



REPUBLIC OF GHANA

**DEPARTMENT OF FEEDER ROADS**

**OF THE**

**MINISTRY OF ROADS AND HIGHWAYS**

**DFR ANNUAL REPORT**

**FOR**

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# DEPARTMENT OF FEEDER ROADS DFR REPORT

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**Acronyms and abbreviations**

DFR	:	Department of Feeder Roads
DFID	:	Department for International Development
GOG	:	Government of Ghana
GIS	:	Geographical Information System
MRH	:	Ministry of Roads and Highways
DCRIP	:	District Capital Roads Improvement Project
GHA	:	Ghana Highway Authority
DUR	:	Department of Urban Roads
AFD	:	Agence Francais de Developement
SIDA	:	Swedish International Development Agency
TSPS	:	Transport Sector Programme Support
DANIDA	:	Danish International Development Agency
CRIP	:	Cocoa Roads Improvement Programme
MCA	:	Millennium Challenge Account
MiDA	:	Millennium Development Authority
MOFA	:	Ministry of Food and Agriculture
KfW	:	Kreditanstalt für Wiederaufbau
AfDB	:	African Development Bank
EMQAP	:	Export Marketing and Quality Awareness Project
IVRDP	:	Inland Valley Rice Development Programme
TSP	:	Transport Sector Programme
IFAD	:	International Federation for Agricultural Development
JICA	:	Japan International Cooperation Agency
MMDAs	:	Metropolitan, Municipal and District Assemblies
MDAs	:	Ministries, Departments and Agencies
MOFEP	:	Ministry of Finance and Economic Planning
LSDGP	:	Local Service Delivery and Governance Programme
LBT	:	Labour Based Technology
DWD	:	District Works Department
RSDP	:	Road Sector Development Programme
VOC	:	Vehicle Operating Cost

*Acronyms and abbreviations*

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KNUST	:	Kwame Nkrumah University of Science and Technology
KTC	:	Koforidua Training Centre
RAI	:	Rural Accessibility Index

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## CHAPTER ONE: EXECUTIVE SUMMARY

### 1.0 Mission and Vision of DFR

#### 1.0.1 Mission

To ensure the provision of safe, all weather accessible feeder roads at optimum cost, to facilitate the movement of people, goods and services and to promote socio-economic development, in particular agriculture.

#### 1.0.2 Vision

To ensure that 80% of rural communities in Ghana can access a feeder road within 2Km radius at optimum cost under a decentralized system by 2020.

### 1.1 Road Network and Condition

The total feeder road network as at December 2001 was 32,600km. In the year 2005 the Department of Feeder Roads (DFR) with funding from the Department for International Development (DFID) engaged the services of consultants to carry out road inventory on all feeder road network in the country. The result of the inventory which was completed in September 2007 indicated that DFR now has a total feeder road network of approximately 42,000km.

The road condition mix was not updated in 2010 since the budget for the update was not released. The budget was released in latter part of 2011. The update is in progress and is expected to be completed by the end of the first quarter of 2012. The condition mix of the feeder road network as at December, 2009 is as follows:

Good	39%
Fair	30%
Poor	31%

with the following surface types:

Bituminous surface	:	2,225.3 km	(5%)
Gravel roads	:	25,021.4 km	(59%)
Earth roads	:	14,943.0 km	(36%)
<b>TOTAL</b>	:	<b>42,189.9km</b>	

The breakdown of the network is as follows:

Engineered network	:	23,858.7km	(56%)
Partially engineered network	:	6,430.2km	(16%)
Un-engineered network	:	11,901.0km	(28%)
<b>42,189.9km</b>			

It is DFR's policy to always keep the engineered and partially engineered feeder roads in good or fair conditions.

DFR's engineered/partially engineered network now stands at 30,288km.

## 1.2 Condition Mix

The Condition Mix of the feeder road network has changed slightly from 38% good, 32% fair and 30% poor in December 2008 to 39% good, 30% fair and 31% poor at the close of December, 2009.

The slight improvement in the condition mix could be attributed to the continued maintenance of the engineered roads and rehabilitation of those in the poor category. (The condition mix is based on approximately 42,000Km network).

	<b>2007</b>	<b>2008</b>	<b>2009</b>
<b>GOOD</b>	35%	38%	39%
<b>FAIR</b>	37%	32%	30%
<b>POOR</b>	28%	30%	31%

## 1.3 Targets and Achievements as at December 31, 2011

Table 1.1 shows the planned, approved programmes and achievement as at 31<sup>st</sup> Dec, 2011, whilst Table 1.2 shows the financial programme and disbursement of DFR for both GoG and Donor projects for the period January –Dec, 2011.



**Table 1.1: Physical Target and Achievements (January – Dec, 2011)**

ACTIVITIES	APPROVED ANNUAL PROGRAMME	PHYSICAL ACHIEVEMENT	
	Km/No.	Km/No.	%
<b>Routine Maintenance</b>	26,790.0	16,000.0	60%
<b>Periodic Maintenance</b>			
Spot Improvement	319.8	469.7	147%
<b>Minor Improvement Works</b>			
Upgrading of Gravel to Bitumen Surfaced (2 <sup>nd</sup> Cycle Schools)	1.5	0.0	0%
Upgrading of Gravel to Bitumen Surfaced (Town Roads)	27.0	38.3	142%
Upgrading of Gravel to Bitumen Surfaced	310.0	150.3	48%
Upgrading of Earth to Gravel	285.0	172.8	61%
<b>Sub-Total</b>	<b>623.5</b>	<b>361.4</b>	<b>58%</b>
<b>Bridge Works</b>			
Bridges	<b>24.0</b>	<b>17.0</b>	<b>71%</b>
Consultancy services		-	
Institutional supp & Training		-	
<b>Sub-Total</b>	<b>943.3</b>	<b>831.1</b>	<b>88%</b>
<b>Grand Total</b>	<b>27,733.3</b>	<b>16,831.1</b>	<b>61%</b>

Table 1.2: Financial Programme and Disbursement (January -Dec, 2011)

ACTIVITIES	GOG US\$(M)	DONOR US\$(M)	TOTAL (DONOR & GOG)	FINANCIAL EXPENDITURE		TOTAL (DONOR & GOG)	PROGRESS
				GOG US\$(M)	DONOR US\$(M)	US\$(M)	
<b>Routine Maintenance</b>	6.541	0.000	6.541	0.767	0.000	0.767	12%
<b>Periodic Maintenance</b>							
Spot Improvement	3.459	0.000	3.459	2.863	8.219	11.082	320%
<b>Minor Improvements</b>							
Upgrading of Gravel to Bitumen Surfaced (2 <sup>nd</sup> Cycle Schools)	0.034	0.000	0.034	0.000	0.000	0.000	0%
Upgrading of Gravel to Bitumen Surfaced (Town Roads)	1.822	2.700	4.522	2.329	13.306	15.635	346%
Upgrading of Gravel to Bitumen Surfaced	33.918	0.000	33.918	60.029	0.000	60.029	177%
Upgrading of Earth to Gravel	2.274	22.500	24.774	5.122	1.157	6.279	25%
<b>Sub-Total</b>	<b>38.0</b>	<b>25.2</b>	<b>63.2</b>	<b>67.5</b>	<b>14.5</b>	<b>81.943</b>	130%
<b>Bridges Works</b>							
Bridges (Civil Works)	2.123	0.000	2.123	14.193	0.000	14.193	669%
<b>Consultancy services</b>	0.068	3.700	3.768	3.519	0.000	3.519	93%
<b>Institutional supp &amp; Training</b>	1.233	17.500	18.733	0.884	1.885	2.769	15%
<b>Sub-Total</b>	<b>3.4</b>	<b>21.2</b>	<b>24.6</b>	<b>18.6</b>	<b>1.9</b>	<b>20.5</b>	83%
<b>Grand Total</b>	<b>51.473</b>	<b>46.400</b>	<b>97.873</b>	<b>89.706</b>	<b>24.567</b>	<b>114.3</b>	<b>117%</b>

Table 1.3: Department of Feeder Roads Programme and Achievement (Jan. – Dec. 2011)

ACTIVITIES	APPROVED ANNUAL PROGRAMME			FINANCIAL EXPENDITURE		PHYSICAL ACHIEVEMENT		TOTAL EXPENDITURE
	Km/No.	GOG US\$(M)	DONOR US\$(M)	GOG US\$(M)	DONOR US\$(M)	Km/No.	%	US\$(M)
<b>Routine Maintenance</b>	26,790.0	6.541	0.000	0.767	0.000	16,000.0	60%	0.767
<b>Periodic Maintenance</b>								
Spot Improvement	319.8	3.459	0.000	2.863	8.219	469.7	147%	11.082
<b>Minor Improvements</b>								
Upgrading of Gravel to Bitumen Surfaced (2 <sup>nd</sup> Cycle Schools)	1.5	0.034	0.000	0.000	0.000	0.0	0%	0.000
Upgrading of Gravel to Bitumen Surfaced (Town Roads)	27.0	1.822	2.700	2.329	13.306	38.3	142%	15.635
Upgrading of Gravel to Bitumen Surfaced	310.0	33.918	0.000	60.029	0.000	150.3	48%	60.029
Upgrading of Earth to Gravel	285.0	2.274	22.500	5.122	1.157	172.8	61%	6.279
<b>Sub-Total</b>	<b>623.5</b>	<b>38.0</b>	<b>25.2</b>	<b>67.5</b>	<b>14.5</b>	<b>361.4</b>	<b>58%</b>	<b>81.943</b>
<b>Bridges Works</b>								
Bridges (Civil Works)	24.0	2.123	0.000	14.193	0.000	17.0	71%	14.193
<b>Consultancy services</b>		0.068	3.700	3.519	0.000	0.0		3.519
<b>Institutional supp &amp; Training</b>		1.233	17.500	0.884	1.885	-		2.769
<b>Sub-Total</b>		<b>3.4</b>	<b>21.2</b>	<b>18.6</b>	<b>1.9</b>			<b>20.5</b>
<b>Grand Total</b>	<b>27,733.3</b>	<b>51.473</b>	<b>46.400</b>	<b>89.706</b>	<b>24.567</b>	<b>16,831.100</b>	<b>61%</b>	<b>114.3</b>

## CHAPTER TWO: DEVELOPMENT PARTNERS ASSISTED PROGRAMME

### 2.1 District Capital Roads Improvement Project (DCRIP)

#### 2.1.1 Background and funding

The project was initiated to facelift rural district capitals. The benefits of the project include:-

- mitigating the negative health impacts on the communities resulting from dust
- preventing the defacing of public and private buildings resulting from dust
- savings from capital expenditure on repair, renovation or replacements of these buildings
- environmental enhancements through bitumen surfacing the roads in town and construction of concrete drains to prevent erosion.

The funding is provided by the Ghana Government from the Japanese Counter-Value Fund with an amount of GH¢ 33.2 million.

#### 2.1.2 Coverage

Sixty nine (69) Districts Capitals in all the 10 regions of Ghana.

#### 2.1.3 Activity

Surfacing of 142.55 km nationwide.

The projects have been broken into three phases as indicated below:

S/N	Phase	No. of Districts	Length (Km)
1	One	28	56.00
2	Two	19	39.35
3	Three	22	47.20
	<b>Total</b>	<b>69</b>	<b>142.55</b>

#### 2.1.4 Period

The project period is from 2008 to 2013.

### 2.1.5 Regional Distribution

The regional distribution of the contracts is as shown in Table 2.1.

**Table 2.1: Distribution of DCRIP Contracts**

Regions	Phases			TOTAL
	Phase 1	Phase 2	Phase 3	
	(Km)	(Km)	(km)	
Greater Accra Region (GAR)	4	4	3.7	11.7
Eastern Region (ER)	6	4	4	14
Volta Region (VR)	6	-	6	12
Central Region (CR)	6	8	6	20
Western Region (WR)	6	4	6.05	16.05
Ashanti Region (ASR)	8	7.5	4	19.5
Brong Ahafo Region (BAR)	6	6	6	18
Northern Region (NR)	6	4.2	6.2	16.4
Upper East Region (UER)	4	1.65	2	7.65
Upper West Region (UEW)	4	-	3.25	7.25
<b>TOTAL</b>	<b>56</b>	<b>39.35</b>	<b>47.2</b>	<b>142.55</b>

Under Phase One, 18 out of 28 contracts awarded have been completed whilst 10 out of the 17 contracts awarded under Phase Two have also been completed. 11 out of the 24 contracts awarded under Phase Three have also been completed.

The total length of roads under contracts is 142.55Km and commitment to date is GH¢38.92million. The total amount certified to date under the three (3) phases is GH¢29.62million.

The beneficiary Districts are as shown in Tables 2.2, 2.3 and 2.4 for Phases 1, 2 and 3, respectively.

**Table 2.2: Beneficiary Districts of the DCRIP under Phase 1**

REGION	DISTRICT	DISTRICT CAPITAL	STATUS (%)	SUPERVISING AGENCY
GAR	Dangme West	Dodowa	100	DFR
	Ga East	Abokobi	100	DFR
ER	Birim North	New Abirem	100	DFR
	Asuogyaman	Atimpoku	100	GHA
	Akyemansa	Ofoase	60	DFR
CR	Awutu Senya	Awutu Breku	100	DFR
	Assin South	Nsuaem - Kyekyewere	100	DFR
	Upper Denkyira West	Diaso	10	DFR
VR	Nkwanta North	Kpasa	8	DFR
	Adaklu-Anyigbe	Kpetoe	100	DFR
	South Dayi	Kpeve	100	DFR
WR	Ellembelle	Nkroful	50	DFR
	Sefwi Akontombra	Akontombra	76	GHA
	Prestea Huni Valley	Bogoso	51	GHA
AR	Bosome Freho	Asiwa	100	DFR
	Atwima-Kwawonma	Foase	67	DFR
	Offinso North	Akomadan	100	GHA
	Kumawu-Afram Plains	Kumawu	30	GHA
BAR	Dormaa East	Wamfie	100	DFR
	Nkoranza North	Busunya	29	GHA
	Tain	Nsawkaw	100	GHA
NR	Zabzugu/Tatale	Zabzugu	85	DFR
	Gushiegu	Gushiegu	100	DFR
	Kpandai	Kpandai	100	DFR
UER	Garu Tempane	Garu	51	GHA
	Builsa	Sandema	100	DFR
UWR	Sissala West	Gwollu	45	DFR
	Wa East	Funsi	100	DFR

**Table 2.3: Beneficiary Districts of the DCRIP under Phase 2**

REGION	DISTRICT	DISTRICT CAPITAL	STATUS (%)	SUPERVISING AGENCY
GAR	Ga South	Mallam	19	DUR
	Ga West	Amasaman	32	DUR
ER	West Akim	Asamankese	52	GHA
	Upper Manya	Asesewa	15	GHA
CR	Assin North	Assin Fosu	100	GHA
	Agona West	Nsaba	100	GHA
	Twifo Hemang Lower Denkyira	Twifo Praso	56	DFR
WR	Jomoro	Elubo	30	GHA
	Bia	Esaam	50	DFR
AR	Ejisu	Ejisu	100	DUR
	Asante Akim North	Konongo	100	DUR
	Nsuta Kwamang	Nsuta	100	GHA
	Amansie Central	Jacabu	48	DFR
BAR	Nkoransa South	Nkoransa	76	GHA
	Berekum	Berekum	100	DUR
	Asunafo South	Kukuom	100	DFR
NR	Chereponi	Chereponi	Project terminated and awarded under Phase 3	DFR
	Tolon/ Kumbungu	Tolon	Project terminated and awarded under Phase 3	DUR
UER	Bongo	Bongo	37	GHA

**Table 2.4: Beneficiary Districts of the DCRIP under Phase 3**

REGION	DISTRICTS IN PHASE3	DISTRICT CAPITAL	STATUS (%)	SUPERVISING AGENCY
GAR	Dangbe East	Ada	40	DFR
	Adenta Municipal Assembly	Adenta	35	DFR
ER	Atiwa	Kwabeng	30	DFR
	Fanteakwa	Begoro	45	DFR
CR	Ajumako Enyan Essiam	Besease	40	DFR
	Agona West	Agona Swedru (Ph. 2)	50	DFR
	Gomoa East	Afansie	85	DFR
WR	Sefwi	Sefwi Wiawso	54	DFR
	Ellembele	Esiam	27	DFR
	Wasa Amenfi West	Asankragua	35	DFR
ASR	Adansi North	Fomena	98	DFR
	Ejura Sekyedumase	Ejura	40	DFR
VR	Ketu South	Aflao	6	DFR
	North Tongu	Adidome	21	DFR
	Krachi West	Krachi	15	DFR
BAR	Jaman North	Sampa	53	DFR
	Pru	Yeji	31	DFR
	Asunafo North	Goaso	50	DFR
NR	Bole	Bole	60	DFR
	Chereponi	Chereponi	15	DFR
	Tolon/ Kumbungu	Tolon	80	DFR
UER	Bolgatanga	Bolgatanga	92	DUR
UWR	Nadowli	Nadowli	87	DFR
	Sisala	Tumu	55	DFR



## **Summary**

### **Phase 1 Contracts**

Eighteen (18) contracts under phase 1 of the project have been substantially completed and are in defects liability period. These are:

- Abokobi and Dodowa in the Greater Accra Region
- Kpetoe and Kpeve in the Volta Region
- Atimpoku and New Abirem in the Eastern Region
- Nsuaem Kyekyewere and Awutu Breku in the Central Region.
- Bogoso in the Western Region
- Akomadan, Asiwa and Foase in the Ashanti Region
- Wamfie and Nsawkaw in the Brong Ahafo Region,
- Gushiegu and Kpandai in the Northern Region
- Sandema in the Upper East Region
- Funsu in the Upper West Region

All the Phase 1 contracts which are behind schedule have been warned to expedite progress of works. Two (2) contracts under Phase 1 have been terminated for non-performance. These are Diaso town roads in the Central Region and Kpasa town roads in the Volta Region. The Diaso Town roads have been packaged and re-awarded.

The Gwollu Town roads and New Abirem Town roads contract have been recommended for termination. The average physical completion to date is 84%.

The total amount certified to date is **GH¢10,651,992.13**.

### **Phase 2 Contracts**

Ten (10) contracts under Phase 2 have been substantially completed and are in the defects liability period. These are:

- Amasaman Town Roads in the Greater Accra Region
- Assin Fosu and Nsaba Town Roads in the Central Region.
- Ejisu, Konongo and Nsuta Town Roads in the Ashanti Region
- Nkoransa, Berekum and Kukuom Town Roads in the Brong - Ahafo Region
- Bongo Town Roads in the Upper East Region

One (1) contract, Asesewa Town Roads, under phase 2 has been recommended for termination due to non-performance.

All the Phase 2 contractors which are behind schedule have been issued with warning letters to expedite progress of works in order to finish the project within the expected completion period. The average physical completion to date is 85%.

The total amount certified to date is **GH¢5,249,651.80**.

### **Phase 3 Contracts**

All the twenty-four (24) contracts under Phase 3 have recently been awarded and work is progressing at all the sites.

Eleven (11) contracts under Phase 3 have been substantially completed and are in the defects liability period. These are:

- Adidome and Krachie Town roads in the Volta Region
- Afransie Town roads in the Central Region
- Asankragua Town roads in the Western Region
- Ejura and Fomena Town roads in the Ashanti Region
- Yeji and Sampa Town roads in Brongh Ahafo
- Tolon Town roads in the Northern Region
- Bolgatanga Town roads in the Upper East Region
- Nadowli Town roads in the Upper West Region

All the Phase 3 contracts which are behind schedule have been cautioned to expedite progress of works in order to finish the project within the expected completion period. The average physical completion to date is 81.0%.

The total amount certified to date is **¢13,720,208.91**

#### ***2.1.6 Physical progress***

On the average, physical completion of the works under Phase1, Phase 2 and Phase 3 are 84%, 85% and 81% respectively.

### 2.1.7 Financial Progress

Details of commitment and certified amounts to date on the three (3) phases are shown in Table 2.5.

**Table 2.5: Summary of Financial Progress**

<b>CONTRACTS</b>	<b>COMMITMENT (GHS)</b>	<b>CERTIFIED AMOUNT (GHS)</b>
PHASE 1	13,617,779.37	10,651,992.13
PHASE 2	9,367,759.89	5,249,651.80
PHASE 3	15,935,166.11	13,720,208.91
<b>TOTAL</b>	<b>38,920,705.37</b>	<b>29,621,852.84</b>

## 2.2 Transport Sector Programme (TSP)

### 2.2.1 Introduction

One of the Objectives of Ghana Government for Transport as highlighted in the National Transport Policy is to create a sustainable, accessible, affordable, reliable effective and efficient transport system that meets user needs. Government's policy objective is therefore to strengthen the provision of infrastructure services and improve the business environments to sustain broad-based growth.

It is in the light of this objective that the Government of Ghana (GOG) and the International Development Association (IDA) of the World Bank have prepared the Transport Sector Project to help (a) increase Ghana's competitiveness in foreign trade by reducing internal transport costs and promoting linkages in domestic markets which are crucial factors for rapid and sustained growth; (b) improve governance through clarifying roles and responsibilities in transport sector and encouraging wider and more meaningful participation of stakeholders in the decision making process; and (c) support the decentralized planning, management, finance and regulation of transport infrastructure and services.

The project will be implemented by the Ministry of Roads and Highways (MRH), which will have the overall responsibility for its coordination and management.

The Implementing Agencies (IAs) for the project are: Ministry of Roads and Highways (MRH), Ghana Highway Authority (GHA), Department of Feeder Roads (DFR), Department of Urban Roads (DUR) and Ministry of Transport (MOT), Ghana Airports Company Limited (GACL), Ghana Civil Aviation Authority (GCAA), and Ghana Ports and Harbors Authority (GHPA). The Beneficiary Agencies (BAs) for the project are: Driver and Vehicle Licensing Authority (DVLA), Kwame Nkrumah University of Science and Technology (KNUST), Government Technical Training Center (GTTC), National Road Safety Commission (NRSC), Regional Maritime University (RMU), Ghana Maritime Authority (GMA) and Volta Lake Transport Company (VLTC).

### **2.2.2 Project objectives**

The Development Objective for the Transport Sector Project is to improve mobility of goods and passengers through reduction in travel time and vehicle operating cost, and improvement in road safety standards. This objective will be achieved through strengthening the capacity of transport institutions in planning, regulation, operations and maintenance, and through infrastructure investments.

The achievement of the Project Development Objective will be monitored using the following performance indicators to be achieved by the end of the project (EOP):

- (a) Average travel time reduced by at least 20 percent on project-financed roads;
- (b) Average vehicle operating cost (in real terms) reduced by at least 10% percent on project-financed roads;
- (c) Fatality rate reduced from 22 per 10,000 vehicles to 19 per 10,000 vehicles;
- (d) Rural Accessibility Index (RAI) increased from 53 percent to 57 percent; and
- (e) Condition of trunk road network in good and fair condition improved from 83 percent to 88 percent, for urban roads from 36 percent to 50 percent, and for feeder roads from 72 percent to 85 percent

<b>KEY PERFORMANCE INDICATORS</b>	<b>DFR ACTION PLAN</b>
1. Average travel time reduced by at least 20% on project-financed roads	1. Regional managers have been tasked to come up with the average travel time of projects financed roads after the rains before actual construction works begin. The average travel time will be measured after the completion of the roads works to ascertain whether the 20% reduction has been achieved
2. Average vehicle operating cost (in real terms) reduced by at least 10% on project financed roads.	2. DFR will liaise with GHA for data to enable the initial VOC on the project financed roads to be determined before actual physical works commence. VOC will again be computed after completion of physical works on projects financed roads
3. Rural Accessibility Index (RAI) increased from 53% to 57%.	3. The achievement of this indicator will be monitored during the construction period and the target measured after the completion of the project financed roads.
4. Feeder roads network in good and fair condition improved from 72% to 85%	4. The condition of feeder roads network in good and fair condition will be computed after the completion of works on the project financed roads.

### **2.2.3 Project component**

The project consists of two components: The first year and the second year components. The first year components involve feeder roads rehabilitation and spot improvement and geared towards consolidating the achievement under the RSDP.

During the first year a total of 456.46km of spot improvement and 226.06km of minor rehabilitation will be carried out throughout the country at a cost of US\$20.0 million

The second year component will focus on the rehabilitation and bituminous surfacing of roads in selected focus areas to support commercial agriculture around growth poles in collaboration with the Ministry of Agriculture. This will be financed with an additional amount of US\$27.5 million.

A break-down of total budget allocation for the TSP is as ff:

-Improvement and rehabilitation of feeder roads

First year	US\$20.00
Second year	US\$27.50
-Consulting Service	US\$2.50
-Capacity Building	US\$0.50
-Vehicle & Office equipment	US\$0.70
-Operation	US\$0.50
<b>TOTAL</b>	<b><u>US\$51.70</u></b>

The Credit was approved by the Bank's Board on 30<sup>TH</sup> June, 2009 and by the Parliament of Ghana on the 17<sup>TH</sup> July, 2009.

The project effective date: 12<sup>th</sup> November, 2009.

End of project Implementation period: 31<sup>st</sup> December, 2014

Expected Credit closing date: 30<sup>th</sup> June, 2015

#### **2.2.4 Status**

##### **2.2.4.1 Consultancy**

- ***Services Works Supervision***

No objection have been given for eight(8) Lots out of the fifteen (15) Combined Technical and Financial Evaluation reports and Final Draft Contracts and Minutes of Negotiation meetings submitted to the Bank.

The eight lots have been awarded.

- ***Environmental and Social Management Plan (ESMP)***

No objection has been received for the Final ESMP Report from the World Bank.

Public Disclosure published between November to 30<sup>th</sup> December 2011.

##### **2.2.4.2 Works**

- ***Year One Programme***

Six (6) out of 84 projects awarded have been completed. Others are at various stages of completion. As at the fourth quarter of 2011, total commitment to date amounts to GH¢35,486,169.63 as against budget allocation of US\$20 Million.

- ***Year Two Programme (Focus Intervention)***

Cost Estimates for Year Two Programme is ready for submission to the World Bank.

#### ***2.2.4.3 Goods***

Yet to commence

#### ***2.2.4.4 Vehicles***

Five (5) No. 4x4 double cabin Pick-Up vehicles, 2No. Cross-Country vehicles and 5No. Saloon cars are being procured by MRH on behalf of DFR.

#### ***2.2.4.5 Training***

Work Plan and Budget for 2011 training programme completed and incorporated into the over-all training programme of the MRH. No objection has been received for short courses. No objection for graduate courses yet to be received.

- Five (5) engineers are currently pursuing Local Post Graduate at KNUST
- Two (2) Engineers completed post graduate studies in overseas in 2011.
- One (1) Quantity surveyor is currently pursuing post-graduate studies overseas.
- Two (2) engineers attended a short course in London in December 2011.
- An internal auditor also attended a short course in the US in 2011.
- In July 2011 two (2) Quantity Surveyors and two (2) engineers attended a short local course in Procurement at GIMPA in Accra.
- One (1) Quantity Surveyor was also sponsored to attend an overseas short course in e-procurement in London in 2010.

#### ***2.2.5 Financial disbursement***

Disbursement to date is as follows:

-Works	US\$5,184,855.84 (GH¢7,942,093.33)
-Goods	NIL
-Consultancy	US\$47,586.34 (GH¢72,186.00)
-Training	US\$232,606.29 (GH¢ 359,003.00)

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-Operation	US\$127,188.30 (GH¢190,782.45)
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Total disbursement to date: **GH¢ 8,564,064.78**

## **2.3 Local Service Delivery and Governance Programme (LSDGP)**

### **2.3.1 Background**

The Local Service Delivery and Governance Programme was formulated with the support of DANIDA to deepen the Decentralization agenda of Government.

#### **Amount:**

The budget for 2010 activities was GH¢6,407,080.00.

The Ghana Road Fund had received GH¢3,203,540 as funding for the first and second quarters.

#### **Duration:**

It is a five year programme. The first three years from 2009 to 2011 has earmarked funding for the components. The components are: Institutional Strengthening and Capacity Building and Support to Service Delivery and Local Governance.

The *Support to Service Delivery and Local Governance* component would provide funds for service delivery at the district level. Earmarked funding for rural roads and water and sanitation will be phased out along with the establishment and strengthening of the District Development Fund, which will be the vehicle for financing discretionary investments at local government level. A review which was planned for the end of 2010 was to decide on the specific areas of activities to be covered during the last two years of the programme in as much as it deviates from the proposed programme strategy of using the District Development Fund as the only funding modality post 2011. The District Development Fund will ensure additional discretionary funding for local service delivery, stronger Metropolitan, Municipal and District Assemblies incentives and coordinated, demand driven capacity building.

### **2.3.2 Sub-Components**

The Support to Service Delivery and Local Governance component has three sub-components. These are:



- **Sub-component 2.1:** *Support to the District Development Fund*
- **Sub-component 2.2:** *Support to Rural Feeder Roads*
- **Sub-component 2.3:** *Support to Community Water Supply and Sanitation*

DFR has since the programme inception been involved with Sub-component 2.2.

**Sub-component 2.2:** *Support to Rural Feeder Roads* aims at strengthening effective and responsive service delivery by Metropolitan, Municipal and District Assemblies (MMDAs) through earmarked funding for feeder roads in up to 44 districts in five regions for the first three years of the programme. These districts were selected based on certain criteria including poverty figures, specific sector needs within feeder roads, water supply and sanitation, other Development Partner (DP) support and ensuring continuity of on-going support at the DA level. Investment funding for spot improvement works would be provided by Danida while GoG through the Road Fund's own generated resources will provide funds for routine and recurrent maintenance of the improved roads. The feeder roads improvement will be complemented by community specific socio-economic interventions such as rural access interventions, intermediate means of transportation, etc.

The target for activities planned for 2011 were as follows:

- i. Spot Improvement of feeder roads - 452km at the cost of GH¢3,671,000.
- ii. Completion of all the 2010 outstanding works
- iii. Regional Technical Backstopping- 5 regions at the cost of GH¢227,000.
- iv. Demonstration of LBT surfacing in Pilot District at the cost of GH¢314,000.
- v. Routine maintenance - 2,938km at a cost of GH¢4,400,000.
- vi. A team from the Head Office of DFR were programmed to visit the participating Districts of the LSDGP between November 2011 and December 2011 to provide technical backstopping to participating District Works Department (DWDs) on strategies to ensure effective implementation of the proposed works under the programme.
- vii. A training course was planned in the fourth quarter of 2011 at Koforidua Training Centre (KTC) for DFR Engineers in regions involved in providing technical backstopping and other technical officers of DWDs.
- viii. Three (3) officers to Participate in International Conference on Environmental and Social Impact Assessment.

### **2.3.3 Status**

As at the end of December, 2011 the achievements were as follows:

- Spot Improvement of feeder roads – 565.7km were awarded at an estimated cost of GH¢3,675,000 in 2011. As at December 2011, 564 km has been worked on. The percentage complete is about 99 %. The information on expenditure to date is being compiled.
- Regional Technical Backstopping - assistance was given during both pre-contract stage and post-contract stage by the DFR Regional offices.

### **2.3.4 DFR Direct Support to Decentralization**

With a budget ceiling of GH¢ 100,00.00 per district, DFR under its 2011 Road Fund budget has transferred the routine maintenance management of the engineered network including the maintenance of the roads that were spot improved under the LSDGP to the 44 LSDGP participating districts. Under this arrangement, DFR continues to provide technical backstopping and capacity building whilst the District Assemblies are expected to undertake the procurement of the works in accordance with the procurement laws of Ghana under their own administrative systems. Payments of invoices are however to be routed through DFR Regional Managers and the Director of DFR to the Road Fund Secretariat for the purpose of monitoring and budget control.

## **2.4 Bridge Development Programme**

The Department of Feeder Roads under its Bridge Development Programme identified 5,000 water crossing points that hamper the provision of basic access to rural dwellers. Out of this number 1,200 sites have been classified as critical for the effective functioning of the rural road network.

It is worthy of mention that the Bridge Development Programme forms part of the Ministry of Roads and Highways programme under the Ghana Poverty Reduction Strategy which aims at improving the socio-economic life of the rural dwellers.

The provision of the bridges will facilitate the safe and more economical movement of people, goods and services in the rural communities due to the elimination of long detours and making the network more coherent and interactive.

Currently DFR has three (3) bridge projects running, namely; ACROW-Ghana, Ghana – Spanish and Ghana/Dutch Bridges Project.

## **2.4.1 ACROW-Ghana Bridges**

### **2.4.1.1 Background**

The ACROW-Ghana bridge project involves a total amount of US\$47.7 million. This consists of a loan amount of US\$37.7 million for the supply of bridge components for 100 bridges and a grant amount of US\$7.0 million as seed money for the cost of the civil works and the approach filling to be funded by GoG. Contract for the supply of the bridge components has been signed. The project is to be executed in three phases.

### **2.4.1.2 Status**

Forty-five (45) bridges in 40 lots have been awarded under Phase One of the project. Two (2) of the bridges have been revised to major box culverts. Currently nine (9) of these bridges have been launched out of which three (3) have been opened to traffic. Eleven (11) out of the remaining thirty-five (35) have their reinforced abutments cast up to launching level with some approaches being filled before the commencement of assembling and launching could commence.. All the contractors awarded the contracts have mobilized to site and works are at various stages of completion.

The overall progress of work is about 44%.

All the bridges for the phases 1 and 2 contracts agreed with ACROW Corporation have been supplied and received into DFR Stores in Koforidua. The cost of the civil works for the phase 1 contracts is estimated at GH¢ 27,981,976.34.

Table 2.6 shows the regional distribution of the bridges (Phase I).

**Table 2.6: Regional Distribution of ACROW Bridges and Number Launched/Completed**

<b>Region</b>	<b>BRIDGES</b>		<b>MAJOR BOX CULVERTS</b>	
	<b>No. Awarded</b>	<b>No. Launched/ Completed</b>	<b>No. Awarded</b>	<b>No. Completed</b>
Greater Accra	2	0	0	0
Volta	7	3	2	0
Eastern	5	2	0	0
Central	4	1	0	0
Western	4	1	0	0
Ashanti	5	1	0	0
Brong Ahafo	5	0	0	0
Northern	3	0	0	0
Upper East	3	1	0	0
Upper West	4	0	0	0
<b>TOTAL</b>	<b>42</b>	<b>9</b>	<b>2</b>	<b>0</b>

*Development Partners Assisted Programme*

PROGRAMME	FUNDING SOURCE	ESTIMATED COST	COMMENCEMENT DATE	COMPLETION DATE	CUMMULATIVE PHYSICAL PROGRESS		FINANCIAL PROGRESS	REMARKS
					PROGRA MME	ACTUAL (%)	AMOUNT PAID IN 2011	
ACROW/ GHANA BRIDGES	Government of Ghana and Societe General, New York Branch	A loan of US\$37.7M for the supply of bridge components & a grant US\$7M as seed money for the civil works. GoG is funding the cost of the civil works estimated at GH¢66.7 M	Nov. 2008	Dec. 2013	Constructi on of 100 bridges	44	GH¢8,324,714.67	For 2011, 3No. Steel Bridges were completed and opened to traffic whilst additional 6No. Bridges were launched

### **2.4.2 Ghana-Spanish Bridges Project**

The Spanish bridge programme involves the construction of fifty two (52) bridges throughout the country.

This involves a facility of Euro 10.0 million under the Second Ghana-Spain Protocol for the supply of components. The supply of the components is in two lots of 26 each. The Government of Ghana is to fund the cost of the civil works and approach filling. Contracts for 24 bridges under Phase One has been awarded at an estimated cost of GH¢ 15,359,267.33. The design of three (3) of the 24 bridges under Phase one had been revised and are been constructed as major box culverts. Detail design for the bridges in Phase Two comprising 31 number is in progress.

One (1) of the bridge which was used as a training site has been launched and nine (9) have both abutments cast up to launching level. Work on assembling and launching of one of these bridges is in progress and three out of the remaining eight (8) bridges have approaches filled and are ready to receive the bridge components for the commencement of the assembling and launching. Works on fifteen (15) bridges have their abutments under construction at various level whilst work is yet to commence on five (5) of these bridges, three (3) have been revised to major box culverts.

The overall progress of work is 50%.

#### **2.4.2.1 Status**

##### **Lot 1**

All the twenty-six (26) bridge components have been supplied by a Spanish firm M/s Makiber and stockpiled at DFR yard in Koforidua.

##### **Lot 2**

Another Spanish firm M/S Schwart-Hautmont has also supplied the remaining 26 bridge components and stockpiled in DFR Stores, Accra.

Table 2.7 shows the regional distribution of the bridges (Phase I).

**Table 2.7: Regional Distribution of Dutch Bridges and Number Launched/Completed**

Region	BRIDGES		MAJOR BOX CULVERTS	
	No. Awarded	No. Launched/ Completed	No. Awarded	No. Completed
Greater Accra	0	0	0	0
Volta	1	0	0	0
Eastern	5	2	0	0
Central	2	3	2	0
Western	3	0	0	0
Ashanti	2	1	1	0
Brong Ahafo	2	1	0	0
Northern	2	0	0	0
Upper East	1	0	0	0
Upper West	3	0	0	0
<b>TOTAL</b>	<b>21</b>	<b>7</b>	<b>3</b>	<b>0</b>

*Development Partners Assisted Programme*

PROGRAMME	FUNDING SOURCE	ESTIMATED COST	COMMENCEMENT DATE	COMPLETION DATE	CUMMULATIVE PHYSICAL PROGRESS		FINANCIAL PROGRESS	REMARKS
					PROGRAMME	ACTUAL (%)	AMOUNT PAID IN 2011	
SPANISH BRIDGES	Spanish Government & GOG	Euro 10M under the Second Ghana-Spain Protocol (GOG - Counterpart Funding of GH¢ 15.4M)	April, 2007	Dec. 2013	Construction of fifty two (52) bridges throughout the country. (Phase 1 comprises of 26 Bridges)	50	GH¢ 5,460,034.08	For 2011, 2No. Completed and opened to traffic whilst additional 5No. Bridges were launched



### **2.4.3 Ghana/Dutch Bridges Project**

#### **2.4.3.1 Background**

The Government of Ghana received a credit facility of Euro 16.5 million (with 65% credit and 35% grant) from the Netherlands Government for the supply of steel bridge components for the construction of ninety-four (94) bridges on selected feeder roads in Ghana under the “Ghana/Dutch Bridge Project”. GOG provided a counterpart fund for the provision of the following:

- i. Construction of reinforced concrete bridge substructure.
- ii. Clearance and transportation of steel bridge components from Tema Port to the bridge sites.
- iii. Assembling and launching of steel bridges.
- iv. Construction of both the approach and access roads to the bridges and
- v. Construction of sixteen (16) major box culverts in tandem with the bridge project.

The project, which is in three phases, is as detailed below:

Phase I – 31 bridges and 14 major box culverts

Phase II – 30 bridges and 1 major box culvert

Phase III – 33 bridges and 1 major box culvert

#### **2.4.3.2 Status**

Out of the seventy-one (71) bridges launched, fifty-nine (59) have been completed and opened to traffic with the remaining twelve (12) having their approach filling ongoing. The remaining twenty-three (23) bridges out of the overall ninety-four (94) have either both abutments under construction, both abutments cast up to launching level with some approaches being filled before assembling and launching could commence. However, works on three (3) of these remaining bridges have not yet commence due to non-performance of these contractors. Fifteen (15) out of the sixteen (16) major box culverts awarded, as part of the bridge programme, have also been completed and opened to traffic.

The overall progress of is 80%.

Table 3.6 shows the regional distribution of the bridges and the number completed.

**Table 2.8: Regional Distribution of Dutch Bridges and Number Launched/Completed**

Region	BRIDGES		MAJOR BOX CULVERTS	
	No. Awarded	No. Launched/ Completed	No. Awarded	No. Completed
Greater Accra	4	4	2	2
Volta	9	8	0	0
Eastern	9	5	2	1
Central	10	9	1	1
Western	11	7	2	2
Ashanti	13	13	3	3
Brong Ahafo	13	10	1	1
Northern	11	5	0	0
Upper East	8	7	2	2
Upper West	6	3	1	1
<b>TOTAL</b>	<b>94</b>	<b>71</b>	<b>16</b>	<b>15</b>

PROGRAMME	FUNDING SOURCE	ESTIMATED COST	COMMENCEMENT DATE	COMPLETION DATE	CUMMULATIVE PHYSICAL PROGRESS		FINANCIAL PROGRESS	REMARKS
					PROGRAMME	ACTUAL (%)	AMOUNT PAID IN 2011	
DUTCH BRIDGES	Netherlands Gov't & GOG	16.5million Euro (with 65% credit and 35% grant). GoG is funding the cost of the civil works estimated at GH¢50.2M	2003	Dec. 2011	Construction of ninety four (94) bridges on selected feeder roads	80	GH¢ 9,634,371.05	For 2011, 12No. Steel Bridges were completed and opened to traffic whilst additional 10No. Bridges were launched.

#### 2.4.4 Belgium Bridges

Proposal for the supply of the bridge components for a total of 455m span over five (5) water crossing points is under discussion.

**Table 2.9: The bridge locations identified are as shown below:**

No.	Road Name	River Name	Proposed Span of Bridge (m)	Region	District
1	Kpando Agbenoxoe – Kpando Dafor	Tributary to Volta	180	Volta	North Dayi
2	Galo – Sota – Bomingo	Angor	75	Volta	South Tongu
3	Anlo Jn. – Nsese No. 1 – Nsese No. 2	Pra	50	Eastern	Akyemansa
4	Mankessim – Suprudo – Amissano	Okyi	90	Central	Mfantsiman
5	Asempanye – Kushea – Hwidiem	Pra	60	Central	Assin North

#### *Status*

Preliminary site surveys have been completed. Negotiation and signing of contract for supply of bridge components expected to be done in the first quarter of 2012.

## 2.5 Ghana Millennium Challenge Account (MCA) Projects

### 2.5.1 Background

In 2004 the Government of the United States of America established the Board of the Millennium Challenge Corporation (MCC) to work with and reward nations that have demonstrated a commitment to adopting sound political, economic and social policies that will reduce poverty through economic growth. Ghana's participation in the MCC's programme is based on its dedication

to three fundamental principles: ruling justly, investing in people and encouraging economic freedom.

On 10<sup>th</sup> July, 2006 the MCC approved a five-year anti-poverty programme for approximately \$547 million known as the Ghana Millennium Challenge Account (MCA) which will focus on rural agriculture, transportation and community development initiatives and will be implemented by the Millennium Development Authority (MiDA).

MiDA is operating in 5 regions and eight (8) main districts as shown in Table 3.11.

**Table 2.10: Regions and Districts covered by MiDA programme**

REGION	PACKAGING	MAIN DISTRICT	KM
Eastern, Central, Greater Accra	Akwapim South, Manya Krobo, Ewutu-Effutu-Senya, Gomaa, Dangme West, Yilo Krobo	Akwapim South,	181
		Ewutu-Effutu-Senya	205
Volta	North Dayi (Kpando), Hohoe, Keta, South Tongu, Ketu, Akasti	Keta,	7
		Kpando,	44
		Hohoe,	66
		Ketu,	49
Northern	Savelugu Nanton, Tolon Kumbrungu, Tamale Metropolitan, West Mamprusi, Karaga	South Tongu	55
		Savelungu Nanton	337
<b>TOTAL</b>	<b>17</b>	<b>8</b>	<b>944</b>

An amount of US\$57.9 million has been allocated for the rehabilitation and upgrading of 944km feeder roads in 5 main districts in four regions of Ghana, namely, Central, Eastern, Volta and Northern.

Based on the Implementation Entity Agreement (IEA) between MiDA on one part and MRH and its agencies on the other part, DFR is supporting MiDA with technical advice and monitoring services.

**Duration:** 2008-2012

**2.5.2 Status**

<b>LOT No.</b>	<b>Cumulative Physical Progress to date</b>	<b>Cumulative Financial Progress to date</b>
<b>LOT VR1</b>	<b>100%</b>	<b>100%</b>
<b>LOT VR3</b>	<b>100%</b>	<b>100%</b>
<b>LOT VR4</b>	<b>100%</b>	<b>100%</b>
<b>LOT VR5</b>	<b>100%</b>	<b>100%</b>
<b>LOT VR6</b>	<b>100%</b>	<b>100%</b>
<b>LOT EC1</b>	<b>100%</b>	<b>99.2%</b>
<b>LOT EC2</b>	<b>100%</b>	<b>100%</b>
<b>LOT EC3</b>	<b>100%</b>	<b>100%</b>
<b>NR1</b>	<b>100%</b>	<b>100%</b>
<b>NR2</b>	<b>100%</b>	<b>100%</b>

## CHAPTER THREE: GHANA GOVERNMENT PROGRAMME

### 3.1 Road Fund

#### 3.1.1 Background

A total amount of GH¢28.7 million was allocated to DFR in 2011 by the Road Fund Board for routine/recurrent and periodic maintenance projects, training, monitoring and supervision of projects, vehicle maintenance etc.

Routine/Recurrent maintenance	:	GH¢9.00 milion
Periodic Maintenance	:	GH¢19.7 million
Ancillary Services (Others)	:	<u>GH¢1.7 million</u>
<b>Total</b>	:	<b>GH¢28.7 million</b>

### 3.2 Status

#### 3.2.1 Routine / Recurrent Maintenance

The routine maintenance was planned to cover 26,590Km of feeder roads with an approved budget of GH¢9.00 million. The total length achieved for the year 2011 is 12,021 Km, representing 45% of the total length of roads awarded. Disbursement as at 31<sup>st</sup> Dec 2011 is GH¢ 1.12million.

#### 3.2.2 Periodic Maintenance

- (a) An estimated amount of GH¢19.7 million was programmed for periodic maintenance for the year 2011.
- (b) Total disbursement for Road Fund contracts from January Dec, 2011 is GH¢ 25.346 million.

#### 3.2.3 Ancillary

Disbursement for support services i.e., training, supervision, consultancy etc is GH¢ 0.261 million.

### **3.2.4 Summary of Releases from January to Dec, 2011**

Routine/Recurrent maintenance	:	GH¢ 1.120 million
Periodic Maintenance	:	GH¢ 25.346 million
Others	:	GH¢ 0.261 million
<hr/>		
<b>Total release</b>	<b>:</b>	<b>GH¢ 26.727 million</b>

## **3.3 Consolidated Fund (Investment)**

### **3.3.1 Background**

The Budgetary allocation under investment for 2011 is GH¢ 6.45 million.

### **3.3.2 Status**

Disbursement as at the end of year 2011 is GH¢20.02 million for both roads and bridges.

All the contracts are at various stages of completion.

## **3.4 COCOBOD Funded Programme**

The Ghana Cocoa Board (COCOBOD) has collaborated with the Department of Feeder Roads since 1985 in the rehabilitation, upgrading and maintenance of roads critical to its operations, that is, vital to the haulage of cocoa to the ports for export. These roads are termed Cocoa Roads. This collaboration has now been expanded to deal with the full mandate of COCOBOD which covers cocoa, coffee and sheanuts.

The COCOBOD is currently funding three programmes which covers all the regions in the country. The programmes are the Reshaping/Spot Improvement Contracts, the Cocoa Roads Improvement Projects (CRIP) and the COCOBOD Funded Roads Improvement Project (C-FRIP).



### 3.4.1 Reshaping/Spot Improvement Contracts

#### *Status*

The COCOBOD has been providing about US\$3m annually for spot improvement and reshaping of feeder roads.

All contracts awarded under the 2009/2010 period have been completed. Contracts for 2011/2012 period are yet to be awarded.

### 3.4.2 Cocoa Roads Improvement Programme (CRIP) Tranche One

#### *Background*

Ghana COCOBOD has made provision for US\$100million for the surfacing of 600km of cocoa roads in the six cocoa producing regions in the country namely: Eastern, Ashanti, Brong Ahafo, Central, Volta, and Western regions respectively. These projects are on-going. In addition the 2011 budget for Cocoa Roads is GH¢ 40 million.

The on-going programme is in three (3) phases as follows:

A total of 685.2km cocoa roads are to be completed at an estimated cost of US\$100M.

PH1	211.60km
PH2	221.5km
PH3	252.1km

#### *Status*

#### **SUMMARY OF ACHIEVEMENT FOR PERIODIC MAINTENANCE AS AT SEPT, 2011**

<b>ACTIVITY</b>	<b>TARGET (KM)</b>	<b>ACHIEVEMENT (KM)</b>	<b>PERCENTAGE COMPLETED (%)</b>
<b>PHASE 1</b>	211.6	144.22	68.2
<b>PHASE 2</b>	221.5	148.50	67.0
<b>PHASE 3</b>	252.1	65.35	25.9
<b>TOTAL</b>	<b>685.2</b>	<b>358.07</b>	<b>52.30</b>

A total length of 43.9Km was completed in the fourth quarter whilst the cumulative length executed since the start of the programme is 401.94Km.

Tables 4.1 and 4.2 show the regional distribution of CRIP for the three phases and the physical and financial summaries, respectively.

#### **\*RECEIPTS FOR THE FOURTH QUARTER**

The total amount received since the project inception to date is GH¢ 183,275,240.55.

#### **\*DISBURSEMENT FOR FOURTH QUARTER**

Disbursement made during the period under review amount to GH¢ 25,910,871.54. This brings the total disbursement made since the inception of the project to GH¢ 138,002,895.30.

**Table 3.1: Regional Distribution of Projects (CRIP)**

<b>COCOA ROADS IMPROVEMENT PROGRAMME</b>							
<b>(CRIP)</b>							
<b>REGION</b>	<b>PH 1</b>		<b>PH 2</b>		<b>PH 3</b>		<b>TOTAL</b>
	<b>LOTS</b>	<b>LENGTH</b>	<b>LOTS</b>	<b>LENGTH</b>	<b>LOTS</b>	<b>LENGTH</b>	<b>LENGTH</b>
	<b>(No)</b>	<b>(KM)</b>	<b>(No)</b>	<b>(KM)</b>	<b>(No)</b>	<b>(KM)</b>	<b>(KM)</b>
WR	5	33.3	17	123.1	11	91.6	248
ASR	7	52.2	11	67.3	8	56	175.5
ER	4	28	2	8	5	29.8	65.8
BAR	6	39.2	5	23.1	2	26.7	89.0
CR	4	33.5	0	0	4	40	73.5
VR	5	25.4	0	0	2	8.0	33.4
<b>TOTAL</b>	<b>31</b>	<b>211.6</b>	<b>35</b>	<b>221.5</b>	<b>32</b>	<b>252.1</b>	<b>685.2</b>

**Table 3.2: General Summary for CRIP**

<b>NO.</b>	<b>PHASE</b>	<b>LENGTH (KM)</b>	<b>CONTRACT PRICE (GH¢)</b>	<b>ACHIEVEMENT (KM)</b>
1	PHASE 1	211.6	27,196,508.9	154
2	PHASE 2	221.5	39,288,210.06	174
3	PHASE 3	252.1	55,187,573.12	75
<b>TOTAL</b>		<b>685.20</b>	<b>121,672,292.08</b>	<b>403</b>

### ***3.4.3 COCOBOD Funded Roads Improvement Project (C-FRIP) - Tranche Two***

The Government through the Ministry of Roads and Highways has received an amount of US\$200million from the COCOBOD syndicated loan of US\$1.5billion for the maintenance, rehabilitation and upgrading of Cocoa Roads. The collaboration has now been expanded to deal with full mandate of COCOBOD which covers cocoa, coffee and sheanuts.

#### ***Status***

Contracts just awarded.

### **3.5 Revamped Labour Based Technology for Road Construction and Maintenance**

#### ***Background***

The Labour-Based Technology (LBT) for road construction has been identified as a cost-effective and appropriate method of improving rural transportation, whilst addressing issues of economic development and poverty reduction.

The Ministry has decided to revamp the LBT to improve upon the livelihood of rural Ghanaians by creating employment opportunities and facilitating access of the rural population, which is predominately poor, to market and to economic and social goods and services.

This is in furtherance of the Government policy on job creation. Tenders have been received from trained labour based contractors to start work using this approach. Feeder roads selected for rehabilitation and spot improvement under the LBT programme are as follows:

## **LABOUR BASED CONTRACTS**

REGION	LOT NO.	POLITICAL DIST.	ROAD NAME	LENGTH (KM)	ACTIVITY
GREATER ACCRA	1	Ga South	Ashale Arnan - Fawtekose & Mmapehia Jn. - Mmapehia, Otaten - Fawotekose	9.40	Spot Imp
	2	Dangme East	Talebanya Inc. - Talebanya & Nuhuale - Fantivikorpe, Tehe Jn - Tehe	11.00	Spot Imp
	3	Dangme East	Ameyawkorpe - Safahukorpe & Adonokorpe - Peterkorpe	8.00	Spot Imp
VOLTA	4	Ho	Adukorpe Inc - Ziave	6.30	Rehabilitaion
	5	Ho	Klepe - Demetse - Akrofu & Hoviekpe Inc - Hoviekpe	9.30	Rehabilitaion
	6	Ho	Ho Soldier Barracks - Tokokoe Ph.1	9.80	Spot Imp
	7	Ho	Ho Soldier Barracks - Tokokoe Ph.2	9.80	Spot Imp
EASTERN	8	Yilo Krobo	Huhunya - Torgodo & Others	9.40	Rehabilitaion
	9	Fanteakwa	Owusukrom - Asrebuso	10.00	Rehabilitaion
	10	Upper Manya	Djomoh - Mensah	7.60	Rehabilitaion
	11	Lower Manya	Ayemesu - Gbortsonya	9.30	Rehabilitaion
	12	West Akim	Asamankese - Ametima & others	12.35	Spot Imp
	13	Akuapem North	Asamang - Dakpa	12.30	Spot Imp

# **LABOUR BASED CONTRACTS**

REGION	LOT NO.	POLITICAL DIST.	ROAD NAME	LENGTH (KM)	ACTIVITY
CENTRAL	14	Assin South	Mankata Jnc - Mankata	10.70	Rehabilitaion
	15	Ajumako-Enyan-Essiam	Obaasa - Onyandze - Kokodo - Engo	7.10	Spot Imp
	16	Ajumako-Enyan-Essiam	Assin Tumfukor - Yaa Boahema	2.30	Spot Imp
	17	Assin North	Essiam - Kyeikrom - Adukweku	6.70	Spot Imp
	18	Assin South	Appiahkrom - Beyeenden	2.80	Spot Imp
WESTERN	19	SWDA	Bowobra - Apentemadi & others	12.50	Spot Imp
	20	JMDA	Anhwiafutu Jn - Kwabre & others	11.40	Spot Imp
	21	ADA	Akpafu Jn - Akpafu & others	9.30	Spot Imp
ASHANTI	22	Ashanti Akyem	Asankare - Dampong	4.90	Rehabilitaion
	23	Sekyere East	Effiduase - Ntumakunso	10.00	Rehabilitaion
	24	Ashanti Akyem South	Adomfe - Brentuokrom	9.00	Rehabilitaion
BRONG AHAFO	25	Asnafo North	Nfrekrom - Nyamebekyere	15.50	Spot Imp
	26	Jaman South	Atuna - Ntabene no.1 & Others	10.00	Rehabilitaion
	27	Dormaa West	Nyamebekyere - Oppongyawkrom & Others	10.40	Rehabilitaion
	28	Sunyani West	Mensahkrom - Tanomu & Others	14.00	Spot Imp

## **LABOUR BASED CONTRACTS**

REGION	LOT NO.	POLITICAL DIST.	ROAD NAME	LENGTH (KM)	ACTIVITY
NORTHERN	29	Tonlum-Kumbu	Wantugu - Kasuliyilli	14.20	Spot Imp
	30	East Gonja	Bamvim - Dalogyilli	11.10	Spot Imp
	31	Tolum	Katindaa - Koblinahigu	2.65	Rehabilitaion
	32	Central Gonja	Sankunyipale - Mahamuyilli	9.20	Rehabilitaion
UPPER EAST	33	Bongo	Feo - Aniakumkwa & Others	15.00	Spot Imp
	34	Kassena - Nanakana West	Sandema - Katiu & Others	19.60	Spot Imp
	35	Talensi-Nabdan	Tongo - Baare & Others	11.40	Spot Imp
	36	Bawku West	Zebilla - Timonde & Others	12.30	Rehabilitaion
UPPER WEST	37	Sissala West	Kusale - Boti & Others	10.30	Spot Imp
	38	Sissala East	Naabugubelle - Challu & Challu -Nmanduono - Jambugu - Yipanpu	10.00	Rehabilitaion
	39	Sissala West	Kongo - Buo & Bamahu - Konpala	9.60	Rehabilitaion
TOTAL LENGTH				<b>402.5</b>	

### ***Status***

1. Contracts have been awarded in all regions and are at various stages of completion.
2. Refresher Training Course for Contractor's Supervisors was completed at Koforidua Training Centre (KTC). It commenced on 6<sup>th</sup> December, 2010 and ended in February 2011.

## CHAPTER FOUR: MINISTRY OF FOOD AND AGRICULTURE PROGRAMMES AND PROJECTS

### 4.0 Background

These are various programmes being carried out by the Ministry of Food and Agriculture (MOFA); that is, MOFA is the executing Agency.

The Department of Feeder Roads is providing consultancy services involving the design, supervision and monitoring services for the feeder roads component.

These programmes will improve living standards of rural population, contribute to poverty reduction, enhance food security, generate rural employment, and contribute to foreign exchange conservation for the country.

The programmes focus on the promotion of specific crops in selected districts.

### 4.1 Poverty Focused Rural Transport Programme

#### 4.1.1 Background

This programme is funded by Kreditanstalt für Wiederaufbau (KfW) of Germany with an amount of Euro 8.2M. It forms part of MOFA's Rural Access Programme. The programme involves the rehabilitation of 300km of feeder roads.

#### Coverage

Six (6) districts in the Ashanti and Brong-Ahafo regions are as shown in Table 4.1.

**Table 4.1: Regions and Districts covered by KfW programme**

REGION	DISTRICT
Brong Ahafo	Nkoranza, Techiman, Kintampo North, Kintampo South
Ashanti	Sekyere West, Ejura Sekyedumase

#### **4.1.2 Status**

Site works for the 87Km contracts awarded under Phase 1 have just begun.

### **4.2 Export Marketing and Quality Awareness Project (EMQAP)**

#### **4.2.1 Background and Funding**

The Ministry of Food and Agriculture with financial support from the African Development Bank is implementing a five year Export Marketing and Quality Awareness Project (EMQAP). The budget for the whole programme is UA17m (US\$25.84m) and the budget for the Rural Infrastructure Component (feeder roads) is UA8.17m (US\$12.4m). The programme objective is to increase the income of horticulture and tuber (cassava) crop farmers and exporters.

The project is being implemented in three (3) phases as follows:

Phase I:	83.90km
Phase II:	107.73km
Phase III:	43.70km

#### **4.2.2 Coverage**

The coverage of the programme is as follows:

- Phase I: six (6) districts in three regions
- Phase II: nine (9) districts in four regions
- Phase III: five (5) districts in four regions

#### **4.2.3 Activity**

The programme has four components and these are:

- a. Production and Productivity Enhancement
- b. Export Marketing Promotion and Infrastructure Improvement
- c. Capacity Building
- d. Project Coordination and Management



The feeder roads component involves the improvement of 407km of feeder roads through spot improvement, rehabilitation and Bitumen surfacing.

#### **4.2.4 Status**

All the contracts under Phase I are at various stages of completion. Eight (8) contracts out of the ten (10) contracts of the Phase I roads have been completed, whilst contracts for Phase II works are at various stages of completion. Tenders for the Phase III works were received on December 13, 2011 and evaluation of the tenders is on-going.

#### **4.2.5 Period**

The project period is from 2006 to 2013.

#### **4.2.6 Regional Distribution**

The regional distribution of the Phase I contracts is as shown in Table 4.2.

**Table 4.2: Regional distribution of contracts under Phase I**

<b>Region</b>	<b>No. of Contracts</b>	<b>Length (Km)</b>
Greater Accra	7	65.4
Volta	2	12.5
Eastern	1	6
<b>Total</b>	<b>10</b>	<b>83.9</b>

Contracts for 85.9 km of roads comprising 6 km of upgrading to bituminous surface and 79.9 km of roads for rehabilitation and spot improvement were contracted. Out of the ten (10) contracts, eight (8) have been substantially completed, one (1) was terminated and the last contract is at an advanced stage of completion.

The regional distributions of contracts under Phase II are detailed in Table 4.3.

**Table 4.3: Regional distribution of contracts under Phase II**

<b>Region</b>	<b>No. of Contracts</b>	<b>Length (Km)</b>
Greater Accra	3	13.7
Volta	5	56.7
Eastern	3	13.5
Central	5	23.8
<b>Total</b>	<b>16</b>	<b>107.7</b>

The projects comprise 25km of spot improvement, 80km of rehabilitation and 8.2km of bituminous surfacing.

**Table 4.4: Regional distribution of proposed contracts under Phase III**

<b>Region</b>	<b>Length (Km)</b>
Greater Accra	9.85
Volta	14.50
Eastern	1.00
Central	2.90
<b>Total</b>	<b>28.25</b>

The projects comprise 2.90km of spot improvement, 19.70km of rehabilitation and 5.65km of bituminous surfacing.

#### **4.2.7 Physical progress**

On the average physical completion of the Phase I works is about 91% completed whilst the average physical completed under the Phase II contracts is about 45%.

#### **4.2.8 Financial Progress**

About GH¢ 5,518,193.28 has been certified as at the end of December 2011. Details of commitment and certified amounts are shown in Table 4.5.

**Table 4.5: Summary of Financial Progress as at Second Quarter, 2011**

<b>CONTRACTS</b>	<b>COMMITMENT (GHS)</b>	<b>TOTAL CERTIFIED AMOUNT (GHS)</b>
PHASE 1	4,469,691.14	3,460,803.11
PHASE 2	7,817,467.31	2,057,390.17
<b>TOTAL</b>	<b>12,287,158.45</b>	<b>5,518,193.28</b>

### **4.3 Inland Valleys Rice Development Programme**

#### **4.3.1 Background**

The Ministry of Food and Agriculture (MOFA) with financial support from the African Development Bank is implementing the Inland Valley Rice Development Programme (IVRDP).

The main programme objective is to enhance food security and reduce rice imports. The principal objective is to increase incomes of small holder producers, rice traders and processors of both sexes in the country through the production of good quality local rice.

The programme has five main components. The feeder roads component involves the improvement of 200 km of access roads and construction of 80 km of field tracks within the project area.

The budget for the roads component is UA 2.58 million (US\$3.73 million).

#### **4.3.2 Coverage**

The programme is located in five (5) regions namely: Ashanti, Eastern, Central, Brong Ahafo and Western Regions.

#### **4.3.3 Duration**

The programme period which was originally from 2004 to 2007 was extended to 2011.

#### **4.3.4 Status**

69 Km access roads was identified and designed at a cost of US\$4.332M. Eleven (11) Contracts was signed. Works are almost completed. These contracts have recorded average physical progress of about 99.6% at a certified amount of GH¢2,119,460.96.

## **4.4 Northern Rural Growth Programme**

### **4.4.1 Background**

The Ministry of Food and Agriculture with financial support from the African Development Bank and International Federation for Agricultural Development (IFAD) is implementing the Northern Rural Growth Programme.

The budget for the whole programme is UA 68.39 million (US\$99.17m) whilst the budget for the Rural Infrastructure Development is US\$60million.

### **4.4.2 Components**

The programme has four components as follows;

- Commodity Chain Development
- Rural Infrastructure Development (Roads and Dams)
- Access to Rural Finance
- Programme Co-ordination

The Rural Infrastructure Development has five (5) components as follows:

- 800km of farm access tracks for small irrigation and inland valley schemes
- Improvement of 600km of feeder roads
- Construction of 270 culverts
- Upgrading of 348km of trunk roads to bitumen surface
- Construction of 10 bridges

### **4.4.3 Coverage**

The programme is located in 32 districts in the Northern, Upper East, Upper West and the Savanna Belt of the Brong Ahafo and Volta regions.

### **4.4.4 Duration**

The programme period is from 2006 to 2013.

### **4.4.5 Status**

A total of 154Km of feeder roads have been awarded on contract. The status of the contracts is as shown in Table 4.6.

**Table 4.6: Distribution of NRG Road Works Contracts**

<b>REGION</b>	<b>NO. OF CONTRACTS</b>	<b>LENGTH (KM)</b>	<b>PHYSICAL PROGRESS (%)</b>	<b>EXPENDITURE AS AT END OF DEC., 2011</b>
Northern	9	97.7	62	1.95
Upper West	5	34.9	67	1.50
Upper East	2	21.3	70	1.05

#### 4.4.6 Financial Progress

The total commitment to date is **GH¢6,000,000.00** whilst the total amount certified to date is **GH¢4,500,000.00** as indicated in Table 4.7.

**Table 4.7: Summary of Financial Progress**

<b>CONTRACTS</b>	<b>COMMITMENT (GH¢)</b>	<b>DISBURSEMENT (GH¢)</b>
NRGP	6,000,000.00	4,500,000.00
<b>TOTAL</b>	<b>6,000,000.00</b>	<b>4,500,000.00</b>

## CHAPTER FIVE      Financial Implication in the Implementation of DFR Planned Programmes and Activities for the fourth quarter of 2011 Fiscal Year

### 5.1      Summary Estimates of DFR for the 2011 Fiscal Year

The summary estimates for the 2011 fiscal year is shown in Table 6.1. The total amount approved for DFR programmes and activities for 2011 is GH¢247.879 million out of which GH¢201.479 million representing 81.3% is from the Consolidated Fund for wholly GoG projects, matching fund and other administrative expenses. Donor support (IDA and KfW) is estimated at GH¢46.4 million which also represents 18.7% of the total budget. In addition Road Fund contribution is estimated at GH¢29 million.

**Table 5.1: Summary Estimates for 2011 Fiscal Year**

FUND TYPE		FUND SOURCE		DESCRIPTION	APPROVED BUDGET FOR 2011
10.00	Consolidated Fund	001	Central GoG	Personnel Emoluments	417,291
10	Consolidated Fund	001	Central GoG	Administration Activity Expenses	122,000
10	Consolidated Fund	001	Central GoG	Service Activity Expense	99,000
10	Consolidated Fund	001	Central GoG	Investment Activity	6,500,000
10	Consolidated Fund	002	IGF-Retained	Administration Activity Expenses	40,800
10	Consolidated Fund	013	Road Sources	Investment (wholly GOG)	154,300,000
10	Consolidated Fund	022	Cocoa Contracts	COCOBOD	40,000,000
10	Consolidated Fund	997	External	Investment (Donor)-IDA and KfW	46,400,000
			Road Fund	Road Fund (Labour Based)	29,000,000
				<b>Total</b>	<b>276,879,091</b>

## **CHAPTER SIX: CROSS CUTTING ISSUES**

### **6.1 Road Safety**

#### **6.1.1 Action Plan**

At the request of the National Road Safety Commission, DFR presented its Safety Implementation Status as well as its Road Safety Action Plan. The plan took the form of Pilot Route Action Plan for two roads in the Gt. Accra Region, road safety audit, addressing safety problems at bridge crossing points and vegetation control to improve sight distances in curves was emphasized in the action plan. The Department has also received guidelines for conducting community road safety education programme from the Global Road Safety Partnership.

Some of the safety measures being undertaken on feeder roads include:

- Creation of Road Safety desk unit/desk in DFR.
- Undertaking safety audit on heavily trafficked feeder roads
- Provision of warning signs at narrow bridges, dangerous and sharp bends and steep sections.

The department also plans to undertake the following:

- Road furniture/information signs in towns and villages.
- Identification/Improvement of 'black spot' in the system during road rehabilitation and improvement.
- Road line markings on all tarred feeder roads.

### **6.2 HIV/AIDS Awareness**

Awareness programmes were carried out through contracts to reinforce the HIV/AIDS awareness raising and prevention campaign as part of the District Response Initiative of the Ghana AIDS Commission. These have now been extended to cover both GOG and all donor funded projects. The HIV/AIDS Awareness programme forms part of the Core Labour Standards being enforced on all projects in DFR.



## **CHAPTER SEVEN: HUMAN RESOURCE ISSUES**

### **7.1 Staffing**

The Department of Feeder Roads has total staff strength of Five Hundred and Thirty-Eight (538), made up of both technical and non-technical staff of various professional backgrounds. The Department has received from the Office of the Head of Civil Service an approval for the replacement of 21No. staff who have left the service. Invitations to prospective applicants for the replacement exercise have commenced and the interviews have been scheduled to take place in the month of March, 2012.

The Department is headed by a Director with three Deputy Directors in charge of Planning, Development and Maintenance.

The Department operates in all the ten (10) regions of Ghana and is represented in ninety (90) Area/District centres in line with Government policy on decentralization.

#### **7.1.1 Gender Ratio:**

<b>Male</b>		<b>Female</b>	
477		61	
Senior	Junior	Senior	Junior
220	257	24	37

#### **7.1.2 Age Distribution**

<b>S.N.</b>	<b>CATEGORY</b>	<b>NO.</b>
1	20-25	29
2	26-30	40
3	31-35	45
4	36-40	73
5	41-45	102

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*Financial Implication*

6	46-50	92
7	51-55	85
8	55-60	72
9	Staff on contract	NIL

**STAFF STRENGTH**

S.N.	CATEGORY	NO.
1	Engineers	67
2	Quantity Surveyors	40
3	Technician Engineers (Area/District Engineer)	84
4	Technician Engineers (Surveyor)	27
5	Technician Engineer (Laboratory)	27
6	Technician Engineer (Maintenance)	1
7	Planning Officers	2
8	Administrative Staff	30
9	Accounts Staff	31
10	Technical Officers	32
11	Work Superintendents	26
12	Foremen	22
13	Technical Assistants	21
14	Artisans	39
15	Drivers	43
16	Others	46
	<b>TOTAL</b>	<b>538</b>

### 7.1.3 Staff Details

The details information about DFR staff showing Staff ID, Names Date of Birth, Sex, Grade etc. are shown in Appendix B.

#### **TRAINING AND DEVELOPMENT**

#### **ACADEMIC TRAINING PROGRAMMES**

NO.	NAME OF OFFICER	SEX	COURSE OF STUDY	DURATION		INSTITUTION	FUNDING	PAID/UNPAID
				FROM	TO			
1	Kwame Amoako Boateng	M	MSc-Road and Transportation Engineering	August, 2010	January, 2012	KNUST	TSP (IDA)	Paid
2	Edward Asenso Kensah	M	-do-	-do-	-do-	-do-	-do-	Paid
3	Meredith Kunnyem	M	-do-	-do-	-do-	-do-	-do-	Paid
4	Frederick Addison	M	-do-	August, 2011	January, 2013	-do-	-do-	Paid
5	Agnes Afi Adusei-Agyeman	F	-do-	-do-	-do-	-do-	-do-	Paid

**TRAINING AND DEVELOPMENT****COMPETENCY BASED TRAINING UNDERTAKEN IN 2011**

N O	NAME OF OFFICER	SEX	COURSE OF STUDY	DURATION		INSTITUTI ON	FUNDIN G	PAID/UNPAI D
				FROM	TO			
1	Justice Koranteng	M	Works Procurement Management	6-6-11	24-06-11	GIMPA	TSP (IDA)	Paid
2	Gregory Amissah	M	-do-	-do-	-do-	-do-	TSP (IDA)	Paid
3	Ibrahim Ahmed Seidu	M	-do-	-do-	-do-	-do-	-do-	Paid
	Yakubu Shanuni	M	-do-	-do-	-do-	-do-	-do-	Paid
4	Kwame Nimako	M	-do-	-do-	-do-	-do-	-do-	-do-
5	Rita Fraikue	F	ICT Training for Secretaries	17-5-11	20/5/11	C.S.T.C.	GOG	Paid
6	Bernard Badu	M	Drafting of Cabinet Memo	11-10-2011	28-10-2011	MRH	GOG	Paid
7	Akwasi Asamoah	M	-do-	-do-	-do-	-do-	do-	-do-
8	Badu Preko	M	-do-	-do-	-do-	-do-	-do-	-do-

**TRAINING AND DEVELOPMENT****COMPETENCY BASED TRAINING UNDERTAKEN IN 2011**

<b>N O</b>	<b>NAME OF OFFICER</b>	<b>SEX</b>	<b>COURSE OF STUDY</b>	<b>DURATION</b>		<b>INSTITUTI ON</b>	<b>FUNDIN G</b>	<b>PAID/UNPAI D</b>
				<b>FROM</b>	<b>TO</b>			
10	David T. Mensah	M	Auditing and Controls	24-10-11	26-10-11	MIS Institute New York	TSP	Paid
11	Rita A. Fraikue	F	Ethical Leadership	20-6-11	30-6-11	C.S.T.S.	GOG	Paid
12	Efua Duma Akwetea Mensah	F	Improving Performance & .....	5-12-11	16-12-11	RIPA INT; UK	TSP	Paid
13	Nii Sarpei Nunoo Junior	M	-do-	-do-	-do-	-do-	-do-	-do-
14	J.A. Idun	M	Writing of Evaluation Reports for Works and Services	22-4-11	25-11-11	MRH	GOG	Paid
15	Isaac Mensah	M	-do-	-do-	-do-	-do-	-do-	-do-
16	Francis Naatu	M	-do-	-do-	-do-	-do-	-do-	-do-
17	Theodora Quartey	F	-do-	-do-	-do-	-do-	-do-	-do-

## **CHAPTER EIGHT: CHALLENGES AND THE WAY FORWARD**

### **8.1 Challenges**

- Inadequate contractor capacity
- Inadequate supply of quarry products in some regions
- Contractors obsolete plants and equipment
- Delay in the payment of works done
- Delay in replenishment of seed money for LBT Contracts
- Delay by the Regional Tender Review Boards in giving concurrent approval
- Inadequate consultants' capacity
- Difficulty of contractors in accessing credit and high cost of capital
- Inadequate project preparation, supervision and monitoring of contracts due to low staffing levels and logistical support, especially, supervision vehicles

### **8.2 Way Forward**

- Decentralization

The realignment of the department as part of the MRH is in progress. Under the realignment DFR's district staff will become part of the Local Government Service. DFR will then be responsible for planning, monitoring and provision of technical services for the MMDAs and MDAs.

**DFR will have implementation functions of projects of national and strategic character.**

- Capacity building for Contractors/Consultants
- Increasing the use of Labour Based Technology for road works
- Alternate source of funding to improve the payment regime
- Timely payment for works done
- The use of the Otta Seal and alternative technologies for road surfacing
- Training of Contractors, Consultants and DFR staff
- Adequate time should be given to project preparation, supervision and monitoring with improved logistical support
- Stringent enforcement of contract conditions

- Introduction of sanctions (e.g. punitive measures, blacklisting etc.) for non-performance contractors and consultants
- Limit contractors to contiguous regions

**APPENDIX B: STAFF LIST OF DFR AS AT DEC., 2011**