



REPUBLIC OF GHANA

MINISTRY OF ROADS & HIGHWAYS

2026-2029 SECTOR MEDIUM-TERM DEVELOPMENT PLAN (SMTDP)

FINAL

DECEMBER, 2025

FOREWARD

This Road Sector Medium-Term Development plan (2026-2029) was prepared out of the Government's Coordinated Programme for Economic and Social Development Policies (2026-2029) and the National Medium-Term Development Policy Framework (2026-2029) with guidance from the Guidelines for Sector and District Medium-Term Development Plan as required by the Constitution of the land.

This strategic plan will guide the Sector's implementation of the Government's programmes and projects geared towards providing efficient, safe, reliable and cost-effective road transport infrastructure for economic growth and poverty reduction in the Country. The plan preparation team undertook a broad stakeholder consultation in the process of developing this Sector Plan to reflect the views and aspirations of stakeholders and also get them to rally behind the sector in implementing the plan.

The Ministry under the able leadership of the Honourable Sector Minister resolves to ensure that this plan is effectively and efficiently implemented and monitored to improve mobility and accessibility in the Country to facilitate national development. Progress will be reported to the National Development Planning Commission on quarterly and annual basis.

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FOR: HON. MINISTER

TABLE OF CONTENTS

FOREWARD	1
TABLE OF CONTENTS	2
LIST OF TABLES	5
LIST OF FIGURES	6
LIST OF ACRONYMS	7
EXECUTIVE SUMMARY	10
CHAPTER ONE	1
SECTOR PROFILE AND GENERATION INTRODUCTION	1
1. INTRODUCTION	1
1.1 Sector Profile and Governance	1
1.1.1 Mandate.....	1
1.1.2 Vision.....	1
1.1.3 Mission.....	1
1.1.4 Core Values.....	1
1.1.5 Functions.....	2
1.1.6 Structure of the Plan.....	5
CHAPTER TWO	6
SITUATIONAL ANALYSIS OF THE SECTOR	6
2. INTRODUCTION	6
2.1.1 REVIEW OF SECTOR GOALS AND PERFORMANCE AS LINKED TO THE AGENDA FOR JOBS II (2022-2025)	6
2.1.2 STATUS OF ROAD SECTOR INDICATORS	7
2.1.3 NETWORK COVERAGE AND CONDITION	14
2.1.4 INSTITUTIONAL CAPACITY	15
2.1.4 Roads Authority Act, 2024 (Act 1118).....	15
2.1.5 Staff Strength	16
2.1.6 Training	18
2.1.7 Capacity Building on Road & Bridges (CBRB)	18
2.1.8 SECTOR FINANCING	20
2.1.9 Sources of Finance to the Road Sector	20
2.1.10 Road Fund	23
2.1.11 Development Partner (DP)/Donor Funds	25
2.1.12 Public Private Partnerships (PPP).....	33

2.1.13 Programmes with other Sectors	33
2.1.14 Trade and Transit Facilitation Programme	33
2.1.15 Axle load Control and Management Programme	34
2.1.16 Abidjan-Lagos Corridor Development Programme.....	37
2.1.17 COCOBOD Funded Programme	37
2.1.18 Labour Based Technology (LBT) for Road Construction and Maintenance Programme ..	37
2.1.19 Promotion and Access to Non-Motorised Transport (NMT) in Ghana	38
2.1.20 CROSS CUTTING ISSUES	38
2.1.21 Environmental and Social Protection.....	38
2.1.22 Gender Mainstreaming, Accessibility for People living with Disability (PLWD), Children and the Aged.....	39
2.1.23 Road Safety.....	39
2.1.24 Anti-Corruption Reporting.....	40
2.1.25 Status of Road Sector Indicators Under Agenda for Jobs II.....	40
2.1.26 Major Development Projects Undertaken.....	41
2.1.27 Achievements in Maintenance Activities Between 2022 - 2025	43
2.1.28 Challenges.....	44
CHAPTER Three.....	50
KEY DEVELOPMENT PRIORITIES	50
3. INTRODUCTION.....	50
3.1.1 Key Development Issues.....	50
3.1.2 Prioritisation of Sector Issues	50
3.1.3 Key Development Priorities.....	58
CHAPTER four.....	60
DEVELOPMENT PROJECTIONS, GOALS, OBJECTIVES AND STRATEGIES	60
4. Introduction.....	60
4.1.1 Development Projections 2026 - 2029.....	62
4.1.2 Projections on Institutional Development & Capacity Building	62
4.1.3 Projections on Sector Financing	64
4.1.4 Projections on Road Development Financing.....	64
4.1.5 Projections on Road maintenance financing.....	65
4.1.6 Projections on Urban Roads Maintenance Financing.....	66
4.1.7 Projections on Intermodal & Inter-sectorial coordination	66

4.1.8 Projections on Major Development and Rural Accessibility.....	67
4.1.9 Projections on Rural Accessibility.....	68
4.1.10 Projections on Trunk Roads.....	68
4.1.11 Projection on Urban Transport Management.....	70
4.1.12 Projections on Asset Preservation (Road Maintenance and Axle Load Control).....	72
4.1.13 Projections on Road Safety, Occupational health and Safety.....	73
4.1.14 Projections on Environmental and Social Safeguards	75
4.1.15 Inclusive Development (Job creation, vulnerable groups, local content and pro-poor programmes).....	76
CHAPTER FIVE	82
COMPOSITE DEVELOPMENT PROGRAMMES	82
5. Introduction.....	82
4.2 PROGRAMME OF ACTION.....	83
5.3 INDICATIVE FINANCIAL COST	88
5.4 RESOURCE MOBILISATION.....	90
CONTROLLING EXPENDITURE.....	91
CHAPTER SIX	93
ANNUAL ACTION PLAN.....	93
6. INTRODUCTION.....	93
CHAPTER SIX	94
MONITORING AND EVALUATION PLAN	94
7. INTRODUCTION.....	94
7.1.1 MONITORING INDICATORS.....	95
7.1.2 DATA COLLECTION, COLLATION, ANALYSIS AND REPORTING.....	101
7.1.3 STAKEHOLDER ANALYSIS.....	101
7.1.4 MONITORING AND EVALUATION APPROACHES FOR SECTOR PLAN.....	102
7.1.5 EVALUATION.....	103
7.1.6 KNOWLEDGE MANAGEMENT AND LEARNING FRAMEWORK	104
CHAPTER EIGHT	106
COMMUNICATIONS PLAN.....	106
8. INTRODUCTION.....	106
ANNEXES	109
<i>ANNEX 1: PROGRAMME OF ACTION 2026-2029</i>	<i>109</i>
<i>ANNEX 2: ANNUAL ACTION PLANS</i>	<i>110</i>

AAP 2026-2029.xlsx	110
ANNEX 3: LIST OF PROJECTS	111
ONGOING PROJECTS AND NEW.xlsx	111
ANNEX 5: MAINTENANCE PLANS	112
LIST OF REFERENCES	112

LIST OF TABLES

Table 2. 1 Alignment of National Policy Objectives with Sector Goals	6
Table 2. 2 Performance of Road Sector 2022 - 2025	9
Table 2. 3 Road Network Surface Characteristics as of 2025	15
Table 2. 4 Number of Staff in the Road Sector	17
Table 2. 5 Total staff Number Between 2022 - 2025	18
Table 2. 6 Number of Staff trained in the road sector	18
Table 2. 7 Total Releases from GoG (Consolidated Fund) Sources for 2022 to 2025 (GH¢'000)	20
Table 2. 8 Sources of Financial Resources to the Road Sector, 2022 – 2025 (GH¢'000).....	22
Table 2. 9 Revenue to the Road Fund between 2022 - 2025(GH¢)	23
Table 2. 10 Agency Planned, Allocated and Expended Amounts from the Road Fund.....	23
Table 2. 11 Development Partner Funded Projects	26
Table 2. 12 Status of Road Sector Indicators in Agenda for Jobs II	40
Table 2. 13 Road Projects Completed between 2022- 2025.....	41
Table 2. 14 Some ongoing projects 2022- 2025.....	42
Table 2. 15 Achievement for maintenance 2022 – 2025	43
Table 2. 16 Summary of Key Development Issues in the Road Sector from 2022 – 2025	45
Table 2. 17 SWOT Analyses of Road Sector	48
Table 3. 1 POCC Analyses of Road Sector	51
Table 3. 2 Prioritization of Identified Development Issues.....	56
Table 3. 3 Development Issues and Priority Areas	58
Table 4. 1 Alignment of National Goals and Policy Objectives with Sector Development Priority Areas	61
Table 4. 2 Matrix on Development Goals, Objectives, Strategies and Programmes.....	78
Table 5. 1 Programmes, Objectives and Strategies of Road Sector.....	84
Table 5. 2 Programmes of Action (POA) for Road Sector 2026-2029 (See Annex 1 for details)	87
Table 5. 3 Projected Expenditure for Road Sector for 2026-2029 (GH¢).....	89
Table 5. 4 Total Projected Secured Funds (GH¢'000)	90
Table 5. 5 Programme Financing Matrix	90
Table 5. 6 Variance between Planned Expenditure and Secured Funds.....	91

Table 7. 1 Monitoring and Evaluation Matrix	96
Table 7. 2 Stakeholder Analysis	101
Table 7. 3 Evaluation frequency	103
Table 7. 4 Evaluation criteria for sector activities	104
Table 7. 5 Knowledge Mapping Matrix.....	105
Table 8. 1 Communication activity matrix	107

LIST OF FIGURES

Figure 1. 1 Organogram of Road Sector.....	4
Figure 2. 1 Total Road network coverage	14
Figure 2. 2 Location of Axle Load Weigh Stations.....	36
Figure 4. 1 Map of existing and proposed national Roads	69
Figure 4. 2 Existing and Proposed Axle weigh Stations	73

LIST OF ACRONYMS

ADT	-	Average Daily Traffic
AFD	-	Agence Francaise de Development
AfDB	-	African Development Bank
APR	-	Annual Progress Report
APSC	-	Airport Passenger Service Charge
BADEA	-	Arab Bank for Economic Development in Africa
BRT	-	Bus Rapid Transit
COCOBOD	-	Cocoa Board
CSOs	-	Civil Society Organizations
DFR	-	Department of Feeder Roads
DANIDA	-	Danish International Development Agency
DFID	-	Department for International Development
DPs	-	Development Partners
DUR	-	Department of Urban Roads
DVLA	-	Driver and Vehicle Licensing Authority
EBID	-	ECOWAS Bank for Investment and Development
ECOWAS	-	Economic Community of West African States
EIA	-	Environmental Impact Assessment
EPA	-	Environmental Protection Agency
ESIA	-	Environmental and Social Impact Assessment
EU	-	European Union
FIR	-	Flight Information Region
FRIP	-	Feeder Roads Improvement Programme
GACL	-	Ghana Airport Company Limited
GCAA	-	Ghana Civil Aviation Authority
GHA	-	Ghana Highway Authority
GMA	-	Ghana Maritime Authority
GPHA	-	Ghana Ports and Harbours Authority
GPRS	-	Ghana Poverty Reduction Strategy
GOG	-	Government of Ghana
GRA	-	Ghana Revenue Authority

GRCL	-	Ghana Railway Company Limited
GRDA	-	Ghana Railway Development Authority
GSGDA	-	Ghana Shared Growth and Development Agenda
GSS	-	Ghana Statistical Service
HDM	-	Highway Development and Management Tool
IDA	-	International Development Association
IMO	-	International Maritime Organisation
ISTS	-	Inter-City State Transport Company
ITP	-	Integrated Transport Plan
JBP	-	Joint Border Post
JICA	-	Japan International Co-operation Agency
KFW	-	Kreditanstalt für Wiederaufbau
KOICA	-	Korean International Cooperation Agency
KNUST	-	Kwame Nkrumah University of Science and Technology
KOICA	-	Korea International Cooperation Agency
MCA	-	Millennium Challenge Account
M&E	-	Monitoring and Evaluation
MDA	-	Ministries, Departments and Agencies
MLGRD	-	Ministry of Local Government and Rural Development
MOFA	-	Ministry of Food and Agriculture
MOF	-	Ministry of Finance
MOT	-	Ministry of Transport
MOFA	-	Ministry of Food and Agriculture
MMDA	-	Metropolitan, Municipal and District Assemblies
MTTD	-	Motor Traffic and Transport Department
NDPC	-	National Development Planning Commission
NRSA	-	National Road Safety Authority
NRSC	-	National Road Safety Commission
NTP	-	National Transport Policy
PCU	-	Project Coordinating Unit
PIMS	-	Public Investment Management System
PIP	-	Public Investment Programme
PPP	-	Public Private Partnership

PWD	-	Persons Living with Disability
RFP	-	Request for Proposal
RMU	-	Regional Maritime University
RMTF	-	Road Maintenance Trust Fund
RPM	-	Road Prioritization Methodology
RTEP	-	Road and Transport Engineering Programme
RSDP	-	Road Sector Development Programme
SEA	-	Strategic Environmental Assessment
SMTDP	-	Sector Medium Term Development Plan
UEMOA	-	West African Economic and Monetary Union
VLTC	-	Volta Lake Transport Company Limited
VOC	-	Vehicle Operating Cost

EXECUTIVE SUMMARY

Road infrastructure being the main means of transport in Ghana is a key driver for the economic and social development of the country. As such, the planning and implementation of its programmes need to be thoroughly appraised and related to other sectors to ensure that the mobility and accessibility which is critical for development is continuously enhanced to better lives.

This Medium-Term Development Plan (SMTDP 2026-2029) has been crafted with the guidelines provided by the National Development Planning Commission. These guidelines stipulate that the Sector Plan takes cognisance of the Government's expectations for the Transport Sector as stated in the Coordinated Programme for Economic and Social Development Policies and the National Medium Term Development Framework (NMTDPF 2026-2029). Coming at the tail of the previous Sector Medium Term Plan (SMTDP 2022-2025), most uncompleted programmes has been rolled over into this plan, and the requirements of the National Transport Policy have also been included in this Plan as well.

Generally, the road sector is in a stable state; however, some target indicators set under the 2022–2025 Plan could not be achieved. Specifically, the Road Condition Mix, which was expected to reach 60% good, 20% fair, and not more than 20% poor by end of 2025, was not attained. This target has therefore been reset for the 2026–2029 period, with the expectation that the major challenges of funding and capacity constraints will be better addressed.

We also conducted an analysis of financial performance and a SWOT assessment of the road sector. The indicative cost of implementing the 2026–2029 Plan is estimated at GHC56.874 billion, of which GHC45.450 billion is expected to be sourced from the annual budget allocation, road fund revenues, ongoing contracts, and existing development partner agreements. There exist a 17% funding gap and to bridge the gap, the Ministry will adopt strategies such as leveraging both traditional and non-traditional funding sources, implementing Public-Private Partnerships (PPPs), and expanding revenues from the Road Fund, including the planned introduction of an electronic tolling system.

Additionally, the Sector undertook wide stakeholder consultation to ensure that the road infrastructure development plan is in sync with the other transport modes and fit for use by all other sectors and the general populace.

The development of the 2026–2029 Sector Medium-Term Development Plan (SMTDP) employed a participatory and inclusive approach, despite several constraints. Key processes included broad stakeholder consultations involving road agencies, development partners, civil society organizations, traditional authorities, and other sector players, ensuring that interventions captured in the Plan reflect the priorities and needs of the ordinary Ghanaian.

The scope and direction of the Plan are anchored on the Ministry's four traditional programmes:

1. Management and Administration: focusing on policy development, reviews, compensation, and staff capacity building.
2. Roads and Bridge Construction: covering new road construction, rehabilitation, reconstruction, and completion of missing links.
3. Road Maintenance and Rehabilitation: ensuring sustainability of investments, value-for-money, and efficient returns across critical sectors reliant on road infrastructure.

4. Road Safety and Environment: prioritizing safety interventions, environmental sustainability, and inclusivity for persons with disabilities.

This strategic plan will be monitored and reported on quarterly and annually within the period to evaluate the progress of the sector and revise any activities and targets where necessary to ensure an achievable plan by the end of 2029.

The Sector Medium-Term Development Plan was prepared by a team of Officers across the various Directorates and Agencies of the Ministry under the Chairmanship of the Chief Director and ably supported by the Director of Policy, Planning and Budgeting.

1. INTRODUCTION

The Road Transport Sector has over the years been guided by Government policies and various strategies that are aimed at providing efficient, safe, reliable and cost-effective road transport infrastructure for economic growth and poverty reduction in the country. The Sector draws guidance from the Coordinated Programme for Economic and Social Development Policies (2025-2029), the National Medium Term Development Policy Framework (2026-2029) and the National Transport Policy in developing this Sector Medium Term Development Plan for the period of 2026 - 2029 to guide the implementation of its programmes and projects towards the achievement of the Government's Agenda.

1.1 Sector Profile and Governance

The Ministry of Roads and Highways (MRH) exist by virtue of the Civil Service Act, 1993 (P.N.D.C. Law 327) to formulate policies, coordinate sector performance, monitor and evaluate road infrastructure development and maintenance.

1.1.1 Mandate

The Ministry of Roads and Highways exist by virtue of the Civil Service Act, 1993 (P.N.D.C. Law 327) to formulate policies, coordinate sector performance, monitor and evaluate Road Infrastructure development and maintenance and Road Maintenance Financing. The Ministry has ministerial responsibility over two Civil Service Organisations; namely the Department of Urban Roads and the Department of Feeder Roads. The Ghana Highway Authority was established as a subverted agency by the Ghana Highway Authority Act, 1997 (Act 540), the Ghana Road Fund Secretariat and a Training Centre at Koforidua in the Eastern Region.

1.1.2 Vision

The vision of the Ministry is to play a lead role in providing integrated, efficient, cost-effective and sustainable transport system responsive to the needs of society, supporting growth and poverty reduction and capable of establishing and maintaining Ghana as a transport hub of West Africa.

1.1.3 Mission

Our mission is to provide an integrated and well-maintained road infrastructure and services that meet national requirements and international standards on a sustainable basis, through:

- The formulation and implementation of policies that are responsive to the changing needs of the nation;
- Promoting private sector participation;
- Developing, implementing, monitoring and regulating standards;
- Carrying out strategic investments so as to establish safe, reliable, efficient and affordable services for all road users.

1.1.4 Core Values

The core values of the Ministry include:

- Customer Satisfaction
- Teamwork

- Professionalism
- Integrity
- Creativity and Innovativeness
- Accountability
- Transparency

1.1.5 Functions

The core functions of the Ministry of Roads and Highways are:

- Policy formulation, monitoring, evaluation and coordination with regard to the Road Infrastructure sector
- Development and Maintenance of Road Infrastructure
- Improving Road Safety and Environment
- Financing of Road Maintenance
- Training of professionals (Engineers, Contractors, etc)

The Departments, Agencies and Units that operate under the direct ambit of the Ministry are:

- Road Infrastructure
 - Ghana Highway Authority (GHA)
 - Department of Feeder Roads (DFR)
 - Department of Urban Roads (DUR)
- Road Transport Training
 - Koforidua Training Centre (KTC)
- Road Maintenance and Financing
 - Road Maintenance Trust Fund (RMTF)

The functions performed by the Road Infrastructure and support Agencies are as follows:

- **Ghana Highway Authority (GHA)** established as a sub-vented Agency by the Ghana Highway Authority Act, 1997 (Act 540) is responsible for the administration, planning, control, development and maintenance of trunk roads and related facilities in the country.
- **Department of Feeder Roads (DFR)** is responsible for the administration, planning, control, development and maintenance of feeder roads and related facilities in the country.
- **Department of Urban Roads (DUR)** is responsible for the administration, planning, control, development and maintenance of urban roads and related facilities in the country.
- **Koforidua Training Institute** is a centre for the training of professionals (engineers, contractors, consultants, administrator staff, etc.) in the road transport sector.
- **Road Maintenance Trust Fund ACT, 2025** is an Act to establish the Road Maintenance Trust Fund to provide sustainable financing for the maintenance and rehabilitation of public roads, bridges and related infrastructure in the country and for related matters.
 - Routine and Periodic Maintenance of road and related facilities.
 - Upgrading and rehabilitation of Roads.
 - Road Safety Activities.
 - Selected Road Safety projects.
 - And such other relevant matters as may be determined by the Board.

With the passing of the National Roads Authority Act, 2023 (Act 1118), processes began in earnest toward consolidating the three existing Road Infrastructure Agencies into a unified and streamlined authority.

In line with the Government of Ghana's commitment to improving the efficiency, safety, and sustainability of the national road infrastructure, steps were initiated to establish the National Roads Authority (NRA). The envisioned NRA is intended to serve as the central coordinating body responsible for the planning, development, management, and regulation of Ghana's road network, ensuring alignment with national economic priorities and regional integration objectives.

The Authority aims to eliminate duplication of functions across agencies by consolidating fragmented mandates, thereby enhancing accountability, professional standards, and evidence-based decision-making. It is also expected to provide strategic leadership in the oversight of Public-Private Partnerships (PPPs), promote value for money in public investment, and advance innovation in road asset management technologies.

Strategically, the NRA will strengthen Ghana's role in regional transport networks, particularly major corridors by ensuring compliance with international infrastructure standards, including ECOWAS protocols. The Ministry of Roads and Highways is leading the legislative and institutional arrangements needed to operationalize the Authority.

However, in February 2025, Government suspended the implementation of the National Roads Authority Act, 2024 (Act 1118) to allow for additional stakeholder consultations and ensure proper alignment with sector priorities and institutional reforms.

The Ministry has eight (8) line Directorates; Administration, Policy, Planning & Budgeting (PPB), Public Investment Unit (PIU), Procurement, Monitoring & Evaluation (M&E), Research, Statistics and Information Management (RSIM), Human Resource Management & Development (HRMD) and Finance. There are also five (5) units that report directly to the Chief Director. These are the Client Service Unit, Legal Unit, Internal Audit Unit, Public Relations Unit and Protocol Unit.

ORGANISATIONAL STRUCTURE

MINISTRY OF ROADS & HIGHWAYS

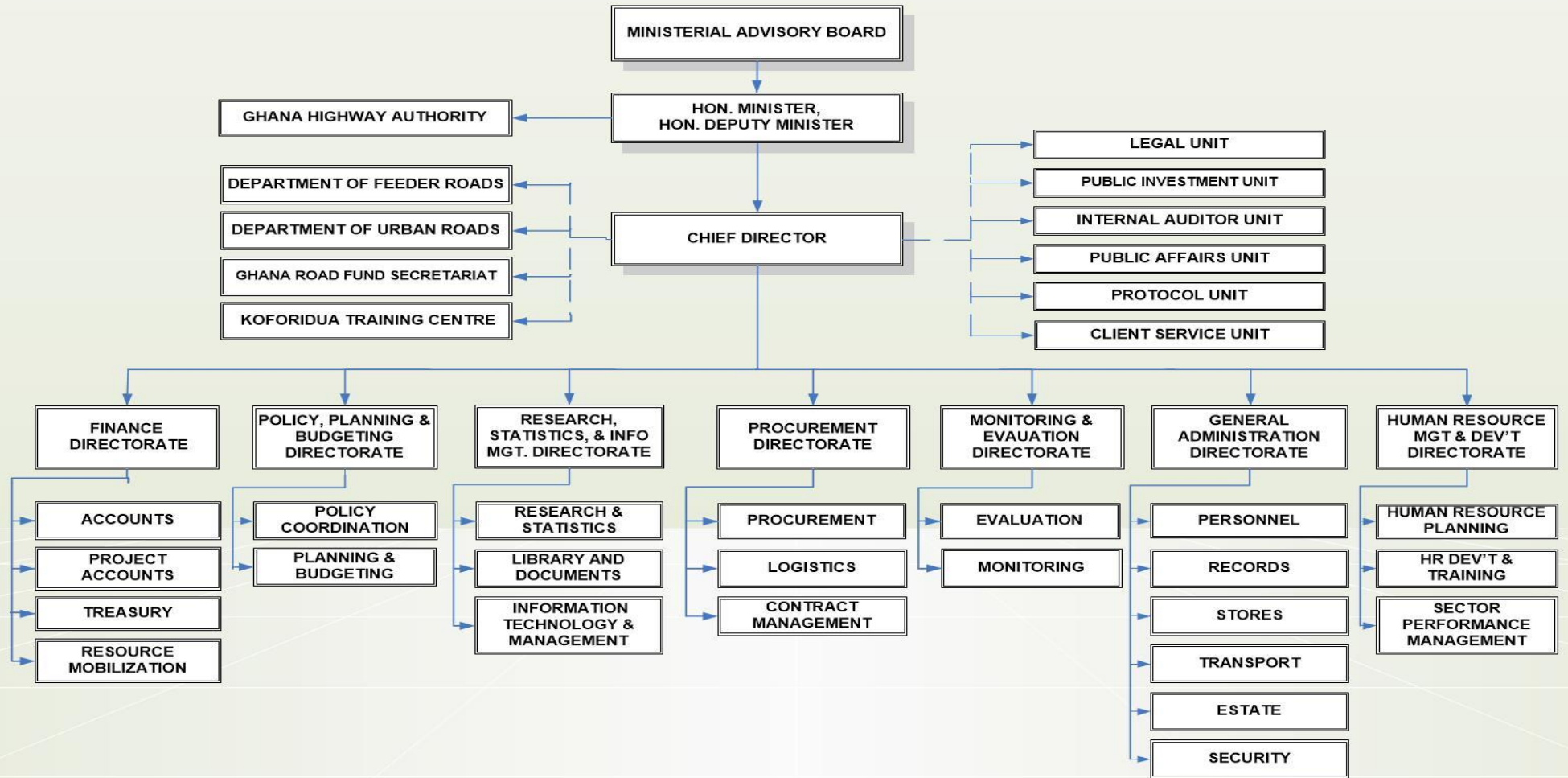


Figure 1. 1 Organogram of Road Sector

1.1.6 Structure of the Plan

The structure of the 2026 – 2029 SMDTP is as follows.

CHAPTER 1: This chapter presents the profile and governance of the Road Sector. The chapter delve into the Vision, Mission, Functions, Mandate and Core Values of the sector as well as the organisational structure.

CHAPTER 2: This presents the situational analysis of the Road Sector. It discusses the Sector's achievements under the SMTDP 2022-2025. Generally, the sector is in a good state however, it could not achieve some of the target indicators set out in the period. Specifically, the Road Condition Mix was expected to be 60% good, 20% fair and not more than 20% poor by the end of 2025 but this was not achieved. This target has been set again for this medium-term period hoping that the major challenges being funding and capacity will be better dealt with in 2026-2029. This chapter equally presents analysis of financial performance and the SWOT analysis of the Road Sector.

CHAPTER 3: This discusses the Sector's issues that stunted its development. The chapter sets out development priorities areas that will be used to develop programmes and activities to overcome these issues and enhance the road network.

CHAPTER 4: This spells out the National Goals and Objectives for the Road Sector and its linkages with the National Transport Policy. These Objectives linked with the defined development priority areas have been used to discuss the development projections for the sector over the period and the strategies to achieve them. Thus, this section provides the strategic direction for the sector in all aspects of its development and maintenance for the period.

CHAPTER 5: This relates to the Programme Based Budget for the sector with the development programme for the period. It gives details on the budgeted programmes providing assumptions for the sources of financing. The indicative cost for this 4-year Plan is GHC 56,874 billion out of which GHC 45.450 billion is anticipated to be secured from the annual allocated budget, road fund revenue, ongoing contracts and already signed Development Partner Agreements. The strategies to be adopted to bridge the funding gap of 17% for the implementation of this plan includes sourcing from both traditional and non-traditional funds, PPP and increasing revenues for the road fund with plans in place for the introduction of electronic tolling system.

CHAPTER 6: This chapter introduces the Annual Action Plans for the respective years for the period. The details of the entire Road Sector Programme and activities have been set out and attached as *Annex 2*. The list of priority road projects and ongoing projects is also included in *Annex 3*.

CHAPTER 7: This chapter narrates the Monitoring and Evaluation Plans for the sector for the plan period. It defines the monitoring methodologies, indicators and targets for the period as well as plans for evaluating completed projects and programmes to learn lessons as well as knowledge management.

CHAPTER 8: This chapter provides the Communication Strategy for the sector, listing the various medium or means that will be used to engage stakeholders and inform the populace of the good work of the road sector.

CHAPTER TWO

SITUATIONAL ANALYSIS OF THE SECTOR

2. INTRODUCTION

This chapter presents a situational analysis of the Ministry of Roads and Highways (MRH), reflecting on the progress, challenges, and lessons learned from the implementation of the 2022–2025 Sector Medium-Term Development Plan (SMTDP). It assesses sector performance across policy, infrastructure delivery, financing, and institutional capacity, providing a baseline for the 2026–2029 SMTDP. The analysis highlights achievements, identifies persisting gaps, and outlines emerging priorities to guide strategic planning for sustainable, inclusive, and resilient road sector development.

2.1.1 REVIEW OF SECTOR GOALS AND PERFORMANCE AS LINKED TO THE AGENDA FOR JOBS II (2022-2025)

The Agenda for Jobs II (2022-2025) which was the government’s Medium-Term vision in line with the constitutional requirement to establish a free and just society sought to achieve four main goals.

- Create opportunities for all Ghanaians.
- Safeguard the natural environment and ensure a resilient, built environment.
- Maintain a stable, united and safe society; and
- Build a prosperous society.

In order to achieve these goals, the medium-term priority policies, programmes and projects for the country was grouped in five development dimensions namely.

- Economic Development
- Social Development
- Environmental, infrastructure and human settlement
- Governance, Corruption and Accountability and
- Ghana’s role in international affairs

The Road Sector as an infrastructure sector aligned its priorities, policies and programmes with the Government’s goals regarding the environment, infrastructure and human settlement. The Government’s overall goal for the Transport Sector for the medium term (2022-2025) was to develop modern, integrated and well-maintained transportation infrastructure as a means to accelerate growth and development. It also sought to make Ghana the transportation hub within the West African sub-region. In terms of transport infrastructure, the implementation of medium-term priority policies and programmes aimed at achieving two key Policy objectives.

- Improve efficiency and effectiveness of road transport infrastructure and services:
- Ensure safety and security for all categories of road users

These national objectives were aligned with the Sector Goals outlined in the National Transport Policy as shown in table 2.1 below.

Table 2. 1 Alignment of National Policy Objectives with Sector Goals

National Policy Objectives	Sector Goals
Improve efficiency and effectiveness of road transport infrastructure and services	Create an accessible, affordable, reliable, safe and secure transport system for all users
	Establish Ghana as a transport hub within the West African sub-region

	Increase private sector investment and improve utilisation of public financing
	Create an integrated and harmonized transport planning framework
	Develop adequately skilled human resources for executing all aspects of the transport sector mandate
	Apply new and appropriate technology and innovations to transport infrastructure and service delivery
Ensure safety and security for all categories of road users	Provide transport infrastructure and services without compromising the integrity of society, environment, health and the climate

The Road sector recognised the need to *improve efficiency and effectiveness of road transport infrastructure and services* by constructing missing links to expand the network and maintaining the road network to improve capacity; coordinating with other sectors to develop a more rigorous public transport system to help alleviate congestion in urban areas; and tar roads in district capitals and areas of high agricultural production, industry and tourism. These efforts were achieved with strong promotion of private sector participation in construction, rehabilitation and management. The sector provided the needed transport infrastructure to support the government’s flagship projects and initiatives implemented towards the achievement of the national goals for the period.

The sector acknowledges the issue of inadequate facilities for vulnerable groups and hazardous conditions of some sections of the roadways which pose danger to citizens and strategized to *ensure safety and security for all categories of road users*. The strategies implemented to achieve this objective included: incorporating pedestrian safety facilities in planning, design, construction and maintenance of road infrastructure; working with other agencies to improve enforcement of traffic laws and regulations; ensuring adequate road signs, markings, traffic calming measures, streetlights and non-motorised facilities were provided and maintained.

2.1.2 STATUS OF ROAD SECTOR INDICATORS

The performance of the road sector during the medium-term (2022-2025) was continuously monitored through the set of indicators and targets for defined key policy and programme interventions. These indicators were reported on annually through the Annual Progress Report (APR) submitted to the National Development Planning Commission and in other sector specific reports. Table 2-2 provides a summary of the annual targets and achievements for the period under review.

Over the period, the three national indicators that were closely monitored by the NDPC were the road network size, the road condition and the maintenance coverage. These indicators are core to the achievement of the Government’s intentions for the sector in the period under review.

The road network size gives the outlook on the comprehensiveness of the network providing the needed accessibility and mobility for the citizenry and trade activities towards national development. Over the medium term, the network remained fairly the same with minimal increments in the urban road network. This is due to the sector’s focus on maintaining the existing road asset which is relatively comprehensive.

The ‘Road Condition’ provides the measure of the quality of the infrastructure translating into the travelling experience and the operating cost incurred in travelling on the road. The target for the medium term was to achieve 60% good, 20% fair and 20% poor road network condition but within the constraints of funding, capacity amongst others, the sector moderately achieved 47%, good, 32% fair and 21% of the network being in poor condition as of the end of 2025.

The Sector's effort in prioritising maintenance is measured by the percentage of the network maintained and the funds expended for same. The average maintenance coverage for the period was 37% as against an anticipated target of 65% annually. This progress was affected by the availability and timely release of funding for road maintenance activity as well as the debt restructuring programme.

Table 2. 2 Performance of Road Sector 2022 - 2025

Development Dimension	Indicator	Baseline (2021)	2022 – 2025 Medium-Term Target	Cumulative Achievement		Remarks
				Year	Data	
Development Area: Asset Management						
Environment, Infrastructure and Human Settlement	Total road network size: Trunk roads Urban roads Feeder roads	94,203km 14,948 km 28,480 km 50,775 km	94,203km 14,948 km 28,480 km 50,775 km	2025	94,203km 14,948 km 28,480 km 50,775 km	Last condition survey was done in 2016. Condition survey ongoing
Environment, Infrastructure and Human Settlement	Proportion of National Road in Good, Fair, Poor Conditions	44% Good 34% Fair 22% Poor	60% 20% 20%	2025	47% Good 32% Fair 21% Poor	Capping of Road Fund affected Maintenance budget
Environment, Infrastructure and Human Settlement	Proportion of paved roads	27%	40%	2025	27%	Capping of Road Fund affected Maintenance budget
Environment, Infrastructure and Human Settlement	Total length of roads that were maintained in the year as a ratio of the total network size	44%	55%	2025	41%	Capping of Road Fund affected Maintenance budget
Environment, Infrastructure and Human Settlement	Percentage overloading as reported by weighing stations	3.11%	Less than 5%	2025	3.7%	Average less than 5% but 2025 data show overloading increase to 5.60%
Development Area: International corridor development and Trade facilitation						
Environment, Infrastructure and Human Settlement	Number of operational joint border posts	1	3	2025	1	ECOWAS has expressed interest in funding the Paga Joint Border Posts. Elubo JBP is included in the ALCDP.
Environment, Infrastructure and Human Settlement	Number of NFC meetings/ workshops /training sessions held	Four Quarterly Meetings held	16 Quarterly Meetings to be held	2025	16 Quarterly Meetings held	Target Achieved

Development Dimension	Indicator	Baseline (2021)	2022 – 2025 Medium-Term Target	Cumulative Achievement		Remarks
				Year	Data	
Development Area: Sector Financing (PPP, maintenance financing, DP, GoG)						
Environment, Infrastructure and Human Settlement	Total funds disbursed for routine maintenance, periodic maintenance and minor works, relative to the maintenance needs	1,061,287,099.23	9,831,746,541	2025	2,457,936,635	Maintenance allocation is grossly inadequate.
Environment, Infrastructure and Human Settlement	No. of PPP projects that have received PPPAC approval for feasibility studies”	3	2	2025	2	Approve was received for three (3) PPP projects. Accra – Tema Motorway is ongoing. Four PPP Tema Arterial roads are under preparation. Accra – Takoradi is being considered under Abidjan – Lagos Highway Development Programme (ALHDP)
Environment, Infrastructure and Human Settlement	Total funds disbursed for construction, major rehabilitation, bridge/interchanges	2,953,897,577.47	14,908,131,719.14	2025	3,727,032,930	Inadequate funding to carry out the planned development works
Development Area: Urban transport infrastructure and management (NMT, PWD, ITS, BRT)						
Environment, Infrastructure and Human Settlement	Percentage travel time reduction on major arterials in cities	40%	20%	2025	30	The completion of the various interchanges has reduced travel time marginally
Environment, Infrastructure and Human Settlement	Number of interchanges constructed	1	5	2025	4	Tema – Aflao (Kpone Junction, Savannah, Dawhenya, Prampram Junction), Tema –Akosombo (Ashaiman Roundabout, Asutsuare Junction), Suame Interchange Phase 1, Suame Interchange Phase 2 and Takoradi PTC interchanges are at various stages of completion.

Development Dimension	Indicator	Baseline (2021)	2022 – 2025 Medium-Term Target	Cumulative Achievement		Remarks
				Year	Data	
Environment, Infrastructure and Human Settlement	Number of Cities with NMT Master plans	2	3	2025	3	NMT Master Plans to be developed for major cities.
Environment, Infrastructure and Human Settlement	Length of NMT routes constructed in a year	2k	5km	2025	5km	Discussions ongoing for the development of NMT
Environment, Infrastructure and Human Settlement	Number of Footbridge with PWD access	4	8	2025	7	4No. Madina footbridges incorporated PWD access in all current footbridge designs. 14No. Dutch Bridges incorporated PWD access.
Environment, Infrastructure and Human Settlement	Length of BRT routes designated/operational in a year	14km	12km	2025	0km	14km of BRT route operationalized 2014 – 2015. Plans to extend BRT of 15km from Accra – Adenta on hold.
Development Area: Intermodal and inter-sectoral collaboration (community development programme, urban management)						
Environment, Infrastructure and Human Settlement	No. of meetings held between transport sector stakeholders annually	Four Quarterly meetings held	16 Quarterly meetings to be held	2025	16 Quarterly meetings held	The TSWG served as a platform for coordinating and discussing developments in the Transport Sector during quarterly meetings and biannual review conferences during the plan period.
Environment, Infrastructure and Human Settlement	Number of meetings held with other sectors	15 quarterly meetings held with other sectors	15 quarterly meetings to be held with other sectors	2025	15 quarterly meetings held	There were cordial coordination and relationship with the other sectors through quarterly meetings for intermodal discourse and resolving development issues.

Development Dimension	Indicator	Baseline (2021)	2022 – 2025 Medium-Term Target	Cumulative Achievement		Remarks
				Year	Data	
Development Area: Institutional Development and capacity building						
Environment, Infrastructure and Human Settlement	Number of staff relative to establishment	1,839	2500	2025	1,613	Inadequate staff
Environment, Infrastructure and Human Settlement	Number of staff trained relative to needs assessment conducted	959	1,613	2025	1,038	Staff capacity was developed, which increased productivity.
Environment, Infrastructure and Human Settlement	number of training courses held for staff at KTC	325	1,613	2025	333	Equip KTC into a state-of -art and centre of excellence
Environment, Infrastructure and Human Settlement	No. of Regions visited by sector monitoring team to inspect projects	13 region and 282 projects sites	16 regions each year	2025	16 regions and 288 projects visited	Monitoring reports were duly submitted, and recommendations were made on the projects visited for effective implementation.
Environment, Infrastructure and Human Settlement	Number of Public Relation Events held	35	60 each year	2025	63	Awareness creation and sensitizations carried out
Environment, Infrastructure and Human Settlement	Number of Anti-corruption activities/ report submitted	4	4 each year	2025	4	Quarterly and Annual reports were duly submitted to CHRAJ.
Development Area: Road Safety, Occupational health, and safety						
Environment, Infrastructure and Human Settlement	Number of Road Safety Audit conducted on projects in a year	All Projects	All Projects	2025	All Projects	The rates of road accidents were reduced during the planned period.

Development Dimension	Indicator	Baseline (2021)	2022 – 2025 Medium-Term Target	Cumulative Achievement		Remarks
				Year	Data	
Environment, Infrastructure and Human Settlement	Number of hazardous sections treated	150	150 each year	2025	130	Hazardous sections treated at designated roads
Development Area: Environmental and Social Safeguards						
Environment, Infrastructure and Human Settlement	Number of Environmental and Social Impact Assessments Conducted	All Major Projects	All Major Projects	2025	All Major Projects	ESIA conducted on all major projects
Environment, Infrastructure and Human Settlement	Number of Resettlement Action Plan prepared and implemented on projects	All Major Projects	All Major Projects	2025	All Major Projects	Resettlement action plans developed and implemented on all major development projects

Source: MRH Agency Reports, 2021 - 2025

2.1.3 NETWORK COVERAGE AND CONDITION

The road network is made up of the trunk roads which mainly connect the various regions of the country to the national capital, links areas of socio-economic activities and major production centres and markets. It also connects Ghana to its neighbouring countries. The feeder roads are the main source of infrastructure used for transport in the rural areas of the country and feeds the trunk roads with traffic from the farm gates and rural communities and vice versa. The urban roads are mainly for distribution of goods and services in the cities and urban centres. As of 2021 the network was made up of 48,357km of feeder roads, 15,462km of urban roads and 14,582km of trunk roads. By 2025, there was an increment in the size of the road network as follows; 50,775km feeder roads, 28,480km urban roads and 14,948km trunk roads totalling 94,203km of which 47% was in good condition, 32% was in fair condition and 21% was in poor condition. Figure 1-1 below indicates the spread of the network.



Figure 2. 1 Total Road network coverage

The road network is all-encompassing, linking to the country to its neighbouring countries, connecting all regions, districts, farming, and tourist centres within the country. The length and condition for each classification of road as of 2025 is shown in Table 2-3.

Table 2-3 below indicates that 27.10% of the road network is paved and the remaining 72.90% is unpaved as of 2025. The largest portion of the network is gravel roads which make up 51.65% of the total network as shown in table.

Table 2. 3 Road Network Surface Characteristics as of 2025

	GHA	DFR	DUR	TOTAL	%
Rigid	39.57	-	6.06	45.63	0.05%
Asphalt	2,778.92	-	1,761.60	4,540.52	4.82%
Surface Treated	6,072.04	6,153.59	9,291.74	21,517.37	22.84%
Gravel	6,057.47	32,973.79	9,626.06	48,657.32	51.65%
Earth	-	11,647.79	7,794.54	19,442.33	20.64%
Total Paved	8,890.53	6,153.59	11,059.40	26,103.52	27.10%
Total Unpaved	6,057.47	44,621.58	17,420.60	68,099.64	72.9%
Grand Total	14,948	50,775	28,480	94,203	100.00%

2.1.4 INSTITUTIONAL CAPACITY

2.1.5 Structure and Reforms

To demonstrate professional, administrative, and technical knowledge competence and be current in the global system to perform successfully, the sector continuously undertook reforms to strategically align with government's goals and remain contemporarily relevant to its stakeholders.

2.1.2 Right To Information Unit (RTI)

The Right to Information Act was passed on 25th November, 2019 to ensure high level of transparency and accountability in governance of the country. It is the responsibility of the government to make available general information on governance to any person applying for information. In this vein, all MDAs and MMDAs have been charged to make known their mandates, roles and responsibilities.

To achieve this objective, the Transport Sector was restructured to have a unit to handle the RTI. The government through the Ministry of Information has stationed Officers in all MDAs to effectively implement the RTI. The Unit is skewed towards the realisation of the Director's main focus areas in the area of rapid response to clients' complaints and the provision of right to information to adhere to customer satisfaction and facilitation of programmes.

2.1.3 Decentralization

The Ministerial realignment in line with Government's decentralisation programme predicated on the 1992 Constitution of the Republic of Ghana is on-going. The Ministry is undertaking a strategic process in the completion of the reclassification of roads to determine roads to be ceded to the District Assemblies. The development of administrative functions and responsibilities for Road Engineers in the Works Department at the District level is also in progress to ensure that the mandate of the Ministry can be met within the decentralisation process.

In consultation with the Local Government Services (LGS) and the Ministry of Local Government and Rural Development (MLGRD), the Departments of Urban and Feeder Roads have been repositioned to be responsible for some classes of the urban and feeder road network.

Currently, due to the additional regions established by the government, DUR and DFR have established an additional six regional offices and made key staff postings to these new offices.

2.1.4 Roads Authority Act, 2024 (Act 1118)

In July 2023, the Government approved a policy on the establishment of the National Roads Authority (GRA) as a dedicated entity responsible for planning, developing, maintaining, and managing the country's road infrastructure.

The NRA brings together the three key agencies: the Ghana Highway Authority (GHA), the Department of Urban Roads (DUR) and the Department of Feeder Roads (DFR) under a unified authority. Over the years, the separate mandates and lack of coordination among the current agencies have resulted in fragmented

planning, conflicting priorities, and inefficiencies in the allocation of resources leading to delays and cost overruns in road infrastructure projects and hindering the timely delivery of critical transport services.

Further, there is duplication of effort, inadequate maintenance, inconsistent standards, and delays in project implementation. Again, each agency has operated with its own limited capacity and resources, which hampered their ability to effectively conduct thorough asset management and implement innovative solutions. These issues and limitations have had adverse effects on the quality, safety, and sustainability of the road network, hindering economic growth and social development.

The rationale behind the establishment of the NRA therefore stems from the need to overcome the limitations posed by the existing structure of the road sector. This integration aims to streamline operations, enhance coordination, and maximize the impact of investments in the road sector. By consolidating the efforts and expertise of these agencies, the NRA can better serve the needs of both urban and rural areas.

Following from the above, the National Roads Authority Act, 2024 (Act 1118) has been passed by Parliament and assented to by the President on 31st July 2024.

The NRA is thus established under Section 1 of Act 1118 and in Section 2 with an object to plan, develop, maintain, protect and manage the road network in the country.

Generally, the scope of the NRA, which is detailed under Section.3 (Functions of the Authority) will cover integrated planning and development, policy implementation, project management and implementation, asset management, right of way management, maintenance and rehabilitation, road safety, stakeholder engagement and coordination, research and innovation, capacity building and monitoring and evaluation.

The scope encompasses the entire road network in Ghana, aiming to ensure effective planning, development, management, and maintenance of roads across the country. By consolidating the responsibilities of the existing agencies, the NRA will provide a unified and coordinated approach to road infrastructure, fostering improved connectivity, safety, and sustainable development.

As part of the implementation, Government is currently in the process of appointing the 15-member Board as the governing body of the Authority and a competent and experienced leadership team to oversee the establishment and operationalization of the Authority.

The implementation plan for the NRA focuses on establishing the necessary structures, allocating resources, developing human capacity, and executing key functions such as planning, project management, asset maintenance, and stakeholder engagement.

By following this plan, the Authority can effectively fulfil its mandate of ensuring a well-planned, well-maintained, and safe road network that supports Ghana's economic development and enhances the quality of life for its citizens.

2.1.5 Staff Strength

The total number of staff in the Ministry and its Agencies (DUR, DFR, GHA, KTC, and GRF) as of 2025 add up to 1,613. The total number has decreased in 2025 compared to the previous years due to compulsory and voluntary retirements, resignations, deaths, vacation of post and dismissals in the sector without replacement. The staff strength is below the number that the Sector requires to perform efficiently, especially with the increase in the regional offices from 10 to 16 due to the creation of six new regions in the country. Table 2.4 below depicts the staff strength of the Ministry and its Agencies.

Recruitment requests made by the Sector over the medium term has either been denied or limited due to budgetary constraints. A human resource strategy has been developed for the Sector to provide the needed guidelines and recommendations for the capacity development. Figure 1.1 above shows the organogram of the Road Sector.

Table 2. 4 Number of Staff in the Road Sector

No.	OCCUPATIONAL CLASS	SNR. STAFF		JNR. STAFF		TOTAL
		MALE No.	FEMALE No.	MALE No.	FEMALE No.	
1	Admin	15	52	0	0	67
2	Budget	1	2	0	0	3
3	Quantity Surveyor	151	29	0	0	180
4	Account	53	46	1	1	101
5	Estate	1	1	3	0	5
6	Engineer	329	41	0	0	370
7	Procurement & Supply	14	18	3	4	39
8	Internal Audit	33	11	0	0	44
9	Training	3	3	0	0	6
10	Records	4	3	3	2	12
11	Executive	6	6	7	15	34
12	Secretarial	3	55	0	28	86
13	Information	2	1	0	0	3
14	Protocol	1	0	0	0	1
15	Programme	8	11	0	0	19
16	Planning	9	7	0	0	16
17	Transport	8	0	36	0	44
18	Labour	0	0	12	3	15
19	Security	5	0	86	11	102
20	IT/IM	6	4	2	0	12
21	Telephonist	0	0	0	1	1
22	Headman	0	0	38	15	53
23	Environmental Health and Safety	0	1	0	0	1
24	Personnel	11	24	0	1	36
25	Technician	0	0	3	0	3
26	Technician Engineer	81	10	42	1	134
27	Research	1	0	0	0	1
28	Tradesman	0	0	22	3	25
29	Catering	0	4	0	2	6
30	Caretaker	0	0	0	1	1
31	Valuer	3	1	0	0	4
32	Technical Officer	74	8	0	0	82
33	Drivers	0	0	81	0	81
34	Economist	0	1	0	0	1
35	Legal	1	1	0	0	2
36	Coxwain	0	0	2	0	2
37	Ferry Attendant	0	0	2	0	2
38	Investigation officer	6	0	0	0	6
39	Public Relation	1	0	0	0	1

40	Heavy Equipment Operator	0	0	7	0	7
41	Work Superintendent	5	0	0	0	5
	Total	835	340	350	88	1,613

Table 2. 5 Total staff Number Between 2022 - 2025

Years	2021	2022	2023	2024	2025
MRH	119	124	120	105	142
GHA	1,093	998	907	832	832
DFR	303	315	304	271	271
DUR	251	291	290	308	307
KTC	57	53	49	46	49
GRFS	14	13	13	13	13
TOTAL	1,837	1,794	1,683	1,575	1,613

2.1.6 Training

The Transport Sector continued to undertake various programmes to ensure that staff are well equipped to improve the organization's performance and enhance its ability to function and continue to stay relevant within the rapidly changing environment. On annual basis, the sector planned training programme with GoG funds and DP support funds. The Human Resource Directorate designed a Training plan for all staff using the training need assessment programmes and recommendations from supervisors. Officers were also sponsored to attend conferences and seminars which are relevant to their field of work. However, most training programmes budgeted for with the GoG funds became a challenge due to late releases of fund. In 2020, most of the scheduled trainings were cancelled due to the novel COVID-19 pandemic. However, some trainings and workshops were held online through the help of the RSIM Directorate. Table 2.6 shows the staff training statistics over the period.

Table 2. 6 Number of Staff trained in the road sector

AGENCY	2021	2022	2023	2024	2025
MRH	119	124	120	105	142
GHA	581	241	260	606	1,688
DUR	159	157	156	158	0
DFR	49	82	70	27	27
KTC	51	43	49	37	37
GRFS	0	2	4	10	10
Total	959	649	659	943	1,904

2.1.7 Capacity Building on Road & Bridges (CBRB)

The Road Sector on 15th March, 2017, signed a 4-year agreement with the Japan International Cooperation Agency (JICA) on Capacity Building for Road & Bridges Management. The objective is to transfer and enhance the technologies for construction, improvement, and maintenance of Roads & Bridges through revision of the manuals for road design and maintenance.

In 2019, selected Officers were taken on a study tour to South Africa and Kenya to understudy how Performance Based Contracts are implemented. From 2020-2021, other local trainings were organised for Engineers in IRI (International Roughness Index) on road surfaces using IDRIMS and technology transfer on bridge inspection.

The Ministry of Roads and Highways, through the Ministry of Finance, has formally applied to the Japan International Cooperation Agency (JICA) for the financing of Phase 2 of the Capacity Building on Roads and Bridges (CBRB) Project. This phase is designed to build on the achievements of Phase 1 by focusing on intensive training and capacity development, specifically in the application and use of technical manuals and engineering standards. The initiative aims to enhance the technical competencies of engineers and professionals within the sector to ensure the consistent and high-quality delivery of road and bridge infrastructure across the country.

2.1.8 SECTOR FINANCING

2.1.9 Sources of Finance to the Road Sector

The current sources of funding for the sector are.

- Consolidated Fund (Government's revenue from taxes, levies etc.), Government Bonds and Annual Budget Funding Amount (ABFA)/Oil Revenue.
- Development Partner Funds (Multilateral Development Partners - World Bank, Africa Development Bank, European Union, Bilateral Agreements, Concessional and Non-Concessional Loans)
- Road Fund (Mainly dedicated for Road Maintenance from Fuel Levy and other roads transport operational levies and taxes)
- Internally Generated Fund (Revenues emanated from services rendered to General Public by Road Agencies)

Table 2-7 below shows the year-on-year planned and released amounts for Compensation of Employees, Goods and Services and Capital Expenditure from GoG Consolidated Fund for the period between 2022 and 2025

Table 2. 7 Total Releases from GoG (Consolidated Fund) Sources for 2022 to 2025 (GH¢'000)

COMPENSATION OF EMPLOYEES							
Year	Requested As Planned	Approved As per Ceiling	Released	Deviations		Actual Expenditure	Variance
	A	B	C	A-B	B-C	D	C-D
2022	67,207,537	67,206,000	68,740,968	1,537.00	-1,534,968	68,740,968	0.00
2023	74,681,224	74,681,224	86,882,796	0.00	-12,201,572	86,882,796	0.00
2024	105,992,260	100,466,597	109,758,363	5,525,663	-9,291,766	109,758,363	0.00
2025	126,872,655	126,872,655	95,549,400	0.00	31,323,255	95,549,400	0.00
CAPITAL EXPENDITURE/ASSETS							
2022	9,472,837,334	3,909,765,000	2,591,094,255	5,563,072,334	1,318,670,745	2,801,779,425	-210,685,170
2023	13,598,821,479	5,036,320,755	10,588,485,116	8,562,500,723	-5,552,164,361	4,815,579,575	5,772,905,541
2024	16,110,906,016	4,474,744,609	7,747,862,294	11,636,161,407	-3,273,117,685	7,747,862,294	0.00
2025	13,665,735,292	2,275,132,105	816,083,019	11,390,603,187	1,459,049,086	816,083,019	0.00
GOODS AND SERVICES							
2022	26,363,567	23,703,000	14,563,923	2,660,567	9,139,077	14,538,226	25,697
2023	10,727,210	184,357,648	133,346,295	-173,630,438	51,011,353	133,036,282	310,013
2024	23,867,266	38,350,580	54,683,813	-14,483,314	-16,333,233	54,683,813	0.00
2025	1,373,938,463	3,693,419	949,094	1,370,245,044	2,744,425	949,094	0.00

The releases for Goods and Services were at a wide variance from the planned during the period under review. The inadequacy of the allocation resulted in huge backlogs of unpaid bills for administrative activities such as maintenance of vehicles, utility services, hotel bills etc. in the Head office and the Agencies. This impaired the sector's ability to effectively undertake some of its basic service activities such as monitoring and evaluation and local training.

Capital Expenditure/Asset releases from GoG were also at a wide variance from the planned. Over the period, releases were averaged around 6% of what was planned. This significantly affected the sector's capacity to achieve its targets for road development and maintenance. Releases were not able to match up to the Approved Ceiling (Appropriation) which led to a backlog of outstanding payments for maintenance and development activities.

Table 2. 8 Sources of Financial Resources to the Road Sector, 2022 – 2025 (GH¢'000)

Sources	2022			2023			2024			2025		
	Planned	Actual Received	Variance	Planned	Actual Received	Variance	Planned	Actual Received	Variance	Planned	Actual Received	Variance
GoG (Consolidated)	1,804,679,000.00	914,419,571.73	890,259,428.27	2,715,402,450.00	1,350,141,466.00	1,365,260,984.00	4,012,847,321.00	3,334,963,531.01	677,883,789.99	9,582,574,399	816,083,019	8,766,491,380
Development Partner	2,171,463,000.00	1,952,364,832.09	219,098,167.91	2,551,700,000.00	3,664,509,860.00	1,112,809,860.00	558,706,952.00	4,508,198,984.61	3,949,492,032.61	4,285,781,862	1,156,089,739	4,284,625,772
IGF	24,531,000.00	18,274,214.81	6,256,785.19	28,257,170.00	20,847,280.00	7,409,890.00	42,007,513.00	69,141,954.19	27,134,441.19	111,754,866	56,103,780	55,651,086
ROAD FUND	1,424,755,601.00	790,282,288.23	634,473,312.77	1,084,137,920.00	760,284,950.00	323,852,970.00	1,192,715,344.00	1,230,026,728.08	37,311,384.08	6,296,718,188	0.00	0.00
TOTAL	5,425,428,601.00	3,675,340,906.86	1,750,087,694.14	6,379,497,540.00	5,795,783,556.00	583,713,984.00	5,806,277,130.00	9,142,331,197.89	3,336,054,067.89	20,276,829,315.00	873,342,888.74	13,106,768,238.00

2.1.10 Road Fund

The Ghana Road Fund was established in 1985 to provide a secure source of funding for preservation of Ghana's road network. The Fund was restructured under the Road Fund Act, 1997 (Act 536). The Act provided for the Road Fund Management Board to offer the general overall direction for the Fund. In 2016, the Ghana Road Fund Secretariat was restructured in accordance with the Road Fund Amendment Act, 2016 (ACT 909). The amendment gave the fund a corporate character to borrow without any recourse to Ministry of Finance. The Chief Director as the secretary to the Road Fund Management Board is fully responsible for the day-to-day management of the Fund as provided in the Act. The Board is responsible for the management of the funds.

Inflows to the fund are from the; fuel levy, vehicle registration and road user fees, international transit fees and loans. However, the toll collection was officially suspended in 2022. The new government has a pragmatic programme to re-introduce an innovative electronic toll collection system to boost revenue inflow into the road fund. Between 2022 and 2025 the Fund accrued a total revenue of GH¢2,940,685,972.97. This translated to an average annual revenue of GH¢ 735,171,493.2. With the increase in the sector's debt stock which current stand at over GH¢15 billion due to outstanding invoice at the Ministry of Finance and the Road Fund, the sector proposes an adjustment to the fuel levy under the Energy Sector Levies Act 2016, Act 899 increase inflow into the Road Fund for maintenance activities and to clear all outstanding invoices. This is shown in Table 2-9.

Table 2. 9 Revenue to the Road Fund between 2022 - 202025(GH¢)

Source	2022	2023	2024	2025 (Oct)
Fuel Levy	720,000,000.00	720,000,000.00	1,280,000,000.00	-
Tolls	2,836,504.07	-	-	-
DVLA	65,118,653.77	43,813,070.95	65,078,925.88	68,867,891.81
Int. Transit	3,455,980.00	3,754,522.40	3,093,880.00	2,915,830.00
Bank Loan	-	-	-	-
TOTAL	791,411,137.84	767,567,593.35	1,347,829,105.88	71,890,651.81

Summary of Planned, Allocated and Expended amounts for the period by the Road Agencies for maintenance activities are given in Table 2.10. It indicates that between 2022 and 202025 Expenditure exceeded Allocations. Expenditure over Planned amounts were 40.49%, 51%, and 111.85 respectively for 2022, 2023, and 2024. The huge difference in Expenditure against Planned Amount for 2024 was as a result of the payment for maintenance activities.

Table 2. 10 Agency Planned, Allocated and Expended Amounts from the Road Fund

Agency	Budget Allocation and Expenditure (GH¢)		Expenditure Over Planned	Expenditure Over Allocation
2025				
GHA	Planned	3,102,827,458.00	0%	0%
	Allocation	852,482,111.29		
	Expenditure	0.00		
DFR	Planned	2,809,296,104.35	0%	0%
	Allocation	148,951,511.29		
	Expenditure	0.00		

DUR	Planned	2,809,296,104.35	0%	0%
	Allocation	703,530,600.00		
	Expenditure	0.00		
TOTAL	Planned	6,296,718,187.96	0%	0%
	Allocation	1,962,433,963.71		
	Expenditure	0.00		
2024				
GHA	Planned	225,000,000.00	105.30	105.30
	Allocation	225,000,000.00		
	Expenditure	236,935,584.57		
DFR	Planned	200,000,000.00	151.84	151.84
	Allocation	200,000,000.00		
	Expenditure	303,684,846.35		
DUR	Planned	225,000,000.00	82.85	82.85
	Allocation	225,000,000.00		
	Expenditure	186,406,013.45		
TOTAL	Planned	650,000,000.00	111.85	111.85
	Allocation	650,000,000.00		
	Expenditure	727,026,444.37		
2023				
GHA	Planned	185,000,000.00	34.47	34.47
	Allocation	185,000,000.00		
	Expenditure	63,769,590.19		
DFR	Planned	135,000,000.00	73.72	73.72
	Allocation	135,000,000.00		
	Expenditure	99,523,443.68		
DUR	Planned	185,000,000.00	52.27	52.27
	Allocation	185,000,000.00		
	Expenditure	96,704,179.79		
TOTAL	Planned	505,000,000.00	51.04	51.04
	Allocation	505,000,000.00		
	Expenditure	257,746,798.18		
2022				
GHA	Planned	275,000,000.00	32.36	32.36
	Allocation	275,000,000.00		
	Expenditure	88,995,818.72		
DFR	Planned	200,000,000.00	36.56	36.56
	Allocation	200,000,000.00		
	Expenditure	73,128,526.53		
DUR	Planned	275,000,000.00	51.48	51.48
	Allocation	275,000,000.00		
	Expenditure	141,572,136.05		
TOTAL	Planned	750,000,000.00	40.49	40.49
	Allocation	750,000,000.00		
	Expenditure	303,696,481.30		

2.1.11 Development Partner (DP)/Donor Funds

The road sector has over the years attracted a lot of attention from the Development Partners because of the critical role the sector plays in the development of the country and the ability of the sector to manage funds and requirements of the Partners. There are about but not limited fifteen (13) DPs who have been involved with the roads sector in one way or the other in the period under review. These are JICA, World Bank, African Development Bank (AfDB), AFD, SECO, Brazil Government, Austria Government, Dutch Aid (ORIO), Chinese Government, KFW, EU, KOICA and DANIDA. The Ministry has been playing its role as the coordinator by packaging projects, negotiating for financing, receiving supervision missions and participating in country programme reviews. The Road Sector together with the Ministry of Transport facilitates the Transport Sector Working Group (TSWG). The group discusses pertinent issues regarding the sector with the Development Partners. The cooperation with the DPs and the team spirit built over the years with the respective Task Team leaders of various projects has contributed immensely to the successful implementation of programmes and projects. Between 2022 and 2025 Development Partner funding had contributed to significantly to infrastructure financing in the sector. As detailed in Table 2-11, the total portfolio of Development Partner loans and grants in the sector stands at about US\$1,563,398,330.99

Table 2. 11 Development Partner Funded Projects

No.	Project Title	Project Objective(s)	Direct Implementer	Date of Project Effectiveness	Expected Date of Completion	Total Budget
African Development Bank						
1	Eastern Corridor Road Development Programme (ECRDP Phase 1) 1. Road Construction Works, 2. Consultancy Services 3. Project Management and Institutional Support 4. Community Support 5. Trade & Transit Facilitation	The primary objective of the Eastern Corridor Development Programme (Phase 1) is to contribute towards an efficient transportation system that promotes Ghana's ports and corridors to enhance inclusiveness, stimulate socio-economic development and facilitate domestic and regional trade and integration. The specific objectives of the project are to: (i) provide journey time reliability along the Eastern Corridor; (ii) reduce road accidents; (iii) improve basic social service delivery and (iv) increase in value added agricultural products and exports.	GHA	24-Apr-20	Apr-2026	\$101,670,000.00
ACROW						
2	Supply of Steel Bridges for the Enhancement of Rural Development on Selected Feeder Roads	(i) To provide continuity of routes and to offer a better level of service, ii) To improve the transportation of inputs and agricultural products, iii) To provide access to Social Services for the rural population, iv) To improve mobility and economic opportunities for the development of the rural areas	DFR	2009	2026	\$43,200,000.00
Belgium						
3	Supply of Steel Bridges for the Enhancement of Rural Development on Selected Feeder Roads	(i) To provide continuity of routes and to offer a better level of service, ii) To improve the transportation of inputs and agricultural products, iii) To provide access to Social Services for the	DFR	2-Nov-2012	4-Mar-18	€9,897,000.00

		rural population, iv) To improve mobility and economic opportunities for the development of the rural areas				
4	Design & Build of Selected Roads in Sekondi and Takoradi, Ph 1	To upgrade the road capacity in the Sekondi metropolis and the port enclave	DUR	Aug-22	Aug-25	€ 65,000,000.00
5	Eastern Corridor Road Lot 5&6	The primary objective of the Eastern Corridor Development Programme (Phase 1) is to contribute towards an efficient transportation system that promotes Ghana's ports and corridors to enhance inclusiveness, stimulate socio-economic development and facilitate domestic and regional trade and integration. The specific objectives of the project are to: (i) provide journey time reliability along the Eastern Corridor; (ii) reduce road accidents; (iii) improve basic social service delivery and (iv) increase in value added agricultural products and exports.	GHA	19-May-14	4-Nov-16	\$290,640,000.00
China Development Bank (CDB) Facility						
6	Accra Intelligent Traffic Management System and Road Completion Project-La Beach Road Completion Project Lot, 1	To improve access to and travel options within Eastern Part of GAMA	DUR	3-Jun-22	4-Jun-2022	\$46,800,000.00
7	Accra Intelligent Traffic Management System and Road Completion Project-La Beach Road Completion Project Lot, 2	To improve access to and travel options within Eastern Part of GAMA	DUR	16-Nov-22	31-Mar-23	\$50,757,530.62
8	Accra Metropolitan Area Junction Improvement works	To improve access to and travel options within Eastern Part of GAMA	DUR	18-Mar-20	18-Mar-22	GHC38,120,718.92
9	Construction of Accra Intelligent Traffic Control Centre-DUR HQ	To improve traffic efficiency by reduction in delays, speed control/improvement, travel time improvement, capacity management at intersections in the GAMA	DUR	18-Mar-20	DEC. 2021	\$50,187,461.77

10	Engineering Procurement Installation and Commissioning of Accra Metropolitan Area Traffic Management Project	To improve access to and travel options within Eastern Part of GAMA	DUR	18-Mar-20	26-Aug-21	\$100,000,000.00
Czech						
11	Design, Supply and Installation of 50 components of small and medium steel bridges	To support the implementation of the ministry's programme for the construction, reconstruction and upgrading of existing bridges countrywide	GHA/ DFR/ DUR	25/12/2019	13/01/22	€47,500,000.00
Dutch						
12	Supply of Steel Bridges for the Enhancement of Rural Development on Selected Feeder Roads	The achievement of equitable economic growth and accelerated poverty reduction within the context of a sustainable democracy	DFR	16/7/2005	17-Dec-20	€16,500,000.00
13	Road & Safety improvement by Turn-key construction of pedestrian bridges on hazardous location	To provide and improve safe crossings of dual carriageways for pedestrians at selected hazardous locations across the country	DUR	12 Nov 2021	11/12/2024	€28,518,000.00
France						
14	International Development Association - World Bank					
15	Transport Sector Improvement Project (TSIP)	To reduce travel time on selected parts of the classified road network in northern Ghana through the introduction of asset management contracts, promote road safety and strengthen the management of the sector	GHA, DFR, MOT,MR H, MOFA	31-Aug-18	30-Jun-25	\$187,480,000.00
Japan						
16	Construction of Bridge on the Volta Lake	To strengthen and secure the transport capacity of the Eastern Corridor in Ghana through construction of a new bridge across the Volta River and the approach roads, thereby contributing to economic revitalization and poverty reduction in	GHA	29-Jun-17	1-Nov-25	¥11,239,000,000.00

		the area along the corridor and neighboring countries				
17	Tema Motorway Roundabout Improvement Phase 2	To improve the traffic capacity of the Tema Motorway Roundabout by constructing grade separated intersection in the Greater Accra region as well as regional corridors	GHA	30/10/2020	31-Jan-23	¥3,265,400,000.00
Kuwait Facility						
18	Dome - Kitase	The Project Road connects Accra-Kumasi Road (N6) to Accra-Aburi-Koforidua Road (N4) and provides an alternative route to road users thereby reducing traffic congestion on these two national roads.	GHA	13/09/2019	45Months	\$24,000,000.00
ORIO Netherlands						
19	Sefwi Wiawso - Osei Kojokrom Road Rehabilitation Phase 2:	To prove safe and efficient movement of goods and traffic along the road	GHA	2023	2027	ORIO€12,075,000.00 ING BANK €22,425,000.00
Spain						
20	Supply and installation of Steel Bridges under the Spanish Protocol	(i) To provide continuity of routes and to offer a better level of service, ii) To improve the transportation of inputs and agricultural products, iii) To provide access to Social Services for the rural population, iv) To improve mobility and economic opportunities for the development of the rural areas	DFR	17-Apr-07	17-Apr-20	€10,000,000.00
Sinohydro Facility						

21	Construction/Rehabilitation of Selected Roads and Interchanges in Ghana-Phase 1 Lot 7 (Western and Cape Coast Inner City Roads)	To improve riding conditions, access roads in the city and reduce conflict by the provision of urban mobility and access to Cape Coast and Prestea	DUR	1-Dec-19	20-Jun-2022	\$35,817,641.64
22	Construction /Rehabilitation of Selected Roads and Interchanges in Ghana -Phase 1 lot 1 (Accra Inner City Roads)	To improve the road network by reduction in travel time, vehicle Operation Cost and road safety standards in Accra	DUR	1-Jun-23	2027	\$72,837,698.13
23	Construction /Rehabilitation of Selected Roads and Interchanges in Ghana -Phase 1 lot 6 (Sunyani Inner City Roads)	To improve the road network by reduction in travel time, vehicle Operation Cost and road safety standards in Sunyani Metropolis	DUR	21-Dec-20	1-Jun-2023	\$45,020,399.32
24	Construction /Rehabilitation of Selected Roads and Interchanges in Ghana -Phase 1 lot 2 (Kumasi Inner City Roads)	To improve the road condition and mobility access in the city	DUR	21-Dec-21	21-Dec-2023	\$73,421,486.50
26	Construction of Kwame Nkrumah Interchange, Takoradi	To improve flow at the intersection of the N1, Takoradi/Agona Road, Cape Coast/Sekondi Road and the Axim Road.	DUR	17-Dec-20	17-Jul-2022	\$55,662,060.13
EBID						
27	Partial Reconstruction of selected Roads in Kumasi - LOT1 (57.27KM)	57.27km	DUR	7/3/2020	7/2/2021	\$25,814,648.22
28	Partial Reconstruction of selected Roads in Kumasi - LOT 2 (43.12KM)	43.12km	DUR	8/1/2020	7/31/2021	\$24,649,359.12
29	Partial Reconstruction of selected Roads in Greater Accra - LOT 1 (38.89KM)	38.89km	DUR	5/25/2020	5/25/2021	\$24,437,542.85
30	Partial Reconstruction of selected Roads in Greater Accra - LOT 2 (44.49KM)	44.49km	DUR	5/25/2020	5/25/2021	\$24,837,987.31
United Kingdom						

31	Construction of the Obetsebi Lamptey Interchange and related works Ph 2	To improve flow at the intersection of the Graphic Road/Dr. Busia Highway and the Ring Road West	DUR	25-Mar-21	1-Aug-22	€87,000,000.00
AFRIEXIEM BANK						
32	Reconstruction of School Junction to Motorway	To provide access to the communities within the Ashale Botwe, School Junction, Borteyman to the Tema Motorway areas	DUR	Jun-22	Dec-23	GHC592,678,323.45
33	Design & Construction of Suame Interchange and Complementary Rds., Ph 1	To improve the flow at the N8, N10, P.V Obeng Bypass and upgrade the Pavement quality of the complementary roads	DUR	Feb-23	Mar-26	€140,000,000.00
34	Design & Construction of Suame Interchange and Complementary Rds., Ph 2	To improve the flow at the N8, N10, P.V Obeng Bypass and upgrade the Pavement quality of the complementary roads	DUR	Feb-23	Feb-25	\$40,000,000.00
35	Construction of Flyover over the Tema Motorway from Flowerpot Roundabout	To improve access and travel options within the Southern Parts of Kumasi	DUR	Mar-17	Dec-23	GHC667,939,971.20
36	Reconstruction of Sunyani Road in Kumasi, Ph II	To accommodate the envisaged high traffic volume within the Kumasi Metropolis	DUR	Oct-20	Sep-23	GHC499,360,317.78
37	Osino South Bound Carriageway	To improve access and reduce travel time	GHA	Jun-23	June 2026	GHC424,489,846.63
38	Osino North Bound Carriageway	To improve access and reduce travel time	GHA	Jun-23	June 2026	GHC540,759,358.51
39	Anyinam South Bound Carriageway	To improve access and reduce travel time	GHA	Jun-23	June 2026	GHC286,763,708.85
40	Anyinam North Bound Carriageway	To improve access and reduce travel time	GHA	Jun-23	June 2026	GHC353,561,451.72
41	Enyeresi South Bound Carriageway	To improve access and reduce travel time	GHA	Jun-23	June 2026	GHC 388,416,426.24
42	Enyeresi North Bound Carriageway	To improve access and reduce travel time	GHA	Jun-23	June 2026	GHC 405,869,263.60
43	Konongo South Bound Carriageway	To improve access and reduce travel time	GHA	Jun-23	June 2026	GHC681,750,364.60

44	Konongo North Bound Carriageway	To improve access and reduce travel time	GHA	June 2023	June 2026	GHC 600,362,359.81
OTHERS						
45	Dualisation of Tema Akosombo/Aflao (Phase 1) 17km	17.0km	GHA	5/11/2021	11/11/2022	\$117,091,631.17
46	Eastern Corridor Road Lot 1: Tema - Akosombo Junction (63.6km)	63.6km	GHA	10/17/2011	3/5/2017	€256,008,796.00
47	Reconstruction of Bechem - Techimantia - Akumadan Road Project (40.4km)	40.4km	GHA	9/1/2021	8/31/2023	€50,000,000.00
48	Reconstruction of Tarkwa - Agona Nkwanta	66km	GHA	9/1/2021	8/30/2024	€95,000,000.00

2.1.12 Public Private Partnerships (PPP)

The levels of investment required to provide and maintain the road infrastructure are far greater than the traditional sources of Government funding. Hence the government continued to partner with the Private sector for road infrastructure development as an alternative means of complementing the speedy delivery of road infrastructure for national development. The Road sector through the PPP guidelines developed by the MoF considered both solicited and unsolicited proposals from the private sector for financing road works. The Public Investment Unit (PIU) of the Ministry is responsible for the technical and financial review of the deliverables of the Transaction Advisors. Within the period of 2022-2025, MRH began the preparation of PPP road projects which were registered at the PID unit of MoF. The following PPP projects were pursued and at various stages of preparation:

- Design and Construction of Accra – Tema Motorway and Extension Project (27.7km) –Section 1: Tema Roundabout – Tetteh Quarshie Interchange (19.5) - MRH together with MOF have agreed to start Phase 1 of the project as a PPP using Ghana Infrastructure Investment Fund (GIIF) as an SPV. The works involve the reconstruction of the Accra – Tema Motorway into a 4-lane expressway with a 3-lane service road in both directions and interchanges at Old Lashibi (Ashaiman under-bridge), Community 18 and Teshie Link. It also involves the remodelling of the Tetteh Quarshie Interchange. The Concession Agreement and Engineering Procurement and Construction (EPC) agreement have been approved by Parliament. The contractor has mobilized to site and works are at 7%.
- Development of Tema Arterial Roads – MRH and MoT have executed a deed of transfer on the project. MOT is seeking legal opinion from the Ministry of Justice and Attorney General’s Department on the procurement strategy for the project implementation.

2.1.13 Programmes with other Sectors

The Road Sector engages with a wide range of stakeholders. The sector identifies the role these stakeholders play as critical to the achievement of its policies and programmes. Strong collaboration is required between the sector and other sectors to ensure that the outcome of policy decisions and programmes are incident on the targeted beneficiaries. The following are some of the ongoing engagements with other sectors:

2.1.14 Trade and Transit Facilitation Programme

The Ministry of Roads and Highways and the Ministry of Transport co-chair the National Road Transport and Transit Facilitation Committee (NFC) which has membership of about 23 from both the public and private sectors. The main aim of the Committee is to engage sector players to improve the movement of goods and services through the road corridors to facilitate trade. Over

the period the committee was engaged in sensitization of police personnel and other uniform officers in trade and transit facilitation with the objective of reducing the number of roadblocks and border crossing times.

The Committee has been involved in the development and management of the Joint Border Posts (JBP) programme with the ECOWAS Commission over the years. Ghana in line with the Joint Border Post policy of ECOWAS has developed one JBP with Togo funded by the European Union with a bilateral agreement and the operational procedure manual developed as well.

The sector has acquired the land for the construction of the JBP at Paga (Ghana and Burkina Faso) awaiting funds from ECOWAS to commence the project. A JBP between Ghana and Cote D'Ivoire has been factored into the Abidjan Lagos Corridor Highway Project at the Elubo/Noe. However, the NFC is seeking funds from Trademark Africa to decongest the current Elubo Border as a short-term measure.

2.1.15 Axle load Control and Management Programme

Overloading of heavy goods vehicles has been identified as one of the major contributory factors to the early deterioration and damage to road infrastructure and increase road traffic crashes.

The Axle Load Control Strategy by the Ministry of Roads and Highways seeks to reduce overloading on our roads to ensure that road pavements serve their design lives and to improve safety on our roads.

The Axle Load Control Policy was prepared in 2003 and reviewed in 2004. The Policy aims at optimizing road infrastructure costs, and vehicle operating costs among others by keeping overloading at the lowest level with improved legislation, improved institutional framework, and financing of axle load control including commercial management of weigh stations. The Policy was supported with an Action Plan to help reduce the incidence of overloading to limit deterioration whilst preserving our road network.

On the sub-regional level, ECOWAS and UEMOA regulations and protocols prescribe axle load and gross weight limits for the transport operation in all member countries. Ghana particularly collaborated with *Union Economique et Moneitare Ouest African (UEMOA)* and some of its member countries to implement an Axle Load Road Map signed by the respective Ministers in charge of Road Transport (UEMOA Regulation 14). Ghana commenced its program in earnest in June 2009 as part of an agreement with WAEMU countries.

The ECOWAS Supplementary Act/SP.17/02/12 relating to the harmonization of Standards and Procedures for the Control of Dimensions, Weight and Axle Load of Goods Vehicle within the Member States of the Economic Community of West African States was enacted and executed by the Presidents/representatives of Member States on 17th February 2012, at Abuja at the Fortieth

Ordinary Session of the Authority of Heads of State and Government from the 16th -17th of February 2012.

The objective of this Supplementary Act is to harmonize amongst ECOWAS Member States standards to control the dimension, weight and axle load of heavy goods vehicles and the imposition of sanctions for non-compliance. The Act prescribes 11.5 tons as the maximum permissible axle load for any single axle.

The sector has been implementing the Axle Load Control and management in accordance with the Road Traffic Act 683 and the Road traffic Regulations 2012 (LI 2180) which has incorporated sections of the ECOWAS Supplementary Act. Key stakeholders such as Freight Forwarders, Haulers, Truckers, Ports, and Private Weighbridge Station Operators have been involved in this sensitization programme under the Axle Load Working group chaired by the Ministry of Roads and Highways.

The Ghana Highway Authority has established and manages eighteen (18) permanent weighbridge stations across Ghana out of which sixteen (16) were operational during the period under review. In addition to the permanent stations, mobile weighing vans and portable weighing scales were deployed for monitoring. The locations are as shown on Figure 2.2.

Very encouraging results have been obtained since the implementation of the revised permissible limits, removal of excess load above the permissible limits and enforcement of graduated overloading fees in the Eighth Schedule of the Road Traffic Regulations, 2012 (L.I. 2180) in February 2014. This implies that, e.g. 6-axle vehicles were to load up to a maximum permissible gross weight of 60 tonnes. Vehicles which exceeded the required permissible limits were made to shed off the excess load and pay the corresponding overloading fee.



Figure 2. 2 Location of Axle Load Weigh Stations

The implementation of axle load control in Ghana has been a challenge to our ports especially in competing for transit goods with our neighbouring ports since the truckers will not be able to load as they would wish through the Ghana corridor. However continuous education carried out by the GHA and stakeholders, has improved the acceptance of this important policy.

Amongst the challenges facing the Axle Load Control Programme is;

- Modification of axles and dimensions of trucks by trailers (most transporters and truck owners have resorted to fixing additional defective axles to the original axles of their trucks to be allowed a higher load limit)
- Ageing equipment/facilities and deterioration of driveways of Permanent Weighbridge Stations
- Use of alternative routes by truck drivers to avoid weighing at the Permanent Weighbridge Stations
- Lack of adequate parking space at the axle load stations for overloaded vehicles to shed off the excess load.
- Corrupt practices by the station staff, truck drivers and some security personnel.

The ECOWAS Commission and UEMOA Commission commenced the process of harmonising the ECOWAS Supplementary Act and UEMOA Regulation 14 on Axle Load Control into a Single

text on Axle Load Control for Member States in 2022. Following the approval of the Harmonized Regional Supplementary Act on Axle Load Control by the Heads of States and Governments at their Summit in Accra on 3rd July, 2022, ECOWAS and UEMOA finalized the Act for the Heads of States and Governments to sign during their Summit on 10th December, 2023. The Ministry is waiting for the signed Harmonized Supplementary Act to be circulated by the ECOWAS Commission together with an Action Plan to the Member States for full implementation through the Foreign Affairs Ministries.

2.1.16 Abidjan-Lagos Corridor Development Programme

The Abidjan-Lagos Corridor covers a total distance of 1,028km and connects some of the largest and economically most dynamic cities in Africa namely Abidjan, Accra, Cotonou, Lome and Lagos and covers a large proportion of the West Africa population. Ghana's section of the corridor ie Aflao-Elubo is about 54% of the Abidjan –Lagos corridor. Presidents of Nigeria, Ghana, Cote d'Ivoire, Togo and the Minister of Foreign Affairs of Benin met on the margins of the Forty Second (42nd) Ordinary Session of the Authority of Heads of States and Government of ECOWAS, in Yamoussoukro on 28th February, 2013 and agreed to work towards the construction of a homogenous Highway from Abidjan to Lagos. Subsequently a treaty for the establishment of the corridor and the management authority was signed in March 2014 by the presidents of the five countries. Based on the agreement with the ECOWAS heads of states and the five countries, the corridor is expected to be expanded into a 6-lane expressway with ancillary infrastructure and managed by a supra national Management Authority. The project is being coordinated by a steering committee of Ministers of infrastructure of the 5 countries. Then further, there is a committee of experts made up of technical officers from the road's infrastructure ministries of the countries. Currently an early-stage consultative study is on-going to facilitate the establishment of the Corridor Management Authority (ALCoMA) which will supervise and manage the Abidjan – Lagos corridor.

2.1.17 COCOBOD Funded Programme

In collaboration with the Ministry of Roads and Highways, COCOBOD is currently implementing a series of Cocoa Road Projects aimed at improving road infrastructure in cocoa-growing areas to enhance access and boost agricultural productivity. This initiative is critical to improving rural livelihoods and will be further explored and expanded in the medium term as part of broader rural development strategies.

2.1.18 Labour Based Technology (LBT) for Road Construction and Maintenance Programme

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 sector has revamped 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 markets, economic and social centres. This is in furtherance of the Government policy on job creation. A number of feeder roads were thus selected within each region of Ghana for rehabilitation or spot improvement under the LBT programme.

2.1.19 Promotion and Access to Non-Motorised Transport (NMT) in Ghana

Non-Motorized Transport (NMT) plays a critical role in enhancing access for rural communities to markets and essential social services that were previously difficult to reach on foot. Improved access through NMT provides a strong incentive to increase farm production surpluses, which can be traded in markets offering better prices, while also facilitating access to agricultural inputs and consumer goods at more affordable costs.

In the urban context, a dedicated NMT Master Plan has been developed for the Tema Municipal Assembly to promote accessibility, encourage walking and cycling, and reduce the reliance on motorised transport where appropriate. This initiative aligns with the Ministry of Health's campaign to promote healthy lifestyles, with walking and cycling serving as practical and accessible forms of physical activity to reduce the prevalence of lifestyle-related diseases.

Furthermore, under the Awoshie-Pokuase Community Improvement Project, dedicated bicycle lanes and pedestrian walkways were successfully implemented, demonstrating the potential for integrated NMT infrastructure in improving urban mobility and safety.

Looking ahead, the Ministry will take a deliberate approach to scale up NMT infrastructure in major cities including Accra, Kumasi, Tamale, Takoradi, Sunyani, and Tema, as part of a broader strategy to enhance urban mobility, reduce greenhouse gas emissions, and support Ghana's commitment to sustainable transport and climate resilience.

2.1.20 CROSS CUTTING ISSUES

2.1.21 Environmental and Social Protection

The Ministry of Roads and Highways integrates environmental and social protection measures in all development and maintenance projects. This includes conducting Environmental Impact Assessments (EIAs) and ongoing monitoring to ensure compliance with mitigation recommendations. The sector will programme to review and update its Resettlement Policy Framework (RPF) and Environmental and Social Management Framework (ESMF) within the medium term to reflect modern approaches such as Performance-Based Contracting and Public-Private Partnerships (PPPs).

All policies and plans have undergone Strategic Environmental Assessment, and every project adheres to EIA requirements. The sector actively promotes health and safety, incorporating HIV/AIDS awareness campaigns into major projects. Climate change mitigation and adaptation strategies are being mainstreamed into sector planning. Project-affected persons are duly

compensated and resettled to minimize social impact. Efforts are ongoing to secure the road network's right of way to reduce compensation-related delays and safeguard communities and the environment.

2.1.22 Gender Mainstreaming, Accessibility for People living with Disability (PLWD), Children and the Aged

Despite the fact that the majority of the workforce in the road sector is male, there is a policy to ensure the inclusion of females in all its programmes. Accordingly, all data including staff, contractors etc are segregated to study trends of both gender and their participation programmes. There has been training programmes for gender desk officers to be able to respond to issues as they arise. With regards to the construction industry, the sector has made recommendations to include female workers from the communities to help promote the wellbeing of households.

The sector is making efforts to ensure that maintenance and development projects provide adequate accessibility and safety of PLWD, children and the aged. Current 2023 Standards and Specifications include safety treatments and furniture for school crossing areas, pedestrian walkway and signalised pedestrian crossings for very busy roads to afford PLWD and the aged to use the road network safely.

In a novelty the sector in 2017 has launched the Person with Disability (PWD) road toll initiative. The initiative aims at reserving at least 50 percent quota in all contracts in respect of manning toll booths for PWDs. The beneficiaries went through essential skills training which equipped them with skills to man the toll booths and to also do other jobs. Following the suspension of tolls, the Government is exploring innovative initiatives for inclusion of PWDs in the road sector.

2.1.23 Road Safety

Road safety is a critical priority for the Ministry of Roads and Highways. The sector works closely with the National Road Safety Authority (NRSA) to implement Road Safety Strategy III, which aligns with the UN Decade of Action for Road Safety (2011–2020) and its renewed targets for 2030. This strategy is founded on the Safe System Approach, which shifts a major share of responsibility from road users to infrastructure designers and managers. It recognizes that while human error is inevitable, the road system must be designed to prevent such errors from resulting in serious injuries or fatalities.

In line with this, the Ministry will review and develop road safety action plans that align with NRSA's strategic framework. These efforts are aimed at achieving the global target of reducing road traffic deaths and injuries by at least 50% by 2030, through coordinated, system-wide interventions that enhance safety across Ghana's road network.

2.1.24 Anti-Corruption Reporting

The Ministry of Roads and Highways continues to submit annual reports to CHRAJ on the implementation of the National Anti-Corruption Action Plan (NACAP 2015–2024). An evaluation conducted by CHRAJ and the Ghana Statistical Service (GSS) culminated in the launch of the NACAP assessment report on April 4, 2024. As of the end of 2024, the sector recorded no incidents of corruption, and all required institutional arrangements and capacity-building activities were implemented. CHRAJ and GSS are currently working on funding modalities for the rollout of NACAP Phase II, which the road sector is committed to supporting and implementing.

2.1.25 Status of Road Sector Indicators Under Agenda for Jobs II

The Agenda for Jobs II, 2022-2025 adopted a set of indicators and targets for the monitoring of the progress of key policy and programme interventions. These were to be reported on annually through the Annual Progress Report (APR). Table 2.12 provides a summary of the annual targets and achievements for the period. Over the period the network size has remained fairly the same with increments in the urban road network size. Efforts are ongoing to achieve a target of 60% good, 20% fair and 30% poor in the road network condition as well as have 65% of the network receive maintenance intervention in one form or the other by the year 2025. However, progress is being affected by the availability and timely release of funding for road maintenance activities.

Table 2. 12 Status of Road Sector Indicators in Agenda for Jobs II

Indicator	2021 Target	Indicator Status in 2022	Indicator Status in 2023	Indicator Status in 2024	Indicator Status in 2025
1. Total road network size:	94,203km	94,203km	94,203km	94,203km	94,203km
- Trunk roads	14,948km	14,948km	14,948km	14,948km	14,948km
- Urban roads	28,480km	28,480km	28,480km	28,480km	28,480km
- Feeder roads	50,775km	50,775km	50,775km	50,775km	50,775km
2. Road condition mix	44% Good 34% Fair 22% Poor	44% Good 34% Fair 22% Poor	44% Good 34% Fair 22% Poor	47% Good 32% Fair 21% Poor	47% Good* 32% Fair* 22% Poor*
3. Proportion of roads maintained/rehabilitated	65%	35%	35%	37%	39%*

** 2024 network condition data is provisional. Condition survey ongoing.*

2.1.26 Major Development Projects Undertaken

The Sector undertook some major road development projects over the period with the support from the DPs and GoG funds. Development activities undertaken include rehabilitation, reconstruction of roads, construction of interchanges and bridges and upgrading of roads. The details of progress made on some of the projects are shown below:

Table 2. 13 Road Projects Completed between 2022- 2025

No.	Project Name	KM
1.	Reconstruction of Bechem – Techimantia – Akomadan Road	40.4
2.	Obetsebi Lamptey Interchange and Ancillary Works (Phase 2)	-
3.	Tema - Aflalo Road (Phase 1: Interchange & Service Roads)	17
4.	Sekondi and Takoradi Roads Improvement (Phase 1)	-
5.	Tema Motorway Roundabout Interchange (Phase 2)	-
6.	Flyover from Flowerpot Roundabout to East Legon	-
7.	Suame Interchange (Phase 2)	18 (3km+15km)
8.	Dualization of Nsawam – Ofankor Road	16.7
9.	Dome – Kitase Road	22
10.	Agona Nkwanta – Tarkwa Road	66
11.	Czech Steel Composite Bridges (50 No.)	-
12.	Kasoa – Winneba Road Dualization	30
13.	Adenta – Dodowa Road Dualization	22
14.	Takoradi – Agona Nkwanta Road Dualization	56.4
15.	Construction of Tunnel Under the Accra-Tema Motorway to link East Lagon and Spintex Road	-
16.	Lot 6 Nsawam-Apedwa Road Kwafokrom-Apedwa- (Dual Carriageway) South Bound	31.7
17.	Construction of Bridge Over River Pra along Twifo Praso-Dunkwa Road	175m
18.	Construction of Hohoe- Jasikan -Dodo Peeso Road	22

Also, as part of efforts to dualize and improve safety on major trunk roads in the country works are ongoing on the construction of 4 by-passes on the Accra – Kumasi Highway at Osino, Anyinam, Enyiresi and Konongo. The physical progress is as follows:

Table 2. 14 Some ongoing projects 2022- 2025

LOT	ROAD NAME	LENGTH (KM)	Status (Dec. 2024)
1	Osino South Bound Carriageway	11.55	74.37%
2	Osino North Bound Carriageway	11.55	69.63%
3	Anyinam South Bound Carriageway	6.10	57.11%
4	Anyinam North Bound Carriageway	6.10	93%
5	Enyeresi South Bound Carriageway	9.10	60.03%
6	Enyeresi North Bound Carriageway	9.10	60.64%
7	Konongo South Bound Carriageway	13.60	59.75%
8	Konongo North Bound Carriageway	13.60	61.34%

Some pictures of development projects undertaken on the urban road network.



2.1.27 Achievements in Maintenance Activities Between 2022 - 2025

The sector prioritizes routine and periodic maintenance works to preserve the road asset. The annual maintenance coverage has increased continually although annual targets are not fully met due to financial and capacity constraints. Table 1-17 provides a summary of maintenance activities carried out within the period. Between 2022 and 2025, about 61,011km of routine maintenance activities were carried out. This involved, shoulder maintenance, rehabilitation of drainage structures, vegetation control, pothole patching, grading, and desilting. This is estimated as 15,253km of routine maintenance works per year. Also 2,507km of periodic maintenance activity involving; spot improvement, re-graveling, resealing, asphalt overlay, partial reconstruction and bridge maintenance occurred between 2022 and 2024. This averaged 627km of periodic maintenance activity per year. For minor rehabilitation works which involved; minor upgrading, construction of culverts and other drainage structures 2,637km was achieved. This averaged 659km in a year.

Table 2. 15 Achievement for maintenance 2022 – 2025

	2022		2023		2024		2025	
TRUNK ROADS								
Activity	Planned (km)	Achieved (km)	Planned (km)	Achieved (km)	Planned (km)	Achieved (km)	Planned (km)	Achieved (km)
Routine	25,000	5,533	25,000	4,809	17,695	21,258	17,695	26,316
Periodic	75	31	325	49	50	92	50	39
Minor	150	225	150	268	272	519	272	297
URBAN ROADS								
Activity	Planned (km)	Achieved (km)	Planned (km)	Achieved (km)	Planned (km)	Achieved (km)	Planned (km)	Achieved (km)
Routine	3,500	3,223	3,500	2,318	3,500	1,112	3,500	1,595
Periodic	300	1,124	800	148	300	89	300	76
Minor	30	328	30	40	30	380	30	74
FEEDER ROADS								
Activity	Planned (km)	Achieved (km)	Planned (km)	Achieved (km)	Planned (km)	Achieved (km)	Planned (km)	Achieved (km)
Routine	5,000	2,961	5,000	8,984	5,000	10,813	300	6,661
Periodic	300	226	300	327	500	421	500	252
Minor	500	417	500	415	500	45	500	382

2.1.28 Challenges

The main challenges faced by the sector are inadequate funding, capacity and coordination with other sectors. These challenges are not new, and the sector is continuously devising strategies to resolve them. The sector has made considerable progress in addressing these issues and developed specific interventions to manage such challenges in future. Most of these issues are practical challenges the sector encounters often but are unable to eliminate them completely due to the identified constraints shown in Table 2-16.

Table 2. 16 Summary of Key Development Issues in the Road Sector from 2022 – 2025

NATIONAL OBJECTIVE	ISSUES	CAUSES	REMARKS/MITIGATION
Goal 1: Improve the efficiency and effectiveness of road transport infrastructure and services	Poor Road condition and network	<ol style="list-style-type: none"> 1. Ineffective Supervision and Monitoring of Works 2. Large number of on-going projects 3. Non-adherence to contract conditions 4. Capability constraints of Contractors 5. Lack of Basic Laboratory Facilities at District and Regional level. 6. Poor project preparation 7. Lack of funds / delayed payment for works 	<ol style="list-style-type: none"> 1. Agency Staff have been trained in project preparation and contract administration. 2. Termination non-performing project contracts. 3. Continuous training of personnel of contractors and Road Agencies at KTC. 4. Agency Staff have been trained in project preparation and contract administration. 5. A guideline for checking and evaluating engineering design has been prepared to enhance effective project preparation.
	Inadequate human and logistical capacity in road transport management	<ol style="list-style-type: none"> 1. Inability to employ requisite number of staff 2. Lack of funds to continuously train staff 	<ol style="list-style-type: none"> 1. Consultants and project assistants are employed on specific projects to support the sector when necessary 2. Dedicated Project Management units with dedicated staff are set up for specific projects 3. Training programmes are included in projects with Development Partner funding
	Traffic congestion in major cities	<ol style="list-style-type: none"> 1. Inadequate urban road infrastructure 2. Poor Road surface 3. Lack of efficient regulated mass transport system 4. Road abuse 5. Lack of parking facilities 6. Lack of alternative means of transport 7. Poor planning of land use and transport 	<ol style="list-style-type: none"> 1. Road units have been created in the assemblies to decentralize the development and management of urban roads 2. Decentralize funding for maintenance to the assemblies 3. BRT services have commenced 4. Engagement with assemblies and other sectors on land use is on-going 5. New roads are being constructed in the urban areas to ease congestion

	Poor public transport services	<ol style="list-style-type: none"> 1. Lack of coordinating body/committee 2. Poor coordination and co-operation among relevant institutions 	<ol style="list-style-type: none"> 1. National Engineering Co-ordination Team (ECT) has been revived. 2. The Regional and Assembly ECT's yet to be set up to promote co-ordination
	Lack of adherence in the application of operational standards for transport services	<ol style="list-style-type: none"> 1. Ineffective Supervision and Monitoring of Works 2. Non-adherence to contract conditions 3. Capability constraints of Contractors 4. Lack of basic Laboratory Facilities at District and Regional level. 	<ol style="list-style-type: none"> 1. Agency Staff have been trained in project preparation and contract administration. 2. Termination non-performing project contracts. 3. continuous training of personnel of contractors and Road Agencies at KTC. 4. Agency Staff have been trained in project preparation and contract administration. 5. A guideline for checking and evaluating engineering design has been prepared to enhance effective project preparation.
	Inadequate financing of transport policy and plans	<ol style="list-style-type: none"> 1. Over commitment of road projects more than approved budget 2. Overdependence on public sources 3. Road fund revenue does not cover entire maintenance needs of network 4. GoG inability to pay counterpart funds for DP funded projects 	<ol style="list-style-type: none"> 1. Preparation of procurement plans by sector agencies according to approved budget. 2. PPP initiatives for funding projects have been 3. Government has approved the increase in fuel levy which has improved the revenue for road fund 4. GoG negotiates for 100% financing from DPs
	Poor Road maintenance/rehabilitation culture	<ol style="list-style-type: none"> 1. Inadequate supervision and monitoring 2. Lack of adherence to contract conditions 3. Lack of sanctions against contractor 	<ol style="list-style-type: none"> 1. The capacity of agency staff to manage contracts have continuously been improved under various capacity building activities.
Goal 2: Enhance safety and security for	Weak enforcement of road safety regulations	<ol style="list-style-type: none"> 1. Lack of coordinating among agencies 	<ol style="list-style-type: none"> 1. Transport Sector working group was revived, meets quarterly to discuss sector issues
	High incidence of road traffic crashes	<ol style="list-style-type: none"> 1. Lack of funds to correct poor road geometry and condition at sections of the network 	<ol style="list-style-type: none"> 1. Annual Maintenance coverage is continuously being increased

all categories of road users		2. Lack of road signs and markings	2. Studies have been conducted to identify hazardous sections on the roads for treatment
	Inadequate facilities for Non-motorised Transport (NMT)	1. Limited urban transport planning 2. Insufficient funding allocation 3. Poor land use integration	1. Incorporate NMT in transport plans 2. Increase investment in NMT infrastructure
	Unauthorized construction/ installation of speed ramps and rumble strips	1. Lack of enforcement of speed limit 2. Indiscipline of pedestrians on highways 3. High incident of road crashes	1. Enforcement of speed limit 2. 2. Public education and awareness creation
	Slow emergency response to road traffic crashes	1. Lack of Education and sensitisation on emergency response 2. Lack of emergency first aid facilities	1. Educate public on emergency response 2. Establish first aid post along road corridors
	Inadequate infrastructure for emergency response	1. Lack of ambulances on major highways 2. Lack of emergency health post on major highways	1. Establish emergency health facilities along road corridors 2. Availability of ambulance and health personal on major highways
	Limited Institutional Capacities	1. Inadequate funding for staff training and capacity development 2. High staff turnover and unfilled technical positions 3. Weak data management and institutional coordination systems.	1. Provide regular staff training. 2. Improve inter-agency coordination systems.
	Poor Road Furniture	1. Inadequate maintenance funding. 2. Vandalism and theft of materials. 3. Poor installation and supervision.	1. Regular maintenance 2. Use durable materials.
	Poor Road User Behaviour	1. Lack of road safety education 2. Weak law enforcement 3. Driver fatigue or negligence	1. Intensify public education 2. Enforce traffic regulations

Table 2. 17 SWOT Analyses of Road Sector

Theme	Strengths	Weaknesses	Opportunities	Threats
1. Human Resource Development	1. Trained and experienced staff across regions	1. Inadequate staff to supervise and monitor works	1. Private sector willingness to collaborate and provide technical services in road construction and maintenance	1. Experience staff leaving for better opportunities
2. Quality of Road and Bridges	1. Availability of updated manuals and Standards for road and bridge construction (2023)	2. Poor application of manuals and standards. Inadequate monitoring and supervision.	1. Training of staff in the use of manual and standards. 2. Enforce the application of the manual and standards by both agency staff, contractors and consultants. 3. Leverage on technology for monitoring and supervision.	1. Climate variability. 2. Vandalism of road furniture by road users. 3. Bureaucratic interference in quality management process.
3. Road infrastructure investment	1. Annual budget allocation from Government and dedicated road fund.	1. Inadequate allocation and delays in the release of funds. 2. Over dependency on the traditional sources. 3. Over commitment of the road fund.	1. Legislative reforms under consideration (e.g., Road Fund). 2. Pursue reforms that allows road funds to undertake its mandate. 3. Leveraging on road assets for infrastructure financing. 4. Explore additional sources of funding through road user chargers (tolls). 5. Green Climate Fund	1. Economic downturn (internal or external) 2. Change in Government priorities.
4. Axle Load Control Programme	1. Axle load control policy, units, and mobile/permanent monitoring equipment in place	1. Poor enforcement of axle load regulation.	1. Collaboration with ECOWAS Member States to harmonize and enforce standards on axle load control. 2. Leverage on modern or state-of-the art technology for monitoring and enforcement.	1. Lack of cooperation among members states.
5. Land-Use and Transport Planning	1. Availability of Masterplans for major cities. 2. Provision for land-use planning under the decentralized governance system. 3. Staff with expertise in land-use and NMT systems	1. Poor enforcement of planning regulations and development control	1. Review masterplans to reflect new innovations such as cross-cutting issues. 2. Strengthen collaboration with LUSPA and MMDAs on development control.	1. Lack of coordination and cooperation between the transport ministries, local governments, LUSPA, and MMDAs

6. Urban Management	<ol style="list-style-type: none"> Urban transport infrastructure projects underway (e.g., BRT, traffic control systems) Staff with expertise in urban transport and NMT systems 	<ol style="list-style-type: none"> Lack of specific policies and strategy on NMT. Under-prioritization of NMT infrastructure 	<ol style="list-style-type: none"> Development Partner (DP) Support for NMT Initiatives. Willingness of Stakeholders and Urban Actors to Collaborate. Existence of NMT Design Standards and a Master Plan. 	<ol style="list-style-type: none"> Low interest from local transport operators in adopting mass transport solutions like BRT. Low Government Commitment and Funding Constraints
7. Contract management and procurement	<ol style="list-style-type: none"> Existing procurement directorate and trained procurement officers 	<ol style="list-style-type: none"> Contract management inefficiencies and weak supervision. 	<ol style="list-style-type: none"> Clear Procurement Guidelines from Development Partners (DPs). Existence of a Dedicated Procurement Unit with Trained Staff. Availability of Technological Tools and E-Procurement Systems 	<ol style="list-style-type: none"> Non-Payment or Delayed Payment to Contractors. Use of Multiple and Conflicting Procurement Guidelines. Inadequate Staffing and Capacity Gaps
8. Application of ESIA	<ol style="list-style-type: none"> Availability of technical staff to conduct ESIA. Availability of private sector experts to support the preparation of ESIA. 	<ol style="list-style-type: none"> Inadequate technical staff and logistics. Selective and Inconsistent Application of ESIA Requirements 	<ol style="list-style-type: none"> EPA regulations require ESIA for infrastructure projects. Availability of Private Sector Experts and Consultants. DP Requirement. 	<ol style="list-style-type: none"> Weak enforcement and lack of sanctions for non-compliance with ESIA and safety guidelines. Inadequate Funding for ESIA Activities.
9. Construction site safety	<ol style="list-style-type: none"> Contractual clauses on health and safety included in project documentation 	<ol style="list-style-type: none"> Weak monitoring of compliance on health and safety at worksites 	<ol style="list-style-type: none"> DP support for inclusion of safety and accessibility measures in infrastructure projects 	<ol style="list-style-type: none"> Encroachment and lack of protection for transport infrastructure (e.g., NMT lanes, PWD facilities)
10. Incidence of road crashes	<ol style="list-style-type: none"> Road traffic safety personnel trained and active collaboration with NRSC 	<ol style="list-style-type: none"> Poor enforcement of road safety regulations 	<ol style="list-style-type: none"> Road Traffic Regulations provide a framework for safer transport environments 	<ol style="list-style-type: none"> Lack of enforcement and dangerous driving behaviour

CHAPTER THREE

KEY DEVELOPMENT PRIORITIES

3. INTRODUCTION

The National Medium Term Development Policy framework for the 2026 - 2029 plan period has identified some key development issues in the road sector that can negatively impact the attainment of the overall national goals for the medium term. The sector is expected to prioritize its programmes to resolve these issues amongst others that are known in the sector.

This chapter discusses the key issues in the road sector, its impact and the development priorities set out by the road sector to address these issues and enhance overall mobility and accessibility in the Country.

3.1.1 Key Development Issues

The NMTDF 2026 - 2029 identified the key development issues affecting the road transport sector as; Poor quality of road condition and network; inadequate human and logistical capacity in transport system; poor road maintenance/rehabilitation culture; traffic congestion in major cities; poor public transport vehicles; inadequate operational standards for transport services; poor transportation planning and budgeting; and low participation of women in the transport sector. Others are inadequate road infrastructure; rising road fatalities and injuries; weak enforcement of road traffic regulations; high incidence of road crashes; inadequate road furniture; unauthorized construction of speed humps and rumble strips; leakages in revenue collection systems and poor service delivery in the road transport sector.

3.1.2 Prioritisation of Sector Issues

These identified issues are part of the challenges the sector dealt with in the previous medium-term programme as discussed in table 2-16 in Chapter one. The POCC analyses of these issues was conducted as shown in table 3-1. However, these issues persist, making it imperative for the strategies and mitigation measures set to be reviewed and continuously implemented to resolve or minimise their impact on the road transport system. The POCC analysis of the sector issues is shown in Table 3.1.

Table 3. 1 POCC Analyses of Road Sector

ISSUE	POTENTIAL	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
1. Poor Road condition and network	<ol style="list-style-type: none"> 1. Existing road network coverage across the country 2. Road sector agencies in place (e.g., GHA, DUR, DFR) 3. Availability of local contractors for road works 4. National development focus on road infrastructure 	<ol style="list-style-type: none"> 1. Donor and private sector funding for road rehabilitation 2. Use of new technologies for durable road construction 3. Integration of climate-resilient road designs 4. Public support for road improvement projects 	<ol style="list-style-type: none"> 1. Limited funding for maintenance and upgrades 2. Inadequate road designs in some areas 3. Poor quality control during construction 4. Weak monitoring and enforcement of road standards 	<ol style="list-style-type: none"> 1. High vehicle operating costs and travel delays 2. Increased road crashes due to poor conditions 3. Isolation of rural communities 4. Reduced economic growth and trade efficiency 5. Inadequate inflows into the dedicated road maintenance fund 6. Low contractor capacity 7. Excessive overloading by trucks 8. lack of cooperation by neighbouring countries in implementing the ECOWAS supplementary act on axle loads
2. Inadequate human and logistical capacity in road transport management	<ol style="list-style-type: none"> 1. Existing institutions with basic capacity 2. Skilled personnel available for upskilling 3. National commitment to transport improvement 	<ol style="list-style-type: none"> 1. Training programmes for transport managers 2. Partnerships to improve logistics and equipment 3. Technology to enhance management efficiency 	<ol style="list-style-type: none"> 1. Limited technical staff in some regions 2. Clearance challenges for hiring 3. Bureaucratic bottlenecks 4. Inadequate tools, vehicles, and ICT systems 	<ol style="list-style-type: none"> 1. Government wage ceilings prevent recruitment 2. Poor transport planning and enforcement 3. Inefficient service delivery across the sector
3. Traffic congestion in major cities	<ol style="list-style-type: none"> 1. Road infrastructure exists for improvement 2. Skilled urban transport planners available <p>Policies support traffic management</p>	<ol style="list-style-type: none"> 1. Smart traffic control systems 2. Mass transit to reduce private car use <p>Integration of NMT to ease short trips</p>	<ol style="list-style-type: none"> 1. Poor public transport options <p>Limited infrastructure for traffic flow management</p>	<ol style="list-style-type: none"> 1. Increased travel time and fuel costs 2. Higher air pollution and productivity losses 3. High rate of private vehicle ownership worsening congestion 4. Inadequate public transport services
4. Poor public transport services	<ol style="list-style-type: none"> 1. High demand for affordable transport 2. Existing informal transport systems 3. Public transport policies in place 	<ol style="list-style-type: none"> 1. Investment in mass transit (e.g., BRT) 2. PPPs to modernize services 3. Technology to improve service reliability 	<ol style="list-style-type: none"> 1. Limited infrastructure and terminals 2. Poor regulation of informal operators 	<ol style="list-style-type: none"> 1. Unsafe, unreliable services 2. Increased congestion and travel delays

5. Lack of adherence in the application of operational standards for transport services	<ol style="list-style-type: none"> Existing transport service standards Regulatory bodies in place Skilled workforce available for training 	<ol style="list-style-type: none"> Capacity building for transport operators Use of technology for service monitoring Stronger public awareness of safety standards 	<ol style="list-style-type: none"> Weak enforcement of standards Limited resources for inspections and monitoring 	<ol style="list-style-type: none"> Unsafe and unreliable transport services Increased crashes and service breakdowns
6. Inadequate financing of transport policy and plans	<ol style="list-style-type: none"> Existing transport policies and plans Road Fund mechanisms available Public-private collaboration potential 	<ol style="list-style-type: none"> Donor funding for road projects PPPs to support infrastructure development Innovative financing (e.g., infrastructure bonds) 	<ol style="list-style-type: none"> Heavy reliance on government budget Weak revenue generation for the sector Limited fiscal space 	<ol style="list-style-type: none"> Delays in project implementation Poor road conditions due to funding gaps
7. Poor Road maintenance/rehabilitation culture	<ol style="list-style-type: none"> Availability of road fund Road agencies mandated for maintenance exist Local contractors available Maintenance policies already established 	<ol style="list-style-type: none"> Use of performance-based maintenance contracts PPPs to support road maintenance Public awareness on road preservation increasing better roads 	<ol style="list-style-type: none"> Limited budget for regular maintenance Weak monitoring of road conditions Revenue leakages 	<ol style="list-style-type: none"> Rapid road deterioration Increased vehicle damage and road safety risks
8. Weak enforcement of road safety regulations	<ol style="list-style-type: none"> Existing road safety laws and policies Mandated institutions (e.g., NRSA, Police MTTD) Public demand for safer roads 	<ol style="list-style-type: none"> Use of technology (speed cameras, surveillance) More road safety education and awareness Development partner support for enforcement capacity 	<ol style="list-style-type: none"> Limited logistics and resources for enforcement Inconsistent law enforcement practices 	<ol style="list-style-type: none"> High crash rates and unsafe roads Public disregard for traffic laws
9. High incidence of road traffic crashes	<ol style="list-style-type: none"> Road safety policies in place Trained safety agencies exist (e.g., NRSA, MTTD) Public support for safer roads growing 	<ol style="list-style-type: none"> Use of technology for crash prevention More road safety education campaigns Donor and private sector support for safety projects 	<ol style="list-style-type: none"> Weak enforcement of traffic laws Poor road conditions in many areas 	<ol style="list-style-type: none"> High fatalities and injuries Economic losses from crashes and road closures
10. Lack of NMT infrastructure	<ol style="list-style-type: none"> Growing demand for safe walking and cycling Existing roads can be redesigned for NMT Local expertise available for NMT projects 	<ol style="list-style-type: none"> Donor support for sustainable transport NMT reduces congestion and emissions Integrating NMT into new road projects 	<ol style="list-style-type: none"> Poor consideration for NMT in road designs Limited funding for NMT infrastructure 	<ol style="list-style-type: none"> High pedestrian and cyclist vulnerability Reduced mobility for low-income road users
11. Unauthorized construction/installation of speed ramps and rumble strips	<ol style="list-style-type: none"> Road design standards exist Road sector agencies have authority to approve installations 	<ol style="list-style-type: none"> Community education on approved processes - Use of proper traffic studies to justify installations - Stronger monitoring by road agencies 	<ol style="list-style-type: none"> Weak enforcement of road modification regulations Inadequate resources to monitor illegal installations 	<ol style="list-style-type: none"> Damage to road infrastructure and vehicles due to poorly constructed speed ramps Increased traffic congestion and travel delays

	3. Public demand for speed control measures can be guided			
12. Slow emergency response to road traffic crashes	<ol style="list-style-type: none"> Road sector agencies support emergency efforts Trained personnel for roadside emergencies Existing road network allows access if improved 	<ol style="list-style-type: none"> Integrate emergency responses into road projects Use ICT for crash reporting Donor support for road safety upgrades 	<ol style="list-style-type: none"> Limited roadside emergency facilities Poor response coverage on highways and rural roads 	<ol style="list-style-type: none"> High crash fatalities on poor-access roads Public loss of confidence in roadside emergency systems
13. Inadequate infrastructure for emergency response	<ol style="list-style-type: none"> Existing road network can integrate response points Trained personnel available Road projects can include emergency infrastructure 	<ol style="list-style-type: none"> Partner with private sector for emergency posts Donor funding for roadside emergency facilities Use of ICT for quicker coordination 	<ol style="list-style-type: none"> Few ambulance stations along major roads Lack of designated emergency lanes or response spots 	<ol style="list-style-type: none"> Delays in crash rescue efforts High fatalities due to slow roadside emergency support
14. Limited Institutional Capacities	<ol style="list-style-type: none"> Existing road sector agencies in place Skilled personnel that can be further trained Legal frameworks exist for sector operations 	<ol style="list-style-type: none"> Capacity building through training programmes Development partner support for institutional strengthening Technology to improve efficiency 	<ol style="list-style-type: none"> Inadequate logistics and equipment Fragmented coordination among sector institutions 	<ol style="list-style-type: none"> Poor project implementation Weak enforcement of road sector policies
15. Poor of road furniture	<ol style="list-style-type: none"> Existing road furniture in place Trained technical staff available Maintenance guidelines exist 	<ol style="list-style-type: none"> Public-private partnerships for maintenance Use of durable, low-maintenance materials Integration of maintenance into road contracts 	<ol style="list-style-type: none"> Inadequate funding for routine maintenance Weak monitoring of road furniture conditions 	<ol style="list-style-type: none"> Increased road crashes due to damaged signs or guardrails Reduced road safety and traffic efficiency
16. Poor road user behaviour	<ol style="list-style-type: none"> Road safety laws and regulations exist Growing public interest in safer roads Road user education programmes already initiated 	<ol style="list-style-type: none"> Mass media campaigns to influence behaviour Integration of road safety education in schools Stronger enforcement to deter violations 	<ol style="list-style-type: none"> Inconsistent enforcement of traffic laws Limited public awareness in rural and peri-urban areas 	<ol style="list-style-type: none"> High rate of crashes due to reckless driving Disregard for pedestrian and NMT users' safety

Within the limited capacity and resources, all of these issues may not be tackled at the same time, therefore, the issues need to be prioritised to identify those that have severe impacts to inform the prioritization of the development programmes accordingly.

Four key factors were considered for prioritization of sector issues. These are

Severity and diversity of the problem and intended benefits: this factor considers the geographic coverage and the gravity of the issue to the sector. A high score of this criterion means that the issue will have grave consequence on a large proportion of the population including vulnerable groups.

Significant multiplier effect on the economic efficiency: This criterion describes the negative impact of this issue on the economy in general, therefore a high score in this aspect means that the effect of the issue is not limited to the road sector but directly affects the delivery of other sectors including attraction of investors, job creation, income generation, growth, etc.

Significant linkage effect on meeting basic human needs and rights: A score in this criterion describes the direct social impact of the issue on the populace. It translates into denying or limiting the ability of the citizenry from satisfying their needs and rights. Specifically, this will measure impacts on health and safety, COVID-19 education, and access to other social needs.

Significant effects in the sustainable spatial development of designated spaces or corridors: the score in this criterion reflects negative effects the issue can have in the ability to continuously contain our development through the judicious use of land and other natural resources. This includes impacts on environment, climate change etc

Table 2.1 below shows the prioritization of the identified development issues of the sector. The scores ranges and interpretation are shown below.

Scores	Interpretation
3	Highest Impact
2	Medium
1	Low Impact
0	No Effect

The issues are ranked in order of highest to least impact as follows.

1st	Poor Road condition and network
	Inadequate human and logistical capacity in road transport management
	Poor maintenance of road furniture
2nd	Poor public transport services
	Poor Road maintenance/rehabilitation culture
3rd	Traffic congestion in major cities
	Lack of adherence in the application of operational standards for transport services
	Inadequate financing of transport policy and plan
	Slow emergency response to road traffic crashes
	Inadequate infrastructure for emergency response
	Limited Institutional Capacities
	Inadequate facilities for Non-Motorized Transport (NMT)
	Traffic congestion in major cities
	High incidence of road traffic crashes
4th	Unauthorized construction/ installation of speed ramps and rumble strips
5th	Poor road user behaviour

Table 2-3 below shows the details of the prioritisation of the sector development issues

Table 3. 2 Prioritization of Identified Development Issues

DEVELOPMENT DIMENSION	ISSUES	Impact on large proportion of population including the vulnerable	Significant effect on basic human rights	Multiplier effect on economic development	Impact on even dev't	Impact on environment, climate change, safety	Opportunities for promotion of gender, HIV/AIDS, nutrition etc.	SCORE	RANK
Environment, Infrastructure and Human settlement	Poor Road condition and network	3	3	3	3	3	1	16	1st
	Inadequate human and logistical capacity in road transport management	3	3	3	3	2	2	16	1st
	Traffic congestion in major cities	3	2	3	3	3	0	14	3rd
	Poor public transport services	3	3	3	3	3	0	15	2nd
	Lack of adherence in the application of operational standards for transport services	3	3	3	3	2	0	14	3rd
	Inadequate financing of transport policy and plans	3	2	3	3	2	1	14	3rd
	Poor Road maintenance/rehabilitation culture	3	3	3	3	2	1	15	2nd
Environment, Infrastructure and Human settlement	Weak enforcement of road safety regulations	3	3	3	3	1	1	14	3rd
	High incidence of road traffic crashes	3	3	3	3	2	0	14	3rd
	Inadequate facilities for Non-Motorized Transport (NMT)	3	2	3	2	3	1	14	3rd
	Unauthorized construction/ installation of speed ramps and rumble strips	3	3	3	1	2	0	12	4th

DEVELOPMENT DIMENSION	ISSUES	Impact on large proportion of population including the vulnerable	Significant effect on basic human rights	Multiplier effect on economic development	Impact on even dev't	Impact on environment, climate change, safety	Opportunities for promotion of gender, HIV/AIDS, nutrition etc.	SCORE	RANK
	Slow emergency response to road traffic crashes	3	3	3	3	2	0	14	3rd
	Inadequate infrastructure for emergency response	3	3	3	3	2	0	14	3rd
	Limited Institutional Capacities	3	3	3	3	1	1	14	3rd
	Poor maintenance of road furniture	3	3	3	3	3	1	16	1st
	Poor road user behaviour	3	2	3	2	1	0	11	5th

3.1.3 Key Development Priorities

Based on the likely high impacts of the sector’s development issues on a large proportion of population, wide spatial coverage and effects on the social dimensions illustrated in table 2.1, and the other persisting challenges in table 1.20, the following development areas have been prioritized to implement various strategic projects and interventions to resolve the issues and enhance the road transport sector in the medium term.

- Institutional Development and Capacity Building
- Sector Financing
- Intermodal and Intersectoral Coordination
- Major road development and rural accessibility
- Urban Management
- Asset Preservation
- Road Safety
- Environmental and social Safeguards
- Inclusive development

These priority areas will be used to develop the activities for the medium-term to resolve the issues as aligned in table 3.3 below:

Table 3. 3 Development Issues and Priority Areas

DEVELOPMENT ISSUES	DEVELOPMENT PRIORITY AREAS
<ul style="list-style-type: none"> • Inadequate human and logistical capacity in road transport management • Poor public transport services • Limited Institutional Capacities • Inadequate attention to research 	Institutional Development and Capacity Building
<ul style="list-style-type: none"> • Inadequate financing of transport policy and plans • Leakages in revenue collection systems 	Sector Financing
<ul style="list-style-type: none"> • Inadequate financing of transport policy and plans • Poor linkages between land use and transport planning. • Poor coordination and co-operation among relevant institutions 	Intermodal and inter-sectorial coordination
<ul style="list-style-type: none"> • Poor Road condition and network • Poor maintenance of road furniture 	Major development and Rural accessibility
<ul style="list-style-type: none"> • Traffic congestion in major cities 	Urban Management
<ul style="list-style-type: none"> • Lack of adherence in the application of operational standards for transport services • Poor Road maintenance/rehabilitation culture 	Asset Preservation (Road Maintenance)

DEVELOPMENT ISSUES	DEVELOPMENT PRIORITY AREAS
<ul style="list-style-type: none"> • Early deterioration of road network 	Asset Preservation (Axle Load control)
<ul style="list-style-type: none"> • Weak enforcement of road safety regulations • High incidence of road traffic crashes and raising road fatalities and injuries • Unauthorized construction/ installation of speed ramps and rumble strips • Slow emergency response to road traffic crashes • Inadequate infrastructure for emergency response • Inadequate facilities for Non-Motorized Transport (NMT) • Poor road user behaviour 	Road Safety Occupational health and safety
<ul style="list-style-type: none"> • Selective application of ESIA to transport infrastructure projects 	Environmental and Social Safeguards
<ul style="list-style-type: none"> • Inadequate facilities for PWDs in the transport system. • Low participation of women in the transport sector • Low participation of Ghanaians in major road construction projects 	Inclusive Development (Job creation, vulnerable groups and Pro-poor programmes)

CHAPTER FOUR

DEVELOPMENT PROJECTIONS, GOALS, OBJECTIVES AND STRATEGIES

4. Introduction

This chapter presents the narrative of development proposals for the road sector over the medium term, outlining the goals, objectives, and strategies that will guide sectoral interventions from 2026 - 2029. These proposals are firmly anchored in the Medium-Term National Development Policy Framework (MTNDPF), ensuring alignment with national priorities.

The road sector has strategically aligned its objectives, policies, and investment priorities with the government's overarching goals for environmental sustainability, infrastructure development, and human settlement improvement. This integrated approach is designed to enhance accessibility, promote economic competitiveness, and support inclusive and resilient development in line with Ghana's long-term vision.

Medium-Term Goal, Policy Objectives and Sector Development Priority Areas

The broad medium-term goals of the Government in relation to Environment, Infrastructure and Human Settlements are to ***safeguard the natural and built environment and to create opportunities for all Ghanaians***. In order to achieve the goals, the government has set out the following five policy objectives to guide the implementation of the Road Sector medium-term programme:

1. Improve efficiency and effectiveness of road transport infrastructure and services:
2. Build a competitive and modern construction industry
3. Develop and implement effective maintenance systems for all transport modes
4. Enhance safety and security for all categories of road users
5. Promote equal opportunities for people with disability in social and economic development

The overall goal of Ghana's Transport Sector, as outlined in the National Transport Policy, is to develop a modern, integrated, and well-maintained transport infrastructure that accelerates national growth and positions Ghana as a transportation hub in West Africa. The implementation of medium-term sector policies and programmes must align with both national and sector-specific goals. Fortunately, the national development objectives are consistent with the seven sector goals identified in the National Transport Policy. These goals align with the sector's priority areas and provide a clear framework for strategic interventions, as detailed in Table 4.1 below.

Table 4. 1 Alignment of National Goals and Policy Objectives with Sector Development Priority Areas

S/N	Broad National Goals	National Policy Objectives	Sector Policy Objectives	Sector Development Priority Areas
1	Safeguard the natural and built environment	Improve efficiency and effectiveness of road transport infrastructure and services	Create an accessible, affordable, reliable, safe and secure transport system for all users	Institutional development and capacity building
			Increase private sector investment and improve utilisation of public financing	Sector financing
			Create an integrated and harmonized transport planning framework	Intermodal and inter-sectorial coordination
			Establish Ghana as a transport hub within the West African sub-region	Major development and Rural Accessibility
			Create an accessible, affordable, reliable, safe and secure transport system for all users	Urban Transport Management
		Build a competitive and modern construction industry	Develop adequately skilled human resources for executing all aspects of the transport sector mandate	Institutional development and capacity building
			Apply new and appropriate technology and innovations to transport infrastructure and service delivery	
		Enhance safety and security for all categories of road users	Provide transport infrastructure and services without compromising the integrity of society, environment, health and the climate	Asset Preservation
				(Axle Load Control)
				Road Safety, Occupational health and safety
Develop and implement effective maintenance systems for all transport modes	Create an accessible, affordable, reliable, safe and secure transport system for all users	Environmental and Social Safeguards		
		Asset management (Road Maintenance)		
2	Create opportunities for all Ghanaians	Promote equal opportunities for people with disability in social and economic development	Provide transport infrastructure and services without compromising the integrity of society, environment, health and the climate	Inclusive Development (Job creation, vulnerable groups and pro-poor programmes)

4.1.1 Development Projections 2026 - 2029

Under the national goal one “*Safeguard the natural and built environment*”, the following four specific national objectives will help in achieving the broad goal in the medium term: improve efficiency and effectiveness of road transport infrastructure and services, build a competitive and modern construction industry, enhance safety and security for all categories of road users and develop and implement effective maintenance systems for all transport modes.

The second broad national goal, “*create opportunities for all Ghanaians*” aims at promoting equal opportunities for people with disability in social and economic development, seeking for equity and equality among all social groups especially the vulnerable in all activities of the sector.

These objectives have been linked with the sector development priority areas as indicated in the table 4-1 above. Below are the projections on the various sector priority areas which will serve as the blueprint to aid the sector in achieving the broad national goals and objectives in the medium term.

4.1.2 Projections on Institutional Development & Capacity Building

In the bid to achieve the national objectives of *improving efficiency and effectiveness of the road transport infrastructure and services* and *building a competitive and modern construction industry*, the sector will apply systems that will enhance accessibility, affordability, reliability, safety, and security of the road transport system for all users. In doing this, there is the need to develop adequately skilled human resources for executing all aspects of the road sector mandate employing new and appropriate technology to result in innovative outcomes in the sector’s infrastructure and service delivery.

The Road Sector will seek to develop the key skills and competencies of staff and other stakeholders to meet its demands. As a management measure, the sector’s client services will be upgraded to correspond in real time with its stakeholders and the general public on issues relating to the road infrastructure.

Having completed the development of the Human Resource Development Strategy, the Sector will implement the recommendations to guide the recruitment and training of staff. The Gaps in staff numbers will be filled progressively along the years to ensure that the sector achieve at least 80% of the required staff annually. This will be done through negotiations with Ministry of Finance for approval for recruitment and replacement of staff who exit the sector. The sector will continue set up Project Implementation Units (PIU/PCU) to improve capacity for major development projects, employing contract staff on such projects to efficiently undertake the Sector’s mandate.

The sector will continue to undertake annual training needs exercise and implement training to fill capacity gaps through collaboration with training or educational institutions to provide needed training for staff. Staff training will be tailored towards the needs of the sector. Officers trained will in turn retrain others and the impact of training will be reviewed periodically. It is expected that every officer in the sector will receive training at least once a year during the medium term.

The institutional development programme will include collaboration with academic institutions to conduct research into cost effective and innovative construction methods and materials for road development and maintenance works. The sector's training institute, the Koforidua Training Centre, will be expanded with state-of-the-art facilities and elevated into an accredited institution providing training for professionals, consultants, contractors and other stakeholders for the Transport Sector. The sector will review the performance of the physical and electronic Library in respect of its operations such as information availability to facilitate the Sector's engagements and for research.

Intelligent and web-based solutions for contractor classification and monitoring will be employed, ensuring that the website for the Ministry is active with current information to serve as an avenue for stakeholders and the public to access information and to optimise service delivery.

The sector will continue to motivate staff to uphold high ethical standards in the delivery of services and office administration. The Sector will improve response to stakeholders and encourage feedback from stakeholders. Audit Committee, Monitoring Teams, Technical Review Committees and Procurement Evaluation Teams will be strengthened and recommendations from them will be used to guide the effective implementation of relevant actions. Strategic management meetings, staff forums, retreats, etc will be organised to take decisions on the sector and enhance team building amongst staff. The following are some key strategies.

Strategies

- Continue to undertake annual training needs assessment exercise and implement training to fill capacity gaps
- Implement the recommendations of the HRD strategy for the sector
- Continually set up PIU/PCU to improve capacity for major development projects
- Enhance collaboration with training/educational institutions to provide needed training for staff
- Elevate KTC into an accredited institution with state-of-the-art facilities for training of professionals for the Transport Sector
- Use web-based solutions for contractor classification and monitoring
- Research into more cost effective and innovative construction methods and materials for road maintenance works
- Ensure the usage of Smart workplace
- Ensure the website is active all year round and populated with current issues
- Follow through with the implementation of NACAP II

4.1.3 Projections on Sector Financing

The Road Sector will seek for private sector investments and improve utilisation of public funds to achieve the national objective of *improving efficiency and effectiveness of road transport infrastructure and services*,

Road infrastructure development and maintenance is capital intensive; over the years the Sector has accounted for over 30% of the annual budget for the country. The sector is mainly financed by Road Fund for maintenance, Consolidated Fund for development and maintenance and Development Partner (DP) funds for major development projects. The Funds from the DPs are in the form of loans and grants, accounting for over 50% of the total annual road budget allocation in the past 10 years. This increased even further when Government decided to negotiate for 100% project financing from Development Partners since the untimely flow of counterpart funds was causing delays on projects.

The Road fund has been with the same sources of revenue within the last medium term, that is, fuel levy, road and bridge tolls, vehicle registration fees and international transit fees. This has limited the maintenance coverage of the fund over the years, recording an average of 50% of the maintenance needs of the network. Other factors such as the application of funds to emergency and minor rehabilitation works which is cost-intensive with limited coverage affected the performance of the road fund with regards to maintenance coverage.

4.1.4 Projections on Road Development Financing

Although DP funds have enabled the sector to develop strategic roads which has enhance the performance of the road network, the country may not be able to sustain this regime of financing in the sector due to financial and economic cost. With the Government's *Big Push Agenda*, there is the need to harness innovative means to sustainably finance the road infrastructure development without being over-dependent on traditional sources of loans and grants from DPs.

Loans and Grants would be sourced and judiciously used to fix critical parts of the network such as the international corridors and critical bridges to ensure connectivity to all parts of the country. Public Private Partnership options for investment in road infrastructure which will be used as alternative financing to support public funds for major development and performance-based maintenance works during the medium term.

The sector will prioritise to complete all on-going projects as attached and terminate/re-scope non-performing contracts where necessary to improve the network and clear arrears owed to contractors. Moving on, the sector will improve on project selection and prioritisation criteria by ensuring that at least 70% of planned programme is executed annually.

It is envisaged that the funds from **Government's Big Push** Programme for the construction of selected roads and bridges across the country will be available to complete these projects in the medium term. The secured funds from the World Bank for the Transport Sector Improvement Project (TSIP), African development Bank for the Eastern Corridor Road Development Project Phase I, JICA for the financing of the project for the improvement of the Inner Ring Road in Kumasi City and the EU for various programmes and projects is also projected to be available to the Sector for the medium term. Other funds from Private and non-traditional sources will be

explored to support the roads programme lined up in this plan. The following are some specific strategies.

The **Government's Big Push Agenda**, under the National Infrastructure Development Programme, prioritises massive investment in road infrastructure to stimulate economic growth, enhance regional integration, and improve accessibility nationwide. Over the next four years, the roads sector will focus on upgrading critical highways, expanding urban and rural road networks, and promoting resilient infrastructure. This policy direction aligns with Ghana's development goals to reduce transportation costs, boost productivity, and position the country as a transport hub within West Africa.

Key projects programmed under the Big Push include major highway upgrades, urban road improvements, bridge construction, and rural accessibility initiatives. Among these, the most critical is the implementation of the strategic "**12 Disciples**" projects, a set of high-impact road interventions designed to unlock connectivity, facilitate trade, and support industrial development across key economic corridors.

Strategies:

- Institute an effective scheme to ensure prompt payment for works, goods and services for road works
- Promote private sector investment in the development of transport infrastructure and services
- Promote PPP in the road sector through the development of PPP projects.
- Ensure effective planning and budgeting for transport infrastructure.
- Encourage more Development Partner participation in Road Projects
- Implement a government-backed, private sector-led Lease-To-Own financing arrangement.
- Accelerate the development of road infrastructure through Public-Private Partnership and toll-financing

4.1.5 Projections on Road maintenance financing

The establishment of the road fund has provided continuous funds for the maintenance of the roads. The fund is resourced mainly through the contribution of the fuel levy which currently not able to cover the required maintenance needs of the road network although supported with Consolidated funds. The Sector will seek for contribution from LPG which is now commonly used by commercial drivers. It is envisaged that the re-introduction of modern electronic tolling system will boost revenue inflow into the road fund to cover maintenance needs.

The Road Fund Board will devise a roadmap to service the backlog of arrears owed to contractors and ensure the Funds is sustainably managed to avoid such financial burden in the future. The following are some specific strategies.

Strategies.

- Introduce modern electronic tolling system to reduce fraudulent practises, revenue leakage and guarantee efficient and speedy service delivery.

- Enhance revenue mobilization through Cost Recovery measures, for example, Road Fund, Infrastructure Fund and other revenue or funds that may be approved by Parliament
- Establish a system of periodic review of Road Fund levies
- Develop innovative means of managing the maintenance funds to ensure sustainable maintenance financing.
- Develop alternative mechanism for road maintenance financing, e.g. NIC contribution from insurance premium, levy LPG, parking fees etc
- Continue to prioritise the financing of routine and periodic works over upgrading and rehabilitation
- Collaborate with National Insurance Commission to contribute to the replacement of road furniture that are damaged by vehicles
- Complete the maintenance needs assessment for the network and commit to the Annual plan to cover the identified maintenance needs to sustain the network

4.1.6 Projections on Urban Roads Maintenance Financing

The urban network suffers more from both vehicular and pedestrian congestion which requires dynamic management to enhance efficiency and reduce loss of production hours. The decentralised urban roads department require proper categorization of the network and governance to ensure functions are not duplicated and no section of the network is neglected.

The Sector will collaborate with the Local Government Authorities to use part of the income generated from on-street parking, roadside advertisement, property taxes etc for road maintenance in the respective localities. Local Assemblies will be supported to upgrade the road infrastructure in selected areas which can be a bases to increase property taxes/rates in these upgraded communities. The increased taxes/rates will increase revenue generated to support road maintenance activities in the local assembly.

The Sector will collaborate with estate developers and other property owners to develop local roads leading to their properties to MRH standards, after which the local Assembly will include it in their network to take over the maintenance responsibility. This is to ensure the road network expansion and maintenance is standardised and controlled. The following strategies will be used in the plan period:

Strategies

- Collaborate with Local assemblies to categorize road network
- Share and educate assemblies on MRH road design and maintenance standards
- Provide technical support for road units in the assemblies
- Support and negotiate with assemblies to separate a percentage of congestion fees, parking fees, advertisement for road maintenance.

4.1.7 Projections on Intermodal & Inter-sectorial coordination

One of the priorities of the Road Sector is to improve collaboration with the other sectors and Transport Sector Ministries for the development of an intermodal and integrated transport

system. This can be achieved through creating an integrated and harmonised transport planning framework which includes all transport demanding sectors. This objective of the road sector was pursued in the past which led to the development of the Integrated Transport Plan which did an extensive demand transport survey which supported the birth of community development project packages. This project packages have been supported by the African Development Bank to include ancillary works on community improvement such as water supply facilities, support to gender groups, rehabilitation of health and educational facilities, sanitation facilities, access to cultural and tourism sites and any developmental issues peculiar to the corridor.

The sector will promote and sustain the development community development project packages with other sectors to multiply the impacts of road projects on the lives of the people along the corridors.

Road Sector will collaborate with the local assemblies and the LUSPA to harmonize land use plans and transport plans. The Transport Sector Working Group will be sustained to continue to serve its purpose of bringing together transport sector stakeholders quarterly to review activities. The establishment of an Inter-Ministerial Committee for Transport Sector recommended by the Transport Policy to oversee the integration and implementation transport sector plans will be pursued.

The sector will increase corporation among stakeholders to bridge of the existing gap between research, educational institutions, and industry to resolve issues such as congestion, road safety and other multi-faceted issues to improving efficiency and effectiveness of road transport infrastructure and services in the Country. Some specific strategies are as follows;

Strategies

- Liaise with other sectors to implement projects concurrently to achieve comprehensive development.
- Sustain the packaging of road projects with community improvement components to achieve comprehensive development of the road corridor
- Contribute to Urban Transport Management committees and participate in advocacy for mass transport in the cities
- Establish an effective governance framework for urban mobility (MRH, MoT and MLGRD)
- Develop terms of reference for the Inter-ministerial committee for the Transport Sector to be established to ensure land use plans are harmonized with transport plans.
- Improve the coordination of the transport sector to ensure inter-modal transport planning and development, to encourage government investment in other modes of transport to enhance mobility.
- Collaborate with other Transport Ministries to develop and rehabilitate road access and modern terminals to ferry stations, airports, railway stations to achieve seamless inter-modal systems

4.1.8 Projections on Major Development and Rural Accessibility

The sector has aligned its objectives of establishing Ghana as a transport hub within the West African sub-region by creating an accessible, affordable, reliable safe and secure transport system for all users with the national objective of improving efficiency and effectiveness of road transport infrastructure and services. This will be accomplished through the comprehensive

prioritized projects for major road development and rural accessibility improvement attached as annex 3 & 4.

The Road Sector as part of executing its mandate will undertake strategic development within the three classified road networks, Trunk, Feeder, and Urban to enhance mobility and accessibility within the country and with our neighbours.

4.1.9 Projections on Rural Accessibility

The focus of the rural accessibility programme is to develop the un-engineered into partially engineer roads, upgrade the partially engineered into engineered roads and construct critical bridges to improve and expand the rural road network. The Sector recognises the important role that rural economies play in the production and distribution of agricultural commodities in the agrarian economy of Ghana. Therefore, the sector will collaborate with other sectors to ensure all year accessibility to the agricultural enclaves to enable the easy transportation of agricultural and other national commodities to the urban centres for the purposes of trade and export.

The DFR plans to clear the backlog of road maintenance (routine and periodic) by the adaptive strategy of stage construction/minor rehabilitation to upgrade earth roads to gravel surface roads. The further upgrading of gravel surface roads to bituminous seals will be based on observed traffic growth or on strategic ministerial direction. The feeder road network upgrading works will target upgrade of 50% of pro-trunk roads to bituminous surface and upgrade of 60% of the poor network to fair surface condition.

4.1.10 Projections on Trunk Roads

The Ghana Highway Authority has a long-term plan to continuously develop the classified National Roads into dual carriageways to enhance movement and ensure safety. This includes the rehabilitation and expansion of the existing network and the development of additional East–West corridors to complete the network grid. It is projected that two out of the five East–West corridors will be fully developed by the end of the medium term to open access with Togo and Cote D’Ivoire through the Northern regions. *Figure 4-1* shows the map of existing and proposed National Road corridors to be enhanced during the plan period.

The Eastern corridor which serves as an alternative and a shorter route from Tema Port to the northern parts of Ghana and landlocked countries will be completed with the construction of a new bridge over the Volta River at Volivo. This will enhance the competitiveness of the Tema port with its neighbours.

The Western corridor sections between Sunyani and Elubo will be rehabilitated to enhance movement from the Takoradi Port to the northern parts of the country and beyond. The Central corridor sections, Kintampo-Buipe and Tamale-Paga will be rehabilitated along with the Buipe and the Yapei bridges to enhance movement along that international corridor.

Ghana’s Coastal Corridor, Elubo-Aflao forms the longest section of 54% of the ECOWAS priority project, Abidjan-Lagos Road Corridor Project. The road sector will support the ECOWAS in the ongoing detailed engineering studies and other preparatory works to transform the corridor into a 6-lane Highway and ancillary works. The consultants responsible for

communication and sensitisation on the project was in Ghana in June 2025 to carry out sensitisation and awareness creation in the communities along the project corridor.

The trunk road programme also includes studies, design, and development of missing links on the road network. A programme to protect the right-of-way of existing road corridors from encroachment and properly acquire the right of way for road works and protect them to prevent the payment of compensation during road works is part of the medium-term strategy.

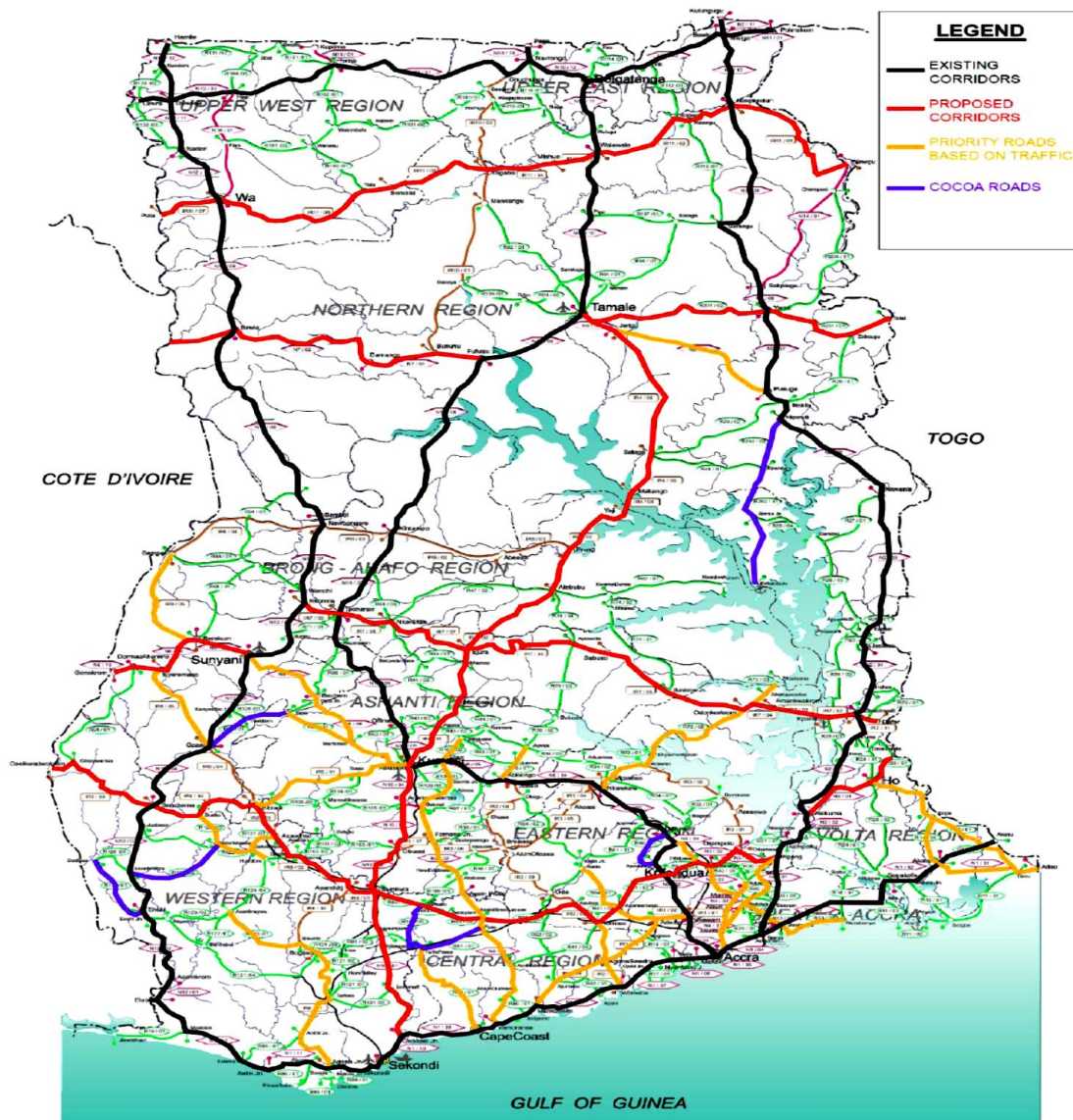


Figure 4. 1 Map of existing and proposed national Roads

The sector will continue to play a lead role in the coordination of stakeholders on the National Road and Transit Facilitation Committee (NFC) which seeks to reduce barriers to trade along the international road transport corridors in Ghana. The NFC will continue to meet quarterly and organise sensitisation/awareness workshops to inform, educate and communicate to relevant stakeholders on the need to remove physical and non-physical barriers to trade.

The sector will continue to collaborate with ECOWAS to construct and operationalize the joint border posts with the neighbouring countries to ease movement and encourage regional trade. The NFC will also lead the collaboration with the counterpart committees in the three countries

to harmonise customs, immigration and other operational requirements at the borders. The Committee will continue to collaborate with ECOWAS and neighbouring countries on the implementation of the ECOWAS supplementary act on Axle load control in the sub-region.

Strategies

- Pursue the Access Development Strategy to progressively upgrade un-engineered roads to engineered road status in the rural road network to improve rural accessibility
- Progressively develop missing links to expand the trunk road network to improve accessibility and mobility
- Continuously improve the international corridors to enhance local and international transport
- Continue the rehabilitation, construction and other maintenance works on the road network to improve the road condition mix
- Improve project design and implementation by ensuring Agency Design Review teams use the new Design Guide and Review Manual to check that designs are adequately prepared.
- The Ministerial Technical Committee will be strengthened to sign-off on all engineering designs for major development works after they have reviewed them. The committee will be resourced to be able to visit proposed sites and ensure the designs are thoroughly reviewed to minimize variations during implementation.
- Monitor and evaluate projects to ensure achievement of project targets and efficient use of resources
- Acquire and protect ROW ahead of project implementation to reduce delays and project cost. This exercise is expected to be conducted at the regional offices in conjunction with the respective MMDAs. The progress of ROW acquisition and protection will be included in quarterly reports from the regions.
- Package projects for PPP funding
- Develop by-passes on highway sections to avoid urban traffic interference, to enhance movement on international corridors
- Continue to participate actively in the activities of ECOWAS especially cooperating and collaborating for the development of the Abidjan-Lagos Highway Corridor
- Sensitize Police, Customs, and immigration officers along the international corridors on the regional protocols, customs procedures and labels for transit trucks, and the benefits to the country when these barriers are reduced
- Collaborate with ECOWAS to secure funding for the construction of the Paga Joint Border Post
- Collaborate with ECOWAS to enforce Axle Load limits in the region to ensure fair trade opportunities for the ports and protection of the country's road infrastructure

4.1.11 Projection on Urban Transport Management

The urban transport management has some unique characteristics which requires comprehensive approach as the urban roads are closely knitted into communities with high human and vehicular traffic population. The issue of congestion is of priority to the sector and a Ministerial Committee was set up in 2021 to investigate and submit proposals for resolving congestion in the cities. These proposals serve as the first options for the management of congestion in the cities.

Meanwhile, the Department of Urban Roads, the focus will be to undertake arterial development by opening up alternative routes, completing ring roads and in the cities for the movement of large volumes of traffic in the shortest possible time. This will be complemented with the construction of interchanges to reduce traffic conflicts and improve efficiency and effectiveness at the major intersections. The prioritised list of ongoing and proposed urban roads and interchanges to be developed is attached as Annex 3.

During the medium term, the sector will revisit and review the implementation of the ‘type B’ mass transport system in Greater Accra Metropolitan Area (GAMA). The sector will coordinate with the Ministry of Transport and the Ministry of Local Government to ensure that the needed infrastructure is provided with complimentary enforcement measures for efficient implementation. Indeed, the sector in collaboration with the Ministry of Transport is currently implementation a similar project in Kumasi under the World Bank funded Kumasi Urban Mobility and Accessibility Project (KUMAP).

The sector will collaborate with the MMDA’s in the CBDs to develop parking management strategies. The Ministry in collaboration with ministry of transport will prioritised the development on NNT infrastructure and protect cycling and walking infrastructure to encourage users. Further, various access management techniques will be used to improve the efficiency of existing major arterials, overpasses and underpasses in densely populated areas/routes.

The sector will also review the performance and operations of the Area-Wide Traffic Control System on some selected CBD corridors in the urban areas to manage traffic signals from the common point while providing information to motorist on the network in real time to enhance traffic movement and control emergencies.

In the medium-term, the sector will collaborations with the local government, Land Use and Spatial Planning Authority, NDPC among others to integrate Land use and transport planning. This could reduce trip times and lengths. This measure coupled with development control could reduce demand and budget for road infrastructure. It is expected that these collaborations will lead to adherence of the land use plans.

Strategies

- Partner assemblies to develop parking management strategies in the CBD
- Develop access management techniques on all existing urban roads and major arterial
- Enhance and promote efficient mass transport infrastructure and services
- Promote Park and ride at strategic locations within cities
- Enhance NMT facilities and free them from abuse
- Collaborate with local assemblies and MoH to educate the populace on usefulness of walking and cycling
- Develop additional routes and intersection capacity management in the urban areas
- Provide overpass and underpass in densely populated routes along the corridors
- Collaborate with the Assemblies to educate and remove illegal facilities and hawkers along the corridors
- Implement recommendations of the Ministerial Committee on Congestion

4.1.12 Projections on Asset Preservation (Road Maintenance and Axle Load Control)

Asset Management is the first priority area of the sector as ensuring that the maintenance and protection of the existing infrastructure takes precedence over new development works. This is continuously pursued by the through the annual maintenance and axle load control programme.

This priority area is in sync with the national objective to develop and implement effective maintenance systems for all transport modes. The prioritised maintenance programme is mostly funded by the road fund, the fund set up for mainly maintenance and emergency works amongst other minor activities in the road sector.

Based on the revenue projections from the road fund and the consolidated fund, the sector projects to cover 75% routine and periodic maintenance works relative to the maintenance needs of the network annually within the medium term.

The road sector will increase the percentage paved roads from the current 27% to about 35% by 2029 through bituminous surfacing of feeder roads in district capitals and roads leading to high agricultural production areas and the district factories established during the period under the Big Push initiative and other flagship projects of the Government. Upgrading of urban roads and gravel trunk roads will be continuously undertaken to increase the paved network.

The surface condition mix of the road network is projected to achieve 60% good, 20% fair and 20% poor by the end of 2029 if the projected budget requirements are met. The sector will continue to collaborate with Ministry of Agriculture, COCOBOD, the mining sector, Ministry of Tourism, Art and Culture, Ministry of Trade & Industry, etc to maintain roads that lead to food growing, cash crop, mining, industries and tourism areas.

Axle load control programme will be intensified to prevent early deterioration of the roads due to overloading of the road pavement. It is projected that axle load control programme will continue to discourage overloading by truckers. It is expected that the axle control programme will keep general overloading less than 5% annually. The country is expected to commence the implementation of the 51tonnes gross weight limit for 6-axle vehicles specified in the ECOWAS supplementary act and provided under the Road Traffic Regulations instead of the current 60tonnes. The enforcement of this may face some anticipated challenges but the continuous stakeholder engagements and other monitoring strategies will be employed to sustain the programme. The permanent axle weigh stations will be increased from the current 18 to 21 to cover some road corridors where there are no permanent stations as well as acquire more high-speed weigh-in-motion devices to enhance the monitoring programme. The construction of a weighbridge station on the beach road is progressing steadily and scheduled for completion in September 2025. As part of road development and expansion of the Accra – Kumasi Highway, a weighbridge station will be constructed at Dobro in the Greater Accra region. The sector will.

- Encourage factories to install weighing devices to monitor their loads before setting off on the roads
- Increase sensitisation annually to cover all 16 regions
- Install and maintain Wide Area Network (WAN) at the axle load centres to monitor activities of operators
- Intensify monitoring programme by acquiring more mobile vans for snap checks and ensuring the sanctions for overloading is deterrent enough to encourage compliance



Figure 4.2 Existing and Proposed Axle weigh Stations

Strategies

- Target to cover 75% routine maintenance for all engineered network
- Complete maintenance needs assessment and use it to guide the maintenance programme and resource allocation for the sector
- Preserve the road network through efficient axle load control
- Stabilize the road network through timely maintenance and efficient resource allocation
- Draw and follow through an annual monitoring of the road network

4.1.13 Projections on Road Safety, Occupational health and Safety

The sector through its development priority area of Road safety, occupational health and safety will work to achieve the sector objective of providing transport infrastructure and services without compromising the integrity of society, environment, health and climate aligned with the national objective of enhancing safety and security for all categories of road users.

Road traffic crashes are a leading cause of deaths in the country and a key challenge for the road sector as the road environment is pointed as one of the causes of crashes alongside, bad weather conditions, excessive speeding, poor driver behaviour, faulty vehicles amongst others. It has become a major public safety issue and therefore, require urgent actions and strategies for mitigation in the country.

The sector commissioned a ministerial committee made of key actors in road safety to investigate the issue and bring innovative solutions to be implemented. Recommended actions such as dualization of major corridors, provision of street lightening, traffic management system (signalization of traffic, optimization of signals etc), provision/maintenance of signs and markings and removal of inappropriate roads humps will be implemented in specific areas to minimise crashes.

The sector will continue to collaborate with the National Road Safety Authority (NRSA) to sensitize the general public on the safe road of the road space. The sector will play key role in incidence investigations to ensure the contribution of the road environment to crashes is effectively resolved. Road Safety audit/assessments would be carried out on major projects to ensure their safety at every stage of construction and operationalisation. Periodic safety audit/assessment will be progressively conducted throughout the entire urban, trunk and inter-district road network to institute measures to minimize road crashes.

Axle Load Control Programs will be strictly adhered to in order to check the overloading of vehicles which contributes to road crashes as well as deteriorate the road corridors in the country. The sector will collaborate with relevant agencies to remove all obstructions including broken down vehicles from the roads to avoid crashes.

Self-enforcement measures such as footbridges, pedestrian walkways, underpasses, pelican crosses would be provided as to protect pedestrians who are most vulnerable to road crashes in the country.

Under occupational health and safety, the sector will ensure that the health, safety and welfare of construction workers as well as communities along the project sites are protected from hazards.

Strategies

- Identify and improve hazardous sections of the network to enhance safety
- Incorporate pedestrian safety facilities in planning, design, construction and maintenance of road infrastructure
- Standardize the design and construction of speed calming devices
- Dualize major international corridors to improve safety.
- Employ the use of Intelligent transport system to manage speeds on the roads and enhance security
- Collaborate with NRSA and ISDs to educate the public on the use of the roads
- Collaborate with the private sector to develop rest stops along the corridors to encourage mandatory rest periods for long distance driving
- Collaborate with relevant institutions to promptly remove damaged and broken-down vehicles
- Improve road furniture (street lighting, road markings and road signage etc) on road corridors to enhance safety at night
- Collaborate with the Local Assemblies and Ministry of Energy on the maintenance of street lighting

- Collaborate with NRSA in the siting of Emergency response and first aid facilities
- All major road infrastructure designs will be subjected to safety audit to ensure safer roads for all road users.

4.1.14 Projections on Environmental and Social Safeguards

Environmental and social sustainability are critical to ensure that the natural and built environment are safeguarded in the quest to develop infrastructure. This priority area ensures that the provision of transport infrastructure and services does not compromise the integrity of society, environment, health and climate.

The activities under this area have been mainstreamed in all the sector's activities making them a necessary step in the design and implementation of all road projects.

The sector will subject its policies, plans, programmes and projects developed over the medium term to strategic environmental and social impact assessment to ensure sustainability and inclusion. Subsequent Environmental Management Plans will be monitored as part of project monitoring. Sanctions will be introduced to ensure compliance on all projects. The environmental and safeguards team of the sector will be continuously trained and resourced to lead the mainstreaming of environmental and social issues into the sector's activities.

Right of way acquisition and Resettlement Action Plans will be undertaken in good time before project commences. This will ensure adequate resettlement of project affect persons and attendant issues are resolved to ensure efficient project implementation. All eligible Project Affected Persons will be duly and timely compensated on all projects. The sector will include compensation cost in overall project estimates and negotiate with government and partners to include it as a project component.

The sector in collaboration with the MMDA's will continue to protect the acquired ROW in potential project corridors from encroachment in order to minimise resettlement issues during implementation.

The sector will continue to consider climate change adaptation and mitigation measures in project planning and implementation. Climate change assessment will be included in project studies to ensure it is mainstreamed into the projects. The sector will seek for climate funds to support climate change incremental cost component in projects. Potential climate change vulnerability will be assessed in the specific influence areas of the project and the appropriate adaptation strategies and cost will be included.

Strategies

- Ensure that Strategic Environmental Assessment (SEA) processes are applied to all transport sector policies, plans and programmes
- All major road infrastructure designs will be subjected to environmental and social impact assessment for the provision of mitigation measures
- Mainstream green infrastructure, climate change and sustainability issues into the road sector activities

- Design and implement programme to protect ROW of existing corridors and acquire ROW for road works
- Encourage the MDAs and MMDAs to institutionalize the use of Road Reservation Manuals

4.1.15 Inclusive Development (Job creation, vulnerable groups, local content and pro-poor programmes)

This development priority area seeks to address the broad national goal of creating opportunities for all Ghanaians with the objective of promoting equal opportunities for people with disability in social and economic development. The goal and objective are in line with the sector objective of providing transport infrastructure and services without compromising the integrity of society, environment, health and the climate.

The road sector will continue to consider the needs of People Living with Disabilities and other vulnerable groups in its policies and programmes. Designs for new projects will incorporate minimum accessibility standards. This will ensure that new projects will be disability friendly to include all social groups in the provision of road infrastructure such as providing ramps for footbridges and lowering kerbs at appropriate points on the walkways and medians to aid crossing. By so doing, the sector will ensure implementation of the provisions on transportation under the PWDs Act, 2006 (Act 715).

Existing pedestrian facilities will be completed and made accessible to vulnerable groups by providing ramps. Currently the use of NMT in the country is low due to the inadequate infrastructure and the abuse of existing routes among other challenges. The sector will collaborate with MoT to develop an NMT strategy for the urban centres in the country. Part of the strategy will be to undertake an inventory of the existing NMT routes and draw up a programme to rehabilitate those in poor condition and develop new ones. The sector will require the support of the local assemblies to free the NMT routes from encroachment.

The road transport sector being one of the major infrastructure sectors of the economy has the capacity to create jobs for Ghanaians through the efficient and appropriate combination of labour, materials, and equipment required to deliver the outputs. The sector will include local content clauses in major road development project to create opportunities for Ghanaians. The adoption of labour-based technology in the development and provision of low volume access feeder roads will be revived as one of the tools for pro poor interventions. This will help employ a large number of rural folks as a means of livelihood enhancement and alleviating poverty in rural areas. The DFR has evidence of even providing bituminous surfacing to low volume roads using labour-based methods.

The capacity of local contractors will be enhanced through training programmes to strategically take charge of feeder roads contracts entirely. This will help the local contractors in the country to consistently increase their financial capacity to employ and grow the local industry to compete with the international firms for major projects.

Strategies

- Ensure implementation of the provisions on transportation under the PWDs Act, 2006, Act 715
- Include minimum accessibility standards for PWDs in road design manuals
- Include employment creation in KPIs for projects in Agencies quarterly reports
- Pursue Labour Based Technology in low volume rural roads construction and maintenance to generate employment and enhance rural economy
- Ensure that vulnerable groups are considered in the design of infrastructure
- Include appropriate local content clauses in the procurement processes for contracting out major road development works to create job opportunities for Ghanaian
- Package road infrastructure maintenance programmes to create jobs for the youth

Table 4. 2 Matrix on Development Goals, Objectives, Strategies and Programmes

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programmes
Dimension/Thematic Area: Environment, Infrastructure and Human Settlement/ Transport Infrastructure - Roads					
Poor Road condition and network	Safeguard the natural and built environment	Create an accessible, affordable, reliable, safe and secure transport system for all users	Develop and implement effective maintenance systems for all transport modes	1. Expand and maintain road transport infrastructure (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)	Road and Bridge Construction
		Establish Ghana as a transport hub within the West African sub-region	Build a competitive and modern construction industry		
Inadequate human and logistical capacity in road transport management	Safeguard the natural and built environment	Develop adequately skilled human resources for executing all aspects of the transport sector mandate	Build a competitive and modern construction industry	1. Build capacity for the road sector (SDG Target 9.1, 11.2, 16.6) (AU Target A2 G10 P1 T1 & 2)	General Administration and Management (Institutional Capacity Development)
		Apply new and appropriate technology and innovations to transport infrastructure and service delivery			
Traffic congestion in major cities	Safeguard the natural and built environment	Create an accessible, affordable, reliable, safe and secure transport system for all users	Improve efficiency and effectiveness of road transport infrastructure and services	1. Promote appropriate technology and innovations in public transport services (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)	Road and Bridge Construction
Poor public transport services	Safeguard the natural and built environment	Create an accessible, affordable, reliable, safe and secure transport system for all users	Improve efficiency and effectiveness of road transport infrastructure and services	1. Improve road-based mass transportation system (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)	Road and Bridge Construction
Lack of adherence in the application of operational standards for transport services	Safeguard the natural and built environment	Provide transport infrastructure and services without compromising the integrity of society, environment, health and the climate	Enhance safety and security for all categories of road users	1. Develop and enforce standards for transportation in line with international best practices (SDG Target 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)	Road and Bridge Construction

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programmes
Dimension/Thematic Area: Environment, Infrastructure and Human Settlement/ Transport Infrastructure - Roads					
Inadequate financing of transport policy and plans	Safeguard the natural and built environment	Increase private sector investment and improve utilisation of public financing	Improve efficiency and effectiveness of road transport infrastructure and services	<ol style="list-style-type: none"> Promote Public-Private Partnership in the road sector (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2) Ensure adequate financing for road infrastructure (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2) 	Road and Bridge Construction
Poor Road maintenance/rehabilitation culture	Safeguard the natural and built environment	Create an accessible, affordable, reliable, safe and secure transport system for all users	Develop and implement effective maintenance systems for all transport modes	<ol style="list-style-type: none"> Mainstream green infrastructure, climate change and sustainability issues into the road sector (SDG Target 9.1, 11.2, 13.1, 13.3) (AU Target A2 G10 P1 T1 & 2) Enhance maintenance and management practices for all road sectors (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2) 	Road maintenance and rehabilitation
Weak enforcement of road safety regulations	Safeguard the natural and built environment	Provide transport infrastructure and services without compromising the integrity of society, environment, health and the climate	Enhance safety and security for all categories of road users	<ol style="list-style-type: none"> Strengthen health and safety standards in planning, design, construction, operations and maintenance for road transport (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2) 	Road Safety
		Create an accessible, affordable, reliable, safe and secure transport system for all users			
High incidence of road traffic crashes	Safeguard the natural and built environment	Create an accessible, affordable, reliable, safe and secure transport system for all users	Enhance safety and security for all categories of road users	<ol style="list-style-type: none"> Enforce national road traffic laws and regulations (SDG Targets 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2) 	Road Safety

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programmes
Dimension/Thematic Area: Environment, Infrastructure and Human Settlement/ Transport Infrastructure - Roads					
Inadequate facilities for Non-motorised Transport (NMT)	Create opportunities for all Ghanaians	Provide transport infrastructure and services without compromising the integrity of society, environment, health and the climate	Promote equal opportunities for people with disability in social and economic development	1. Develop and maintain dedicated, safe, reliable and appropriate facilities for Non-Motorized Transport (NMT) users (SDG Targets 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)	Road Safety
		Create an accessible, affordable, reliable, safe and secure transport system for all users	Improve efficiency and effectiveness of road transport infrastructure and services		
		Create an integrated and harmonized transport planning framework	Enhance safety and security for all categories of road users		
Unauthorized construction/ installation of speed ramps and rumble strips	Safeguard the natural and built environment	Create an accessible, affordable, reliable, safe and secure transport system for all users	Improve efficiency and effectiveness of road transport infrastructure and services	1. Review Road regulations to meet international, environmental, security and safety standards, and codes of practice (SDG Targets 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)	Road Safety
			Enhance safety and security for all categories of road users		
Slow emergency response to road traffic crashes	Create opportunities for all Ghanaians	Create an accessible, affordable, reliable, safe and secure transport system for all users	Improve efficiency and effectiveness of road transport infrastructure and services	1. Strengthen acute emergency care services involving pre-hospital (e.g., ambulance services) and hospital emergency services (SDG Targets 3.6, 3.d 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)	Road Safety
		Provide transport infrastructure and services without compromising the integrity of society, environment, health and the climate	Enhance safety and security for all categories of road users		
Inadequate infrastructure for	Create opportunities for all Ghanaians	Create an accessible, affordable, reliable, safe and secure transport system for all users	Improve efficiency and effectiveness of road transport infrastructure and services	1. Establish emergency facilities for accident victims along major road	Road Safety

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programmes
Dimension/Thematic Area: Environment, Infrastructure and Human Settlement/ Transport Infrastructure - Roads					
emergency response		Provide transport infrastructure and services without compromising the integrity of society, environment, health and the climate	Enhance safety and security for all categories of road users	corridors (SDG Targets 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)	
Limited Institutional Capacities	Safeguard the natural and built environment	Develop adequately skilled human resources for executing all aspects of the transport sector mandate	Improve efficiency and effectiveness of road transport infrastructure and services	1. Enhance institutional capacity and coordination for effective emergency response including the removal of broken-down vehicles (SDG Targets 3.6, 9.1, 11.2, 16.6) (AU Target A2 G10 P1 T1 & 2)	General Administration and Management (Institutional Capacity Development)
		Apply new and appropriate technology and innovations to transport infrastructure and service delivery	Build a competitive and modern construction industry		
Poor Road Furniture	Safeguard the natural and built environment	Create an accessible, affordable, reliable, safe and secure transport system for all users	Enhance safety and security for all categories of road users	1. Improve Road furniture (street lighting, road markings and road signage etc.) (SDG Targets 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)	Road Safety
		Provide transport infrastructure and services without compromising the integrity of society, environment, health and the climate	Develop and implement effective maintenance systems for all transport modes		
Poor Road User Behaviour	Safeguard the natural and built environment	Create an accessible, affordable, reliable, safe and secure transport system for all users	Enhance safety and security for all categories of road users	1. Step up public education for all categories of road users	Road Safety

5. Introduction

This Chapter elaborate on the Programme of Action of the Road Sector based on the Programmes the Ministry. It highlights the cost of resources for implementing all the sector programmes and projects with assumptions and methodologies used for the costing as specified in the Public Financial Management Regulation, 2019 (L.I. 2378). This includes the maintenance plan with estimates for maintenance of the road infrastructure and equipment.

The costing of road sector programmes in the 2026–2029 Sector Medium-Term Development Plan (SMTDP) follows the principles outlined in the Public Financial Management Regulation, 2019 (L.I. 2378). Key assumptions include realistic macroeconomic indicators such as inflation, exchange rates, and projected budget ceilings. The methodology applies an activity-based costing approach, linking programme outputs to measurable unit costs derived from historical expenditure trends, standard construction rates, and market analysis. Cost estimates were validated through consultations with implementing agencies to ensure alignment with approved budget classifications, value-for-money principles, and fiscal sustainability within the Medium-Term Expenditure Framework (MTEF).

Development Programmes

➤ General Administration and Management (P 1)

This covers the planning, development, and administration of the Road network. It entails policy formulation, coordination and oversight, performance monitoring and evaluation of the sector. This programmes coverage include:

- General Administration
- Finance
- Human Resource
- Policy, Planning, Monitoring and Evaluation
- Research Statistics and Information Management

➤ Road and Bridge Construction (P 2)

This programme involves feasibility studies, design, the right of way acquisition and construction of roads to improve accessibility and mobility of people, goods and services. Operations under this programme include major improvement and development works.

Improvements include Major Rehabilitation and Upgrading. While Development Works involve Reconstruction, Construction, Interchanges, Bridges, Consultancy, right of way acquisition and Compensation to project affected persons.

➤ **Rehabilitation and Maintenance (BP 3)**

Activities under this programme include shoulder maintenance, rehabilitation of drainage structures, vegetation control, pothole patching, grading and desilting. This aim at preserving initial cost of road construction while minimizing vehicle operating cost and providing rider comfort. This programmes coverage include:

- Routine Maintenance
- Periodic Maintenance
- Minor Rehabilitation

➤ **Road Safety and Environment (P 4)**

The Road Safety and Environment Programme is responsible for the following:

- Timely identification of road hazards.
- Speedy response to complaints from communities on road hazards.
- Effective road safety audit involving the inspection and analysis of road hazards and prescription of measures to abate hazard.
- Enforcement of axle load limits.
- Control of adverse social and environmental impacts.
- Installation and Maintenance of Road Furniture (Road signs, crash barriers etc) and
- Road line marking and provision of speed calming measures.
- Inclusive development

4.2 PROGRAMME OF ACTION

The outline of projects under the programmes for the sector are costed and aligned to the adopted objectives and strategies set out in the NMTDP 2026-2029. This gives a clear indication of how the sector's activities will directly impact on the overall objectives of this National Medium-Term Strategy. Table 5-2 shows the programmes and related national goals and objectives for the sector in the medium term. This table is further developed as **Annex 2** where this Programme of Action shows the budgeted activities and indicators to be achieved by sector in the medium-term period 2026 -2029.





Table 5. 1 Programmes, Objectives and Strategies of Road Sector

PROGRAMMES	PROGRAMMES DETAILS	ADOPTED OBJECTIVES	ADOPTED STRATEGIES	
General Administration and Management	<ul style="list-style-type: none"> General Administration 	Improve efficiency and effectiveness of Road transport and services	Update assets register and maintain existing equipment	
			Standardized sector operations, ensure transparency, accountability and high ethics among staff	
	<ul style="list-style-type: none"> Finance 		Improve the revenue streams and management of Road maintenance fund	
			Ensure adequate financing for road infrastructure (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)	
			Promote Public-Private Partnership in construction, rehabilitation and management of road transport services (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)	
			Collaborate with MoF and other agencies for the passage of the PPP bill	
	<ul style="list-style-type: none"> Human Resource 		Improve efficiency and effectiveness of Road transport and services	Implement the human resource development strategy
				Build capacity for the road sector (SDG Target 9.1, 11.2, 16.6) (AU Target A2 G10 P1 T1 & 2)
		Provide regular training for local contractors and consultants to improve quality of delivery in road infrastructure, procurement, management and supervision of road contracts (SDG Target 3.6)		
		Ensure thorough design review by strengthening design review teams and use of Checklist for design review document		
		Provide continuous training in procurement and contract management		
		Ensure thorough design review by strengthening design review teams and use of Checklist for design review document		
	<ul style="list-style-type: none"> Policy, Planning, Monitoring and Evaluation 	Improve efficiency and effectiveness of Road transport and services	Introduce sanctions for mismanagement	
			Assess the value of the Road Asset as a basis for government investment	
			Collaborate with other transport ministries to develop, rehabilitate and modernize road access routes to ferry stations, airports, railway stations to achieve seamless inter-modal access	
			Collaborate with other transport sector Ministries to harmonise Transport sector plans	
			Improve road-based mass transportation system (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)	
			Develop and enforce standards for transportation in line with international best practices (SDG Target 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)	
			Establish consultation mechanisms between MDAs in the Transport sector with NDPC, MLGRD, MMDAs and other sector Ministries	
	Monitor and evaluate sector performance regularly			

PROGRAMMES	PROGRAMMES DETAILS	ADOPTED OBJECTIVES	ADOPTED STRATEGIES
	<ul style="list-style-type: none"> • Research Statistics and Information Management 		<p>Strengthen Project monitoring team in capacity, resources and numbers and enforce recommendations of monitoring reports</p> <p>Promote appropriate technology and innovations in public transport services (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>Develop a comprehensive centralized transport statistical database system to support planning, monitoring, evaluation, and reporting</p>
Road Construction (P2)	<ul style="list-style-type: none"> • Road Construction 	<p>Improve efficiency and effectiveness of Road transport and services</p>	<p>Ensure capacity improvement by constructing missing links (SDG Targets 9.1, 11.2) 9.1.2</p> <p>Develop a more extensive public transport system to help alleviate congestion in urban areas (SDG Target 11.2)</p> <p>Promote road-based mass transportation system, including extending Bus Rapid Transit (BRT) corridors (SDG Targets 9.1, 11.2) 9</p> <p>Promote local content and participation in the provisions and award of contracts (SDG Target 17.15)</p> <p>Prioritise international corridor development programme towards the completion of Western, Central and Eastern corridors. (SDG Targets 9.1, 11.2) 9</p>
Rehabilitation and Maintenance (P3)	<ul style="list-style-type: none"> • Routine Maintenance • Periodic Maintenance • Minor Rehabilitation 	<p>Improve efficiency and effectiveness of Road transport and services</p>	<p>Prioritise the maintenance of existing road infrastructure to reduce vehicle operating costs (VOC) and future rehabilitation costs</p> <p>Sustain labour-based methods of road construction and maintenance to improve rural roads and maximise employment opportunities</p> <p>Provide bitumen surface for road networks in district capitals and areas of high agricultural production and tourism. (SDG Targets 7.3, 11.2)</p> <p>Enhance maintenance and management practices for all road sectors (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p> <p>Expand and maintain road transport infrastructure (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p>
Road Safety and Environment	<ul style="list-style-type: none"> • Road Safety and Environment 	<p>Ensure safety and security for all categories of road users</p>	<p>Ensure effective implementation of axle load control programmes towards asset preservation (SDG Target 11.2)</p> <p>Ensure environmental assessment of road programmes and projects (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)</p>

PROGRAMMES	PROGRAMMES DETAILS	ADOPTED OBJECTIVES	ADOPTED STRATEGIES
			Strengthen health and safety standards in planning, design, construction, operations and maintenance for road transport (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)
			Enforce national road traffic laws and regulations (SDG Targets 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)
			Develop and maintain dedicated, safe, reliable and appropriate facilities for Non-Motorised Transport (NMT) users (SDG Targets 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)
			Review Road regulations to meet international, environmental, security and safety standards, and codes of practice (SDG Targets 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)
			Strengthen acute emergency care services involving pre-hospital (e.g., ambulance services) and hospital emergency services (SDG Targets 3.6, 3.d 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)
			Establish emergency facilities for accident victims along major road corridors (SDG Targets 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)
			Enhance institutional capacity and coordination for effective emergency response including the removal of broken-down vehicles (SDG Targets 3.6, 9.1, 11.2, 16.6) (AU Target A2 G10 P1 T1 & 2)
			Improve Road furniture (street lighting, road markings and road signage etc.) (SDG Targets 3.6, 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)
			Step up public education for all categories of road users
			Ensure implementation of the provisions on transportation under the PWDs Act, 2006, Act 715 (SDG Target 11.2)
			Incorporate pedestrian safety facilities in planning, design, construction and maintenance of road infrastructure (SDG Targets 3.6, 9.1, 11.2) 9
			Mainstream green infrastructure, climate change and sustainability issues in the road sector (SDG Target 9.1, 11.2, 13.1, 13.3) (AU Target A2 G10 P1 T1 & 2)
			Carry out SEA on all policies, plans and programmes
			Carry out ESIA on all development and maintenance projects
			Ensure that ESMP and health and safety requirements are effectively implemented
			Conduct Road safety audit during design, implementation and operation of roads
			Treat accident black spots
			collaborate with NRSC to sensitize road users on safe road use

Table 5. 2 Programmes of Action (POA) for Road Sector 2026-2029 (See Annex 1 for details)

Development Programme	Time Frame				Cost					Programme Status		Implementing Inst./Depart.	
	2026	2027	2028	2029	GOG	ABFA	DP	RMTF	IGF	New	Ongoing	Lead	Collab.
General Administration and Management					1,096,149,899	-	14,887,973	377,290.239	2,278,171		✓	MRH	GHA, DUR, DFR, GRF, KTC
Road and Bridge Construction					26,353,399,477	-	7,420,165,596	0.00	5,695,427		✓	MRH	GHA, DUR, DFR, GRF, KTC
Road Rehabilitation and Maintenance					6,251,177,139	-	0.00	11,947,524,229	561,569,126		✓	MRH	GHA, DUR, DFR, GRF, KTC
Road Safety and Environment					2,583,258,848	-	8,932,784	251,526,826	0.00		✓	MRH	GHA, DUR, DFR, GRF, KTC
Total					36,283,985,363.49	-	7,443,986,391.32	12,576,341,294.08	569,542,724.52				

5.3 INDICATIVE FINANCIAL COST

The projected funds required to executive all the programmes in the medium term between 2026-2029 is indicated in Table 5-3. The total funds required for the four year period is estimated as GH¢**56.874** billion. Annually this translates to **GH¢14.219** billion. This is to clear all arrears and improve the network to the target road condition of 60% good, 20% fair and 20% poor by the end of the 2029.

The largest portion of these funds is expected to come from Consolidated funds (64%) which includes consolidated fund budgetary allocation, Annual Budget Fund Allocation (ABFA), government syndicated loans and bonds among others. This is trailed by the Road Fund (22%). In the long term it is expected that the Road Fund would be largest source of funding to the sector in line with Government initiative on the introduction of innovative and electronic tolling system. The rest of the funds is expected to come from Development Partner Fund (DP) sources (13%). The IGF funds are very little compared to the others representing (1%). Arrears under the Consolidated Fund and the Road Fund are expected to be cleared over the four-year period by making it the first priority charge four-year received from these sources.

The funds for the period is categorised into Compensation of Employees, Goods and Services and Assets. The analysis in Table 5-3 shows that the largest portion will go into Assets (98%) which involves massive investments into the development and maintenance of the network of roads the sector manages. Also classifying the projected funds under the traditional budget programmes, the largest portion of the funding will go to Road and Bridge Construction (69%). This is followed by Road Rehabilitation and Maintenance (23%), Management and Administration (2.2%) and Road Safety and Environment (5%).

Table 5. 3 Projected Expenditure for Road Sector for 2026-2029 (GH¢)

EXPENDITURE BY BUDGET PROGRAM	2026	2027	2028	2029	TOTAL	%
BP1: MANAGEMENT AND ADMINISTRATION	240,158,180.03	280,839,325.69	335,541,410.13	403,696,139.92	1,260,235,055.76	2.2%
BP2: ROAD CONSTRUCTION	20,305,367,660.93	10,283,965,102.83	5,356,162,883.41	3,875,891,632.94	39,821,387,280.11	70.0%
BP3: ROAD REHABILITATION AND MAINTENANCE	3,256,306,967.94	3,130,879,300.58	3,294,997,022.68	3,266,357,320.48	12,948,540,611.69	22.8%
BP4: ROAD SAFETY AND ENVIRONMENT	1,252,728,042.57	720,825,459.43	472,984,279.80	397,155,004.91	2,843,692,786.71	5.0%
TOTAL PROGRAMME EXPENDITURE	25,054,560,851.48	14,416,509,188.52	9,459,685,596.03	7,943,100,098.25	56,873,855,734.28	
EXPENDITURE BY ECONOMIC CLASSIFICATION	2026	2027	2028	2029	TOTAL	
COMPENSATION OF EMPLOYEES	148,441,022.00	169,222,766.00	191,221,725.00	216,080,549.25	724,966,062.25	1.3%
GOODS AND SERVICES	91,717,158.03	111,616,559.69	144,319,685.13	187,615,590.67	535,268,993.51	0.9%
ASSETS	24,814,402,671.45	14,135,669,862.84	9,124,144,185.90	7,539,403,958.33	55,613,620,678.52	97.8%
TOTAL EXPENDITURE BY ECONOMIC CLASSIFICATION	25,054,560,851.48	14,416,509,188.52	9,459,685,596.03	7,943,100,098.25	56,873,855,734.28	
EXPENDITURE BY FUNDING SOURCES	2026	2027	2028	2029	TOTAL	
CONSOLIDATED FUND&ABFA	15,973,898,022.52	10,649,265,348.34	5,324,632,674.17	4,336,189,318.46	36,283,985,363.49	63.8%
DONOR FUND	6,012,901,783.90	548,686,557.87	727,596,027.23	154,801,983.18	7,443,986,352.19	13.1%
ROAD FUND	2,955,661,878.75	3,103,444,972.69	3,258,617,221.32	3,258,617,221.32	12,576,341,294.08	22.1%
IGF RETAINED	112,099,166.32	115,112,309.62	148,839,673.30	193,491,575.29	569,542,724.52	1.0%
TOTAL EXPENDITURE BY FUNDING SOURCES	25,054,560,851.48	14,416,509,188.52	9,459,685,596.03	7,943,100,098.25	56,873,855,734.28	

5.4 RESOURCE MOBILISATION

Funding secured for the implementation of this Plan includes GoG Funds, Road Fund, Development Partners Funds and Capital Market Loans. Table 5-4 provides details of the categories the amount of funds described as secured. Secured funds are projected from the annual budget ceilings given to the sector from the Consolidated Fund and the Road Fund. The secured Donor Funds are funds that are already committed to signed loans and on-going road projects across the country.

The total amount of secured funds is GH¢45.450 billion. Of this, the largest portion is expected to come from the Consolidated Fund (53%). This followed by the Road Fund (28%), Development Partner Funds (17%) and IGF remains a very small amount of (1%).

Table 5. 4 Total Projected Secured Funds (GH¢'000)

Sources of Funding	2026	2027	2028	2029	TOTAL	%
Consolidated Fund	4,147,669,153.84	5,056,844,370.50	6,538,475,915.67	8,500,018,690.38	24,243,008,130.39	53%
Dev. Partner Funds	1,345,189,995.84	1,649,080,711.89	2,132,253,581.03	2,771,929,655.33	7,898,453,944.08	17%
IGF Retained	112,099,166.32	115,112,309.62	148,839,673.30	193,491,575.29	569,542,724.52	1%
Road fund	2,955,661,878.75	3,103,444,972.69	3,258,617,221.32	3,421,548,082.39	12,739,272,155.15	28%
TOTAL	8,560,620,194.75	9,924,482,364.69	12,078,186,391.32	14,886,988,003.39	45,450,276,954.15	100%

Table 5-5 shows the variance between the planned expenditure and the amount considered available (secured) over the period. An estimated amount of GH¢56 billion is required for the programme implementation. Out of this amount GH¢ 45.450 billion has been secured, representing about 83% of the estimated amount.

Table 5. 5 Programme Financing Matrix

Development Programme	Programme Cost (A)	Expected Revenue and Sources of Funding					Total (B)	Gap (C) = (B-A)
		GOG	ABFA	DP	RMTF	IGF		
General Administration	1,490,606,281.46	818,104,985.17	0.00	0.00	63,630,387.74	27,270,166.17	909,005,539.08	581,600,742.38
Road and Bridge Construction	33,779,260,499.94	23,861,395,409.93	0.00	7,953,798,466.98	0.00	0.00	31,815,193,867.91	1,964,066,632.04
Road Rehabilitation and Maintenance	18,760,270,494.96	0.00	0.00	522,678,184.97	9,930,885,514.48	0.00	10,453,563,699.45	8,306,706,795.51
Road Safety and Environment	2,843,718,457.91	227,251,384.77	0.00	0.00	2,045,262,462.94	0.00	2,272,513,847.71	571,204,610.20
Total	56,873,855,734						45,450,276,954	-11,423,578,780

Table 5. 6 Variance between Planned Expenditure and Secured Funds

Agency	2026	2027	2028	2029	TOTAL	%
MRH	37,581,841.28	21,624,763.78	14,189,528.39	11,914,650.15	85,310,783.60	0.2%
GHA	8,643,823,493.76	4,973,695,670.04	3,263,591,530.63	2,740,369,533.90	19,621,480,228.33	35%
DFR	6,514,185,821.39	3,748,292,389.02	2,459,518,254.97	2,065,206,025.54	14,787,202,490.91	26%
DUR	9,858,969,695.06	5,672,896,365.68	3,722,386,282.04	3,125,609,888.66	22,379,862,231.44	39%
TOTAL	25,054,560,851.48	14,416,509,188.52	9,459,685,596.03	7,943,100,098.25	56,873,855,734.28	100%
TOTAL SECURED FUNDS	8,560,620,194.75	9,924,482,364.69	12,078,186,391.32	14,886,988,003.39	45,450,276,954.15	80%
FUNDING GAP	16,493,940,656.73	4,492,026,823.83	-2,618,500,795.29	-6,943,887,905.14	11,423,578,780.13	20%
%GAP	65.83%	31.16%	-27.68%	-87.42%	20.09%	

The Funding Gap (17%) needs to be filled to ensure the execution of the programmes and projects in the SMTDP. However, A Funding Gap is not expected in the years 2028 and 2029 because the projected secured funds exceed the planned expenditure. This is also based on the assumption that all arrears will be cleared and the funding gap for 2026 and 2027 will be filled before 2028 and 2029. The following strategies will be deployed to close the funding gap:

- Continuous dialogue with Ministry of Finance to increase annual allocation to the road sector
- Continuous dialogue with transport sector development partners for additional funds to support maintenance of the road network which is currently funded mainly by the road fund.
- Identifying new and potential development partners, outside the traditional transport sector development partners, for funds to reduce funding gap
- Public-private partnership (PPP) arrangements to secure funding from the private sector for infrastructure development

In the unlikely event that the above strategies do not yield adequate funds to fill the funding gap, the Ministry would re-prioritise (review downwards) the programmes and projects under the SMTDP to a level that can be accommodated by the available (secured) funds.

CONTROLLING EXPENDITURE

Section 21 of the Public Procurement Act 2003 (Act 663) demands that all ‘Entities’ prepare procurement plans to support their approved programmes. The purpose of this is to ensure that they have realistic programmes which can be effectively executed to completion.

Preparation of procurement plans and their update, as required by law, would provide a valuable mechanism for controlling over commitment and over expenditure as reported consistently by road agencies.

The following strategies would be deployed to control expenditure in the sector:

1. Agencies under Ministry are expected to prepare procurement plans and adapt them based on approved programmes. The plans are to be updated at quarterly intervals as required the Procurement Act. When implemented according to the Law, the procurement plan will provide an effective mechanism for controlling costs and managing the programme of works including the request for variations and additional work within budget limitations.
2. Developing procedures for managing ‘unplanned’ or ‘non-programmed’ projects that are introduced mid-programme. This procedure is expected to provide a framework for assessing the comparative impact of the proposed project against projects already approved in the programme, including sign-off and justification from the proposers of the new projects.
3. Reporting on the status of procurement plans and their compliance with the Procurement Act made a compulsory item in management reports and meeting agendas for all road agencies.
4. Identifying and implementing pilot projects to employ ‘term’ and ‘performance-based’ contracts.
5. Applying good management practices:
6. Stop signing contracts for which funding has not been secured
7. Apportion a percentage of Agency budget to systematically eliminate the back log of unpaid invoices.
8. Review contractor lists and eliminates those contractors failing to comply with requirements
9. Terminate contracts in which the contractor has breached the conditions of contract agreement – i.e. enforce the terms of contract.
10. Develop criteria for expansion of the road network based only on policy objectives
11. Agencies under the Ministry would be expected to strictly abide by Section 12 (1) of the Road Fund Act, which states that: “There shall be prepared annually at least three months before the end of each financial year, for the consideration and approval of the Board, an Annual Road Programme and Annual Expenditure Programme in respect of the next financial year by the departments and bodies charged with the implementation of the road policies of the Ministry”.

CHAPTER SIX

ANNUAL ACTION PLAN

6. INTRODUCTION

Within the policy objectives set by the transport policy which are in line with the NMTDF 2026-2029, the road sector has outlined programmes and projects that consist of measures to:

- ensure sustainable funding for road sector programmes
- progressively improve road network and road network infrastructure throughout the country for accelerated economic growth especially in the agricultural, industrial, trade and services sectors while ensuring cost recovery
- develop road transport corridors to meet national and international requirements to enhance Ghana's competitiveness in trade and commerce in the sub region
- promote road-based mass transport system with accompanying technological infrastructure to reduce travel time and enhance mobility in the urban areas
- collaborate and implement an equitable integrated transport network programme in support of socioeconomic development of the nation
- strengthen the institutional capacities in the management of the road network systems
- build capacity and institute measures which encourage private sector participation in the road sector
- intensify measures to ensure safety of road users and inclusion of all social groups in the provision of transport infrastructure
- ensure environmental and social sustainability of the road sector activities
- create job opportunities for Ghanaians especially in the deprived areas to reduce the incidence poverty and rural-urban migration

The annual actions, sector objectives, strategies, indicators, indicative cost are outlined in the **Annex 2**.

CHAPTER SIX

MONITORING AND EVALUATION PLAN

7. INTRODUCTION

It is generally recognized that monitoring and evaluation of the performance of the sector's programmes and institutions helps to increase their effectiveness and provides increased accountability and transparency during programme implementation. Monitoring and evaluation of the Sector's activities under the Sector Medium Term Development Plan will provide adequate, accurate and timely information on activities by all the different stakeholders to ensure that the Plan achieves the desired objectives and/or that changes are made on time to ensure that the desired objectives are achieved.

Generally, it is expected that the sector will be able to achieve the annual targets with the underlying assumption that the resources, environmental and political conditions within which these assumptions were made will remain fairly constant. The main outcomes of the road sector interventions during the period would be to achieve efficient utilisation of public funds, reduction in travel time, reduction in vehicle operating cost, improved inter-sectoral coordination, improved accessibility and mobility, improved safety and create wealth. These outcomes would be measured periodically but the corresponding output indicators will be measured and reported

Under this Plan, the Ministry of Roads and Highways will continue to undertake monitoring and evaluation at three levels namely Sector, Programme and Activity Levels.

- At the Sector level, the impact of the Road Sector Medium Term Plan as the catalyst to economic growth in the area of agriculture, trade and industry, tourism and access to social amenities will be assessed;
- At the programme level, the main monitoring indicators will be evaluated to ensure the achievement of programme objectives and how these achievements can be sustained.
- At the activity level, the performance of the implementing Agencies will be monitored closely through efficient reporting, procurement management and supervision of the individual components.

The Ministry of Roads and Highways as part of its mandate will:

1. Undertake Monitoring and Evaluation needs assessment to support capacity building in Departments and Agencies.
2. Establish the sector targets for all relevant objectives in the SMTDP.
3. Collaborate with the NDPC to select some core indicators to be tracked into the NDPC's Annual Progress Report

Road Sector Medium Term Development Plan 2026-2029

4. Develop baseline and sector-specific programme indicators and define the indicators for measuring change, especially on cross-cutting issues, gender, environment and social protection.
5. Collect and process relevant data on indicator achievement as the sector monitoring of indicators demands
6. Analyse sector data for reporting to NDPC.
7. Undertake quarterly and annual performance review/impact assessment of SMTDP policies, programmes and projects.
8. Monitor progress of sector projects and programmes at regular intervals.
9. Evaluate the impact of the outputs and outcomes of the projects and programmes on other sectors and on the national economy.

7.1.1 MONITORING INDICATORS

The policy objectives of the Sector Medium Term Development Policy Framework (2026-2029) will be achieved through strengthening the capacity of transport institutions in planning, regulation, operations and maintenance, and through infrastructure investments. The achievements of the plan will be monitored using a set of identified performance indicators, which has been agreed with the National Development Planning Commission, to be achieved by the end of project.

It should also be noted that some specific projects have their own agreed indicators which are being monitored or are to be monitored by the Ministry of Roads and Highways. Programmes such as the Eastern Corridor Road Development Project Phase I, the project for the improvement of the Inner Ring Road in Kumasi City and many others have some specific indicators developed to be monitored. Other Development Partners such as AfDB, EU and JICA also have separate indicators for their projects and have engaged M & E Consultants who are conducting the M&E on these projects with collaboration from the Ministry.

The Ministry and NDPC have also agreed on core national indicators which are appropriate for the transport sector and based on those realistic and achievable targets have been set within the plan period. The indicators relate directly to the SMTDP goals and objectives. The high-level indicators to be monitored on annual basis are based on the indicators agreed with NDPC and the long-term sector specific indicators.

Under the plan, 2025 achievements were used as the baseline where applicable. This was derived from various data collection across the sector. In situations where data is not readily available, efforts will be made to fill the gaps through further review of secondary data or primary data collection.

Table 7. 1 Monitoring and Evaluation Matrix

Goal: Safeguard the Natural Environment and Built Environment										
Objective: Improve efficiency and effectiveness of road transport infrastructure and services										
Programme One: General Administration and Management										
Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Staff Capacity Development	Number of staff relative to establishment	Input	127	132	138	140	145	-	Annually	MRH
	Number of staff trained relative to needs assessment conducted	Input	109	130	135	140	140	-	Annually	MRH
	number of training courses held for staff at KTC	Out put	50	56	62	68	75	-	Annually	KTC
Research	Number of research conducted into material improvements	Output	2	2	2	3	4	-	Annually	MRH
Coverage of Monitoring Team	No. of Regions visited by sector monitoring team to inspect projects	Output	16	16	16	16	16	-	Annually	MRH
Communication Plan	Number of Public Relation Events held	Output	45	60	60	60	60	-	Annually	MRH
NACAP	Number of Anti-corruption activities/ report submitted	Output	1	1	1	1	1	-	Annually	MRH
Job Creation	Number of direct jobs created due to construction and maintenance activities	Outcome	20,000	20, 000	20,000	20,000	20,000	-	Annually	MRH

Road Sector Medium Term Development Plan 2026-2029

Pro-Poor Programme	Number of jobs for SMC, SME, LBT	Outcome	LBT 6KM		340	340	360	SMC	Annually	MRH
				340				SME		
			320					LBT		
								PWDs		
Goal: Safeguard the Natural Environment and Built Environment										
Objective: Improve efficiency and effectiveness of road transport infrastructure and services										
Programme Two: Road and Bridge Construction										
Major Road Development	Reduction in the Length of Missing Links and construction of new roads	Output	Dur25	25dur	Dur25	Dur30	Dur50	-	Annually	MRH
Major Road Development	Length of Major Reconstruction and Upgrading completed	Output	25km	25km	25km	25km	25km	-	Annually	MRH
Industry Focus	length of projects targeted at industrial and social facilities	Outcome	25	25	25	25	25	By industries (Tourism Locations, Factories, Health)	Annually	MRH/GHA /DFR/DUR
Accessibility Index	5% of population living within 2km of all-weather road	Output	66.6	70	70	70	70	-	Annually	MRH/GHA /DFR/DUR
Goal: Safeguard the Natural Environment and Built Environment										
Objective: Improve efficiency and effectiveness of road transport infrastructure and services										
Programme Three: Rehabilitation and Maintenance										
Condition of transit corridors	Proportion of transit corridor that are in good condition Central Eastern	Output	Length: (2606km)	Length: (2606km)	Length: (2606km)	Length: (2606km)	Length: (2606km)	By Corridor	Annually	MRH/GHA

	Coastal- Western East to West									
			Good:65 % (1694km)	Good:65 % (1694km)	Good:65% (1694km)		Good:65 % (1694km)			
			Fair: 32% (834km)	Fair: 32% (834km)	Fair: 32% (834km)		Fair: 32% (834km)			
			Poor: 3% (78km)	Poor: 3% (78km)	Poor: 3% (78km)		Poor: 3% (78km)			
Trade facilitation	Number of NFC meetings/ workshops /training sessions held	Output	4 quarterly meetings	4 quarterly meetings	4 quarterly meetings		4 quarterly meetings	N/A	Annually	MRH/NFC Members
Maintenance Coverage (Funds)	Total funds disbursed for routine maintenance, periodic maintenance and minor works, relative to the maintenance needs	Input	75%	75%	80%	80%	80%	By Funding Source (GOG, Road Fund, DP)	Annually	MRH
Private Sector Participation	No. of PPP projects that have received PPPC approval for feasibility studies.”	Input	2	4	4	4	4	N/A	Annually	MRH
Funds for Development	Total funds disbursed for construction, major rehabilitation, bridge/interchanges etc	Input	23,082,354,134	23,981,028,536	13,660,441,446	8,990,368,206	7,429,130,806	By Funding Source (GOG, Road Fund, DP)	Annually	MRH
Congestion Management	Percentage travel time reduction on major arterials in cities	Outcome	32%	20%	20%	20%	20%	Accra, Tema, Kumasi, Takoradi and Tamale	Annually	MRH/GHA/DFR/DUR

	Number of interchanges constructed	Output	10	15	15	15	15	Accra, Tema, Kumasi, Takoradi and Tamale	Annually	MRH/GHA/DFR/DUR
	Number of Cities with NMT Master plans	Output	1	1	2	2	2	MMDA's Level	Annually	MRH/DUR
Non-motorized transport	Length of NMT routes constructed in a year	Output	1%	1%	1%	2%	2%	Accra, Tema, Kumasi, Takoradi and Tamale	Annually	MRH/DUR
PWD Access	Number of Footbridge with PWD access	Output	34	32	32	34	35	Interchanges and Bridges	Annually	MRH/DUR
BRT	Length of BRT routes designated/operational in a year	Outcome	14km	20km	20km	20km	20km	Accra, Tema, Kumasi, Takoradi and Tamale	Annually	MRH/MOT/DUR
Sector Collaboration	No. of meetings held between transport sector stakeholders annually	Output	2	4	4	4	4	Transport Sector Working Group	Annually	MRH/MOT
								Transport Sector Planning meeting		
								Transport Sector Ministerial Meeting		
Inter-Sectoral Collaboration	Number of meetings NECT/RNECT/NRSA	Output	2	3	4	4	4	National Engineering coordination team	Annually	MRH/MOT

									National Facilitation Committee		
Goal: Create opportunities for all Ghanaians											
Objective: Ensure safety and security for all categories of road users											
Programme Four: Road Safety and Environment											
Road Safety	Number of Road Safety Audit/assessments conducted on projects in a year	Output	10	20	25	30	30	Pre and Post Audit	Annually	MRH/GHA/DFR/DUR	
	Number of hazardous sections treated	Output	20	20	23	23	24	-	Annually	MRH/KTC	
Environmental and Social Impact	Number of Environmental and Social Impact Assessments Conducted	Input	4	4	4	4	4	-	Annually	MRH/GHA/DFR/DUR	
Resettlement Action Plan	Number of Resettlement Action Plan prepared and implemented on projects	Input	4	4	4	4	4	-	Annually	MRH/GHA/DFR/DUR	

The Ministry will also facilitate evaluation of key sector projects by independent consultants and make recommendations for the review of projects and strategies

7.1.2 DATA COLLECTION, COLLATION, ANALYSIS AND REPORTING

An effective monitoring and evaluation plan requires a conscious effort to be made towards achieving reliable and credible information on time for processing and analysis. In order to facilitate the achievement of this objective and to avoid the potential problem with disparity in the information provided by Departments principally because all agencies have their respective ways of presenting their progress reports, a standard template will be used by all Agencies to prepare and capture information for consolidation by the Ministry. The Quarterly information delivered by the Implementing Agencies to the Ministry will be used to develop and maintain a programme/project register which contains basic information of the programme/project which will subsequently be updated regularly. The standard reporting template to be used by all Agencies is attached as Annex 4.

7.1.3 STAKEHOLDER ANALYSIS

Stakeholder analysis is critical for identifying and analyzing the needs of interested parties as they relate to the Sector mandate. Handling stakeholders is not a simple task, given as they consist of different groups with varied interests, objectives, and agendas as well as possible actions to address these interests. It helps to map the stakeholders' ecosystem as well as the power and the interest they have in the work of the Road Sector.

Table 7. 2 Stakeholder Analysis

STAKEHOLDER ANALYSIS				
Issue:	Improve Efficiency and Effectiveness of Road Transport Infrastructure and Services			
Stakeholders	Interest/How Affect Them	Issues	Capacity/Motivation	Possible Actions to Address Interest
Primary Stakeholders				
Cabinet	Approves Sector priority Programme and investments		Ensures national development	Partnership, collaboration, negotiation
Parliament of Ghana	Approves Financing		Controls Budget approval	
Ministry of Finance	Disbursement/ release of funds		Controls budget and expenditure	
Sector Departments (GHA, DUR, DFR, GRFS, and KTC)	Implement Sector Programmes/projects		Provides requisite skills and logistics to achieve Sector mandate	Continues provision of requisite policy guidelines and resources
Ministry of Transport	Responsible for the infrastructural development and service delivery in Ghana's transport industry and transport safety		Provides other transport services for economic growth	Partnership, collaboration, negotiation

Other Relevant Ministries	Provide support services to the transport sector	Supports the Transport Sector for economic growth	Partnership, collaboration, negotiation
RCCs/District Assemblies	Provides adequate Human Resources and other support services to the Sector	Supports the Transport Sector for economic growth	Partnership, collaboration, negotiation
Consultants	Support the Ministry in the delivery of infrastructure and services	Private Sector growth	Partnership, collaboration, negotiation
Contractors	Delivery of infrastructure and transport services	Private Sector growth	Partnership, collaboration, negotiation
Secondary Stakeholders			
General Public	Beneficiaries of transport infrastructure and services	<ul style="list-style-type: none"> • Continuous enhancement in the quality of life • Tendency for public apathy/disaffection 	Continues delivery of transport infrastructure and services
Transport Operators/Unions			
Traditional Leaders/Faith-Based Organisations			
Media	Seeks public interest in the provision of public goods and services	<ul style="list-style-type: none"> • Able to draw attention to specific issues • Dissemination of information • Tendency to cause public apathy/disaffection 	Partnership, collaboration, and disclosure of public information.
Academia	Advice on policy, Conduct research and training	<ul style="list-style-type: none"> • Continuous improvement of the transport sector 	Partnership, collaboration

7.1.4 MONITORING AND EVALUATION APPROACHES FOR SECTOR PLAN

For effective Monitoring and Evaluation of the Sector’s programmes and projects, the Ministry will adopt three (3) different approaches: - **results-oriented, constructivist, and reflexive** toward achieving timely, reliable, and credible information for processing and analysis. It is important to facilitate the achievement of the Sector objectives and to have the ambition to contribute to (system) innovation.

Due to the different nature of the approaches in their vision of reality on ongoing processes and their results and how they support, manage or adjust to processes, deciding which method is the best will depend heavily on the nature of the programmes/projects, their context, and the monitoring and evaluation objectives. The desirable method will be selected from the different approaches to combine their strong points.

Result-oriented approach: The emphasis on result-oriented monitoring and evaluation lies in measuring the degree to which the original objectives and subsequent interventions have been achieved and what the results are. This approach provides an accountability trail for the investments and value for money.

Constructivist approach: This approach assumes that people are the motor behind the development of novelties and societal change processes and achieve results through interaction and negotiation. As a Sector, we recognize that mutual understanding and exchange of experiences support collective learning, improvement, and change. This method will focus heavily on monitoring and evaluating the progress of the collective learning process.

Reflexive approach: Reflexive methods focus on both a collective learning process (in groups of actors and networks) as well as on the results in terms of learning and institutional change. The reflexive approach has a constructivist basis but goes further. With this approach, the Sector Departments will not only exchange their viewpoints and motives but also debate their presumptions and underlying values and norms, and the institutional context in which they operate. In this way, they can arrive at diverse agreements about possible joint actions. Reflexive monitoring assumes that system innovation can only take place if the institutions (laws, regulations, culture, etc.) which have until now perpetuated the current (non-sustainable) practices change as well.

7.1.5 EVALUATION

During the implementation of this Plan, a wide range of evaluation assessment that will help provide a level of judgement of the overall value of program/project activities will be conducted. The evaluation will focus on:

- Measuring intermediate outcomes
- The intended and unintended effects of achievements
- Assessing approaches that worked well and others that did not work as well
- Identifying reasons for success or failure and learning from both.

The following evaluations will therefore be undertaken and at the Frequencies indicated:

Table 7.3 Evaluation frequency

EVALUATION	FREQUENCY
Mid-Term Evaluation	Once (at the middle of the Planning Period i.e. end of 2023)
Terminal Evaluation	Once (at the end of the Planning Period i.e. 2025)
Specific Evaluation and studies	Once
Participatory M & E	Bi-annual

In evaluating overall performance, the Ministry will apply the following standards for evaluation.

Table 7. 4 Evaluation criteria for sector activities

Relevance (Appropriateness)	A measure of whether a program is suitable in terms of achieving its desired effect and working in its given context. Suitability may apply, for example, to whether the program is of an appropriate type or style to meet the needs of major stakeholder groups.
Effectiveness	This is the extent to which the objectives/outcomes of the program were achieved or are expected to be achieved (taking into account their relative importance). Assessment of achievement against these objectives will be the focus of determining program effectiveness.
Efficiency	A measure of how, economically, resources/inputs (funds, expertise, time, etc.) are converted to results. Investigations will include assessment of the adequacy of available resources to undertake planned work; determination of whether the program outputs are produced; assessment of financial performance; and whether specific targets (e.g. "Km's of road maintained in a year") provided annually are achieved.
Impact	Positive and negative, longer-term effects produced by a program, directly or indirectly, intended or unintended, particularly at a structural or systemic level. The term "impact" is also used more generally to refer to all changes produced by a program. Assessment of impact will rely on a series of evaluation methodologies aimed at providing evidence of progress towards key outcomes and the long-term goal.
Sustainability	The continuation of a program or its benefits.
Risks	Risks are factors that affect or are likely to affect the successful achievement of an intervention's objectives. Risks also refer to the potential unwanted and negative consequences to human life, health, property, or the environment posed by development interventions.

The Ministry will also facilitate evaluation of key sector projects by independent consultants and make recommendations for the review of policies and strategies.

7.1.6 KNOWLEDGE MANAGEMENT AND LEARNING FRAMEWORK

The Knowledge Management and Learning (KML) Framework for the Ministry of Roads and Highways (MRH) under the 2026-2029 SMTDP aims to enhance evidence-based decision-making, institutional learning, and innovation. It will promote systematic knowledge capture, sharing, and application across MRH departments and stakeholders. The framework focuses on leveraging data, research, and best practices to improve road infrastructure delivery, sustainability, and resilience. It also fosters continuous capacity building, digital transformation, and collaboration to drive efficient, inclusive, and climate-resilient transport sector development.

Table 7. 5 Knowledge Mapping Matrix

Knowledge Area	Knowledge Holder	Knowledge Sources	Knowledge Gaps
1. Road Infrastructure Development	MRH PPB Department, GHA, DFR, DUR and DPs	Sector Reports, GIS Data, Road Condition Surveys, DP Reports	Up-to-date road network condition data, climate resilience metrics etc.
2. Road Asset Management (OPRC, PBC)	MRH, GHA, DFR, DUR, RF and DPs	Asset Registers, Road Inventory Data, Pavement Condition Index	Data integration across agencies, asset lifespan analytics, lack of PBC etc.
3. Transport Policy & Regulatory Framework	MRH PPB Directorate, Parliament, NDPC	National Transport Policy, Acts & Regulations, L.I. Documents	Real-time policy impact evaluation, alignment with SDGs and AU Agenda 20263 etc.
4. Road Financing and Investment Mechanisms	MRH, MOF DPs	Annual Budgets, Donor Funding Agreements, PPP Frameworks	Long-term sustainable financing models; private sector data, feasibility Reports
5. Procurement and Contract Management	MRH-Agency Procurement Directorate, PPA, MOF, DPs	Tender Documents, Evaluation Reports, Procurement Plans	Capacity in e-procurement systems; risk management frameworks, PPP negotiation
6. Environmental and Social Safeguards	MRH -Agency Safeguards, EPA, DPs and CSOs	Environmental Impact Assessments, Audit Reports etc.	Data on EIA and ESIA outcomes; climate change adaptation plans
7. Innovation and Digital Transformation	MRH RSIM, Smart Mobility Experts - DUR, Academia and Consultants	ITS Systems, Digital Road Management Platforms, Research Reports	Big Data use, cybersecurity for transport systems and Gaps in AI
8. Stakeholder Engagement & Public Communication	MRH PR Unit, Media, CSOs	Public Consultations, Feedback Reports, Social Media Analytics	Feedback loop integration into policymaking; rural outreach
9. Capacity Building & Human Resource Development	MRH HR, GhIE, Universities and training consultants	Training Records, Skills Gap Analysis, Institutional Audits	Gaps in green transport planning, gender inclusion, climate resilient transport, NMT etc.
10. Research & Development	MRH RSIM, Universities, Research Institutes	R&D Reports, Academic Publications, Pilot Project Evaluations	Commercialization of R&D, linkages with local innovations and industry
11. Data and Knowledge Management	MRH & Agency RSIM, National Statistical Service, NDPC	Knowledge Repositories, Databases, GIS Platforms	Real-time data updates, knowledge sharing culture
12. Road Safety and Traffic Management	National Road Safety Authority (NRSA), MTTD	Accident Statistics, Traffic Studies, NRSA Campaigns	Comprehensive pedestrian safety data, urban traffic forecasts

CHAPTER EIGHT

COMMUNICATIONS PLAN

8. INTRODUCTION

The Public Relations Unit of the Ministry of Roads and Highways serves as an intermediary between the Ministry and the Public. The Unit is responsible for creating a positive public perception of the Ministry with the broad aim of securing for Government as well as the State public goodwill, understanding and support for overall management of the sector policies.

The Dissemination and Communications Strategy for the SMTDP will be implemented using three key approaches namely, Media Relations, Peer Relations, and Employee/Internal Relations.

Objective:

The objectives of this communications strategy are, among others, to:

- Disseminate sector policies, programmes, projects and progress reports to create awareness and/or inform stakeholders
- Promote dialogue and generate feedback on the performance of the Ministry
- Promote access and manage expectations of the public concerning the services of the Ministry and its Agencies
- To effectively manage media engagement and interaction on issues relating to the road sector

Key activities

- i. Distribution of the quarterly and annual progress reports
- ii. Public awareness creation on the Ministry's SMTDP
- iii. Interactions with key stakeholders to generate feedback on the implementation of the sector programmes whiles managing expectations
- iv. Media interaction to disseminate information and generate feedback
- v. Setting-up of various social media platforms such as WhatsApp, Facebook, Twitter for interaction, information dissemination and feedback generation.
- vi. Publication of policy statements issued by the Ministry
- vii. Production and airing of audio visual materials on sector plans
- viii. Briefing sessions for key journalists on developments within the road sector
- ix. Fostering community relations, through events such as public fora and involvement in community initiatives;
- x. Media Monitoring and Research to ensure that the Ministry is informed in a timely manner about media reportage that is of interest to or affects the Ministry.
- xi. Ensure the Ministry's website has current information on sector's activities.

Table 8. 1 Communication activity matrix

Activity	Purpose/Target	Audience/Target Group	Method/Tool	Timeframe	Performance indicators	Responsibility
Public Awareness Creation	To sensitize the public on the SMTDP	General public	<ul style="list-style-type: none"> • Forum • Durbars • Media • MRH Website • Social media platforms 	<ul style="list-style-type: none"> • Bi-annual 	<ul style="list-style-type: none"> • Reports • Newspaper clippings • No. of mentions on social media • Pictures of events • Info graphics 	SMPC
Media engagements	<p>To disseminate and update the media on the Ministry's SMTDP.</p> <p>To act as channels for public information dissemination and education</p>	The Media	<ul style="list-style-type: none"> • Seminars/ workshops • Press conferences • Media soirees 	<ul style="list-style-type: none"> • Quarterly • Ad hoc 	<ul style="list-style-type: none"> • Reports • Newspaper clippings • Pictures of events • Info graphics 	SMPC
Interactions with key stakeholders	<p>To sensitise and/or update on the SMTDP</p> <p>To promote dialogue and generate feedback</p>	<p>Contractors associations</p> <p>Other MDAs Parliamentary Select Committee</p>	<ul style="list-style-type: none"> • Seminars/ workshops • Briefing sessions 	<ul style="list-style-type: none"> • Bi-annual • Ad hoc 	<ul style="list-style-type: none"> • Reports • Pictures of events • Info graphics 	SMPC
Setting-up of various social media platforms	For interaction, information dissemination and feedback generation	General Public	<ul style="list-style-type: none"> • Facebook • WhatsApp • Twitter • Youtube 	<ul style="list-style-type: none"> • One time event, updated regularly 	<ul style="list-style-type: none"> • Reports • No. of mentions on social media • Info graphics 	SMPC
Publication of policy statements	For information dissemination	General Public	<ul style="list-style-type: none"> • Newspaper • MRH Website 	<ul style="list-style-type: none"> • Quarterly • Ad hoc 	<ul style="list-style-type: none"> • Newspaper clippings 	SMPC

Production and airing of audio-visual materials	To have a platform for the Ministry and its Agencies to project and promote some of the major achievements and challenges in implementing the SMTDP	General public	<ul style="list-style-type: none"> • Media – radio and TV • Social media - YouTube 	<ul style="list-style-type: none"> • Annual 	<ul style="list-style-type: none"> • video clips • No. of mentions on social media • Pictures 	SMPC
Media Monitoring and Research	To ensure that the Ministry is informed in a timely manner about media reportage that is of interest to, or affects the Ministry	Management and Staff	<ul style="list-style-type: none"> • Radio • Television • Internet/social media • Newspapers 	<ul style="list-style-type: none"> • Daily 	<ul style="list-style-type: none"> • Newspaper clippings • No. of mentions on social media • Social media links • Video clips 	SMPC

ANNEXES

ANNEX 1: PROGRAMME OF ACTION 2026-2029

[POA.xlsx](#)

ANNEX 2: ANNUAL ACTION PLANS

[AAP 2026-2029.XLSX](#)

ANNEX 3: LIST OF PROJECTS

ONGOING PROJECTS AND NEW.XLSX

ANNEX 5: MAINTENANCE PLANS

LIST OF REFERENCES

- 1. Guidelines for Sectors and District Medium-term Development Plan 2026 – 2029*
- 2. The National Development Planning Systems Regulation, 2016 (L.I.2232)*
- 3. Ministry of Roads and Highways and its Agencies Statistics*

ROAD SECTOR MEDIUM TERM DEVELOPMENT PLAN 2026-2029																				
ANNUAL ACTION PLAN 2026																				
Broad National Goals	National Objectives	SECTOR OBJECTIVES	Development Issues	DEVELOPMENT PRIORITY AREAS	BUDGET Sub Progrm	Activities	Indicator TARGET	TIME FRAME				Indicative Budget					(GHS)		Implementation Agencies	
								1ST QTR	2ND QTR	3RD QTR	4TH QTR	GoG	IGF	Donor	Road Fund	TOTAL	Lead	Collaborating		
BUDGET PROGRAMME 1: ADMINISTRATION																				
Safeguard the natural environment and built environment	Improve efficiency and effectiveness of road transport infrastructure and services;	Create an accessible, affordable, reliable, safe and secure transport system for all users	poor service delivery in the road transport sector;	Institutional development and capacity building	General Administration	Organise Management meetings, staff durbars, annual retreats etc	Management Meetings held twice a month, annual retreat and quarterly staff durbar for staff held on schedule	1,844,884.25	5,534,652.76	7,379,537.01	3,689,768.51	11,319,382.29	35,871.73	-	7,093,588.51	18,448,842.53	MRH	GHA, DUR, DFR, GRF, KTC		
						Develop and sensitize staff on Office procedures, receive and respond to externa complaints	Operational manuals developed , service charters reviewed to guide activities of the ministry. Client services unit responds to complaints within 7 days	2,071,271.90	6,213,815.70	8,285,087.60	4,142,543.80	13,583,258.75	35,871.73	-	7,093,588.51	20,712,718.99	MRH	GHA, DUR, DFR, GRF, KTC		
						Manage Office buildings and equipment,	Office Asset register updated annually and scheduled maintenance report provided	2,931,307.29	8,793,921.86	11,725,229.14	5,862,614.57	18,111,011.67	55,152.79	240,516.07	10,906,392.33	29,313,072.86	MRH	GHA, DUR, DFR, GRF, KTC		
						Organise public events, publish activities of the ministry, media interactions, diplomatic visits etc	Communication strategy and public interaction programmes rolled out as planned	2,345,810.68	7,037,432.05	9,383,242.74	4,691,621.37	18,111,011.67	26,903.80	-	5,320,191.38	23,458,106.85	MRH	GHA, DUR, DFR, GRF, KTC		
						Sensitize staff on National Anti Corruption efforts	NACAP Annual Work Plans are prepared and activities carried out on schedule	63,101.18	189,303.54	252,404.72	126,202.36	452,775.29	896.79	-	177,339.71	631,011.80	MRH	GHA, DUR, DFR, GRF, KTC		
	Build a competitive and Modern Construction industry	Develop adequately skilled human resources for executing all aspects of the transport sector mandate	Inadequate human and logistical capacity in transport system; Inefficiencies in the procurement, management and supervision of contracts Inadequate requisite equipment and technology for operations ; Inadequate attention to research	Institutional development and capacity building	Human resource (HRD, M&E, KTC, MTC)	Management of staff schedules, training, postings,promotions, recruitment, welfare etc	Annual trainin needs assesment done and implemented. leave roosters prepared, staff appraisal and promotions interviews conduted	3,636,091.13	10,908,273.39	14,544,364.52	7,272,182.26	22,638,764.58	44,839.67	4,810,321.43	8,866,985.64	36,360,911.31	MRH	GHA, DUR, DFR, GRF, KTC		
						Improve Koforidua training centre to provide tailored training for staff and service providers	Koforidua training centre developed into a centre of excellence to conduct training for staff and local contractors	4,022,396.26	12,067,188.77	16,089,585.02	8,044,792.51	30,109,556.89	44,839.67	1,202,580.36	8,866,985.64	40,223,962.55	MRH	KTC		
						Management of service providers; procurement, management, supervision of contractors and consultants etc	Agency Design Review teams and Ministerial Technical committee reviewed all new projects.	1,697,787.53	5,093,362.59	6,791,150.12	3,395,575.06	11,319,382.29	22,419.83	1,202,580.36	4,433,492.82	16,977,875.30	MRH	GHA, DUR, DFR, GRF, KTC		
							Procurement of all works and services are conducted in line with PPA regulations	1,632,848.19	4,898,544.57	6,531,392.76	3,265,696.38	11,319,382.29	22,419.83	553,186.96	4,433,492.82	16,328,481.91	MRH, GHA, DFR, DUR, KTC,GRF	PPA, Consultants, Contractors, Service providers		
						Monitor and Evaluate plans, programmes and projects	M&E outline for sector plans, programmes and projects submitted and implemented on schedule	3,275,317.02	9,825,951.07	13,101,268.10	6,550,634.05	22,638,764.58	44,839.67	1,202,580.36	8,866,985.64	32,753,170.24	MRH	GHA, DUR, DFR, GRF, KTC		
		Apply new and appropriate technology and innovations to transport infrastructure and service delivery			Institutional development and capacity building	Research Statics and information management	Collect, manage and publish road sector data	Contractor Classification documents updated and classified contractors published on schedule.	631,011.80	1,893,035.39	2,524,047.19	1,262,023.60	4,527,752.92	8,967.93	-	1,773,397.13	6,310,117.98	MRH	GHA, DUR, DFR, GRF, KTC	
								Resource the physical and electronic library of road sector information with updated materials for research and innovation	655,063.40	1,965,190.21	2,620,253.62	1,310,126.81	4,527,752.92	8,967.93	240,516.07	1,773,397.13	6,550,634.05	MRH	GHA, DUR, DFR, GRF, KTC	
							Conduct research, liase with research institutions, students and other proponent on materials and services to improve sector delivery	Research conducted on other material use, technology for data collection etc	715,192.42	2,145,577.27	2,860,769.69	1,430,384.85	4,527,752.92	8,967.93	841,806.25	1,773,397.13	7,151,924.23	MRH, GHA, DFR, DUR, KTC,GRF	Research/Educational Institutions, Professional Bodies, DPs	
							Enhance use of modern technology to enhance work output	Internet connectivity, computers and seminars conducted for staff	881,451.05	2,644,353.15	3,525,804.20	1,762,902.10	6,791,629.37	8,967.93	240,516.07	1,773,397.13	8,814,510.51	MRH, GHA, DFR, DUR, KTC,GRF	Service Providers, Consultants, Educational institutions, Professional bodies	
							Ensure the requirements of the PFM Act is applied in all transactions of the sector	Annual audit of sector and projects conducted and management reports submitted as scheduled	1,334,226.34	4,002,679.03	5,336,905.37	2,668,452.68	11,319,382.29	8,967.93	240,516.07	1,773,397.13	13,342,263.42	MRH, GHA, DFR, DUR, KTC,GRF	Audit Service, MoF, Parliament	
	Improve efficiency and effectiveness of road transport infrastructure and services;	Increase private sector investment and improve utilisation of public financing	leakages in revenue collection systems; Inadequate investment in road transport infrastructure provision and maintenance	Sector financing	Finance	Funds secured from traditional and non-traditional sources for project	1,577,529.49	4,732,588.48	6,310,117.98	3,155,058.99	11,319,382.29	22,419.83	-	4,433,492.82	15,775,294.94	MRH,GHA, DFR, DUR, KTC,GRF	MoF, GoG, Parliament, DPs			
						Seek for more funding for projects in the sector	PPP projects undertaken	32,753.17	98,259.51	131,012.68	65,506.34	226,387.65	448.40	12,025.80	88,669.86	327,531.70	MRH, GHA, DFR, DUR, KTC,GRF	PPA, Parliament, MoF, Private Sector		
						% annual increase in Road Fund Revenue;	31,550.59	94,651.77	126,202.36	63,101.18	226,387.65	448.40	-	88,669.86	315,505.90	MRH, GRF, GHA, DUR, DFR	MoF, Cabinet, Parliament			
						Development partner projects prepared/monitored and steering committee meetings held	35,158.33	105,474.99	140,633.32	70,316.66	226,387.65	448.40	36,077.41	88,669.86	351,583.31	MRH, DPs	GHA, DUR, DFR, Parliament, Cabinet, MoF			
	Create an integrated and harmonized transport planning framework	Poor transportation planning and budgeting; Poor linkages between land use and transport planning; Poor coordination and co-operation among relevant institutions	Intermodal and inter-sectorial coordination	Policy and Planning	Coordinate review of sector policies, Development Partners, intersectoral committees, cabinet & parliament issues etc	Quarterly Axle Load working group meetings, Transport Sector working group meetings, national facilitation meetings held	31,550.59	94,651.77	126,202.36	63,101.18	226,387.65	448.40	-	88,669.86	315,505.90	MRH	Axle Load Working Group Committee, Transport Sector Working Group, NFC members			
National and regional Engineering Committee meetings held on schedule					31,550.59	94,651.77	126,202.36	63,101.18	226,387.65	448.40	-	88,669.86	315,505.90	MRH	GHA, DUR, DFR					
ROW Acquisition programme rolled out					3,275,317.02	9,825,951.07	13,101,268.10	6,550,634.05	22,638,764.58	44,839.67	1,202,580.36	8,866,985.64	32,753,170.24	MRH, GHA, DFR, DUR, KTC,GRF	MMDA's, MLGRD, LUSPA, Lands Commission					
Cabinet and parliamentary memos, information papaers, project briefs etc submitted					-	-	-	-	-	-	-	-	-	-	-	-	MRH, Cabinet, Parliament	GHA, DUR, DFR, GRF, KTC		
Sub total Administration							32,753,170.24	98,259,510.72	131,012,680.96	65,506,340.48	226,387,646	448,397	12,025,804	88,669,856	327,531,702					

ROAD SECTOR MEDIUM TERM DEVELOPMENT PLAN 2026-2029																		
ANNUAL ACTION PLAN 2026																		
Broad National Goals	National Objectives	SECTOR OBJECTIVES	Development Issues	DEVELOPMENT PRIORITY AREAS	BUDGET Sub Program	Activities	Indicator TARGET	TIME FRAME				Indicative Budget (GHS)					Implementation Agencies	
								1ST QTR	2ND QTR	3RD QTR	4TH QTR	GoG	IGF	Donor	Road Fund	TOTAL	Lead	Collaborating
BUDGET PROGRAMME 2: ROAD CONSTRUCTION																		
Improve efficiency and effectiveness of road transport infrastructure and services;	Establish Ghana as a transport hub within the West African sub-region	Poor quality of road condition and network; inadequate road infrastructure	Major development and Rural accessibility	ROAD CONSTRUCTION	Construct and rehabilitate roads and bridges to improve, expand and link the network to other modes	450km of trunk and 100km of urban roads constructed/rehabilitated by 2029	359,504,100	1,078,512,300	1,438,016,401	719,008,200	2,396,084,703	224,198	1,198,732,100		3,595,041,001	MRH,GHA, DFR, DUR, KTC,GRF	MoF, DPs, Cabinet, Parliament, MMDA's, relevant MDA's, contractors, service providers	
						Bridges Constructed/rehabilitated: 19No on trunk, 20No on feeder. 20No.bridges on urban roads by 2029	988,636,275	2,965,908,826	3,954,545,101	1,977,272,551	6,589,232,934	616,545	3,296,513,274		9,886,362,754	MRH,GHA, DFR, DUR, KTC,GRF	MoF, DPs, Cabinet, Parliament, MMDA's, relevant MDA's, contractors, service providers	
						...km of roads constructed/rehabilitated to link other modes by end of 2029	89,876,025	269,628,075	359,504,100	179,752,050	599,021,176	56,050	299,683,025		898,760,250	MRH,GHA, DFR, DUR, KTC,GRF	MoF, DPs, Cabinet, Parliament, MMDA's, relevant MDA's, contractors, service providers	
	...km of Urban Mass transport and Active Mobility infrastructure developed for identified corridors by 2029	179,752,050	539,256,150			719,008,200	359,504,100	1,198,042,352	112,099	599,366,050		1,797,520,501	MRH, GHA, DUR	MoT, MMDA's, relevant MDA's				
	Create an accessible, affordable, reliable, safe and secure transport system for all users	Urban congestion in major cities	Urban Management			Engineering studies conducted, 11No on trunk, 35No on feeder and 35No. On urban roads by 2029	179,752,050	539,256,150	719,008,200	359,504,100	1,198,042,352	112,099	599,366,050		1,797,520,501	MRH,GHA, DUR, KTC,GRF	MoF, Cabinet, Parliament, DPs, relevant MDA's, Contractors, service providers	
Sub total Road Construction							1,797,520,501	5,392,561,502	7,190,082,003	3,595,041,001	11,980,423,517	1,120,992	5,993,660,498	-	17,975,205,007			
BUDGET PROGRAMME 3: ROAD MAINTENANCE																		
develop and implement effective maintenance systems for all transport modes;	Create an accessible, affordable, reliable, safe and secure transport system for all users	poor road maintenance/rehabilitation culture; traffic congestion in major cities	Asset Preservation(Road Maintenance)	ROAD MAINTENANCE	Undertake routine and period maintenance to improve condition and preserve the road network	75% routine and periodic maintenance under taken annually relative to maintenance programme to achieve a condition of 60% good, 20% fair and 20% poor by 2029	336,225,349	1,008,676,048	1,344,901,397	672,450,698	1,757,128,782	60,791,378	-	1,544,333,332	3,362,253,492	MRH	GHA, DFR, DUR, KTC, GRF, MoF, Cabinet, Parliament	
						Undertake upgrading of gravel to bituminous surface roads to enhance performance fo network	244,527,527	733,582,580	978,110,107	489,055,053	1,277,911,842	44,211,911	-	1,123,151,514	2,445,275,267	MRH, DFR, DUR, GRF	MMDA's, MLGRD, MoF, MOFA, Cabinet, Parliament, COCOBOD Tourism Ministry, relevant MDA's	
			Maintain roads that connects to rail stations, airports, landing sites, tourist centres, hospitals etc			18,339,565	55,018,694	73,358,258	36,679,129	95,843,388	3,315,893	-	84,236,364	183,395,645	MRH, GHA, DUR, DFR, GRF	MMDA's, LUSPA, relevant MDA's, Cabinet, Parliament		
			Implement intersection capacity, widening etc improve capacity of urban network			12,226,376	36,679,129	48,905,505	24,452,753	63,895,592	2,210,596	-	56,157,576	122,263,763	MRH, GHA, DUR, GRF, KTC	MoF, Cabinet, Parliament, DPs, relevant MDA's, Contractors, service providers		
Subtotal Road Maintenance							611,318,817	1,833,956,450	2,445,275,267	1,222,637,633	3,194,779,605	110,529,778	-	2,807,878,785	6,113,188,167			
BUDGET PROGRAMME 4: ROAD SAFETY																		
Enhance safety and security for all categories of road users;	Provide transport infrastructure and services without compromising the integrity of society, environment, health and the climate	early deterioration of road network; •High incidence of road accidents and raising road fatalities and injuries unauthorized construction of speed ramps and rumble strips construction of speed ramps and rumble strips;Inadequate facilities for Non-Motorized Transport (NMT); Selective application of ESIA to transport infrastructure projects	Asset Preservation (Axle load control)	ROAD SAFETY AND ENVIRONMENT	develop and monitor axle loads on the road network	Increase permanent axle weigh stations to 21 by year 2029, maintain general overloading below 5% annual	15,965,899	47,897,698	63,863,598	31,931,799	143,076,814		1,803,871	14,778,309	159,658,994	MRH, GHA, GRF	Cabinet, Parliament, DPs, MoF, GSA, Contractors, Service Providers	
						Ensure the design, construction and use of road network is safe	12,772,720	38,318,159	51,090,878	25,545,439	114,461,451		1,443,096	11,822,648	127,727,195	MRH, GHA, DUR, DFR, GRF, KTC	MoT, NRSA, MoF, Parliament, Cabinet MMDAs, relevant MDAs	
			Safety audit is carried out for all development projects and major maintenance projects			6,386,360	19,159,079	25,545,439	12,772,720	57,230,726		721,548	5,911,324	63,863,598	MRH, GHA, DUR, DFR, GRF, KTC	NRSA, Consultants, Professional bodies, educational institutions		
			All identified hazardous sections treated within			17,881,807	53,645,422	71,527,229	35,763,615	160,246,031		2,020,335	16,551,707	178,818,073	MRH, GHA, DUR, DFR, KTC, GRF	NRSA, Consultants, Professional bodies, educational institutions, MMDAs, relevant MDAs		
			Requirements of ESIA, RAP carried out on all projects within the period			3,193,180	9,579,540	12,772,720	6,386,360	28,615,363		360,774	2,955,662	31,931,799	MRH, GHA, DUR, DFR, KTC, GRF	NRSA, Consultants, Professional bodies, educational institutions, MESTI, MMDAs, relevant MDAs		
			No. of projects with Climate adaptation measur			63,864	191,591	255,454	127,727	572,307		7,215	59,113	638,636	MRH, GHA, DUR, DFR, KTC	MESTI, Professional bodies, educational institutions, MMDAs, relevant MDAs		
			Ensure the road transport infrastructure is suitable for use by PWDs			Minimum accessibility standards for PWDs included in road design manuals	255,454	766,363	1,021,818	510,909	2,289,229		28,862	236,453	2,554,544	MRH, GHA, DFR, DUR, KTC,GRF	DPs, MoGSCP, relevant MDA's	
Promote equal Opportunities for people with disability in social and economic development	Inadequate facilities for PWDs in the transport system; low participation of women in the transport sector. Low participation of Ghanaians in major road construction projects	Inclusive Development (job Creation, vulnerable groups and Pro-poor programmes)	No of new and existing footbridges provided with ramps	6,386,360	19,159,079	25,545,439	12,772,720	57,230,726		721,548	5,911,324	63,863,598	MRH	GHA, DUR, DFR				
			Create job opportunities for Ghanaians	100% of construction, major rehabilitation and minor rehabilitation contracts include local content clauses	-	-	-	-	-	-	-	-	-	MRH,GHA, DFR, DUR, KTC,GRF	MoF, Cabinet, Parliament, DPs, relevant MDA's, Contractors, service providers, Private sector			
Subtotal PB 4							63,863,598	191,590,793	255,454,390	127,727,195	572,307,255	-	7,215,482	59,113,238	638,635,975			

ROAD SECTOR MEDIUM TERM DEVELOPMENT PLAN 2026-2029

ANNUAL ACTION PLAN 2026

Broad National Goals	National Objectives	SECTOR OBJECTIVES	Development Issues	DEVELOPMENT PRIORITY AREAS	BUDGET Sub Progrm	Activities	Indicator TARGET	TIME FRAME				Indicative Budget (GHS)				Implementation Agencies		
								1ST QTR	2ND QTR	3RD QTR	4TH QTR	GoG	IGF	Donor	Road Fund	TOTAL	Lead	Collaborating
GRAND TOTAL								2,505,456,085	7,516,368,255	10,021,824,341	5,010,912,170	15,973,898,023	112,099,166	6,012,901,784	2,955,661,879	25,054,560,851		

ROAD SECTOR MEDIUM TERM DEVELOPMENT PLAN 2026-2029																				
Broad National Goals	National Objectives	SECTOR OBJECTIVES	Development Issues	DEVELOPMENT PRIORITY AREAS	BUDGET Sub-Program	Activities	ANNUAL ACTION PLAN 2027				Indicative Budget			(GHS)		Implementation Agencies				
							Indicator TARGET				TIME FRAME			GoG	IGF	Donor	Road Fund	TOTAL	Lead	Collaborating
							1ST QTR	2ND QTR	3RD QTR	4TH QTR	1ST QTR	2ND QTR	3RD QTR							
BUDGET PROGRAMME I: ADMINISTRATION																				
Safeguard the natural environment and built environment	Improve efficiency and effectiveness of road transport infrastructure and services;	Create an accessible, affordable, reliable, safe and secure transport system for all users	poor service delivery in the road transport sector; inadequate human and logistical capacity in transport system; inefficiencies in the procurement, management and supervision of contracts	Institutional development and capacity building	General Administration	Organise Management meetings, staff darbars, annual retreats etc	Management Meetings held twice a month, annual retreat and quarterly staff darbar for staff held on schedule	2,819,289.73	8,457,869.20	11,277,158.93	5,638,579.46	20,707,793.45	36,835.94	-	7,448,267.93	28,192,897.32	MRH	GHA, DUR, DFR, GRF, KTC		
						Develop and sensitize staff on Office procedures, receive and respond to external complaints	Operational manuals developed, service charters reviewed to public activities of the ministry. Client services unit responds to complaints within 7 days	3,233,445.60	9,700,336.80	12,933,782.41	6,466,891.20	24,849,352.14	36,835.94	-	7,448,267.93	32,334,456.01	MRH	GHA, DUR, DFR, GRF, KTC		
						Manage Office buildings and equipment, vehicles etc	Office Asset register updated annually and scheduled maintenance report provided	4,466,276.42	13,398,829.26	17,865,105.68	8,932,552.84	33,132,469.52	56,635.26	21,947.46	11,451,711.95	44,662,764.19	MRH	GHA, DUR, DFR, GRF, KTC		
						Organise public events, publish activities of the ministry, media interactions, diplomatic visits etc	Communication strategy and public interaction programmes rolled out as planned	3,874,629.74	11,623,889.23	15,498,518.97	7,749,259.49	33,132,469.52	27,626.95	-	5,586,200.95	38,746,297.43	MRH	GHA, DUR, DFR, GRF, KTC		
						Sensitize staff on National Anti Corruption efforts	NACAP Annual Work Plans are prepared and activities carried out on schedule	101,543.93	304,631.80	406,175.73	203,087.87	828,311.74	920.90	-	186,206.70	1,015,439.33	MRH	GHA, DUR, DFR, GRF, KTC		
	Build a competitive and Modern Construction industry	Apply new and appropriate technology and innovations to transport infrastructure and service delivery	Inadequate requisite equipment and technology for operations; Inadequate attention to research	Institutional development and capacity building	Human resource (HRD, M&E, KTC, MTC)	Management of staff schedules, training, postings, promotions, recruitment, welfare etc	Annual trainee needs assessment done and implemented, leave rosters prepared, staff appraisal and promotions interviews conducted	5,121,091.60	15,363,274.80	20,484,366.40	10,242,183.20	41,415,586.90	46,044.92	438,949.25	9,310,334.92	51,210,915.99	MRH	GHA, DUR, DFR, GRF, KTC		
						Improve Koforidua training centre to provide tailored training for staff and service providers	Koforidua training centre developed into a centre of excellence to conduct training for staff and local contractors	6,454,884.77	19,364,654.32	25,819,539.09	12,909,769.55	55,082,730.58	46,044.92	109,737.31	9,310,334.92	64,548,847.73	MRH	KTC		
						Management of service providers; procurement, management, supervision of contractors and consultants etc	Agency Design Review teams and Ministerial Technical Committee reviewed all new projects	2,549,572.07	7,648,716.20	10,198,288.27	5,099,144.14	20,707,793.45	23,022.46	109,737.31	4,655,167.46	25,495,720.68	MRH	GHA, DUR, DFR, GRF, KTC		
						Procurement of all works and services are conducted in line with PPA regulations	M&E outline for sector plans, programmes and projects submitted and implemented on schedule	2,543,646.25	7,630,938.76	10,174,585.01	5,087,292.51	20,707,793.45	23,022.46	50,479.16	4,655,167.46	25,436,462.53	MRH, GHA, DFR, DUR, KTC, GRF	PPA, Consultants, Contractors, Service providers		
						Monitor and Evaluate plans, programmes and projects	M&E outline for sector plans, programmes and projects submitted and implemented on schedule	5,088,170.41	15,264,511.22	20,352,681.62	10,176,340.81	41,415,586.90	46,044.92	109,737.31	9,310,334.92	50,881,704.05	MRH	GHA, DUR, DFR, GRF, KTC		
	Improve efficiency and effectiveness of road transport infrastructure and services;	Increase private sector investment and improve utilisation of public financing	Inadequate revenue collection systems; Inadequate investment in road transport infrastructure provision and maintenance	Sector financing	Finance	Contractor Classification documents updated and classified operations; Inadequate attention to research	Contractor Classification documents updated and classified operations; Inadequate attention to research	1,015,439.33	3,046,318.00	4,061,757.34	2,030,878.67	8,283,117.38	9,208.98	-	1,862,066.98	10,154,393.35	MRH	GHA, DUR, DFR, GRF, KTC		
						Collect, manage and publish road sector data	Resource the physical and electronic library of road sector information with updated materials for research and innovation	1,017,634.08	3,052,902.24	4,070,536.32	2,035,268.16	8,283,117.38	9,208.98	21,947.46	1,862,066.98	10,176,340.81	MRH	GHA, DUR, DFR, GRF, KTC		
						Conduct research, liaise with research institutions, students and other proponent on materials and services to improve sector delivery	Research conducted on other material use, technology for data collection etc	1,023,120.95	3,069,362.84	4,092,483.79	2,046,241.89	8,283,117.38	9,208.98	76,816.12	1,862,066.98	10,231,209.47	MRH, GHA, DFR, DUR, KTC, GRF	Research/Educational Institutions, Professional Bodies, DPs		
						Enhance use of modern technology to enhance work output	Internet connectivity, computers and seminars conducted for staff	1,431,789.95	4,295,369.85	5,727,159.80	2,863,579.90	12,424,676.07	9,208.98	21,947.46	1,862,066.98	14,317,899.50	MRH, GHA, DFR, DUR, KTC, GRF	Service Providers, Consultants, Educational institutions, Professional bodies		
						Ensure the requirements of the PFM Act is applied in all transactions of the sector	Annual audit of sector and projects conducted and management reports submitted as scheduled	2,260,101.69	6,780,305.06	9,040,406.75	4,520,203.38	20,707,793.45	9,208.98	21,947.46	1,862,066.98	22,601,016.88	MRH, GHA, DFR, DUR, KTC, GRF	Audit Service, MoF, Parliament		
Improve efficiency and effectiveness of road transport infrastructure and services;	Create an integrated and harmonized transport planning framework	poor transportation planning and budgeting; Poor linkages between land use and transport planning; Poor coordination and co-operation among relevant institutions	Intermodal and inter-sectorial coordination	Policy and Planning	Seek for more funding for projects in the sector	Funds secured from traditional and non-traditional sources for project	2,538,598.34	7,615,795.01	10,154,393.35	5,077,196.67	20,707,793.45	23,022.46	-	4,655,167.46	25,385,983.37	MRH, GHA, DFR, DUR, KTC, GRF	MoF, GoG, Parliament, DPs			
					PPP projects undertaken	PPP projects undertaken	50,881.70	152,645.11	203,526.82	101,763.41	414,155.87	460.45	1,097.37	93,103.35	508,817.04	MRH, GHA, DFR, DUR, KTC, GRF	PPA, Parliament, MoF, Private Sector			
					% annual increase in Road Fund Revenue;	% annual increase in Road Fund Revenue;	50,771.97	152,315.90	203,087.87	101,543.93	414,155.87	460.45	-	93,103.35	507,719.67	MRH, GHA, DFR, DUR, DFR	MoF, Cabinet, Parliament			
					Development partner projects prepared/monitored and steering committee meetings held	Development partner projects prepared/monitored and steering committee meetings held	51,101.18	153,303.54	204,404.71	102,202.36	414,155.87	460.45	3,292.12	93,103.35	511,011.79	MRH, DPs	GHA, DUR, DFR, Parliament, Cabinet, MoF			
					Quarterly Axle Load working group meetings, Transport Sector working group meetings, national facilitation meetings held	Quarterly Axle Load working group meetings, Transport Sector working group meetings, national facilitation meetings held	50,771.97	152,315.90	203,087.87	101,543.93	414,155.87	460.45	-	93,103.35	507,719.67	MRH	Axle Load Working Group Committee, Transport Sector Working Group, NPC members			
Safeguard the natural environment and built environment	Create an integrated and harmonized transport planning framework	poor transportation planning and budgeting; Poor linkages between land use and transport planning; Poor coordination and co-operation among relevant institutions	Intermodal and inter-sectorial coordination	Policy and Planning	National and regional Engineering Committee meetings held on schedule	National and regional Engineering Committee meetings held on schedule	50,771.97	152,315.90	203,087.87	101,543.93	414,155.87	460.45	-	93,103.35	507,719.67	MRH	GHA, DUR, DFR			
					ROW Acquisition programme rolled out	ROW Acquisition programme rolled out	5,088,170.41	15,264,511.22	20,352,681.62	10,176,340.81	41,415,586.90	46,044.92	109,737.31	9,310,334.92	50,881,704.05	MRH, GHA, DFR, DUR, KTC, GRF	MMDA's, MLGRD, LUSPA, Lands Commission			
					Cabinet and parliamentary memos, information papers, project briefs etc submitted	Cabinet and parliamentary memos, information papers, project briefs etc submitted	0	0	0	0	-	-	-	-	0	MRH, Cabinet, Parliament	GHA, DUR, DFR, GRF, KTC			
Sub total Administration							50,881,704.05	152,645,112.16	203,526,816.22	101,763,408.11	414,155,869	460,449	1,097,373	93,103,349	508,817,041					

ROAD SECTOR MEDIUM TERM DEVELOPMENT PLAN 2026-2029																		
Broad National Goals	National Objectives	SECTOR OBJECTIVES	Development Issues	DEVELOPMENT PRIORITY AREAS	BUDGET Sub-Program	Activities	ANNUAL ACTION PLAN 2027								Implementation Agencies			
							Indicator TARGET	TIME FRAME				Indicative Budget				TOTAL	Lead	Collaborating
								1ST QTR	2ND QTR	3RD QTR	4TH QTR	GoG	IGF	Donor	Road Fund			
BUDGET PROGRAMME 2: ROAD CONSTRUCTION																		
Improve efficiency and effectiveness of road transport infrastructure and services	Establish Ghana as a transport hub within the West African sub-region	Poor quality of road condition and network; inadequate road infrastructure	Major development and Rural accessibility	ROAD CONSTRUCTION	Construct and rehabilitate roads and bridges to improve, expand and link the network to other modes	450km of trunk and 100km of urban roads constructed/rehabilitated	170,700,618	512,101,854	682,802,472	341,401,236	1,997,389,802	230,225	109,386,152	-	1,707,006,179	MRH,GHA, DFR, DUR, KTC,GRF	MoF, DP's, Cabinet, Parliament, MMDA's, relevant MDA's, contractors, service providers	
						Bridges Constructed/rehabilitated; 190No on trunk, 20No on feeder, 20No bridges on urban roads, by 2029	469,426,699	1,408,280,098	1,877,706,797	938,853,398	4,392,821,956	633,118	300,811,918	-	4,694,266,992	MRH,GHA, DFR, DUR, KTC,GRF	MoF, DP's, Cabinet, Parliament, MMDA's, relevant MDA's, contractors, service providers	
						...km of roads constructed/rehabilitated to link other modes by end of 2029	42,675,154	128,025,463	170,700,618	85,350,309	399,347,451	57,556	27,346,538	-	426,751,545	MRH,GHA, DFR, DUR, KTC,GRF	MoF, DP's, Cabinet, Parliament, MMDA's, relevant MDA's, contractors, service providers	
						...km of Urban Mass transport and Active Mobility infrastructure developed for identified corridors by 2029	85,350,309	256,050,927	341,401,236	170,700,618	798,694,901	115,112	54,693,076	-	853,503,090	MRH, GHA, DUR	MoF, MMDA's, relevant MDA's	
						Engineering studies conducted, 11No on trunk, 35No on feeder and 35No. On urban roads by 2029	85,350,309	256,050,927	341,401,236	170,700,618	798,694,901	115,112	54,693,076	-	853,503,090	MRH,GHA, DUR, KTC,GRF	MoF, Cabinet, Parliament, DP's, relevant MDA's, Contractors, service providers	
Sub total Road Construction						853,503,090	2,560,509,269	3,414,012,358	1,707,006,179	7,986,949,011	1,151,123	546,930,761	-	8,535,030,895				
BUDGET PROGRAMME 3: ROAD MAINTENANCE																		
develop and implement effective maintenance systems for all transport modes;	Create an accessible, affordable, reliable, safe and secure transport system for all users	poor road maintenance/rehabilitation on culture; traffic congestion in major cities	Asset Preservation (Road Maintenance)	ROAD MAINTENANCE	Undertake routine and period maintenance to improve condition and preserve the road network	75% routine and periodic maintenance under taken annually relative to maintenance programme to achieve a condition of 60% good, 20% fair and 20% poor by 2029	262,111,075	786,333,226	1,048,444,302	524,222,151	937,135,351	62,425,406	-	1,621,549,998	2,621,110,754	MRH	GHA, DFR, DUR, KTC, GRF, MoF, Cabinet, Parliament	
					Undertake upgrading of gravel to bituminous surface roads to enhance performance for network	% Increase length of paved roads, targeting district capitals, agri, tourism and other social facilities to achieve 60% good, 20% fair and 20% poor road condition by 2029	190,626,237	571,878,710	762,504,947	381,252,473	681,552,982	45,400,295	-	1,179,309,090	1,906,262,367	MRH, DFR, DUR, GRF	MMDA's, MLGRD, MoF, MoFA, Cabinet, Parliament, COCOBOD Tourism Ministry, relevant MDA's	
					Maintain roads that connects to rail stations, airports, landing sites, tourist centres, hospitals etc	...km of roads linking other modes, social and economic centres maintained annually	14,296,968	42,890,903	57,187,871	28,593,936	51,116,474	3,405,022	-	88,448,182	142,969,678	MRH, GHA, DUR, DFR, GRF	MMDA's, LUSPA, relevant MDA's, Cabinet, Parliament	
					Implement intersection capacity, widening etc improve capacity of urban network	No of intersections improved	9,531,312	28,593,936	38,125,247	19,062,624	34,077,649	2,270,015	-	58,965,454	95,313,118	MRH, GHA, DUR, GRF, KTC	MoF, Cabinet, Parliament, DP's, relevant MDA's, Contractors, service providers	
Subtotal Road Maintenance						476,565,592	1,429,696,775	1,906,262,367	953,131,183	1,703,882,456	113,500,737	-	2,948,272,724	4,765,655,917				
BUDGET PROGRAMME 4: ROAD SAFETY																		
Enhance safety and security for all categories of road users;	Provide transport infrastructure and services without compromising the integrity of society, environment, health and the climate	early deterioration of road network; High incidence of road accidents and raising road fatalities and injuries unauthorized construction of speed ramps and rumble strips; construction of speed ramps and rumble strips; inadequate facilities for Non-Motorized Transport (NMT); Selective application of ESIA to transport infrastructure projects	Asset Preservation (Ade load control)	ROAD SAFETY AND ENVIRONMENT	develop and monitor axle loads on the road network	Increase permanent axle weigh stations to 21 by year 2029, maintain general overloading below 5% annual	15,175,133.39	45,525,400.17	60,700,533.57	30,350,266.78	136,069,503.08		164,605.97	15,517,224.86	151,751,333.92	MRH, GHA, GRF	Cabinet, Parliament, DP's, MoF, GSA, Contractors, Service Providers	
					Ensure the design, construction and use of road network is safe	...km of pedestrian and NMT facilities constructed within the period	12,140,106.71	36,420,320.14	48,560,426.85	24,280,213.43	108,855,602.47		131,684.77	12,413,779.89	121,401,067.13	MRH, GHA, DUR, DFR, GRF, KTC	MoT, NRSA, MoF, Parliament, Cabinet MMDA's, relevant MDA's	
						Safety audits is carried out for all development projects and major maintenance projects	6,070,053.36	18,210,160.07	24,280,213.43	12,140,106.71	54,427,801.23		65,842.39	6,206,889.95	60,700,533.57	MRH, GHA, DUR, DFR, GRF, KTC	NRSA, Consultants, Professional bodies, educational institutions	
						All identified hazardous sections treated within the period	16,996,149.40	50,988,448.20	67,984,597.59	33,992,298.80	152,397,843.45		184,358.68	17,379,291.85	169,961,493.99	MRH, GHA, DUR, DFR, KTC, GRF	NRSA, Consultants, Professional bodies, educational institutions, MMDA's, relevant MDA's	
						Requirements of ESIA, RAP carried out on all projects within the period	3,035,026.68	9,105,080.03	12,140,106.71	6,070,053.36	27,213,900.62		32,921.19	3,103,444.97	30,350,266.78	MRH, GHA, DUR, DFR, KTC, GRF	NRSA, Consultants, Professional bodies, educational institutions, MMDA's, relevant MDA's	
	Carry out ESIA and climate adaptation on all projects as required	No. of projects with Climate adaptation measures	60,700.53	182,101.60	242,802.13	121,401.07	544,278.01		658.42	62,068.90	607,005.34	MRH, GHA, DUR, DFR, KTC	MESTI, Professional bodies, educational institutions, MMDA's, relevant MDA's					
	Ensure the road transport infrastructure is suitable for use by PWDs	Minimum accessibility standards for PWDs included in road design manuals	242,802.13	728,406.40	971,208.54	485,604.27	2,177,112.05		2,633.70	248,275.60	2,428,021.34	MRH, GHA, DFR, DUR, KTC,GRF	DP's, MoGSP, relevant MDA's					
	Create job opportunities for Ghanaians	No of new and existing footbridges provided with ramps	6,070,053.36	18,210,160.07	24,280,213.43	12,140,106.71	54,427,801.23		65,842.39	6,206,889.95	60,700,533.57	MRH	GHA, DUR, DFR					
		100% of construction, major rehabilitation and minor rehabilitation contracts include local content clauses	-	-	-	-	-		-	-	-	-	-	MRH,GHA, DFR, DUR, KTC,GRF	MoF, Cabinet, Parliament, DP's, relevant MDA's, Contractors, service providers, Private sector			
		5% of annual routine constructed by labour intensive methods	910,508.00	2,731,524.01	3,642,032.01	1,821,016.01	8,164,170.19		9,876.36	931,033.49	9,105,080.03	MRH	GRF, MoF, GHA, DUR, DFR, MMDA's, private sector, relevant MDA's					
Subtotal PB 4						60,700,533.57	182,101,600.70	242,802,134.26	121,401,067.13	544,278,012	0	658,424	6206889.45	607,005,336				
GRAND TOTAL																		
						1,441,650,918.85	4,324,952,756.56	5,766,603,675.41	2,883,301,837.70	10,649,265,348.34	115,112,309.62	546,686,557.87	3,103,444,972.49	14,416,509,188.52				

ROAD SECTOR MEDIUM TERM DEVELOPMENT PLAN 2026-2029

ANNUAL ACTION PLAN 2028

Broad National Goals	National Objectives	SECTOR OBJECTIVES	Development Issues	DEVELOPMENT PRIORITY AREAS	BUDGET Sub Program	Activities	Indicator TARGET	TIME FRAME				Indicative Budget					(GHS)		Implementation Agencies		
								1ST QTR	2ND QTR	3RD QTR	4TH QTR	GoG	IGF	Donor	Road Fund	TOTAL	Lead	Collaborating			
BUDGET PROGRAMME I: ADMINISTRATION																					
Safeguard the natural environment and built environment	Improve efficiency and effectiveness of road transport infrastructure and services;	Create an accessible, affordable, reliable, safe and secure transport system for all users				General Administration	Organise Management meetings, staff durbars, annual retreats etc	Management Meetings held twice a month, annual retreat and quarterly staff durbar for staff held on schedule	1,876,055.44	5,628,166.33	7,504,221.78	3,752,110.89	10,892,244.42	47,628.70	-	7,820,681.33	18,760,554.45	MRH	GHA, DUR, DFR, GRF, KTC		
							Develop and sensitize staff on Office procedures, receive and respond to external complaints	Operational manuals developed, service charters reviewed to guide activities of the ministry. Client services unit responds to complaints within 7 days	2,093,900.33	6,281,701.00	8,375,601.33	4,187,800.67	13,070,693.30	47,628.70	-	7,820,681.33	20,939,003.33	MRH	GHA, DUR, DFR, GRF, KTC		
							Manage Office buildings and equipment	Office Asset register updated annually and scheduled maintenance report provided	2,955,422.16	8,866,266.47	11,821,688.63	5,910,844.32	17,427,591.07	73,229.12	29,103.84	12,024,297.55	29,554,221.58	MRH	GHA, DUR, DFR, GRF, KTC		
							Organise public events, publish activities of the ministry, media interactions, diplomatic visits etc	Communication strategy and public interaction programmes rolled out as planned	2,332,882.36	6,998,647.08	9,331,529.44	4,665,764.72	17,427,591.07	35,721.52	-	5,865,511.00	23,328,823.59	MRH	GHA, DUR, DFR, GRF, KTC		
							Sensitize staff on National Anti-Corruption Commission	NACAP Annual Work Plans are prepared and activities carried out on schedule	63,239.75	189,719.26	252,959.01	126,479.51	435,689.78	1,190.72	-	195,517.03	632,397.53	MRH	GHA, DUR, DFR, GRF, KTC		
	Build a competitive and Modern Construction industry	Develop adequately skilled human resources for executing all aspects of the transport sector mandate	poor service delivery in the road transport sector; inadequate human and logistical capacity in transport system; Inefficiencies in the procurement, management and supervision of contracts Inadequate requisite equipment and technology for operations; Inadequate attention to research		Institutional development and capacity building		Human resource (HRD, M&E, KTC, MTC)	Management of staff schedules, training, postings, promotions, recruitment, welfare etc	Annual training needs assessment done and implemented. leave rosters prepared, staff appraisal and promotions interviews conducted	3,220,195.32	9,660,585.96	12,880,781.28	6,440,390.64	21,784,488.84	59,535.87	582,076.82	9,775,851.66	32,201,953.19	MRH	GHA, DUR, DFR, GRF, KTC	
								Improve Koforidua training centre to provide tailored training for staff and service providers	Koforidua training centre developed into a centre of excellence to conduct training for staff and local contractors	3,895,427.69	11,686,283.07	15,581,710.76	7,790,855.38	28,973,370.15	59,535.87	145,519.21	9,775,851.66	38,954,276.89	MRH	KTC	
								Management of service providers; procurement, management, supervision of contractors and consultants etc	Agency Design Review teams and Ministerial Technical committee reviewed all new projects. Procurement of all works and services are conducted in line with PPA regulations	1,595,545.74	4,786,637.22	6,382,182.96	3,191,091.48	10,892,244.42	29,767.93	145,519.21	4,887,925.83	15,955,457.39	MRH	GHA, DUR, DFR, GRF, KTC	
								Monitor and Evaluate plans, programmes and projects	M&E outline for sector plans, programmes and projects submitted and implemented on schedule	3,176,539.56	9,529,618.67	12,706,158.23	6,353,079.12	21,784,488.84	59,535.87	145,519.21	9,775,851.66	31,765,395.58	MRH	GHA, DUR, DFR, GRF, KTC	
								Collect, manage and publish road sector data	Contractor Classification documents updated and classified contractors published on schedule. Resource the physical and electronic library of road sector information with updated materials for research and innovation	632,397.53	1,897,192.58	2,529,590.11	1,264,795.05	4,356,897.77	11,907.17	-	1,955,170.33	6,323,975.27	MRH	GHA, DUR, DFR, GRF, KTC	
		Apply new and appropriate technology and innovations to transport infrastructure and service delivery						Research Statics and information management	Research conducted on other material use, technology for data collection etc	642,583.87	1,927,751.62	2,570,335.49	1,285,167.74	4,356,897.77	11,907.17	101,863.44	1,955,170.33	6,425,838.72	MRH, GHA, DFR, DUR, KTC, GRF	Research/Educational Institutions, Professional Bodies, DPs	
									Enhance use of modern technology to enhance work output	Internet connectivity, computers and seminars conducted for staff	853,152.80	2,559,458.40	3,412,611.20	1,706,305.60	6,535,346.65	11,907.17	29,103.84	1,955,170.33	8,531,528.00	MRH, GHA, DFR, DUR, KTC, GRF	Service Providers, Consultants, Educational institutions, Professional bodies
									Ensure the requirements of the PFM Act is applied in all transactions of the sector	Annual audit of sector and projects conducted and management reports submitted as scheduled	1,288,842.58	3,866,527.73	5,155,370.31	2,577,685.15	10,892,244.42	11,907.17	29,103.84	1,955,170.33	12,888,425.77	MRH, GHA, DFR, DUR, KTC, GRF	Audit Service, MoF, Parliament
									Seek for more funding for projects in the sector	Funds secured from traditional and non-traditional sources for project	1,580,993.82	4,742,981.46	6,323,975.27	3,161,987.64	10,892,244.42	29,767.93	-	4,887,925.83	15,809,938.19	MRH, GHA, DFR, DUR, KTC, GRF	MoF, GoG, Parliament, DPs
										PPP projects undertaken	31,765.40	95,296.19	127,061.58	63,530.79	217,844.89	595.36	1,455.19	97,758.52	317,653.96	MRH, GHA, DFR, DUR, KTC, GRF	PPA, Parliament, MoF, Private Sector
	Improve efficiency and effectiveness of road transport infrastructure and services;	Increase private sector investment and improve utilisation of public financing	leakages in revenue collection systems; Inadequate investment in road transport infrastructure provision and maintenance		Sector financing		Finance	% annual increase in Road Fund Revenue;	31,619.88	94,859.63	126,479.51	63,239.75	217,844.89	595.36	-	97,758.52	316,198.76	MRH, GRF, GHA, DUR, DFR	MoF, Cabinet, Parliament		
								Development partner projects prepared/monitored and steering committee meetings held	32,056.43	96,169.30	128,225.74	64,112.87	217,844.89	595.36	4,365.58	97,758.52	320,564.34	MRH, DPs	GHA, DUR, DFR, Parliament, Cabinet, MoF		
		Create an integrated and harmonized transport planning framework	poor transportation planning and budgeting; Poor linkages between land use and transport planning; Poor coordination and co-operation among relevant institutions	Intermodal and inter-sectorial coordination				Policy and Planning	Quarterly Axle Load working group meetings, Transport Sector working group meetings, national facilitation meetings held	31,619.88	94,859.63	126,479.51	63,239.75	217,844.89	595.36	-	97,758.52	316,198.76	MRH	Axle Load Working Group Committee, Transport Sector Working Group, NFC members	
									National and regional Engineering Committee meetings held on schedule	31,619.88	94,859.63	126,479.51	63,239.75	217,844.89	595.36	-	97,758.52	316,198.76	MRH	GHA, DUR, DFR	
									ROW Acquisition programme rolled out	3,176,539.56	9,529,618.67	12,706,158.23	6,353,079.12	21,784,488.84	59,535.87	145,519.21	9,775,851.66	31,765,395.58	MRH, GHA, DFR, DUR, KTC, GRF	MMDA's, MLGRD, LUSPA, Lands Commission	
Cabinet and parliamentary memos, information papers, project briefs etc submitted									0	0	0	0	-	-	-	-	0	MRH, Cabinet, Parliament	GHA, DUR, DFR, GRF, KTC		
Sub total Administration								31,765,395.58	95,296,186.73	127,061,582.30	63,530,791.15	217,844,888	595,359	1,455,192	97,758,517	317,653,956					

ROAD SECTOR MEDIUM TERM DEVELOPMENT PLAN 2026-2029

ANNUAL ACTION PLAN 2028

Broad National Goals	National Objectives	SECTOR OBJECTIVES	Development Issues	DEVELOPMENT PRIORITY AREAS	BUDGET Sub Program	Activities	Indicator TARGET	TIME FRAME				Indicative Budget					(GHS)		Implementation Agencies	
								1ST QTR	2ND QTR	3RD QTR	4TH QTR	GoG	IGF	Donor	Road Fund	TOTAL	Lead	Collaborating		
BUDGET PROGRAMME 2: ROAD CONSTRUCTION																				
Improve efficiency and effectiveness of road transport infrastructure and services;	Establish Ghana as a transport hub within the West African sub-region	Poor quality of road condition and network; inadequate road infrastructure	Major development and Rural accessibility	ROAD CONSTRUCTION	Construct and rehabilitate roads and bridges to improve, expand and link the network the network to other modes	450km of trunk and 100km of urban roads	85,885,200	257,655,601	343,540,801	171,770,400	713,500,778	297,679	145,053,544		858,852,002	MRH,GHA, DFR, DUR, KTC,GRF	MoF, DPs, Cabinet, Parliament, MMDA's, relevant MDA's, contractors, service providers			
						Bridges Constructed/rehabilitated; 19No on trunk, 20No on feeder. 20No.bridges on urban roads. by 2029	236,184,300	708,552,901	944,737,202	472,368,601	1,962,127,140	818,618	398,897,246		2,361,843,005	MRH,GHA, DFR, DUR, KTC,GRF	MoF, DPs, Cabinet, Parliament, MMDA's, relevant MDA's, contractors, service providers			
						...km of roads constructed/rehabilitated to link other modes by end of 2029	21,471,300	64,413,900	85,885,200	42,942,600	178,375,195	74,420	36,263,386		214,713,000	MRH,GHA, DFR, DUR, KTC,GRF	MoF, DPs, Cabinet, Parliament, MMDA's, relevant MDA's, contractors, service providers			
	...km of Urban Mass transport and Active Mobility infrastructure developed for identified corridors by 2029	42,942,600	128,827,800			171,770,400	85,885,200	356,750,389	148,840	72,526,772		429,426,001	MRH, GHA, DUR	MoT, MMDA's, relevant MDA's						
	Engineering studies conducted, 11No on trunk, 35No on feeder and 35No. On urban roads by 2029	42,942,600	128,827,800			171,770,400	85,885,200	356,750,389	148,840	72,526,772		429,426,001	MRH,GHA, DUR, KTC,GRF	MoF, Cabinet, Parliament, DPs, relevant MDA's, Contractors, service providers						
Sub total Road Construction							429,426,001	1,288,278,003	1,717,704,003	858,852,002	3,567,503,892	1,488,397	725,267,720	-	4,294,260,008					
BUDGET PROGRAMME 3: ROAD MAINTENANCE																				
develop and implement effective maintenance systems for all transport modes;	Create an accessible, affordable, reliable, safe and secure transport system for all users	poor road maintenance/rehabilitation on culture; traffic congestion in major cities	Asset Preservation (Road Maintenance)	ROAD MAINTENANCE	Undertake routine and period maintenance to improve condition and proserve the road network	75% routine and periodic maintenance under taken annually relative to maintenance programme to achieve a condition of 60% good, 20% fair and 20% poor by 2029	219,333,997	658,001,991	877,335,988	438,667,994	409,996,716	80,715,755	-	1,702,627,498	2,193,339,969	MRH	GHA, DFR, DUR, KTC, GRF, MoF, Cabinet, Parliament			
						Undertake upgrading of gravel to bituminous surface roads to enhance performance fo network	% Increase length of paved roads, targeting district capitals,agric, tourism and other social facilities to achieve 60% good, 20% fair and 20% poor road condition by 2029	159,515,634	478,546,902	638,062,536	319,031,268	298,179,430	58,702,367	-	1,238,274,544	1,595,156,341	MRH, DFR, DUR, GRF	MMDA's, MLGRD, MoF, MOFA, Cabinet, Parliament, COCOBOD Tourism Ministry, relevant MDA's		
			Maintain roads that connects to rail stations, airports, landing sites, tourist centres, hospitals etc			...km of roads linking other modes, social and economic centres maintained annually	11,963,673	35,891,018	47,854,690	23,927,345	22,363,457	4,402,678	-	92,870,591	119,636,726	MRH, GHA, DUR, DFR, GRF	MMDA's, LUSPA, relevant MDA's, Cabinet, Parliament			
			Implement intersection capacity, widening etc improve capacity of urban network			No of intersections improved	7,975,782	23,927,345	31,903,127	15,951,563	14,908,971	2,935,118	-	61,913,727	79,757,817	MRH, GHA, DUR, GRF, KTC	MoF, Cabinet, Parliament, DPs, relevant MDA's, Contractors, service providers			
Subtotal Road Maintenance							398,789,085	1,196,367,256	1,595,156,341	797,578,171	745,448,574	146,755,918	-	3,095,686,360	3,987,890,853					
BUDGET PROGRAMME 4: ROAD SAFETY																				
Enhance safety and security for all categories of road users;	Provide transport infrastructure and services without compromising the integrity of society, environment, health and the climate	early deterioration of road network; High incidence of road accidents and raising road fatalities and injuries unauthorised construction of speed ramps and rumble strips construction of speed ramps and rumble strips; Inadequate facilities for Non-Motorized Transport (NMT); Selective application of ESIA to transport infrastructure projects	Asset Preservation (Axle load control)	PB4	develop and monitor axle loads on the road network	Increase permanent axle weigh stations to 21 by year 2029, maintain general overloading below 5% annual	21,511,571.41	64,534,714.22	86,046,285.62	43,023,142.81	198,458,829.93		363,798.01	16,293,086.11	215,115,714.05	MRH, GHA, GRF	Cabinet, Parliament, DPs, MoF, GSA, Contractors, Service Providers			
						...km of pedestrain facilities constructed	17,209,257.12	51,627,771.37	68,837,028.50	34,418,514.25	158,767,063.94		291,038.41	13,034,468.89	172,092,571.24	MRH, GHA, DUR, DFR, GRF, KTC	MoT, NRSA, MoF, Parliament, Cabinet MMDAs, relevant MDAs			
			Ensure the design, construction and use of road network is safe			Safety audit is carried out for all development projects and major maintenance projects	8,604,628.56	25,813,885.69	34,418,514.25	17,209,257.12	79,383,531.97		145,519.21	6,517,234.44	86,046,285.62	MRH, GHA, DUR, DFR, GRF, KTC	NRSA, Consultants, Professional bodies, educational institutions			
			All identified hazardous sections treated			24,092,959.97	72,278,879.92	96,371,839.89	48,185,919.95	222,273,889.52		407,453.78	18,248,256.44	240,929,599.74	MRH, GHA, DUR, DFR, KTC, GRF	NRSA, Consultants, Professional bodies, educational institutions, MMDAs, relevant MDAs				
			Carry out ESIA and climate adaptation on all projects as required			Requirements of ESIA, RAP carried out on all projects within the period	4,302,314.28	12,906,942.84	17,209,257.12	8,604,628.56	39,691,765.99		72,759.60	3,258,617.22	43,023,142.81	MRH, GHA, DUR, DFR, KTC, GRF	NRSA, Consultants, Professional bodies, educational institutions, MESTI, MMDAs, relevant MDAs			
	No. of projects with Climate adaptation	86,046.29	258,138.86	344,185.14	172,092.57	793,835.32		1,455.19	65,172.34	860,462.86	MRH, GHA, DUR, DFR, KTC	MESTI, Professional bodies, educational institutions, MMDAs, relevant MDAs								
Promote equal Opportunities for people with disability in social and economic development	Inadequate facilities for PWDs in the transport system; low participation of women in the transport sector. Low participation of Ghanaians in major road construction projects	Inclusive Development (job Creation, vulnerable groups and Pro-poor programmes)	PB4	Ensure the road transport infrastructure is suitable for use by PWDs	Minimum accessibility standards for PWDs included in road design manuals	344,185.14	1,032,555.43	1,376,740.57	688,370.28	3,175,341.28		5,820.77	260,689.38	3,441,851.42	MRH, GHA, DFR, DUR, KTC,GRF	DPs, MoGCSP, relevant MDA's				
					No of new and existing footbridges provided with ramps	8,604,628.56	25,813,885.69	34,418,514.25	17,209,257.12	79,383,531.97		145,519.21	6,517,234.44	86,046,285.62	MRH	GHA, DUR, DFR				
					Create job opportunities for Ghanaians	100% of construction, major rehabilitation and minor rehabilitation contracts include local content clauses	-	-	-	-	-		-	-	-	MRH,GHA, DFR, DUR, KTC,GRF	MoF, Cabinet, Parliament, DPs, relevant MDA's, Contractors, service providers, Private sector			
	5% of annual routine constructed by labour intensive methods	1,290,694.28	3,872,082.85	5,162,777.14	2,581,388.57	11,907,529.80		21,827.88	977,585.17	12,906,942.84	MRH	GRF,MOF, GHA, DUR, DFR, MMDAs, private sector, relevant MDAs								
Subtotal PB 4							86,046,285.62	258,138,856.86	344,185,142.48	172,092,571.24	793,835,320	0	1,455,192	65172344.43	860,462,856					
GRAND TOTAL							946,026,767.28	2,838,080,301.85	3,784,107,069.14	1,892,053,534.57	5,324,632,674.17	148,839,673.30	728,178,104.06	3,258,617,221.32	9,460,267,672.85					

ROAD SECTOR MEDIUM TERM DEVELOPMENT PLAN 2026-2029

ANNUAL ACTION PLAN 2029

	Broad National Goals	National Objectives	SECTOR OBJECTIVES	Development Issues	DEVELOPMENT PRIORITY AREAS	BUDGET Sub Program	Activities	Indicator TARGET				TIME FRAME				Indicative Budget				(GHS)		Implementation Agencies	
								1ST QTR	2ND QTR	3RD QTR	4TH QTR	GoG	IGF	Donor	Road Fund	TOTAL	Lead	Collaborating					
BUDGET PROGRAMME I: ADMINISTRATION																							
1	Safeguard the natural environment and built environment	Improve efficiency and effectiveness of road transport infrastructure and services;	Create an accessible, affordable, reliable, safe and secure transport system for all users				Organise Management meetings, staff durbars, annual retreats etc	Management Meetings held twice a month, annual retreat and quarterly staff durbar for staff held on schedule	1,977,067.34	5,931,202.03	7,908,269.37	3,954,134.69	11,888,074.79	61,917.30	-	7,820,681.33	19,770,673.43	MRH	GHA, DUR, DFR, GRF, KTC				
								Develop and sensitize staff on Office procedures, receive and respond to external complaints	2,214,828.84	6,644,486.52	8,859,315.35	4,429,657.68	14,265,689.75	61,917.30	-	7,820,681.33	22,148,288.39	MRH	GHA, DUR, DFR, GRF, KTC				
								Manage Office buildings and equipment	3,114,660.71	9,343,982.14	12,458,642.86	6,229,321.43	19,020,919.67	95,197.86	6,192.08	12,024,297.55	31,146,607.15	MRH	GHA, DUR, DFR, GRF, KTC				
								Organise public events, publish activities of the ministry, media interactions, diplomatic visits etc	2,493,286.86	7,479,860.59	9,973,147.46	4,986,573.73	19,020,919.67	46,437.98	-	5,865,511.00	24,932,868.64	MRH	GHA, DUR, DFR, GRF, KTC				
								Sensitize staff on National Anti-Corruption Commission	67,258.80	201,776.39	269,035.18	134,517.59	475,522.99	1,547.93	-	195,517.03	672,587.96	MRH	GHA, DUR, DFR, GRF, KTC				
		Build a competitive and Modern Construction industry	Develop adequately skilled human resources for executing all aspects of the transport sector mandate	poor service delivery in the road transport sector; inadequate human and logistical capacity in transport system; Inefficiencies in the procurement, management and supervision of contracts Inadequate requisite equipment and technology for operations ; Inadequate attention to research	Institutional development and capacity building	Human resource (HRD, M&E, KTC, MTC)	Management of staff schedules, training, postings, promotions, recruitment, welfare etc	Annual trainee needs assessment done and implemented. leave rosters prepared, staff appraisal and promotions interviews conducted	3,375,323.95	10,125,971.84	13,501,295.79	6,750,647.89	23,776,149.58	77,396.63	123,841.59	9,775,851.66	33,753,239.46	MRH	GHA, DUR, DFR, GRF, KTC				
							Improve Koforidua training centre to provide tailored training for staff and service providers	Koforidua training centre developed into a centre of excellence to conduct training for staff and local contractors	4,150,648.76	12,451,946.29	16,602,595.06	8,301,297.53	31,622,278.95	77,396.63	30,960.40	9,775,851.66	41,506,487.64	MRH	KTC				
							Management of service providers; procurement, management, supervision of contractors and consultants etc	Agency Design Review teams and Ministerial Technical committee reviewed all new projects. Procurement of all works and services are conducted in line with PPA regulations	1,684,565.93	5,053,697.80	6,738,263.73	3,369,131.87	11,888,074.79	38,698.32	30,960.40	4,887,925.83	16,845,659.34	MRH	GHA, DUR, DFR, GRF, KTC				
							Monitor and Evaluate plans, programmes and projects	M&E outline for sector plans, programmes and projects submitted and implemented on schedule	1,682,894.07	5,048,682.22	6,731,576.29	3,365,788.14	11,888,074.79	38,698.32	14,241.78	4,887,925.83	16,828,940.72	MRH, GHA, DFR, DUR, KTC, GRF	PPA, Consultants, Contractors, Service providers				
							Collect, manage and publish road sector data	Contractor Classification documents updated and classified contractors published on schedule. Resource the physical and electronic library of road sector information with updated materials for research and innovation	672,587.96	2,017,763.87	2,690,351.83	1,345,175.92	4,755,229.92	15,479.33	-	1,955,170.33	6,725,879.58	MRH	GHA, DUR, DFR, GRF, KTC				
			Apply new and appropriate technology and innovations to transport infrastructure and service delivery				Research Statics and information management	Conduct research, liaise with research institutions, students and other proponents on materials and services to improve sector delivery	Research conducted on other material use, technology for data collection etc	674,755.19	2,024,265.56	2,699,020.74	1,349,510.37	4,755,229.92	15,479.33	21,672.28	1,955,170.33	6,747,551.85	MRH, GHA, DFR, DUR, KTC, GRF	Research/Educational Institutions, Professional Bodies, DPs			
								Enhance use of modern technology to enhance work output	Internet connectivity, computers and seminars conducted for staff	910,968.66	2,732,905.98	3,643,874.65	1,821,937.32	7,132,844.88	15,479.33	6,192.08	1,955,170.33	9,109,686.61	MRH, GHA, DFR, DUR, KTC, GRF	Service Providers, Consultants, Educational institutions, Professional bodies			
								Ensure the requirements of the PFM Act is applied in all transactions of the sector	Annual audit of sector and projects conducted and management reports submitted as scheduled	1,386,491.65	4,159,474.96	5,545,966.61	2,772,983.31	11,888,074.79	15,479.33	6,192.08	1,955,170.33	13,864,916.53	MRH, GHA, DFR, DUR, KTC, GRF	Audit Service, MoF, Parliament			
								Seek for more funding for projects in the sector	Funds secured from traditional and non-traditional sources for project PPP projects undertaken	1,681,469.89	5,044,409.68	6,725,879.58	3,362,939.79	11,888,074.79	38,698.32	-	4,887,925.83	16,814,698.94	MRH, GHA, DFR, DUR, KTC, GRF	MoF, GoG, Parliament, DPs			
								% annual increase in Road Fund Revenue;		33,629.40	100,888.19	134,517.59	67,258.80	237,761.50	773.97	309.60	97,758.52	336,603.58	MRH, GHA, DFR, DUR, KTC, GRF	PPA, Parliament, MoF, Private Sector			
		Improve efficiency and effectiveness of road transport infrastructure and services;	Create an integrated and harmonized transport planning framework	poor transportation planning and budgeting; Poor linkages between land use and transport planning; Poor coordination and co-operation among relevant institutions	Intermodal and inter-sectorial coordination	Policy and Planning	Coordinate review of sector policies, Development Partners, intersectoral committees, cabinet & parliament issues etc	Development partner projects prepared/monitored and steering committee meetings held	33,722.28	101,166.84	134,889.12	67,444.56	237,761.50	773.97	928.81	97,758.52	337,222.79	MRH, DPs	GHA, DUR, DFR, Parliament, Cabinet, MoF				
							Quarterly Axle Load working group meetings, Transport Sector working group meetings, national facilitation meetings held	33,629.40	100,888.19	134,517.59	67,258.80	237,761.50	773.97	-	97,758.52	336,293.98	MRH	Axle Load Working Group Committee, Transport Sector Working Group, NFC members					
							National and regional Engineering Committee meetings held on schedule	33,629.40	100,888.19	134,517.59	67,258.80	237,761.50	773.97	-	97,758.52	336,293.98	MRH	GHA, DUR, DFR					
							ROW Acquisition programme rolled out	3,366,035.83	10,098,107.48	13,464,143.31	6,732,071.65	23,776,149.58	77,396.63	30,960.40	9,775,851.66	33,660,358.27	MRH, GHA, DFR, DUR, KTC, GRF	MMDA's, MLGRD, LUSPA, Lands Commission					
							Cabinet and parliamentary memos, information papers, project briefs etc submitted	0	0	0	0	-	-	-	-	0	MRH, Cabinet, Parliament	GHA, DUR, DFR, GRF, KTC					
Sub total Administration								33,660,358.27	100,981,074.82	134,641,433.10	67,320,716.55	237,761,496	773,966	309,604	97,758,517	336,603,583							

ROAD SECTOR MEDIUM TERM DEVELOPMENT PLAN 2026-2029

ANNUAL ACTION PLAN 2029

	Broad National Goals	National Objectives	SECTOR OBJECTIVES	Development Issues	DEVELOPMENT PRIORITY AREAS	BUDGET Sub Program	Activities	Indicator TARGET				TIME FRAME				Indicative Budget				(GHS)		Implementation Agencies	
									1ST QTR	2ND QTR	3RD QTR	4TH QTR	GoG	IGF	Donor	Road Fund	TOTAL	Lead	Collaborating				
BUDGET PROGRAMME 2: ROAD CONSTRUCTION																							
		Improve efficiency and effectiveness of road transport infrastructure and services;	Establish Ghana as a transport hub within the West African sub-region	Poor quality of road condition and network; inadequate road infrastructure	Major development and Rural accessibility	ROAD CONSTRUCTION	Construct and rehabilitate roads and bridges to improve, expand and link the network the network to other modes	450km of trunk and 100km of urban roads	59,495,292	178,485,875	237,981,167	118,990,584	563,704,611	386,983	30,861,323		594,952,918	MRH,GHA, DFR, DUR, KTC,GRF	MoF, DPs, Cabinet, Parliament, MMDA's, relevant MDA's, contractors, service providers				
							Bridges Constructed/rehabilitated; 19No on trunk, 20No on feeder. 20No bridges on urban roads. by 2029	163,612,052	490,836,157	654,448,210	327,224,105	1,550,187,681	1,064,204	84,868,639		1,636,120,524	MRH,GHA, DFR, DUR, KTC,GRF	MoF, DPs, Cabinet, Parliament, MMDA's, relevant MDA's, contractors, service providers					
							...km of roads constructed/rehabilitated to link other modes by end of 2029	14,873,823	44,621,469	59,495,292	29,747,646	140,926,153	96,746	7,715,331		148,738,229	MRH,GHA, DFR, DUR, KTC,GRF	MoF, DPs, Cabinet, Parliament, MMDA's, relevant MDA's, contractors, service providers					
			Create an accessible, affordable, reliable, safe and secure transport system for all users	traffic congestion in major cities	Urban Management		...km of Urban Mass transport and Active Mobility infrastructure developed for identified corridors by 2029	29,747,646	89,242,938	118,990,584	59,495,292	281,852,306	193,492	15,430,662		297,476,459	MRH, GHA, DUR	MoT, MMDA's, relevant MDA's					
							Engineering studies conducted, 11No on trunk, 35No on feeder and 35No. On urban roads by 2025	29,747,646	89,242,938	118,990,584	59,495,292	281,852,306	193,492	15,430,662		297,476,459	MRH,GHA, DUR, KTC,GRF	MoF, Cabinet, Parliament, DPs, relevant MDA's, Contractors, service providers					
Sub total Road Construction									297,476,459	892,429,377	1,189,905,836	594,952,918	2,818,523,057	1,934,916	154,306,617	-	2,974,764,590						
BUDGET PROGRAMME 3: ROAD MAINTENANCE																							
		develop and implement effective maintenance systems for all transport modes;	Create an accessible, affordable, reliable, safe and secure transport system for all users	poor road maintenance/rehabilitation on culture; traffic congestion in major cities	Asset Preservation(Road Maintenance)	ROAD MAINTENANCE	Undertake routine and period maintenance to improve condition and proserve the road network	75% routine and periodic maintenance under taken annually relative to maintenance programme to achieve a condition of 60% good, 20% fair and 20% poor by 2029	214,144,456	642,433,367	856,577,823	428,288,911	333,886,578	104,930,481	-	1,702,627,498	2,141,444,557	MRH	GHA, DFR, DUR, KTC, GRF, MoF, Cabinet, Parliament				
							Undertake upgrading of gravel to bituminous surface roads to enhance performance fo network	% Increase length of paved roads, targeting district capitals, agric, tourism and other social facilities to achieve 60% good, 20% fair and 20% poor road condition by 2029	155,741,422	467,224,267	622,965,689	311,482,845	242,826,602	76,313,077	-	1,238,274,544	1,557,414,223	MRH, DFR, DUR, GRF	MMDA's, MLGRD, MoF, MOFA, Cabinet, Parliament, COCOBOD Tourism Ministry, relevant MDA's				
							Maintain roads that connects to rail stations, airports, landing sites, tourist centres, hospitals etc	...km of roads linking other modes, social and economic centres maintained annually	11,680,607	35,041,820	46,722,427	23,361,213	18,211,995	5,723,481	-	92,870,591	116,806,067	MRH, GHA, DUR, DFR, GRF	MMDA's, LUSPA, relevant MDA's, Cabinet, Parliament				
					Urban Management		Implement intersection capacity, widening etc improve capacity of urban network	No of intersections improved	7,787,071	23,361,213	31,148,284	15,574,142	12,141,330	3,815,654	-	61,913,727	77,870,711	MRH, GHA, DUR, GRF, KTC	MoF, Cabinet, Parliament, DPs, relevant MDA's, Contractors, service providers				
Subtotal Road Maintenance									389,353,556	1,168,060,667	1,557,414,223	778,707,112	607,066,505	190,782,693	-	3,095,686,360	3,893,535,558						
BUDGET PROGRAMME 4: ROAD SAFETY																							
		Enhance safety and security for all categories of road users;	Provide transport infrastructure and services without compromising the integrity of society, environment, health and the climate	Early deterioration of road network; High incidence of road accidents and raising road fatalities and injuries unauthorized construction of speed ramps and rumble strips construction of speed ramps and rumble strips; Inadequate facilities for Non-Motorized Transport (NMT); Selective application of ESIA to transport infrastructure projects	Asset Preservation (Axle load control)	ROAD SAFETY AND ENVIRONMENT	Develop and monitor axle loads on the road network	Increase permanent axle weigh stations to 21 by year 2029, maintain general overloading below 5% annual	10,044,430.93	30,133,292.80	40,177,723.73	20,088,861.87	84,104,782.63	46,440.59	16,293,086.11	100,444,309.33	MRH, GHA, GRF	Cabinet, Parliament, DPs, MoF, GSA, Contractors, Service Providers					
					Road Safety, Occupational health and safety		Ensure the design, construction and use of road network is safe	...km of pedestrain facilities constructed	8,035,544.75	24,106,634.24	32,142,178.99	16,071,089.49	67,283,826.10	37,152.48	13,034,468.89	80,355,447.46	MRH, GHA, DUR, DFR, GRF, KTC	MoT, NRSA, MoF, Parliament, Cabinet MMDAs, relevant MDA's					
					Environmental and Social Safeguards		Safety audit is carried out for all development projects and major maintenance projects	4,017,772.37	12,053,317.12	16,071,089.49	8,035,544.75	33,641,913.05	18,576.24	6,517,234.44	40,177,723.73	MRH, GHA, DUR, DFR, GRF, KTC	NRSA, Consultants, Professional bodies, educational institutions						
							All identified hazardous sections treated	11,249,762.65	33,749,287.94	44,999,050.58	22,499,525.29	94,197,356.54	52,013.47	18,248,256.44	112,497,626.45	MRH, GHA, DUR, DFR, KTC, GRF	NRSA, Consultants, Professional bodies, educational institutions, MMDAs, relevant MDA's						
							Requirements of ESIA, RAP carried out on all projects within the period	2,008,886.19	6,026,658.56	8,035,544.75	4,017,772.37	16,820,956.53	9,288.12	3,258,617.22	20,088,861.87	MRH, GHA, DUR, DFR, KTC, GRF	NRSA, Consultants, Professional bodies, educational institutions, MESTI, MMDAs, relevant MDA's						
							No. of projects with Climate adaptation measures	40,177.72	120,533.17	160,710.89	80,355.45	336,419.13	185.76	65,172.34	401,777.24	MRH, GHA, DUR, DFR, KTC	MESTI, Professional bodies, educational institutions, MMDAs, relevant MDA's						
		Promote equal Opportunities for people with disability in social and economic development		Inadequate facilities for PWDs in the transport system; low participation of women in the transport sector. Low participation of Ghanaians in major road construction projects	Inclusive Development (job Creation, vulnerable groups and Pro-poor programmes)		Ensure the road transport infrastructure is suitable for use by PWDs	Minimum accessibility standards for PWDs included in road design manuals	160,710.89	482,132.68	642,843.58	321,421.79	1,345,676.52	743.05	260,689.38	1,607,108.95	MRH, GHA, DFR, DUR, KTC,GRF	DPs, MoGCSP, relevant MDA's					
						No of new and existing footbridges provided with ramps	4,017,772.37	12,053,317.12	16,071,089.49	8,035,544.75	33,641,913.05	18,576.24	6,517,234.44	40,177,723.73	MRH	GHA, DUR, DFR							
						Create job opportunities for Ghanaians	100% of construction, major rehabilitation and minor rehabilitation contracts include local content clauses	-	-	-	-	-	-	-	-	MRH,GHA, DFR, DUR, KTC,GRF	MoF, Cabinet, Parliament, DPs, relevant MDA's, Contractors, service providers, Private sector						
						5% of annual routine constructed by labour intensive methods	602,665.86	1,807,997.57	2,410,663.42	1,205,331.71	5,046,286.96	2,786.44	977,585.17	6,026,658.56	MRH	GRF,MOF, GHA, DUR, DFR, MMDAs, private sector, relevant MDA's							
Subtotal PB 4									40,177,723.73	120,533,171.20	160,710,894.93	80,355,447.46	336,419,131	0	185,762	65172344.43	401,777,237						
GRAND TOTAL									760,668,096.77	2,282,004,290.32	3,042,672,387.09	1,521,336,193.55	3,999,770,187.94	193,491,575.29	154,801,983.18	3,258,617,221.32	7,606,680,967.73						