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## **ABBREVIATIONS & ACRONYMS**

<i>AfDB</i>	-	African Development Bank
<i>BADEA</i>	-	Arab Bank for Economic Development in Africa
<i>BMU</i>	-	Bridge Maintenance Unit
<i>CAGD</i>	-	Controller & Accountant General's Department
<i>CATB</i>	-	Central Advisory Tender Board
<i>DANIDA</i>	-	Danish International Development Agency
<i>DFR</i>	-	Department of Feeder Roads
<i>DLP</i>	-	Defects Liability Period
<i>DTF</i>	-	Dutch Trust Fund
<i>DUR</i>	-	Department of Urban Roads
<i>EU</i>	-	European Union
<i>GHA</i>	-	Ghana Highway Authority
<i>GCAA</i>	-	Ghana Civil Aviation Authority
<i>GIFMIS</i>	-	Ghana Integrated Financial Management Information Systems
<i>GOG</i>	-	Government of Ghana
<i>GSGDA</i>	-	Ghana Shared Growth & Development Agenda
<i>IPC</i>	-	Interim Payment Certificate
<i>IGF</i>	-	Internally Generated Fund
<i>JBIC</i>	-	Japan Bank for International Co-operation
<i>JICA</i>	-	Japan International Co-operation Agency
<i>KfW</i>	-	Kreditanstalt für Wiederaufbau
<i>MMU</i>	-	Mobile Maintenance Unit
<i>MOF</i>	-	Ministry of Finance
<i>MOT</i>	-	Ministry of Transport
<i>MOU</i>	-	Memorandum of Understanding
<i>NITA</i>	-	National Information Technology Agency
<i>OECF</i>	-	Overseas Economic Cooperation Fund
<i>PAP</i>	-	Project Affected Persons
<i>RAP</i>	-	Resettlement Action Plan
<i>RCS</i>	-	Road Condition Survey
<i>RPF</i>	-	Resettlement Policy Framework
<i>SMEC</i>	-	Snowy Mountains Engineering Corporation
<i>TSDP</i>	-	Transport Sector Development Programme
<i>WATTFP</i>	-	West Africa Transport and Trade Facilitation Project

## **APPENDICES**

Appendix	A	GHA Organisational Structure
Appendix	B	Status Report for Development Projects September 2015

## EXECUTIVE SUMMARY

The Ghana Highway Authority (GHA) under the Ministry of Roads and Highways (MRH) is charged by Act 540 with the responsibility for the development, management and maintenance of the trunk road network in Ghana. Ghana's trunk road network is about 14,536km.

It is important to note that infrastructure is the pivot for national development and Ghana Highway Authority (GHA) plays a critical role in the provision of road infrastructure, and this role is clearly stated in our mission statement of providing a safe and reliable trunk road network at optimal cost by taking advantage of modern technology in road building and new income-generating methods to facilitate socio-economic development in the country.

### GHA Vision and Target

The Ghana Highway Authority in its 2000 – 2015 strategic plan proposed to achieve a road network condition mix of 70% good, 20% fair and 10% poor. With a projected improvement rate of about 7% per annum, it is envisaged that by the close of December 2015, the target road surface condition mix of 70% good, 20% fair and 10% poor would be achieved.

In line with management decision to collect data in the dry season from now on, Road Condition Survey data collection for 2015 will be done in first quarter of 2016.

### Functional Classification of Roads

In 1998, the MRH introduced the new functional classification of roads in Ghana. Under this, trunk roads have been classified into National (N), Inter Regional (IR) and Regional (R) roads. This classification came with alphanumeric numbering system currently in use as shown Table 3

In this classification and for the purpose of this report certain road sections are designated as missing links. Missing links are road sections which were not motorable during the re-measurement exercise; some were due to the absence of appropriate bridges or the rocky and slippery nature of the road making them impassable.

District Capital town road lengths that currently stand at 2,065km are not part of the reporting trunk road network lengths. However, GHA constructs and maintains them.

Table 2 also lists and defines the National roads and the various major cities, towns and regions that the national roads traverse.

**Table 1: Functional Classification of Trunk Roads**

ROAD CLASS	ASR	BAR	CR	ER	GAR	NR	UER	UWR	VR	WR	TOTAL (KM)	%
N	434.9	560.5	326.9	334.6	259.5	1,003.6	287.5	396.8	418.4	442.9	4,465.6	31
I	334.2	530.7	199.7	369.5	0.0	460.3	61.4	82.9	33.7	304.6	2,377.0	16
R	826.0	938.3	670.2	833.8	199.7	1,472.4	238.6	535.3	963.6	953.8	7,631.7	53
TOTAL (KM)	1,595.1	2,029.5	1,196.8	1,537.9	459.2	2,936.3	587.5	1,015.0	1,415.7	1,701.3	14,474.3	100

**Source: GHA Road Maintenance Division December' 2015**

**Table 2: National Roads**

Route No	Name	Major Towns Roads Traverse	Regions that the Roads Traverse
N1	Trans West Africa Highway	Aflao, Accra, Cape Coast	Volta, Greater Accra, Central and
		Takoradi, Elubo	Western Regions
N2	Eastern Corridor	Tema, Hohoe, Jasikan, Nkwanta	Volta, Greater Accra and
		Bimbila, Yendi, Gushiegu-Kulungulu	Northern Regions
N3		Koforidua, Oterkpolu, Krobo Odumase	Eastern Region
N4		Accra, Aburi, Mamfe, Koforidua, Bunso Junction	Greater Accra and Eastern Regions
N5		Asikuma, Ho	Volta Region
N6	Central Corridor	Accra, Suhum, Nkawkaw, Konongo, Kumasi,	Greater Accra, Eastern, Ashanti and Brong Ahafo Regions
		Sunyani, Dormaa Ahenkro Gonokrom	
N7		Sawla, Damango and Fulfulso	Northern Region
N8		Assin Fosu, Anwiankwanta, Kumasi Bechem	Central, Ashanti and Brong Ahafo Regions
N9		Tamale, Pusuga	Northern Region
N10		Daboasi junction, Atieku, Dunkwa, Kumasi	Western, Central, Ashanti ,Brong Ahafo, Northern and
		Techiman, Kintampo,Tamale Bolga and Paga	Upper East Regions
N11	Northern Corridor	Bolga, Bawku, Pulimakom	Upper East Region
N12	Western Corridor	Elubo, Enchi, Juabeso, Goaso, Sunyani	Western, Ashanti , Brong Ahafo
		Wenchi, Bole, Wa, Nadowli Hamile	Upper West, and Upper East Regions
N13	Northern Corridor	<u>Lawra, Han, Tumu, Navrongo</u>	Upper West & Upper East Regions
N14		Sakpeigu, Yawgu	Northern Region
N16		Tumu, Kapulima	Upper West Region
N18		Wa, Han	Upper West Region

**Source: GHA Road Maintenance Division December' 2015**

# CHAPTER ONE

## 1.0 Introduction

### 1.1 Establishment

The Ghana Highway Authority was initially established under NRC Decree 298 in December 1974. This has been superseded by Act 540 of December 1997 to reflect changes which have occurred in the road sub-sector.

### 1.2 Mission Statement

To provide and maintain a safe and reliable trunk road network at optimal cost to support socio-economic development in Ghana.

### 1.3 Policy Objective

To accelerate the realization of the mission statement, the Authority has devised the following objectives among others :

- **Improving Road Condition:** To ensure the provision, expansion, and maintenance of Trunk Road network and roads in District Capitals in good condition.
- **Reducing Accident Fatalities:** To work with the National Road Safety Commission and other stakeholders to reduce accident fatalities on the trunk road network
- **Reducing Travel Time:** To ensure the provision of affordable, safe and accessible transport system by dualisation of heavily trafficked Trunk Road Sections, and also creating by passes to build up major towns and cities along the Trunk roads.
- **Environmental and Social Mitigation Measures:** To mitigate the impact of the road development and maintenance program on the environment and people
- **Improving Quality of Systems Delivery:** To assist Ministry of Roads & Highways (MRH) and other Ministries, Departments & Agencies (MDA's) to develop and strengthen the appropriate legal, institutional and regulatory framework and regulate all modes of transport to ensure an efficient transport system that will promote quality delivery of services.
- **Administration & Human Resources:** To recruit, train and adequately motivate staff and provide the needed logistics to undertake the services.

### 1.4 Governing Body

The Authority is governed by a constituted Board of Directors. The Board consists of ten members including a chairman, with the Chief Executive of GHA as a member.

### 1.5 The Directorate

The Authority has a Managing Director, designated as Chief Executive. Under him, there are three (3) Deputy Chief Executives: the Deputy Chief Executive (Administration); the Deputy Chief Executive (Development); and the Deputy Chief Executive (Maintenance).

## **1.6 Departments, Divisions and Regions/Road Area Offices**

Under the three Departments, there are seventeen Divisions, in the Head Office, each of which is headed by a Director, and ten Regional Offices headed by Regional Highway Directors. The GHA also has Road Area offices nation-wide. The Internal Audit Division, though directly responsible to the Chief Executive, is under the Administration Department for administrative purposes. The Organisational Chart of the GHA is attached (see Appendix A).

## CHAPTER TWO

### 2. 0 Financial Status Report

The Theme for 2015 Budget is “Transformational Agenda; Securing the bright medium term prospects of the Economy. The 2014 budget was based on Ghana Shared Growth and Development Agenda (GSGDA 2014 – 2017). The 2015 Budget is also based on the same Agenda which incorporates a Medium Term Vision and Strategy for the country.

Last year, the Contribution of Construction sub-Sector Growth to industry Sector was 12.8% as against a Target of 6.7% (GSS).

The policy of government indicated in the 2015 Budget Statement is to continue to enhance the resilience of the Economy against volatilities and promote Economic growth with job creation.

The strategies to be adopted by Government to attain the goal include among others are;

- ❖ Continuation of the policy of net freeze on employment into all sectors of the Public Service excluding Education and Health.
- ❖ and non- replacement of employees in over staffed areas;
- ❖ continue to implement the existing price adjustment mechanisms for utility tariffs and fuel prices
- ❖ Pursuing prudent macroeconomic and financial measures to reduce the growth of the public debt
- ❖ Continuing to strengthen its prudent expenditure management and revenue mobilization
- ❖ Fast tracking the payroll improvement under the GIFMIS reforms to eliminate waste and abuse.
- ❖ Implementing the productivity elements of Single Spine Salary Structure (SSSS) reforms
- ❖ Continuing suspension of awarding new contracts to enable MDA concentrate on the ongoing projects.

The total Revenue and grants including oil for the 2015 budget are estimated at GH¢32.5billion equivalent to 24% GDP.

This is the second year that the national budget has been presented in the Programme Based Budgeting (PBB) approach unlike the Activity Based Budgeting (ABB) approach which was used for almost fifteen years.

Due to inadequate funding from the Central Government in the area of expenditure under Goods and Services, Salary and Non Salary Related Allowances, the IGF potentials within the jurisdiction of Ghana Highway Authority (GHA) should be strictly and assiduously harnessed. This is to ensure that the Authority gets adequate funding to meet expenses to reduce tension in the System. To this end, the Regional Offices together with the IGF Subcommittee should explore the revenue potential within the Authority.

The MOF directed that with effect from January 2014, all MDAs/MMDA should pay their own utility bills instead of forwarding them to Ministry of Finance for payment. In this view, Head Office of GHA alone will have to pay GH¢80,000 for Electricity and Telephone bills monthly. GHA has



outstanding Electricity/Telephone bills and property rate of GH¢650,000 and GH¢130,000 respectively.

The Financial releases from Donors, GOG, and Road Fund are indicated in this Report which enabled Management to implement programmes outlined in the Approved Budget for the Authority.

## Recurrent Expenditure

Details of the Approved Budget Ceilings and the pattern of releases for the year under review are provided below:

<u>ITEM DETAILS</u>	<u>Budget Ceiling</u> <u>GH¢</u>	<u>Amount Released</u> <u>GH¢</u>	<u>% Released</u>
1. Compensation for Employees	18,417,738.00	14,370,350.97	107.81
2. Goods and Services	297,717.89	53,367.99	17.93
3. Investment - GOG	212,669,087.91	242,093,216.11	113.84
4. Investment - GOG Arrears (as at 31 <sup>st</sup> Dec. 2015)	216,925,156.53	100,172,176.91	46.18
5. Investment - Road Fund	96,296,688.92	118,309,199.64	122.86
6. IGF	1,802,282.00	4,594,461.09	254.92
7. Investment - Donor	286,810,596.52	727,532,561.02	253.66
8. Cocoa Funded Roads	800,697,875.10	88,632,708.50	11.07

	<u>Arrears as @December</u>	<u>Amount Released</u>	<u>%</u>
Salary Related Allowances	3,261,114.00	976,971.69	29.96

## Routine Maintenance

Total value of Contract Certificates submitted by Contractors for payment during the year was GH¢92,935,076.04 whilst total payments made were GH¢76,511,311.46. The outstanding certificates which includes previous years arrears stood at GH¢91,385,527.36 as at 31<sup>st</sup> December, 2015.

## GHA Units

The MMUs and BMU received an amount of GH¢6,742,423.29 from the Road Fund Secretariat whilst GH¢6,157,990.30 was received for Toll Operations and an amount of GH¢3,528,348.49 was also received for ferry operations during the year under review.

## Periodic Maintenance and Minor Works

The total certificates submitted for payment by Contractors under this programme for the year was GH¢17,755,444.26 and total payment made to contractors for the year amounted to GH¢25,369,126.10. An amount of GH¢37,261,537.47 (including Arrears from previous years) was outstanding to Contractors for Periodic Maintenance as at 31<sup>st</sup> December, 2015.

## Development/Capital Projects

The total sum of contractors' certificates submitted for payment to Ministry of Finance (MOF) was GH¢649,086,656.55 and total release to the Contractors were GH¢342,265,393.02. The total

unpaid certificates as at 31<sup>st</sup> December, 2015 amounted to GH¢583,138,548.67. This figure includes arrears from previous years.

The details of the releases from the Government of Ghana and the various Donors are as shown below in Tables 3, 4 & 5.

**Table 3: Summary of Funds Released**

	<b>4<sup>TH</sup> QUARTER 2015</b>	<b>CUMULATIVE FOR THE YEAR</b>
<b>Recurrent Expenditure:</b>	<b>GH¢</b>	<b>GH¢</b>
Item 1 – Compensation – Salaries & Wages	5,400.626	19,856,579.19
Item 2 – Goods & Services	53,367.99	53,367.99
Item 3 – Salary Related Allowances	976,971.68	976,971.68
<b>Item 4 – Investment:</b>		
Routine Maintenance	33,172,347.31	76,511,311.46
Periodic Maintenance & Minor Works	6,090,617.40	23,680,970
Consultancy – Road Fund/ Training		479,898.74
Fuel for Monitoring		
Ferries (Senchi & Ada)	777,054.26	3,528,348.49
Supervision & Data Collection (Rd Cond. Survey)	-	1,688,156.10
GHA Units	1,573,331.40	6,742,423.29
Release for Tolls Operation	4,012,310.49	6,157,990.30
Axle Load and weighing Management	939,920.30	3,858,787.98
<b>Capital/Investment</b>		
GOG Contributions (both current & arrears)	153,360,243.86	342,265,393.02
Cocoa Funded Roads	-	88,632,708.50
<b>DONOR: UEMOA</b>	<b>(US\$)</b>	<b>(US\$)</b>
BADEA		498,021.59
EU	13,661,534.74	22,887,031.80
IDA/WATTFP	4,530,373.33	9,021,345.48
ADB	1,310,059.83	44,503,688.46
KfW		
ECOWAS		
SAUDI FUND		
NTF		
OPEC		
TSP	7,573,331.54	29,511,744.61
ALTTFP	97,467.60	32,551,865.10
BRAZIL	12,749,018.96	52,734,487.69
<b>TOTAL</b>	<b>39,921,786</b>	<b>191,708,184.72</b>

**Source: GHA Finance Division Dec' 2015**

**Table 4: Approved Budget & Releases as at the end of Year 2015**

Expense Item	Budgets GH¢		Receipts/Releases GH¢			GH¢	GH¢
	Approved	Revised	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	Cum. releases
Personnel Emoluments	18,417,738		5,013,803	4,636,949.6	4,805,200.4	5,400,626.0	19,856,579
Goods and Services	297,718		-		53,368.0		53,368
Salary Related Allowances					976,971.7		976,972
<b>Total</b>	<b>18,715,456</b>	<b>-</b>	<b>5,013,803</b>	<b>4,636,950</b>	<b>5,835,540</b>	<b>5,400,626</b>	<b>20,886,919</b>
<b>Development</b>							
- GoG	212,669,088	-		70,269,836	118,635,313	153,360,244	342,265,393
- Donor*	286,810,597		126,533,431	201,080,371	164,842,253		492,456,056
(AB Fund Oil Revenue)			-				
<b>Total</b>	<b>499,479,685</b>	<b>-</b>	<b>126,533,431</b>	<b>271,350,207</b>	<b>283,477,567</b>	<b>153,360,244</b>	<b>834,721,449</b>
<b>Maintenance</b>							
- Periodic (Road Fund)	18,670,000		5,422,141.1	2,110,927.3	6,304,575.7	6,090,617.4	19,928,261
- Periodic (MOF) Cocoa Roads				57,898,772	30,733,936.2		88,632,709
- Routine (Road Fund)	70,140,000		10,624,425.4	6,242,571	26,472,067.7	33,172,347.3	76,511,411
<b>**Others</b>			2,817,912.0	2,247,772		6,362,696.2	11,428,380
<b>Total</b>	<b>88,810,000</b>	<b>-</b>	<b>18,864,478</b>	<b>60,009,700</b>	<b>37,038,512</b>	<b>45,625,661</b>	<b>196,500,761</b>
<b>Maintenance (Donor)</b>							
Periodice Maintenance							-
Internal Generated Fund	1,802,282		142,427	950,663		2,915,102	4,008,192
<b>Total</b>	<b>1,802,282</b>	<b>-</b>	<b>142,427</b>	<b>950,663</b>	<b>-</b>	<b>2,915,102</b>	<b>4,008,192</b>
<b>Grand Total</b>	<b>608,807,423</b>	<b>-</b>	<b>150,554,140</b>	<b>336,947,519</b>	<b>326,351,619</b>	<b>207,301,633</b>	<b>1,056,117,320</b>

\* For List of Donors, please refer to Table:3

\*\*Others are made up of releases from Road Fund Secretariat for Toll Operations, GHA Units and Training

**Source: GHA Finance Division Dec' 2015**

**Table 5: Programme & Achievements as at the end of Year 2015**

ACTIVITY	ANNUAL PROGRAMME		APPROVED PROGRAMME/BUDGET					RELEASES				PHYSICAL ACHIEVEMENTS		
	KM	GH¢/Million	KM	CONSOLIDATED FUND GH¢/Million a	ROAD FUND COMP. GH¢/Million b	DONOR COMP. GH¢/Million c	TOTAL GH¢/Million (a+b+c)	CONSOLIDATED FUND GH¢/Million	ROAD FUND GH¢/Million	DONOR GH¢/Million	TOTAL c'/Million	KM	CERTIFIED AMT GH¢/Million	%
<b>ROUTINE MAINTENANCE</b>	10,674	70.14	10,674		70.14		70.14		76.511		76.511	14,142.97		132.50
<b>SUB-TOTAL</b>	<b>10,674</b>	<b>70.14</b>	<b>10,674</b>		<b>70.14</b>		<b>70.14</b>		<b>76.511</b>		<b>76.511</b>	<b>14,142.97</b>	<b>0.000</b>	<b>132.50</b>
<b>PERIODIC MAINTENANCE</b>														
Regravelling/Spot Improvement	62.0	8.72	62.00		8.72		8.72		5.396		5.396	28.36	3.989	45.74
Resealing	19.4	2.70	19.40		2.70		2.70		0.307		0.307	1.61	-	8.30
Overlay	-	-	-		-		-		-		0.000			
Drainage Structures & Bridges	-	4.50	-		4.50		4.50		3.072		3.072		2.343	
** Others	-	2.00	-		2.00		2.00		6.049		6.049		3.683	
GHA Units	-	1.37	-		1.37		1.37		6.742		6.742		6.837	
<b>SUB-TOTAL</b>	<b>81.4</b>	<b>19.29</b>	<b>81.4</b>		<b>19.29</b>		<b>19.29</b>	<b>0.00</b>	<b>15.863</b>		<b>21.566</b>	<b>29.97</b>	<b>16.852</b>	<b>87.36</b>
<b>MINOR WORKS</b>														
Partial Reconstruction	20.91	2.47	20.91		2.47		2.47	62.996	1.683		64.679	3.61	45.575	-
Upgrading	10.73	4.54	10.73		4.54		4.54	87.976	9.979		97.955	18.83	177.654	3913.07
Rehabilitation of Town Roads	1.28	1.01	1.28		1.01		1.01	21.946	2.256		24.202	3.65	34.067	3372.97
Arrears								90.116			90.116	0.00	253.746	
<b>SUB-TOTAL</b>	<b>32.92</b>	<b>8.02</b>	<b>32.92</b>		<b>8.02</b>		<b>8.02</b>	<b>263.03</b>	<b>13.92</b>		<b>276.95</b>	<b>26.09</b>	<b>511.04</b>	<b>6,372.09</b>
<b>DEVELOPMENT</b>														
Construction / Reconstruction				212.67		286.81	499.48	83.96		727.530	811.49	0.00	273.977	54.85
Bridge Construction								1.36			1.36	0.00	0.415	
Others								3.07			3.07	0.00	13.435	
Arrears								60.43			60.43		248.550	
<b>SUB-TOTALS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>212.67</b>	<b>0.00</b>	<b>286.81</b>	<b>499.48</b>	<b>148.81</b>	<b>0.00</b>	<b>727.53</b>	<b>876.34</b>	<b>0.00</b>	<b>536.38</b>	<b>54.85</b>
<b>RECURRENT EXPENDITURE (SUB-TOTAL)</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>18.72</b>	<b>0.00</b>		<b>0.00</b>	<b>19.26</b>	<b>0.000</b>		<b>19.261</b>	<b>0.00</b>	<b>0.000</b>	<b>0.00</b>
<b>GRAND TOTAL</b>	<b>10,788.32</b>	<b>97.45</b>	<b>10,788.32</b>	<b>231.38</b>	<b>97.45</b>	<b>286.81</b>	<b>596.93</b>	<b>431.10</b>	<b>106.29</b>	<b>727.53</b>	<b>1,270.63</b>	<b>14,199.03</b>	<b>1,064.27</b>	<b>2,215.60</b>

\*\*Others = Crop Compensation, Fuel for Ferry Operation, Head Office Monitoring Operations, Renovation of Buildings, Consultancy Services, Improvement of Hazardous Sections

**Source: GHA Finance & Road Maintenance Divisions Dec' 15**

## Road and Bridges Toll

Total revenue Cumulative from January to December, 2015 amounted to GH¢64,649,684.40 which includes GH¢5,569,617.00 from the Senchi-Akrade and Ada Ferries.

**Table 6: Comparative Toll Revenue Performance (Actual and Budget, 2015, 2014 & 2013)**

Revenue Type	Budget For, 2015 GH¢	Actual collection 2015 GH¢	Percentage Achieved 2015	Actual collection, 2014 GH¢	Actual collection, 2013GH¢
Revenue from manual toll stations	39,397,597.45	35,730,108.33	90.69	31,576,507.20	28,325,423.02
Revenue from Ada Ferry	79,200.00	53,192.50	67.16	42,512.30	67,338.50
Senchi & Akrade	7,768,800.00	5,516,424.50	71.01	4,774,796.00	00.00
<b>TOTAL</b>	<b>47,245,597.45</b>	<b>41,299,725.33</b>	<b>87.41</b>	<b>36,393,815.50</b>	<b>28,392.52</b>
Revenue from automated toll stations	22,704,012.00	23,349,959.07	102.85	21,330,946.69	20,680,091.46
<b>Grand Total</b>	<b>69.949,609.45</b>	<b>64,649,684.40</b>	<b>92.42</b>	<b>57,724,762.19</b>	<b>49,072,852.98</b>

*Source: GHA Finance & Road Maintenance Divisions Dec' 15*

## Audited Accounts

The 2014 Audit Financial Statement was approved by the Board and distributed to the Public Service Commission, the Ministry of Roads & Highways and Audit Service.

## CHAPTER THREE

### 3.0 Achievements

#### 3.1 Road Condition Mix for Year 2014

In line with management decision to collect data in the dry season from now on, Road Condition Survey data collection for 2015 will be collected in first quarter of 2016. It is therefore hoped that the condition mix for the year ending 2015 will be available by the end of the first quarter of the year 2016.

Table 7 below shows the statistics of the whole trunk road network classification surveyed in the period under review on regional basis. The length of roads of any surface type can be obtained regionally and also from national summaries.

**Table 7: Trunk Road Network Statistics (Year 2014)**

Region	Roads Surveyed During RCS 2014				Under Construction	Missing Link	Total Length
	Asphalt	Surface Treated	Rigid	Gravel			
	KM	KM	KM	KM			
Ashanti	498.31	804.79	0	292	0	0	<b>1,595</b>
Brong Ahafo	370.9	886.6	0	738.7	0	33.3	<b>2,030</b>
Central	255.4	582.9	0	360.2	0	0	<b>1,199</b>
Eastern	183.8	995.52	0	358.6	0	0	<b>1,538</b>
Greater Accra	220.9	131.7	38.6	68	0	0	<b>459.2</b>
Northern	249.4	653.2	0	2,015.90	0	17.8	<b>2,936</b>
Upper East	66.8	162	0	332.5	26.2	0	<b>587.5</b>
Upper West	0.7	260.1	0	754.2	0	0	<b>1,015</b>
Volta	113.3	906.8	0	395.6	0	0	<b>1,416</b>
Western	240.1	502	0	959.2	0	0	<b>1,701</b>
<b>Subtotal</b>	<b>2,199.6</b>	<b>5,885.6</b>	<b>38.6</b>	<b>6,274.9</b>	<b>26.2</b>	<b>51.1</b>	<b>14,476</b>
<b>Total</b>	<b>14,398.7</b>				<b>26.2</b>	<b>51.1</b>	<b>14,476</b>

*Source: GHA Road Maintenance Division December' 2015*

##### 3.1.1 Road Network Condition

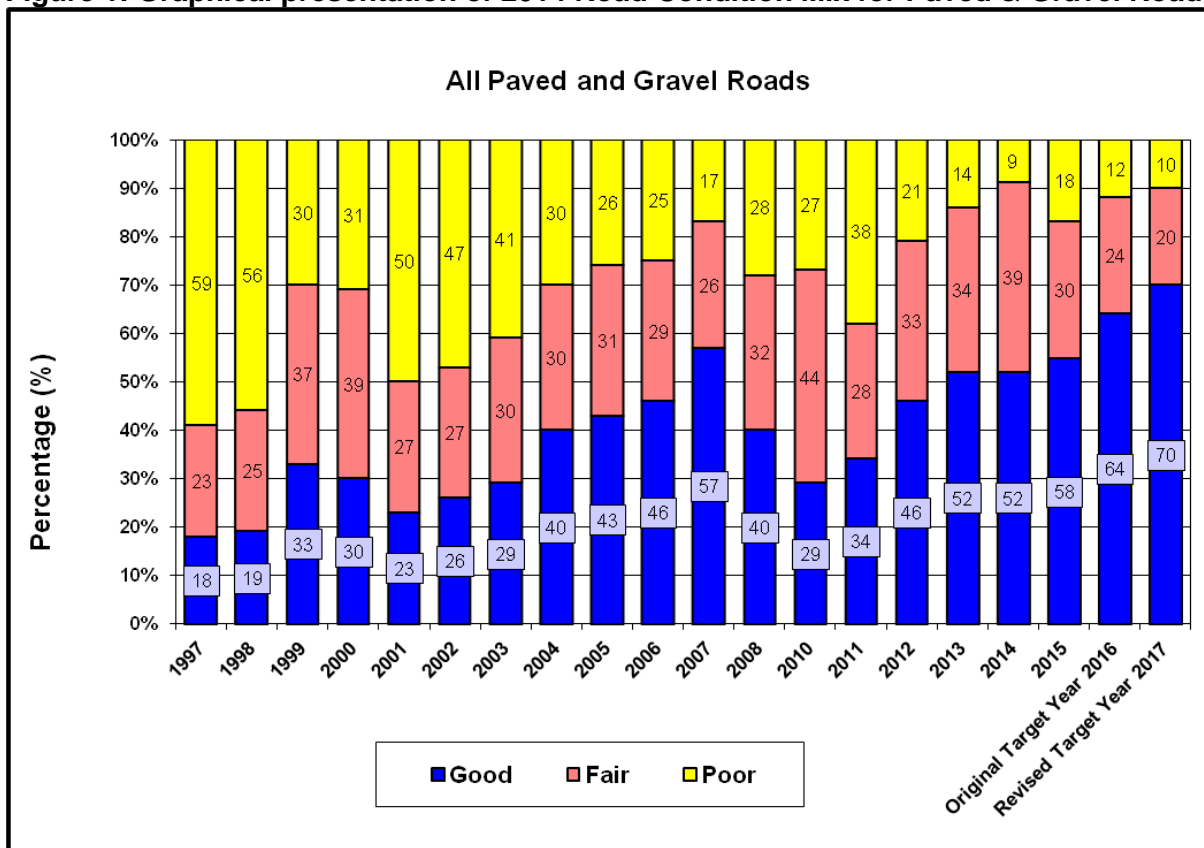
Table 8 and figure 1 show the progression of road surface condition for both paved and unpaved roads for the period 1997-2014.

**Table 8: Condition Mix of Paved & Unpaved Road Network Condition from 1997 to 2014**

YEAR	GOOD		FAIR		POOR		TOTAL	
	Km	%	Km	%	Km	%	Km	%
1997	2,512.00	18	3,210.00	23	8,233.00	59	13,955.00	100
1998	2,566.00	19	3,377.00	25	7,564.00	56	13,507.00	100
1999	4,433.00	33	4,970.00	37	4,030.00	30	13,433.00	100
2000	3,381.00	30	4,293.00	39	3,448.00	31	11,121.00	100
2001	2,726.00	23	3,152.00	27	5,984.00	50	11,850.00	100
2002	3,089.00	26	3,244.00	27	5,639.00	47	11,972.00	100
2003	3,272.00	29	3,316.00	30	4,540.00	41	11,128.00	100
2004	4,410.00	40	3,294.00	30	3,250.00	30	10,942.00	100
2005	4,739.00	42	3,510.00	31	2,928.00	26	11,177.00	100
2006	5,402.00	0	3,397.00	0	2,924.00	0	11,723.00	100
2007	6,342.00	57	2,970.00	27	1,868.00	17	11,180.00	100
2008	4,696.00	40	3,771.00	32	3,150.00	27	11,618.00	100
2010	3,865.00	29	5,841.00	44	3,556.00	27	13,263.00	100
2011	4,567.00	34	3,758.00	28	5,019.00	38	13,344.00	100
2012	6,183.50	46	4,411.80	33	2,881.90	21	13,477.00	100
2013	6,490.00	52	4,271.00	34	1,777.00	14	12,538.00	100
2014	7,492.33	52	5,643.59	39	1,262.80	9	14,398.72	100

Source: GHA Road Maintenance Division, December 2015

**Figure 1: Graphical presentation of 2014 Road Condition Mix for Paved & Gravel Roads**



Source: GHA Road Maintenance Division, December 2015

## 3.2 Projects

### 3.2.1 Procurement of Services

GHA is responsible for monitoring of all development projects and road project components of all regional corridor programmes involving Ghana and other countries in the sub-region. Additionally, GHA provides the main link between the Authority and Development Partners for the efficient coordination of road projects and related facilities.

Generally the objectives of the road projects are to reduce poverty and boost economic development by reducing road accidents, travel time and Vehicle Operating Cost (VOC). These result in reduced road user cost for both passengers and freight.

These objectives are achieved through (i) Procurement of Consultants for specific engineering tasks and (ii) Co-ordination of activities with Development Partners.

#### 3.2.1.1 Expression of Interest

During the year under review letters were sent to the individual companies to invite them to express their intent for the following projects:

- Accra – Kumasi Toll Highway
- Design, Construction, Rehabilitation, Finance, Operations and Maintenance of the Accra Tema Motorway

#### 3.2.1.2 Contract Agreement

During the course of 2015, Contract Agreements were signed for the following Services

- Supply of Automatic Counters
- Supply of four (4) 4x4 pick-up vehicles
- Supply of two (2) 4x4 pick-up and one (1) cross country vehicles.

#### 3.2.1.3 Status of Consultancy Services

A total of eighteen (18) Consultancy Services were managed, over the year, by the Authority. The breakdown is as provided in the Table 9 below.

**Table 9: Number and Fund Sources for Services.**

Funding Source	Number of Projects
GoG	1
AfDB	3
World Bank	6
JICA	3
EU	2
BRAZIL	1
PPP	2
<b>Total</b>	<b>18</b>

*Source: GHA Planning Division, December' 2015*

### 3.2.1.4: Missions from Development Partners

**Table 10: World Bank Missions**

PROJECT	DATE	REMARKS
WATTFP	June 15-19, 2015	Mission was to discuss achievement of the project development objectives, completion of procurement activities and compliance with safeguards and fiduciary requirements Site visits was also conducted on major civil works projects. This helped in discussing how to prepare for implementation completion report.
Transport Sector Improvement Projects (TSIP)	July 14-21, 2015	Finalise the identification of implementation activities with GOG and precede with the agreed preparation activities of the proposed projects. The mission supported PPP by having in depth discussions on ongoing projects
	February 9-20 , 2015	The mission met Honourable Minister for Roads and Highways and Honourable Deputy Minister for Transport to brief them on progress made project identification.
Ghana Urban Transport Project	June 8-12, 2015	Review with the Government on overall implementation progress of the project.
		Discuss the completion of the works for the Amasaman Corridor and arrangement to purchase and lease of buses to private operators
Transport Sector Project(TSP)	December 7 <sup>th</sup> -14 <sup>th</sup> 2015	To review progress of all TSP project components since their last supervision in 2015. There was also a site visit to Ayamfuri –Asawinso project To update TSP project cost and results (monitoring and evaluation) Framework. A discussion on the project annual work plan for 2016 was conducted.

**Source: GHA Planning Division, December' 2015**

**Table 11: JICA Missions**

PROJECT	DATE	REMARKS
JICA	December 14-17, 2015	Mission was to explain the contents of the Draft Final Report of the Detailed Design Study to GHA.
JICA PREPARATORY SURVEY	April 7 <sup>th</sup> -22 <sup>nd</sup> May 2015	To collect and analyse necessary information to develop a project design and to conform with Ghana standards on Tema Motorway Roundabout.

**Source: GHA Planning Division, December' 2015**



**Table 12: Details of Consultancy Services**

2015 PROGRAMMES/ PROJECTS-PLANNING							
Item	Contract Description	Contract/Supplier/Consultant	Contract Dollar Amount	Date Signed Mn/dd/yr	Contractual Start Date Mm/dd/yr	Contractual Completion Date Mm/dd/yr	Remarks
PROJECTS ON TSP							
1	Construction Supervision of Rehabilitation of Ayamfuri-Asawinso Road (Lots 1)	SAI Consulting Engineering Pvt.	20,694,135.81	1/10/2013	15/02/12	1/4/2015	Progress of works as at 17th December Lot1 73.6% achieved as against 100%
2	Construction Supervision of Rehabilitation of Ayamfuri-Asawinso Road (Lots 2)	SAI Consulting Engineering Pvt.	\$8.44 and GHS 29.325	1/11/2013	15/02/13	1/5/2015	Progress of works as at December Lot2 83.12% as against 98.5%
PROJECTS ON ALTFP							
2	Consultancy Services for the Supervision of Rehabilitation of Agona Junction-Elubo road. Lot1	K2 and Associate,Inc.	\$22168060.23 & \$15.215	15/08/2012	24/08/2012	08/01/2015	The project is on hold due to lack of funds from funding agent.
3	Consultancy Services for the Supervision of Rehabilitation of Agona Junction-Elubo road.lot2	K2 and Associate,Inc.	\$20.38 & GHS 29.925	15/08/2013		6/10/2015	The project is on hold due to lack of funds from funding agent.
4	Consultancy Services for the Supervision of Rehabilitation of Agona Junction-Elubo road.lot3	K2 and Associate,Inc.	\$22.09 & GHS15.869	15/08/2014		6/11/2015	The project is on hold due to lack of funds from funding agent.
5	Consultancy Services for economic analysis and engineering Analysis and Engineering Design Studies for Construction of Anyaado Rest Stop	Bans Consult	323,809.25	15/03/13			The project is on hold due to lack of funds from funding agent.
PROJECTS ON AfDB							
6	Akatsi- Aflao Road Highway (Lot 2: Agbozume –Aflao 19.8km and Akatsi By-Pass 7.2km)	Messrs Contera	20,294,000.00	17/12/09	2/4/2010	1/8/2014	The Project has been taken over
7	Lot 1: Asutuare Junction –Asikuma Junction and Asutuare-Aveyime Junction Road	MCV Inc.,USA			8/9/2014		The consultant is preparing the detailed design. An addendum has been prepared for signature in the Ministry.
8	Fufulso-Sawla Road Project Lot 1	ICB	26,678,000.00	30/08/11	3/1/2012	2/1/2015	The project has been taken over and serving defect liability period
10	Fufulso-Sawla Road Project Lot 2	ICB	8,799,000.00	30/08/12	3/1/2012	2/1/2015	The project is serving defect liability period. Substantial taking over inspection was held on 25 May 2015.
11	Fufulso-Sawla Road Project (Technical Assistant to Project Co-ordination Unit)	ICB					The Consultant has since been assisting the GHA Project Co-ordination Unit to manage all the AfDB funded road projects
12	Fufulso-Sawla Road Project (Project Impact Monitoring and Evaluation)	ICB					The consultant has submitted their draft mid report to GHA.
PROJECTS ON DANIDA							
13	Consultancy Services for Detailed Design of Takoradi-Agona Junction Road	Danida			28/11/12		GHA has reviewed the final detailed design report from Ablin Consult.Construction has not began because Danida has terminated the contract.
18	Rehabilitation of Benchema-Adwufia Road						The evaluation report for appointing a consultant under sole sourcing was sent to ORIO for 'No Objection' and concurrent approval. ORIO has sent their comments which are being addressed.
19	Consultancy Services for Design Development, Detailed Design, Tender Document Preparation, Tendering Assistance and Construction Supervision of New Bridges in Northern Ghana.	GHA	4,774,000.00				GHA has reviewed the draft final detailed design report from the consultant.
EUROPEAN UNION PROJECT							
14	Tarkwa-Bogoso- Ayamfuri	Grontmij/Carl Bro	€ 60,467,000.00	27/01/11	24/06/11	23/06/14	18 months EOT negotiated by all parties awaiting final approval by EU 5th revised program beign implimented.
17	Dodo-Pepesu- Nkwanta Road	Louis Berger	€ 25,909,000.00				Work completed. Consultant to initiate Provisional Acceptance process.

BRAZILLIAN FUNDED PROJECT							
18	Lot 5: Oti Damango-Bimbilla-Yendi Road	MRH(PMU)	113.492		3/2/2014		Consultancy services is ongoing.As at the end of December 2015 the physical progress is 34.75% against 37.80%.Contractor is facing cash flow problems .
19	Lot 6: Yendi-Sakrogu-Nakpanduri Road	MRH(PMU)			3/3/2014		
20	Public - Private Partnership						<b>Accra-Takoradi Motorway</b> -the sole sourcing Transaction Advisory Services was not successful due to financial constrain. The World Bank has advised for relaunching of project. <b>Accra-Kumasi Dualisation Project</b> - the consultant has submitted the final Phase of the feasibility report t to MRH and GHA. <b>Accra-Tema-Motorway Expansion Project</b> - new contract document has been prepared due to the revised scope. Contract document waiting to be signed by MRH and Consultant.
21	Missions from Development Partners World Bank Missions						There was one mission from TSP within the fourth quarter. The date for the mission was 7-14 December 2015.
PROJECT ON JICA							
22	Construction of a New Bridge Across the Volta River on the Eastern Corridor Project	Central Consultant Inc. & Oriental Consultants Global Co. Ltd.					The study team held a semina on maintenance of the Long span bridge at NovotelHotel on 15 December,2015.The team is yet to submit Draft report on the assignment.
23	Rehabilitation of National Trunk Road No.8(Phase11)	JICA					GHA has reviewed the final detailed engineering design report and has sent the comments to JICA .
24	Project For The Improvement of the Tema Motorway Roundabout	CTI Engineering International Co. Ltd					On 21 and 22 October 2015 the team presented their interim report to MRH and GHA where the Compct Diamond Interchange was adopted.The team together with GHA undertook a key stakeholders consultative forum on the environmental and social study on 11th December 2015.The purpose was to inform the key stakeholders about the project and solicited their views.
PLANING DIVISION							
	Traffic Analysis	GHA Planning Division					The Division conducted a traffic survey on three selected toll booth location namely Bekwai, Obuasi and Akyim Sekyere.

Source: GHA Planning Division, December' 2015

## 3.3 Development Projects

The approved programme for the year covers the construction of 194.84Km of trunk roads at an estimated cost of Three Hundred and Fifty million, Eight Hundred and Eighty Thousand, Ghana Cedis (GH¢350,880,000.00).

### 3.3.1 New Projects

Table 13 gives the list of project that commenced in the year under review.

**Table 13: Projects Awarded in Year 2015**

No.	Project	Status	Source of Funding
1	Construction of Elubo – Enchi Road Phase II (km 17+600 – km 37+600)	Commenced on Tuesday, the 6 <sup>th</sup> of October, 2015	Government of Ghana (GOG)
2	Reconstruction of Hohoe – Jasikan Road (km 0 – 20)	Commenced on Tuesday, the 6 <sup>th</sup> of October, 2015	Government of Ghana (GOG)

Source: GHA Contracts Division, December' 2015

### 3.3.2 Completed Projects

The following projects were handed over during the year The details of the projects are as shown in Table 14.

**Table 14: Projects Completed and Handed Over**

<b>No.</b>	<b>Project</b>	<b>Status</b>	<b>Source of Funding</b>
<b>1</b>	Construction of Ho-Nyive-Honuta-Kpedze Road (15.5km) Tokokoe-Avee-Shia (8.5km) and Nyive-Atikpui Road (6.0km)	Substantial taking over Inspection held on Tuesday 26 <sup>th</sup> May 2015.	Government of Ghana (GOG)
<b>2</b>	Reconstruction of Kpando – Worawora – Dambai Phase III	Substantial Taking over Inspection held on 26 <sup>th</sup> May, 2015.	Government of Ghana (GOG)
<b>3</b>	Construction of Fufulso – Sawla Road Project (147.50km) Lot 2: Larabanga – Sawla Road (67.5km)	Substantial Taking over Inspection held on 25 <sup>th</sup> August, 2015.	African Development Bank (AfDB)
<b>4</b>	Reconstruction of Fufulso Sawla Road Project (147.5km) Lot 1: Fufulso – Larabanga Road (80km)	Substantial Taking over Inspection held on 26 <sup>th</sup> August, 2015.	African Development Bank (AfDB)
<b>5</b>	Eastern Corridor Road Projects – Lot 3 – Dodo Pepesu – Nkwanta (47km)	Substantial Taking over Inspection held on 25 <sup>th</sup> September, 2015.	European Union (EU)
<b>6</b>	Achimota – Ofankor Road (5.7km)	Final Taking over Inspection held on 29 <sup>th</sup> September, 2015.	Government of Ghana (GOG)
<b>7</b>	Rehabilitation of Akatsi – Aflao Road Project (56KM) LOT 2: Agbozume – Aflao and Akatsi Bypass	Final Taking over Inspection held on 11 <sup>th</sup> November, 2015.	African Development Bank (AfDB)
<b>8</b>	Rehabilitation and Pavement Strengthening of Buie – Tamale Road (103.3km)	Final Taking over inspection held on the 4 <sup>th</sup> of December, 2015	International Development Agency

**Source: GHA Contracts Division, December' 2015**

### 3.3.3: On-Going Development Projects

Fifty-nine (59) road projects were ongoing during the year. The Government of Ghana is supported in financing some of these projects by development partners such as BADEA, IDA, AfDB, KfW, EU, SAUDI Fund, the ECOWAS Fund and the Chinese Government. Project status details are shown in Appendix B.

### 3.3.4 Ongoing Bridge Projects

- ❖ Nsawam - Apedwa Road Project – Construction of an Interchange at Suhum. Progress is 98%. Construction of Bridge over River Kua – Progress is 98%. Works on the bridge have resumed.
- ❖ Construction of Austrian Bridges on Wa – Walewale road (5No. Bridges).  
The project has been divided into five Lots:
  - Lot 1.** Construction of Steel Bridge over River Gyanwali at Kundugu on the Yala-Kundungu-Sombisi Road. 35m Span. Progress is 80%.
  - Lot 2.** Construction of Steel Bridge over River Kudage on the Sombisi – Tantali Road-35m Span. The overall percentage of work done on this lot is about 76%.
  - Lot 3.** Construction of Steel Bridge over River Gongonwu on the Tantali –Tuvuu Road-35m Span. The overall percentage of work done on this lot is 99%. Substantial completion was conducted in March 2014. Project is in Defects Liability Period
  - Lot 4.** Construction of Steel Bridge over River Gongonwu on the Tuvuu- Yikpabongo Road-70m. The initial location of the bridge was inaccurate. Construction of the bridge has been relocated to Nalerigu in the Northern Region. The Contractor is yet to take Possession of Site.
  - Lot 5.** Construction of Steel Bridge over River Kulpawn on the Luari-Jadima Road-140m. The overall percentage of work done on this lot is **24%**. Works have stalled due to delay in payment of certificates.
- ❖ Construction of Toll plaza, office block at Akim Sekyere on the Anyinam-Nkawkaw Road. Progress is 97%. Substantial Taking over Inspection was undertaken on 29<sup>th</sup> December, 2015. Project is in Defects Liability Period.
- ❖ Construction of Toll Plaza at Badukrom on the Cape Coast – Takoradi Road. Progress is 12%. The Contract has been terminated.
- ❖ Rehabilitation of Adomi Bridge.  
Possession of site for the commencement of works at site was given to the Contractor on 10<sup>th</sup> March, 2014. Progress is 98%. Substantial Taking over Inspection was undertaken on 7<sup>th</sup> December, 2015. Project is in Defects Liability Period
- ❖ Construction of six bridges in Northern Ghana funded by Danida. M/S Grontmij A/S in association with M/S HAG Consult. Tender documents have been completed and have been submitted to GHA for review and comments. Approval for the loan is being sought from the Ministry of Finance.
- ❖ Construction of bridge over the Volta River at Volivo and Dufor Adidome. Detailed engineering studies and detailed structural design of the bridge has been completed by Japanese International Cooperation (JICA). The detailed design is being reviewed by GHA.
- ❖ Construction of ramps to existing 6 No. Foot bridges on the George Bush Motorway – (N1). Drawings for the ramps to the 6 No. Foot bridges have been completed. Contractor has set up his camp at Abelenkpe. Works have stalled due to lack of funds.
- ❖ Construction of 4 No. Foot bridges on the Tetteh Quarshie – Madina road. Design of the footbridges has been completed. Drawing for the footbridges is 100% complete. Works have stalled due to lack of funds.

- ❖ Construction of 2 No. underpasses on the George Bush Motorway – (N1). Review of design drawings is completed. Comments from the review of the drawing have been submitted to Contractors. Review of Bill of Quantities submitted by the Contractor has been completed.
- ❖ Construction of 6 No. Foot bridges on the Madina – Pantang road. Construction is currently on-going at the site. Works on the footbridges are ongoing.
- ❖ Construction of bridge over River Pra at Twifo-Praso. Procurement of Contractor has been completed. Request for commencement certificate has been submitted to the Ministry of Finance.
- ❖ Construction of bridge over the White Volta at Mishuo. Procurement of Contractor has been completed. Request for commencement certificate has been submitted to the Ministry of Finance.
- ❖ Rehabilitation of the Dunkwa Bridge. Preparation of Tender document has been completed. Approval has been granted by the Ministry of Roads and Highways to advertise the works. Preparation to advertise the works is ongoing
- ❖ Rehabilitation of the Nasia Bridge on the Tamale – Bolgatanga road. Preparation of Tender document has been completed Approval has been granted by the Ministry of Roads and Highways to advertise the works. Preparation to advertise the works is ongoing
- ❖ Rehabilitation of the Pwalugu Bridge on the Tamale – Bolgatanga road. Preparation of Tender document has been completed. Approval has been granted by the Ministry of Roads and Highways to advertise the works. Preparation to advertise the works is ongoing
- ❖ Reconstruction of the Iture Bridge over the Sweet River on the Cape Coast – Takoradi road. Inspection report has been submitted to the Ministry of Roads and Highways. BMU has completed the repair works on the bridge. Messrs Sonitra has submitted a Technical and a financial proposal. Evaluation of the Technical and Financial proposal is ongoing
- ❖ Rehabilitation of the Ankobra Bridge and the Lower Volta Bridge Replacement of Expansion joints). Inspection of the bridges has been undertaken. Request for approval to sole source Aquatec Marine International for the under water investigation of the bridge foundations has been submitted to the Public Procurement Authority.
- ❖ Construction of bridge over River Bechelihi and River Navarobie on the Navrongo – Chuchuliga – Tumu Road. Design drawings have been completed and submitted to Quantity Surveying Division for preparation of bill of quantities.
- ❖ Replacement of existing bridge over River Luwhe. Contractor has submitted design drawing to GHA for review. Comments from the review of the design drawing have been sent to the Contractor.
- ❖ Rehabilitation of the Lower Volta Bridge (Replacement of Expansion joints). Approval has been granted by the Public Procurement Authority to sole source Messrs Mageba for the replacement of the expansion joint. Quotation was received from Messrs Mageba in US dollar but has been asked to resubmit quotation in Ghana Cedis

#### **3.3.4.1: Bridge Maintenance Units Activities**

- ❖ Repair of Yensiso Bridge. Progress is 60%
- ❖ Erection of Bailey bridge over River Mogla at Nakpali. Progress is 40%. Works have stalled due to high water level.
- ❖ Repair of Yapei Bridge. Repair works was completed within the 1<sup>st</sup> quarter 2015
- ❖ Repair of Buipe Bridge. Repair works was completed within the 1<sup>st</sup> quarter 2015
- ❖ Repair of Esiam Bridge on the Esiam-Nkroful road. Repair works was completed within the 2<sup>nd</sup> quarter 2015
- ❖ Maintenance of Iture Bridge was completed within the 3<sup>rd</sup> quarter 2015.
- ❖ Delaunching of Adansi Asokwa Bailey Bridge was completed within the 3<sup>rd</sup> quarter 2015
- ❖ Repair of Foot Bridge at Kaneshie. Repair works was completed within the 4<sup>th</sup> quarter 2015
- ❖ Maintenance of the Sogakope Bridge. Maintenance works was completed within the 4<sup>th</sup> quarter 2015
- ❖ Construction of bridge at Ashalaja. The project was completed within the 4<sup>th</sup> quarter 2015

#### **3.3.4.2: National Bridge Statistics**

- ❖ There is a program to update the current statistics on bridges nationwide. Consultants have been selected to submit Technical and Financial proposals Opening of Technical proposals was undertaken on 30<sup>th</sup> September, 2015. Evaluation of Technical was completed within the 4<sup>th</sup> quarter of the year under review. Evaluation of Financial proposals is ongoing.

### **3.4. Survey and Design**

#### **3.4.1 Review of Design Drawings & Reports**

During the year the following designs were done inhouse

- ❖ Survey and design of Wa - Walewale (Wiase Junction - Sombisi, 50km)
- ❖ Resurvey, geometric and drainage designs of a section of Dunkwa-On-Offin – Twifo Praso Road (25km)
- ❖ Geometric and drainage design for the partial reconstruction of Ayikuma - Doryimu Road
- ❖ Survey & design of long spine road for the University of Health & Allied Sciences, Ho (3km)
- ❖ Survey and design of Navrongo - Chuchuliga - Tumu Road (Chainage 10+000km - 32+000km)
- ❖ Adaklu Abuade - Adaklu Kordiabe Road Survey and Design

The following Design drawings were also reviewed and comments were forwarded to the appropriate quarters:

- ❖ Eastern Corridor Road (Lots 5 & 6) - Detailed Design
- ❖ Techiman - Kintampo Road
- ❖ Alabokazo - Atuabo Road (10.5km)
- ❖ Design review for approval for underpass for Fetish mining area across IR6 Road
- ❖ Design review for approval for temporary diversion route for IR6 Road adjacent to Bokitsi mining pit
- ❖ Basic Design (Preparatory Survey of N8)
- ❖ Construction of Kwame Danso - Kadjaji Road

### 3.5 Quality Control on Projects

GHA ensures Quality Control (QC) and Quality Assurance (QA) of on-going and completed Development and Maintenance projects through its materials laboratories in all the regional offices and a well-resourced Central Materials Laboratory (CML) in Accra. CML undertakes other destructive and non-destructive investigations for distressed sections of ongoing, completed Development and Maintenance projects as well as requests for tests by external customers. It also undertakes research and analysis into the use of new road construction materials and chemicals, to ascertain their effectiveness in the improvement of the index properties of road pavement materials. Some of the activities carried out during the year are as follows.

- Pavement Evaluation and Road Condition Survey on the existing pavement of Tamale – Walewale, Buipe-Tamale Roads, Roughness measurement on Dodo Pepesu-Nkwanta.
- Performed deflection tests on Buipe – Tamale Road and FWD tests on the Tamale Airport Project and Takoradi Airport. .
- Performed deflection tests on a section of the ongoing Eastern Corridor Road (Lots 5 & 6).
- Carried out pavement evaluation on Afiencya – Asutsuare Road, Saglemi Housing Project at Tsopoli, near Prampram, the Legon Medical Centre and selected sections of Takoradi Town Roads.
- Review of progress reports from road projects

#### **Geotechnical Investigations was also conducted on the following project**

- a proposed office for National Petroleum Authority, Dzorwulu, Accra.
- Motorway – Flower Pot (for Bank of Ghana)

#### **The Bituminous Products Section undertook the following activities during the year under review:**

- Tests on bitumen samples and asphalt mixes submitted by Bitumen Marketers, Contractors and Consultants.
- Asphaltic Concrete mix designs checks for the ongoing contracts of the Eastern Corridor project (Lots 5 & 6) as well as core density tests on some portions of Urban Roads in Accra, Tema and Takoradi.
- Asphaltic Concrete mix designs checks for Agona Junction – Elubo Road, Ayanfuri – Asawinso Road, Asikumah Jtc – Hohoe Road and core density tests on some portions of Urban Roads in Accra, Tema and Takoradi.

### 3.6 Project Preparation Activities

Various activities which pertains to project preparation namely vetting and approval of Interim Payment Certificates, vetting of all Variation Orders for approval, preparation of Engineer's Estimate for procurement of new projects, preparation of Bill of Quantities, Tender Documents and opening and evaluation of tenders, etc. were carried out on new and ongoing projects where appropriate.

A total of 908 certificates were vetted and passed at the close of the year 2015 which is broken down as follows;

- 🚧 Development Projects - 183
- 🚧 Maintenance Projects - 660
- 🚧 45 maintenance of toll plazas and weighbridge stations requests.

In Addition, 20 invoices for consultancy services and 198 estimates and variation orders were processed. The table below shows the total corrections made to interim payment certificates submitted for payment for the year 2015:

**Table 15: Corrected Invoices on Interim Payment Certificates**

<b>TOTALS</b>	<b>Submitted Amount GH¢</b>	<b>Corrected Amount GH¢</b>
1 <sup>ST</sup> Quarter	6,941,377.42	5,685,080.70
2 <sup>ND</sup> Quarter	18,467,037.65	17,424,548.37
3 <sup>RD</sup> Quarter	28,504,032.88	25,037,563.60
4 <sup>TH</sup> Quarter	35,613,820.65	30,361,993.51
<b>TOTAL</b>	<b>89,526,268.60</b>	<b>78,509,186.18</b>
<b>Savings to the GHA</b>		<b>11,017,082.42</b>

Source: GHA Quantity Surveying Division Dec' 2015

### 3.7 Axle Load Control Programme

Seventeen (17) Permanent Weighbridge Stations (PWS) have been established to date in the various corridors. The operations at all the weighbridge stations are detailed in Table 16 below.

**Table 16: Status of Permanent Weighbridge Stations**

<b>Town/City</b>	<b>Location</b>	<b>Strategy</b>	<b>Status</b>	<b>Remarks</b>
1. Tema	Aflao-Elubo road (Coastal Corridor)	Corridor/cordon	Privatised	Operational.
2. Afiencya	(Eastern Corridor)	Corridor/cordon	Privatised	Operational.
3. Asuoyeboah		Corridor/cordon	Privatised	Operational.
4. Yapei	Tema – Paga Road (Central Corridor)	Corridor	Privatised	Operational.
5. Bolgatanga	Tema – Paga Road (Central Corridor)	Corridor	Privatised	Operational.
6. Elmina	Aflao-Elubo road (Coastal Corridor)	Corridor	Privatised	Operational.
7. Agona Junction	Aflao-Elubo road (Coastal Corridor)	Corridor	Privatised	Operational.
8. Bogoso	(Western Corridor)	Corridor /Hotspot	Privatised	Operational.
9. Offinso	Tema – Paga Road (Central Corridor)	Corridor/cordon	Privatised	Operational.
10. Boankra	Tema – Paga Road (Central Corridor)	Corridor/cordon	-	Non-Operational.
11. Akatsi	Aflao-Elubo road (Coastal Corridor)	Corridor	Privatised	Operational.
12. Mim		Hotspot	Privatised	Operational.
13. Sefwi Bekwai		Hotspot	Privatised	Operational.
14. Asokwa		Corridor	Privatised	Undergoing rehabilitation and repair works
15. Jema	Tema – Paga Road (Central Corridor)	Corridor	Privatised	Operational.
16. Sawla	Fulfusu-Sawla	Corridor		Procurement ongoing for Private Operator
17. Damango	Wa-Sawla	Corridor		Procurement ongoing for Private Operator

Source: GHA Plant & Equipment Division Dec' 2015



### **Mobile Vans**

Eight (8) Mobile Weighing Vans were available during the year. Five (5) of the mobile vans operated in the Regions namely Ashanti, Upper East, Central, Western and Brong Ahafo. The remaining three operated from the Head Office.

### **High Speed Weigh In Motion (HSWIM)**

Nine (9) HSWIM have been installed at Tema, Dawa, Nsawam, Elmina, Bolgatanga, Agona Junction, Boankra, Akom and Ngleshie Amanfrom. Five (5) out of the nine sites, namely; Ngleshie Amanfrom, Dawa, Elmina, Bolgatanga and Agona Junction were operational during the year under review.

### **Portable Weighing Scales**

Two (2) out of four (4) portable weighing scales were used for monitoring at New Akrade and Juapong to control overloading of trucks using the ferries located at Senchi. The two were malfunctioning. The contract for the supply of three portable weighing scales was awarded during the last quarter of 2015.

### **Axle Load Control at the Ports**

The four (4) Axle Weighers at the terminals at Tema Ports and two (2) portable weighing pads located at one loading point and the transit yard were all operational during the reporting period. The two (2) Axle Weighers at the Takoradi Port were also operational. Additional Axle Weigher is required at the Golden Jubilee Terminal to control over loading of trucks loading from that terminal

### **Installation of Axle Load Control Database System**

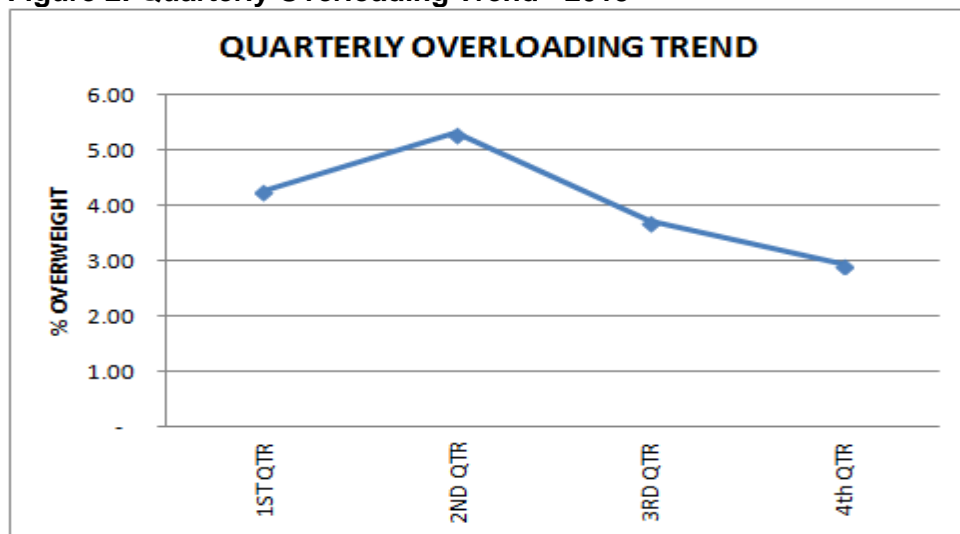
A Database System has been installed at fourteen (14) operational stations and the Head office. The Database System facilitates the compilation of data at the axle load stations and reporting in general.

#### **3.7.1 Statistics from the Axle Load Stations**

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 implied 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.

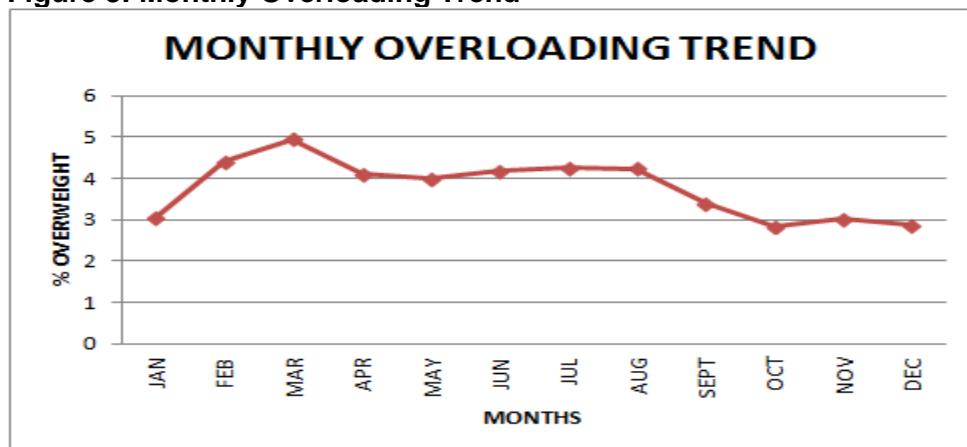
It can be observed from Figure 2 and 3 below that, there has been a reduction in the mean monthly percentage of overloaded vehicles and the mean quarterly percentage of overloaded vehicles respectively. Figure 2 shows a significant decline from 4.24% at the end of the first quarter of 2015 to 2.92% at the end of the fourth quarter of 2015.

**Figure 2: Quarterly Overloading Trend - 2015**



Source: GHA Plant & Equipment Division Dec' 2015

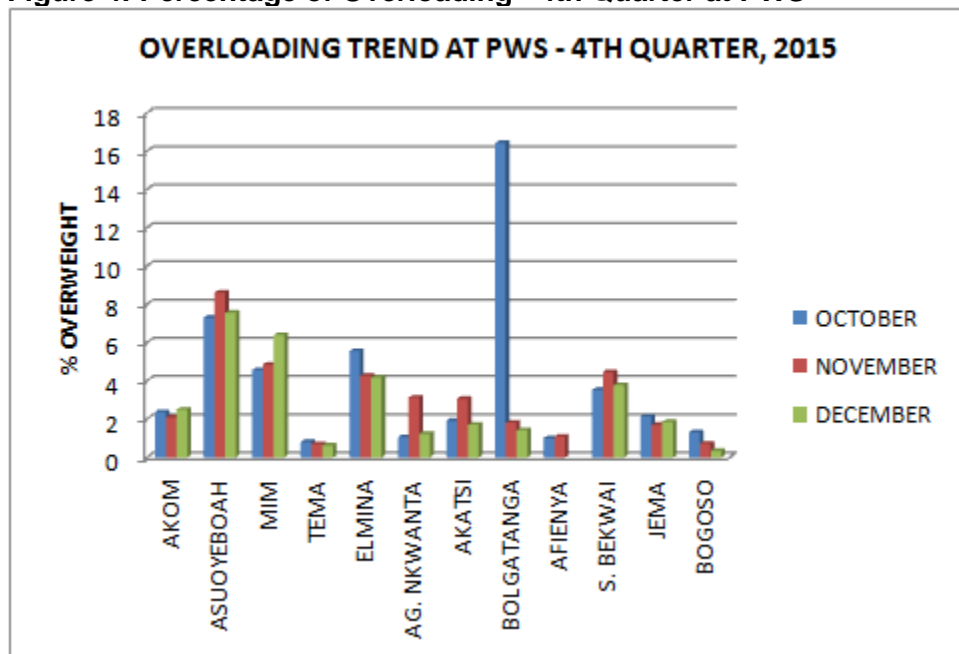
**Figure 3: Monthly Overloading Trend**



Source: GHA Plant & Equipment Division Dec' 2015

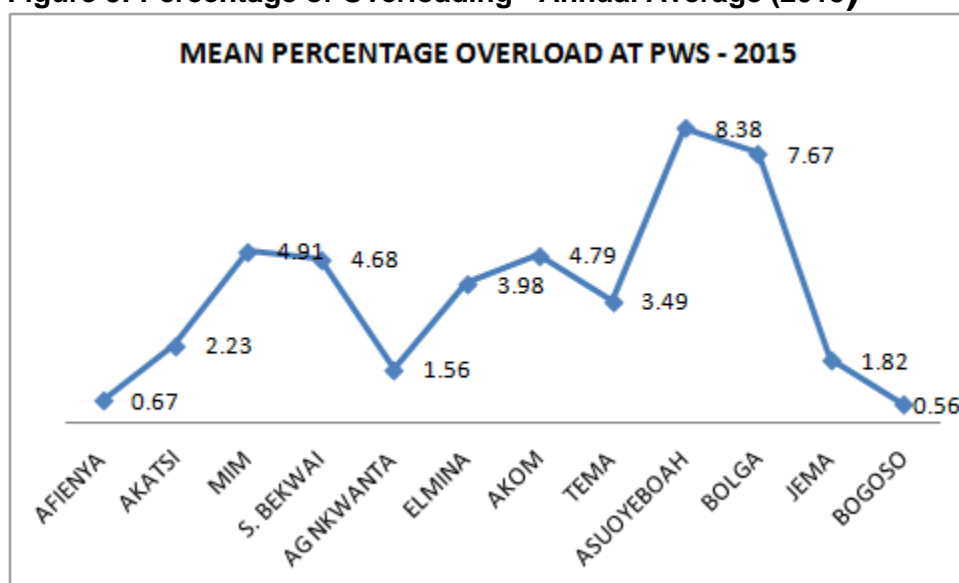
The degree of overloading at the permanent weighing stations along the various corridors during the last quarter and the whole year are depicted in figure 4 and 5 respectively. Though the level and extent of overloading saw a significant decline, the percentage of overloaded trucks at Bolgatanga and Asuayeboah Weighbridge Stations were quite high. The predominant goods which have been identified to be usually overloaded at these two Stations are perishable food stuff and wood / plywood.

**Figure 4: Percentage of Overloading - 4th Quarter at PWS**



Source: GHA Plant & Equipment Division Dec' 2015

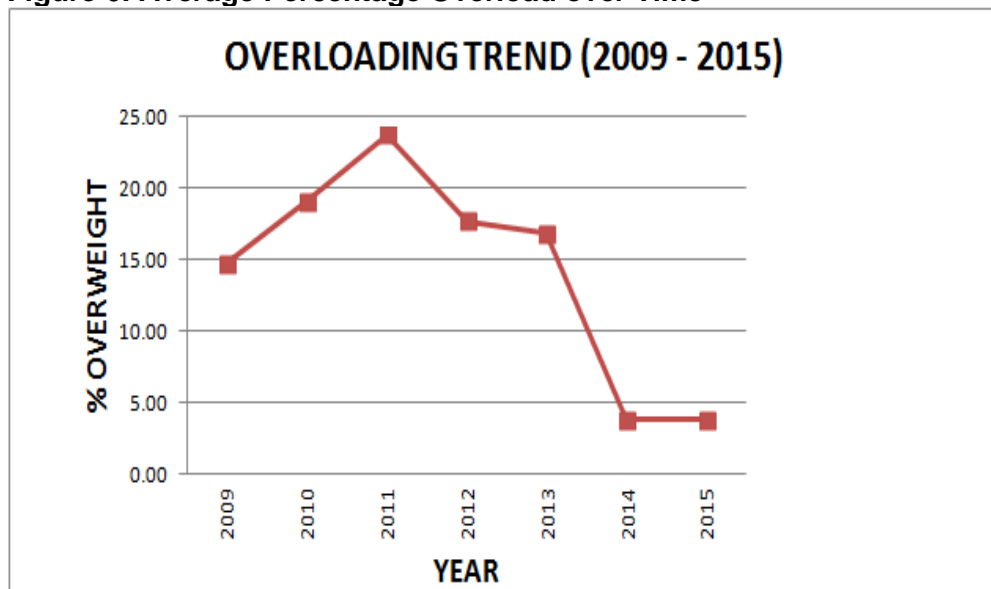
**Figure 5: Percentage of Overloading - Annual Average (2015)**



Source: GHA Plant & Equipment Division Dec' 2015

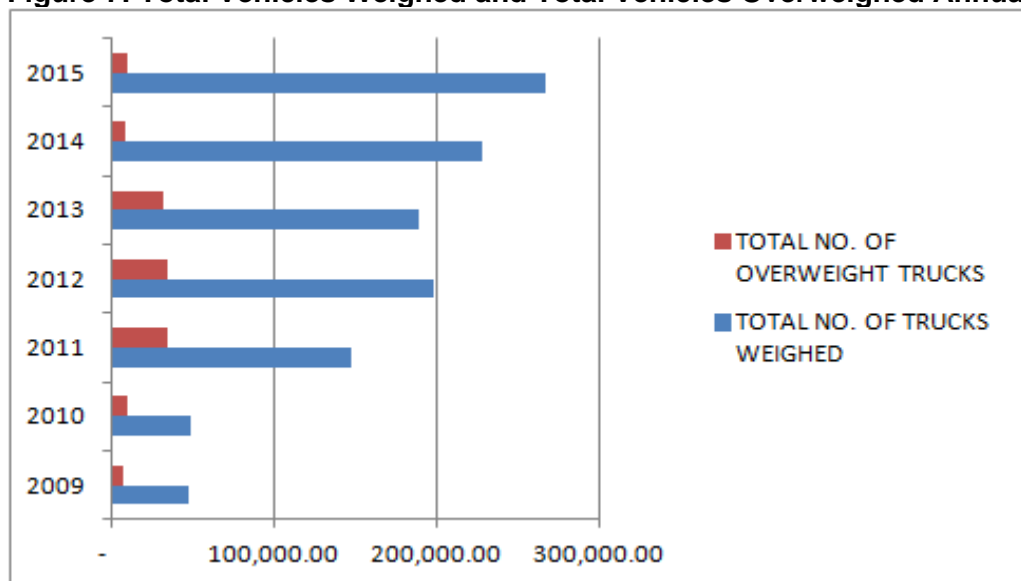
Figure 6 also demonstrate that, there has been significant decline in the percentage of overloaded trucks from 23.77% in 2011 to 3.75% in 2015. As indicated in figure 7, the total number of vehicles weighed increases each year over the time but the number of overloaded vehicles is decreasing. In addition, the extent of overload above the permissible gross weight limits has also decreased. This achievement can be attributed to the sensitization and education programme held for truckers, enforcement of removal of excess load and intensive monitoring being undertaken along the major corridors.

**Figure 6: Average Percentage Overload over Time**



Source: GHA Plant & Equipment Division Dec' 2015

**Figure 7: Total Vehicles Weighed and Total Vehicles Overweighed Annually**



Source: GHA Plant & Equipment Division Dec' 2015

### Overloading Fees

The total overloading collected during the year under review amounted to **GH¢ 4,809,903.03**.

### 3.8 Road Safety Activities

Road safety activities carried out on trunk roads included the following

- Road Safety Audit;
- Accident black spot investigations and improvement
- Training of consultants
- Road Furniture and Remedial Works;
- Environmental management
- Research, monitoring and evaluation

Notable among these activities was the supply and installation of 1,207 photovoltaic-based streetlights and 250 illuminated traffic signs were completed during the year under review. The 7.66 Million-Euro project, was supervised by GHA Road Safety & Environment Division covered 10 road sections spreading over seven regions and 45 communities. 5 major intersections and 2 major bridge approaches were also covered. A road safety awareness programme for the communities was completed during the year with majority of the drivers confirming that they see better at night-time.

Various stages of Road Safety Audits were carried on the following roads during the year under review:

- (Stage 4) on emergency works for the upgrading of Ho – Adidome Road (Lot 1,2,3)
- (Stage 3) and workzone safety on the Rehabilitation of Dodo Pepesu – Nkwanta road project
  - (46.6km)
- (Stage 4) on Madina – Pantang Road (5.6km)
- (Stage 4) on the Rehabilitation of Akatsi – Aflao Road Project (56KM)
- (Stage 5) on Potrase curve improvement works on Akyem – Apedwa – Kyebi road
- Pedestrian studies at Islamic SHS in Suhum.
- Work zone safety assessment on the following projects:
  - Emergence works for Upgrading of Ho – Adidome road
  - Continuation of the Rehabilitation of Anyinam – Konongo Road (7km). Nkawkaw – Atibie Road Project (9km)
  - Construction of Navrongo – Chuchuliga – Tumu Road (32km). Addendum No.1 – Construction of Navrongo – Chuchuliga – Tumu Road (25km)
  - (Stage 2) on the Community 24 access road project is ongoing.
  - (Stage 4) on the Rehabilitation of Akatsi - Ziope road project is ongoing.
  - Redesign of geometric curve in Potrase Township has been completed.
  - Safety review of schedule of proposed signs for the oil and gas enclave roads
  - (Construction of 10km road along the pipeline corridor, including the Amazure Bridge) is ongoing.

#### 3.8.1 Environmental Management

GSMF International and Mel Consult have concluded their HIV/AIDS education program in communities along the Tema-Paga Corridor. It involved implementation of the HIV/AIDS action plan under the West Africa Transport and Transit Facilitation Project.

Activities undertaken under the project in fourteen hubs were aimed at contributing to the reduction of HIV infection among target populations. The target groups included long distance drivers, female sex workers, female hawkers and petty traders. The female groups were also introduced to group-administered microcredit schemes as part of female empowerment initiative under the project.

At the end of the project, GSMF International educated 41,715 individuals on HIV prevention, treatment and care through one-on one, small and large group discussions. Also 285 peer educators have been trained and a total number of 316,288 condoms were distributed.

### **Environmental and Social Impact Assessment (ESIA)**

Contractors are becoming aware of the integration of environmental and social issues on road projects, air pollution, noise pollution and reinstatement of borrowed pits continue to be a challenge.

Officials of the Environmental Management Unit and the Abidjan Lagos Corridor Organization (ALCO) undertook a joint supervision mission to monitor the implementation of the environmental and social management plan on the Agona Junction-Elubo Road

## **3.9 Road Maintenance Projects**

In the 2015 fiscal year, Out of an approved annual programme of 81.4km at the cost of GH¢19.29 million, a total of 30.57 km was achieved at a cost of GH¢ 16.85 million. This represents 37.55 % achievement as at 31<sup>st</sup> December, 2015.

32.92km length of road was approved for minor rehabilitation at a cost of GH¢8.02 million. However a total of 26.08km were rehabilitated at a cost of GH¢ 11.27 million at the end of 31<sup>st</sup> December, 2015. Table 18 and Figure 8 show the achievements in both routine and periodic maintenance projects

### **3.9.1 New Projects**

The Phases I & II of Cocoa Roads projects were awarded to various Contractors for execution and are at various stages of completion.

The Phase III of Cocoa Roads projects are currently in the early stages of procurement.

### **3.9.2 Ongoing Projects**

Currently there are Three Hundred and Forty-Seven (347) on-going maintenance projects including Cocoa Roads. The breakdown into various activities is as below:

**Table 17: On-going Maintenance Projects**

<b>ACTIVITY</b>	<b>No. OF PROJECTS</b>	<b>LENGTH (km)</b>
Regravelling	13	240.00
Resurfacing (Partial Reconstruction)	30	423.98
Resealing	2	37.00
Rehabilitation	2	104.00
Upgrading	68	1129.95
Town Roads	10	142.04
Drainage Structures	222	
<b>TOTAL</b>	<b>347</b>	<b>2076.97</b>

**Source: Road Maintenance Division Dec' 2015**

**Table 18: Achievements in Maintenance Projects: 2015**

ACTIVITY	2015 PLANNED PROGRAMME		2015 APPROVED PROGRAMME		1ST QUARTER ACHIEVEMENT	2ND QUARTER ACHIEVEMENT	3RD QUARTER ACHIEVEMENT	4TH QUARTER ACHIEVEMENT	CUMM. ACHIEVEMENT	ACHIEVEMENT (%)
<b>ROUTINE MTCE</b>	<b>UNITS</b>		<b>UNITS</b>							
Grass Cutting	Km	10,674	Km	10,674	3,580.06	1,238.18	2,409.76	6,914.97	14,142.97	132.50
Culvert Cleaning & Desilting	No.	23,162	No.	23,162	7,769	2,687	5,229	15,005	30,689	132.50
Ditch/Drain Cleaning	Km	6,960	Km	6,960	2,334.38	807.36	1,571.29	4,508.92	9,221.95	132.50
Grading	Km	5,798	Km	5,798	1,944.65	672.57	1,308.96	3,756.14	7,682.31	132.50
Pothole Patching & Grade High Shoulders	Km	4,692.8	Km	4,692.8	1,573.97	544.36	1,059.45	3,040.15	6,217.93	132.50
<b>PERIODIC MTCE</b>										
Regravelling/Spot Improvement	Km	62.0	Km	62.0	8.03	1.36	8.84	10.14	28.36	45.75
Resealing	Km	19.40	Km	19.40	-	-	1.61	0.60	2.21	11.37
Overlay	Km	181.50	Km	181.50	-	-	-	-	-	-
Drainage Structures & Bridges	GH¢'M	4.50	GH¢'M	4.50	0.17	0.28	0.89	1.00	2.34	52.07
<b>MINOR REHABILITATION</b>										
Partial Reconstruction	Km	20.91	Km	20.91	-	-	-	3.61	3.61	17.25
Minor Upgrading	Km	10.73	Km	10.73	1.14	7.37	0.00	10.32	18.83	175.46
Rehab. of Town Roads	Km	1.28	Km	3.28	1.54	0.56	0.15	1.40	3.65	111.16

**Source: GHA Maintenance Division Dec' 2015**

### 3.9.3 GHA Mobile Maintenance Units

The Authority has three Mobile Maintenance units: Mobile Maintenance Unit I (MMU I), Mobile Maintenance Unit II (MMU II) and a Bridge Maintenance Unit (BMU). **MMU I** which, is based at Techiman in the Brong Ahafo Region is responsible for the northern sector of the country. **MMU II** is based at Suhum in the Eastern Region, is responsible for the southern sector of the country.

Both Units carry out routine and periodic maintenance works on the roads in their respective sectors.

The total cost of work done by MMUI and MMUII during the year under review is GH¢1.13 million and GH¢6.47 million respectively.

The Bridge Maintenance Unit is responsible for maintaining and repairing defective bridges and major culverts in the country. The Unit has two camps, one at Kukurantumi in the Eastern Region and the other at Techiman in the Brong Ahafo Region taking care of all bridges in the southern sector and the northern sector of the country respectively.

Details of work executed during the year by the Units are as shown in the Table 19 below.

**Table 19: Achievements by Mobile Maintenance Units Projects 2015**

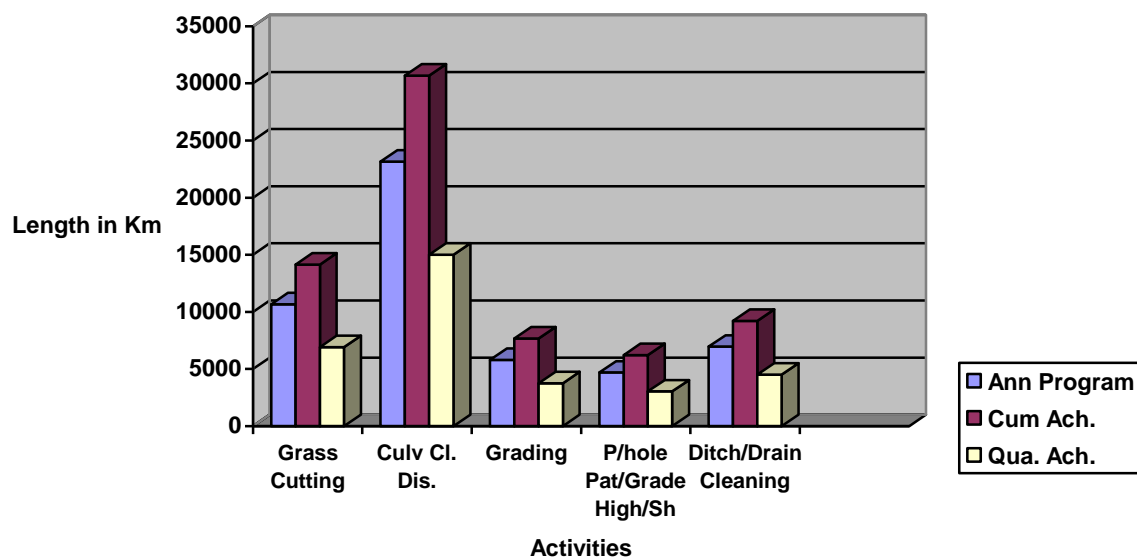
<b>Progress Report on Works Executed By GHA Units in the 31st December, 2015</b>							
<b>GHA Units</b>	<b>Road Name</b>	<b>Activity</b>	<b>Length km</b>	<b>Project Cost GH¢M</b>	<b>Cumulated Achievemnt %</b>	<b>Total cost of Work done to date GH¢M</b>	<b>Remarks</b>
MMU I	Sawla-Wa Road (km 0-47) - Lot 1	Resealing	47	6.64	6.40	0.40	Project has been suspended.
	Sawla-Wa Road (km 47-92.3) - Lot 2	Resealing	45.3	6.41	-	-	No mobilization Yet. Project to be suspended.
	Sawla-bamboi Road	Resealing	153	6.64	4.00	0.40	2600m-squared of pothole patching executed on the Bole-Tinga. Work in progress.
	Asokwa Weigh Bridge Project	Retaining Wall, 0.9 J-Drains and construction of Pavement Structure		0.60	60.00	0.49	On-going
MMU II	Tema end of the Motorway Road	Construction of Additional Lanes	0.7	0.69	86.88	0.60	Put on hold
	Kpedze - Kpoeta Road	Rehabilitation	12	2.25	70.21	1.58	On-going
	Tetteman Junction - Tetteman	Rehabilitation	2.5	0.53	43.46	0.23	On-going
	Essuehyia-Otuam Road	Rehabilitation	16	4.09	51.71	2.11	On-going
	Essuehyia-Otuam Road Phase II	Rehabilitation	6.3	2.30	1.70	-	On-going
	Teshie Link into Adiriganor Road	Construction of Exit Road from Motorway	1.5	2.01	40.21	0.81	On-going
	Nsawam (Kwafokrom) - Apedwa Road	Remedial works		0.39	0.30	-	On-going
	Nsawam-Adeiso-Asamankese	Partial Reconstruction and Patching	13	1.95	89.98	1.76	On-going
BMU	Yensiso Bridge	Repair Works		0.02	10.00	60.00	Damaged parapet wall replaced with steel railings. Seaqling of crack in abutment stem on hold due to water level.
	Bridge at Nkumkum	Replacement of Deck		0.10	60.00	45.00	Extension of abutment complete.
	Bridge over R. Mogla at Nakpali	Erection of Bailey		0.68	40	40.00	The base for the two abutments and two of the piers have been cast. The stem of one of the pier has been cast 2m above the base. Excavation for the last piers footing is not yet done due to high water level.

**Source: GHA Maintenance Division Dec' 2015**

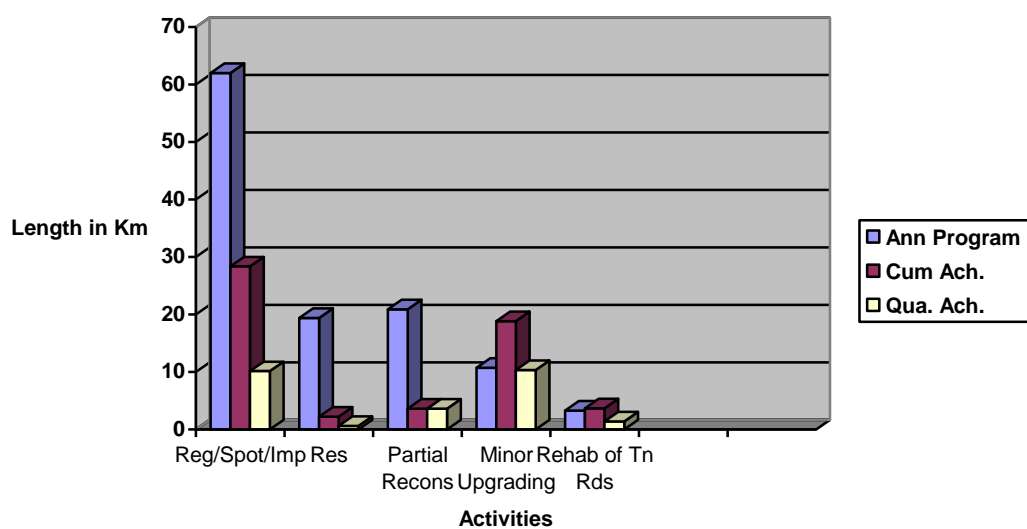


Figure 8: Achievements in Maintenance Activities as at the end of Year 2015

### Achievements in Routine Maintenance Programs



### Achievements in Periodic Maintenance Projects



#### Legend

**Reg:** Regravelling  
**Res:** Resealing  
**Spot Imp:** Spot Improvement

**Tn.Rds:** Town Roads  
**Culv. Cl. Dis:** Culvert Cleaning & Desilting

## **3.10 Institutional Strengthening**

### **3.10.1 Management Information Systems**

The core function of the M.I.S. is the overall co-ordination and supervision of the Authority's computer systems, Data operations, Networking and hardware services. In line with this function the Division undertook the following major activities to improve the quality of work of staff.

#### **3.10.1.1 E-Government Phase-II Project**

The E-Government Phase II project, is still ongoing and the following deliverables have been deployed:

- Provision of Active Directory services
- Provision of Microsoft Exchange Server 2014 services
- Provision of Microsoft Lync Server 2014 services for unified communications
- Provision of Microsoft SharePoint 2014 services
- Provision of Portal Content Management

In line with the E-Gov project, NITA supplied two (2) high-speed scanners to G.H.A in the year under review. One has been placed at the Human Resource registry, and the other at the Chief Executive's registry. Unfortunately, the one placed at the registry of the Chief Executive got burnt in the fire outbreak that occurred at GHA in November, 2015.

GHA has implemented the Unified Communications (US) System.

The Technical Officers of the MIS Division configured outlook for most staff to enable them have easy access to their corporate email. Staff of GHA can now use the corporate email i.e @highways.gov.gh. Microsoft lync has also been configured for staff, and now they are able to use lync with ease.

Training programmes for Senior Management Staff and their Secretaries, Directors and System Administrators have also been organised by NITA to introduce them to the Government of Ghana E-Workspace Project and to ensure they are well equipped with the requisite skills to use the various solutions on the e-workspace platform. The e-work space Project has officially been launched by NITA.

A Change Management Team has since been set up in GHA to discuss the way forward.

#### **3.10.1.2 Electronic Document Management Pilot Project**

An Electronic Document Management Pilot Project for the Contracts Division and other divisions that work closely with the Contract Division started in July 2012. The pilot has been completed and currently the staff in the Contract divisions are being trained on its usage. The expected benefits of the pilot project include the following:

- Protect important documents by having digital copy.
- Reduce filing time and costs.
- Access needed documents quickly to save time and improve service delivery.
- Eliminate misplaced or misfiled documents.

- Reduce space consumed by file cabinets and reduce storage cost.
- Reduce cost of photocopying.
- Improve security of documents.

A Training Program was organized for some Engineers and Administrative staff of the Contracts Division in July, 2015 by the Consultant (Fortune Data) to enhance their knowledge in the use of the Software.

#### **3.10.1.3 Provision of Local Area Network (LAN) for Ashanti, Brong Ahafo, Northern & Upper East Regions under WATTFP Programme.**

The LAN Project is to provide an effective and efficient Local Area Network environment which will enable the above regional offices move into a more paperless work environment.

The Project is to help make use of applications and storage facilities that are accessible to staff and permits efficient information flow with the following characteristics:-

1. Applications that guarantee adequate data and information integrity.
2. Storage system that ensures effective security and reliability.
3. Retrieval system that is effective, reliable and capable of serving as a good management support system
4. Efficient and easy communication

Installation of the Local Area Network in the four (4) regional offices of GHA have been completed. All these regional offices have been connected to NITA's network and they get their internet services from NITA. The technical team from the MIS Division visited these regions to inspect the project. The Consultant SWQ Consult and three (3) staff members of the MIS Division trained staff in these regional offices to equip them in the operations of the newly installed IT systems.

#### **3.10.1.4 Operations at the Toll Plazas**

GHA has acquired the services of the Computer Science Department of the University of Ghana to develop a new tolls collection software for the management of four (4) toll plazas in the Greater Accra Region. This software will minimize paper work, streamline administrative responsibilities and create a real time system that will provide greater efficiency and administration.

The system will allow users to:-

1. Manage the application process for e-cards
2. Allow users to be able to apply online for e-cards
3. Enable administrative approval to be given to applications
4. Be able to print e-cards with the required security features
5. Store and retrieve relevant information with ease.

The project is still on-going.

The technical team of the MIS division continued with their visits to the toll booths serving Kasoa, Ashiaman and Accra-Tema motorway and provided technical assistance that they needed including servicing of computers, thermal ticket printers digital counters, cameras at the toll booths.

### **3.10.2 Human Resource Development**

In line with the Authority's Policy of training and adequately motivating staff to acquire the needed skills knowledge and attitude to enhance performance in the discharge of their duties, various training courses were coordinated and organised in the year 2015. Funding for these courses was from the World Bank under the Transport Sector Project (TSP) and the Government of Ghana (GOG) subvention.

The objectives of training courses organized were to:

- Enable Management formulate policies, Initiate and Manage Changes to enhance organizational development.
- Enable Engineers conduct effective supervision of Projects.
- Enable Managers develop effective Work Units to enhance performance.
- Enable Technical, Administrative and Secretarial Class to provide the needed support for Directors and Managers to achieve organizational goals.

#### **3.10.2.1 Seminar/Conferences/Workshops**

A summary of training programs organized for staff during the year under review is as shown in table 20.

#### **Management Level**

In 2015 a total of One Hundred and Four (104) Management level personnel participated in various seminars, conferences, workshop, and short courses in both local and foreign institutions. Details of these course are as shown the tables 21 and 22 below.

#### **Middle Level**

Under this category, a total of Three Hundred and Thirty-Three (333) Managers and Supervisors participated in both local and overseas programmes. Four (4) Officers are pursuing Masters programmes in our Local Universities. Details of these course are as shown the tables 21 and 22 below.

#### **Junior Staff**

Seven (7) junior staff participated in the following programmes; Training in Advance Excel and Word, MIS Training Room – Handling of Turbo Charger Vehicles, Japan Motors Accra Workshop Training Centre. Details of these course are as shown the tables 21 and 22 below.

**Table 20: Programmes & Number of Staff Trained in 2015**

CATEGORY	ACTIVITY	LOCATION	NO. OF STAFF TO BE TRAINED IN THE YEAR	NO. TRAINED IN THE YEAR
<b>MANAGEMENT LEVEL</b>	Seminar/Conference/Workshop	Foreign	1	5
	Fellowships	Foreign	4	2
	Seminar/Conference/Workshop	Local	52	94
	Local Institution	Local	20	3
	<b>T o t a l s</b>		<b>77</b>	<b>104</b>
<b>MIDDLE LEVEL</b>	Seminar/Conference/Workshop	Foreign	4	3
	MSc Programme	Foreign	0	0
	Fellowship Programme	Foreign	10	7
	Seminar/Conference/Workshop (In-House)	Local	307	281
	Higher Level Training(MSc/MBA)	Local	7	4
	HND/BSc. Programmes	Local	4	2
	Short Course in Local Institution	Local	31	36
	<b>T o t a l s</b>		<b>363</b>	<b>333</b>
<b>JUNIOR STAFF</b>	HND/BSc. Programmes	Local	4	0
	Seminar	Local	40	7
	<b>T o t a l s</b>		<b>44</b>	<b>7</b>

**Source: GHA Training & Development Division Dec' 2015**

**Table 21: Details of 2015 Foreign Programs**

NO	ACTIVITY	LOCATION	DURATION	PARTICIPANTS	RANK	FUNDING
1	Challenges facing Communication and Information Organisation in Africa	Nairobi, Kenya		1	Mgt.	
2	Seminar on the Design of New Roads, the Extension and Reinforcement of Highways	Yamaussoukro, Cote D'voire	2 days	1	Mgt.	GOG
3	Project Counterpart Training for the New Year for the Construction of a New Bridge Across Volta River on the Eastern Corridor	Japan	14 days	1	Mgt.	GOG
4	Result-Based Management and Performance Indicators	Canada		1	Mgt.	GOG
5	Capital Budgeting and Financial Management	Canada	16 days	1	Mgt.	GOG
6	Africa Contract User's Conference/Workshop	Livingstone, Zambia	4 days	1	Mgt.	GOG
7	Short trip to Itramas-Malaysia facilities	Malaysia	7 days	2	Middle	GOG
8	Contract Management for Highway Projects including Private Partnership Engineering Procurement Construction Models for Execution of Works	India		1	Middle	GOG
9	Training and Dialogue Program FY2014 - 2015 Workshop on Administration of Environmental and Social Consideration process for Implementation of a Japanese ODA Loan Projects	Japan		1	Middle	JICA & GOG
10	Project Counterpart Training for the New Year for the Construction of a New Bridge Across Volta River on the Eastern Corridor	Japan	14 days	4	Middle	JICA & GOG
11	2015 Seminar on Tunnel Construction and Management for Development Countries	Fuzhou Fulian Province, China	21 days	1	Middle	GOG
12	Road Administration Program	Japan	32 days	1	Middle	GOG

**Source: GHA Training & Development Division Dec' 2015**

**Table 22: Details of 2015 Local Programs**

NO	ACTIVITY	LOCATION	DURATION	PARTICI- PANTS	RANK	FUNDING
1	Two Day Training Workshop in Public Procurement	Civil Service Training Centre	2	1	Mgt.	GOG
2	GHA Management Conference	Sefwi-Wiawso	4 days	29	Mgt.	GOG
3	Development of Monitoring and Evaluation System for Transport Sector		1 day	1	Mgt.	GOG
4	2015 Engineering Week Celebration	Tamale		1	Mgt.	GOG
5	Annual Retreat of the Ministry of Roads and Highways	Akroma Plaza Hotel, Takoradi		20	Mgt.	GOG
6	Ghana Bar Association Mid-Year Conference	La Palm Royal Beach Hotel, Accra	1 day	1	Mgt.	GOG
7	Negotiating Joints Ventures and International Loan Agreement	Coconut Grove Regency Hotel	4 days	1	Mgt.	GOG
8	7th Annual public Forum "Taking New Strides to Transform Ghana's Public Procurement Landscape: Your Role, My Role"	College of Physicians & Surgeons, Accra	3 days	3	Mgt.	GOG
9	10th Annual Internal Audit Forum	Accra International Conference Centre	2 days	5	Mgt.	GOG
10	Finalisation of GHA Strategic Plan 2015 - 2017	Engineers Centre, Roman Ridge	2 days	30	Mgt.	GOG
11	GHA Management Conference	Sefwi-Wiawso	4 days	10	Middle	GOG
12	Seminar on Accident on site are available, it a matter of choice	Engineers Centre, Roman Ridge	2 days	4	Middle	GOG
13	Workshop in Public Procurement	Civil Service Training Centre		9	Middle	GOG
14	Government e-workspace 'Project Training Session'	NITA	2 days	14	Middle	
15	5-Day Workshop on Interchange Planning, Operational Analysis and Geometric Design	Engineers Centre, Roman Ridge	5 days	2	Middle	GOG
16	Development of Monitoring and Evaluation System for Transport Sector		1 day	2	Middle	GOG
17	Workshop on Output Performance Based Road Contracts (OPRC)	MRH Conference Room	1 day	8	Middle	GOG
18	2015 Engineering Week Celebration	Tamale		3	Middle	GOG
19	MSc in Road and Transportation Engineering	KNUST	1 year	4	Middle	
20	Government e-workspace "Project Training for organisational Heads and Management Staff for 13 pilot MDA's	MIS Training Room	1 day	5	Middle	GOG
21	CIPS Africa 2015 Public Lecture Series in Ghana	National Theatre	1 day	4	Middle	GOG
22	Career Women's Forum	National Insurance Commission Ridge, Accra	1 day	5	Middle	GOG
23	Global Positioning System (GPS)/Geographic Information System (GIS) - Fundamentals & Advance	Tasano Campus	8 days	2	Middle	GOG
24	Negotiating Joint ventures and International Loan Agreements	Coconut Grove Regency Hotel	3 days	3	Middle	GOG
25	BSc in Business Administration	Methodist Univeristy College		1	Middle	GOG
26	Smart Search Document Management System Software	MIS Training Room	1 day	10	Middle	GOG
27	Continuous Professional Development Seminar of Lands Surveying Division	Tarkwa, Western Region		2	Middle	GOG
28	Training in Advance Excel and Word	MIS Training Room	5 days	55	Middle	GOG
29	3-Day Non Residential Training on Road Safety Audit for Consultants	Engineers Centre, Roman Ridge	3 days	34	Middle	GOG
30	Training in Management Development Skills	MDPI, Accra	9 days	15	Middle	GOG
31	Training in FIDIC Condition of Contract & Management of Claims and Resolution of Disputes	Engineers Centre, Roman Ridge	3 days	20	Middle	GOG
32	Finalisation of GHA Strategic Plan 2015 - 2017	Engineers Centre, Roman Ridge	4 days	30	Middle	GOG
33	2-Day Non Residential Seminar on Contract Administration and Management	Engineers Centre, Roman Ridge	2 days	6	Middle	GOG
34	Transport Sector Working Group - Urban Transport Workshop	Oak Plaza Hotel, Spintex Road, Accra	1 day	2	Middle	GOG
35	Stakeholder Consultative Meeting	Coconut Grove Regency Hotel	1 day	2	Middle	GOG
36	Handling Turbocharger Vehicles, Necessity for Preventive Maintenance, Advantages of Genuine Spare parts and General Driving Skills	Japan Motors Accra Workshop Training Centre		3	Middle	GOG
37	Stakeholder Meeting Towards open Access to Spatial Data for Development	Novotel, Accra		1	Middle	GOG
38	MSc Structural Engineering, MBA in Accounting & Finance	KNUST, UPSA		2	Middle	GOG
39	10th Annual Internal Audit Forum	Accra International Conference Centre	2 days	6	Middle	GOG
40	Bachelor of Commerce Programme	University of Cape Coast		2	Middle	GOG
41	Training in Advance Excel and Word	MIS Training Room	5 days	5	Junior	GOG
42	Handling Turbocharger Vehicles, Necessity for Preventive Maintenance, Advantages of Genuine Spare parts and General Driving Skills	Japan Motors Accra Workshop Training Centre	1 day	2	Junior	GOG

**Source: GHA Training & Development Division Dec' 2015**

### 3.10.3 Plant & Equipment

During the year under review, 650 jobs were received 595 completed and 55 outstanding at the Central Mechanical Workshop. The summary of the jobs received and completed at the various sections are as follows:

**Table 23: Jobs received and completed**

QUARTER SECTION	1ST		2ND		3RD		4TH	
	Rec`d	Comp`d	Rec`d	Comp`d	Rec`d	Comp`d	Rec`d	Comp`d
Light	72	63	69	62	66	62	57	50
Electrical	59	42	57	42	49	30	45	42
Engine	3	2	3	3	1	1	3	2
Ancillary	25	48	25	43	22	25	17	15
Heavy	17	12	18	12	8	7	13	12
Machine	8	8	7	8	3	3	3	1

Note: Rec`d =Received ,Comp`d =Completed **Source: GHA Plant & Equipment Division Dec' 2015**

#### 3.9.3.1 Ferries

##### M/S Sogakope

The ferry makes trips between Ada- Foah to Amedeka and Ada – Foah to Anyanui. However the ferry is very weak and constantly develops leakages on the hull and the schottels which demanded constant welding by the dedicated welders at the Unit.

##### M/S Okor

As has been reported M/Okor has been slipped out of water over several years awaiting repairs. The ferry is deteriorating at an alarming rate. The ferry can be refurbished to serve as a source of IGF.

#### SENCHI – AKRADE FERRIES

The two (2) ferries were running smoothly and all activities were going on as expected. However, the operations are currently being winded up due to the completion of the rehabilitation works on the Adomi Bridge.

### 3.10.4 Procurement

The details of the procurement done in the period under review are provided in the Tables 24 & 25 below.

**Table 24: Shopping (LPO) (GOG Budget)**

Description	1 <sup>st</sup> quarter	2 <sup>nd</sup> quarter	3 <sup>rd</sup> quarter	4 <sup>th</sup> quarter	Total
Stationery	4,681	21,006	2,550.00		28,237.00
Battery	1,080	2900			3,980.00
Tyres	3,400	25680	3,380	15,920	48,380.00
Journal Roll				4994	4,994.00
Fabric				9,200	9,200.00
Computer & Accessories				9,022	9,022.00
Air conditioners	16,300	3,350	9,888		29,538.00
Diesel	79,920	286,010	419,077.00	252,656	1,037,663
Oil & Lubricants				3,666	3,666
Stabilizer				1,339	1,339
Office equipment			29,543	4,400	33,943
Money Counting machine				8,255	8,255

**Source: GHA Plant & Equipment Division Dec' 2015**

**Table 25 : Procurement Donor Funded**

Description	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	Total
Stationery			GH¢ 13,850.00		GH¢ 13,850.00
Saloon Cars			USD98,000.00		USD98,000.00
Pick up			USD206,000		USD206,000

**Source: GHA Plant & Equipment Division Dec' 2015**



## CHAPTER FOUR

### 4.0 Administrative Activities

#### 4.1 Human Resource

The man-power status of the Authority was 1,678 at the inception of the year 2015. It however closed the year with staff strength of 1,531. The reduction was due to labour turn-over which includes compulsory and voluntary retirements, resignations, deaths, vacation of post and dismissals. The total number of staff exited for the year was 167 whilst recruitment was 22. The percentage in reductions and additions of staff strength of the Authority for the year under review therefore stood at 8.76% and 1.43% respectively. Should this trend continue without vigorous implementation of the GHA replacement plan the staff will reduce so drastically that the Authority may not be able to meet its strategic objectives in the foreseeable future.

The current staff strength of 1,531 as against the establishment of 2,529 comprised 703 being 45.92% senior staff and 828 being 54.08% junior staff. Table 26 below gives the man- power status for the various quarters of the year as well as the 4<sup>th</sup> quarter manpower statistics. The data and the graph on Age Distribution is shown in Table 27 and Figure 9

**Table 26: Man- Power Status for the Various Quarters of the Year**

MAN-POWER STAUS FOR YEAR 2015			
QUARTER	SENIOR STAFF	STAFF	TOTAL
1 <sup>ST</sup>	716	889	1,605
2 <sup>ND</sup>	699	854	1,553
3 <sup>RD</sup>	699	832	1,531
4 <sup>TH</sup>	703	828	1,531

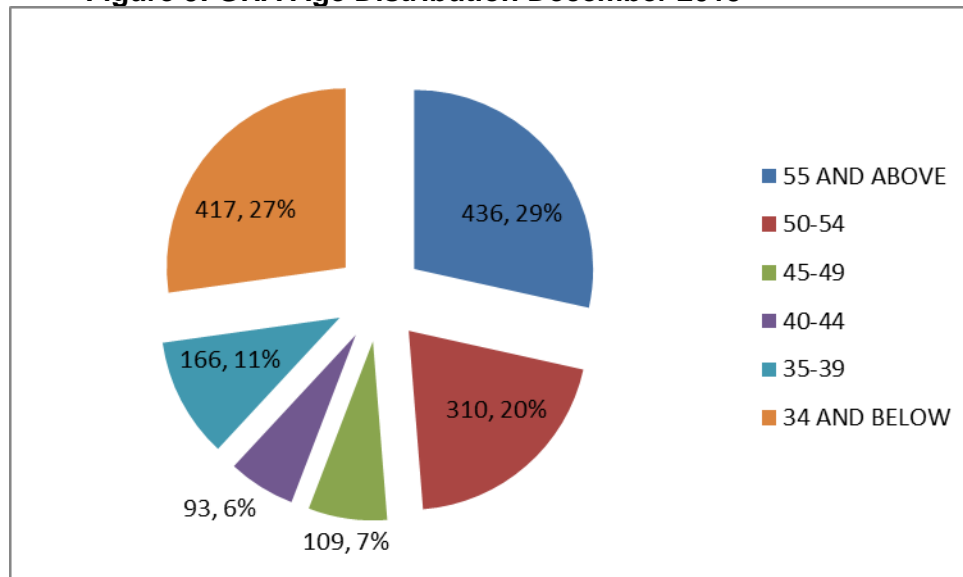
*Source: GHA Human Resource Division Dec' 2015*

**Table 27 : Staff Age Group Distribution**

AGE GROUP DISTRIBUTION OF ALL GHA STAFF-DECEMBER-2015							
	55 AND ABOVE	50-54	45-49	40-44	35-39	34 AND BELOW	TOTAL
OCCUPATION CATEGORY							
ADM./ OTHER MANAGERIAL STAFF	94	47	16	7	23	39	226
CLERICAL STAFF	42	17	1	2	3	52	117
ENGINEERS	29	28	21	10	18	73	179
FOREMAN/CHARGEMAN	1	1	0	0	1	0	3
OTHER PROFESSIONAL STAFF	6	15	5	7	8	14	55
SEMI-SKILLED STAFF	92	79	20	28	49	80	348
SKILLED WORKERS	95	66	26	24	25	39	275
SUPERINTENDENT	18	12	2	0	0	0	32
TECH.& SUPERVISORY STAFF (I)	19	23	6	3	12	8	71
TECH.& SUPERVISORY STAFF (II)	0	0	1	4	9	71	85
TECHNICIAN ENGINEER STAFF	40	22	11	8	18	41	140
	436	310	109	93	166	417	1531

*Source: GHA Human Resource Division Dec' 15*

**Figure 9: GHA Age Distribution December 2015**



Source: GHA Human Resource Division Dec' 2015

#### 4.1.1 Staff Turnover

The year 2015 saw one hundred and sixty-seven (167) staff exiting the Authority through retirements, deaths, resignations, dismissals and vacation of posts.

The table below gives the man-power status for the various quarters of the year.

**Table 28: Man-Power Status for Year 2015**

EXITS	1 <sup>ST</sup> QUARTER	2 <sup>ND</sup> QUARTER	3 <sup>RD</sup> QUARTER	4 <sup>TH</sup> QUARTE	TOTAL
RETIREMENT	62	42	23	19	146
DEATHS	5	3	1	1	10
RESIGNATIONS	2	3	0	1	6
DISMISSALS	3	1	0	0	4
VACATION OF POST	0	1	0	0	1
<b>TOTAL</b>	<b>72</b>	<b>50</b>	<b>24</b>	<b>21</b>	<b>167</b>

Source: GHA Human Resource Division Dec' 2015

#### 4.1.2 Staff Recruitment /Promotions

##### Recruitment

At the fourth quarter of the year 2015 the Authority recruited 22no staff based on the financial clearance received from Ministry of Finance. All the 22no staff recruited had reported and assumed duty in December 2015.

Details of categories of staff recruited are as follows.

CATEGORY	NUMBER
Assistant Engineer (Civil)	6
Assistant Engineer (Geomatic)	3
Assistant Engineer (Mechanical)	1
Assistant Quantity Surveyor	2
Assistant Valuer	2
Technician Engineer (Civil)	2
Technician Engineer (Estate)	2
Technical Officer	2
Tradesman (Mechanic & Auto Electrician)	2
<b>TOTAL</b>	<b>22</b>

## 4.2 Public Affairs Issues

Press coverage was organized for activities of the GHA as follows:

- ✚ Board of Directors/Press Visit to assess Adomi Bridge Rehabilitation Project.
- ✚ Press Visit to completion Inspection of Rehabilitated Galosota & Anyanui Bridges (VR)
- ✚ Press Visit to Solar Voltaic-Based Street Lighting along Curves on selected Trunk Roads in the Greater Accra, Central and Volta Regions
- ✚ Responses to media concerns on flooding of sections of Kasoa-Mallam Road & delayed resumption of toll-collection at Ayi Mensah collection point.
- ✚ Interview with Metro TV on salient concerns on Trunk Roads
- ✚ Video coverage on Kwafokrom Apedwa, Adomi Bridge works and Fufulso-Sawla Road prepared for the Ministry of Roads and Highways for the Meet-The-Press programme.
- ✚ Assistance/Preparation of GHA's input for MRH participation in 2015 Meet-The-Press series.
- ✚ Assistance to MRH to organize the Inauguration of the Fufulso-Sawla Road Lots 1&2
- ✚ Rejoinder: "Rehabilitated Bridge over River Birim.
- ✚ Press visits/Publicity on Completed section/opening of Ashalaja Rehabilitated Bailey Bridge.

## Advertisements/Announcements

Fifteen (15) advertisements and announcements were published in the newspapers, Radio and TV stations. Details are given below:

- ✚ Removal of Unauthorized / Sub-standard Billboards
- ✚ Closure of Bridges at Adamus Junction on Essiama-Nkroful Road. (WR)
- ✚ Closure of Kwanyako Bridge over River Nkumkum at Agona Kwanyako. (CR)
- ✚ Supply of Portable Weigh pads, Filters, Tyres, Batteries, Oil and Lubricants.
- ✚ Routine Maintenance of Trunk Roads
- ✚ Recruitment of Senior and Junior Positions in the Ghana Highway Authority
- ✚ Printing of Wall Calendars, Diaries, Supply of Pickups Trucks & Panel Van, Supply of Installation of Power Generators set, supply and installation of Computer, Printers and accessories
- ✚ Request for Expression of Interest (Consulting Services-firm selection)

- ✚ Private Management of Ghana Highway Authority, Weighbridge Stations Request For Proposals (RFP)) at Asokwa, Damango and Sawla.
- ✚ Periodic Maintenance of Trunk Roads (IFB)
- ✚ Addendum-Extension of Submission Date on Periodic Maintenance of Trunk Roads.
- ✚ Bridge Repair Works on Accra-Tema Motorway
- ✚ New Toll Plaza opens at Sekyere on the Accra-Kumasi Road
- ✚ Closure of Bridge over River Birim
- ✚ Commissioning and Re-opening of Rehabilitated Adomi Bridge

### 4.3 Legal Issues

These civil cases received attention in Court during the year under review. Their states are set out as follows in Table 29 below:

**Table 29: Court Cases involving the Authority**

	TITLE	COURT	SUBJECT	REMARKS
1	Otinshie Land Case Nuumo Adjei Kwankwo Vrs GHA ORS	High Court, Accra	Trespass	Pending
2	Gotourism Vrs GHA	High Court, Accra	Trespass	Pending
3	Wisdom Awuku & Boadi Acheampong VRS GHA	Fast Track High Court, Accra	Alleged wrongful dismissal	Appeal to the Supreme Court by the Plaintiffs is still pending.
4	Togbe Lugu Awadali Vrs GHA	High Court – Ho	Compensation	Still Pending
5	William Sarpong Vrs GHA	High Court, Kumasi	Compensation	Still Pending
6	James Manu Vrs GHA	High Court, Kumasi	Compensation	Still Pending
7	JoeMersa Co. Ltd. Vrs GHA	High Court, Commercial Division, Sunyani	Damages for wrongful termination of contract	Still Pending
8	Carl Josiah Reindorf & Others Vrs 1. Attorney General 2. GHA	High Court, Accra	Compensation	Still Pending
9	Long Life Confectionery Vrs. Ltd 1. Attorney General 2. GHA 3. China Railway Corp.	High Court, Accra	Compensation	Still Pending
10	Rapheal Cubagee Vrs GHA	District Court Sunyani	Demand for Withholding Tax Deducted	Judgement in favour of GHA
11	Rapheal Cubagee Vrs GHA & Others	High Court Sunyani	Demand fo Withholding Tax Deducted	Pending
12	Esther Boye Boateng Vrs 1. Joyce Ashong 2. GHA	High Court Koforidua	Compensation	Pending
13	Zenith Bank Ltd. Vrs 1. K.D.V Lexicon Ltd. 2. GHA	High Court Commercial Div. Accra	Demand for money allegedly wrongfully paid to the 1st Defendant by the Authority	Pending
14	Nicholas Mamphi Nyantey & Lydia Oppong Vrs. 1. Armah Ashitey 2. GHA	High Court Koforidua	This is an accident case and the Plaintiffs who were affected persons sued the Authority and its driver	The case is still pending. However amicable settlement out of court has been achieved. Plaintiff to be compensated and the terms of
15	Kwesi Attah Vrs 1.Kingsley Kwakye 2. Sowah Adjete 3. GHA	High Court Koforidua	This is an accident case and the Plaintiff who was an affected person sued the Authority and its driver among others.	The case is still pending. However amicable settlement out of court has been achieved. Plaintiff to be compensated and the terms of
16	1. Mrs. Florence N. Agyeman 2.Mr. Charles Agyeman Vrs 1.ECG 2.AARSELF Gh. JV 3.Dopel Engr Ltd. 4.GHA	High Court Kumasi	Plaintiff first sued the first 3 Defendants and later joined the Authority for Court to compel Defendants rebuild or pay current value of their house and replace family belongings and jewellery that got burnt by fire during the relocation of E.C.G. lines along the Kumasi –Konongo	The case is pending
17	Frederick Nyarko Vrs, GHA	Fast Track High Court, Accra	Plaintiff sued the Authority for payment of compensation money due him for property demolished. The Authority is holding on to the compensation money until Plaintiff has sorted out one Grace Narkie who was entitled to a share of another compensation money mistakenly paid to Plaintiff	The case is pending
18	Weightron International Ltd. Vrs GHA & Others	Fast Track High Court, Accra	Plaintiff sued the Authority to recover money for weighbridge Equipment supplied, installed and serviced by Plaintiff. Principal sum paid to Plaintiff leaving interest payment to be negotiated	The case is pending. Parties to file witness statements by 4 <sup>th</sup> February, 2016
19	Elvis Kwaku Agyeman Badu Vrs. GHA	High Court (Labour Division) Accra	Plaintiff sued the Authority for the payments of outstanding salaries and benefits up to his retirement date – 1 <sup>st</sup> Sept. 2011.	The case is pending
20	Mercy Kabuki Tettehio(Nee Akrofi) Vrs GHA	High Court (Labour Division) Accra	The Plaintiff claimed that she was compulsorily retired by the Authority even though she has not yet reached the compulsory retirement age of 60 years.	The case is pending
21	1.Amoako Ababio & Co. 2.Valuation Dev. Service Vrs GHA	Fast Track High Court, Accra	Writ filed by Plaintiffs to recover from the Authority proposal fees for a Valuation exercise for clients which the GHA failed to pay against the advice of LVB of the Lands Commission .	The case is pending
22	Douglas Carl Botwea Vrs GHA	High Court Commercial Kumasi	claiming payment of compensation due him for the destruction of his 2No. properties during the construction of the Kumasi – Konongo Road.	Regional LVD Director to submit to court a report on the valuation of Plaintiff's property
23	Greatest Moment Ventures & Others Vrs GHA & Others	High Court, Accra	Plaintiffs claim that construction of the West Hill Mall at Dunkonaa has affected their business operations therefore sued for damages for loss of business.	The case is still pending
24	<b>Ghana Federation of the Disabled Vrs Attorney General, GHA, Millennium Development Authority</b>	<b>High Court, Human Rights Division Accra</b>	It would be recalled that the Plaintiff sued in relation to the Tetteh Quarshie – Mallam Highway. It claimed that the interest of the Disabled was not catered for in that adequate safety measures were not put in place for them.	The case was still pending, but measures were being put in place to address the concerns.

25	Salifu Abdulai and Others Vrs GHA	High Court, Fast Track Division Accra	It would be recalled that this was an accident case which happened at the Nsawam By-Pass when it was still under construction. A driver and his assistant driver died when their articulated vehicle hit a road block on the By-Pass and somersaulted. The Plaintiffs who include the owner of the articulated vehicle and relatives of the deceased drivers sued for the value of the articulated vehicle and compensation for the deceased drivers.	Evidence taking is nearing completion
26	Madam Dora Kai Anang Vrs GHA Dept. of Urban Roads Accra	High Court Accra	It would be recalled that this case related to compensation claim for property affected by "road constructed around Teshie-Tebianor".	The case was in progress during the period.
27	Green Agricultural Farms Ltd Vrs Frimps Oil Co. Ltd.,GHA	High Court, Land Division Accra	It would be recalled that this case related to land situate at Mile 8 on the Accra Winneba Road. The Plaintiff claim that a public bus terminal located very near to the entrance of 1 <sup>st</sup> Defendant filling station was being relocated by the Defendants on Plaintiff's land without the Plaintiff consent.	The case had become dormant.
28	Edward Kobblah Penu Vrs Millennium Development Authority, GHA	High Court Human Rights Division, Accra	It would be recalled that this case related to the Tetteh Quarshie Mallam Highway. It is a claim for compensation for properties affected by the project.	The case is pending
			The Plaintiff has furnished a copy of his Property's Valuation Report to the Authority and the Land Valuation for vetting and approval to enable the matter to be settled amicably out of court.	
29	1. Max Glover Vrs Glo & Gh Ltd.	High Court, Denu	The Authority gave authorization to Glo Ghana Limited to lay Fibre Optic Cables within the Right of Way of the Ho – Denu Highway. The Plaintiff claimed that the cables so laid had passed through his private land hence the suit.	The case was still pending. However efforts were being made to settle it amicably out of court.
			At the instance of the Court parties went on to the land in dispute and measurements taken to determine the extent of encroachments. The report of the exercise showed that there was no encroachment at all and only some food crops belonging to the Plaintiff were destroyed in the process of laying the cables. These were valued and the appropriate compensations duly paid to settle the matter	
30	Top Oil Vrs 1. Alhaji Yussif & GH	High Court (Land Division) Tema	The Defendant Alhaji Yussif sued the Authority by a counter claim for the wrongful payment of compensation money to the Plaintiff Top Oil.	The case is pending
31	Nana Kofi Arkessi II & 131 others Vrs GHA Attorney Generals Dept. Jynes Const. Co.	High Court, Sekondi Takoradi	Plaintiffs sued for an injunction to restrain Defendants in relation to the development of the Agona Junction-Elubo Road Project Lot I in the Ahanta West and Axim East in the Western Region unless they were duly compensated.	The case is pending
32	Total Filling Station Vrs. GHA	High Court, Ho	The Plaintiff sued the Authority for the payment of an amount of GH¢11,183.63 for the supply of petroleum products to the Authority's MMU II at	The amount involved was dully paid to the Plaintiff by the Authority to bring the matter to an end.
			Suhum between the periods of 16/ 20/ 2012 to 16/ 2/ 2013.	
33	Japan Motors Trading Co. Ltd Vrs GHA	High Court (Commercial Division)	The Plaintiff sued for an Order to direct the Authority to pay an amount of ¥27,612,692. 00 million Japanese Yen being the contract sum for the supply of two water tankers due them.	Money was released by the Ministry of Finance for the payment of the subject
				matter. Administrative processes were being finalized by the Authority for
34	Onua Francos Co. Ltd Vrs GHA	High Court (Commercial Division)	Plaintiff sued the Authority to recover the sum of GH¢19,632.70 due it for work executed for GHA.	The Plaintiff was dully paid to bring the matter to an end.
35	1. John Benyawoh, Samuel Kwodwo Idan Vrs GHA, Attorney General China Hena Company	High Court, Takoradi	Plaintiffs sued for an injunction to restrain Defendants in relation to the development of the Agona Junction-Elubo Road Project Lot II in the Ahanta West and Axim East in the Western Region unless they were duly compensated.	The case was pending.
36	Nyagsi Engineers Ltd. Vrs GHA	High Court, Commercial Division – Accra	Plaintiff sued the Authority for breach of contract.	The case was pending but efforts were being made for an amicable resolution of the matter.
37	Aduana Dawurampong Stool of Assin Atadanso Vrs GHA	High Court, Fast Track Division – Accra	Plaintiff sued the Authority for the recovery of GH¢668,958.43 for value of gravel and other soil material won from Plaintiff's land.	The case was pending.
38	Ben Sevor Vrs GHA & Others	High Court, Accra	Plaintiff sued the Authority for a declaration that all the Defendants were endangering the human lives including Plaintiff's for not attending to potholes created on the Accra – Ho trunk road at Mampong Shai Street junction.	The case is pending.
39	Nana Adu Agyei Bonse II Ohene of Old Akrade Vrs GHA	High Court, Koforidua	Plaintiff sued the Authority for an Order by Court to compel the Authority to give them a fair and reasonable portion of the proceeds arising from the operations of the Pontoon Services from Old Akrade to Senchi and also for the Authority to file in Court the accounts of proceeds arising out of the Pontoon Services.	The case is pending.

Source: GHA Legal Services Division Dec' 2015

## 4.4 Internal Audit

Ghana Highway Authority Act 540 of 1997 requires the Internal Audit Division to review and report on all operations, systems, processes, and records undertaken by the Authority including those delegated or contracted out to third parties.

The Internal Audit Agency Act 2003, also mandates the establishment of Internal Audit Units in the Ministries, Departments and Agencies(MDAs).The MDA may upon examination of an internal audit report, take such action as it considers appropriate including recommendations for prosecution and disciplinary action in respect of any breaches found.

Table 30 below outlines some of the key activities undertaken in the year under review.

**Table 30: Details of Some Activities Carried Out in 2015**

<b>No.</b>	<b>ACTIVITY DESCRIPTION</b>	<b>STATUS</b>
1.	Stores Audit	Completed
2.	Tolls and Axle Load Audit (Brong Ahafo)	Completed, report yet to be submitted
3.	Performance Audit of the Toll Plazas	Completed
4.	Follow-up on Tolls and Axle Load Audit in Volta Region	completed
5.	Special Assignment- Estate Audit (Ashanti Region)	Completed, report yet to be submitted
6.	Human Resource Audit	On-going
7.	Stock Taking	Completed
8.	Pre- Audit ; Transport Sector Project and Abijan Lagos & Transport Facilitation Projects	On-going
9.	Review of CAA December, 2014's Trial Balance	On-going
10.	Examination of Payment vouchers (CAA & Head Office Region 2014)	Completed
11.	Examination of Journal Vouchers ( CAA 2014)	Completed
12.	Audit of Financial Report on Revolving Fund.	Completed
13.	Review of Head office Regional Trial Balance (Jan,2015-June. 2015)	Completed
14.	Review of 2015 monthly Expenditure Returns for all the Regions and Units(BMU & MMUII) Jan.-June	Completed
15.	Review of Rehabilitation of Agona Junction – Elubo Road (KM 30 - 60) <b>Lot 2</b> (IPC 11 & 12)	On-going
16.	Review of Rehabilitation of Agona Junction – Elubo Road (KM 60 - 90) <b>Lot 3</b> (IPC 13,14 & 15)	Completed
17	Audit of compensation payments	On-going
18	Review of Rehabilitation of Ayamfuri – New Obuase – Asawinso Road (Km 0 -26) Lot 1 (IPC 14,15,17,18,19)	On-going
19	Review of Rehabilitation of Anyinam – Konongo – Nkawkaw – Atibie (9.0km) IPC 8 & 9	On-going
20	Review of Rehabilitation of Agona Junction – Elubo Road (KM 0 -30) <b>Lot 1</b> (IPC 11,12 & 13)	On-going
21	Review of GHA's Rent deduction from Controller and Accountant General's Department for the period 2013.	Ongoing
22	Physical verification of vehicles (Central Mechanical Workshop)	Completed

**Source: GHA Internal Audit Division Dec' 2015**



## CHAPTER FIVE

### 5.0 Conclusion/Recommendations








The Ghana Highway Authority in its 2000 – 2015 strategic plan proposed to achieve a road network condition mix of 70% good, 20% fair and 10% poor. With a projected improvement rate of about 7% per annum, it was envisaged that by the close of December 2015, the target road surface condition mix of 70% good, 20% fair and 10% poor would be achieved with adequate injection of resources. The road condition mix for the year 2014 stood at 52% good, 34% fair and 14% poor.

Due to inadequate funding from the Central Government in the area of expenditure under Goods and Services, Salary and Non Salary Related Allowances, the IGF potentials within the jurisdiction of Ghana Highway Authority (GHA) should be strictly and assiduously harnessed. This is to ensure that the Authority gets adequate funding to meet expenses to reduce tension in the System.

The MOF directed that with effect from January 2014, all MDAs/MMDA should pay their own utility bills instead of forwarding them to Ministry of Finance for payment. In this view, Head Office of GHA alone will have to pay GH¢80,000 for Electricity and Telephone bills monthly. GHA has outstanding Electricity/Telephone bills and property rate of GH¢650,000 and GH¢130,000 respectively. We must therefore conserve energy so as to pay less bills.

### 5.1 The Way Forward

The Authority as always will strive to continue to uphold its set objectives, which are measurable, relevant, specific, achievable and consistent to its mission statement. The following objectives have been set out in the way forward

-  Improving Road Condition by improvement and maintenance of the trunk road network
-  Enforce Axle Load control laws to protect the investments made in roads.
-  Open new Toll stations to ensure that funds are readily available for road maintenance
-  Reducing Accident Fatalities on the trunk road network through improvement of safety measures
-  Reducing Travel Time on heavily trafficked trunk road sections through grade separation.
-  Ensuring that road development and maintenance programmes are executed with environmental and social mitigation measures
-  Adequately recruiting, training and motivating all categories of requisite staff and providing the needed logistics to undertake the services.






## 5.2 Constraints

It is important to note that GHA plays important role in the National Economy due to the nature of the service it provides. The approved budget for Goods and Services per month is GH¢24,809.75. This figure is not adequate to meet operational expenses of the Authority.

The total number of staff that exited in the year was 167 whilst recruitment was only 22. The percentage in reductions and additions of staff strength of the Authority for the year under review therefore stood at 8.76% exit and replacement was 1.43%. Should this trend continue without vigorous implementation of the GHA replacement plan, the staff will reduce so drastically that the Authority may not be able to meet its strategic objectives in the foreseeable future.

This is a very serious issue considering that the Authority needs technical staff in all sectors of its operations

Other major constraints facing the Authority are categorized below:

-  Overage vehicles in all the Departments of the Authority
-  Urgent needs of Materials Division for Laboratory Equipment to carry out test for the public to generate IGF and as well for their normal operations.
-  Poor contractor capacity and performance.
-  Delay in payment of compensation due to long valuation procedures and inadequate budgetary allocation.
-  Inadequate release of funds for Recurrent, Investment and capital Investments.

## 5.3 Conclusion

The Ghana Highway Authority requires support from our development partners and GOG to be able to implement planned and approved programmes. This is especially so with our rehabilitation and reconstruction programs as government continues to mobilize funds for road maintenance through the Road Fund.

The capacity and skill of the technical and supporting staff need to be improved through local/overseas short courses, workshops and further studies. It is also cardinally important that shortfall in staff numbers is quickly addressed in order that the general performance of the Authority will improve.

Given the necessary resources, staff motivation and cooperation among all our stakeholders, our performance for next year will improve tremendously.