



REPUBLIC OF GHANA

DEPARTMENT OF FEEDER ROADS

OF THE

MINISTRY OF ROADS AND HIGHWAYS

ANNUAL REPORT

FOR 2016

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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
MOFA	:	Ministry of Food and Agriculture
KfW	:	Kreditanstalt für Wiederaufbau
AfDB	:	African Development Bank
EMQAP	:	Export Marketing and Quality Awareness Project
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
MoF	:	Ministry of Finance
LSDGP	:	Local Service Delivery and Governance Programme
LBT	:	Labour Based Technology
DWD	:	District Works Department
RSDP	:	Road Sector Development Programme
VOC	:	Vehicle Operating Cost
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 March, 2016 was 42,045.64km. The last comprehensive condition survey on the network was conducted in 2013. Base on sectional update over the period, the condition mix as at March, 2016 was as follows:

Good	30%
Fair	38%
Poor	32%

Details of the surface types are as follows:

Bituminous surface	:	1,928.0 km	(5%)
Gravel roads	:	27,231.0 km	(65%)
Earth roads	:	12,886.0 km	(30%)
TOTAL	:	42,045.0km	

The breakdown of the network is as follows:

Engineered network	:	25,931.0km	(62%)
Partially engineered network	:	6,206.0km	(15%)
<u>Un-engineered network</u>	:	<u>9,908.0km</u>	<u>(23%)</u>
		42,045.0km	

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 30,289km.

1.2 Historical Overview of Condition Mix

The Condition Mix of the feeder road network has changed from 39% good, 30% fair and 31% poor in December 2009 to 30% good, 38% fair and 32% poor at the end of 2015.

The historical overview of the condition mix is shown below:

	2007	2008	2009	2013	2014	2015
GOOD	35%	38%	39%	30%	30%	34%
FAIR	37%	32%	30%	38%	38%	34%
POOR	28%	30%	31%	32%	32%	32%

1.3 Targets and Achievements as at 31st December, 2016

Table 1.1 shows the planned, approved programmes and achievement as at 31st December, 2016 while Table 1.2 shows the financial programme and disbursement of DFR for both GOG and Donor projects as at 31st December, 2016.

Table 1.1: Physical Target and Achievements (January –December, 2016)

ANNUAL PHYSICAL ACHIEVEMENT FOR 2016			
ACTIVITIES	APPROVED ANNUAL PROGRAMME	ANNUAL PHYSICAL ACHIEVEMENT	
	Km/No.	Km/No.	%
Routine Maintenance			
Routine Maintenance	22,500	16,182.68	72%
Sub - Total			
Periodic Maintenance			
Spot Improvement	1,000	70.65	7%
Sub - Total			
Minor Improvement			
Upgrading of Gravel to Bituminous Surface (2 ND)	-	-	-
Bituminous Surface (Town Roads)	50	17.59	35%
Upgrading of Gravel to Bituminous Surface	150	417.74	278%
Upgrading of Earth to Gravel Surface	150	41.97	28%
Sub-Total	350.0	477.30	136%
Bridge Programme			
Bridges	10	-	0%
Grand Total	23,850.0	16,730.63	70%

Table 1.2: Financial Programme and Disbursement (January - December, 2016)

ACTIVITY	BUDGET FOR 2016			EXPENDITURE FOR JAN. - DEC., 2016			REMARKS
	TOTAL (GOG)	TOTAL (DONOR)	TOTAL (DONOR & GOG)	TOTAL (GOG)	TOTAL (DONOR)	TOTAL (DONOR & GOG)	
	AMOUNT (GH¢m)	AMOUNT (GH¢m)	AMOUNT (GH¢m)	AMOUNT (GH¢m)	AMOUNT (GH¢m)	AMOUNT (GH¢m)	
ROUTINE MAINTENANCE	25.000	0.000	25.000	46.509	0	46.509	186%
PERIODIC MAINTENANCE							
Spot Improvement	4.027	0.000	4.027	14.046	1.453	15.499	385%
MINOR IMPROVEMENT							
2 nd Cycle Inst.	0.000	0.000	0.000	0.000	0.000	0.000	0%
Town Roads	3.790	1.141	4.931	9.613	1.271	10.884	221%
Surfacing	27.030	21.231	48.261	126.709	16.777	143.486	297%
Rehabilitation	4.087	1.141	5.228	24.937	1.379	26.316	503%
BRIDGES							
Bridges	20.000	0.000	20.000	16.799	0.000	16.799	84%
Consultancy services	0.591	0.457	1.048	1.342	0.593	1.935	185%
Institutional supp & Training	2.000	2.000	4.000	4.699	0.330	5.029	126%
GRAND TOTAL	86.525	25.970	112.495	244.654	21.80	266.457	237%

NB: Between May-December, 2016 payments were made for works on some Cocoa Roads Projects (CFRIP) and GOG Projects by the Road Fund aside the mainstream Road Fund Projects and these have brought about expenditures exceeding 100%. As at December, 2016 Road Fund=GH¢72,474,649.14, CFRIP=GH¢139,724,516.95 and GOG=GH¢8,282,142.02.

Table 1.3: Department of Feeder Roads Programme and Achievement (January-December, 2016)

ACTIVITIES	APPROVED ANNUAL PROGRAMME			FINANCIAL EXPENDITURE		PHYSICAL ACHIEVEMENT		TOTAL EXPENDITURE
	Km/No.	GOG GH¢(M)	DONOR GH¢(M)	GOG GH¢(M)	DONOR GH¢(M)	Km/No.	%	AMOUNT GH¢(M)
Routine Maintenance	22,500.0	25.00	0.000	46.509	0.000	16,182.68	72	46.509
Periodic Maintenance								
Spot Improvement	1,000	4.03	0.000	14.046	1.453	70.65	7	15.499
Minor Improvement								
Second Cycle Institutions	0	0.00	0.000	0.000	0.000	0.00	0	0.000
Upgrading of Gravel to Bituminous Surface (Town Roads)	50	3.790	1.141	9.613	1.271	17.59	14	10.884
Upgrading of Gravel to Bituminous Surface	150	27.030	21.231	126.709	16.777	417.74	206	143.486
Upgrading of Earth to Gravel Surface	150	4.087	1.141	24.937	1.379	41.97	6	26.316
Bridge Programme								
Bridges	10	20.000	0.000	16.799	0.000	0	0	16.799
Consultancy services	0	0.591	0.457	1.342	0.593			1.935
Institutional supp & Training	0	2.000	2.000	4.699	0.330			5.029
Sub-Total	350.0	34.907	23.513	161.259	19.427	477.30	136	180.686
Grand Total	23,850.0	86.525	25.970	244.654	21.803	16,730.63	70	266.457

CHAPTER TWO: DEVELOPMENT PARTNERS ASSISTED PROGRAMME

2.1 District Capital and Major Town Roads Improvement Project (DCMTRIP)

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 was provided by the Ghana Government from the Japanese Counter-Value Fund with an amount of GH¢ 14.5 million.

2.1.2 Coverage

Five (5) selected district capitals and five (5) major town roads (20.36km) in six (6) regions of Ghana have been earmarked for upgrading to bituminous surfacing under this programme.

2.1.3 Activity

The main activity under this programme is to upgrade the roads to bituminous surfacing.

2.1.4 Period

The project period was from 2014 to 2015.

2.1.5 Regional Distribution

The district capitals and major towns roads selected under the programme are as shown in Table 2.1:

Table 2.1: Selected District Capitals and Major Towns

SUMMARY OF DISTRICT CAPITALS & MAJOR TOWN ROADS IMPROVEMENT PROJECT			
NO.	PROJECT NAME	LENGTH (KM)	REGION
1	BITUMINOUS SURFACING OF AFLAO TOWN ROADS (2.10 KM)	2.10	VOLTA
2	BITUMINOUS SURFACING OF AKIM TAFO TOWN ROADS (1.97KM)	1.97	EASTERN
3	BITUMINOUS SURFACING OF SOMANYA TOWN ROADS (3.31KM)	3.31	EASTERN
4	BITUMINOUS SURFACING OF FOMENA – OLD AYAASE FEEDER ROAD PH.1 (1.80KM)	1.80	ASHANTI
5	BITUMINOUS SURFACING OF NYAKROM TOWN ROADS (3.10KM)	3.10	CENTRAL
6	BITUMINOUS SURFACING OF MAFI KUMASI TOWN ROADS (1.70KM)	1.70	VOLTA
7	BITUMINOUS SURFACING OF GWOLLU TOWN ROADS (2.30KM)	2.30	UPPER WEST
8	BITUMINOUS SURFACING OF AGOTIME KPETOE TOWN ROADS (1.35KM)	1.38	VOLTA
9	BITUMINOUS SURFACING OF MOREE TOWN ROADS (1.20KM)	1.20	CENTRAL
10	BITUMINOUS SURFACING OF BOLE TOWN ROADS (1.20KM)	1.50	NORTHERN
	TOTAL	20.36	

Table 2.2: Summary of Contract Details and Progress as at December, 2016

DISTRICT CAPITAL AND MAJOR TOWN ROADS IMPROVEMENT PROJECT (DCMRIP)												
PROGRESS REPORT- DECEMBER, 2016												
Region	District	Lot No	Road name	Length (km)	Name of Contractor	Commencement Date	Completion Date	Contract Sum (GH¢)	Payment to Date	Planned/ Scheduled progress	Actual Progress	REMARKS
VOLTA	Ketu South	1	BITUMINOUS SURFACING OF AFLAO TOWN ROADS (2.10 KM)	1.8	M/s Acu-Men Const. Ltd.	09/04/2014	07/04/2015	1,184,711.30	1,144,469.79		100.0	Behind schedule
EASTERN	East Akim	2	BITUMINOUS SURFACING OF AKIM TAFO TOWN ROADS (1.97KM)	1.975	M/s Jilcon Limited	28/07/2014	28/05/2015	1,926,993.24	1,851,953.59		100.0	Completed
EASTERN	Yilo Krobo	3	BITUMINOUS SURFACING OF SOMANYA TOWN ROADS (3.31KM)	3.28	M/s First Sky Ltd.	08/04/2014	06/04/2015	3,211,961.94	3,211,961.94		100.0	Completed
ASHANTI	Adansi North	4	BITUMINOUS SURFACING OF FOMENA – OLD AYAASE FEEDER ROAD PH.1 (1.80KM)	1.8	M/s Knatto Complex Ltd.	22/08/2014	22/06/2015	658,065.36	650,383.91		100.0	Completed
CENTRAL	Agona East	5	BITUMINOUS SURFACING OF NYAKROM TOWN ROADS (3.10KM)	2.1	M/s Memphis Metropolitan Ltd.	21/07/2014	4-06-15	1,270,980.51	1,456,417.96		100.0	Completed

Table 2.2 DEPARTMENT OF FEEDER ROADS

DISTRICT CAPITAL AND MAJOR TOWN ROADS IMPROVEMENT PROJECT (DCMRIP)**PROGRESS REPORT- DECEMBER, 2016**

Region	District	Lot No	Road name	Length (km)	Name of Contractor	Commencement Date	Completion Date	Contract Sum (GH¢)	Payment to Date	Planned/Scheduled progress	Actual Progress	REMARKS
VOLTA	Central Tongu	6	BITUMINOUS SURFACING OF MAFI KUMASI TOWN ROADS (1.70KM)	1.7	M/s Reggio Comp. Ltd.	24/09/2014	24/07/2015	1,188,147.26	1,167,310.05		100.0	Completed
UPPER WEST	Sissala West	7	BITUMINOUS SURFACING OF GWOLLU TOWN ROADS (2.30KM)	2.6	M/s Myturn Ltd.	22/08/2014	22/06/2015	935,833.22	818,657.65		100.0	Completed
VOLTA	Agotime Ziope	8	BITUMINOUS SURFACING OF AGOTIME KPETOE TOWN ROADS (1.35KM)	1.35	M/s Otuboa Ltd.	19/09/2014	19/07/2015	1,409,879.92	1,502,189.44		100.0	Completed
CENTRAL	Abura/Asebu/Kwamankes	9	BITUMINOUS SURFACING OF MOREE TOWN ROADS (1.20KM)	1.2	M/s Nataco Const & Beach Co.	3-08-14	3-06-15	1,004,384.67	1,037,954.83		100.0	Completed
NORTHERN	Bole	10	BITUMINOUS SURFACING OF BOLE TOWN ROADS (1.20KM)	1.2	M/s Karins Gh. Ltd.	11-12-13	12-12-14	1,215,871.30	721,503.30	210.0	81.0	Behind schedule
			TOTAL	19.01				14,006,828.72	13,562,802.46			

2.1.6 Status

Nine (9) out of the ten (10) contracts are 100% complete. Details are shown in Tables 2.2 for all the regions. The overall expenditure is GH¢13,562,802.46 and the average physical progress of the project is 98.1%.

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 is being implemented by the Ministry of Roads and Highways (MRH), which has 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

Table 2.3: Key Performance Indicators

KEY PERFORMANCE INDICATORS	DFR ACTION PLAN
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.
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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 462km of spot improvement and 229.8km of minor rehabilitation will be carried out throughout the country at a cost of US\$20.0 million.

The second year component focused 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. A total of 12.8km spot improvement, 54.8km rehabilitation and 58.7km of bituminous surfacing of roads were undertaken. This was financed with an additional amount of US\$27.5 million.

A breakdown of total budget allocation for the TSP is as follows:

-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
TOTAL	<u>US\$51.70</u>

The Credit was approved by the Bank's Board on 30th June, 2009 and by the Parliament of Ghana on the 17th July, 2009.

The project effective date:	12 th November, 2009.
End of project Implementation period:	31 st December, 2014
Expected Credit closing date:	30 th June, 2015

2.2.4 Status of Project Implementation and Procurement Management

2.2.4.1 Consultancy Services

WORKS SUPERVISION

FIRST YEAR PROJECT

No objection was given for fourteen (14) Lots out of the fifteen (15).

The fourteen contracts were awarded and signed with the supervision consultants. The supervision contracts are completed except for seven (7) addendums which were issued to seven (7) supervision consultants to supervise delayed civil works contracts. All the projects being supervised by the five (5) out of the seven (7) consultants have been completed. DFR has forwarded the Addendums to the bank to enable the consultants be paid accordingly.

Earlier on request by DFR to the Bank to grant an extension of time (EOT) to the supervision contracts were not approved by the Bank. The request was therefore sent to the Ministry of Roads and Highways and was captured in the 2015 budget.

Terms of Reference (TOR) for the procurement of a consultant to carry technical audit of the first year projects was sent to the PT for submission to the Bank for No Objection. The Bank informed DFR that the Technical audit might not be necessary since the Bank has engaged a consultant for that exercise.

SECOND YEAR PROJECTS TRANCHE-1

The Bank gave No Objection for four (4) Supervision consultants to be engaged through sole sourcing. Contract Agreements with the four (4) were signed on the 24th March, 2014. Supervision of works by the four (4) consultants is currently ongoing.

DFR has engaged the services of a Contract Management Specialist to administer/manage the projects under the TSP. The selection process was by Individual Consultant method. The Bank gave its No Objection for the signing of contract with the Contract management specialist in October 2013.

The Contract Agreement was signed with the Contract Management Specialist on the 24th March, 2014.

SECOND YEAR PROJECTS TRANCHE-2

Terms of Reference (TOR) and Request for Expression of Interest (EOI) for the procurement of Supervision Consultant for the supervision of civil works were sent to the PT for onward submission

to the Bank for No Objection. No Objections have since been received. Request for Expression of Interest (REOI) first appeared in the Ghanaian Times of 31st December, 2014 inviting eligible consultants to express interest to undertake the supervision assignment.

Eighteen (18) firms submitted dossiers which were evaluated in accordance with the Banks Guideline for the Selection and Employment of Consultants issued in 2011. Six (6) shortlisted consultants were issued with Request For Proposals (RFP) documents on 16th March 2015 to enable them submit both Technical and Financial Proposals for the assignment.

Clarifications were sought by one firm and DFR responded accordingly. The responses were made available to all the shortlisted firms. The submission date was therefore extended from 17th April to 24th April, 2015.

2.2.4.2 Environmental and Social Management Plan (ESMP)

FIRST YEAR PROJECTS

No objection was received for the Final Environmental and Social Management Plan (ESMP) report from the World Bank. Public Disclosure was published between November and 30th December 2011.

No objection was also received for the Resettlement Action Plan (RAP). The RAP was prepared by environmental engineers from DFR. Public Disclosure was published in December 2012. Compensations were paid to all the one hundred and eighteen (118) Project Affected Persons (PAPs). Total amount paid was GH¢97, 382.38.

SECOND YEAR PROJECTS TRANCHE-1

No objection was received for the Resettlement Action Plan (RAP) and Public Disclosure was published in February, 2013. No objection was also received for the Final Environmental and Social Management Plan (ESMP) report from the World Bank. The ESMP and the RAP cover both the Tranche-1 and Tranche-2 projects.

Public Disclosure was published in the Ghanaian Times on the 29th November 2013. DFR is currently monitoring the implementation of the RAP and other safe guards. The safe guards contained in the ESMP are being implemented on all ongoing contracts.

As at now, compensations totaling GH¢35,454.00 have been paid to the fourteen (14) PAPs.

2.2.4.3 Works Contracts

FIRST YEAR PROJECT

Eighty one (81) out of 84 projects awarded have been completed. In all a total of approximately 680km of feeder roads were completed consisting of 230km of rehabilitation, 450km were spot improvement. Three (3) contracts have been terminated. The outstanding works on the terminated contracts have been awarded under routine maintenance to be funded under Road Fund.

Total cost of works amounts to **GH¢32,676,271.23** as against budget allocation of **US\$ 20.0 million**. All the works have been completed.

SECOND YEAR PROJECTS TRANCHE-1

Eighteen (18) Lots totaling 136km have been awarded. This consists of 13km of spot improvement, 65km of rehabilitation and 58km of bitumen surfacing. The project commenced in 2014 after the supervision consultants were appointed. The total cost of the eighteen (18) contracts is **GH¢36,765,230.95**.

STATUS OF SECOND YEAR PROJECTS TRANCHE-1

There are ten (10) contracts in the Central Region and eight (8) contracts in the Volta Region which are on-going. Table 2.4 gives details of progress. All the contracts have been completed and the physical progress is 100%. The total expenditure is **GH¢46,645,563.93**.

Table 2.4: Summary of TSP Second Year Tranche 1 Contracts

TRANSPORT SECTOR PROJECT (TSP) SECOND YEAR PROJECTS, TRANCHE-1												
PROGRESS REPORT- DEC., 2016												
Region	District	Lot No	Road name	Length (km)	Name of contractor	Commencement Date	Completion date	Contract Sum (GH¢)	Payment to Date (GH¢)	Planned/ Scheduled progress	Actual Progress	Remarks
CR	Awutu Efutu Senya	1	Bituminous Surfacing of Sankor-Kweikrom-Ojobi-Akoti Feeder Road Phase 1 (0.0-5.0km)	5.0	M/s Soro Construction Ltd.	17/04/2014	4/14/15	2,147,734.22	3,115,824.16	100.0	100.0	Completed and handed over
		2	Rehabilitation of Bawjiase-Aponkye Akura Feeder Road	6.9	M/s Shamma Rohi Ltd	22/04/2014	21/12/2014	550,994.90	708,015.07	100.0	100.0	Completed and handed over
		3	Rehabilitation of Bawjiase-Ayensuako Feeder Road	5.3	M/s Tiboura-Taa Enteprise Ltd	22/04/2014	13/01/2015	605,418.50	716,997.76	100.0	100.0	Completed and handed over
		4	Rehabilitation of Bawjiase-Amontrom (Congo)-Tettykura Feeder Road	3.25	M/s Skarom Engineering Ltd.	22/04/2014	21/11/2014	381,696.20	427,265.30	100.0	100.0	Completed
		5	Rehabilitation of Ahentia-Busumabra Jn-Kweikrom Feeder Road	6.0	M/s Abdul Rahma & Sons Ltd	17/04/2014	16/11/2014	515,720.00	728,278.51	100.0	100.0	Completed and handed over
		6	Spot Improvement of Adawukwa-Ofadjator-Honi Feeder Road	3.45	M/s Paabadu Construction Ltd	22/04/2014	21/11/2014	456,254.91	588,760.83	100.0	100.0	Completed and handed over
		7	Rehabilitation of Bewuanum-Adawukwa Feeder Road	10.0	M/s Minak Investment Ltd.	22/04/2014	21/12/2014	620,525.89	823,308.73	100.0	100.0	Completed and handed over
		8	Bituminous Surfacing of Bontrase-Desum Feeder Road	4.7	M/s Mem-phis Metro-politan Ltd	17/04/2014	16/04/2015	1,273,569.82	1,910,667.68	100.0	100.0	Completed and handed over
		9	Spot Improvement of Papaase No. 1 Odotom Feeder Road	9.4	M/s Alt Construction Ltd.	17/04/2014	16/11/2014	477,155.50	608,771.57	100.0	100.0	Completed and handed over
		10	Rehabilitation of Kwao Bondze-Larbie-Jei Krodua Feeder Road	3.55	M/s Lovemak Ventures Ltd.	17/04/2014	16/12/2014	562,912.67	632,040.06	100.0	100.0	Completed and handed over
			SUB TOTAL	57.55				7,591,982.61	10,259,929.67			

Table 2.4

TRANSPORT SECTOR PROJECT (TSP) SECOND YEAR PROJECTS, TRANCHE-1

PROGRESS REPORT- DEC., 2016

Region	District	Lot No	Road name	Length (km)	Name of contractor	Commencement Date	Completion date	Contract Sum (GH¢)	Payment to Date	Planned/ Scheduled progress	Actual Progress	Remarks
VR	North Dayi	1	Rehabilitation of Kpando-Alavanyo Kpeme-Nkonya-Gbi Wegbe Feeder Road Phase 1 (0.0-8.0km)	8	M/s Joe Azar Ltd.	28/04/2014	27/07/2015	4,515,580.87	6,081,022.39	100.0	100.0	Completed. 50% retention money released.
		2	Rehabilitation of Tafi Atome-Vakpo Fuh-Tafi Abuipe Feeder	11.2	M/s C.N.F. Ltd.	28/04/2014	27/12/2014	658,184.36	860,976.64	100.0	100.0	Completed. 50% retention money
	Hohoe	3	Bituminous Surfacing of Aveti-Logba Alakpeti-Anfoega-Akukome-Aveti Feeder Road Phase 1 (0.0-6.0	6.0	M/s Kamsad Ltd.	22/04/2014	21/10/2015	5,262,706.05	6,368,671.54	100.0	100.0	Completed. 50% retention money released.
	South Tongu	4	Rehabilitation of Dabala Jn-Dorkpleame-Tordzinu & others Feeder Roads Phase 1 (0.0-7.0km)	7.0	M/s Saa & Sarad Ltd.	22/04/2014	21-04-15	1,290,794.70	1,326,568.39	100.0	100.0	Final release of retention
		5	Bituminous Surfacing of Dalive-Agortage Feeder Road Phase 1 (0.0-6.0km)	6.0	M/s Jah Nicorf Ltd.	22/04/2014	21/10/2015	5,144,891.22	6,086,471.74	100.0	100.0	Completed. 50% retention money released.
	North Tongu	6	Rehabilitation of Lawekope-Aveyime Jn Feeder Road	3.6	M/s Teriwhite	22/04/2014	21/12/2014	655,045.09	852,518.05	100.0	100.0	Final release of retention
		7	Bituminous Surfacing of Dove (Atitekpo Jn)-Mepe Feeder Road	7.0	M/s Kaddacon Ltd.	22/04/2014	21/10/2015	2,956,798.13	3,967,470.00	100.0	100.0	Completed. 50% retention money released.
			8	Bituminous Surfacing of Dove Jn-Dove-Aveyime Feeder Road	19.0	M/s First Sky Ltd.	22/04/2014	21/04/2016	8,689,247.70	10,841,935.51	100.0	100.0
			SUB TOTAL	67.8				29,173,248.12	36,385,634.26			
			GRAND TOTAL	125.35				36,765,230.73	46,398,871.03			

SECOND YEAR PROJECTS TRANCHE-2

The project consists of four (4) roads: one (1) in central region and three (3) in Volta Region totaling 39.3km. The proposed interventions to be carried out include bituminous surfacing (32km) and spot improvement works (7.3km). The status of procurement of works is as follows;

Specific procurement notice first appeared in the Ghanaian Times of 22nd January, 2015 for National Competitive Bidding (NCB). Pre-bid meetings were held at DFR regional offices in Cape Coast and Ho on 13th February, 2015 to give prospective bidders more details about the procurement processes and requirements for project.

The submission and opening date of 27th February, 2015 was extended to 13th March 2015 through an addendum issued on 12th February, 2015. This was done to incorporate comments raised by the Bank on the Bidding Documents.

The four (4) contracts have been awarded and the total **Contract Price is GH¢22,822,246.92**. The details have been shown in Table 2.5.

STATUS OF SECOND YEAR PROJECTS TRANCHE-2

There is (1) contract in the Central Region and three (3) contracts in the Volta Region which are on-going. Table 2.5 gives details of progress. The average physical progress as at 31st December, 2016 was 70.25% and the total expenditure was **GH¢17,940,267.56**.

Table 2.5: Summary of TSP Second Year Tranche 2 Contracts

TRANSPORT SECTOR PROJECT (TSP) SECOND YEAR PROJECTS, TRANCHE 2													
PROGRESS REPORT AS AT 31ST DECEMBER, 2016													
Region	District	Lot No	Road name	Length (km)	Name of contractor	Commence ment Date	Completion date	Revised Completion date	Contract Sum (GH¢)	Revised Contract Sum (GH¢)	Payment to Date (GH¢)	Planned/ Scheduled progress (%)	Actual Progre (%)
CR	Effutu	1	Bituminous Surfacing of Sankor-Kweikrom-Ojobi-Akoti Feeder Road Phase II (Km 5.00-10.00)	13.3	M/s Memphis Metro. Ltd.	10/07/2015	10/06/2016	31/03/2017	8,765,930.07	15,360,335.18	7,395,187.42	62.0	58.0
VR	South Tongu	2	Rehabilitation of Dabala Jn.-Dorplame-Todzinu (Km 7.00-14.300)	7.3	M/s Teriwhite Ltd	10/07/2015	10/06/2016	31/03/2017	2,731,068.32	3,054,249.32	1,979,020.10	65.0	75.0
	Kpando	3	Bituminous Surfacing of Kpeme-Nkonya-Gbi Wegbe Feeder Road Phase II (Km 0.00-12.700)	12.7	M/s C.N.F Ltd	10/07/2015	10/06/2016	31/03/2017	6,694,594.27	6,694,594.27	3,707,748.64	92.0	78.0
	South Tongu	4	Bituminous Surfacing of Dalive-Agortaga Feeder Road Phase II (Km 6.00-12.20km)	6.2	M/s Jah-Nicorf Ltd	10/07/2015	10/06/2016	31/03/2017	4,630,654.26	6,356,602.44	4,858,311.40	63.0	70.0
		5	TOTAL	39.5					22,822,246.92	#####	17,940,267.56		

➤ **GOODS UNDER YEAR 1**

DFR commenced with procurement process. The Specific Procurement Notice (SPN) was placed in the Ghanaian Times in April, 2014. All the goods have been supplied by March, 2015.

➤ **VEHICLES UNDER YEAR 1**

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

All the vehicles have been delivered to DFR.

Details of the vehicles are as indicated in Table 2.6.

Table 2.6: IDA (TSP) VEHICLES

No.	Delivery Date	Type of Vehicle	Registration Number	Chassis Number	Engine No.	Allocation
1	6 th July 2012	Toyota Camry	GS 6214-12	6T1BF9FK6CX380817	E381766	Deputy Dir. Plng.
2	6 th July 2012	Toyota Camry	GS 6215-12	6T1BF9FK6CX380770	E381813	Deputy Dir. Mtce.
3	6 th July 2012	Toyota Camry	GS 6216-12	6T1BF9FK6CX381643	E383931	Deputy Dir. Dev.
4	6 th July 2012	Toyota Camry	GS 6217-12	6T1BF9FK6CX381625	E384431	Dir.(RISM) MRH
5	24 th Oct. 2012	Nissan Patrol	GN 4942-12	Y61Z0-580698	TD42-219266	Northern Region
6	24 th Oct. 2012	Nissan Patrol	GN 4950-12	Y61Z0-583167	TD42-221684	Upper East Region
7	24 th Oct. 2012	Nissan Pick-Up	GM 1310-12	D22Z0-020913	QD32-308978	Western Region
8	24 th Oct. 2012	Nissan Pick-Up	GM 1311-12	D22Z0-020918	QD32-309559	Brong Ahafo Region
9	24 th Oct. 2012	Nissan Pick-Up	GM 1312-12	D22Z0-020935	QD32-309172	Central Region
10	24 th Oct. 2012	Nissan Pick-Up	GM 1313-12	D22Z0-020924	QD32-307686	Eastern Region
11	24 th Oct. 2012	Nissan Pick-Up	GM 1324-12	D22Z0-020936	QD32-309367	Bridge Mtc. Eng.

GOODS UNDER YEAR 2

DFR has procured some office equipment as indicated below through NCB. The Specific Procurement Notice (SPN) was placed in the Ghanaian Times in January 2014. Evaluation report of bids received was forwarded to the PT for clearance. Concurrent approval was given by MRH Entity Tender Board on 30th April 2014. Contract for the supply of the goods was signed and all goods have been supplied. The total cost of the goods is **GH¢874,930.51 (US\$249,980.15)**. All the suppliers have asked for upward adjustment of the cost of the equipment due to the depreciation of the Ghana Cedi against the United States Dollar. Table 2.7 below provides details of the office equipment procured.

Table 2.7: Goods under Year 2

LOT No.	TYPE OF EQUIPMENT	QUANTITY (NO.)	COST (GH¢)	REMARKS
1	Desktop Computers Laptop computers Antivirus	40 15 40	221,017.50	SUPPLIED
2	Laser Printer (monochrome) Laser printer (color) Fax machine UPS	10 5 10 40	331,614.38	SUPPLIED
3	a) Photocopier (heavy duty) b) Photocopier (light duty)	4 4	221,278.63	SUPPLIED
4	ARC GIS Software GIS Plotter	1 1	101,020.00	SUPPLIED
			874,930.51 (US\$249,980.15)	

2.2.4.4 Training

2015 Programme

No training programme was undertaken during the period under review.

2.2.5 Financial management report

The source of funds for the Transport Sector Project (TSP) is from the International Development Association (IDA) of The World Bank. Statement of usage of funds by Project Activity for both First Year and Second Year as at 31st December, 2016 is as shown in Table 2.8:

Table 2.8: Breakdown of Budget

Breakdown of Budget Allocation		
Project Activity	Amount	
	USD	GHS
Works	25,281,533.18	57,436,055.64
Goods	186,973.78	653,907.01
Consultancy	1,566,802.55	3,489,019.93
Training	297,881.02	524,690.91
Operation	409,970.59	859,402.42
Total Disbursement to Date	27,743,161.12	62,963,075.91

2.3 Bridge Development Programme

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

The Department with assistance of some development partners like Japan International Corporation Agency (JICA), Department for International Development (DFID) of United Kingdom, Agence Francais de Developement (AFD) (France), ACROW Corporation of United States of America (USA), Spanish Government and the Government of the Royal Netherlands have been able to construct about 170 bridges and major box culverts so far out of the 1,200 critical river crossing points.

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

The provision of the bridges has facilitated 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.

Table 2.9: SUMMARY OF STATE OF BRIDGE PROJECTS IN DFR AS AT DECEMBER, 2016

	Dutch Bridges	ACRO W Bridges	Spanish Bridges	Belgium Bridges	TOTAL
No. Awarded	94	44	34	3	175
No. Launched	85	31	14	0	130
No. Opened to Traffic	80	28	13	0	121
No. Up to Abutment level	4	4	5	0	13
No. Up to Fill	1	2	0	0	3
NO. Awarded as Box Culverts	16	3	3	0	22
Culverts completed and opened	16	2	3	0	21
Remarks	Nil	Nil	Phase 2 comprising	3no. Bridges have	

2.3.1 Ghana/Dutch Bridges Project

2.3.1.1 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-two (92) 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

2.3.1.2 Status

As at 30th December, 2016, eighty-five (85) out of the 94 bridges have been launched. Of the 83 bridges that were launched, eighty (80) are opened to traffic with the remaining five (5) having their approach filling to deck level ongoing. Three (3) bridges out of the overall ninety-four (94) have either both abutments under construction or completed up to launching level and the approaches of some of them being filled before assembling and launching could commence. Two (2) of the remaining four (4) bridges which were terminated and re-awarded are among those completed and opened to traffic. Two (2) of the bridges have been re-packaged to be executed under other ongoing bridge projects. All the sixteen (16) major box culverts awarded, as part of the bridge programme, have been completed and opened to traffic.

The overall progress of work for Phase 1 is 98%, Phase 2 is 86% and that of Phase 3 is 95%.

Table 2.10 shows the regional distribution of the bridges and the number completed.

Table 2.10: 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	9	0	0
Eastern	9	9	4	4
Central	10	9	1	1
Western	11	9	2	2
Ashanti	13	13	3	3
Brong Ahafo	13	12	1	1
Northern	11	8	0	0
Upper East	8	8	2	2
Upper West	6	4	1	1
TOTAL	94	85	16	16

2.3.2 Ghana-ACROW Bridges Project

2.3.2.1 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.

2.4.2.2 Status

A total of forty-seven (47) bridges have been awarded under Phase One of the project. Three (3) of the bridges awarded have been revised as major box culverts. Currently thirty-three (33) of the bridges have been launched out of which twenty-five (25) have been opened to traffic. Three (3) of the bridges were awarded as box culverts and two (2) of these have been completed. The overall progress of work is about 98%.

The bridge components have been stockpiled at DFR Stores in Koforidua.

The cost of the civil works for the phase 1 contracts is estimated at GH¢ 27,981,976.34.

Evaluation of tenders for thirty (30) no. bridges under Phase 2 is in progress.

Table 2.11 shows the regional distribution of the bridges (Phase I).

Table 2.11: Regional Distribution of ACROW Bridges and Number Launched/Completed

Region	BRIDGES		MAJOR BOX CULVERTS	
	No. Awarded	No. Launched/ Completed	No. Awarded	No. Completed
Greater Accra	2	1	0	0
Volta	7	6	2	2
Eastern	4	4	1	0
Central	5	2	0	0
Western	5	5	0	0
Ashanti	6	4	0	0
Brong Ahafo	5	5	0	0
Northern	3	3	0	0
Upper East	3	3	0	0
Upper West	4	0	0	0
TOTAL	44	33	3	2

2.3.3 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 have been revised and are being constructed as major box culverts. Detail designs for the bridges for Phase Two comprising 31No. Bridges are in progress.

2.3.3.1 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. The short span training was completed successfully and DFR is yet to award the long span bridges for the 2nd training during the Phase 2 contract.

Lot 2

Another Spanish firm M/S Schwart-Hautmont has also supplied the remaining 26 bridge components and stockpiled in DFR Stores, Accra. Tender evaluation is on-going for thirteen (13) bridges.

Progress

Twenty-four (24) bridges were awarded. Fourteen (14) bridges have been launched out of which thirteen (13) have been completed and opened to traffic. Additional five (5) bridges have both abutments cast up to launching level and filling of approaches are in progress. The design of three (3) of the 24 bridges under Phase 1 had been revised and have been constructed as major box culverts and have been completed.

The overall progress of work is 94%.

2.3.3.2 Status of Supply Contracts

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 them at DFR Stores, Accra.

Table 2.12 shows the regional distribution of the bridges (Phase I).

Table 2.12: Regional Distribution of Spanish 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	1	0	0
Eastern	5	4	0	0
Central	2	2	2	0
Western	3	0	0	0
Ashanti	2	2	1	0
Brong Ahafo	2	2	0	0
Northern	2	1	0	0
Upper East	1	1	0	0
Upper West	3	0	0	0
TOTAL	21	13	3	0

2.3.3.1 Phase 2 Spanish Bridges

Thirteen (13) no. Phase 2 Spanish Bridges have just been awarded in the last quarter of the year 2016.

2.3.4 Belgium Bridges

The supply of the bridge components for a total of 490m span over five (5) water crossing points was 100% complete. Table 2.13 shows roads and river names and regions they are located.

Table 2.13: The Bridge Locations, River Names and Span Lengths

No.	Road Name	River Name	Proposed Span of Bridge (m)	Region	District
1	Kpando Agbenoxoe – Kpando Dafor	Tributary to Volta	175	Volta	North Dayi
2	Galo – Sota – Bomingo	Angor	70	Volta	South Tongu
3	Anlo Jn. – Nsese No. 1 – Nsese No. 2	Pra	70	Eastern	Akyemansa
4	Mankessim – Suprudo – Amissano	Okyi	105	Central	Mfantsiman
5	Asempaneye – Kushea – Hwidiem	Pra	70	Central	Assin North

Three (3) out of the five (5) bridges have recently been awarded.

CHAPTER THREE: GHANA GOVERNMENT PROGRAMME

3.1 Road Fund

3.1.1 Background

A total amount of GH¢87.83million was allocated to DFR in 2016 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¢25.00million
Periodic Maintenance	:	GH¢31.43 million
Arrears	:	GH¢24.11million
Ancillary Services (Others)	:	GH¢7.29million
Total	:	GH¢87.83 million

3.2 Status

3.2.1 Routine / Recurrent Maintenance

The routine maintenance was planned to cover 22,500km of feeder roads with an approved budget of GH¢25.00million. The total length achieved from January to December 2016 was 16,182.68km, representing 70% of the total length of roads awarded. Total disbursement made as at 31st December, 2016 was GH¢26.650m.

3.2.2 Periodic Maintenance

- (a) An estimated amount of GH¢31.43million was programmed for periodic maintenance for the year 2016.
- (b) A total disbursement of GH¢189.95million was made for Road Fund contracts as at 31st December, 2016.
- (c) A total of GH¢139.724million was paid for works under the Cocoa Feeder Roads Improvement Programme (CFRIP).

3.2.3 Ancillary

Total Disbursement for support services i.e., training, supervision, consultancy, etc. was GH¢6.041million.

3.2.4 Summary of Releases from January to December, 2016

Routine/Recurrent maintenance	:	GH¢ 26.650million
Periodic Maintenance	:	GH¢ 189.95million
CFRIP (Paid by Road Fund)	:	GH¢139.724million
GOG (Paid by Road Fund)	:	GH¢8.282million
Others	:	<u>GH¢ 3.461million</u>
Total release	:	GH¢367.583 million

3.3 Consolidated Fund (Investment)

3.3.1 Background

The Budgetary allocation under investment for 2016 is GH¢ 29.530million.

3.3.2 Status

Assets: GH¢23.414 million

A total of GH¢29.253 million disbursements was released as at the end of December, 2016 for both roads and bridges. Some of the contracts were substantially completed while others were at various stages of completion.

3.4 Rural Roads in Cocoa Growing Areas

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 Government of Ghana (GoG) is funding the programme in two (2) tranches.

3.4.1 Tranche 1

Background

GoG 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.

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

PH1 211.60km

PH2 221.5km

PH3 252.1km

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

Status

Table 3.1: Summary of Achievements as 31st December, 2016:

ACTIVITY	TARGET (KM)	ACHIEVEMENT (KM)	PERCENTAGE COMPLETED (%)
PHASE 1	211.6	171.95	81%
PHASE 2	221.5	227.8	103%
PHASE 3	252.1	99.25	39%
TOTAL	685.2	499	73%

The cumulative length executed since the start of the programme is 499km. Tables 3.2 and 3.3 show the regional distribution of Tranche 1 for the three phases and the physical and financial summaries, respectively.

Table 3.2: Regional Distribution of Projects

REGION	PH1		PH2		PH3		TOTAL
	LOTS	LENGTH	LOTS	LENGTH	LOTS	LENGTH	LENGTH
	(No)	(KM)	(No.)	(KM)	(No)	(KM)	(KM)

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
TOTAL	31	211.6	35	221.5	32	252.1	685.2

Table 3.3: General Summary

NO.	PHASE	LENGTH (KM)	CONTRACT PRICE (GH¢)
1	PHASE 1	211.6	27,196,508.90
2	PHASE 2	221.5	39,288,210.06
3	PHASE 3	252.1	55,187,573.12
TOTAL		685.2	121,672,292.08

3.4.2 Tranche 2 - CFRIP

Under the Tranche 2 of the rural roads in cocoa growing areas programme, the Government through the Ministry of Roads and Highways has provided funding for the maintenance, rehabilitation and upgrading of road to deal with the full mandate of COCOBOD which covers cocoa, coffee and sheanuts.

Table 3.4 shows summary of regional distribution of the roads.

Table 3.4: Tranche 2 Regional Summary

NO	REGION	SURFACING			SPOT IMPROVEMENT			REHABILITATION		
		NUMBER OF PROJECTS	KM	COST (GH¢)	NUMBER OF PROJECTS	KM	COST	NUMBER OF PROJECTS	KM	COST (GH¢)
1	EASTERN	12.00	75.19	27,339,184.68	28	87.59	5,330,478.98	0.00	0	0.00
2	VOLTA	14.00	71.30	45,131,192.52	21	69.70	4,919,571.54	0.00	0	0.00
3	CENTRAL	9.00	79.45	21,078,556.04	21	127.35	6,392,166.83	5	26.1	2,819,354.73
4	WESTERN	14.00	130.60	62,105,249.81	30	267.5	14,728,440.18	3.00	55	2,545,380.85
5	ASHANTI	14.00	75.84	24,605,339.84	28	149.0	1,991,734.27	0.00	0	0.00
6	BRONG AHAFO	11.00	48.60	20,099,818.76	46	360.10	13,705,909.95	0.00	0	0.00
7	GREAT ACCRA	11.00	38.60	12,741,689.80	9	57.20	3,331,864.37	0.00	0	0.00
8	NORTHERN	3.00	15.50	5,601,254.12	15	214.72	7,141,572.15	5.00	34	3,489,922.42
9	UPPER EAST	6.00	28.00	20,392,335.78	7	58.3	2,698,832.74	1.00	16	800,000.00
10	UPPER WEST	5.00	17.10	8,973,146.85	17	140.75	5,500,220.61	1.00	7	711,933.34
TOTAL		99.00	580.18	248,067,768.20	222	1532.21	65,740,791.62	12.00	118	9,166,386.42

***RECEIPTS AND DISBURSEMENT AS AT DECEMBER, 2016**

GH¢139,724,516.95 was received from **Road Fund** for disbursement for works from May to December, 2017.

The total disbursement made since the inception of the programme to date is GH¢490,418,836.95.

Table 3.5: Physical Achievement

ACTIVITY	TARGET (KM)	ACHIEVEMENT (KM)	% ACHIEVEMENT
Surfacing	481.69	263.57	54.7
Spot Improvement	1,061.14	351.74	33.1
Rehabilitation	81.1	23.00	28.4
Total	1,623.93	638.3	Average 39.3

TRANCHE 3: RURAL COCOA PROJECTS

The total lots, costs and payments for Phases one to five are as in Tables below. Phases 8, 9A and 9B are at evaluation stage. Phase 10 tenders just opened.

Tranche 3 (Rural Cocoa): Regional Distribution of Projects as at 31st Dec., 2016

REGION	PHASE 1		PHASE 2		PHASE 3		PHASE 4		PHASE 5		PHASE 6		PHASE 7		TOTAL
	LOTS	LENGTH	LOTS	LENGTH	LOTS	LENGTH	LOTS	LENGTH	LOTS	LENGTH	LOTS	LENGTH	LOTS	LENGTH	
	(NO.)	(KM)	(NO.)	(KM)	(NO.)	(KM)	(NO.)	(KM)	(NO.)	(KM)	(NO.)	(KM)	(NO.)	(KM)	
WR	3	51.2	12	106.9	1	13.7	1	12	1	11.2	1	11.3	2	27.4	Phases 6 and 7 are just awarded
ASR	2	35.2	8	76.8	8	62.31	1	29.5	4	37	1	7.0	0	0	
BAR	4	44.4	6	65.4	7	86.9	2	24.5	0	0	1	10.7	1	31	
CR	5	32.95	10	87.9	0	0	1	5.3	0	0	0	0	1	11.6	
ER	4	36.9	15	99.9	3	19.1	0	0	1	10.5	0	0	0	0	
VR	4	37.25	0	0	3	45.25	1	15.9	2	39.5	0	0	3	24.3	
TOTAL	22	237.9	51	436.9	22	227.3	6	87.2	8	98.2	3	29	7	94.3	

Tranche 3 (Rural Cocoa): Regional Distribution of Projects as at 31st Dec., 2016

REGION	PHASE 8		PHASE 9A		PHASE 9B		PHASE 10		REMARKS
	LOTS	LENGTH	LOTS	LENGTH	LOTS	LENGTH	LOTS	LENGTH	
	(NO.)	(KM)	(NO.)	(KM)	(NO.)	(KM)	(NO.)	(KM)	
CR	2	28.1					3	15.0	Phases 8, 9A and 9B are under evaluation. Tenders have been opened for Phase 10.
ASR	2	23.0	3	31.1	2	32.7	3	20.94	
WR	2	131.0					4	78.55	
VR	1	8	1	12.5	1	20.0			
ER					1	14.4	9	50.6	
BAR									
TOTAL	7	190.1	4	43.6	4	67.1	19	165.09	

TRANCHE 3 COCOA PROJECTS: SUMMARY OF ACHIEVEMENTS AS AT 31ST DECEMBER., 2016.

PHASE	TOTAL LENGTH AWARDED (KM)	NO. OF CONTRACTS	TOTAL COST (GH¢M)	TOTAL EXPEND. (GH¢M)	FINANCIAL ACHIEVEMENT (%)	PHYSICAL ACHIEVEMENT (%)
Phase 1	244.7	22	240.15	168.521	96.00	89.55
Phase 2	436.9	50	315.535	78.450	25.22	52.24
Phase 3	226.8	22	335.688	47.020	14.01	32.94
Phase 4	83.6	6	141.229	17.338	12.28	48.37
Phase 5	93.7	8	130.516	11.917	9.00	29.46
Phase 6	29	3	41.147	6.107	20.57	60.50
Phase 7	129.8	10	196.461	6.083	7.13	27.50
Phase 8	190.1	7	179.158			Under evaluation
Phase 9A	33.6	3	54.104			Under evaluation
Phase 9B	77.1	5	580.698			Under evaluation
Phase 10	178.59	19	0			Tenders opened

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 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. Feeder roads selected for rehabilitation and spot improvement under the LBT programme and the achievement as at 31st December, 2016 are as follows:

Table 3.6: Summary of On-going LBT Contracts

REGION	LOT NO.	POLITICAL DIST.	ROAD NAME	LENGTH (KM)	ACTIVITY	% PHYSICAL COMPL.	REMARKS
GAR	Lot 1 ^A	Ga South	Ashaleaman - Fawotekose F/R	4.20	Spot Imp.	0	To be terminated
	Lot 1 ^B	Ga South	Ashaleaman - Fawotekose, Mmampehia & Otaten - Fawotekose F/R	5.20	Spot Imp.	100	Substantially Completed
	Lot 2 ^A	D/East	Talebanya Junc. - Talebanya & Nuhuale Junc. - Nuhuale F/R	6.00	Spot Imp.	13.6	To be terminated
	Lot 2 ^B	D/East	Tehe Junc. - Tehe F/R	5.00	Spot Imp.	100	Substantially Completed
	Lot 3 ^A	D/East	Ameyawkorpe - Safahukorpe F/R	5.00	Spot Imp.	72.4	Works in progress
	Lot 3 ^B	D/East	Adonokorpe - Peterkorpe F/R	3.00	Spot Imp.	100	Substantially Completed

LABOUR BASED CONTRACTS

REGION	LOT NO.	POLITICAL DIST.	ROAD NAME	LENGTH (KM)	ACTIVITY	% PHY. COMPL.	REMARKS
VOLTA	4	Ho	Adukorpe Jnc - Ziave	6.30	Rehab.	100	Substantially Completed
	5	Ho	Klepe - Demetse - Akrofu & Hoviekpe Jnc - Hoviekpe	9.30	Rehab.	100	Substantially Completed
	6	Ho	Abutia Sebekope Jn. - Sebekope	5.30	Spot Imp.	100	Works in progress
	7	Ho	Ho Soldier Barracks - Tokokoe Ph.2	9.80	Spot Imp.	100	Substantially Completed
EASTERN	8	Yilo Krobo	Huhunya - Torgodo & Others	9.40	Rehab.	35	Works in progress
	9	Fanteakwa	Owusukrom - Asrebuso	10.00	Rehab.	30	Works in progress
	10	Upper Manya	Djomoh - Mensah	7.60	Rehab.	90	Works in progress
	11	Lower Manya	Ayemesu - Gbortsonya	9.30	Rehab.	28	To be terminated
	12	West Akim	Asamankese - Ametima & others	12.35	Spot Imp.	52	Works in progress
	13	Akuapem North	Asamang - Lakpa	12.30	Spot Imp.	100	Works completed

LABOUR BASED CONTRACTS

REGION	LOT NO.	POLITICAL DIST.	ROAD NAME	LENGTH (KM)	ACTIVITY	% PHY. COMPL.	REMARKS
CENTRAL	14	Assin South	Mankata Jnc - Mankata	10.70	Rehab.	25	Works in progress
	15	Ajumako-Enyan-Essiam	Abaasa - Onyandze - Kokodo - Engo	7.10	Spot Imp.	40	Works in progress
	17	Assin North	Essiam - Kyeikrom - Adukweku	6.70	Spot Imp.	42	Works in progress
WESTERN	19	SWDA	Bowobra - Apentemadi & others	12.50	Spot Imp.	0	To be terminated
	20	JMDA	Anhwiafutu Jn - Kwabre & others	11.40	Spot Imp.	0	To be terminated
	21	ADA	Akpafu Jn - Akpafu & others	9.30	Spot Imp.	46	To be terminated
ASHANTI	22	Ashanti Akyem South	Asankare - Dampong Emduase -	4.90	Rehab.	100	Substantially Completed
	23	Sekyere East	Ntumakunso	10.00	Rehab.	100	Substantially Completed
	24	Ashanti Akyem South	Adomfe - Brentuokrom	9.00	Rehab.	75	Works in progress
	25	Asunafo North	Nfrokrom - Nyamebekyere	15.50	Spot Imp.	63	Works in progress

LABOUR BASED CONTRACTS

REGION	LOT NO.	POLITICAL DIST.	ROAD NAME	LENGTH (KM)	ACTIVITY	% PHY. COMPL.	REMARKS
NORTHERN	29	Tonlum-Kumbu	Wantugu - Kasuliyilli	14.20	Spot Imp	52	Works in progress
	30	East Gonja	Bamvim - Dalogyilli	11.10	Spot Imp	48	Works in progress
	31	Tolon	Katindaa - Koblinahigu	2.65	Rehabilitaion	30	Works in progress
	32	Central Gonja	Sankunyipale - Mahamuyilli	9.20	Rehabilitaion	25	Works in progress
UPPER EAST	33	Bongo	Feo - Aniakumkwa & Others	15.00	Spot Imp	18	To be terminated
	34	Kassena - Nanakana West	Sandema - Katiu & Others	19.60	Spot Imp	20	To be terminated
	35	Talensi-Nabdan	Tongo - Baare & Others	11.40	Spot Imp	87	Works in progress
	36	Bawku West	Zebilla - Timonde & Others	12.30	Rehabilitaion	57	Works in progress
UPPER WEST	37	Sissala West	Kusale - Boti & Others	10.30	Spot Imp	27	To be terminated
	38	Sissala East	Naabugubelle - Challu & Challu -Nmanduono - Jambugu - Yipanpu	10.00	Rehabilitaion	29	To be terminated
	39	Sissala West	Kongo - Buo & Bamahu - Konpala	9.60	Rehabilitaion	46	Works in progress
			TOTAL LENGTH	430.0			

Status

- Contracts awarded are on-going in all regions and are at various stages of completion. The slow moving ones have been earmarked for termination.

CHAPTER FOUR: COLLABORATIVE PROGRAMMES

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).

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 107km 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 107Km contracts are awarded under Phase 1. The status of the contracts is as follows:

Table 4.2: Status of Poverty Focused Rural Transport Programme

Poverty Focused Rural Transport Programme					
REGION	DISTRICT	LOT	ROAD NAME	LENGTH (km)	STATUS %
ASHANTI	Ejura Municipal	1	Rehabilitation of Aframso - Nkyensie	10.6	100
		2	Rehabilitation of Ejura Nkwanta - Kabre	7.6	100
		3	Rehabilitation of Kabre - Nynase	9.1	100
	Mampong Municipal	4	Rehabilitation of Bosomkyekye-Ouagadugu	12.5	100
	Sekyere Central	5	Rehabilitation of Aframso - Kyeiase	14.1	100
		8	Rehabilitation of Dome-Asasembonsa	9.8	100
BRONG AHAFO	Nkoransa South	9	Rehabilitation of Hwidiem - Makyin Mabre	10.4	100
		10	Rehabilitation of Makyin Mabre - Junction	8.6	100
		11	Rehabilitation of Junction - Yerepemso	10.1	100
		12	Rehabilitation of Brahofo - Dompouse	14.2	100
			TOTAL	107	

Total disbursement to date is €6,735,484.00 (GHC13875097.04), using an average exchange rate of GHC2.06 and the breakdown is as follows:

Contract works	€4,813,076.00
Consultancy services	€1,659,181.00
Vehicle & IT equipment	€63,470.00
Training	€199,757.00

4.2 WESTERN CORRIDOR INFRASTRUCTURE PROJECT

4.2.1 Introduction

The Atuabo Gas Processing Plant in the Western Region is being constructed to produce Liquefied Petroleum Gas (LPG) in commercial quantities as part of the gas processing activities for the nation. The initial design proposal was to transport the LPG via subsea through Camp Buoy but due to time constraint, it is desired that the LPGs be transported by road.

In view of the general poor condition of the road network in the Western Region, the Ministry of Energy and Petroleum arranged with the Jubilee Partners to solicit financial support to facilitate the construction of the road network in the gas production zone.

A feasibility assessment was therefore carried out to ascertain the conditions of the existing road network and proposed suitable route that will enable the safe transportation of LPG with limited impact to the environment.

To this effect, the Department of Feeder Roads (DFR) was contacted to assist in the upgrading of part of the road network to facilitate the transportation of the LPG. A total of 34.00km of the road network was seeded to the department to supervise. Due to the urgency of the work, the road was divided into two phases and awarded to two construction firms. The total cost of the two (2) contracts is GH¢24.368m.

The two phases commenced in August, 2014 under the supervision of a team of DFR personnel selected from four (4) regions of the country and to be completed in February 2016.

4.2.2 Status

The average physical progress for the two contracts is 64%. The total certified as at 31st December, 2016 is GH¢40.121million.

Table 4.3: Western Corridor Gas Infrastructure Project

Region	District	Lot No	Road name	Length (km)	Name of contractor	Award Date	Commencement Date	Completion Date	Contract Sum (GH¢)	Revised Contract Sum (GH¢)	Payment to Date	Planned/ Scheduled progress	Actual Progress (%)	REMARKS
Western	Ellembele/Jomoro	1	Bituminous Surfacing of Alabokazo-Ekwei-Tikobo No.1 Ph.1 (12.90 KM)	29.9	M/s Memphis Metropolitan Ltd	21/5/2014	08/04/2014	02/03/2016	12,539,950.22	34,453,323.39	24,650,609.10	170.0	75.0	Behind Schedule
Western	Ellembele/Jomoro	2	Bituminous Surfacing of Alabokazo-Ekwei-Tikobo No.1 Ph.2 (19.80 KM)	41.4	M/s Kingspok Company Limited	21/5/2014	08/05/2014	02/04/2016	11,827,619.17	41,463,596.65	15,470,471.54	170.0	53.0	Behind Schedule
			TOTAL	71.3					24,367,569.39	75,916,920.04	40,121,080.64			

4.3 Programme for the Promotion of Perennial Crops in Ghana

4.3.1 Introduction

The Government of Ghana has received Fund from the German Government towards the cost of construction of roads for the promotion of perennial crops in Ghana. A portion of this credit is to be used to finance the Rehabilitation of Selected Feeder Roads in the Central and the Western Regions of Ghana. In furtherance of these objectives, the Construction Supervision of Selected Roads in the two (2) Regions is being undertaken in-house by the Department of Feeder Roads.

A total of 27.1km of roads was awarded at GH¢2.627m and commenced in November, 2014 to be completed in August, 2015.

4.3.2 Status

The progress is 100% and the total amount certified is GH¢2.551m. The detail is as in Tables 4.4 below.

Table 4.4: PROGRESS REPORT FOR THE PERENNIAL CROP PROGRAMME

DEPARTMENT OF FEEDER ROADS													
PROGRAMME FOR THE PROMOTION OF PERENNIAL CROPS IN GHANA													
CENTRAL AND WESTERN REGIONS													
PROGRESS REPORT- DECEMBER, 2016													
Region	District	Lot No	Road name	Length (km)	Name of contractor	Award Date	Commencement Date	Completion Date	Contract Sum (GH¢)	Payment to Date	Planned/ Scheduled progress	Actual Progress	REMARKS
Central	KEEA/Assin South	1	Abirim-Stephen Annan F/R & Others	3.2	Yussad Limited	15-Sep-14	27-Nov-14	27-Aug-15	370,930.20	336,742.65	100.0%	100.0%	Completed
Central	Twifo Attimorkwa/ Upper Denkyira East	2	Damang - Kweku Ansere F/R & Others	6.5	Caks Limited	15-Sep-14	27-Nov-14	27-Aug-15	867,318.33	827,639.86	100.0%	100.0%	Completed
Western	Wassa Amenfi Central	3	Gyankutabuo-Ankassi F/R & Others	8.5	Best West End Const. Ltd.	15-Sep-14	21-Nov-14	20-Aug-15	1,389,585.25	1,386,997.35	100.0%	100.0%	Completed
			TOTAL	18.2					2,627,833.78	2,551,379.86			

CHAPTER FIVE Financial Implication in the Implementation of DFR Planned Programmes and Activities for 2016 Fiscal Year

5.1 Summary Estimates of DFR for the 2016 Fiscal Year

The summary of estimates for the 2016 fiscal year is shown in Table 5.1. The total amount approved for DFR programmes and activities for 2016 is GH¢142.953million and out of which GH¢29.530million representing 20.7% is from the Consolidated Fund for wholly GOG projects, matching fund and other administrative expenses. Donor support is estimated at GH¢22.828 million which also represents 16.0% of the total budget. In addition Road Fund contribution is estimated at GH¢87.830million representing 61.4%. Others represent 1.9%.

Total disbursement for the period January – December, 2016 was GH¢268,875.74million out of a total budget of GH¢142.953million. This includes GH¢139.724million and GH¢8.282million paid from Road Fund for works under the CFRIP Programme and Consolidated Fund Projects respectively.

Table 5.1: Summary Estimates for January-December, 2016

ITEM	TOTAL 2015 BUDGET (GH¢'000)	DISBURSEMENT AS AT DEC. , 2016 (GH¢'000)	PERCENTAGE (%)
COMPENSATION FOR EMPLOYEES	6,138.03	5,834.22	95%
GOODS & SERVICES	58.20	20.46	35%
ASSETS	23,333.57	23,413.63	100.3%
ROAD ARREARS		0.00	
<i>ØMatching funds</i>	11,765.00		
<i>Supervision M & E</i>	894.00		
<i>Consultancy</i>	1,941.00		
<i>(Consultants- Bridges</i>	3,530.00		
<i>Civil Works</i>	4,815.00		
<i>Environment & Safety</i>	235.00		
<i>Development/Minor</i>	235.00		
<i>Compensation</i>	118.00		
<i>ØWholly GOG -O</i>	4,706.00		
<i>Maintenance</i>	1,634.00		
<i>Development/Minor Rehab</i>	686.00		
<i>Bridges</i>	2,386.00		
<i>ØWholly GOG -N</i>	2,353.00		
<i>Maintenance</i>	960.00		
<i>Development/Minor Rehab</i>	1,393.00		
<i>ØTaxes & Duties</i>	147.10		
<i>ØArrears</i>	10,559.00		
<i>Actual</i>	7,059.00		
<i>Projected (up to Dec '16)</i>	3,500.00		
TOTAL GOG	29,529.80	29,253.20	99.06%
ROAD FUND	87,830.00	219,583.99	250.01%
<i>Arrears (Actual)</i>	29,276.60		
<i>Projected Expenditure</i>	29,276.60		
<i>Works in fiscal yr</i>	29,276.60		
DONOR (TSP, PERENNIAL CROPS)	22,828.54	15,310.60	67.07%
DCRIP	0.00	2,166.34	
IGF	1,611.76	118.82	7.37%
EASTERN CORRIDOR	-	0.00	
GHANA GAS	-	327.46	
Others (EMQAP,HIPC,COCOA)	1,153.24	2,115.33	
GRAND TOTAL	142,953.34	268,875.74	138%

CHAPTER SIX: CROSS CUTTING ISSUES

6.1 Road Safety

6.1.1 Action Plan

As part of the National Road Safety Strategy III (NRSS III) covering 2011-2020, DFR submitted its Safety Implementation Status as well as its Road Safety Actions Plan to the National Road Safety Commission. The main objective for the NRSS III is to halt the unacceptable levels of road traffic fatalities and injuries by 2015 and thereafter reduce accidents by 50% by the end of 2020.

The action plan submitted by DFR took the form outlining some road safety strategies to be implemented on feeder roads which addressed safety problems at bridge approaches as well as safety problems at intersections and curves. Additionally a Road Safety Desk unit/desk has been created in DFR Head office. These strategies have been set to enhance the safety on feeder roads for all road users' especially vulnerable road users like pedestrians and motorist.

Some of the safety measures being undertaken include:

- Undertaking safety audit on heavily trafficked feeder roads;
- Erection of warning signs at intersections and dangerous sharp curves and at bridge approaches.
- Provision of pedestrian crossings/ speed humps/ rumble strips on town roads.

The department plans to undertake the following additional action plan:

- Erection of informative signs in towns and villages;
- Vegetation control to improve sight distance on feeder road especially in sharp curves; and
- Undertaking road line markings on all bituminous surfaced feeder roads.

6.1.2 Targets and Achievements for 2011-2013

6.1.2.1 Targets

Action plan strategies and targets for the years 2011-2013 were to:

- Improve horizontal and vertical alignment of road by incorporating road safety in design of 250 km feeder roads;
- Erect of 300 warning signs to intersections and curves;
- Provide 75 town roads with pedestrian crossing/speed humps/rumble strips;
- Erection of warning signs at bridge approaches;
- Undertaking road line marking of 400km bituminous surfaced road; and

- Erection of warning signs at construction sites

6.1.2.2 Achievements

- A total number of six hundred and seventy-nine (679) warning signs were erected at intersection and sharp curves;
- Provision of 103 town road with pedestrian crossing/speed humps/ rumbles strips;
- Erection of 240 warning signs at bridge approaches;
- Erection of warning signs at 122 construction sites; and
- Provision of road line marking on a total of 342.1 km bituminous roads.

6.1.3 Action Plan for 2014-2016

The following action plans have been set by DFR for the 2014-2016 National Road Safety Strategy III (NRSS III):

- Improve horizontal and vertical alignment of road by incorporating road safety in design for 500 km feeder roads;
- Erect 300 warning signs at bridge approaches;
- Erect 800 warning signs to intersections and sharp curves;
- Undertake road line marking on a total of 500 km bituminous surfaced road;
- Surface 40 town roads and 90 bridge approaches;
- Provide 75 town roads with pedestrian crossing/speed humps/rumble strips; and
- Vegetation control along 400 km of feeder roads.

6.1.4 Action Plan for 2015-2017

Objectives

The objective is to give high priority to safety of pedestrians, passengers, motorcyclist and other vulnerable road users.

Objective 1

Activity 1: Improved Capacity of Key Stakeholder Agencies

1.1 Improved Road Safety Capacity Among Stakeholders

Theme No.	Activity	Target		Implementation Period	Status of Implementation		Challenges	Way Forward
		Target (2015-2017)	Variable Indicators		State of Implementation	Evidence of Implementation		
1.1.1	In-house capacity building.	50	No. of staff trained.	Jan 2015 - Feb 2016	40	Progress Report	Target not met owing to financial constraint.	Timely release of funds for the activity recommended
1.1.2	Training in road safety.	20	No. of staff trained.	Jan 2015 - Feb 2016	-	-	Training of District Engineers under the jurisdiction of Ministry of Local Government.	Ministry of Local Government to be resourced to undertake the activity.
1.1.3	Capacity development for road traffic signs and markings through workshop among stakeholder agencies.	10	No. of workshops planned.	Jan 2016 – Mar 2016	-	-	DFR management yet to take action owing to financial constraint.	Timely release of funds for the activity recommended

Activity 2: Build a centralised database

2.1 Develop a comprehensive road safety information database needed for operating effective safety management system and programmes at National, Regional, Metropolitan, Municipal and District level.

Theme No.	Activity	Target		Implementation Period	Status of Implementation		Challenges	Way Forward
		Target (2015-2017)	Variable Indicators		State of Implementation	Evidence of Implementation		
2.1.1	Development of Feeder road database on hazardous road sections	1 database	No.of hazardous road sections identified.	Jan 2015- Feb 2016	Not Commenced	-	DFR management yet to take action owing to financial constraint.	Action to be taken under AFCAP project (Assessment of Accident Black Spots).
2.1.2	Improve storage and accessibility of all data relevant to road traffic crashes		Length of road with data.	Jan 2015- Feb 2016	Not Commenced	-	DFR management yet to take action owing to financial constraint.	Action to be taken under AFCAP project (Assessment of Accident Black Spots).

Activity 3: Increase research on road safety issues

3.1 Promote road safety research initiative to guide policy formulation and intervention

Theme No.	Activity	Target		Implementation Period	Status of Implementation		Challenges	Way Forward
		Target (2015-2017)	Variable Indicators		State of Implementation	Evidence of Implementation		
3.1.1	Study of pedestrian safety at signal crossings in rural centres.	-	-	-	-	-	Financial Constrains	Action to be taken under AFCAP project (Assessment of Accident Black Spots).
3.1.2	Research into materials to be used for signage.	-	-	-	-	-	Financial Constrains	Timely release of funds for the activity recommended

Objective 2

Activity 1: Increase budgetary allocation for road safety engineering

1.1 Stakeholders to incorporate dedicated line in their budgets purposely for road safety engineering

Theme No.	Activity	Target		Implementation Period	Status of Implementation		Challenges	Way Forward
		Target (2015-2017)	Variable Indicators		State of Implementation	Evidence of Implementation		
1.1	Study of pedestrian safety at signal crossings in rural centres.	-	-	-	-	-	-	Inclusion incorporated as a line item on the bill of quantities on contracts.

Activity 2: Road safety in road design and construction

2.1 Hazardous spot improvement programmes

Theme No.	Activity	Target		Implementation Period	Status of Implementation		Challenges	Way Forward
		Target (2015-2017)	Variable Indicators		State of Implementation	Evidence of Implementation		
2.1.1	Ensure vegetation control	150km	Length of vegetation control.	Jan 2015 – Dec 2016	11,583	Progress Report	No action yet owing to financial constraint	Activity to be continued with more funding
2.1.2	Ensure the control of bill boards		Number of billboards identified.	-	-	-	No action yet owing to financial constraint	Funds to be made available for activity
2.1.3	Improve junction design	150km	Number of junctions improved.	Jan 2015- Dec. 2016	-	-	No action yet owing to financial constraint.	Timely release of funds for the activity recommended
2.1.4	Road warning signs	450	Number of road warning signs	Jan 2015 – Dec. 2016	207	Progress Report	-	Activity to be continued with more funding
2.1.5	Road line markings	200km	Length of Roads marked	Jan 2015 – Dec. 2016	49	Progress Report	-	Activity to be continued with more funding

Activity 2: Road safety in road design and construction

2.2 Incorporate pedestrian safety facilities in road planning, design, construction and operation to provide for their special needs and requirement.

Theme No.	Activity	Target		Implementation Period	Status of Implementation		Challenges	Way Forward
		Target (2015-2017)	Variable Indicators		State of Implementation	Evidence of Implementation		
2.2.1	Provision of pedestrian crossing on town roads.	75km	Length of roads to be provided with pedestrian crossing.	Jan 2015 – Dec. 2016	25	Progress Report	-	Activity to be continued with more funding
2.2.2	Provide speed humps on town roads.	75No.		Jan 2015 – Dec. 2016	60	Progress Report		Activity to be continued with more funding

Activity 2: Road safety in road design and construction

2.3 Education of community members and road users

Theme No.	Activity	Target		Implementation Period	Status of Implementation		Challenges	Way Forward
		Target (2015-2017)	Variable Indicators		State of Implementation	Evidence of Implementation		
2.3.1	Sensitization on road safety measures	200km	Length of road identified	Jan 2015 – Dec. 2016	97km	Progress Report		Activity to be continued with more funding

6.1.5 Challenges

Some challenges faced during the implementation of the 2011-2013 National Road Safety Action Plan are:

- Targets not achieved due to budgetary constraints and slow progress of works.
- Non-adherence and incorrect use of road line markings, warning signs and pedestrian crossings by road users and pedestrians

6.1.6 Way forward for 2014-2016 action plans

- Adequate funding for road safety activities should be made available.
- Community education on the importance of road safety (such as pedestrian crossings, road line markings and warning signs).

CHAPTER SEVEN: HUMAN RESOURCE ISSUES

7.1 Staffing

The Department of Feeder Roads has total staff strength of Three Hundred and Fifty-Five (355) both at the Head Office and the Regions as at 31st December, 2016, made up of both technical and non-technical staff of various professional backgrounds.

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 provides technical and policy directions to the 216 District Works Departments of the MMDAs through the regional offices.

7.1.1 Gender Ratio

Staff Categorisation (Department of Feeder Roads)					
Ministry of Roads and Highways	Senior Staff		Junior Staff		Total
	Male	Female	Male	Female	
Dept. of Feeder Roads	181	40	99	35	355

7.1.2 Age Distribution

The age distribution of the Staff of the Department is shown in the Table below.

Age Distribution

Ministry of Roads and Highways	Age Range	20-30yrs	30-40yrs	41-50yrs	51-60yrs	60yrs+	TOTAL
Dept. of Feeder Roads							
MALE		20	66	50	144	0	280
FEMALE		8	23	22	22	0	75
SUB-TOTAL		28	89	72	166	0	355

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 A.

7.1.4 Training and Development

ACADEMIC TRAINING PROGRAMMES

TABLE 7.1.1: ACADEMIC TRAINING PROGRAMS														
S/N	STAFF ID	Name of Officer	Sex	Course of Study	Institution	Duration	Start Date	End Date	Funding					Leave (Without Pay)
									Self	GoG	DP	Leave (Pay)		
1	643579	Asare-Baffour Kwadwo Jnr.	M	MSC (Road and Transport Engineering)	KNUST	2 Years	Sep-13	Jul-15				√		
2	676876	Oppong Joseph	M	MSC (Road and Transport Engineering)	KNUST	2 Years	Sep-13	Jul-15				√		

TRAINING AND DEVELOPMENT

A number of Training Programmes have been slated for the Staff of DFR for the year 2016. This is to ensure adequate capacity building to enhance efficiency and effectiveness in our annual delivery. The achievement as at 31st December, 2016 is as shown in Table 7.1.2.

DEPARTMENT OF FEEDER ROADS

TABLE 7.1.2: 2016 TRAINING PROGRAMMES (IMPLEMENTED)

S/NO	COURSE NAME	TARGET GROUP	ORGANISERS/ VENUE	NO. OF PART.	PROGRAM DATE	PROGRAM DURATION	FUNDING
1	MSc Road and Transportation Engineering	Senior Engineer (Isaac Opoku)	KNUST	1	Sept 2015- Sept 2017	2 years	World Bank
2	MSc Road and Transportation Engineering	Senior Engineer (Ronald Osei Akoto Offeh)	KNUST	1	Sept 2016- Sept 2018	2 years	Road Fund
3	Construction Law and Dispute Resolution	Senior Engineer (Kwame Fenning Nimako	Kings College U.K	1	Sept 2016- Sept 2018	2 years	GETFUND
4	DCP-DN Pavement Design Method in Ghana (RECAP)	Engineers	RECAP (U.K)	13	8-13 ,15-20 Feb, 2016	5 Days	Road Fund

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5	In-Service Training for Secretaries	Secretaries	Government Sec. School	4	March -Dec, 2016	9 Months	Road Fund
6	Integrated Contract Management and Accounting System	Technical/Non-Technical Staff	Devt Inst. of Bus.Solutions	50	11th-20th April, 2016	2 Weeks	Road Fund
7	Procurement of Consulting and Technical Services	Director	International Law Institute	1	11th -22nd April, 2016	2Weeks	World Bank
8	Human Capital Management	Chief Training Officer	GIMPA	1	28th -30th June, 2016	3 Days	Road Fund
9	Works Procurement Management	Engineers/ Quantity Surveyors	GIMPA	2	4th -22nd July, 2016	3 Weeks	Road Fund
10	Works Procurement Management	Engineers/ Quantity Surveyors	GIMPA	2	4th -22nd July, 2016	3 Weeks	World Bank

Challenges and the Way Forward

11	Consultant Services Workshop	Engineers/ Quantity Surveyors	GIMPA	2	25th -29th July, 2016	1 Week	Road Fund
12	Road Project Preparation and Supervision Course (1)	Engr/Qty Surveyor/Surveyors	Koforidua Training Centre	26	25th -29th July, 2016	1 Week	Road Fund
13	Road Project Preparation and Supervision Course (2)	Engr/Qty Surveyor/Surveyors	Koforidua Training Centre	26	15th -19th August, 2016	1 Week	Road Fund
DEPARTMENT OF FEEDER ROADS							
2016 TRAINING PROGRAMMES							
S/NO	COURSE NAME	TARGET GROUP	ORGANISERS/ VENUE	NO. OF PART.	PROGRAM DATE	PROGRAM DURATION	FUNDING
14	Scheme of Service Training for Promotion	Selected Staff	CSTC/KTC	80	22nd -26th August, 2016	1 Week	Road Fund

Challenges and the Way Forward

15	Human Resource Management and Development	Chief Training Officer	Setym International	1	5th -16th September, 2016	2 Weeks	World Bank
16	Results-Based Management and Performance Measurements	Chief Engineers	Setym International, USA	2	5th -16th September, 2016	2 Weeks	World Bank
17	MSc Road and Transportation Engineering	Engineer (Osei Akoto Offeh)	KNUST	1	Sept 2016- Sept 2018	2 years	Road Fund
18	Goods and Equipment Procurement Management	Engineers/Quantity Surveyors	GIMPA	5	3rd -21st October, 2016	3 Weeks	World Bank
19	AFCAP Training of Trainers Programme	Engineers	AFCAP	6	31st August-18th Nov, 2016	3 Weeks	Road Fund
20	GIS Road Database Update Training	Engineers/Qty Surveyors/Surveyors	In-House	22	8th -11th November, 2016	4 Days	Road Fund

Challenges and the Way Forward

21	Training of Trainers in Staff Performance Appraisal	Engineers/Qty Surveyors/Surveyors	Advantage Training Consult	25	14th -16th November, 2016	3 Days	Road Fund
22	Contract Management System	Selected Staff	Soman Consult	35	20th -25th November, 2016	5 Days	Road Fund
23	Technical Report Writing	Engineers/Qty Surveyors/Surveyors	Total Growth Consultancy	20	28th -30th November, 2016	3 Days	Road Fund

CHAPTER EIGHT: AFCAP AND RECAP PROGRAMMES IN GHANA

8.1 Overview

8.1.1 AFCAP

The Africa Community Access Programme (AFCAP) is a programme funded by the UK government through the Department for International Development (DFID) to promote safe and sustainable rural access in Africa through research. The aim is to make vital contribution to the sustainable socio-economic development of remote regions, and in particular the disadvantaged groups, in terms of access to markets, schools, health facilities and employment opportunities.

The first phase of AFCAP was implemented from June 2008 to July 2014 and the second phase of the programme commenced in 2014 and will cover a period of 6 years. Ghana is a beneficiary of the second phase programme. With feeder road rehabilitation and maintenance being a crucial part of the strategies for economic growth and poverty alleviation in Ghana, the development of cost effective road design methods for low volume road has become a high priority research need.

On 2nd December, 2015, a Memorandum of Understanding (MoU) was signed between the Ministry of Roads and Highways and Research for Community Access Partnership (ReCAP) to contribute information to low volume road and transport services related national and regional policies and strategies with the aim of establishing high quality research in low volume and transport services in Ghana that is managed and resourced locally.

The Department of Feeder Roads (DFR) was selected by MRH while the West African Regional Technical Manager of ReCAP was selected to administer the MOU.

8.1.2 RECAP

The Research for Community Access Partnership (ReCAP) is a six-year programme of applied research and knowledge dissemination funded by a grant from the UK Government through the Department for International Development (DFID). The overall aim is to promote

safe and sustainable rural access in Africa and Asia through research and knowledge sharing between participating countries and the wider community.

Cardno Emerging Markets (UK) Ltd has been contracted by DFID to manage ReCAP. There are two components under ReCAP: Africa Community Access Partnership (AfCAP) and Asia Community Access Partnership (AsCAP).

8.1.3 Progress of Activities

A number of Research Activities have been listed to be undertaken in collaboration with DFR. Some have started while others are yet to start.

DFR and the West African Regional Manager of ReCAP in consultation with other stakeholders within the transport sector scoped and selected twenty one (21) research needs for the country. As at the end of December, 2016, two (2) projects had been successfully completed and six (6) were ongoing as shown in Table 8.1.1 and Table 8.1.2, respectively.

Three (3) projects have been earmarked to commence in year 2017 as shown in Table 8.1.3.

Table 8.1.1: Completed Project

No.		Project	Objectives	Start Date	Outcomes	Comments
1.		DCP-DN training	<p>To build on existing knowledge and expand the appropriate use of the DCP DN method in the design of low volume rural roads in Ghana</p> <p>To introduce and integrate local content in the application of the DCP method in Ghana for cost effectiveness and ease of accessibility to the DCP equipment to facilitate the use of the proposed method.</p>	19 th February 2016	The Trainees had a good grasp of the DCP-DN design method and use of the software for producing an environmentally optimised pavement design	Recommended the need for ToT for selected engineers
2.		Alternative surfacing for steep hill section phase 1	<p>To identify the factors that have impact on steep sections of Feeder Roads</p> <p>To identify options for mitigating factors in terms of pavement surfacing and/or effective drainage that can provide an acceptable level of service</p> <p>Propose a programme to demonstrate and try our suitable</p>	May 2016	Eighteen (18) pavement options comprising three alternative surfacing and two base/sub-base materials were recommended for steep hill sections	Recommended the need for field trials which was approved for phase II

Challenges and the Way Forward

			range of the identified pavement surfacing and drainage options on steep ill sections of feeder roads in Ghana.			
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Table 8.1.2: Status of ongoing Research Projects

No.	Project	Objectives	Start Date	Anticipated Completion Date	Progress/Comments
1.	Climate Adaptation: Risk Management and Resilience Optimisation for Vulnerable Road Access	<p>Deliver research programme on activities relevant to climate adaptation and resilience strategies to enable national governments to take both short and longer term, policy-making action</p> <p>Develop an appreciation and awareness within African Road and Transport ministries, departments and agencies of current and future challenges associated with the effects of climate change on rural access, and increase ability to deal with more unpredictable and extreme climate effects</p> <p>Trial and optimise best cost-benefit and return-on-investment approaches to demonstrate optimal resilient rural access and minimal impact on national economic progress</p> <p>Produce Climate Adaptation guidelines</p> <p>Implement a knowledge dissemination and capacity building programme</p>	April 2016	March 2018	<p>This project is handled at the regional level</p> <p>Demonstration sites selected Regional Workshop to be conducted in Ghana in Jan 2017</p> <p>Training to commence</p>
2.	The use of appropriate high-tech solutions for road network and condition analysis, with a focus on satellite imagery	<p>To develop a methodology for using satellite imagery to assess road condition</p> <p>To explore other high-tech solutions for network assessment, such as big data, mobile phones, UAVs (drones) etc.</p>			<p>This project is handled at the regional level Contract Signed, inception in progress.</p>

Challenges and the Way Forward

No.	Project	Objectives	Start Date	Anticipated Completion Date	Progress/Comments
					Demonstrations sites selected Training to commence
3.	Use of Roller compacted mass concrete as pavement material	To develop a suitable mix design for RCC with optimal compressive strength suitable for road pavement construction in Ghana making use of local materials; To monitor and evaluate its performance over time to enable standard specifications to be developed	7 th July 2016	5 th July 2017	Project demonstration sites identified Interim lab report prepared
4.	Identification of Hazardous Spots and Recommendation of remedial measures on Selected rural roads	To develop an Accident Blackspot Management System (ABMS) which will form the basis of a coordinated approach to road safety on the rural road network	6 th June 2016	20 th January 2017	Data on Hazardous Spots for selected districts collected, iMAAP software installed. Data input into software completed Training Completed Draft final report in review
5.	Rural Transport Diagnostic Study	To explore the current state of rural transport in Ghana in light of the changing rural environment, identify gaps in our understanding of current rural transport practices and highlight opportunities for evidence-gathering, policy and practical efforts to improve the rural access experience of Ghanaians	15 th Dec. 2016		Kick off meeting held. Contract ongoing

Challenges and the Way Forward

No.	Project	Objectives	Start Date	Anticipated Completion Date	Progress/Comments
6.	Training of Trainers and Trial Sites for DCP DN in Ghana	<p>To train six (6) trainers from Ghana and two (2) from Sierra Leone to an advanced level to allow for widespread training in the DCP-DN design method throughout Ghana and Sierra Leone using the AfCAP LVR DCP-DN design software</p> <p>To allow current trainers (who were also involved in the development of the software) to standardise training interventions and ensure consistency for further roll-out of the method and software.</p>	26 th Sept. 2016		<p>Design works completed.</p> <p>Field demonstration sites to commence in Feb 2017</p>

Table 8.1.3 Upcoming research

No.	Project	Comments
1.	Locally manufactured DCP DN	Draft Concept Note prepared
2.	Alternative surfacing for steep hill section phase 11	TOR and budgets developed Evaluation completed. Contract to be awarded in Jan 2017
3.	Development of Application for GIS based for Bridge inventory Data collection Mobile Phone	Review of Draft TOR ongoing

8.1.4 Conclusions and Recommendations

The AFCAP programme in Ghana has so far been successful, the Department of Feeder Roads has also effectively spearheaded all the projects directly under its purview and all the collaborative agencies have been supportive where necessary. These, notwithstanding, the programme has also brought significant fiscal and logistical commitment to the Department. Workshops and counterpart funding are all financed by DFR. Consequently, the Department has introduced a line item in its Road Fund budget to meet these obligations.

There is a need for MRH to assist in developing a comprehensive strategy in implementing the key findings from the programme. At the moment, the Department has a plan to make a presentation to the Ministry and its agencies on the progress and key findings during the first quarter of 2017. This we believe will kick start the process for strategizing to uptake and embed the research findings and translate into policy.

CHAPTER NINE: LABOUR-BASED BITUMINOUS SURFACING TECHNOLOGY

9.1 The Importance of the Technology

In order to address the problem of low durability of unpaved feeder roads by a labour-intensive method, the Department of Feeder Roads (DFR) under the Ministry of Roads and Highways has requested Japan International Cooperation Agency (JICA) to assist development of Labour-Based Bituminous Surfacing technology (LBST). This concept has become critical to DFR since it will generate employment to reduce the rate of unemployment among the youth and also has the advantage of using cold bitumen. Heating of bitumen has its own associated risks and cost.

JICA has been requested to assist in a pilot project to establish methodology and application of the LBST through field trials in the Eastern Region of Ghana. When the field trials is successful then the technology will be replicated nationwide in the future by DFR as a tool to protect the easily erodible surfaces of gravel roads at cheaper costs.

9.2 Memorandum of Understanding (MoU)

In a MoU, DFR is supposed to make available a road that has been constructed up to subbase with all the needed concrete structures in place, using labour-based technology. JICA on the other hand will fund for the cost of laying of base material, provisions of bitumen and chippings, provision of a set of simple bituminous surfacing equipment, cost of labour, and the provision of Japanese experts to assist in the project. At the end of the pilot project JICA will develop a Guideline (manual) to be used as a working document on the technology for future use.

9.3 Status of the Project

The preparatory stage of the project started in 2015 and spilled into 2016. The JICA Team has arrived and is working closely with the management of DFR as well as the Koforidua Training Centre (KTC). In order to ensure success of the Project, a Steering Committee and a Technical Working Group have been formed for that purpose.

The following are some of the achievements made as at December, 2016:

- Selection of an appropriate site in the Eastern Region.

- Design of questionnaire to respondents in DFR to sample the existing knowledge and opinions of DFR technical staff about the Project.
- Desk study and a Report on Analysis of current status for the LBST.
- Series of consultations with the management and engineers of DFR by the JICA Team.
- Series of Steering Committee and Technical Working Group meetings.
- Series of site visits by the JICA Team together with the DFR Counterpart engineer to acquaint themselves with the environment of the project site and the realistic haulage distances for construction materials.
- Discussion on the mode of selection of a contractor
- Development of an appropriate draft Tender Document for the award of the works.
- Estimate for the necessary maintenance works to be carried out to prepare the surface of the selected road to be ready for the pilot project to take off.
- Design and adoption of Project Time Table.
- Definition of project-related activities and allocation of tasks to DFR/JICA officers.
- Development of two different questionnaires in two different times to respondents to seek opinion on the knowledge of the technology and its benefits.
- Purchasing of equipment by JICA and handed over to DFR.
- Training of KTC Staff and staff of some selected contractors in November, 2016.
- Preparation of Tender Documents ahead of procurement of the works
- Pre-tender meeting with selected contractors, etc.

9.4 Outstanding Issues

Outstanding issues include the following:

- Award of the works to execute road maintenance activities to prepare the selected site for the field trials and also work on the future second field trial site.
- Data collection and processing during first trial
- Report on the first trial site.
- Works at the second trial site

CHAPTER TEN: CHALLENGES AND THE WAY FORWARD

The Department performed creditably during the year under review. However, it faces internal and external challenges. Some of the challenges and proffered solutions are as follows:

10.1 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

10.2 Way Forward

- Decentralization

The realignment of the department to conform to the decentralization process 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 to 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-performing contractors and consultants
- Limit contractors to contiguous regions