



Sekondi-Takoradi, Ghana

Strategic Plan
(2020–2025)

*“Better Lives from Better
Infrastructure”*

Abbreviations and Acronyms

AFD – Agence Française de Développement
AfDB – African Development Bank
CoST – Infrastructure Transparency Initiative
CSOs – Civil Society Organizations
DFID – Department for International Development
FDR – Formal Disclosure Requirement
FM – Frequency Modulation
IDS – Infrastructure Data Standard
IEC – Information, Education and Communication
IPPI – Information Portal for Public Infrastructure
IS – CoST International Secretariat
M&E – Monitoring and Evaluation
MMDAs - Metropolitan, Municipal and District Assemblies
MSG – Multi-Stakeholder Group
OC4IDS – Open Contracting for Infrastructure Data Standard
OECD – Organization for Economic Co-operation and Development
OGP – Open Government Partnership
PEs – Procuring Entities
PPA – Public Procurement Authority
RM – CoST Regional Manager
STMA – Sekondi-Takoradi Metropolitan Assembly
SWOT – Strengths, Weaknesses, Opportunities and Threats
TAI – Transparency and Accountability Initiative
UNDP – United Nations Development Programme
USAID – United States Agency for International Development
GACC– Ghana Anti-Corruption Coalition
GII– Ghana Integrity Initiative

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DEFINITION OF KEY TERMS

Accountability; means answerability, blameworthiness, liability, and the expectation of account-giving.

Assurance: a process for verifying the accuracy and completeness of information, either before or after proactive disclosure by Procuring Entities to identify issues of concern and acts as a basis for holding decision-makers accountable.

CoST Champion: refers to a professional individual preferably from Government and of high integrity serving as a patron of CoST Sekondi–Takoradi Chapter.

Disclosure Requirements: the administrative or legal basis that provides the authority and the requirement for Procuring Entities to disclose project information into the public domain

Disclosure: entails information that project owners and procuring entities are required to disclose for all eligible projects and contracts at specified stages during the construction project cycle

Indigenous Organization/Agency: refers to an Institution/organization registered in Sekondi – Takoradi and owned by the citizens in the Metropolis.

Integrity; all members shall conduct themselves in a professional manner that does not in any way conflict with the ideas, interests and activities of the organization.

Multi-Stakeholder Group (MSG): neutral forum drawn from government, the private sector & civil society with balanced membership to improve the value, efficiency and effectiveness of investment in public infrastructure by providing strategic direction in implementing the CoST programme

Mutual Respect: a commitment to build a strong foundation of honesty, trust and meaningful communication by respecting each other's values, ideas and beliefs.

Objectivity and Professionalism: a commitment to be fair and unbiased in all actions and not compromising professional judgement due to conflict of interest or undue influence.

Observers: refers to institutions/individuals with specialized knowledge or expertise permitted to attend and participate in meetings of the MSG but have no voting rights and receive all information provided to members of the MSG.

Participation and Equality; all members of the organization shall be equally involved in its activities without any bias, contempt or discrimination.

Partisan politics: means serving as an elected politician representing a given political party.

People-Centered Development: a focus on improving local communities' self-reliance, social justice and participatory decision-making.

Procuring Entities: bodies/agencies that deal with procurement, maintenance and development of public infrastructure.

Social Accountability: a process of constructive engagement between citizens and government to bring decision-makers and duty-bearers to account as they use public resources to deliver services, improve community welfare and protect peoples' rights

Transparency; all members shall be open in their actions, decisions and mandates that directly or indirectly relate to the organization.

1.0 PREAMBLE

It has long been established that the infrastructure sector is the engine of growth of any economy. This is because almost every socio-economic activity requires some form of infrastructure facilities such as schools, hospitals, markets, roads and bridges among others to engender projected economic development.

Public investment in economic and social infrastructure ultimately leads to great benefit for the society in terms of direct, indirect and induced benefits. Among these benefits are improvements in economic opportunities such as increased employment, increased competitiveness; improved productivity, reduction in poverty and inequity and creation of additional opportunities for sustainable livelihoods.

According to the World Bank, in spite of this positive impact of infrastructure investments, Ghana's economy is still bedeviled with shortfalls in both economic and social infrastructure contributing to a \$1.5bn infrastructure deficit.

Sekondi-Takoradi, just like many Ghanaian cities, face many challenges in managing urbanization and not able to meet the growing demand for infrastructure and services. These needs are not met through the subnational governments' meagre internally generated revenues or fiscal transfers from the central government, which in most cases do not take into account the pressures faced by growing urban centers.

Although investment in public infrastructure has the potential of ensuring upward social mobility of all citizens, the sector is widely known for its perception and association with corruption which has eroded citizen's trust in government. The manifestation of corruption in infrastructure delivery is demonstrated in procurement processes (kick-back taking, collusion, beneficial ownership, bid rigging), contract execution and contract administration (bribery and extortion).

Evidence abounds on how access to infrastructure information has a direct link to fighting corruption and its perception. Access to information is grounded in the recognition that information in the control of Procuring Entities (PEs) is a valuable public resource and that public access to such information promotes greater transparency and accountability and is essential to the reducing the crisis of trust in government.

CoST Sekondi-Takoradi has the capacity to promote tools and standards to enable disclosure, validation, interpretation and use of infrastructure data to empower stakeholders to demand for accountability in the delivery of publicly-funded infrastructure projects. Working through a tripartite and neutral forum that fosters collaboration between government, the private sector and civil society to trudge along the path of ensuring better value for money on infrastructure projects for all stakeholders.

As we move into a very important and critical stage of achieving our vision of *"better lives from better infrastructure"* by launching our Strategic Plan (2020 – 2025), we are excited by the challenge ahead

and optimistic of the transformational impact the plan would have. Positive strides in our young journey would not have been possible without our highly committed Secretariat and the support of our strategic partners, the Africa Regional Managers and International Secretariat as well as the tremendous and selfless effort of the Multi-Stakeholder Group.

Eugene Fredua Ofori-Atta
MSG Chairperson

2.0 BACKGROUND TO THE CoST PROGRAMME

2.1 Overview of CoST: CoST International

CoST International is a UK registered charity that works worldwide to implement transparency and accountability reform within the infrastructure sector. The major guiding principle of CoST is to enhance disclosure, validation, interpretation and presentation of infrastructure data into much simpler language to empower stakeholders through applying various approaches such as disclosure platforms, media engagements and capacity building for various stakeholders including Civil Society Organizations, Private Sector and Procuring Entities. This is aimed at reducing mismanagement, inefficiency, corruption and the risks posed to the public from poor infrastructure investments.

The initiative is built on a tripartite partnership between Government, Private Sector and Civil Society Organizations to initiate and advocate for reforms that mitigate against challenges that confront public infrastructure delivery. CoST is built on four core features; *Disclosure*, *Assurance*, *Multi-Stakeholder working* and *Social Accountability*. Pivotal to these core features is an appreciation of the need for transparency in public infrastructure delivery through increased access to infrastructure data, verification of disclosed data through Assurance - as well as dissemination, engagement, advocacy for policy changes and citizen participation.

CoST works globally with members spanning four continents. CoST's standards are currently been implemented in 14 countries, including five Fragile and Conflict-Affected States. In Africa; Ethiopia, Uganda, Tanzania, Malawi and Ghana (Sekondi-Takoradi Metropolitan Assembly) are the only participating African countries. CoST Sekondi-Takoradi Chapter is the first subnational government entity selected to join CoST.

In addition to working with CoST members at the national and subnational levels, it works internationally with key anti-corruption organizations to facilitate the global exchange of experience and knowledge on transparency and accountability in public infrastructure. CoST's international partners include, *Article 19*, *Open Contracting Partnership*, *Transparency International* and *Hivos*.

CoST is very helpful to member states/chapters in various ways such as;

- supporting governments to put systems in place that allow the public to access reliable, detailed and easy-to-understand infrastructure project information.
- helping multi-stakeholder groups to oversee the validation and interpretation of infrastructure data so that civil society, the media and citizens can understand the information.
- helps the public to understand and appreciate investments into public infrastructure projects from the disclosed information.

- commission an assurance process into specific projects, wider reviews into the performance of an agency, or reviews into the sector as a whole.
- empowered with information and understanding, CoST creates the civic space for stakeholders to dialogue on issues and raise challenges such as poor performance, perceived mismanagement and corruption. These stakeholders can then demand better project outcomes, savings, and more effective and efficient governance systems for delivery.

2.2 CoST Sekondi-Takoradi Chapter

CoST Sekondi-Takoradi is a local chapter of CoST International working at the subnational level to implement transparency and accountability reforms within the infrastructure sector using CoST's core features of Disclosure, Assurance, Multi-stakeholder working and Social Accountability.

It is championed by the Sekondi-Takoradi Metropolitan Assembly and guided by a Multi-Stakeholder Group (MSG) of nine persons who lead, plan and dialogue to build trust, transparency and accountability in the delivery of public infrastructure. In Sekondi-Takoradi, the Initiative is hosted by the Development Planning Unit of the Sekondi-Takoradi Metropolitan Assembly.

Although there has been significant progress in encouraging other Procuring Entities (PEs) to join the subnational program, only STMA is the only PE currently working with CoST Sekondi-Takoradi.

3.0 VISION, MISSION AND CORE VALUES

3.1 Vision

The vision of CoST Sekondi-Takoradi is; **to promote Better lives from better infrastructure.**

3.2 Mission

Disclose, Validate and Interpret infrastructure data to **Empower Stakeholders** to hold decision-makers to account.

3.3 Core Values

The core values of the organization shall include:

- Mutual Respect
- Integrity
- Teamwork
- Objectivity and professionalism in all actions
- Transparency and accountability
- Promotion of people-centered development

4.0 LEGAL, POLICY & INSTITUTIONAL FRAMEWORK

4.1 Legal and Policy Framework

A central pillar in Ghana's decentralisation policy is the establishment of Metropolitan, Municipal and District Assemblies (MMDAs) to give true meaning to democracy and all its tenets at the grassroots level. The basis for the policy is enshrined in the 1992 Constitution and finds expression in the new Local Governance Act, 2016 (Act 936) which establishes MMDAs and shrouds them with political and administrative authority to promote local economic development and provide guidance and supervise other administrative authorities in the district as may be prescribed by law.

To ensure inclusive, transparent and accountable governance at the subnational level, Ghana has enacted a number of anti-corruption laws that seek to provide clear guidelines to mitigate against unethical conduct by public officers and graft by political actors by enhancing access to information.

These anti-corruption laws are not found in one single legislation. The introduction of pieces of "sunshine" legislation in the areas of financial administration (*Public Financial Management Act, 2016*), public procurement (*Public Procurement Management Act 2003, as amended 2016*) internal audit (*Internal Audit Agency Act, 2003*) and access to information (*Right to Information Act, 2018*) has been helpful in this fight.

These legislations identify the obligation of subnational governments, ministries, departments, and agencies among others to work within a set of guidelines and standards to disclose information, proactively provide the civic space for stakeholder engagement and the right of citizens to access information. For example, the 1992 Constitution and the Right to Information Act, 2019 recognises the right of citizens to access information held by public officers or institutions which directly supports the CoST initiative. On procurement, the Public Procurement Act, 2003 (*amended in 2016, Act 914*) provides clear guidelines for Procuring Entities (PEs) and also provides for access to information for public infrastructure projects which is directly linked to CoST's core feature of disclosure.

The PPA and other accompanying legislations provide the fertile grounds for the successful roll-out of the CoST initiative and its Infrastructure Data Standards (IDS) and the Open Contracting for Infrastructure Data Standard (OC4IDS).

No.	Law/Act	Key Elements Relevant to Disclosure of Information to Promote Accountability
1.	1992 Constitution	Article 21 (paragraph 1) (clause f) - All persons shall have the right to information subject to such qualifications and laws as are necessary in a democratic society.

2.	Right to Information Act, 2018	Section 1 (<i>subsection 1</i>) A person has the right to information, subject to qualification and laws that are necessary in a democratic society, (<i>subsection 2</i>) The right to information may be exercised through an application made in accordance with section 18 (<i>application to access information</i>), (<i>subsection 3</i>) A person does not have to give a reason for the application, (<i>subsection 4</i>) Despite subsection (3), where an applicant requests that the application be treated as urgent, the application should state the reason for the urgency. Section 3 (<i>subsection 1</i>) A public institution shall, within twelve months from the date of coming into force of this Act, and every twelve months after that date, compile and publish and up-to-date official information in the form of a manual.
3.	Local Governance Act, 2016 (Act 936)	Section 46 (<i>subsection 2</i>) A District Assembly shall establish mechanisms to facilitate public communication and access to information in the form of media with the widest public outreach possible in the district which may include (a) television stations; (b) information communication technology centres; (c) websites; (d) community radio stations; and (e) public meetings. Section 47 (<i>subsection 1</i>) Every resident in a district shall have access on request to information held by a District Assembly or a Department of the District Assembly subject to limitation imposed by law. Section 47 (<i>subsection 2</i>) The Secretary to a District Assembly is responsible for ensuring access to information on request. Section 88 Public hearing of District Development Plans, Sub-District and Local Action Plans
4.	Public Procurement Act, 2003 (Act 663), 2016 (amendment act 914)	Section 3 (clause g) publish by the end of each month a Public Procurement Bulletin which shall contain information germane to public procurement, including proposed procurement notices, notices of invitation to tender and contract award information. Section 31 (<i>subsection 1</i>) A procurement entity shall promptly publish notice of procurement contract awards on the website of the Authority. (<i>subsection 2</i>) The Regulations shall provide for any other manner of publication of the notice of procurement contract awards. Section 66 (<i>subsection 1</i>) A procurement entity shall invite consulting services by causing a notice seeking expression of interest in submitting a proposal to be published in the Public Procurement Bulletin for consultancy contracts in accordance with the Fifth Schedule (<i>threshold for procurement methods</i>).

5.	Public Financial Management Act, 2016 (Act 921)	Section 13 (subsection 4, clause c) person responsible for publicising information shall not withhold the information except for reasons of national security, defence, or international obligations of the Republic.
6.	Internal Audit Agency Act, 2003 (Act 658)	Section 19 (clause c) make disclosures required by law and the standards and procedures as established under this Act.
7.	Whistleblower Act, 2006 (Act 720)	Section 1 (subsection 1, clause d) - A person may make a disclosure of information where that person has reasonable cause to believe that the information tends to show that; in a public institution there has been, there is or there is likely to be waste, misappropriation or mismanagement of public resources.

Table: Elements of the Legal Framework that Supports Disclosure of Information & Accountability

4.2 Institutional Framework

Although there are a number of legislations that are cumulatively geared towards ensuring better value from public-funded projects and programmes, the Public Procurement Act (PPA), the Right to Information Act and the Local Governance Act are the main regulatory frameworks that are in harmony with CoST's *Formal Disclosure Requirement*^a (FDR) containing the items that encourage disclosure of project and contract information at the subnational level.

These legislations also fully support elements of CoST's Infrastructure Data Standards (IDS) and the Open Contracting for Infrastructure Data Standard (OC4IDS) that target disclosure at the subnational level.

The procurement law oversees proactive disclosure of three (3) items during the procurement process:

- i. *proposed procurement notices,*
- ii. *notices of invitation to tender and*
- iii. *contract award information.*

Section 88 of the Local Governance Act encourages the proactive disclosure of information through Public hearing of District Development Plans, Sub-District and Local Action Plans. These plans shed light on projects and programmes, including infrastructure projects, to be implemented by the MMDAs in a plan period.

Furthermore, Sections 3 and 18 of the Right to Information Act clearly provides the protocols for both proactive and reactive disclosure of information by public institutions.

However, the PPA law has non-disclosure clauses in Section 63 regarding evaluation details of tenderers which states "information relating to the examination, clarification, evaluation and comparison of tenders shall not be disclosed to suppliers or contractors or any other not involved

^a FDR is the term used by CoST for the administrative or legal basis that provides the authority and the requirement for procuring entities to disclose project information into the public domain. Establishing the FDR may be completed in stages, by introducing an Interim Disclosure Requirement (IDR) to launch the CoST programme

officially in the examination, evaluation or comparison of tenders or in the decision on which tender should be accepted except as provided in section 28 on the record of procurement proceedings”.

According to protocols developed under the Service Delivery Standards for MMDAs by the Local Government Service, reactive information has to be disclosed within seven (7) working days upon receipt of the request. It lays emphasis on strong client-oriented service delivery by public officers/institutions.

5.0 SITUATIONAL ANALYSES

5.1 Introduction

According to the World Bank, construction is a \$1.7 trillion industry worldwide, amounting to between 5 and 7 percent of GDP in most countries. It accounts for a significant part of global gross capital formation. The OECD forecasts that Africa needs to double the \$80 billion yearly investment by 2030 to have a chance of closing the backlog of public infrastructure. The sector's role in economic development is undeniable –housing, roads, utility networks, schools and clinics are all built assets.

5.2 Disclosure of Project Information & Growing Perception of Corruption

Publicly-funded infrastructure in Ghana is subject to the Public Procurement Act 2003 (as amended in 2016, Act 914) which gives clear procurement guidelines on the award of public contract/works. Over the years, most subnational governments including STMA, have performed well with regards to applying this Act without any serious irregularities. However, information on public infrastructure such as project details, contract award processes and implementation monitoring has been limited and some cases non-existent to the general public which contributes to a growing perception of corruption in forms such as bribery, kickback-taking, collusion, bid rigging and fraud.

These perceptions, albeit real in some cases, have contributed to a growing crisis of trust between citizens and government. According to the Open Government Partnership (OGP), around 70% of citizens in Sekondi-Takoradi metropolis do not understand procurement processes, lack access to project and contract information as well as avenues to seek for interpretation of available data on public infrastructure.

5.3 Openness and Accountability through CoST

As the first subnational member to join CoST International, it comes at a time when STMA wishes to operationalize their Open Government Partnership Subnational Action Plan commitment on *Enhancing Infrastructure Transparency*. This a true example of how CoST helps governments implement their specific commitments in relation to its core features.

5.3.1 Key Achievements of the Programme till Date and Milestones Achieved

Objective	Milestone Achievement	End of Year Target (2019)
To provide oversight and formulate policies to guide the work of the CoST Sekondi-Takoradi Chapter	- 9-member MSG duly formed inaugurated - 5 meetings organized to give strategic and policy direction in implementing the CoST subnational programme	Multi-stakeholder working to advocate and institute reforms in infrastructure delivery
To create a strategic platform for information sharing and joint advocacy with key stakeholders at different levels in the delivery of public infrastructure projects	- Development of draft Disclosure and Assurance Process manual - Development of draft indices to measure impact (M&E Framework) - Development stage of IPPI portal	- Increased access to information on publicly-funded infrastructure projects per CoST standards - Increased compliance with CoST standards and better and sustainable infrastructure projects delivered
To increase visibility of CoST and awareness of the relevance of transparency and accountability in public infrastructure through capacity building of Media Practitioners, CSOs and Community Champions to embrace and report on CoST	- Conducted capacity building training for stakeholders (Government, Private sector, media practitioners, CSOs and community leaders) Government (24 people trained) Private sector (16 people trained) CSO/Media (45 people trained) Community leaders (102 people trained) - Developed visibility materials to sensitize citizens on CoST	Build synergies to form a strong coalition of interest groups capable of influencing policy reforms in the delivery of public infrastructure
To promote transparency, accountability and value for money in the delivery of public infrastructure through increasing access to project data and the interpretation of project data to the citizens	- Conducted capacity building training for 3 prospective assurance professionals on CoST Assurance Process - Engagement of Assurance Team to conduct assurance on 3 high-value infrastructure projects	Increased compliance by PEs with disclosure requirements
To mobilize and build capacity of Procurement Entities (PEs), MSG to embrace CoST, integrate CoST core features in the delivery of public infrastructure in Sekondi-Takoradi	- Conducted capacity building training for PEs to adopt CoST's IDS PEs/ Government(24 people trained) - Conducted capacity building training for MSG on CoST approaches, tools, standards, roles and responsibilities	- Increased number of PEs adopting CoST IDS - Increased effectiveness of the MSG in implementing the subnational programme

5.4 SWOT Analysis

The SWOT shows CoST Sekondi-Takoradi's strength, opportunities, weaknesses and threats towards the achievement of its vision, mission, objectives and set approaches in the contribution towards a better infrastructure delivery. These are internal (strengths, weaknesses) and external (opportunities and threats) factors that could enhance or hinder achieving the vision of CoST Sekondi-Takoradi Chapter.

STRENGTHS - Strong and committed MSG and Secretariat with synergy from OGP forum. - Highly skilled MSG in Monitoring and Evaluation - Cordial relationship amongst the MSG membership (Gov, PS and CSO) - Committed and professional assurance team - Experienced CSOs within the MSG with a track record in implementing successful social accountability programmes. - Strong host institution in Government.	WEAKNESSES - There is no disclosure portal - No Formal Disclosure Requirement - Limited understanding of the CoST core features within the MSG and other stakeholders. - limited sustainability of the social accountability interventions - inadequate capacity (Human and financial) resources
OPPORTUNITIES - Supportive legal and policy framework providing a basis for disclosure some data points of the CoST standard. - Availability of civic spaces for dialogue and information sharing. - About 70% of the citizens in STMA have access and use mobile technology (smart phones) - Citizens interest in social accountability programmes. - Availability of media platforms to discuss issues of national and local interest. - Synergies and partnership with OGP multi-stakeholder forum to strengthen CoST STMA social accountability and advocacy.	THREATS - Citizens apathy on government programmes. - Limited funding and donor fatigue on infrastructure transparency funding. - Changes in the political and policy environment - Lack of understanding/interest of assurance findings leading PEs to disassociate with CoST work. - Transfer of key officials from all sectors on the MSG.

6.0 STRATEGIC OBJECTIVES, OUTCOMES AND INTERVENTIONS

6.1 Strategic Objectives

- By 2025, increase transparency in project and contract data using CoST standards.
- To institutionalize transparency and accountability in public infrastructure investments across 80% of government entities in STMA by 2025.
- By 2025, capacity of state and non-state actors is enhanced to use disclosed data to demand accountability and reforms in public infrastructure service delivery.
- By 2025, establish a strategic platform for information sharing and joint advocacy with key stakeholders at different levels in public infrastructure delivery.

6.2 Strategic Outcomes

- Promote CoST tools and standards to enable disclosure, validation, interpretation and use of infrastructure data.
- Institutionalizing Transparency and Accountability.
- Enhance capacity of state and non-state actors to disclose and use disclosed data to demand accountability and reforms.
- Building on synergies to foster Strategic Partnerships, Joint Advocacy, Learning and Sharing

6.3 Strategic Intervention/Activities

Intervention Area	Objective	Activities
Promote CoST tools and standards to enable disclosure, validation, interpretation and use of infrastructure data	By 2025, increase transparency in project and contract data using CoST standards.	- Conduct a scoping study to assess the level of transparency and use the data as a baseline for advocacy. - Engage Government to enact a law and develop regulations for infrastructure data disclosure – (<i>Formal Disclosure Requirement</i>). - Develop and launch a disclosure portal for infrastructure data. - Train PEs on disclosure of infrastructure data. - Conduct sector level analysis of data disclosure and transparency. - Develop and launch an infrastructure transparency index.
Institutionalizing Transparency and Accountability	To institutionalize transparency and accountability in public infrastructure investments across 80% government entities in STMA by 2025.	- Conduct and publish assurance reports on 7 projects annually - Engage PEs to adopt CoST and implement assurance recommendations - Attract, train, retain and mentor a pull of Assurance Experts - Conduct verification, validation and follow-up on assurance recommendations.
Enhance capacity of state and non-state actors to disclose and	By 2025, capacity of state and non-state actors is enhanced to	- Training for CSOs, media and private sector on disclosed data usage and social accountability

use disclose data to demand accountability and reforms	use disclosed data to demand accountability and reforms in public infrastructure service delivery.	- Training of traditional, religious leaders, assembly members/councilors on CoST features - Training of PEs and Private sector on enhancing business integrity, value for value money in procurement process - Establish, train and mentor a media forum - Train media on investigative journalism and data journalism. - Conduct media engagements – talk shows, social media, press briefs. - Development and popularization of IEC materials (t-shirts, umbrellas, caps, documentaries, features, infographics, assurance reports, scoping study report, newsletter) - Identify and appoint CoST champions across sectors to advocate for the adoption of CoST standards by PEs. - Organize community engagements on assurance findings and other CoST interventions - Organize engagement meeting with key policy bodies to influence policy reforms
Strategic Partnership, Joint Advocacy, Learning and Sharing	By 2025, establish a strategic platform for information sharing and joint advocacy with key stakeholders at different levels in public infrastructure delivery.	- Conduct annual induction of MSG members and CoST secretariat. - Establish strategic alliances with like-minded institutions. - Conduct annual stakeholder engagements at the local level - Conduct stakeholder engagements targeting national level organizations/institutions/ministries/departments/ agencies - Lobbying and advocacy engagements at local and national levels with key stakeholders (political, development partners/donors) - Development of new policies and manuals - Conduct monthly MSG meetings - Conduct monitoring and evaluation and learning retreats - Documentation of CoST work - Awareness and Fund-raising campaigns

7.0 IMPLEMENTATION STRATEGY (2020 – 2025)

Plan actions related to Governance, Disclosure, Assurance, Social Accountability, communications, fundraising and other relevant areas/themes for the plan period.

Theme	Strategies/Activities	Timeframe (2020-2025)						Possible Partners	Responsibility	
		1	2	3	4	5	6			
Objective: <i>By 2025, increase transparency in project and contract data using CoST standards</i>										
Disclosure	Conduct a scoping study to assess the level of transparency and use the data as a baseline for advocacy (local and National level).							TTU/GACC	MSG/Chapter Secretariat	
	Engage Government to enact a law and develop regulations for infrastructure data disclosure – (<i>Formal Disclosure Requirement</i>)							Council Members	MSG/Chapter Secretariat	
	Develop and launch a disclosure portal for infrastructure data (On going).							ICODEGH	MSG/Chapter Secretariat	
	Train PEs on disclosure of infrastructure data							STMA- CSUF/FoN/BSF	MSG/Chapter Secretariat	
	Conduct sector level analysis of data disclosure and transparency.							GII	MSG/Chapter Secretariat	
	Develop and launch an infrastructure transparency index							GII	MSG/Chapter Secretariat	
Objective: <i>To institutionalize transparency and accountability in public infrastructure investments across 80% government entities in STMA by 2025</i>										
Assurance	Conduct and publish assurance reports on 7 projects annually							TTU/Ghana Publishing Company	MSG/CoST Manager/Assurance Team	
	Engage PEs to adopt CoST and implement assurance recommendations							CoST Champion	MSG/CoST Manager/Assurance Team	

Objective: By 2025, establish a strategic platform for information sharing and joint advocacy with key stakeholders at different levels in public infrastructure delivery									
Multi-Stakeholder Working	Conduct annual induction of MSG members and CoST secretariat							RM/IS	MSG/RM/IS
	Establish strategic alliances with like-minded institutions (Organise annual infrastructure conference).							GII/GACC	MSG/RM/IS
	Conduct annual stakeholder engagements at the local level							TTU/ STMA-CSUF/FoN/BSF	MSG/CoST Manager
	Conduct stakeholder engagements targeting national level organizations/institutions/ministries/departments/ agencies							GACC/GII	MSG/CoST Manager/RM/IS
	Lobbying and advocacy engagements at local and national levels with key stakeholders (<i>political, development partners/donors</i>)							CoST Champion	MSG/CoST Manager/RM/IS
	Development of new policies and manuals							RM/IS	CoST Managers, MSG, Host Organisation
	Conduct monthly MSG meetings								MSG/CoST Manager
	Conduct monitoring and evaluation and learning retreats							GII/GACC	MSG/CoST Manager/M&E Expert
	Documentation of CoST work							GNA	CoST Secretariat
	Conduct Awareness and Fundraising campaigns							GNA/STCCI/GII/GACC	MSG/CoST Manager/RM/IS

8.0 MONITORING, EVALUATION, LEARNING AND REPORTING

	Project Objectives	Strategic Outcomes	Key Performance Indicators	Activities	Responsibility	Data Source/ Means of Verification	Critical Assumptions
Overall Goal: To increase transparency and accountability in public infrastructure projects	Objective 1: By 2025, increase transparency in project and contract data using CoST standards	1.1. Increase in data points disclosed by PEs as per CoST standards. 1.2. Increase in number of PEs disclosing project and contract data at the local and national level. 1.3. Government responsiveness on infrastructure transparency.	Percentage increase in contract and project transparency using CoST standards	- Conduct a scoping study to assess the level of transparency and use the data as a baseline for advocacy - Engage Government to enact a law and develop regulations for infrastructure data disclosure – (<i>Formal Disclosure Requirement</i>) - Develop and launch a disclosure portal for infrastructure data - Train PEs on disclosure of infrastructure data - Conduct sector-level analysis of data disclosure and transparency - Develop and launch an infrastructure transparency index	Programme Manager/M&E Officer/ Communication & Data Specialist/MSG/ RM/IS	IPPI portal/ PE website/ Secretariat /Report/Disclosure Manual	- There is sustained political stability in Ghana - CoST-STMA disclosure portal is upgraded and maintained - PEs accept and ready to disclose data - Ability to attract and raise the needed funding for the outlined activities.
	Objective 2: To institutionalize transparency and accountability in public infrastructure investments across 80% government entities in STMA by 2025	2.1. Increase in public infrastructure investments across 80% government entities. 2.2. Reduction in time and cost overruns 2.3. Increase in the level playing field for the private sector/competition in procurement.	Percentage increase in public infrastructure investments across 80% government entities	- Conduct and publish assurance reports on 7 projects annually - Engage PEs to adopt CoST and implement assurance recommendations - Attract, train, retain and mentor a pull of Assurance Experts - Conduct verification, validation and follow-up on assurance recommendations	Programme Manager/M&E Officer/ Communication & Data Specialist/MSG/ RM/IS	IPPI portal/ PE website/ Secretariat/ Assurance Report	- Assurance reports are published on annual basis on 7 projects. - Data on public infrastructure projects are continuously disclosed and used by stakeholders - Built capacity in PEs, Assurance Experts and MSGs is

							sustained over time and scaled-up to national level.
	Objective3: By 2025, capacity of state and non-state actors is enhanced to use disclosed data to demand accountability and reforms in public infrastructure service delivery	3.1 Increase in capacity of state and non-state actors using disclosed data to demand accountability and reforms in public infrastructure service delivery. 3.2 More citizens engaging in infrastructure projects delivery. 3.3 More journalists, CSOs monitoring quality of infrastructure projects. 3.4 More stakeholders demanding for information on infrastructure projects.	Percentage increase in capacity of state and non-state actors using disclosed data to demand accountability and reforms in public infrastructure service delivery	- Training for CSOs, media and private sector on disclosed data usage - Training of traditional, religious leaders, assembly members/councilors on CoST features - Training of PEs and Private sector on enhancing business integrity, value for value money in procurement process - Establish, train and mentor a media forum - Train media on investigative journalism and data journalism - Conduct media engagements – talk shows, social media, press briefs - Development and popularization of IEC materials (t-shirts, umbrellas, caps, documentaries, features, infographics, assurance reports, scoping study report, newsletter) - Identify and appoint CoST champions across sectors to advocate for the adoption of CoST standards by PEs - Organize community engagements on assurance findings and other CoST interventions	Programme Manager/M&E Officer/ Communication & Data Specialist/MSG/ RM/IS	Reports/ Pictures/ Video & Audio Recordings/ IEC & visibility materials/ minute of media forum	- There is sustained political stability at in Ghana. - Active and engaged Civil Society and Industry that demand accountability on resources of spent on public infrastructure projects. - Sufficient space for the media to independently report on the assurance reports and infrastructure projects at the local and national level. - Adequate funding is available for training across the 3 sectors. - CoST-STMA increases its visibility across Ghana.

				- Organize engagement meeting with key policy bodies to influence policy reforms			
	Objective 4: By 2025, establish a strategic platform for information sharing and joint advocacy with key stakeholders at different levels in public infrastructure delivery	4.1 Increase in number of engagements held and issues discussed on public infrastructure projects delivery. 4.2 Adoption of CoST features at the national level 4.3 More reforms introduced and implemented on infrastructure delivery at the local and national level 4.4 Form strategic alliance for learning and sharing at local and international levels	Percentage increase in number of engagements held and issues discussed on public infrastructure projects delivery	- Conduct annual induction of MSG members and CoST secretariat - Establish strategic alliances with like-minded institutions - Conduct annual stakeholder engagements at the local level - Conduct stakeholder engagements targeting national level organizations/institutions/ministries/departments/ agencies - Lobbying and advocacy engagements at local and national levels with key stakeholders (political, development partners/donors) - Development of new policies and manuals - Conduct monthly MSG meetings - Conduct monitoring and evaluation and learning retreats - Documentation of CoST work - Conduct awareness creation and fundraising campaigns	Programme Manager/M&E Officer/ Communication & Data Specialist/MSG/ RM/IS	Minutes of meetings/ Event Reports/Press Releases	- CoST Secretariat complete good quality progress reports on quarterly basis - Adequate funding is available for training across the 3 sectors. - Donor agencies are ready to fund the program

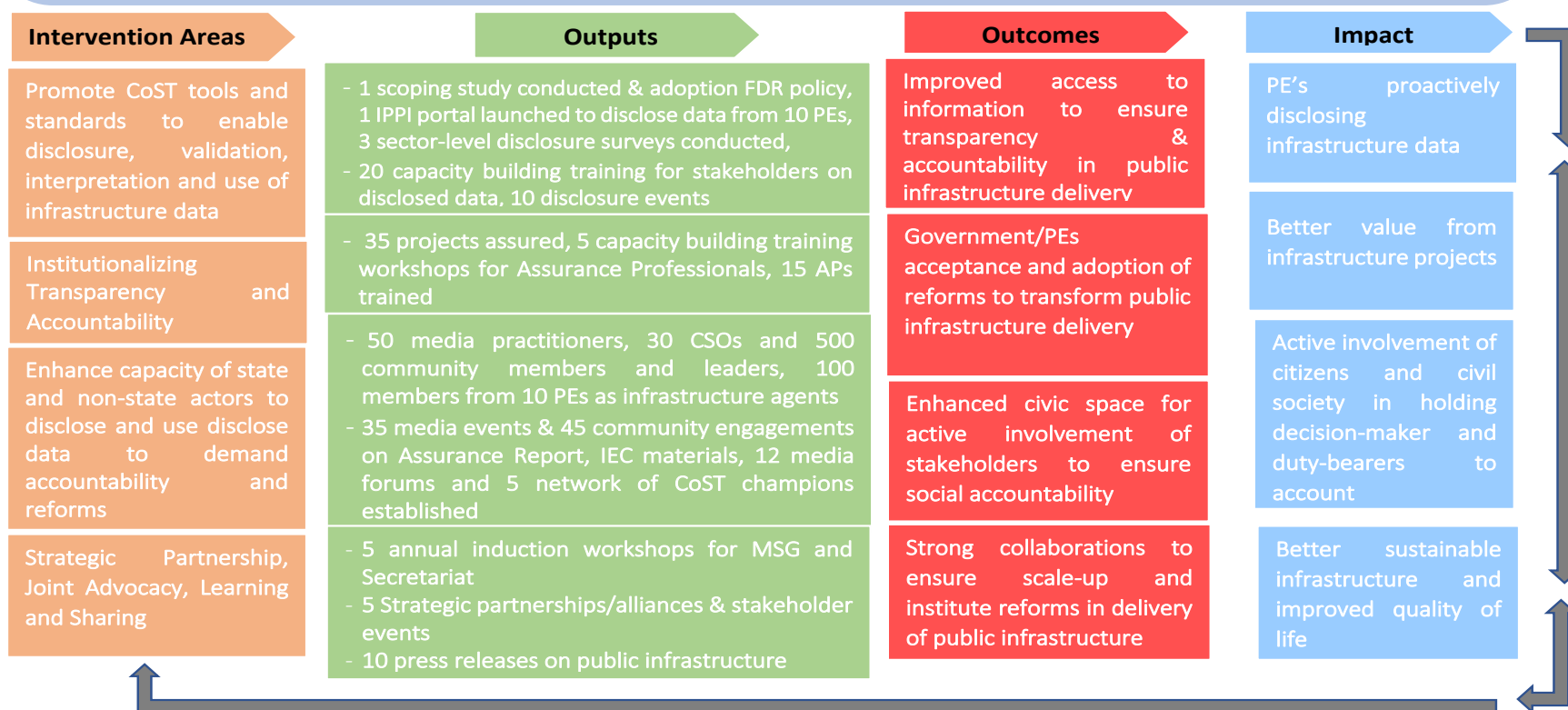
9.0 THEORY OF CHANGE

Vision: Better Lives from Better Infrastructure

Mission: disclose, validate and interpret infrastructure data to empower stakeholders to hold decision-makers to account

Objectives

1. By 2025, increase transparency in project and contract data using CoST standards.
2. To institutionalize transparency and accountability in public infrastructure investments across 80% of government entities in STMA by 2025.
3. By 2025, capacity of state and non-state actors is enhanced to use disclosed data to demand accountability and reforms in public infrastructure service delivery.
4. By 2025, establish a strategic platform for information sharing and joint advocacy with key stakeholders at different levels in public infrastructure delivery.



10.0 BUDGET

Intervention Area	Theme	Strategies/Activities	Timeframe (2020-2025)						Indicative Budget		Responsibility
			1	2	3	4	5	6	GBP (£)	GHS (¢)	
Promote CoST tools and standards to enable disclosure, validation, interpretation and use of infrastructure data	Disclosure	Conduct a scoping study to assess the level of transparency and use the data as a baseline for advocacy (local and National level).							10,000.00	65,000.00	MSG/Chapter Secretariat
		Engage Government to enact a law and develop regulations for infrastructure data disclosure – (<i>Formal Disclosure Requirement</i>)							20,000.00	130,000.00	MSG/Chapter Secretariat
		Develop and launch a disclosure portal for infrastructure data (On going).							2,000.00	13,000.00	MSG/Chapter Secretariat
		Train PEs on disclosure of infrastructure data							18,000.00	117,000.00	MSG/Chapter Secretariat
		Conduct sector-level analysis of data disclosure and transparency							5,000.00	32,500.00	MSG/Chapter Secretariat
		Develop and launch an infrastructure transparency index							15,000.00	97,500.00	MSG/Chapter Secretariat
Institutionalizing Transparency and Accountability	Assurance	Conduct and publish assurance reports on 7 projects annually							52,000.00	338,000.00	MSG/CoST Manager/Assurance Team
		Engage PEs to adopt CoST and implement assurance recommendations							30,000.00	195,000.00	MSG/CoST Manager/Assurance Team
		Attract, train, retain and mentor a pull of Assurance Experts							6,000.00	39,000.00	MSG/Chapter Secretariat
		Conduct verification, validation and follow-up on assurance recommendations							12,000.00	78,000.00	MSG/CoST Manager/Champion
Enhance capacity of state and non-state actors to disclose and use disclosed data to	Social Accountability	Training for CSOs, media and private sector on disclosed data usage (Business integrity).							30,000.00	195,000.00	MSG/Chapter Secretariat
		Training of traditional, religious leaders, assembly members/councilors on CoST features							33,000.00	214,000.00	MSG/Chapter Secretariat
		Training of PEs and Private sector on enhancing business integrity, value for value money in procurement process							15,000.00	97,500.00	MSG/Chapter Secretariat/CoST Manager Regional,

demand accountability and reforms										International secretariat
		Establish, train and mentor a media forum						10,000.00	65,000.00	MSG/Chapter Secretariat
		Train media on investigative journalism and data journalism						15,000.00	97,500.00	MSG/CoST Manager/Consultant
		Conduct media engagements – talk shows, social media, press briefs						18,000.00	117,000.00	CoST Manager Regional Managers/ MSG International secretariat
		Development and popularization of IEC materials (t-shirts, umbrellas, caps, documentaries, features, infographics, assurance reports, scoping study report, newsletter)						30,000.00	195,000.00	CoST manager/ MSG/ RM
		Identify and appoint CoST champions across sectors to advocate for the adoption of CoST standards by PEs						3,000.00	19,500.00	MSG, PEs, CoST manager
		Organize community engagements on assurance findings and other CoST interventions						35,000.00	227,000.00	CoST Manager, MSG, CoST Manager Regional, International secretariat
		Organize engagement meeting with key policy bodies to influence policy reforms						20,000.00	130,000.00	MSG
Strategic Partnership, Joint Advocacy, Learning and Sharing	Multi-Stakeholder Working	Conduct annual induction of MSG members and CoST secretariat						18,000.00	117,000.00	MSG/RM/IS
		Establish strategic alliances with like-minded institutions (Organise annual infrastructure conference).						25,000.00	162,000.00	MSG/RM/IS
		Conduct annual stakeholder engagements at the local level						30,000.00	195,000.00	MSG/CoST Manager
		Conduct stakeholder engagements targeting national level organizations/ institutions/ministries/departments/ agencies						25,000.00	162,500.00	MSG/CoST Manager/RM/IS
		Lobbying and advocacy engagements at local and national levels with key stakeholders (political, development partners/donors)						20,000.00	130,000.00	MSG/CoST Manager/RM/IS

		Development of new policies and manuals							10,000.00	65,000.00	CoST Managers, MSG, Host Organisation
		Conduct monthly MSG meetings							54,000.00	351,000.00	MSG/CoST Manager
		Conduct monitoring and evaluation and learning retreats							18,000.00	117,000.00	MSG/CoST Manager/M&E Expert
		Documentation of CoST work							10,000.00	65,000.00	CoST Secretariat
		Conduct awareness creation and fundraising campaigns							12,000.00	78,000.00	MSG/CoST Manager/RM/IS
<i>TOTAL</i>									<i>601,000.00</i>	<i>3,905,000.00</i>	

11.0 STAKEHOLDER MAPPING

No	Stakeholder Name	Impact/interest How much does the project impact them? (<i>Low, Medium, High</i>)	Influence/Power How much influence do they have over the project? (<i>Low, Medium, High</i>)	What is important to the stakeholder?	How much could stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder
1.	MMDA's	High	High	1. Immediate execution of infrastructure projects to avoid overruns. 2. Disclosure of data of infrastructure projects by PEs.	1. Providing the political will and the implementation of the Strategic Plan 2. Help in the enactment of law and develop regulations for infrastructure data disclosure - FDR	1. Failure of the local government representatives to fully participate in MSG meetings and Assurance report presentation and discussions 2. Withdraw from the Multi-Stakeholder Group	1. Arrange for an inception meeting with the management team which includes the Metro Chief Executive and the Director of the Assembly to discuss the effective implementation of the Strategic Plan and get their buy-in for the implementation. 2. Identify key members of the Assembly to be part of the Multi Stakeholder Group (MSG) 3. Have regular meetings to provide update on implementation process and get feedback
2	Private Sector	High	High	1. Free and fair market competition and profit making 2. Trusted Government institution	1. Help build trust to reduce/prevent corruption in the procurement process	1. Refusal to participate in procurement process if there is unfair market competition 2. Non participation	1. Promote and Create enabling environment for fair market competition 2. Identified to be part of the MSG and giving roles to help promote free and fair competition

				3. Active participation of citizens in decision making around in relation to CoST. 4. Access to disclosed data on infrastructure projects to help demand for accountability.	2. Contribute to Community engagement and mobilization	in the Multi-Stakeholder Group meetings. 3. Refusal to support community mobilization and engagement	3. Co-facilitate awareness creation through workshops and meetings.
3	Media	High	High	1. Active participation of the media in awareness creation about CoST 2. Creation of a Media Forum by the MSG to help project CoST in STMA	1. Organize media engagement 2. Report frequently on infrastructure projects using disclosed data. 3. Use disclosed data to demand for accountability	Refusal to engage in infrastructure journalism and data journalism	Identified to be part of the MSG and the implementation process and giving roles to develop awareness creation strategy through news bulleting and documentaries
4	CSOs	High	High	Active participation of citizens in decision making around in relation to CoST	Organize Community engagement and mobilization	1. Non-participation in the Multi-Stakeholder Group meetings 2. Refusal to support community mobilization and engagement	1. Identified to be part of the MSG and giving roles to co-develop community engagement strategy 2. co-facilitate awareness creation through workshops and meetings.
				1. Train them on CoST features	1. Active participation in community engagements 2. Help in the mobilization of		Identify and appoint CoST champions among the

5	Traditional Leaders	High	High	2. Organize community engagements on assurance findings and other CoST interventions	community members for community engagements 3. Use disclosed data to demand accountability	Refusal to support community mobilization and engagement	traditional leaders to advocate for the adoption of CoST standards by PEs
6	Community Leaders	High	High	1. Train them on CoST features 2. Organize community engagements on assurance findings and other CoST interventions	1. Active participation in community engagements 2. Help in the mobilization of community members for community engagements 3. Use disclosed data to demand accountability	Refusal to support community mobilization and engagement	Identify and appoint CoST champions among the community leaders to advocate for the adoption of CoST standards by PEs
7	Citizens	High	High	Organization of engagements through meetings with them to create awareness on CoST	Active participation in community engagements	Refusal to attend community meetings and workshops on CoST.	Have regular meetings and trainings on CoST core features so that they can demand for accountability from PEs.

12.0 DONOR MATRIX

Donor	Focus areas	Type of funding	Means of inquiry	Contacts
DFID Ghana	Interested in infrastructure development and good governance, service delivery.	To send an inquiry email on opportunity for a meeting to discuss any funding opportunities	- Seek for support in implementation of CoST programme - Seek for recommendations to possible donors - Invitation to meetings	Tel: 0302211490, 0302253243 Email: ghana-enquiries@dfid.gov.uk
WORLD BANK	- Interested in data disclosure - Transparency and service delivery	No provision for funding indicated on the website	- Invitation to meetings - Inquiries on possible avenues for funding	Kennedy Fosu Tel: +233-30-221-4142 Email: kfosu@worldbank.org
ASIAN DEVELOPMENT BANK	- Infrastructure - Social Development - Policies and Strategies	No provision for funding indicated on the website	- Response to calls for proposals	+63 2 8632 4444
AFDB	The main objective of the AFDB is to improve living conditions in the continent through various initiatives. - Infrastructure - Energy and power - Gender		- Check –in email - Request for audience to present CoST - Invitation to meetings/activities	Mr. Yero Baldeh Country Manager Tel:+(233) 302 66 28 18 / +(233) 302 66 28 55
AFD	- Health - Education - Rural and Urban Development Initiative - Infrastructure	- Grants	- Check –in email	Tel: +233(0) 21-778755/56 Email: AFDAccra@gh.groupe-afd.org
UNDP	- Inclusive effective governance - Sustainable inclusive economic development - Gender equality and women empowerment	To establish a relationship on transparency and accountability in public infrastructure	- Request for audience to present CoST - Invitations to meetings - Share about CoST	Tel: +233 302 215670-08 Mail: registry.gh@undp.org

USAID	- Community initiatives by fostering participatory development planning and improving the operations of multiparty local councils. As a result, citizens are participating more actively in local government planning and budgeting processes, leading to more open and transparent approval and execution of district budgets	Provision for unsolicited proposals	- Request for a partnership meeting to introduce CoST. - Invite for activities - Send a relationship email	https://www.usaid.gov/work-usaid/get-grant-or-contract/unsolicited-proposals
EU	- Economic growth - Human rights and democratic governance - Infrastructure - Information and communication technology - Transport - Environment - Energy	Grants, calls for proposals	- Response to calls for proposals - Letter of inquiry	https://ec.europa.eu/europeaid/about-funding_en https://ec.europa.eu/europeaid/funding/about-funding-and-procedures/how-do-we-offer-funding_en`
Transparency International	Interested in Disclosure of information and exposure of corruption	- Grants, calls for proposals - Provision for unsolicited proposals	- Response to calls for proposals - Letter of inquiry	www.transparency.org
STAR-Ghana	Interested in Empowering Citizens to participate in decisions and raise concerns	Grants, calls for proposals	- Response to calls for proposals - Letter of inquiry	www.star-ghana.org
TAI	Interested in Empowering Citizens to hold their governing institutions to account	- Grants, calls for proposals - Provision for unsolicited proposals	- Response to calls for proposals - Letter of inquiry	www.transparency-initiative.org

Open Contracting Partnership	Open data/disclosure	- Grants, calls for proposals - Provision for unsolicited proposals	- Response to calls for proposals - Letter of inquiry	www.open-contracting.org
Hivos	Social Change and Innovation	- Grants, calls for proposals - Provision for unsolicited proposals	- Response to calls for proposals - Letter of inquiry	www.hivos.org