



MINISTRY
OF
FINANCE

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My Ref. No. CTCR/QTR.4/2025

Your Ref. No.

Date. 27th January 2026

**FOURTH QUARTER REPORT ON THE ACTIVITIES OF THE
CENTRAL TENDER REVIEW COMMITTEE**

The Central Tender Review Committee (CTRC) Report for the Fourth Quarter of FY2025 is presented for information. The Committee operates in line with the provisions of the Public Procurement Act, 2003 (Act 663), as amended by Acts 914 and 1139.

2. The CTRC is the highest Review Committee under the referenced Acts. The Committee operates under the direct supervision of the Minister for Finance. The Committee has nine (9) members, including a Secretary and a Chairman.

3. In the fourth quarter of FY2025, the Committee received **287** evaluation report submissions from procurement entities for review. The submissions comprised Works contracts numbering **93** (32%) with a total value of **GH¢15.82 billion**; Goods contracts numbering **157** (55%) valued at **GH¢2.44 billion**; and Services contracts numbering **37** (13%) with a total value of **GH¢962.19 million**.

Two Hundred and Forty-Six (**246**) out of the total submissions, representing **85.71%**, were granted concurrent approvals while Forty-One (**41**) reports representing **14.29%** are awaiting clarifications and responses to queries from respective entities.

4. Total award approvals in the **4th Quarter of FY2025** amounted to **GH¢18.86 billion**, with **GH¢356.59 million** queried and **GH¢13.22 million** in savings realized, largely from Goods and Works procurements.

5. Please accept the assurances of my highest esteem and best regards.


DR. CASSIEL ATO FORSON, MP
MINISTER

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MINISTRY OF FINANCE

**CENTRAL TENDER REVIEW COMMITTEE
(CTRC)**

**4TH QUARTER REPORT
(OCTOBER - DECEMBER 2025)**

ENSURING COMPLIANCE WITH THE PROVISIONS OF THE PUBLIC PROCUREMENT ACT, 2003, (ACT 663), AS AMENDED BY ACT 914 (2016), 1139 (2025) AND ITS OPERATING INSTRUCTIONS AND GUIDELINES WITHIN THE ESTABLISHED THRESHOLDS.

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- | | |
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| - Esther N. M. Affel | - Graduate Intern |

ACRONYMS

| | |
|-------|---|
| ATU | Accra Technical University |
| BLCOE | Bia Lamplighter College of Education |
| CAGD | Controller and Accountant-General's Department |
| CHRAJ | Commission on Human Rights and Administrative Justice |
| DACF | District Assemblies Common Fund |
| DUR | Department of Urban Roads |
| DFR | Department of Feeder Roads |
| ECOM | Energy Commission |
| GACL | Ghana Airports Company Limited |
| GCAA | Ghana Civil Aviation Authority |
| GCB | Ghana Cocoa Board |
| GIFEC | Ghana Investment Fund for Electronic Communications |
| GIDA | Ghana Irrigation Development Authority |
| GNFS | Ghana National Fire Service |
| GNGC | Ghana National Gas Company |
| GNPC | Ghana National Petroleum Corporation |
| GPHA | Ghana Ports and Harbours Authority |
| GRA | Ghana Revenue Authority |
| GRDA | Ghana Railway Development Authority |
| GSA | Ghana Standards Authority |
| GSS | Ghana Statistical Service |
| KTU | Kumasi Technical University |
| KNUST | Kwame Nkrumah University of Science and Technology |
| LA | Legal Aid Commission |
| MEST | Ministry of Environment, Science and Technology |
| MFA | Ministry of Foreign Affairs |
| MLNR | Ministry of Lands and Natural Resources |
| MOE | Ministry of Education |
| MOFA | Ministry of Food and Agriculture |
| MOF | Ministry of Fisheries and Aquaculture |
| MOH | Ministry of Health |
| MOI | Ministry of Interior |
| MOT | Ministry of Transport |

| | |
|---------|--|
| MTCA | Ministry of Tourism, Culture and Creative Arts |
| MWHWR | Ministry of Works, Housing and Water Resources |
| NCA | National Communications Authority |
| NEDCo | Northern Electricity Distribution Company |
| NEIP | National Entrepreneurship and Innovation Programme |
| NHIA | National Health Insurance Authority |
| NIC | National Insurance Commission |
| NMC | National Media Commission |
| NPRA | National Pensions Regulatory Authority |
| NPA | National Petroleum Authority |
| ORC | Office of the Registrar of Companies |
| PSC | Public Services Commission |
| PSC-TSL | PSC Tema Shipyard Limited |
| PURC | Public Utilities Regulatory Commission |
| PWD | Public Works Department |
| SIGA | State Interests and Governance Authority |
| SSNIT | Social Security and National Insurance Trust |
| TCDA | Tree Crops Development Authority |
| TTU | Takoradi Technical University |
| UCC | University of Cape Coast |
| UDS | University for Development Studies |
| UEW | University of Education, Winneba |
| UENR | University of Energy and Natural Resources |
| UG | University of Ghana |
| UGMC | University of Ghana Medical Centre |
| UMaT | University of Mines and Technology |
| VCTF | Venture Capital Trust Fund |
| WAEC | West African Examinations Council |
| WRC | Water Resources Commission |

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Overview

In the fourth quarter, **287** procurement submissions valued at **GH¢19.23 billion** were reviewed, with **GH¢18.86 billion approved**, indicating high compliance. **Works** accounted for the largest value (**GH¢15.82 billion**), while **Goods** represented the highest submission (**55%**). Queries totaled **GH¢356.59 million** yielding savings of **GH¢13.22 million**, mainly from Goods procurement.

Submissions were reviewed through **Regular** and **Emergency Meetings**. Emergency Meetings handled the majority of high-value procurements (GH¢14.98 billion), while Regular Meetings generated the majority of compliance queries (**GH¢245.83 million**). Procurement activity rose steadily, peaking in December with **41.12%** of submissions valued at **GH¢9.85 billion**. All savings of **GH¢13.22 million** were realised in October and December, while approval levels remained consistently high, reflecting strong submission quality and effective review controls.

Procurement activity was concentrated in the **Social** and **Infrastructure sectors**, accounting for **73.52%** of all submissions and the most value. **Infrastructure** led by value (**GH¢15.12 billion received** and **GH¢14.91 billion approved**), while **Social** recorded the highest volume (116 submissions valued at GH¢1.21 billion). Other sectors posted relatively low activity.

MDAs led procurement, with 220 submissions (76.65%) valued at GH¢16.68 billion, mainly from the Infrastructure and Social sectors. **SOEs** contributed **67** submissions (**23.34%, GH¢2.54 billion**), but over two-thirds of the total queried values were from SOEs, reflecting more intensive reviews despite lower volumes.

Single-Year procurements accounted for over **95% of submissions** and nearly all the value, with multi-year commitments minimal (GH¢73.60 million, mainly in the Social and Economic sectors). **NCT and RT methods**, accounted for over **65% of submissions**

and **GH¢16 billion**, with queries focused on Goods and Services, while **Single Source** (cases reviewed), **RFQ**, and **ICT methods** were limited, confirming competitive methods dominate high-value and high-volume procurement.

Non-variation activities dominated, with **268 submissions (93.9%, GH¢16.78 billion received; GH¢16.45 billion approved)**. **Variations** were **19 submissions (6.1%, GH¢2.44 billion)** but drove significant savings, especially in **Works (GH¢144.62 million)**.

Construction led in submissions (**93, 32.40%**) and value (**GH¢15.83 billion, 82.4%**), followed by **Vehicles (55, 19.16%, GH¢371.24 million)** and **Equipment & Machinery (45, 15.68%, GH¢1.63 billion)**. Smaller categories accounted for **18.87%** of submissions and **GH¢339.24 million**.

Funding came mainly from **GOG (85.4%)**, with **IGF** supporting Social, Economic, and Goods procurement; donor funding was minimal. MDAs dominated procurement, while **SOEs** relying on IGF generated proportionally higher queries, reflecting risk concentration.

Concurrent approvals remained high at **88.5%**, with **27.2%** approved on first submission. Although **14.3%** of cases required queries, over half were resolved within the quarter, reflecting effective governance and follow-up.

Stakeholder engagement involved targeted interactions with key entities, including the Department of Feeder Roads and Ghana Airports Company Limited, to resolve documentation and financial issues. **Site visits** confirmed strong project progress: GNGC Trauma Centre (95–99% progress), KNUST Library and Laboratory (fully completed), and UG Hostel (97% progress). Funding was largely IGF-based, with approved variations and sites demonstrated. Strong governance, resource deployment, and quality control.

Generally, the fourth-quarter procurement cycle recorded high compliance, sound financial oversight, and effective use of competitive methods. Savings resulted mainly from focused reviews of Goods and Works procurements, while proactive stakeholder engagement and robust monitoring strengthened accountability, risk management, and quality control.

1.0 DATA ANALYSIS

1.1 Procurement Submissions by Type and Financial Outcomes

A total of 287 procurement submissions were reviewed, comprising 157 Goods (55%), 93 Works (32%) and 37 Services (13%) as illustrated in Figure 1. This reflects a strong focus on goods procurement, with works submissions representing fewer but higher-value capital projects, while services have the smallest share of both volume and financial exposure.

Table 1: Values for Procurement Type

| PROC. TYPE | SUBMISSIONS (No. & %) | RECEIVED AMT(GHC) | APPROVED AMT(GHC) | QUERIED AMT(GHC) | RESPONSES AMT(GHC) | SAVING AMT(GHC) |
|-----------------|-----------------------|-------------------|-------------------|-------------------|--------------------|------------------|
| Goods | 157 (55.0%) | 2.43 Bln | 2.13 Bln | 285.53 Mln | 592.56 Mln | 11.47 Mln |
| Services | 37 (13.0%) | 962.19 Mln | 935.08 Mln | 26.08 Mln | 250.89 Mln | 1.03 Mln |
| Works | 93 (32.0%) | 15.83 Bln | 15.78 Bln | 44.98 Mln | 14.58 Bln | 714k |
| Total | 287 (100%) | 19.23 Bln | 18.86 Bln | 356.59 Mln | 15.43 Bln | 13.22 Mln |

Source: CTRC Data - 2025

CTRC 2025 4TH QUARTER REPORT

Total procurement submissions amounted to GH¢19.23 billion, with GH¢18.86 billion approved, reflecting a high approval rate and generally compliant submissions. Works dominated in value at GH¢15.83 billion (over 82%) received and GH¢15.78 billion approved, indicating minimal adjustments. Goods recorded GH¢2.43 billion received and GH¢2.13 billion approved, reflecting stricter value scrutiny, while services totalled GH¢962.19 million received and GH¢935.08 million approved, showing only marginal adjustments.

A total of **GH¢356.59 million** was queried mainly from goods (**GH¢285.53 million**). Responses totalled **GH¢15.43 billion**, led by Works (**GH¢14.58 billion**). The review process **achieved savings of GH¢13.22 million**, largely from goods (GH¢11.47 million), highlighting effective value-for-money scrutiny.

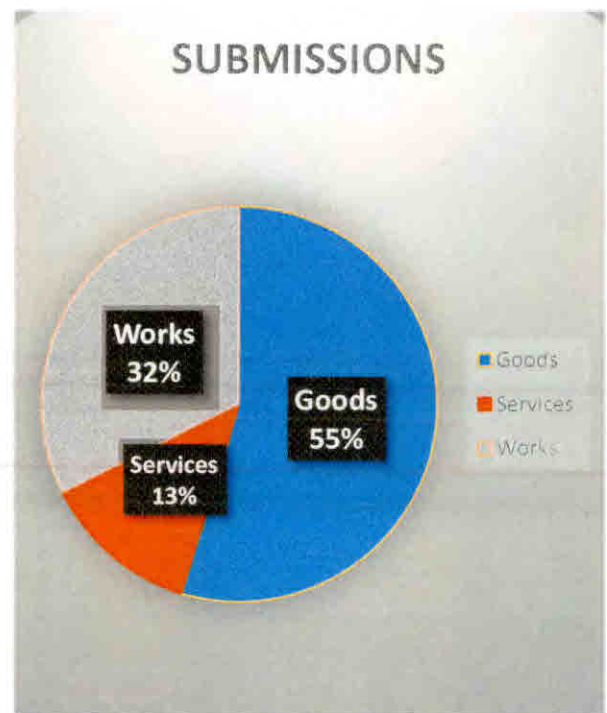
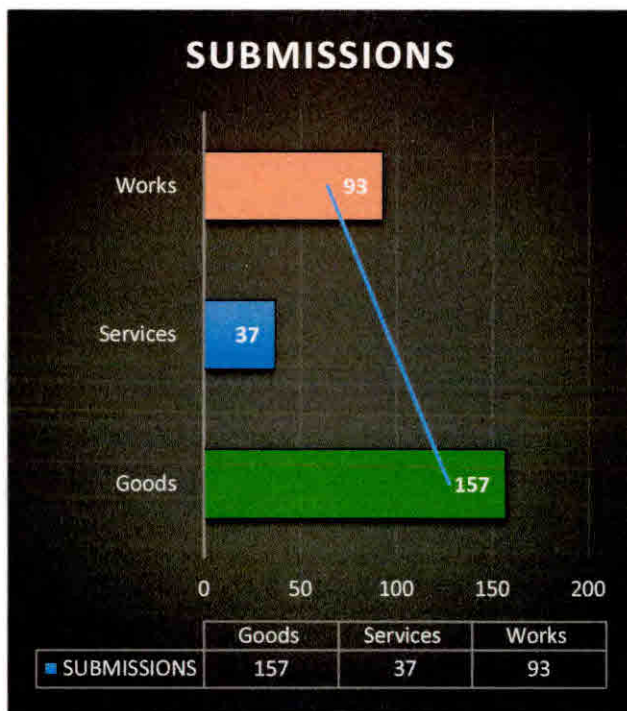


Fig 1: Count of Procurement Submission (No. & Percentage)
 Source: CTRC Data - 2025

1.2 Procurement Submissions by Meeting Type (RM vs EM) and Financial Outcomes

Regular Meetings (RM)

Regular Meetings reviewed 170 submissions (59.23%), with GH¢4.24 billion received and GH¢3.99 billion approved. Queries reached GH¢245.83 million, and savings of GH¢6.51 million in the 6th and 7th RM underscored a significant role in value-for-money adjustments.

Emergency Meetings (EM)

Emergency Meetings handled 117 submissions (40.77%) but accounted for most of the value, with GH¢14.98 billion received and GH¢14.87 billion approved. Queries were relatively low at GH¢110.77 million, while savings of GH¢6.70 million, which expedited reviews, still achieved fiscal gains.

Table 2: Analysis per meeting Number and Meeting Type

| MEETING / NO. | SUBMISSIONS (No. & %) | RECEIVED AMT(GH¢) | APPROVED AMT(GH¢) | QUERIED AMT(GH¢) | SAVING AMT(GH¢) |
|-----------------------|-----------------------|-------------------|-------------------|-------------------|-----------------|
| RM – 6 th | 18 (6.27%) | 300.39 Mln | 134.36 Mln | 165.55 Mln | 485.00 K |
| RM – 7 th | 35 (12.20%) | 322.58 Mln | 304.66 Mln | 12.10 Mln | 5.83 Mln |
| RM – 8 th | 22 (7.67%) | 193.71 Mln | 191.39 Mln | 2.32 Mln | – |
| RM – 9 th | 27 (9.41%) | 449.47 Mln | 442.97 Mln | 6.50 Mln | – |
| RM – 10 th | 19 (6.62%) | 527.67 Mln | 527.67 Mln | – | – |
| RM – 11 th | 19 (6.62%) | 91.24 Mln | 42.85 Mln | 48.20 Mln | 200.00 K |
| RM – 12 th | 14 (4.88%) | 56.21 Mln | 50.89 Mln | 5.32 Mln | – |
| RM – 13 th | 16 (5.57%) | 2.30 Bln | 2.30 Bln | 5.84 Mln | – |
| RM – Totals | 170 (59.23%) | 4.24 Bln | 3.99 Bln | 245.83 Mln | 6.51 Mln |
| EM – 6 th | 11 (3.83%) | 506.77 Mln | 506.77 Mln | – | – |
| EM – 7 th | 35 (12.20%) | 7.26 Bln | 7.26 Bln | – | – |
| EM – 8 th | 1 (0.35%) | 90.11 Mln | 90.11 Mln | – | – |
| EM – 9 th | 1 (0.35%) | 2.63 Mln | 2.63 Mln | – | – |
| EM – 10 th | 18 (6.27%) | 6.79 Bln | 6.79 Bln | – | – |
| EM – 11 th | 7 (2.44%) | 17.56 Mln | 17.56 Mln | – | – |
| EM – 12 th | 7 (2.44%) | 68.24 Mln | 19.52 Mln | 48.72 Mln | – |
| EM – 13 th | 7 (2.44%) | 60.17 Mln | 54.30 Mln | – | 5.87 Mln |

CTRC 2025 4TH QUARTER REPORT

| MEETING / NO. | SUBMISSIONS (No. & %) | RECEIVED AMT(GHC) | APPROVED AMT(GHC) | QUERIED AMT(GHC) | SAVING AMT(GHC) |
|-----------------------|-----------------------|-------------------|-------------------|------------------|-----------------|
| EM – 14 th | 18 (6.27%) | 134.05 Mln | 103.52 Mln | 29.69 Mln | 832.63 K |
| EM – 15 th | 12 (4.18%) | 63.93 Mln | 31.57 Mln | 32.36 Mln | – |
| EM – Totals | 117 (40.77%) | 14.98 Bln | 14.87 Bln | 110.77 Mln | 6.70 Mln |
| Grand Total | 287 (100%) | 19.23 Bln | 18.86 Bln | 356.59 Mln | 13.22 Mln |

Source: CTRC Data – 2025

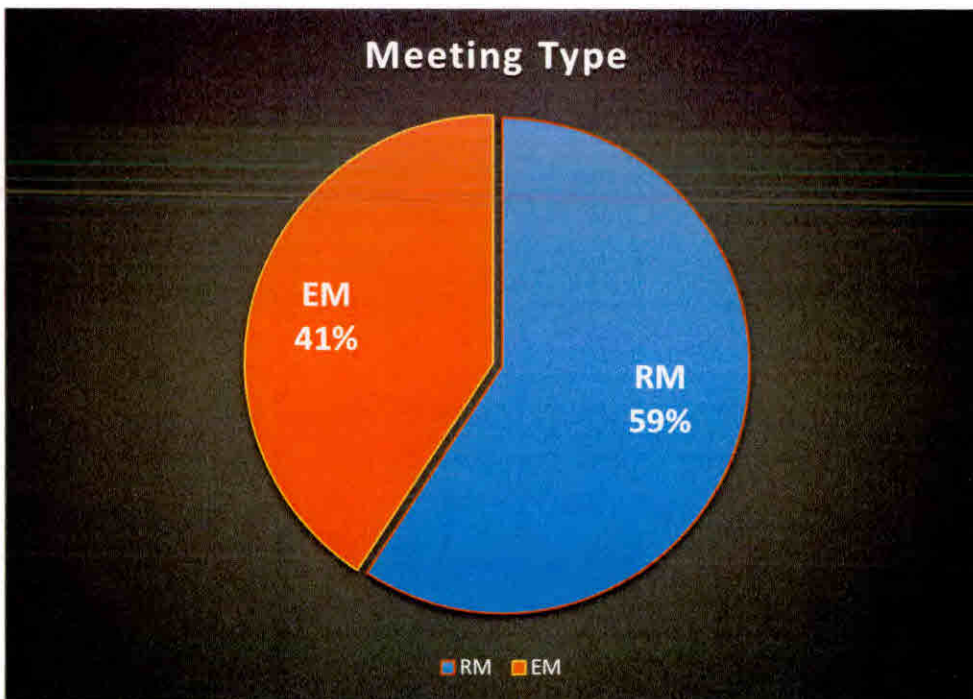


Fig 2: Count of Procurement Submission (No. & Percentage)

Source: CTRC Data - 2025

Summary of Procurement Review Outcomes by Meeting Type

A total of 287 submissions valued at GH¢19.23 billion were processed, with GH¢18.86 billion approved, GH¢356.59 million queried, and total savings of GH¢13.22 million realised. 27

1.3: Monthly Procurement Performance and Financial Outcomes

Procurement activity rose from 67 submissions (23.34%) in October to 118 (41.12%) in December, totaling GH¢19.23 billion received and GH¢18.86 billion approved. November and December recorded the highest values of GH¢8.64 billion and GH¢9.85 billion, respectively, driven by Works, which showed strong compliance and near-full approvals.

Table 3: Analysis per month by Procurement Type

| MONTHS | PROC. TYPE | SUBMISSIONS (No. & %) | RECEIVED AMT(GH¢) | APPROVED AMT(GH¢) | QUERIED AMT(GH¢) | SAVING AMT(GH¢) |
|--------------------|------------|-----------------------|-------------------|-------------------|-------------------|------------------|
| OCTOBER | Goods | 58 (20.21%) | 519.06 Mln | 333.49 Mln | 179.97 Mln | 5.60 Mln |
| | Services | 3 (1.05%) | 95.17 Mln | 95.17 Mln | - | - |
| | Works | 6 (2.09%) | 126.14 Mln | 125.42 Mln | 89.54 Mln | 714k |
| Total | | 67 (23.34%) | 740.37 Mln | 554.09 Mln | 179.97 Mln | 6.31 Mln |
| NOVEMBER | Goods | 40 (13.94%) | 321.31 Mln | 318.56 Mln | 2.75 Mln | - |
| | Services | 9 (3.14%) | 126.65 Mln | 122.91 Mln | 3.74 Mln | - |
| | Works | 53 (18.47%) | 8.19 Bln | 8.19 Bln | - | - |
| Total | | 102 (35.54%) | 8.64 Bln | 8.63 Bln | 6.50 Mln | - |
| DECEMBER | Goods | 59 (20.56%) | 1.59 Bln | 1.48 Bln | 102.81 Mln | 5.87 Mln |
| | Services | 25 (8.71%) | 740.37 Mln | 717.00 Mln | 22.34 Mln | 1.03 Mln |
| | Works | 34 (11.85%) | 7.51 Bln | 7.46 Bln | 44.98 Mln | - |
| Total | | 118 (41.12%) | 9.85 Bln | 9.67 Bln | 170.13 Mln | 6.90 Mln |
| Grand Total | | 287 (100%) | 19.23 Bln | 18.86 Bln | 356.59 Mln | 13.22 Mln |

Source: CTRC Data - 2025

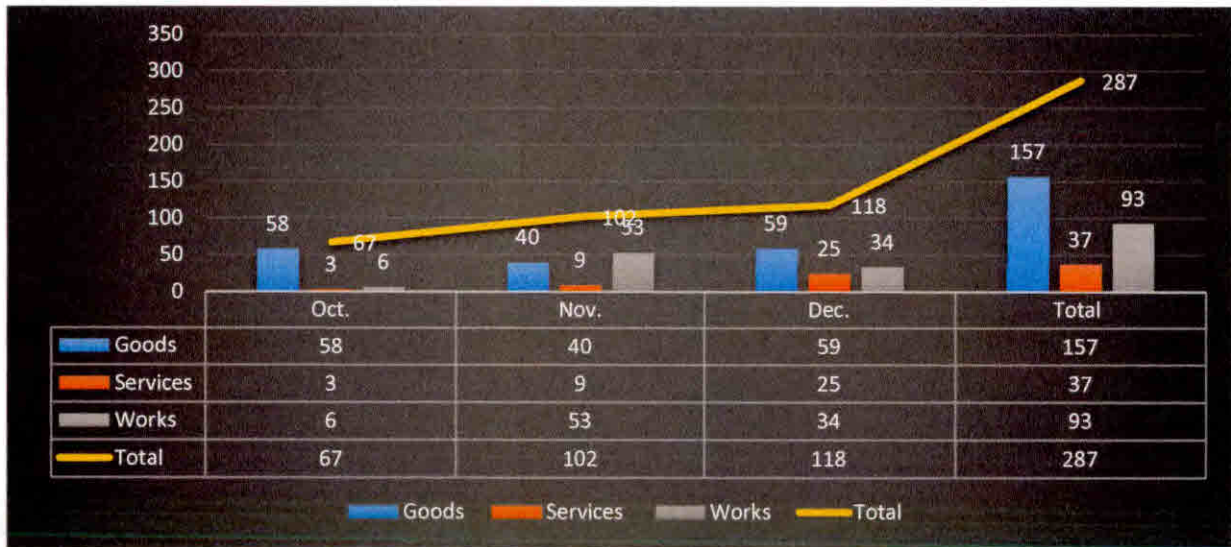


Fig 3: Monthly Count of Procurement Submission

Source: CTRC Data - 2025

Queries and savings were highest in October and December, totalling GH¢350.10 million in queries and GH¢13.22 million in savings, largely from Goods and Services. November saw about 6.50mn queries and no savings, while December led with GH¢6.90 million saved, exhibiting effective scrutiny despite higher submissions.

1.4: Sectoral Distribution of Procurement Submissions

Procurement was concentrated in the Social and Infrastructure sectors, totalling 211 submissions (73.52%). The Social sector led with 116 submissions (40.42%), while the Infrastructure had 95 (33.10%), driven by 60 Works submissions worth GH¢14.61 billion. The Administrative and Economic sectors had lower activity, with 34 (11.85%) and 30 (10.46%) submissions, respectively.

Financially, the Infrastructure Sector dominated with GH¢15.12 billion received and GH¢14.91 billion approved, nearly 79% of total approvals attributable to works, showing strong technical readiness. The Economic sector recorded GH¢2.40 billion received and approved. In contrast, the Social Sector recorded GH¢1.21 billion

received and GH¢1.07 billion approved, reflecting greater value adjustments due to its mix of goods, services, and works.

Table 4: Sector/Procurement Type against Submissions Received

| SECTOR | PROC. TYPE | SUBMISSIONS (No. & %) | RECEIVED AMT(GH¢) | APPROVED AMT(GH¢) | QUERIED AMT(GH¢) | SAVINGS AMT(GH¢) |
|-------------------------------|------------|--------------------------|----------------------|----------------------|---------------------|---------------------|
| Administrative | Goods | 19 (6.62%) | 89.34 Mln | 88.14 Mln | 1.20 Mln | - |
| | Services | 12 (4.18%) | 59.50 Mln | 52.06 Mln | 7.44 Mln | - |
| | Works | 3 (1.05%) | 249.46 Mln | 247.16 Mln | 2.30 Mln | - |
| Administrative – Total | | 34 (11.85%) | 398.30 Mln | 387.36 Mln | 10.95 Mln | - |
| Economic | Goods | 18 (6.27%) | 1.34 Bln | 1.34 Bln | - | - |
| | Services | 7 (2.44%) | 681.24 Mln | 679.59 Mln | 1.65 Mln | - |
| | Works | 5 (1.74%) | 388.21 Mln | 388.21 Mln | - | - |
| Economic – Total | | 30 (10.46%) | 2.40 Bln | 2.40 Bln | 1.65 Mln | - |
| Infrastructure | Goods | 25 (8.71%) | 304.68 Mln | 95.25 Mln | 209.43 Mln | - |
| | Services | 10 (3.48%) | 198.33 Mln | 196.24 Mln | 2.09 Mln | - |
| | Works | 60 (20.91%) | 14.61 Bln | 14.61 Bln | - | - |
| Infrastructure – Total | | 95 (33.10%) | 15.12 Bln | 14.91 Bln | 211.52 Mln | - |
| Public Safety | Goods | 9 (3.14%) | 77.39 Mln | 68.47 Mln | 8.44 Mln | 485.00 K |
| | Services | 2 (0.70%) | 3.00 Mln | 3.00 Mln | - | - |
| | Works | 1 (0.35%) | 17.19 Mln | 17.19 Mln | - | - |
| Public Safety – Total | | 12 (4.18%) | 97.58 Mln | 88.65 Mln | 8.44 Mln | 485.00 K |
| Social | Goods | 86 (29.97%) | 623.98 Mln | 546.54 Mln | 66.46 Mln | 10.98 Mln |
| | Services | 6 (2.09%) | 20.12 Mln | 4.19 Mln | 14.90 Mln | 1.03 Mln |
| | Works | 24 (8.36%) | 565.30 Mln | 521.90 Mln | 42.68 Mln | 714.76 K |
| Social – Total | | 116 (40.42%) | 1.21 Bln | 1.07 Bln | 124.04 Mln | 12.73 Mln |
| GRAND TOTAL | | 287 (100%) | 19.23 Bln | 18.86 Bln | 356.59 Mln | 13.22 Mln |

Source: CTRC Data – 2025



Fig 4: Sectorial Distribution of Procurement Submission

Source: CTRC Data – 2025

Queries were concentrated in the Infrastructure and Social sectors totaling **GH¢335.56 million** (over 94% of all queries). Infrastructure queries (**GH¢209.43 million**) mainly involved **Goods**, while Social Sector queries (**GH¢124.04 million**) spanned all procurement types. The Administrative and Economic sectors had minimal queries of GH¢10.95 million and GH¢1.65 million, respectively, demonstrating simpler transactions and higher initial compliance.

1.5: Procurement Submissions by Entity Type (MDA vs SOE)

MDAs accounted for 220 submissions (76.65%) worth GH¢16.68 billion, with GH¢16.56 billion approved, driven largely by Works (GH¢15.79 billion). SOEs submitted 67 (23.34%) valued at GH¢2.54 billion, with GH¢2.30 billion approved, but attracted higher queries (GH¢243.27 million vs GH¢113.33 million for MDAs), mainly on Goods. MDAs led in volume and value, while SOEs faced more intensive scrutiny.

Table 5: Procurement Type per MDA/SOE

| MDA/SOE | PROC. TYPE | SUBMISSIONS (No. & %) | RECEIVED AMT(GHC) | APPROVED AMT(GHC) | QUERIED AMT(GHC) | SAVING AMT (GHC) |
|---------------|------------|-----------------------|-------------------|-------------------|-------------------|------------------|
| MDA | Goods | 112 (39.02%) | 732.74 Mln | 672.11 Mln | 49.16 Mln | 11.47 Mln |
| | Services | 19 (6.62%) | 163.60 Mln | 143.38 Mln | 19.19 Mln | 1.03 Mln |
| | Works | 89 (31.01%) | 15.79 Bln | 15.74 Bln | 44.98 Mln | 714k |
| Sub-Total | | 220 (76.65%) | 16.68 Bln | 16.56 Bln | 113.33 Mln | 13.22 Mln |
| SOE | Goods | 45 (15.68%) | 1.69 Bln | 1.46 Bln | 236.37 Mln | - |
| | Services | 18 (6.27%) | 798.59 Mln | 791.69 Mln | 6.90 Mln | - |
| | Works | 4 (1.39%) | 47.06 Mln | 47.06 Mln | - | - |
| Sub-Total | | 67 (23.34%) | 2.54 Bln | 2.30 Bln | 243.27 Mln | - |
| Totals | | 287 (100%) | 19.23 Bln | 18.86 Bln | 356.59 Mln | 13.22 Mln |

Source: CTRC Data - 2025

For the quarter, MDAs led with 220 submissions (76.65%) worth GH¢16.68 billion and GH¢16.56 billion approved, while SOEs recorded 67 submissions (23.34%) valued at GH¢2.54 billion, with GH¢2.30 billion approved. Infrastructure dominated with GH¢15.12 billion, mostly from MDAs and followed by the Social sector (GH¢1.21 billion). Administrative and Economic sectors contributed GH¢2.80 billion, with approvals closely matching received amounts.

Table 6: Sectoral Distribution by Entity Type (MDA and SOE)

| SECTOR | PROC. DURATION | SUBMISSION (NO. & %) | RECEIVED AMT (GH¢) | APPROVED AMT (GH¢) | QUERIED AMT (GH¢) | SAVING AMT (GH¢) |
|-----------------------------|----------------|----------------------|--------------------|--------------------|-------------------|------------------|
| Administrative | MDA | 23 (8.01%) | 376.00 Mln | 370.30 Mln | 5.70 Mln | – |
| | SOE | 11 (3.83%) | 22.30 Mln | 17.05 Mln | 5.25 Mln | – |
| Administrative Total | | 34 (11.85%) | 398.30 Mln | 387.36 Mln | 10.95 Mln | – |
| Economic | MDA | 14 (4.88%) | 414.08 Mln | 414.08 Mln | – | – |
| | SOE | 16 (5.57%) | 1.99 Bln | 1.99 Bln | 1.65 Mln | – |
| Economic Total | | 30 (10.46%) | 2.40 Bln | 2.40 Bln | 1.65 Mln | – |
| Infrastructure | MDA | 72 (25.09%) | 14.74 Bln | 14.73 Bln | 4.84 Mln | – |
| | SOE | 23 (8.01%) | 378.33 Mln | 171.66 Mln | 206.68 Mln | – |
| Infrastructure Total | | 95 (33.10%) | 15.12 Bln | 14.91 Bln | 211.52 Mln | – |
| Public Safety | MDA | 12 (4.18%) | 97.58 Mln | 88.65 Mln | 8.44 Mln | 485.00 K |
| | SOE | 0 (0.00%) | – | – | – | – |
| Public Safety Total | | 12 (4.18%) | 97.58 Mln | 88.65 Mln | 8.44 Mln | 485.00 K |
| Social | MDA | 99 (34.50%) | 1.06 Bln | 950.04 Mln | 94.34 Mln | 12.73 Mln |
| | SOE | 17 (5.92%) | 152.29 Mln | 122.60 Mln | 29.69 Mln | – |
| Social Total | | 116 (40.42%) | 1.21 Bln | 1.07 Bln | 124.04 Mln | 12.73 Mln |
| GRAND TOTAL | | 287 (100%) | 19.23 Bln | 18.86 Bln | 356.59 Mln | 13.22 Mln |

Source: CTRC Data - 2025

Key Insights on MDA and SOE Procurement Patterns

MDAs led in volume and value, especially in infrastructure, while SOEs, though fewer, attracted most queries, indicating higher scrutiny relative to their scale.

1.6: Sectoral Distribution by Procurement Duration (Single-Year vs Multi-Year)

Procurement during the quarter was largely Single-Year (SY) with 273 submissions (95.12%) worth GH¢19.16 billion (over 99% of total). Infrastructure-led SY activity recorded 95 submissions (33.10%) valued at GH¢15.12 billion, with GH¢211.52 million

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in queries. The Social sector followed with 106 SY submissions (GH¢1.16 billion). At the same time, Multi-Year (MY) procurements were minimal across all sectors, totaling 14 submissions (4.88%) worth GH¢66.60 million, underscoring a strong preference for short-term procurement commitments.

Table 7: Sector and Procurement Duration by Submissions Received

| SECTOR | PROC. DURATION | SUBMISSIONS (NO. & %) | RECEIVED AMT (GH¢) | APPROVED AMT (GH¢) | QUERIED AMT (GH¢) | SAVING AMT (GH¢) |
|--------------------|----------------|-----------------------|--------------------|--------------------|-------------------|------------------|
| Administrative | MY | 0 (0.0%) | – | – | – | – |
| | SY | 34 (11.85%) | 398.30 Mln | 387.36 Mln | 10.95 Mln | – |
| Total | | 34 (11.85%) | 398.30 Mln | 387.36 Mln | 10.95 Mln | – |
| Economic | MY | 4 (1.39%) | 27.57 Mln | 27.57 Mln | – | – |
| | SY | 26 (9.06%) | 2.38 Bln | 2.38 Bln | 1.65 Mln | – |
| Total | | 30 (10.46%) | 2.40 Bln | 2.40 Bln | 1.65 Mln | – |
| Infrastructure | MY | 0 (0.00%) | – | – | – | – |
| | SY | 95 (33.10%) | 15.12 Bln | 14.91 Bln | 211.52 Mln | – |
| Total | | 95 (33.10%) | 15.12 Bln | 14.91 Bln | 211.52 Mln | – |
| Public Safety | MY | 0 (0.00%) | – | – | – | – |
| | SY | 12 (4.18%) | 97.58 Mln | 88.65 Mln | 8.44 Mln | 485.00 K |
| Total | | 12 (4.18%) | 97.58 Mln | 88.65 Mln | 8.44 Mln | 485.00 K |
| Social | MY | 10 (3.48%) | 46.03 Mln | 12.57 Mln | 33.45 Mln | – |
| | SY | 106 (36.93%) | 1.16 Bln | 1.06 Bln | 90.58 Mln | 12.73 Mln |
| Total | | 116 (40.42%) | 1.21 Bln | 1.07 Bln | 124.04 Mln | 12.73 Mln |
| GRAND TOTAL | | 287 (100%) | 19.23 Bln | 18.86 Bln | 356.59 Mln | 13.22 Mln |

Source: CTRC Data - 2025

1.7: Procurement Performance by Method and Type

Procurement was dominated by Goods (157 submissions, 54.70%), Works (93 submissions, 32.40%), and Services (37 submissions, 12.89%), with received values of GH¢2.43 billion, GH¢15.83 billion, and GH¢962.19 million, respectively. Goods were largely procured through NCT (120 submissions, GH¢777.75 million), which also generated the highest queries (GH¢238.11 million). Works were almost entirely executed via RT (69 submissions, GH¢15.83 billion), with near full approvals. Services were led by NCT (GH¢169.74 million) and Variation Orders (GH¢675.86 million), with modest queries. Overall, NCT and RT dominated both value and scrutiny, while Single Source, ICT, and RFQ played minimal roles.

Table 8: Procurement Type by Procurement Method by Submissions received.

| PROC. TYPE | PROC. METHOD | SUBMISSION (No. & %) | RECEIVED AMT(GH¢) | APPROVED AMT(GH¢) | QUERIED AMT(GH¢) | SAVING AMT (GH¢) |
|-----------------------|-----------------|----------------------|-------------------|-------------------|-------------------|------------------|
| Goods | EOI/RFP-CQS | 0 (0.00%) | - | - | - | - |
| | ICT | 3 (1.05%) | 43.62 Mln | 43.62 Mln | - | - |
| | NCT | 120 (41.81%) | 777.75 Mln | 534.04 Mln | 238.11 Mln | 5.60 Mln |
| | RFQ | 1 (0.35%) | 2.54 Mln | 2.54 Mln | - | - |
| | RT | 28 (9.76%) | 365.28 Mln | 311.99 Mln | 47.42 Mln | 5.87 Mln |
| | Single Source | 3 (1.05%) | 7.02 Mln | 7.02 Mln | - | - |
| | Variation Order | 2 (0.70%) | 1.23 Bln | 1.23 Bln | - | - |
| Goods Total | | 157 (54.70%) | 2.43 Bln | 2.13 Bln | 285.53 Mln | 11.47 Mln |
| Services | EOI/RFP-CQS | 5 (1.74%) | 18.81 Mln | 11.38 Mln | 7.42 Mln | - |
| | ICT | 0 (0.00%) | - | - | - | - |
| | NCT | 23 (8.01%) | 169.74 Mln | 157.38 Mln | 11.33 Mln | 1.03 Mln |
| | RFQ | 1 (0.35%) | 2.09 Mln | - | 2.09 Mln | - |
| | RT | 6 (2.09%) | 95.69 Mln | 90.45 Mln | 5.25 Mln | - |
| | Single Source | 0 (0.00%) | - | - | - | - |
| | Variation Order | 2 (0.70%) | 675.86 Mln | 675.86 Mln | - | - |
| Services Total | | 37 (12.89%) | 962.19 Mln | 935.08 Mln | 26.08 Mln | 1.03 Mln |

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| PROC. TYPE | PROC. METHOD | SUBMISSION (No. & %) | RECEIVED AMT(GH¢) | APPROVED AMT(GH¢) | QUERIED AMT(GH¢) | SAVING AMT (GH¢) |
|--------------------|-----------------|----------------------|-------------------|-------------------|-------------------|------------------|
| Works | EOI/RFP-CQS | 1 (0.35%) | 2.30 Mln | – | 2.30 Mln | – |
| | ICT | 1 (0.35%) | – | – | – | – |
| | NCT | 6 (2.09%) | 30.93 Mln | 27.76 Mln | 3.17 Mln | – |
| | RFQ | 0 (0.00%) | – | – | – | – |
| | RT | 69 (24.04%) | 15.26 Bln | 15.26 Bln | – | – |
| | Single Source | 1 (0.35%) | 2.53 Mln | 2.53 Mln | – | – |
| | Variation Order | 15 (5.23%) | 534.59 Mln | 494.36 Mln | 39.51 Mln | 714.76 K |
| Works Total | | 93 (32.40%) | 15.83 Bln | 15.78 Bln | 44.98 Mln | 714.76 K |
| GRAND TOTAL | | 287 (100%) | 19.23 Bln | 18.86 Bln | 356.59 Mln | 13.22 Mln |

Source: CTRC Data – 2025

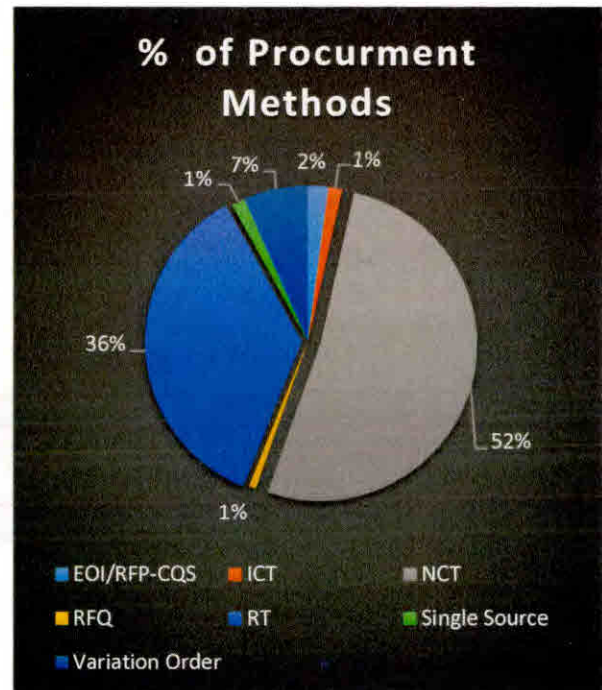
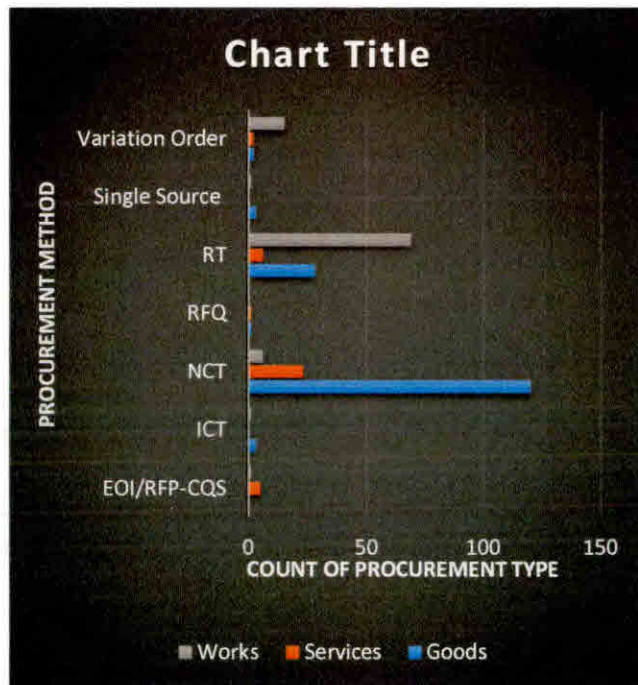


Fig 5: Procurement Methods Reviewed (Count & Percentage)

Source: CTRC Data – 2025

1.8 Procurement Analysis by Type, Method, and Variations

In the non-variation segment, Goods procurement was led by NCT, with 120 submissions valued at GH¢777.75 million and GH¢534.04 million approved, resulting in GH¢238.11 million in queries and GH¢5.60 million in savings. Works were dominated by RT, with 69 submissions totalling GH¢15.26 billion, all fully approved, indicating strong compliance. Services recorded 23 NCT submissions worth GH¢169.74 million, with modest queries and savings. Overall, non-variation procurements totaled GH¢16.78 billion received and GH¢16.45 billion approved, with GH¢317.08 million queried and GH¢12.50 million saved, underscoring effective scrutiny under competitive methods.

Table 9: Analysis by Proc. Method and Proc. Type by Non-Variation

| PROC. TYPE | PROC. METHOD | SUBMISSION (NO. & %) | RECEIVED AMT(GH¢) | APPROVED AMT(GH¢) | QUERIED AMT(GH¢) | SAVING AMT(GH¢) |
|-----------------------|--------------------|----------------------|---------------------|-------------------|-------------------|-------------------|
| Goods | EOI/RFP-CQS | 0 (0.00%) | – | – | – | – |
| | ICT | 3 (1.12%) | 43.62 Mln | 43.62 Mln | – | – |
| | NCT | 120 (44.78%) | 777.75 Mln | 534.04 Mln | 238.11 Mln | 5.60 Mln |
| | RFQ | 1 (0.37%) | 2.54 Mln | 2.54 Mln | – | – |
| | RT | 28 (10.45%) | 365.28 Mln | 311.99 Mln | 47.42 Mln | 5.87 Mln |
| | Single Source | 3 (1.12%) | 7.02 Mln | 7.02 Mln | – | – |
| | Goods Total | | 155 (57.84%) | 1.19 Bln | 899.21 Mln | 285.53 Mln |
| Services | EOI/RFP-CQS | 5 (1.87%) | 18.81 Mln | 11.38 Mln | 7.42 Mln | – |
| | ICT | 0 (0.00%) | – | – | – | – |
| | NCT | 23 (8.58%) | 169.74 Mln | 157.38 Mln | 11.33 Mln | 1.03 Mln |
| | RFQ | 1 (0.37%) | 2.09 Mln | – | 2.09 Mln | – |
| | RT | 6 (2.24%) | 95.69 Mln | 90.45 Mln | 5.25 Mln | – |
| | Single Source | 0 (0.00%) | – | – | – | – |
| Services Total | | 35 (13.06%) | 286.33 Mln | 259.21 Mln | 26.08 Mln | 1.03 Mln |

