



E-Bulletin



P u b l i c P r o c u r e m e n t A u t h o r i t y

GHANA'S ROADS SECTOR PROCUREMENT PERFORMANCE REVIEW

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Road networks have become one of the most important means of transportation in modern times. It has both economic and social implications that can cascade into massive industrial growth. Important as it is, the roads sector requires massive investments. For instance, in the USA, it is estimated that a four lane rural interstate ten miles highway will cost about \$200million. This definitely gives an indication of the value of public funds committed to public procurement in the roads sector.

In Ghana, the roads sector is managed by the Ghana Highway Authority, Department of Feeder Roads and the Department of Urban Roads. Over the years, road network size of the country has grown from 8,500km in 2008 to 14,500km as at 2014. According to statistics from this year's Annual Review Conference of the Department of Urban Roads, the operational achievements of the department includes the grading of about 500km of roads,

the resealing of 120km and 80km gravelled as well as the upgrading works on an additional 50km all across the country.

These significant progress notwithstanding, public procurement in the sector is characterised with high cost overruns. To address this, the Minister of Roads and Highways Hon. Alhaji Inusah Fuseni recently has given a directive for procurement audits to be conducted on all works procurements in the sector and has indicated that projects, which have long past their completion dates, be terminated and outstanding works re-packaged for award.

As a public procurement regulator, we perceive that some of these difficulties in terms of cost overruns could be arrested with the development of empirical data on per unit average cost of some selected infrastructure projects such as roads. In view of this the Authority with support from the World Bank (under the Public Financial Management Reform Project)

(Continued on page 4)



Online Activities

List of entities that have submitted their 2015 Procurement Plans online As At Aug 30 , 2015

- | | |
|---|---|
| 1. Accra Academy Senior High School | 63. Ghana Airports Company Limited |
| 2. Accra Polytechnic | 64. Ghana Atomic Energy Commission |
| 3. Afadzato South District Assembly | 65. Ghana Audit Service |
| 4. Agona West Municipal Assembly | 66. Ghana Broadcasting Corporation |
| 5. Ahanta West District Assembly | 67. Ghana Civil Aviation Authority |
| 6. Achantaman Senior High School | 68. Ghana Cocoa Board |
| 7. Akim Oda Government Hospital | 69. Ghana Cocoa Board - Quality Control Division |
| 8. Akuse Government Hospital | 70. Ghana College of Physicians and Surgeons |
| 9. Akwapim North Municipal Assembly | 71. Ghana Cylinder Manufacturing Company Limited |
| 10. Akwapim South Municipal Assembly | 72. Ghana Education Service |
| 11. Amasie Central District Assembly | 73. Ghana Free Zones Board |
| 12. Assesewa Hospital | 74. Ghana Grid Company Ltd. |
| 13. Atebubu College of Education | 75. Ghana Immigration Service |
| 14. Atua Government Hospital | 76. Ghana Institute of Journalism |
| 15. Bank of Ghana | 77. Ghana Institute of Management And Public Administration |
| 16. Begoro Hospital | 78. Ghana Investment Fund For Electronic Communications |
| 17. Benkum Senior High School | 79. Ghana Investment Promotion Council |
| 18. Benso Senior High Technical School | 80. Ghana Library Board |
| 19. Berekum College of Education | 81. Ghana National Fire Service |
| 20. Bolgatanga Municipal Assembly | 82. Ghana National Gas Company |
| 21. Bolgatanga Polytechnic | 83. Ghana National Petroleum Corporation |
| 22. Bulk Oil Storage and Transportation | 84. Ghana Police Service |
| 23. Cape Coast Nursing and Midwifery Training College | 85. Ghana Ports And Harbours Authority |
| 24. Cape Coast Polytechnic | 86. Ghana Railway Development Authority |
| 25. Cape Coast District Hospital | 87. Ghana Reinsurance Company Ltd |
| 26. Central- Regional Co-ordinating Council | 88. Ghana Revenue Authority |
| 27. Centre For National Culture - Western Region | 89. Ghana School of Law |
| 28. Centre for Scientific Research Into Plant Medicine | 90. Ghana Standards Authority |
| 29. Christ The King Catholic School | 91. Ghana Statistical Service |
| 30. Community Health Nurses Training School - Tamale | 92. Ghana Tourist Board |
| 31. Controller And Accountant General Dept | 93. Ghana Water Company Limited |
| 32. Copyright Administration | 94. Ghana-India Kofi Annan Center of Excellence |
| 33. Council for Law Reporting | 95. Gomoa Senior High Technical School |
| 34. Council for Scientific and Industrial Research | 96. Grains And Legumes Development Board |
| 35. Council for Technical and Vocational Education and Training | 97. Half Assini Senior High School |
| 36. Council of State | 98. Ho Municipal Assembly |
| 37. Daboase Senior High Technical School | 99. Ho Polytechnic |
| 38. Dadease Agriculture Senior High School | 100. Holy Child College of Education |
| 39. Dambai College of Education | 101. Institute of Local Government Studies |
| 40. Denkyemba District Assembly | 102. Internal Audit Agency |
| 41. Department Of Urban Roads | 103. Jasikan District Assembly |
| 42. District Assembly Common fund | 104. Jomoro District Assembly |
| 43. Driver and Vehicle Licensing Authority | 105. Judicial Service |
| 44. Dunkwa Senior High Technical School | 106. Jukwa Senior High School |
| 45. Dwamena Akenten Senior High School | 107. Keta Business Senior High School |
| 46. East Akim Municipal Assembly | 108. Keta Senior High School |
| 47. Economic and Organised Crime Office | 109. Ketu District Hospital |
| 48. Effa Nkwanta Regional Hospital | 110. Ketu North District Assembly |
| 49. Ejisuman Senior High School | 111. Kibi Government Hospital |
| 50. Encyclopedia Africa Project | 112. Kikam Technical School |
| 51. Energy Commission | 113. Koforidua General Hospital |
| 52. Environmental Protection Agency | 114. Komenda/ Edina/ Eguafu /Abirem District Assembly |
| 53. Enyan Denkyira Senior High Technical School | 115. Komfo Anokye Teaching Hospital |
| 54. Export Development and Investment Fund | 116. Konongo Odumase Senior High School |
| 55. Fantekwa District Assembly | 117. Korle bu Teaching Hospital |
| 56. Fisheries Commission | 118. Krachi East District Assembly |
| 57. Foods and Drugs Board | 119. Krachi West (Krachi) District Assembly |
| 58. Forestry Commission | 120. Krachi West District Hospital |
| 59. Ga East Municipal Assembly | 121. Kumasi Polytechnic |
| 60. Ga South Municipal Assembly | 122. Kwaebibirem District Health Directorate |
| 61. Ghana Academy of Arts And Sciences | 123. Kwaebibirem District Assembly |
| 62. Ghana Aids Commission | 124. Kwahu West Municipal Assembly |



125. Law Reform Commission
 126. Ledzokuku-Krowor Municipal Assembly
 127. LEKMA Hospital
 128. Local Government Service Secretariat
 129. Maamobi General Hospital
 130. Mamprobi Polyclinic
 131. Management Development And Productivity Institute
 132. Mankesim Senior High Technical School
 133. Margaret Mary High School
 134. Metro Mass Transport Ltd
 135. Minerals Commission
 136. Ministry of Chieftaincy and Traditional Affairs
 137. Ministry Of Communication
 138. Ministry Of Defence
 139. Ministry Of Education
 140. Ministry Of Employment And Labour Relations
 141. Ministry Of Energy
 142. Ministry Of Environment Science And Technology
 143. Ministry Of Finance And Economic Planning
 144. Ministry Of Fisheries And Aquaculture Development
 145. Ministry Of Foreign Affairs And Regional Integration
 146. Ministry Of Gender Children And Social Protection
 147. Ministry Of Health
 148. Ministry Of Local Government And Rural Development
 149. Ministry Of Roads And Highways
 150. Ministry Of The Interior
 151. Ministry Of Tourism Culture And Creative Arts
 152. Ministry Of Transport
 153. Ministry Of Water Resources, Works And Housing
 154. Ministry of Youth and Sports
 155. Mpohor District Assembly
 156. Mpohor Senior High School
 157. Municipal Health Administration-Nsawam Adoagyiri
 158. Namong Senior High School
 159. Narcotics Control Board
 160. National Accreditation Board
 161. National Board for Professional And Technical Examinations
 162. National Commission For Civic Education
 163. National Commission on Culture
 164. National Communication Authority
 165. National Council for Tertiary Education
 166. National Development Planning Commission
 167. National Film and Television Institute
 168. National Health Insurance Authority
 169. National Identification Authority
 170. National Insurance Commission
 171. National Labour Commission
 172. National Lottery Authority
 173. National Pensions Regulatory Authority
 174. National Petroleum Authority
 175. National Population Council
 176. National Road Safety Commission
 177. National Service Secretariat
 178. National Sports Authority
 179. National Sports College
 180. National Vocational Training Institute
 181. New Abirem Government Hospital
 182. New Juaben Municipal Assembly
 183. New Tafo Hospital
 184. Non Formal Education Division
 185. North Tongu District Assembly
 186. Nsawam Government Hospital
 187. Nurses and Midwifery Training College - Sekondi
 188. Nursing and Midwifery Council of Ghana
 189. Office of the Head of Civil Service
 190. Office of the Regional Health Directorate – Brong Ahafo Region
 191. Office of the Regional Health Directorate – Eastern Region
 192. Office of the Regional Health Directorate – Northern Region

193. Office of the Regional Health Directorate – Upper West Region
 194. Offinso College of Education
 195. Oppong Mem. Senior High School
 196. Peki Senior High Technical School
 197. Peki Training College
 198. Petroleum Commission
 199. Pharmacy Council
 200. Potsin T.I. Ahmaddiya Senior High School
 201. Precious Minerals Marketing Corporation
 202. Prempeh College
 203. Presby College of Education - Akropong
 204. Prestea-Huni Valley District Assembly
 205. Psychiatric Nursing Training Sch
 206. Public Procurement Authority
 207. Public Utilities Regulatory Commission
 208. Registrar Generals Department
 209. S.D.A. College of Education Asokore
 210. Savannah Accelerated Development Authority
 211. School of Allied Health Sciences
 212. School of Anesthesia - Ridge Regional Hospital
 213. School of Medicine and Dentistry
 214. SIC Life Company Limited
 215. Social Security and National Insurance Trust (SSNIT)
 216. Sogakope District Hospital
 217. St. Augustine's College
 218. St. Johns Senior High School
 219. St. Joseph's College of Education
 220. St. Monica Training College
 221. St. Theresas Hospital - Nandom
 222. Students Loan Trust Fund
 223. Suhum Government Hospital
 224. Suhum Municipal Assembly
 225. Sunyani Polytechnic
 226. Takoradi Polytechnic
 227. Tamale Metropolitan Assembly
 228. Tamale Polytechnic
 229. Tamale College of Education
 230. Tarkwa Nsuaem Municipal Assembly
 231. Tema Development Corporation
 232. Tema Metropolitan Assembly
 233. Tetteh Quarshie Memorial Hospital
 234. Twifo Praso Senior High School
 235. University For Development Studies
 236. University Ghana School of Pharmacy
 237. University Of Cape Coast (UCC)
 238. University of Energy and Natural Resource
 239. University Of Ghana (UG)
 240. University of Ghana Business School (UGBS)
 241. University of Health and Allied Sciences
 242. University of Mines -Tarkwa
 243. University of Professional Studies Accra
 244. University Of Science And Technology (KNUST)
 245. University Senior High School
 246. Upper Denkyira East Municipal Assembly
 247. Uthman Bin Afan Senior High School
 248. Volta Lake Transport Company Limited
 249. Volta Regional Hospital
 250. Volta River Authority
 251. Wa General Hospital
 252. Wa Polytechnic
 253. Wenchi Methodist Hospital
 254. West African Examination Council
 255. West Mamprusi District Assembly
 256. Yendi District Hospital
 257. Yendi Municipal Assembly
 258. Yilo Krobo District Assembly



(Continued from page 1)

is currently in the process of developing a Comprehensive Database of Unit Cost of Infrastructure including roads which will provide sufficient basis for planning and other comparative analysis.

Again, it has been observed that procurement planning in the roads sector presents a unique challenge whereby contracts still in progress seem to be double counted year-on-year and captured in their annual procurement plans. Consequently, the Authority is considering the development of an enhanced system that can capture contracts data to facilitate effective contract management.

Considering the importance of the road sector in our economy, the PPA as a public procurement regulator has found it necessary to dedicate this edition to re-

view the performance of public procurement in the roads sector in Ghana. Areas of emphasis include Competition in the Roads Sector, Time and Cost Overruns, Payment and Sustainability issues as well as corruption perceptions in the sector. We therefore invite you to join us on this exciting expedition into the world of public procurement in Ghana's road sector as we provide you with some sector statistics on the 2012-2013 Performance Measurement Indicators through the lenses of the PPA's Public Procurement Model of Excellence (PPME) Tool, some perspectives from the Executives of the Association of Road Contractors as well as articles from procurement practitioners from the Department of Urban and Feeder Roads.

Read on.

Rhoda Applah

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PPA*

PUBLIC PROCUREMENT ISSUES IN THE ROADS SECTOR

The PPA Editorial Committee had an opportunity to interact with some executives of the Association of Road Contractors (ASROC) Accra on Tuesday, 28th July, 2015.

Below are extracts of our interaction which centers on competition in roads procurement with respect to capacity of local contractors, time and cost over runs, payment issues among others

Q: What constitutes the roads sector in Ghana?

A: In terms of the governance structure, it is the Ministry of Roads and Highways that is in charge of the Roads sector. Under it we have various agencies.

- ⇒ Ghana Highway Authority
- ⇒ Feeder Roads
- ⇒ Urban Roads
- ⇒ Ghana Road Fund Board
- ⇒ Other recognized stakeholders in roads sector are;
- ⇒ Association of Road Contractors (ASROC)
- ⇒ Progressive Roads Contractors Association



Q: Is there any difference in your operations?

A: At the moment, there is a level of cooperation between the two associations, even though Progressive Roads Contractors Association was formed out of a split from the Association of Road Contractors.



Q: How long has the association of road contractors been in existence?

A: Association of Road Constructors has been in existence since 1994.

Q: Before the introduction of act 663 how were roads tendered for?

A: Tenders were advertised in the newspapers before the ACT was enacted in 2003.

Q: Was there any legal framework that was governing procurement at that time?

A: We use to tender based on what was specified in the tender documents. With the roads sector, the FIDIC conditions of contract were used to guide the tendering processes.

Q: To what extent has the public procurement act influenced the operations of Ghana road contractors?

A: So far as our sector is concerned, to some extent it has benefited government more than contractors. There has been a lot of competition which have resulted in reducing the cost of roads construction. However, most times, members quote very low just to get the contract. The negative effect is that most times those who quote very low are not able to execute the work. There were times that we insisted that there should be a ceiling, an upper ceiling of 10% and lower ceiling of 10%. Eventually it got to an upper ceiling of 20% above the engineers estimate but it was always 20% below. Eventually that bar was removed. Some go as far as 50% below the engineer's estimates.

The procurement law is very good but unfortunately in terms of application, we think that we are not getting much from it because of how we do things here.

Q: What are the perceptions among people regarding award of contract?

A: Some contractors who quote low go to politicians to complain that they quoted low but the jobs were given to someone else. As a result, pressure is put on the awarding agencies to award contract to the low bidders who do shoddy works.

Q: What is the level of supervision from the supervising agencies?

A: During public fora, we talk about the need to build the capacity of supervising agencies. Supervision is

very low due to lack of equipment and resources. If the contractor does not know when the supervisor is coming to the site, he would always make sure the right thing is being done. But these days their movement is predictable. We rather go to invite them to come. If there is effective supervision, people will not bid low just to win contracts.

Q: What do you think about the Engineers Estimate?

A: The Engineers Estimate is not right. The engineer has not constructed a road so most times, their estimate is not realistic. The contractor is supposed to bring the estimate because they are on the field. The best estimator is the contractor.

It is not good to hold the evaluation based on the Engineers estimate. The Engineer's estimate can help the client budget but it shouldn't necessarily be the basis of evaluation. It should only guide us. Holding people to the Engineer's estimate is not the best. The integrity of the estimate is questionable because someone can come across it before bidding.

Previously, before any tender, we take the contractors to the site, so that they can give the actual estimate. However, these days, they just take the document and do the pricing. This leads to variation in prices.

Q: Are members aware of the appeals and complaints available in the procurement act?

A: Yes, some are aware. It also depends on the means by which you get the contract. If it is an open tender, it is different. But if it is a selective tender or sole sourcing, then you don't have any problem with this issue.

How many open or restricted tenders have you seen recently for construction? Contractors are not tendering because they believe that before the tenders are advertised, they already know who is going to win. So they just publish to meet the procurement law requirements. It is an arrangement to get document to support the tendering processes.

Currently procurement for roads is rare and contractors are not ready to bid because of the expenses involved. People go through a lot before the tender so if at the end of the day the contract would be awarded to one person then the contractor will not bother to bid at all. The amount of money Contractors spend in attaining certificates such as income tax, social security,





labour certificates among others is a lot, so when you attain all these and you don't win you would be at a great loss.

We have no problem with agencies wanting to know how responsible a contractor is before inviting the contractor to bid. However, we have a problem with the commercial responsiveness of contractors being demanded as part of the bidding conditions. We think it should be demanded during the award of contract.

Q: What are ASROC views on delayed payments?

A: As much as delayed payment is not in the interest of the contractor, it is also not in the interest of the government.

We had a meeting with a Tanzanian group and we were informed on how their system works. Before the budget is presented, they know the number of kilometers of roads to be worked on in the fiscal year. As soon as the budget is read and approved, the money is moved from the Finance Ministry into the account of the Ministry of Roads. Hence before you start the work you know the money is waiting for you. But over here in Ghana, you need to work and wait for the money.

This results in contractors demanding interest on delayed payment which comes as extra cost to the government. This also results in contractors paying huge interest to financial institutions to the detriments of their operations.

Q: Do we have regulatory bodies in roads sector?

A: Almost every African country with the exception of Ghana has an institution that regulates the work of construction. They have strict rules on who should be a contractor. Over here, contractors are supposed to be registered with the Ministry of Roads and Highways. They have conditions that have to be met before you can be a contractor.

Q: Are Contractors Forming Joint Ventures (JVs)?

A: Contractors recognize the benefit in JVs to enable them bid for big project especially World Bank projects. Unfortunately the delay in payments makes it impossible for contractors to meet the financial requirements which qualify them to bid for such project. This is because even though we might have worked over and above the financial limit expected, it would not reflect in their turn over because they have not been paid.

Q: Do the contractors have trust issues in forming Joint Ventures?

A: They do not necessarily have trust issues because we always advice that there should be proper documentation before they come together to form JVs.

Q: Is there anything like corruption in roads procurement?

A: If there is no transparency, there would be corruption.



A CASE OF PROCUREMENT IN GHANA'S ROADS SECTOR-

A PRACTITIONERS PERSPECTIVE



The Roads Sector in Ghana is currently made up of several government institutions and other critical stakeholders such as the Association of Road Contractors, professional bodies as well as other civil society organisations with the Ministry of Roads & Highways responsible for providing oversight and policy direction to the entire sector.

Broadly, the sector is involved in the construction and maintenance of various types of roads such as Trunk, Feeder and Urban roads and the provision of drainage systems and other ancillary services through the application of the various methods of procurement as provided in the Public Procurement Act, 2003 (Act 663).

Public Procurement Planning

For effective implementation of the public procurement law, it is imperative that each of the agencies in accordance with Section 21 of the Act 663 aggregates its procurements for the ensuing year in its annual procurement plan indicating the various contract packages, estimated cost, the procurement method to be applied and the processing steps and times required. However, with the prevailing budgetary constraints of government and the introduction of a commencement warrant regime, these

agencies are unable to effectively adhere to their procurement plans as required. Moreover, the repetition of already started projects recurring in annual procurement plans year on year, gives an erroneous impression of bulk breaking which to a large extent may rather refer to on-going works or other parts of the stretch which are yet to be awarded. There is therefore the need to provide further support in terms of capacity development in order to manage these challenges.

Competition in the Roads Sector

Competition is one of the cardinal principles that undergird effective public procurement delivery. In order to ensure effectiveness in the roads sector procurements, contractors and other service providers must be able to submit responsive tenders that meet the specifications and other requirements of the tender. It is also important that they maintain a functional equipment base, valid certification of their competencies in addition to their commercial responsiveness requirements. To increase competition and tender responsiveness, it has been proposed that our local contractors and other service providers:

⇒ avail themselves for capacity building programmes so as to ensure continual upgrade of



their knowledge in public procurement; and

- ⇒ explore avenues for Joint Ventures among themselves to make them submit more competitive tenders.

Sustainability Issues

Sustainable Development and Sustainable Public Procurement for that matter is rapidly taking a centre stage in global trends and road contractors cannot exempt themselves from these discussions. In fact, roads procurements for some time now have always had environmental impact assessment studies being part of the technical requirements. Contractors are expected to provide a feasibility study on the extent of impact any road construction can have on the environment and vegetation. Perhaps, the time has come for government to push sustainability issues even further by ensuring that not only are environmental, social and economic impact assessments carried out but also encourage an in-depth studies into how communities and society in general can benefit or otherwise from these road contracts in terms of traffic and other land-use activities.

Perceived Corruption

Public procurement continues to be one of the most common sectors of many economies where corruption is perceived to thrive. Corruption in the roads sector can be manifested in several forms namely- Extortion, Embezzlement, Nepotism, Fraud and Tender manipulation which can occur at various stages of the procurement cycle. However, effective

procurement audits and transparency in procurement processes will to a large extent help to unearth some of these corrupt practises in public procurement and eventually reduce the level of perceptions of corruption in the roads sector

Time & Cost Overruns

Finally, the issue of time and cost overruns in procurement still remains a challenge. In fact, many uncompleted roads projects in the country have exceeded their estimated lead times as a result of contract modifications and variations which in the end leads to huge cost overruns. It is our hope that with the introduction of an effective contract management processes and training programmes, contractors together with procurement entities will work at minimizing these extensions in order for the nation to ripe the gains of timely and cost effective road construction.

Additionally, the effects of Ghana's weakening balance of payment issues coupled with rising internal debts as a result of delayed payment of contracts, has often contributed to the current state of affairs. However, we are certain that as some of these issues are effectively handled at the macro levels of our economy, the effects will trickle down and cure the current ills and further strengthen Ghana's public procurement in the roads sector.

These are the thoughts of a veteran procurement expert in the roads sector-Mr. Stephen Tackie formerly of the Ghana Highways Authority



PERFORMANCE MEASUREMENT INDICATORS FOR ROAD SECTOR FROM 2012/2013 PROCUREMENT ASSESSMENT

1 Ministry of Road and Highways

Indicator	Metric	Criteria	RESULTS	
			2013	2012
1. Advertisement of Tender Opportunities	(a) % of open tendering procedures publicly advertised	Percentage	80	0
	(b) % of open tendering procedures opened publicly and recorded	Percentage	30	0
2. Publication of Awards	% of contracts awards published	Percentage	0.0	0.0
3. Time for tender invitation and opening	Average number of days between invitation to tender and tender opening	Number	11	57
4. Tenderer Participation	Average number of Tenderers	Number	3	3
5. Responsive tenders	Average Number of responsive tenders	Number	79.27	98.04
6. Method of Procurement	% of tenders using each of the procurement methods	Percentage	SS 4.76% PQ 85.71% NCT 9.52%	PQ 91.67%
7. Tender Processing lead-time	Average number of days between tender opening and contract award	Number	60	57
8. Cancelled tendering Procedures	% of tendering procedures cancelled per the provisions of ACT 663	Percentage	N/A	N/A
9. Protests	(a) Tendering procedures with protests	Number	0	0
	(b) % Protests resolved	Percentage	0.0	0.0
10. Resolution of Contract Disputes	(a) Contracts with disputes	Number	0	0
	(b) % of contracts with resolved disputes	Percentage	N/A	N/A
11. Contract Completion	(a) % of contracts completed fully with acceptable performance	Percentage	100.0	100.0
	(b) % of contracts with completion reports	Percentage	90	100.0



2. Department of Urban Roads

Indicator	Metric	Criteria	RESULTS	
			2013	2012
1. Advertisement of Tender Opportunities	(a) % of open tendering procedures publicly advertised	Percentage	0.0	0.0
	(b) % of open tendering procedures opened publicly and recorded	Percentage	100.0	100.0
2. Publication of Awards	% of contracts awards published	Percentage	0.0	0.0
3. Time for tender invitation and opening	Average number of days between invitation to tender and tender opening	Number	19	34
4. Tenderer Participation	Average number of Tenderers	Number	3	3
5. Responsive tenders	Average Number of responsive tenders	Number	3	3
6. Method of Procurement	% of tenders using each of the procurement methods	Percentage	RT 100.0%	RT 100.0%
7. Tender Processing lead-time	Average number of days between tender opening and contract award	Number	72	127
8. Cancelled tendering Procedures	% of tendering procedures cancelled per the provisions of ACT 663	Percentage	N/A	N/A
9. Protests	(a) Tendering procedures with protests	Number	0	0
	(b) % Protests resolved	Percentage	0.0	0.0
10. Resolution of Contract Disputes	(a) Contracts with disputes	Number	0	0
	(b) % of contracts with resolved disputes	Percentage	N/A	N/A
11. Contract Completion	(a) % of contracts completed fully with acceptable performance	Percentage	0.0	40.0
	(b) % of contracts with completion reports	Percentage	0.0	0.0

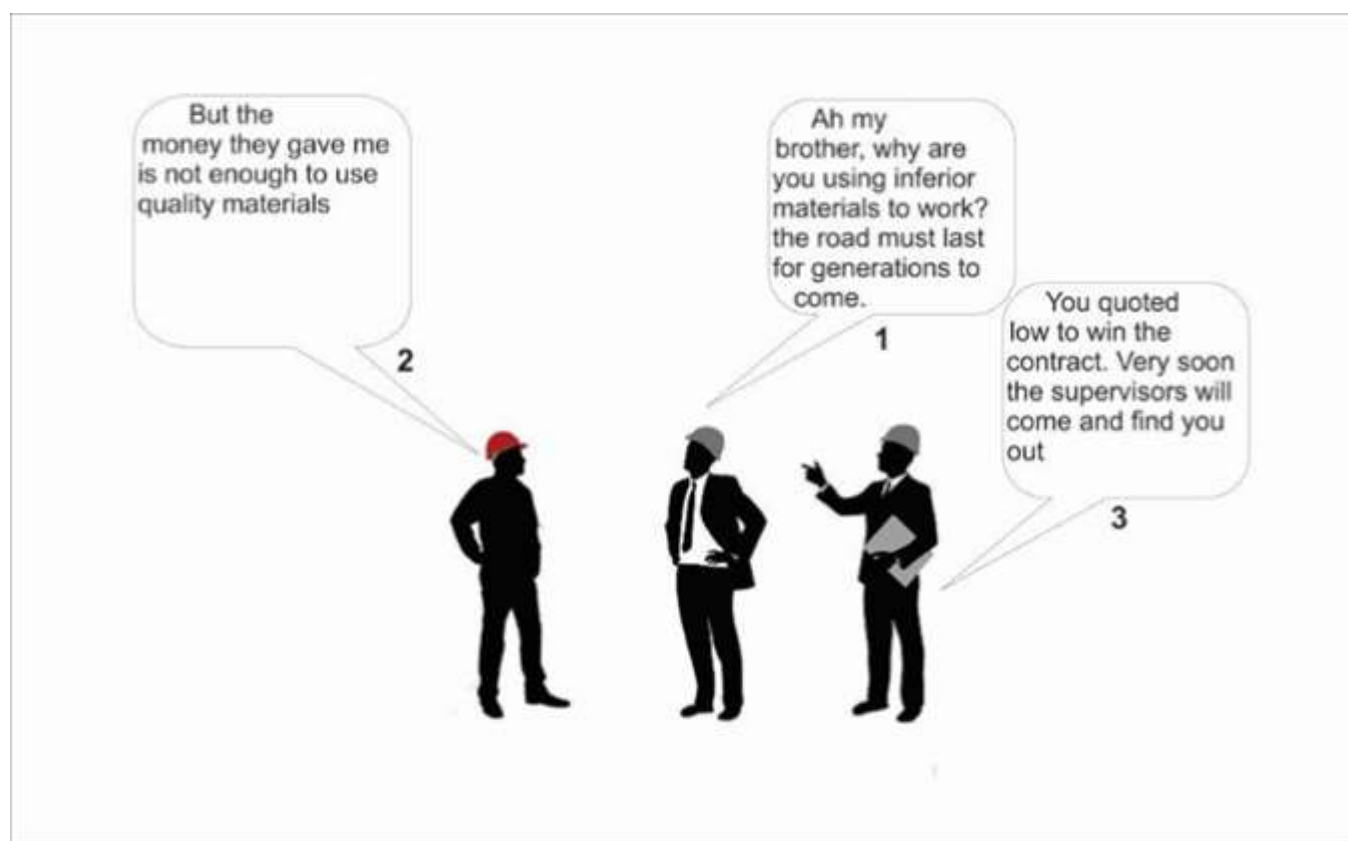


3. Department of Feeder Roads

Indicator	Metric	Criteria	RESULTS	
			2013	2012
1. Advertisement of Tender Opportunities	(a) % of open tendering procedures publicly advertised	Percentage		85.71
	(b) % of open tendering procedures opened publicly and recorded	Percentage		85.71
2. Publication of Awards	% of contracts awards published	Percentage		0.0
3. Time for tender invitation and opening	Average number of days between invitation to tender and tender opening	Number		24
4. Tenderer Participation	Average number of Tenderers	Number		12
5. Responsive tenders	Average Number of responsive tenders	Number		10
6. Method of Procurement	% of tenders using each of the procurement methods	Percentage		NCT 100.0%
7. Tender Processing lead-time	Average number of days between tender opening and contract award	Number		25
8. Cancelled tendering Procedures	% of tendering procedures cancelled per the provisions of ACT 663	Percentage	N/A	N/A
9. Protests	(a) Tendering procedures with protests	Number		0
	(b) % Protests resolved	Percentage		0.0
10. Resolution of Contract Disputes	(a) Contracts with disputes	Number		0
	(b) % of contracts with resolved disputes	Percentage	N/A	N/A
11. Contract Completion	(a) % of contracts completed fully with acceptable performance	Percentage		100.0
	(b) % of contracts with completion reports	Percentage		28.57



Procurement Humour



Tendering and Contract Information for Periods Indicated

[Tendering Opportunities for Sep - Oct 2015](#)

[Contracts Awarded for Jan - Dec 2015](#)

[Restricted Tender Awards Jan - Dec 2015](#)

[Expression of Interest Requests Sep - Oct 2015](#)

The links above will take you directly to the PPA Website Reports for the months of period indicated.



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