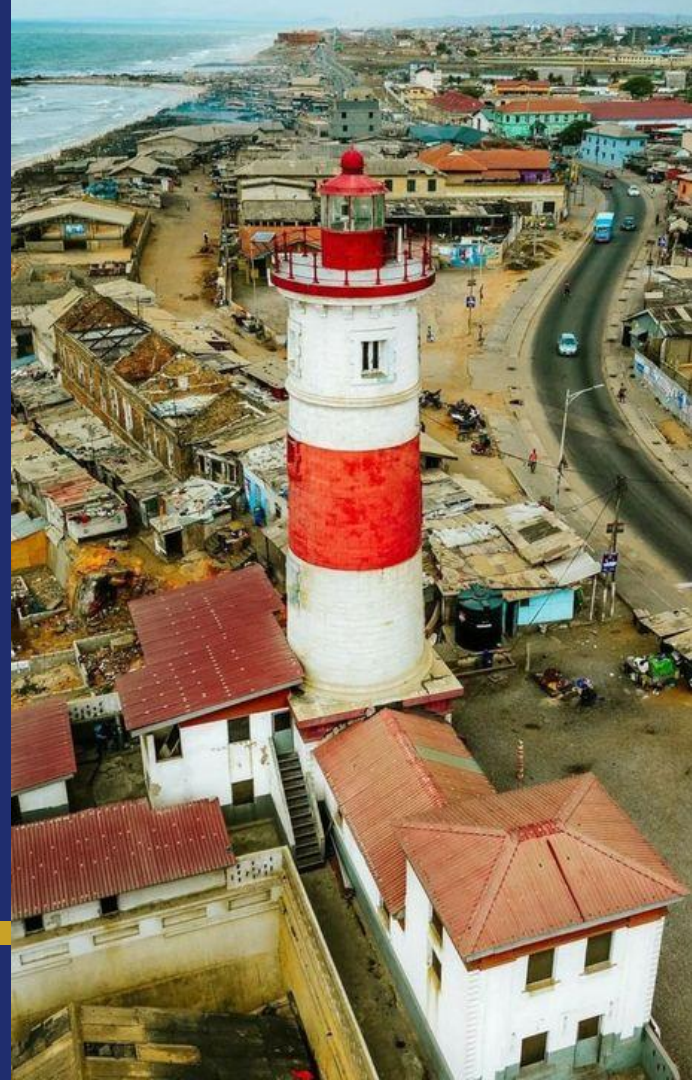


Ghana Infrastructure

Report Card 2026



About This Report Card



What It Is

An engineering profession's public accountability tool.

Ghana's second national infrastructure report card.

Assessing 8 sectors against 8 criteria on an A–F scale.



Who Was Surveyed

Over 900 respondents in all 16 regions of Ghana.

Respondents: Engineers, administrators, infrastructure related professionals, and the general public.



Why It Matters

Give citizens, policymakers, and parliament an honest, evidence-based picture of national infrastructure.

To hold decision-makers accountable.



GhIE

GHANA INSTITUTE OF ENGINEERING

Objectives of the 2026 Report Card

Why GhIE published this assessment and what it is designed to achieve?



Provide an Honest Assessment

Deliver an authoritative, evidence-based, technically rigorous grading of each sector against eight criteria, independent of political affiliation, using the A-to-F GPA methodology.



Expand the Scope

Grow the assessment from 3 sectors (2016) to 8 sectors, providing Ghana's first holistic national infrastructure audit covering roads, power, water, railway, aviation, telecom, health, and education.



Empower Citizens and Policymakers

Give every Ghanaian, engineer or not, a clear, accessible account of infrastructure performance. A grade requires no technical background to understand. That is precisely the point.



Identify Cross-Cutting Failures

Surface systemic issues, funding governance, absent maintenance culture, climate risk, and weak private sector participation, that no single sector can solve on its own.



Drive Accountability and Action

Make the findings public so that Parliament, government agencies, development partners, and citizens can demand implementation of recommendations and hold decision-makers to account.



Track Progress Over Time

Enable direct comparison with the 2016 baseline to measure whether infrastructure has improved, stagnated, or deteriorated over the decade, giving change a grade, not just a narrative.



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How We Graded Ghana's Infrastructure



Capacity

Can the system meet current and future demand?



Operation & Maintenance

Are agencies maintaining assets to required standards?



Condition

What is the physical state of the infrastructure?



Public Safety

Is the public's safety at risk from infrastructure failure?



Funding

Does available funding match identified need?



Resilience

Can the system withstand and recover from shocks?



Future Need

Is funding aligned to long-term infrastructure needs?



Innovation

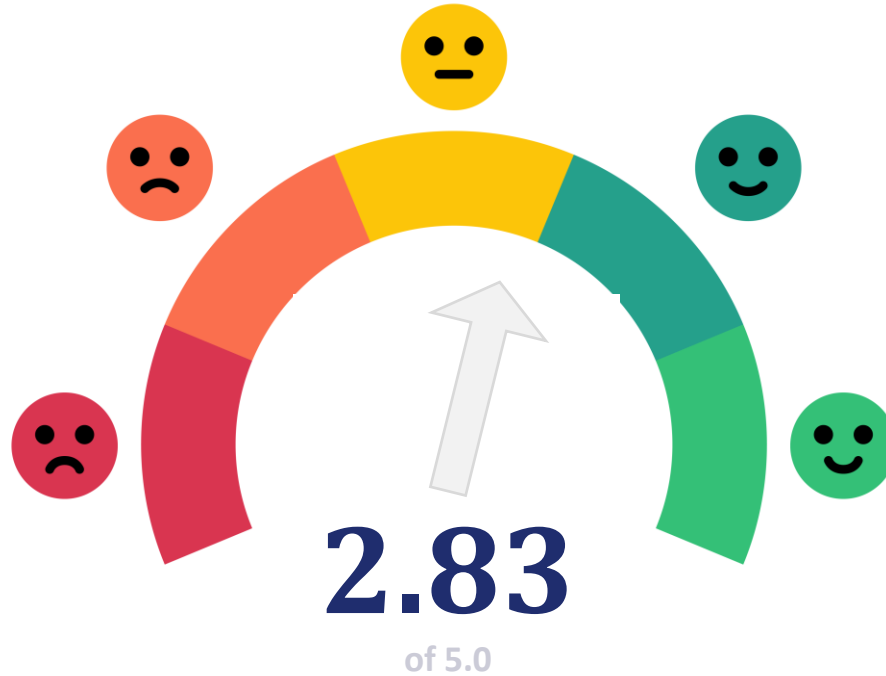
Are new technologies and methods being applied?

Understanding the Grade Scale

A	4.50–5.00 90–100%	Exceptional	Generally excellent; new or recently rehabilitated; resilient; meets modern standards.
B	4.00–4.49 80–89%	Very Good	Good to excellent; minor deterioration; safe and reliable with minimal risk.
C	3.50–3.99 70–79%	Good	Fair to good; deterioration requires attention; some significant deficiencies.
D	2.55–3.49 51–69%	Fair	Generally poor to fair; significant deficiencies; increasing vulnerability to risk.
E	1.68–2.54 40–50%	Poor	Mostly below standard; many elements at end of service life; risk of failure.
F	< 1.67 < 40%	Very Poor	Unacceptable condition; widespread deterioration; imminent failure.



Overall Score



57% | Grade D3

Overall Scorecard: 2026 vs 2016

Overall Score: 2.83 / 5.00 (57%) — Grade D3

▲ C3 71%

Aviation

Score: 3.57

▲ from



▲ D1 66%

Electric Power

Score: 3.29

▲ from D2



Electricity Company of Ghana



Overall Scorecard: 2026 vs 2016

Overall Score: 2.83 / 5.00 (57%) — Grade D3

▼ **E1 50%**

Roads

Score: 2.48

▼ from D3



DEPARTMENT OF FEEDER ROADS
Republic of Ghana



**Department of
Urban Roads**



▼ **D3 53%**

Potable Water

Score: 2.67

▼ from D3



**COMMUNITY WATER AND
SANITATION AGENCY (CWSA)**



**Water
Resources
Commission**

Overall Scorecard: 2026 vs 2016

Overall Score: 2.83 / 5.00 (57%) — Grade D3

D1 64%

Telecommunications

Score: 3.21

New 2026



D3 52%

Education

Score: 2.6

New 2026



Ghana Education
Service (GES)



Ghana Education
Trust Fund



Overall Scorecard: 2026 vs 2016

Overall Score: 2.83 / 5.00 (57%) — Grade D3

E1 49%

Health

Score: 2.44

New 2026



MINISTRY OF HEALTH
REPUBLIC OF GHANA



GHANA HEALTH
SERVICE



NATIONAL HEALTH
INSURANCE AUTHORITY



FOOD AND DRUGS
AUTHORITY



NURSING AND MIDWIFERY
COUNCIL



PHARMACY COUNCIL
OF GHANA



MEDICAL AND DENTAL
COUNCIL OF GHANA



NATIONAL AMBULANCE
SERVICE

E1 48%

Railway

Score: 2.4

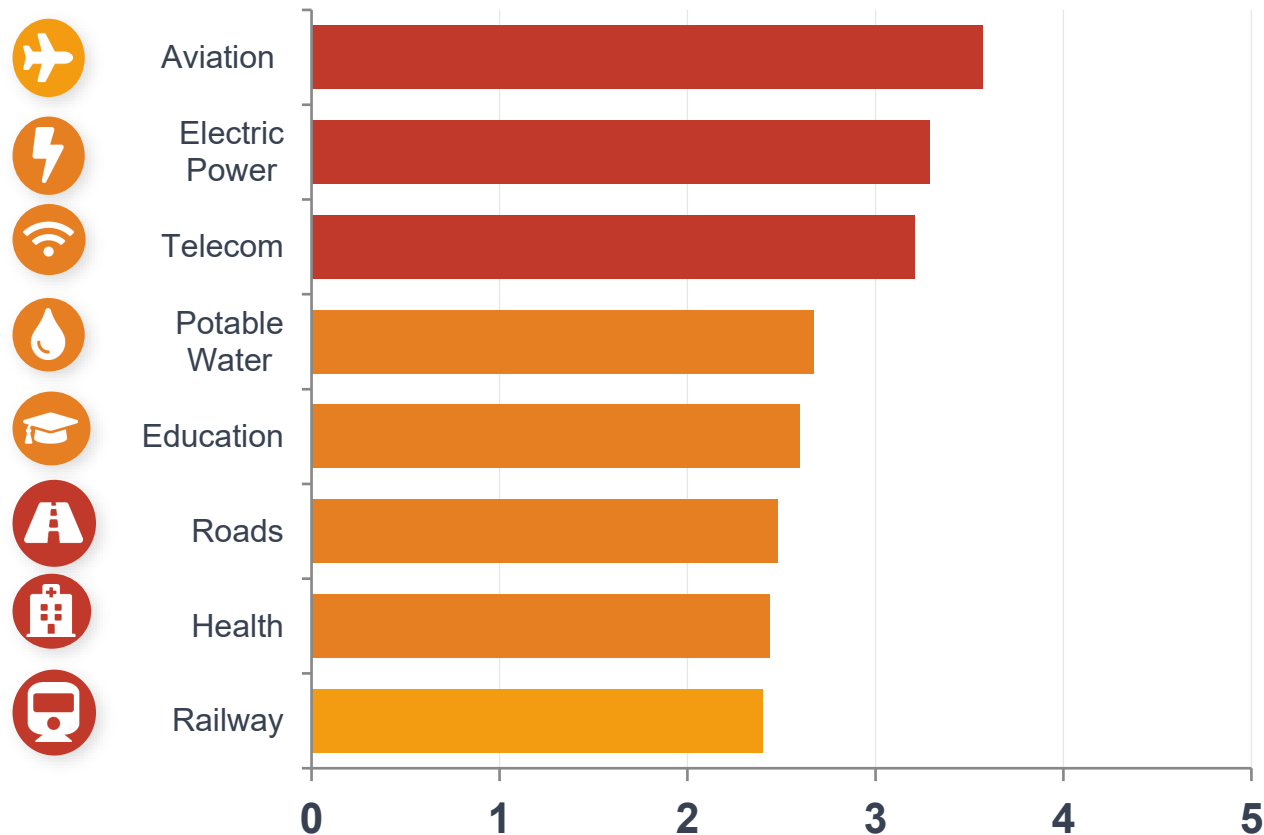
New 2026



MINISTRY OF TRANSPORT
REPUBLIC OF GHANA



Sector Scores at a Glance



Best Sector
C3 Aviation (71%)

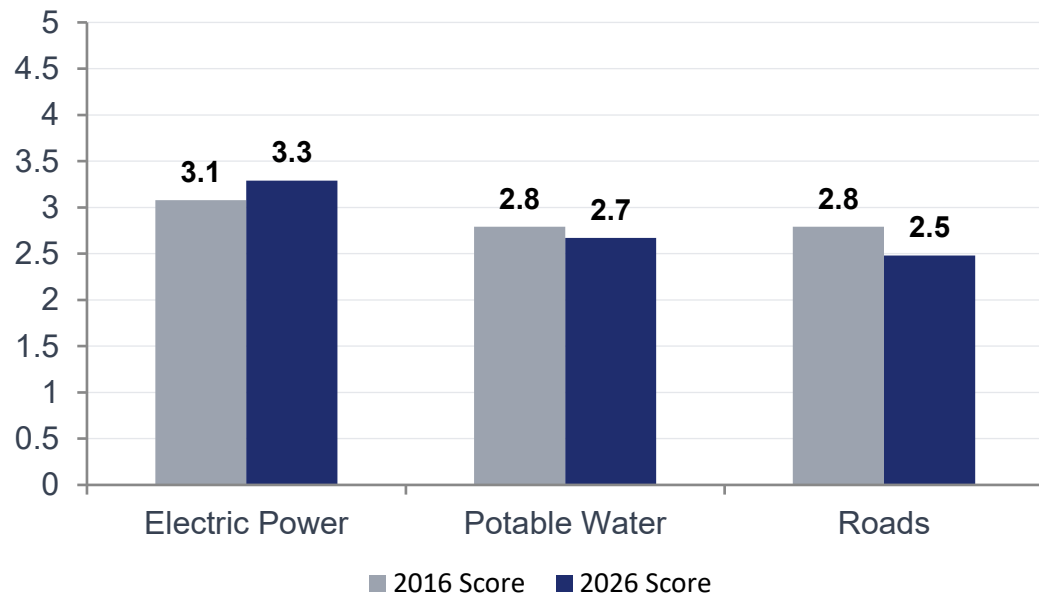
Worst Sectors
E1 Roads / Health / Railway
D3 minimum 2.55

Sectors Improved
2 vs 2016 baseline

Grade Declined
1 Roads: D3 → E1

A Decade of Change: 2016 vs 2026

Three sectors assessed in both editions — tracking progress, stagnation, and decline



Electric Power

D2 (62%) → D1 (66%)

Capacity +45%. O&M reached C3, highest single criterion in the Report Card.



Potable Water

D3 (56%) → D3 (53%)

Coverage improved to 88% but NRW stuck at 50%. Funding fell to E1.



Roads

D3 (56%) → E1 (50%)

Most alarming decline. Crossed from Fair into Poor. Arrears grew 11.3x.

The 3-sector composite declined from 2.89 (58%) in 2016 to 2.81 (56%) in 2026. Only Electric Power improved its letter grade. Roads crossed from D (Fair) into E (Poor), the most significant deterioration in this Report Card.



Aviation, Grade C3 (71%), GOOD, Best Performing Sector

AIA Terminal 3 world-class; FAA Category 1 rating ; Zero accidents since 2018; 40% funding gap ahead

5 of 8

Criteria scored
at Good (C) level

0

Major accidents
since 2018

C3

Best sector in
the Report Card

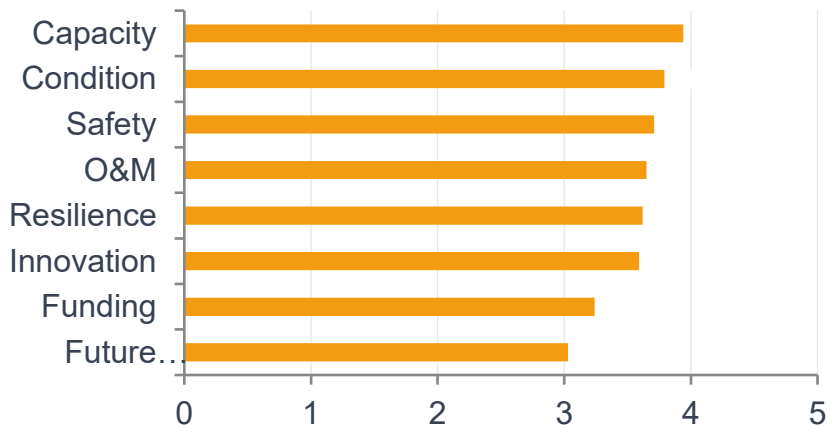
71%

Overall score
3.57 / 5.00

USD 1.2B

Investment needed
by 2035

Aviation — All 8 Criteria Scores (Grade C3)



3.8M passengers at AIA (2024)

85,000 aircraft movements. Over 25 international airlines. AIA Terminal 3 in excellent condition, modern HVAC, baggage handling, boarding gates.



FAA Category 1 Rating maintained

ICAO safety audit scores above 70% across most implementation areas. Zero major accidents since 2018.



40% funding gap for 2024-2027

Annual capital allocation less than 60% of identified need. USD 1.2B required by 2035. Kumasi runway too short for full international operations.



Aviation: What Needs to Be Done

Five priority actions, Kumasi runway, funding gap, NAVAIDs, staff retention, and green aviation

- 1 Complete and operationalise the Kumasi runway extension to enable full international operations and relieve AIA congestion.
- 2 Close the 40% medium-term funding gap (2024-2027) through structured PPP agreements and sovereign-backed instruments.
- 3 Implement a lifecycle replacement programme for ageing NAVAIDs at all regional airports with a funded, published schedule.
- 4 Develop retention strategies and competitive compensation frameworks for highly skilled aviation technical professionals.
- 5 Advance the Green Airport framework and Sustainable Aviation Fuel adoption roadmap in partnership with ICAO and IATA.





Electric Power ,Grade D1 (66%), FAIR, Improved from D2 in 2016

Most improved sector, Capacity +45% ,Access 88% ,O&M reached C3 ,Structural vulnerabilities remain

+45%

Capacity growth
2016 to 2024

88%

National
electrification

15%

Reserve margin
(min 18% needed)

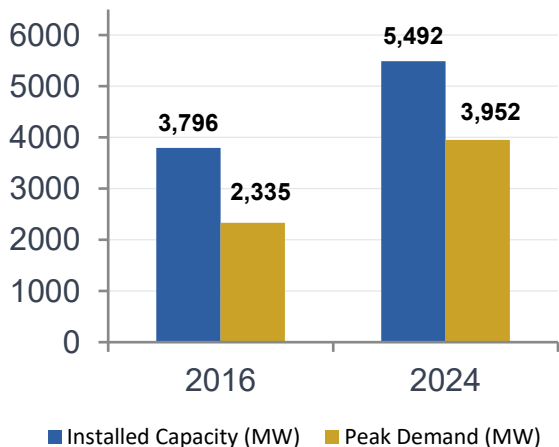
C3

O&M, Highest score
in entire report

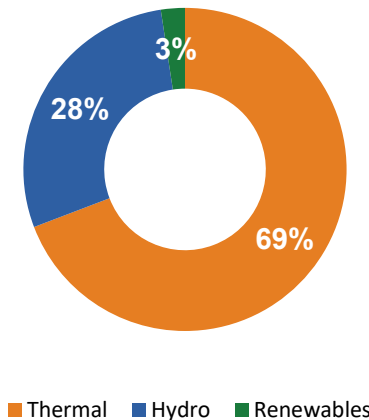
28.56%

Frequency in
acceptable range

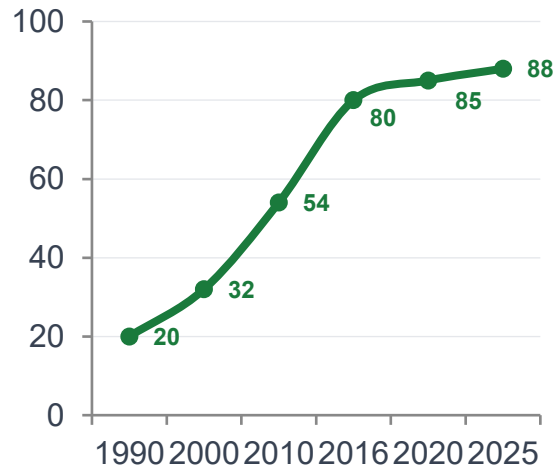
Capacity & Demand (MW)



Generation Mix 2024



Electrification Access (%)





Electric Power: What Needs to Be Done

Priority actions to protect gains and address remaining structural vulnerabilities

- 1 Urgently address ECG's financial fragility through tariff reform and measurable operational efficiency improvements.
- 2 Secure an additional 1,200 MW of generation capacity by 2028 to achieve the required 18% reserve margin.
- 3 Improve gas supply reliability through diversification, domestic Sankofa/AGPP gas and LNG import options.
- 4 Complete the 330 kV Accra-Kumasi transmission line and upgrade the Northern corridor grid.
- 5 Develop and publish a credible renewable energy transition roadmap incorporating solar, wind, and pumped hydro storage.





Telecommunications, Grade D1 (64%), FAIR

Ghana's strongest growth sector, Mobile penetration 116%, IoT +64% YoY, Fixed broadband a critical gap

116%

Mobile voice
penetration rate

26.13M

Mobile data
subscriptions

+54%

Data traffic
growth YoY

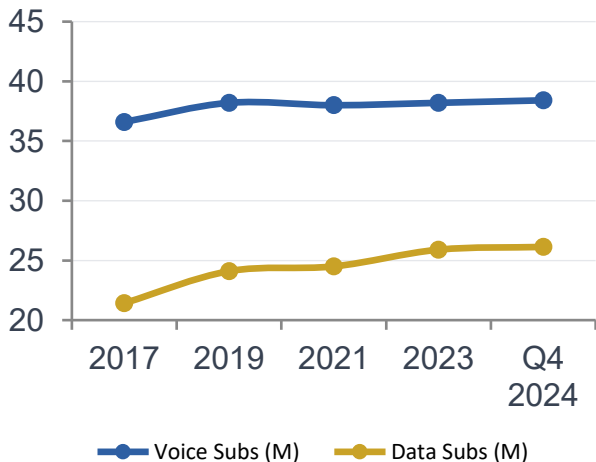
85%

MTN data traffic share, extreme
concentration

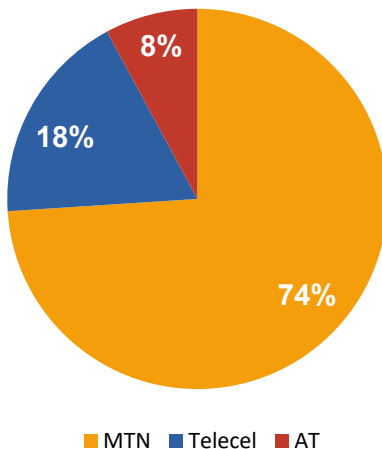
0.38%

Fixed broadband
Penetration, critical gap

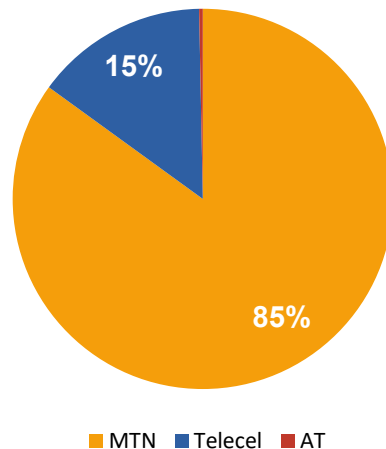
Mobile Subscriptions (Millions)



Voice Market Share Q4 2024



Data Traffic Share Q4 2024





Telecommunications: What Needs to Be Done

Five priority actions, competition, fixed broadband, 5G, affordability, and digital public services

- 1 Address MTN's extreme market dominance (85% data traffic) through NCA competition policy and wholesale access frameworks.
- 2 Aggressively develop fixed broadband, fibre-to-the-home and fixed wireless, to move beyond 0.38% penetration.
- 3 Accelerate 5G spectrum allocation with clear timelines, coverage obligations, and rural inclusion requirements.
- 4 Implement data affordability frameworks including social tariff programmes for low-income users.
- 5 Link national digital infrastructure investment explicitly to education, health, and e-government service delivery.





Potable Water, Grade D3 (53%), FAIR

Coverage improving but supply gap widening, NRW at 50% for a decade, Galamsey a growing threat

55%

Supply meets 55%
of daily demand

50%

NRW — lost before
customers

88%

Basic national
water coverage

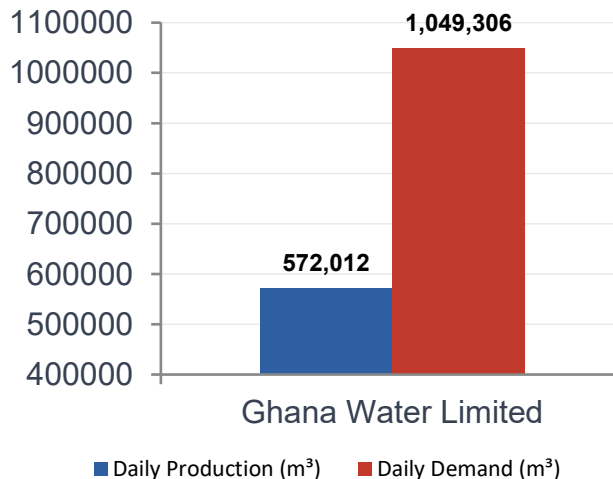
3.7M

People lacking
basic water access

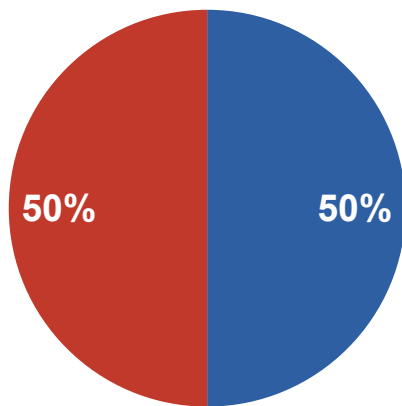
E1

Funding criterion
(was D3 in 2016)

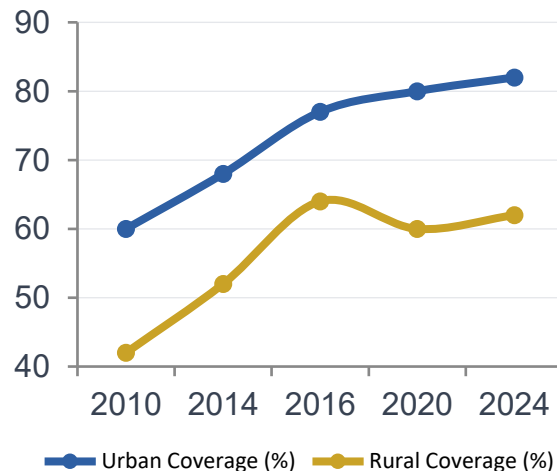
Daily Supply vs Demand (m³/day)



Non-Revenue Water — 50% Lost



Water Coverage Trend (%)





Potable Water: What Needs to Be Done

Six priority actions, closing the supply gap, cutting losses, and protecting source water

1

Expand GWL production and distribution capacity urgently to close the 45% daily supply-demand gap.

2

Implement a National NRW Reduction Programme targeting below 25% within five years ,with quarterly public reporting.

3

Protect water resource bodies from galamsey and industrial pollution through coordinated inter-agency enforcement.

4

Improve GWL operational efficiency and cost recovery while protecting low-income consumers through lifeline tariffs.

5

Establish a national water asset register to support evidence-based O&M planning and capital renewal.

6

Fast-track rural and small towns water supply sector reforms to ensure sustainability of existing systems.





Education, Grade D3 (52%), FAIR

Free SHS drove enrolment without matching infrastructure, 1 million desk deficit, US\$2B financing gap

1M+

School desk deficit
by 2021

40%

Pupils without
a desk

↓10.9%

Education share of
spending (was 17.9%)

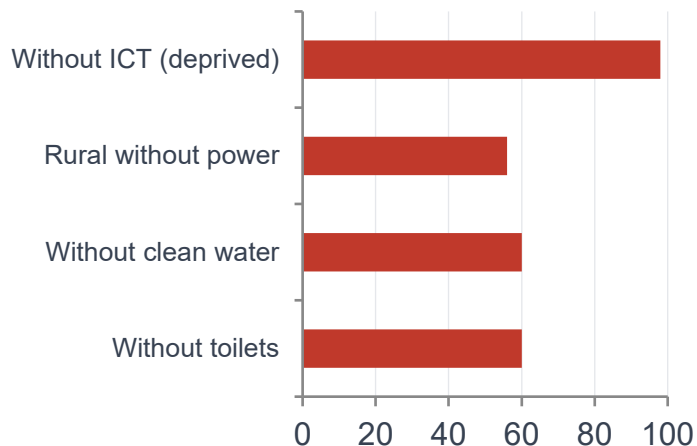
10%

Education spend
on infrastructure

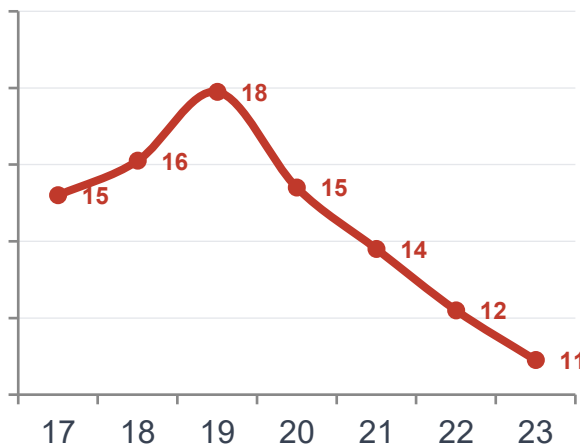
US\$2B

Financing gap
to meet SDG4

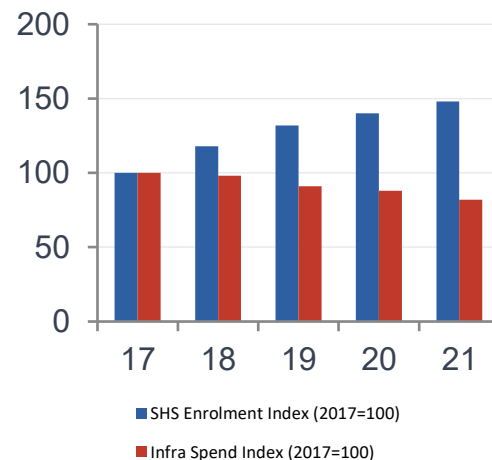
% of Schools Lacking Facility



Education Share of Govt Spending (%)



Enrolment vs Infra Spend

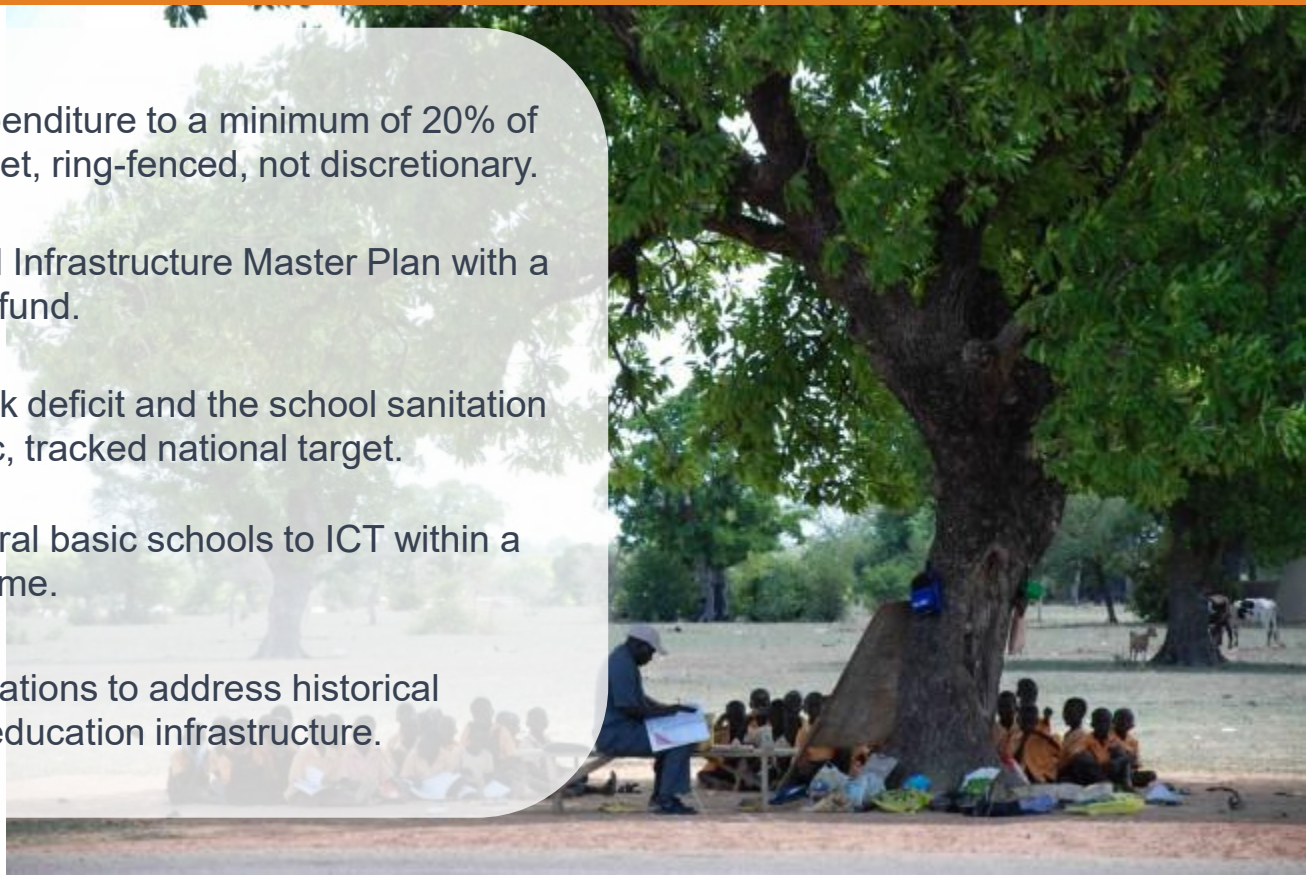




Education: What Needs to Be Done

Five priority actions, funding, infrastructure plan, desks, ICT, and GETFund reform

- 1 Increase infrastructure expenditure to a minimum of 20% of the annual education budget, ring-fenced, not discretionary.
- 2 Develop a National School Infrastructure Master Plan with a dedicated implementation fund.
- 3 Eliminate the 1-million-desk deficit and the school sanitation crisis by 2028 as a specific, tracked national target.
- 4 Electrify and connect all rural basic schools to ICT within a clear, time-bound programme.
- 5 Rebalance GETFund allocations to address historical underinvestment in basic education infrastructure.





Roads and Bridges, Grade E1 (50%), POOR

Declined from D3 (2016) to E1 (2026), Most alarming trend in the Report Card

11.3x

Arrears increase
2016 to 2024

GH¢17.75B

Combined contractor
arrears 2024

27%

Paved network
(73% unpaved)

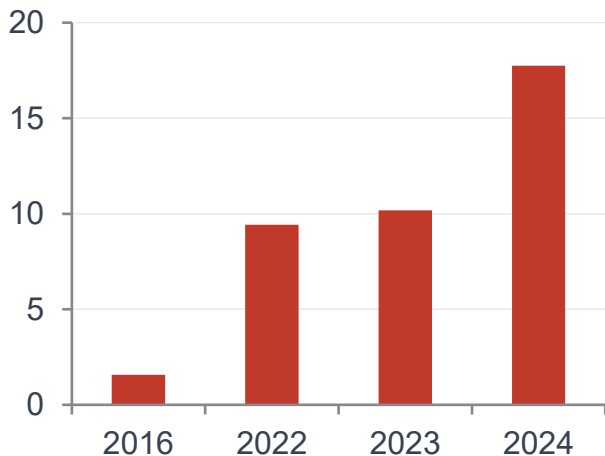
E2

Public Safety score
Lowest in report

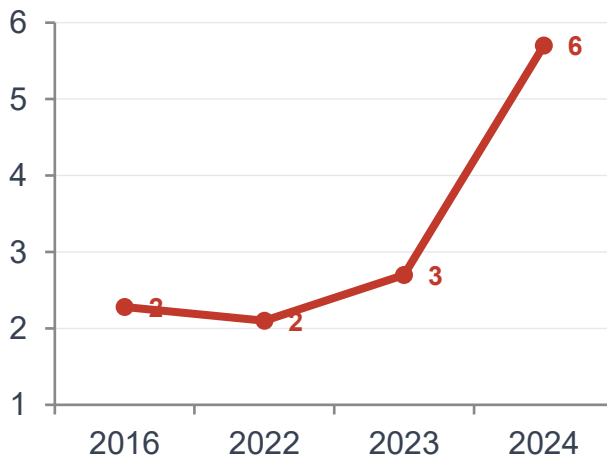
5.7%

Overloading 2024
vs 2.28% in 2016

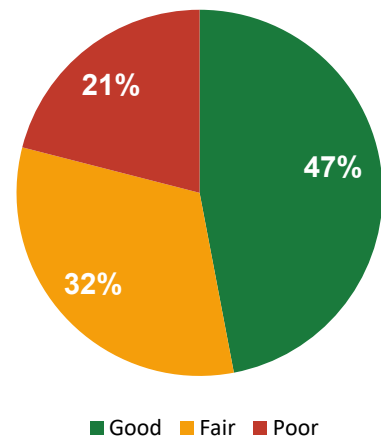
Contractor Arrears (GH¢ Billion)



Avg Overloading Incidence (%)



Road Condition Mix 2024





Roads: What Needs to Be Done

GhIE 53rd Presidential Address : 'Do It Well, Do It Right: A Focus On Roads In Ghana' ,19th February 2026

Funding & Finance

- Implement LI 2411 (Public Investment Management Regulations): award only projects with confirmed budget lines.
- MoF to assume responsibility for GH¢17.75B contractor arrears and negotiate structured settlements.
- Relieve RMTF of all non-maintenance obligations; increase fuel levy to the equivalent of US\$0.10 per litre.

Axle Load Control & Safety

- Modernise axle load enforcement with weigh-in-motion bridges; mandate compliance certificates at ports and quarries.
- Require compliance certificates from ports and heavy industries for all loaded trucks leaving premises.
- All major road projects must be preceded by feasibility study, engineering design, EIA, and peer review.

Asset Management & Data

- Implement NRA managed integrated road inventory and condition database nationwide.
- Fully deploy WIGRAMS across all implementing agencies. Move towards Asset Preservation
- MMDA Roads Departments to take full responsibility for urban road asset management.

Governance & Urban Transport

- Separate policy, asset management, and service delivery under the NRA Act 2024 (Act 1118).
- Mandate 90% open competitive tendering for all MDA/MMDA road procurement.
- Invest in BRT for Accra and Kumasi; prepare long-term urban transport masterplans for major cities.



Health, Grade E1 (49%), POOR, First time assessed

Enters the Report Card at E1, Critically underfunded, Catastrophic household health expenditure growing

1:8,000

Doctor to patient
ratio

1:84,000

Ambulance to
population ratio

5%

Primary facilities
fully equipped

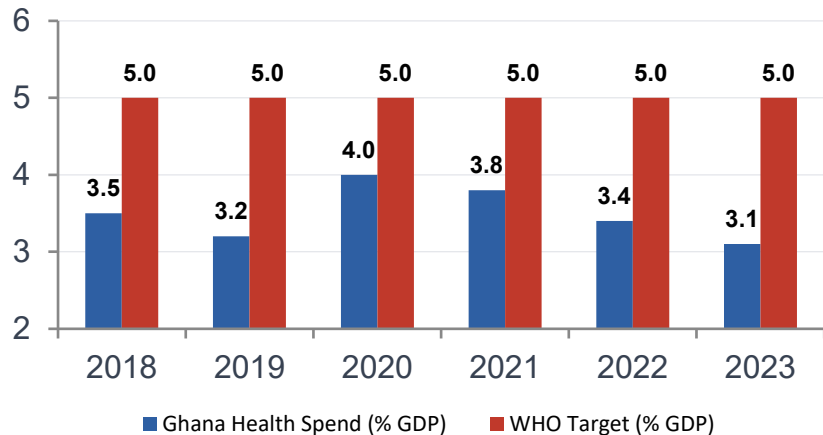
11.45%

Households: catastrophic
health bills (2022/23)

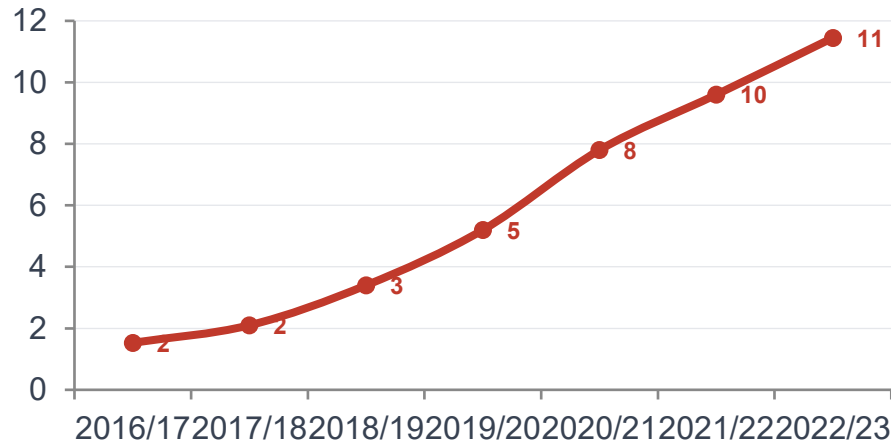
61%

Capital budget
under-executed

Health Expenditure vs WHO Target (% GDP)



Households Facing Catastrophic Health Expenditure (%)





Health: What Needs to Be Done

Five priority actions, funding reform, Agenda 111, workforce, CHPS, and innovation

- 1 Increase health expenditure toward the WHO's 5% of GDP target through a dedicated, protected multi-year budget line.
- 2 Prioritise completion of existing uncompleted hospitals as a national emergency, revised realistic schedule, secured financing.
- 3 Implement a healthcare worker retention strategy: rural postings incentives, professional development, competitive pay.
- 4 Expand CHPS compound coverage and equip all primary facilities with basic examination tools by 2030.
- 5 Scale up the Zipline drone delivery model and integrate Electronic Health Records across the CHPS system.

1 Emergency & Diagnostics



Railway, Grade E1 (48%), POOR. Lowest Scoring Sector

149 of 947 km operational ,Tema-Mpakadan commissioned Nov 2024 but non-operational as of mid-2026

E1

Grade, lowest
sector overall

16%

Network
operational

89%

Delivery gap on
passenger target

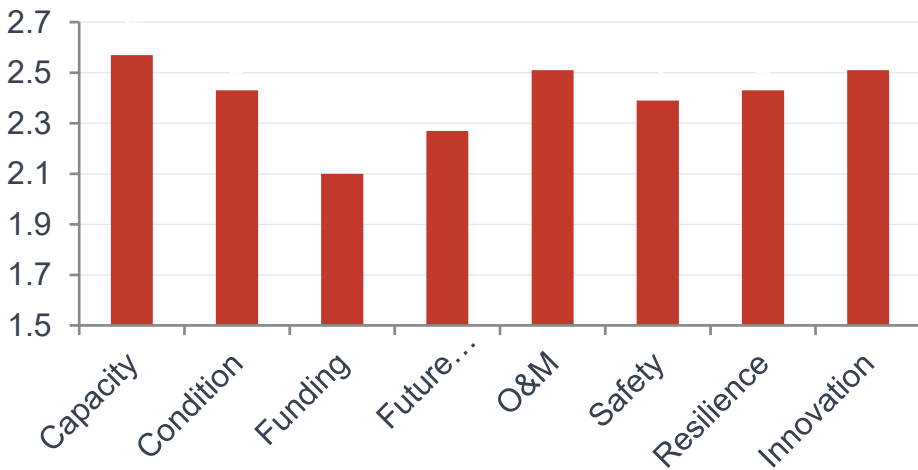
E2

Funding criterion, lowest possible

US\$447M

Tema-Mpakadan cost, trains not running

Railway : All 8 Criteria Scores (Grade E1)



149 of 947 km operational (16%)

Only the Western Line manganese freight service, Sekondi-Takoradi suburban passenger, and Accra-Tema commuter services are running.



21,460 rail passengers vs 200,000 target (2025)

An 89% delivery gap against plan. Passenger volumes have not recovered since COVID-19 disruptions.



Tema-Mpakadan: commissioned, not operational

US\$447M line inaugurated Nov 2024. Still not running mid-2026 due to vandalism, incomplete Mpakadan terminal, and absence of PPP operators.



Railway: What Needs to Be Done

Five priority actions, operationalise Tema-Mpakadan, secure funding, clear RoW, attract PPP, stop encroachment

1

Operationalise the Tema-Mpakadan line immediately — resolve vandalism damage, complete the terminal, finalise PPP operator.

2

Establish a Railway Development Fund with ring-fenced, predictable annual allocations independent of political discretion.

3

Fast-track right-of-way acquisition and compensation settlement for all stalled line sections.

4

Develop a PPP framework to attract private investment for rolling stock procurement and service operations.

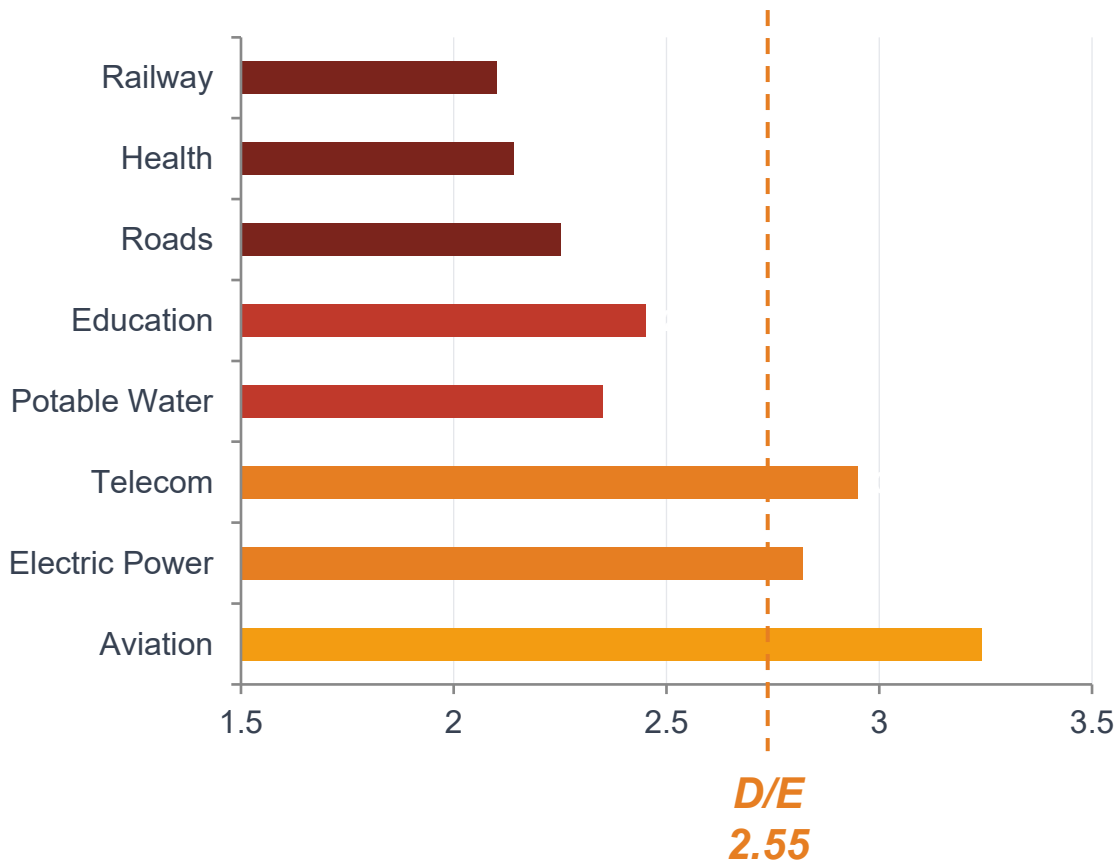
5

Address encroachment on disused corridors through legal enforcement and community engagement programmes.



The Funding Crisis: Every Sector is Underfunded

No sector scored better than D1 on Funding — four sectors scored E1 or E2



What poor Funding scores mean in practice:

- Projects awarded before funding is secured
- Diversion of maintenance revenues
- Capital budgets approved but never released
- Contractor arrears stretching 6+ months
- Health capital budget 61% below plan for 5 years
- Education infrastructure only 10% of education spend
- Railway construction stalled mid-project
- Water investment far below US\$200-265M annual need

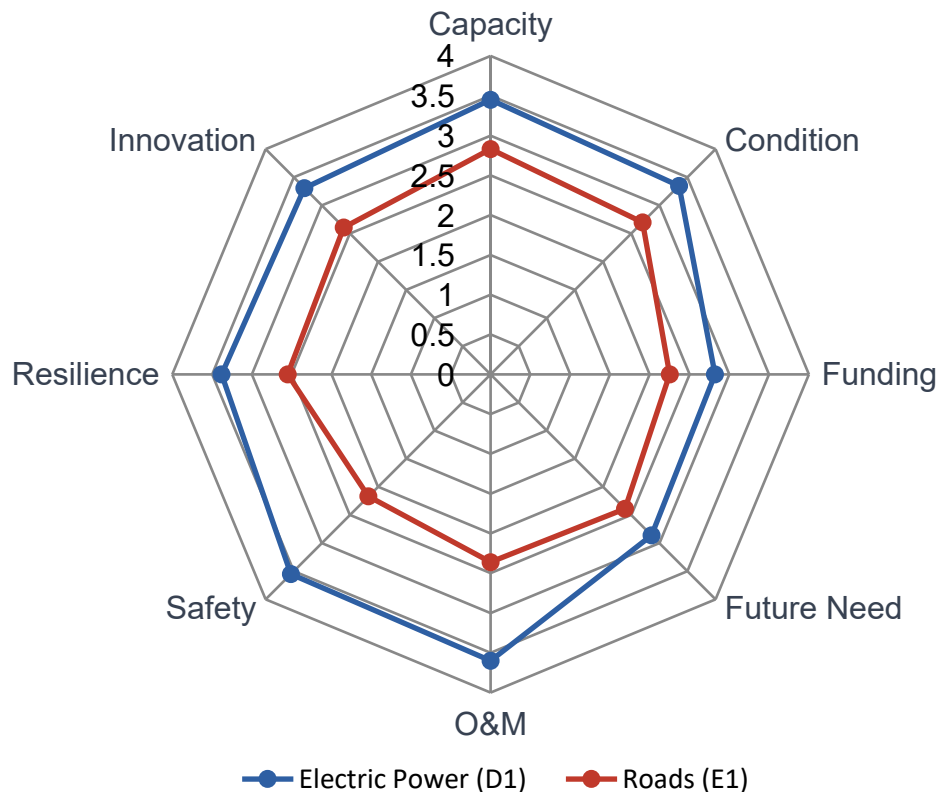
Performance Heatmap: All Sectors × All Criteria

At a glance, where Ghana's infrastructure strengths and weaknesses cluster across all 64 data points

Sector	Capacity	Condition	Funding	Future Need	O&M	Safety	Resilience	Innovation	AVERAGE
Aviation	3.94	3.79	3.24	3.03	3.65	3.71	3.62	3.59	3.57
Electric Power	3.45	3.35	2.82	2.86	3.60	3.55	3.38	3.31	3.29
Telecom	3.80	3.25	2.95	3.25	2.80	2.95	3.15	3.50	3.21
Water	2.54	2.65	2.35	2.54	2.85	2.73	2.62	3.08	2.67
Education	2.64	2.68	2.45	2.55	2.32	2.77	2.59	2.77	2.60
Roads	2.83	2.70	2.25	2.39	2.36	2.17	2.55	2.61	2.48
Health	2.50	2.57	2.14	2.29	2.29	2.71	2.57	2.43	2.44
Railway	2.57	2.43	2.10	2.27	2.51	2.39	2.43	2.51	2.40

Criteria Deep Dive: Electric Power vs Roads

Eight criteria scored independently — the radar reveals strength and weakness within each sector



Power O&M: C3 (3.60)

Highest single criterion in the entire Report Card. GRIDCo transmission availability exceeds 99%.



Roads Safety: E2 (2.17)

Lowest single criterion score in the Report Card. High fatality rates. Flooding. Inadequate enforcement.



Roads Funding: E2 (2.25)

Only 43% of 2022-25 programme budget secured. Road Fund diverted. Arrears: GH¢17.75B.

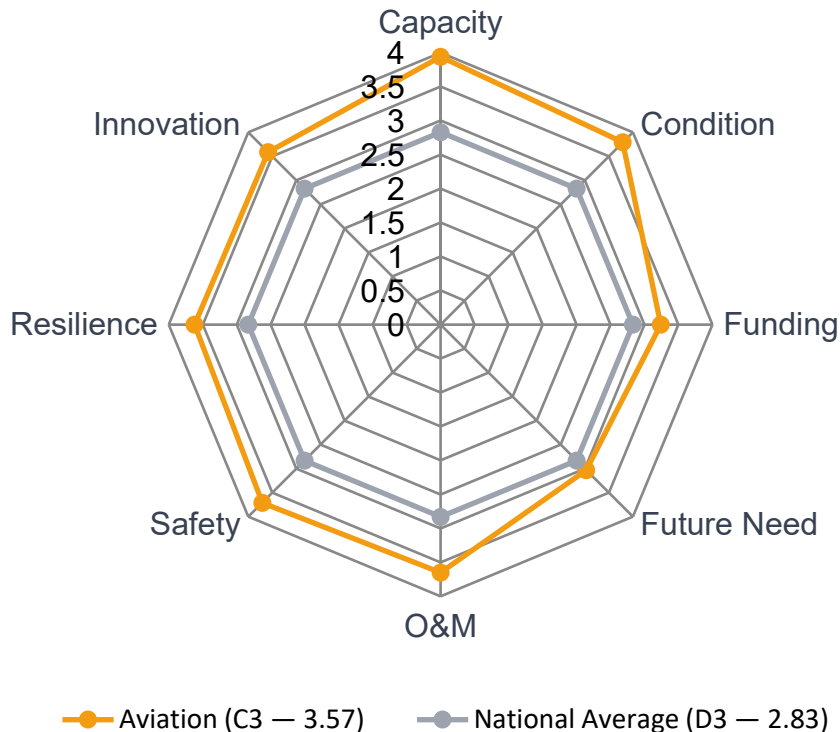


Power Reserve Margin: 15%

Below the 18% engineering minimum. Structural fuel supply risk remains unresolved.

What Good Looks Like: The Aviation Lesson

Ghana can build world-class infrastructure, Aviation proves it. The question is: will we apply the same commitment elsewhere?



Sustained, targeted investment delivers

AIA Terminal 3 is world-class because Ghana made a decision, committed funding, and followed through. That sequence works.



Strong regulation produces strong performance

GCAA's FAA Category 1 rating and ICAO audit scores above 70% reflect a regulatory culture that produces safety outcomes.



Professional management is not optional

GACL operates AIA like a professional airport business. Applied to roads, water, and health, this discipline would produce measurably different outcomes.



Even C3 requires vigilance

Aviation's 40% funding gap for 2024-27 shows that even the best sector requires continued commitment to sustain its gains.

Conclusions: What the Evidence Tells Us

D3 is not a stable average; it conceals genuine progress and genuine deterioration

01

The headline grade conceals more than it reveals

D3 in both 2016 and 2026. But that stability is misleading. Roads crossed from Fair to Poor. Health and Railway enter at E1. Aviation and Power improved. A stable average built on diverging trajectories is not a reassuring result.

03

Ghana can build world-class infrastructure when it commits

Aviation proves it. AIA Terminal 3 is a world-class facility. The FAA Category 1 rating is not easily earned. Electric Power's O&M reaching C3 shows that professional maintenance systems deliver results. The issue is not whether Ghana can, it is whether the same commitment is applied across all sectors.

02

Funding governance is the single biggest failure

No sector scored better than D1 on Funding. Four sectors scored E1 or E2. This is not simply a shortage of money, it is a failure of how money is allocated, protected, and spent. Projects awarded without secured funding. Maintenance budgets raided. Arrears compounding.

04

Systemic issues require systemic solutions

Funding reform, a national maintenance culture, climate resilience, and stronger private sector frameworks cannot be fixed sector by sector. They require national policy decisions sustained across political cycles, which is precisely what this Report Card is designed to make harder to avoid.

Priority Recommendations

National-level actions that must precede all sector-specific interventions

01

Establish a National Infrastructure Council

Coordinate cross-sector planning, investment, and performance monitoring, with a mandate to report to Parliament annually.

02

Enact a National Infrastructure Asset Management Policy

Mandate condition-based maintenance and asset registers across all public agencies. Make maintenance a legal obligation, not a discretionary budget line.

03

Integrate GIRC 2026 into SMTDPs 2026–2029

Sector grades and recommendations must inform Medium Term Development Plans and annual budget appropriations, with tracking of implementation.

04

Resolve Road Sector Arrears

Ring-fence maintenance revenues. Resolve GH¢17.75B contractor arrears through MoF structured settlements. Increase fuel levy to US\$0.10/litre equivalent.

05

Increase Health and Education Capital Investment

Health: target 5% of GDP. Education: minimum 20% of education budget to infrastructure. Eliminate the 1M-desk deficit by 2028. These are trackable, binary commitments.

06

Operationalise Tema-Mpakadan Railway Now

Resolve vandalism damage, complete the Mpakadan terminal, finalise PPP operator framework. A US\$447M commissioned line that is not running is a national liability.

Looking Forward: The Next Report Card

GhIE's commitments for the next edition — more specific, more regional, more accountable



Regional Disaggregation

The next edition will break scores down to all 16 regions of Ghana. A D3 national average conceals whether the Upper West is closer to F than Greater Accra. Regional grades create regional accountability.



Additional Sectors

Sanitation, ports and harbours, and digital government will be assessed in the next edition. Every major infrastructure system that shapes Ghanaians' daily lives will be included.



Broader Engagement

The next edition will engage more ministries, more development partners, more civil society organisations, and more ordinary Ghanaians in both the data collection and the validation process.



Implementation Tracking

We will track which recommendations from GIRC 2026 were implemented, which were ignored, and what difference it made. Accountability requires a paper trail and public reporting.



Community-Level Data

Health and education assessments will incorporate community-level data, the lived experience of people who use these systems daily, not only agency performance figures and annual reports.



The Standard We Set Ourselves

We will publish regularly. We will be specific. We will be honest. And we will compare each edition against the last, so that improvement, or its absence, is always visible and always on record.

The People Behind the Work

Technical Committee; the professionals who designed and executed the assessment



Ing Dr. Patrick Amoah Bekoe, F-GhIE

Chair — Technical Committee | Vice President & Co-Chair, Public Accountability Committee, GhIE

Ing Akim Tijani, F-GhIE

Member

Ing Dr. Michael Ankamah Bekoe, SPE-GhIE

Member

Ing Isaac Kweku Boakye, SPE-GhIE

Member

Ing Dr. Bertha A. Darteh, SPE-GhIE

Member

Ing Samuel Obeng Asiamah, PE-GhIE

Member

Ing Edmond Balika, PE-GhIE

Member

Ms. Akosua Ano Pokuaa

Member

Ing Dr. Charles Kwarteng Asafo-Adjei, F-GhIE

Member

Ing Kwasi Agyeman Boakye, PE-GhIE

Member

Ing Dr. Kwame Osei Kwakwa, SPE-GhIE

Member

Ing Kwame Ansu-Gyamfi, PE-GhIE

Member

Ing Lovestone Damalie, SPE-GhIE

Member

Ing Benjamin Bampoh, SPE-GhIE

Member



Ing Godwin Brocke, F-GhIE

Lead Reviewer, Review Committee

Ing Rev. Prof. Charles Anum Adams, F-GhIE

Member

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Ing Harold Esseku, F-GhIE

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Ing Ludwig Annang Hesse, F-GhIE

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Ing Dr. Robert Adjaye, F-GhIE

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Public Accountability Committee (PAC)

The Committee whose mandate drove the publication of this Report Card; accountability, transparency, and public service



Ing Dr. Patrick Amoah Bekoe, F-GhIE

Co-Chair | Vice President, GhIE



Ing Prof. Emmanuel Akowuah

Co-Chair

Ing Dr. Charles Kwarteng Asafo-Adjei, F-GhIE

Member

Ing. Dr. Michael Ankamah Bekoe, SPE-GhIE

Member

Ing Kwasi Agyeman Boakye, PE-GhIE

Member

Ing Isaac Kweku Boakye, SPE-GhIE

Member

Ing Dr. Kwame Osei Kwakwa, SPE-GhIE

Member

Ing Dr. Bertha A. Darteh, SPE-GhIE

Member

Ing Kwame Ansu-Gyamfi, PE-GhIE

Member

Ing Samuel Obeng Asiamah, PE-GhIE

Member

Ing Lovestone Damalie, SPE-GhIE

Member

Ing Edmond Balika, PE-GhIE

Member

Ing Benjamin Bampoh, SPE-GhIE

Member

Ing Leonora Out-Boateng, PE-GhIE

Member / Secretary

Mr. Redeemer Elorm Domie

Secretarial Support

Mr. Raymond Okrah

Secretarial Support

**“ Do it well. Do it right.
Ghana's infrastructure deserves nothing less,
and neither do the people who depend on it every day. ”**

— Ing. Ludwig Annang Hesse, F-GhIE | GhIE 53rd Presidential Address, 19th February 2026

“Engineers build what others imagine. This Report Card builds something more difficult ; an honest account of where we stand, so that together, we can decide where we must go”

— Foreword, Ghana Infrastructure Report Card 2026

Thank You!!

Overall Grade

D3 (57% , 2.83/5.0)
Poor to Fair | Eight Sectors

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Full Report

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