading to the facility makes it very challenging in accessing the facility with a vehicle. Grading could be an immediate relief measure.

An illustration of a meeting with seven people sitting around a table. Each person has a white sheet of paper and a pen. In the center of the table is a complex network diagram consisting of orange dots connected by orange lines. A red rectangular box is overlaid on the top part of the image, containing the section title and a paragraph of text.

09 RECOMMENDATIONS

Assurance Recommendations are informed by the key findings, the assurance recommendations are aimed at enhancing efficiency and transparency in the delivery of public infrastructure.

Procuring Entities (PEs):

- PEs are encouraged to adopt CoST's Formal Disclosure Requirement (FDR) to strengthen information disclosure in their outfit, as proactive disclosure by the PEs was not sufficient;
- PEs are encouraged to enhance their websites to be able to disclose information relating to project and contracts. Also undertake regularly update of information and data disclosed on the websites, social media platforms and other public disclosure platforms.
- PEs are encouraged to ensure consistency of disclosed data on all their platforms for disclosure.
- PEs are encouraged to collaborate with CoST Sekondi-Takoradi in the disclosure of project and contract information via the Information Platform for Public Infrastructure (disclosure portal) developed by CoST Sekondi-Takoradi.
- PEs are encouraged to conduct feasibility studies for all projects and incorporate the recommendations into the project design and implementation.
- PEs are encouraged to ensure that Health and Safety Protocols are adhered to by contractors throughout the project implementation stage.
- PEs are encouraged to abstain from the culture of not pricing preliminary bills but instead assign a percentage of the works bill to be the cost of preliminary. This makes it difficult to monitor to ensure that contractors provide the very specifics;
- PEs are encouraged to provide firefighting equipment in all the facilities constructed to fight fire in case of any; and also incorporate firefighting equipment in all future facilities.
- AWMA should consider incorporating staff accommodation in future CHPS compounds so that health professionals could be stationed within or nearby facilities to administer primary health care in emergency cases;
 - NEMA should consider assigning a clerk of work to complement the Project Engineer in project supervision. In the interim, an arrangement could be made with the National Service Secretariat of Ghana to post persons with the requisite knowledge to the PE's outfit (e.g., graduates in Construction Engineering, Building Engineering, Civil Engineering, Building Technology, Construction Technology),

then the PE will, in turn, assign/station the persons at project sites as clerk of works for daily supervision and frequent reporting;

- TNMA ought to request the contractor to practice good housekeeping at the site;
- WEDA is advised to fix the road and drainage challenge to enhance access to the facility especially by vehicles;
- MDA could subsequently provide a detached toilet facility to serve both the new and existing school blocks;
- SDA should ensure that contractor provides site office, project site hoarding and Personal Protective Equipments and Wears to employees since they are preliminary items requisite to execute the project and have been paid for by the client (PE) under the preliminary bill;
- EKMA may consider dredging and de-silting the whole stretch of drainage connecting the inlet and the outlet of the culvert else the functionality of the culvert will be compromised;
- STMA should consider providing ramps to aid access to the garages;
- STMA ought to ensure future garages are trade specific and beneficiary centred (urinal, bath and a change room) to ensure standardised garages that are fit for purpose;
- In the interim, STMA should be resourced to revive its testing laboratory to service other adjoining PEs (subnational governments). Alternatively, PEs could fall on a third party who is well-resourced to assist in ensuring quality compliance.

Government:

- Government through the Public Procurement Authority (PPA) is encouraged to work with CoST to realign the Government Procurement Portal to capture data points in line with CoST's IDS to promote transparency;
- Government through PPA is encouraged to issue a standard disclosure template for infrastructure projects, this should be accompanied with guidelines on how data can be disclosed. The CoST IDS provides for such a standard.
- As a long-term measure, the government should resource the PEs with Laboratories to aid in performing the basic quality test.

Other Stakeholders:

- MSG should work with professional bodies in built environment, civil society partners, and other key stakeholders to advocate for reform in the delivery of public infrastructure;
- The media, community champions and other key stakeholders should be involved to popularise the assurance findings and recommendations, and use it as a tool for advocacy and social accountability;
- MSG should collaborate with participating local authorities, community-based groups, traditional authorities and others to form district citizen monitoring groups to;
 - disseminate assurance findings,
 - monitor the implementation of assurance recommendations,
 - validate disclosed project and contract information and
 - monitor project implementation

HIGHLIGHT OF SOME ACHIEVEMENTS FROM PREVIOUS ASSURANCE SURVEY

PE's	PROJECT(S)	ISSUES OF CONCERN	ACHIEVEMENT(S)
Sekondi-Takoradi Metropolitan Assembly (STMA)	Lot 1: Construction of 1no. 32 partitioned market shed and external works-Diabene	No provision of toilet and water for users of the market, this has a negative impact on hygienic conditions at the market	A temporary urinal has been provided in addition with a water tank/reservoir though it is yet to be connected to a water source.
Sekondi-Takoradi Metropolitan Assembly (STMA)	Construction of a 3 four-storey library for Takoradi and its environs	The library session is not in operation as it has not been stuffed with furniture, books, computers, internet, etc.	The library is in operation now though not fully stuffed
Sekondi-Takoradi Metropolitan Assembly (STMA)	Construction of a 3 four-storey library for Takoradi and its environs	No signpost to indicate the name of the facility and aid direction to the facility	Signpost has been mounted indication the name of the facility
Department of Urban Roads (DUR)	Lot 2: Upgrade of selected roads in Essikado-Ketan sub metro	The dust from the road could be minimized or controlled by intermittent watering of the surface road but this was not the case at the project site.	The contractor began watering the road frequently when he resumed activities at the site
		Project is in the 8 th month, 10 months more to completion and drainage works are estimated to be 30% completed; road works are yet to be tackled;	The entire contract is about 95% completed. The road is tarred and markings are underway.