

Table of Contents

List of Tables.....	2
List of Figures	2
ABBREVIATIONS & ACRONYMS	3
APPENDICES	3
EXECUTIVE SUMMARY	4
CHAPTER ONE.....	8
1.0 Introduction.....	8
1.1 Establishment.....	8
1.2 Mission Statement.....	8
1.3 Policy Objective	8
1.4 Governing Body	8
1.5 The Directorate	8
1.6 Departments, Divisions and Regions/Road Area Offices	9
CHAPTER TWO.....	10
2.0 Financial Status Report	10
CHAPTER THREE.....	17
3.0 Road Condition Mix for Year 2015.....	17
3.1 Road Network Condition 2010-2015.....	18
3.2 Comparison of Gravel Roads Network Condition 2010 – 2015	20
3.3 Comparison of Paved Roads Network Condition 2010 – 2015	21
CHAPTER 4.....	23
4.0 Projects & Achievements	23
4.1 Procurement of Services	23
4.1.1 Expression of Interest	23
4.1.2 Contract Agreement	23
4.1.3 Status of Consultancy Services	23
4.1.4: Missions from Development Partners	24
4.2 Development Projects	27
4.2.1 New Projects	27
4.2.2 Completed Projects	28
4.2.3 Land Acquisition and Compensation Assessment	29
4.2.4: On-Going Development Projects	30
4.3 Ongoing Bridge Projects.....	30
4.3.1 Bridge Maintenance Unit – Activities	33
4.3.2 Consultancy Services for the Inventory and Condition Survey of Ghana Highway	33
Authority Bridges	33
4.4. Survey and Design	33
4.4.1 Review of Design Drawings & Reports	33
4.4.2 Right-Of-Way Clarification	34
4.5 Quality Control on Projects	34
4.6 Project Preparation Activities	36
4.7 Axle Load Control Programme	37
4.7.1 Statistics from the Axle Load Stations	38
4.8 Road Safety Activities	41
4.9 Road Maintenance Projects	44
4.9.1 Completed Projects	44
4.9.2 Ongoing Projects	45
4.9.3 GHA Mobile Maintenance Units	46
4.10 Institutional Strengthening.....	48
4.10.1 Management Information Systems	48
4.10.1.1 E-Government Phase-II Project.....	48
4.10.1.3 Provision of Local Area Network (LAN) for Ashanti, Brong Ahafo, Northern & Upper East Regions under WATTFP Programme.	48
4.10.1.4 Operations at the Toll Plazas.....	48
4.11 Human Resource Development.....	49
4.11.2.1 Seminar/Conferences/Workshops.....	50
4.12 Plant & Equipment.....	53
4.12.1 Ferries	53
4.12.2 Procurement	53
CHAPTER FIVE	55
5.0 Administrative Activities.....	55
5.1 Human Resource.....	55

4.1.1 Staff Turnover	56
4.1.2 Staff Recruitment /Promotions	56
5.2 Public Affairs Issues	57
5.3 Legal Issues	57
5.4 Internal Audit	61
CHAPTER SIX.....	63
6.0 Conclusion/Recommendations.....	63
6.1 Key Performance Indicators.....	63
6.2 Constraints	64
6.3 The Way Forward	65

List of Tables

Table 1: 2015 Road Surface Condition Mix (National)	4
Table 2: Composition of the Trunk Road Network by Surface Category (2015)	5
Table 3: Functional Classification of Trunk Roads	6
Table 4: National Roads	7
Table 5: Summary of Funds Released	13
Table 6: Approved Budget & Releases as at the end of Year 2016	14
Table 7: Programme & Achievements as at the end of Year 2016	14
Table 8: Cost of Operation & Cost Analysis – From May to July 2016	15
Table 9: Comparative Toll Revenue Performance (Actual & Budget, 2016 & 2015)	16
Table 10: Trunk Road Network Statistics (Year 2015)	18
Table 11: Comparison of the Surveyed Road Surface Network Condition 2010-2015	18
Table 12: Condition Mix of Paved & Unpaved Road Network Condition from 1997 to 2015	19
Table 13: Gravel Roads Network Condition from 1997 to 2015	21
Table 14: Paved Roads Network Condition from 1997 to 2015	22
Table 15: Number and Fund Sources for Services	24
Table 16: World Bank Missions.....	24
Table 17: JICA Missions	24
Table 18: Public Private Partnership Missions	25
Table 19: Details of Consultancy Services	25
Table 20: Projects Awarded in Year 2016	28
Table 21: Projects Completed and Handed Over.....	29
Table 22: Corrected Invoices on Interim Payment Certificates	36
Table 23: Status of Permanent Weighbridge Stations.....	37
Table 24: Completed Projects Year 2016.....	44
Table 25: On-going Maintenance Projects	45
Table 26: Achievements in Maintenance Projects: 2016	45
Table 27: Achievements by Mobile Maintenance Units Projects 2016	46
Table 28: Programmes & Number of Staff Trained in 2016	51
Table 29: Details of 2016 Foreign Programs	51
Table 30: Details of 2016 Local Programs	52
Table 31: Jobs received and completed	53
Table 32: Man- Power Status for the Various Quarters of the Year 2016	55
Table 33 : Staff Age Group Distribution	55
Table 34: Man-Power Status for Year 2016	56
Table 35: Court Cases involving the Authority.....	58
Table 36: Details of Some Activities Carried Out in 2016	62
Table 37: Status of 2016 Performance Matrix as at End of the of Year 2016.....	64

List of Figures

Figure 1: Composition of the Trunk Road Network by Surface Category	5
Figure 2: Functional Classification of Trunk Roads	6
Figure 3: Graphical presentation of 2015 Road Condition Mix for Paved & Gravel Roads	19
Figure 4: Road Condition Mix for Gravel Roads Network of 1997- 2015	20
Figure 5: Road Condition Mix for Paved Roads Network of 1997- 2015	22
Figure 6: Quarterly Overloading Trend - 2016.....	39
Figure 7: Monthly Overloading Trend.....	39
Figure 8: Percentage of Overloading - 4th Quarter 2016 at PWS	40
Figure 9: Graphical Presentation of Achievements in Maintenance Activities	47
Figure 10: GHA Age Distribution December 2016	56

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 December 2016

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.

However, this target has suffered a serious jolt, due to accumulated financing gaps in annual programmes whereby the target was not achieved as envisaged by the end of the projected period of 2015.

The road condition mix for the year 2015 showed an increase in the lengths of good roads and a decrease in length of fair roads and a decrease in poor roads, though not much. The increase in good roads was by 119.37km from 2014 to 2015. There was decrease in fair roads, by 849.49km from 2014 to 2015. There was also a reduction in length of poor roads by 302.8km over the same period under review.

A total of 13,416.9km of Paved and Gravel roads were surveyed and classified into Good, Fair and Poor conditions. Roads under construction and missing links were not surveyed. This is made up of 1,456.1km and 487.0km respectively. The overall condition mix is as shown in table 1 below.

Table 1: 2015 Road Surface Condition Mix (National)

Condition Description	Length (km)	Percentage (%)
GOOD	7,618.5	57
FAIR	4,838.4	36
POOR	960.0	7
TOTAL	13,416.9	100

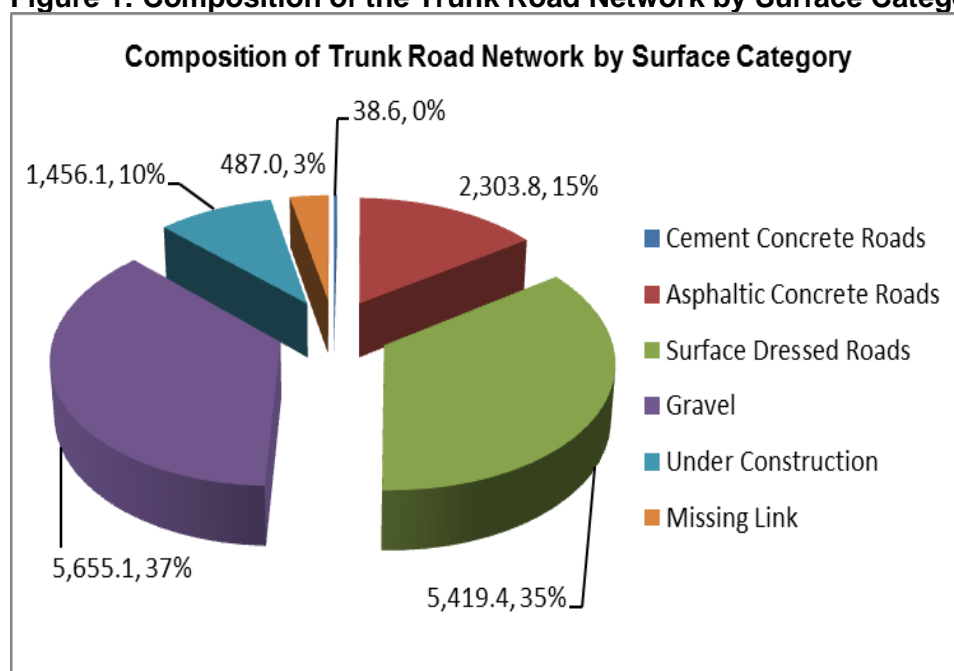
Source: GHA Road Maintenance Division September 2016

The composition of the trunk road network by surface category, after the 2015 Road Condition Survey and Roughness measurements, is as shown in table 2 and figure 1

Table 2: Composition of the Trunk Road Network by Surface Category (2015)

Surface Category	Length (km)	Percentage (%)
Cement Concrete Roads	38.6	0.3
Asphaltic Concrete Roads	2,303.8	15.0
Surface Dressed Roads	5,419.4	35.3
Gravel	5,655.1	36.8
Sub Total (Surveyed)	13,416.9	87.3
Under Construction	1,456.1	9.5
Missing Link	487.0	3.2
Grand Total	15,360.0	100.0

Source: GHA Road Maintenance Division December 2016

Figure 1: Composition of the Trunk Road Network by Surface Category

Source: GHA Road Maintenance Division December 2016

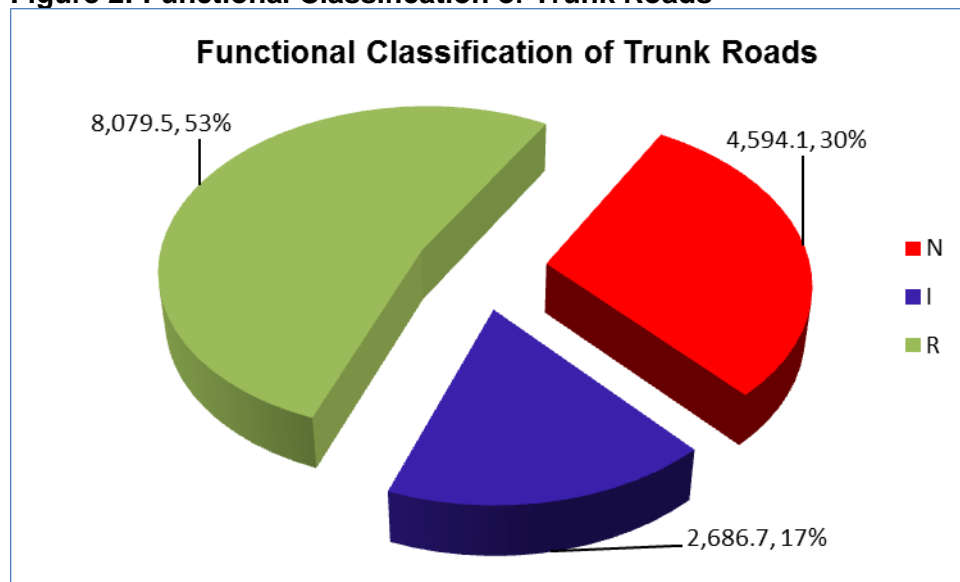
Functional Classification of Roads

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 and figure 2. Table 4 also lists and defines the National roads and the various major cities, towns and regions that the national roads traverse.

Table 3: Functional Classification of Trunk Roads

ROAD CLASS	ASR	BAR	CR	ER	GAR	NR	UER	UWR	VR	WR	TOTAL (KM)	%
N	442.5	560.5	326.9	341.5	280	1,064.00	288	420.1	418.4	452.6	4,594.1	31
I	476.7	566.8	200.7	401.8	0	519.7	61.4	121.3	33.7	304.6	2,686.7	16
R	976.7	1014.6	671.9	858.2	220	1,615.70	271	535.3	994	921.3	8,079.5	53
TOTAL (KM)	1,895.9	2,141.9	1,199.5	1,601.5	500.5	3,199.4	620.3	1,076.7	1,446.1	1,678.5	15,360.3	100

Source: GHA Road Maintenance Division December 2016

Figure 2: Functional Classification of Trunk Roads

Source: GHA Road Maintenance Division December 2016

Table 4: 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 2016

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 this year's budget is "Consolidating Progress towards a Brighter Medium Term". The consolidation agenda hinge on Government's commitment to promoting fiscal discipline based on enhanced domestic revenue mobilization, prudent public expenditure management, improved debt management and the implementation of reforms in key areas of the economy.

The 2016 budget is based on Ghana Shared Growth and Development Agenda (GSGDA 2014 – 2017), which incorporates a Medium Term Vision and Strategy for the country. By this GSGDA II, Government goal is to achieve a stable, united inclusive and prosperous country with opportunities for everybody and also achieve a per capita income of GH¢3,000 by the year 2020 (source: 2016 Budget Statement, MOF).

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 2016 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;

- ❖ Enhance the efficiency, transparency and accountability of the Public Financial Management Systems.
- ❖ Create additional fiscal space for sustainable budget expenditures and enhance efficiency in tax administration, compliance and increase tax revenue.
- ❖ Rollout fully the excise tax stamp project.
- ❖ Implement measures to address revenue leakages, Introduce policies to rationalise and streamline the exemption policy.
- ❖ Adoption of a new approach through Public Private Partnerships for Infrastructure Development
- ❖ Manage the impact of the compensation bill through payroll management
- ❖ Develop a draft National Infrastructure Plan

The total Revenue and grants including oil for the 2016 budget are estimated at GH¢38.08billion equivalent to 24% GDP. Compensation to employee will cost GH¢14 billion representing 8.9% of GDP. Expenditure on goods and services is at GH¢2.5 billion.

It is important to note that GHA plays important role in the National Economy due to the nature of the service it provides. As the economy is expected to grow by 8.2% and construction sector to grow by 30.6% this year, GHA is expected to contribute significantly to the growth of the economy in terms of road development.

Since 2012, the Subvention release to GHA has been dwindling, last year for instance, only GH¢55,000 was received from Ministry of Finance. This therefore means that the Authority has to increase the IGF generation to be able to meet its operational expenses.

Recently some IGF sources were identified and Parliamentary approval sought to be able to charge rates for these services. The Authority generated GH¢5.4million from IGF this year.

Recurrent Expenditure

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

ITEM DETAILS	Budget Approved GH¢	Amount Released GH¢	%Released
1. Compensation for Employees	22,442,466.00	21,674,456.94	96.58
2. Goods and Services	148,795.00	-	0.00
3. Investment - GOG	96,618,257.00	341,932,414.16	353.90
4. Investment - GOG Arrears (as at 31 st Dec. 2015)	592,968,652.41	342,437,728.69	57.75
5. Investment - Road Fund	75,000,000.00	326,514,788.00	435.35
6. Investment – Road Fund Arrears (as at 31 st Dec. 2015)	128,647,064.83	127,520,372.24	99.12
7. IGF	5,400,000.00	7,324,522.33	135.64
8. Investment - Donor	144,713,631.00	317,299,331.89	219.26

	Arrears as @ December	Amount Released	%
Salary Related Allowances	2,231,048.10	-	
Service Providers	<u>135,458.41</u>		
	<u>2,366,506.51</u>		

Routine Maintenance

Total value of Contract Certificates submitted by Contractors for payment during the year was GH¢197,011,670.79 whilst total payments made were GH¢122,941,364.48. The outstanding certificates which includes previous years arrears stood at GH¢106,924,402.65.36 as at 31st December, 2016.

An amount of GH¢1,932,319.14 was received for MMUs and BMU from Road Fund Secretariat as at 31st December. Also an amount of GH¢19,062,307.26 was received for Toll operations whilst GH¢3,117,649.44 and GH¢1,064,765.60 were received for data collection & survey and ferry and marine operations respectively as at 31st December 2016. (This also included an arrears of GH¢1,325,540.88).

GHA Units

The MMUs and BMU received an amount of GH¢1,932,319.14 from the Road Fund Secretariat whilst GH¢19,062,307.26 was received for Toll Operations. Amounts of GH¢3,117,649.44 and GH¢1,064,765.60 have been received for data collection & survey and ferry and marine operations respectively as at 31st December.

Periodic Maintenance and Minor Works

The total certificates submitted for payment by Contractors under this programme for the year was GH¢379,081,415.74 and total payment made to contractors for the year amounted to GH¢305,916,754.32. An amount of GH¢89,318,731.09 (including Arrears of GH¢15,270,428.71 from previous years)

Development/Capital Projects

The total sum of contractors' certificates submitted for payment to Ministry of Finance (MOF) was GH¢1,199,081,493.11 and total release to the Contractors were GH¢668,081,493.11. The total unpaid certificates as at 31st December, 2015 amounted to GH¢ GH¢514,711,350.26. This figure includes arrears of GH¢335,451,211.23 from previous years.

The Road Fund released an amount of GH¢294,013,685.71 to pay contractors' certificates pending with the Ministry of Finance for the period ended 31st December, 2016.

The details of the releases from the Government of Ghana and the various Donors are as shown below in Tables 5, 6 & 7.

Table 5: Summary of Funds Released

	4TH QUARTER 2016	CUMULATIVE FOR THE YEAR
Recurrent Expenditure:	GH¢	GH¢
Item 1 – Compensation – Salaries & Wages	5,274,369.33	21,674,456.94
Item 2 – Goods & Services		
Item 3 – Salary Related Allowances		
Item 4 – Investment:		
Routine Maintenance	14,829,033.55	122,941,364.48
Periodic Maintenance & Minor Works	276,692,122.34	301,916,754.32
Consultancy – Road Fund/ Training		
Fuel for Monitoring		
Ferries (Senchi & Ada)	450,000	1,064,765.60
Supervision & Data Collection (Rd Cond. Survey)	-	3,117,649.44
GHA Units	1,990,000	1,932,319.14
Release for Tolls Operation	5,463,943.40	19,062,307.26
Axle Load and weighing Management	2,190,423.37	4,203,372.31
Compensation	4,000,000.00	4,000,000.00
Capital/Investment		
GOG Contributions (both current & arrears)		668,867,858.16
DONOR:	(US\$)	(US\$)
EU	985,151.16	16,245,950.24
IDA/WATTFP	0.00	116,007.89
AfDB	502,964.49	9,009,434.68
TSP	4,707,396.00	17,077,136.00
BRAZIL	0.00	38,573,720.28
TOTAL	6,195,511.65	81,022,249.09

Source: GHA Finance Division December 2015

Table 6: Approved Budget & Releases as at the end of Year 2016

Expense Item	Budgets GH¢		Receipts/Releases GH¢			GH¢	GH¢
	Approved	Revised	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Cum. releases
Personnel Emoluments	22,442,466		5,552,167	5,509,266.1	5,338,654.4	5,274,369.3	21,674,457
Goods and Services	148,795		-				-
Total	22,591,261	-	5,552,167	5,509,266	5,338,654	5,274,369	21,674,457
Development							
- GoG***	689,586,909	-	11,214,909	798,447,681		668,081,493	1,477,744,083
- Donor*	144,713,631		41,100,985	75,796,571	68,532,496	23,769,080	209,199,132
(AB Fund Oil Revenue)			-				
Total	834,300,540	-	52,315,894	874,244,252	68,532,496	691,850,574	1,686,943,215
Maintenance							
- Periodic (Road Fund)	2,933,464		2,668,362.9	8,437,091.8	14,119,177.3	276,692,122.3	301,916,754
Road Fund Arrears as 31st Dec 2016	89,318,731		15,234,082.1				15,234,082
- Routine (Road Fund)	71,616,536		11,703,564.1	58,946,813	37,461,954.0	14,829,033.6	122,941,364
**Others			3,167,003.2	7,987,621	6,118,474.2	7,903,943.4	25,177,041
Total	163,868,731	-	32,773,012	8,437,092	14,119,177	276,692,122	465,269,242
Maintenance (Donor)							
Periodic Maintenance							-
Traffic M'gt & Road Safety Activities							
Internal Generated Fund (IGF)	4,540,633		142,427	2,295,996	2,976,958.9	1,909,140	7,324,522
Total	4,540,633	-	142,427	2,295,996	2,976,959	1,909,140	7,324,522
Grand Total	1,025,301,166	-	90,783,501	890,486,605	90,967,286	975,726,206	2,181,211,436

* For List of Donors, please refer to Table: 5

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

*** Please refer to page 14 of the report for details

Source: GHA Finance Division December 2016

Table 7: Programme & Achievements as at the end of Year 2016

ACTIVITY	ANNUAL PROGRAMME		RELEASES				PHYSICAL ACHIEVEMENTS		
	KM	GH¢'Million	CONSOLIDATED FUND GH¢'Million	ROAD FUND GH¢'Million	DONOR GH¢'Million	TOTAL GH¢'Million	KM	CERTIFIED AMT GH¢'Million	%
ROUTINE MAINTENANCE				122.941				105.626	
Culvert Cleaning & Desilting (Nr.)	23,162								
Ditch/Drain Cleaning	6,960.00	67.805				0.00			
Pothole Patching & Grade High Shoulders	4,692.80								
Grass Cutting	10,674.00								
Grading	5,798.00								
SUB-TOTAL	28,125	67.81		122.94		0.00	0.00	105.63	0.00
PERIODIC MAINTENANCE									
Regravelling/Spot Improvement	16.4	2.584		6.053					
Resealing	3.5	1.710		5.021					
Partial Reconstruction	15.5	0.456	27.636	16.060				29.613	
Overlay	0.5	0.450							
Drainage Structures & Bridges		0.362		6.290					
** Others		0.100		8.172					
GHA Units		0.691		1.932					
SUB-TOTAL	35.8	6.353	27.64	43.53		0.00	0.00	29.61	0.00
REHABILITATION									
Upgrading	1.81	0.632	118.345	111.694				154.33	
Rehabilitation of Town Roads	0.50	0.209	13.862	8.206				30.43	
Arrears			54.958					109.13	
SUB-TOTAL	2.31	0.842	187.165	119.900		307.065	0.00	293.881	0.00
DEVELOPMENT									
Construction / Reconstruction	194.9				168.258	145.48		392.216	
Bridge Construction					1.00			3.954	
Others					4.314			10.913	
Arrears				280.492	282.090			468.503	
SUB-TOTALS	194.90	0.00	0.00	280.49	455.66	145.48	0.00	875.59	0.00
RECURRENT EXPENDITURE (SUB-TOTAL)	0.0	0.00	21.67						
GRAND TOTAL	28,357.85	75.00	236.48	566.86	455.66	452.55	0.00	1,304.71	0.00

****Others = Ada Ferry Operations**

Source: GHA Finance & Road Maintenance Divisions December 16

Road and Bridges Toll

Total revenue accrued from tolls as at 31st December, 2016 was GH¢63,487,140.54. This represented 10.76% increase as compared to the amount of GH¢59,080,067.40 collected for the same period as at December, 2015.

The recorded increase of GH¢4,407,073.14 was due to the cash collection exercise at some of the Toll stations as well as monitoring activities and increase in vehicular traffic.

Point of Sale (POS) DEVICE

The use of Point of Sale (POS) device was introduced in May 2015 on pilot basis at two toll stations namely Ayi Mensah and Dodowa. This resulted in 12.60% an increase in revenue and 11.86% reduction in operating cost as compared to the manual tickets, as shown in Table 8 below.

Currently, the cost of manual ticket to revenue is 24.34% whilst that of the thermal roll (for POS) is 4%, a strong justification for the use of the POS.

In view of this positive development, The POS devices have been deployed at Ayi Mensah, Dodowa, Afienya and Tsopoli toll stations. There is a planned program to deploy the POS at some selected toll stations by the end of the first quarter of 2017.

Table 8: Cost of Operation & Cost Analysis – From May to July 2016

Station	Total Cost Of Manual Tickets = A	POS – Thermal Rolls	POS – Management Fees	POS – Total Operating Cost = B	Difference In Operating Cost C = A - B	% Of Cost To Revenue - Manual	% Of Cost To Revenue – POS
Ayi Mensah	105,424.34	47,484.00	10,500.00	57,984.00	47,440.34	24.34	13.39
Dodowa	147,422.90	62,323.00	10,500.00	72,823.00	74,599.90	24.34	12.03
Total	252,847.24	109,807.00	21,000.00	130,807.00	122,040.24	24.34	12.60

Source: GHA Finance Division December 16

Table 9: Comparative Toll Revenue Performance (Actual & Budget, 2016 & 2015)

Toll Revenue Type	Budget Jan. – Dec., 2016 GH¢	Actual Collection, Jan. – Dec., 2016 GH¢	Percentage Achieved, Jan. – Dec., 2016 %	Actual Collection, Jan. – Dec., 2015 GH¢
Revenue from manual toll stations	43,548,174.25	39,780,950.43	91.35	35,730,108.33
Revenue from Ada Ferry	90,000.00	43,788.50	48.65	53,192.50
SUB-TOTAL	43,728,174.25	39,824,738.93	91.07	35,783,300.83
Revenue from automated toll stations	22,704,012.00	23,706,190.11	104.41	23,349,959.07
GRAND TOTAL	66,342,186.25	63,530,929.04	95.76	59,133,259.90

Source: GHA Finance Division December 16

Audited Accounts

Audited Financial Statement for 2015 was approved by the Board and submitted to Audit Service, Ministry of Finance and State Enterprise Commission.

CHAPTER THREE

3.0 Road Condition Mix for Year 2015

All together 13,416.9km of Paved and Gravel roads surveyed were classified into Good, Fair and Poor conditions.

For both paved and gravel surfaced roads, the length of road in Good condition were 7,618.5km representing 57% of the 13,416.9km network surveyed. 4,838.4km or 36% were in Fair condition, while those in Poor condition were 960km or 7% of the network surveyed.

Table 10 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 10: Trunk Road Network Statistics (Year 2015)

Region	Good		Fair		Poor		Total	
	km	%	km	%	km	%	km	%
Ashanti	774.3	49%	683.3	43%	125.4	8%	1,583.0	100%
Brong Ahafo	942.7	48%	783.4	40%	243.3	12%	1,969.4	100%
Central	392.8	35%	629.1	56%	107.4	10%	1,129.3	100%
Eastern	298.7	26%	685.3	59%	176.3	15%	1,160.3	100%
Greater Accra	263.8	64%	149.4	36%	0.0	0%	413.2	100%
Northern	1,875.4	74%	609.5	24%	60.2	2%	2,545.1	100%
Upper East	424.1	75%	138.9	25%	0.0	0%	563.0	100%
Upper West	573.0	56%	389.6	38%	67.0	7%	1,029.6	100%
Volta	1,204.8	87%	162.4	12%	20.5	1%	1,387.7	100%
Western	868.9	53%	607.5	37%	159.9	10%	1,636.3	100%
Total	7,618.5	57%	4,838.4	36%	960.0	7%	13,416.9	100%

Source: GHA Road Maintenance Division December 2016

3.1 Road Network Condition 2010-2015

The 2015 road condition report makes comparison with the reports of 2010 – 2014. The length of roads in good condition has been increasing steadily from 3,865km (29%) in 2010 to 7,618.5 (57%) in 2015. This trend predicts a linear pattern of an annual increase of 5.7% giving a positive variance of 5.7. To maintain or increase this positive growth, annual maintenance intervention has to be kept steady, to increase the good condition of the trunk roads in the country.

Table 11: Comparison of the Surveyed Road Surface Network Condition 2010-2015

YEAR	GOOD		FAIR		POOR		TOTAL
	Length (km)	(%)	Length (km)	(%)	Length (km)	(%)	Length (km)
2010	3,865	29	5,841	44	3,556	27	13,262
2011	4,566	34	3758	28	5,019	38	13,343
2012	6,184	46	4412	33	2,882	21	13,478
2013	6,490.10	52	4,271.40	34	1,776.50	14	12,538
2014	7,128.53	52	5,452.09	39	1,256.80	9	13,837
2015	7,618.5	56.8	4,838.40	36.1	960	7.2	13,416.9

Source: GHA Road Maintenance Division December 2016

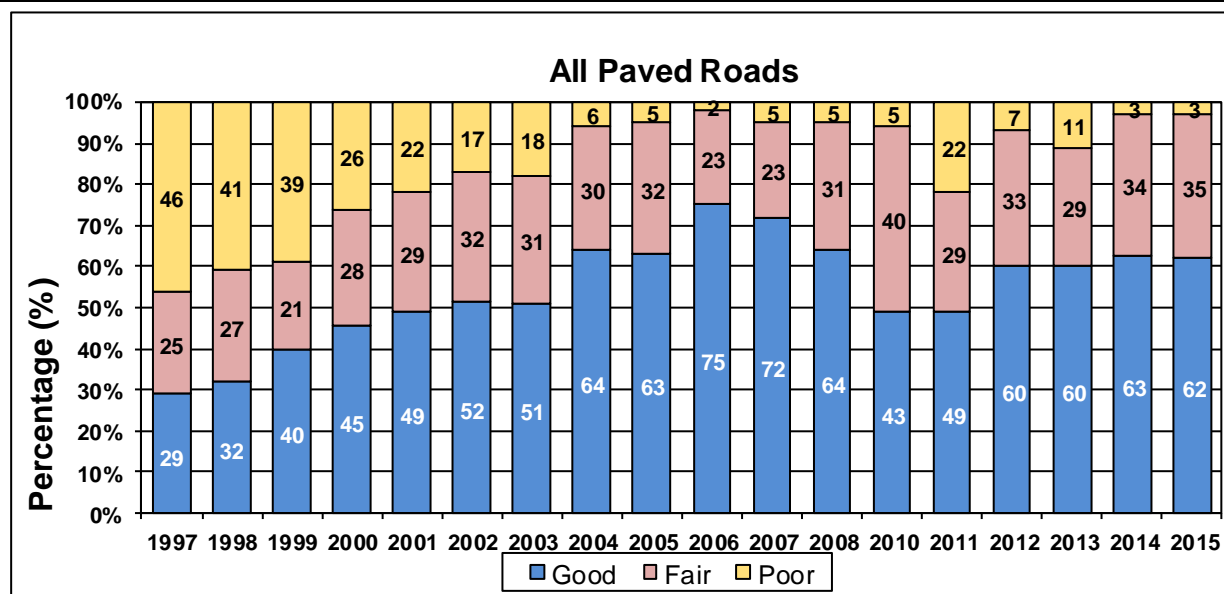
Table 12 and figure 3 also show the progression of road surface condition for both paved and unpaved roads for the period 1997-2015.

Table 12: Condition Mix of Paved & Unpaved Road Network Condition from 1997 to 2015

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
2015	7,618.50	57	4,838.40	36	960	7	13,416.90	100

Source: GHA Road Maintenance Division, December 2016

Figure 3: Graphical presentation of 2015 Road Condition Mix for Paved & Gravel Roads

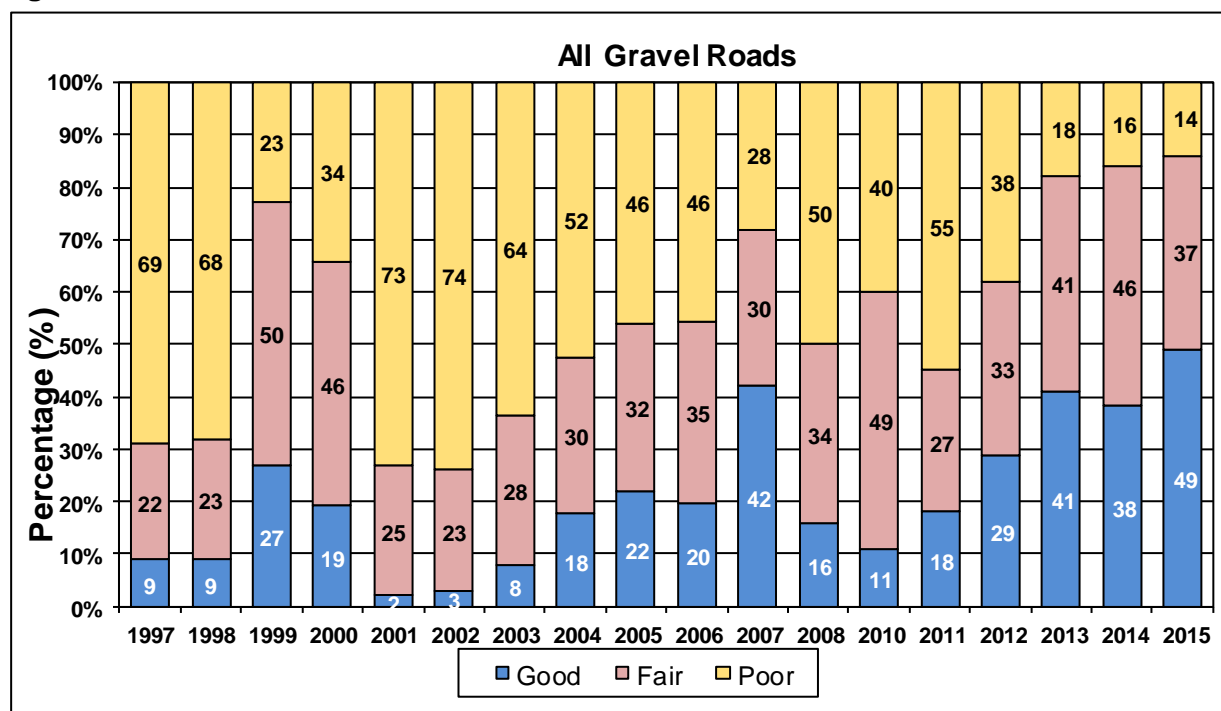


Source: GHA Road Maintenance Division, December 2016

3.2 Comparison of Gravel Roads Network Condition 2010 – 2015

The length of the gravel roads surveyed in the year 2015 was about 5,655.10km compared with 6,274.90km in 2014, 5,457km in 2013, 6,116km in 2012, 6,194km for 2011 and 5,794km in 2010. It can be observed from Table 8 that there has been a steady increase in good gravel roads, some increase in those in fair condition as well as reduction in roads in poor condition. Figure 4 and Table 13 shows the progression of Gravel Road Network Condition from 1997 and 2015

Figure 4: Road Condition Mix for Gravel Roads Network of 1997- 2015



Source: GHA Road Maintenance Division, December 2016

Table 13: Gravel Roads Network Condition from 1997 to 2015

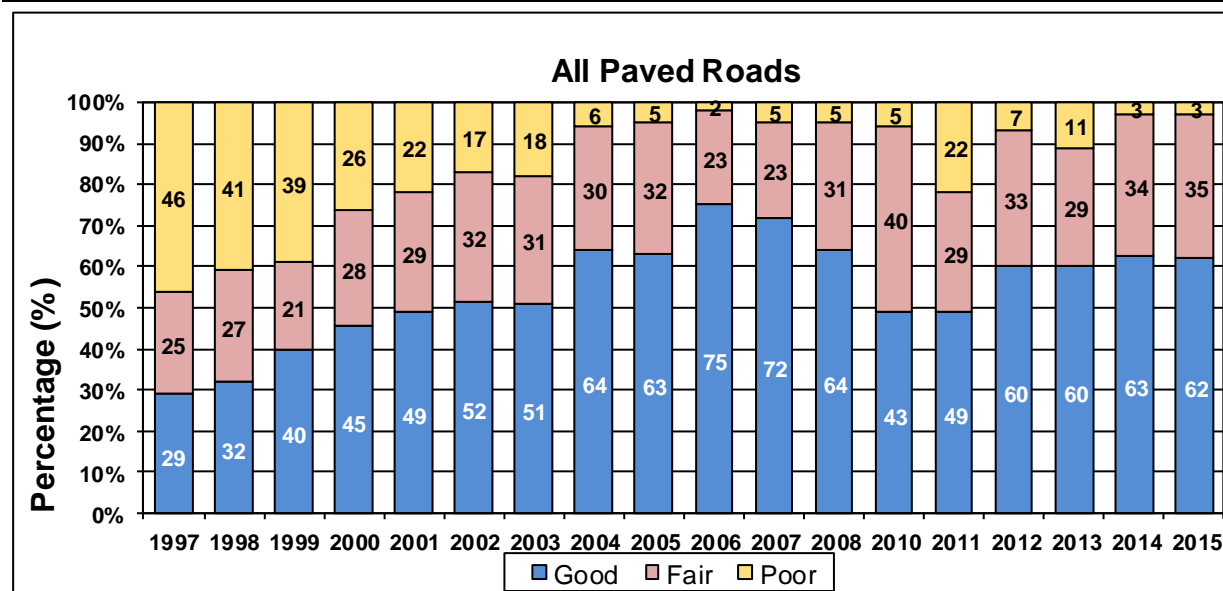
YEAR	GOOD		FAIR		POOR		TOTAL	
	Km	%	Km	%	Km	%	Km	%
1997	690.00	9.00	1,687.00	22.01	5,290.00	69.01	7,666.00	100
1998	672.00	9.00	1,716.00	22.99	5,075.00	68.00	7,463.00	100
1999	2,016.00	27.01	3,732.00	49.99	1,717.00	23.00	7,465.00	100
2000	1,211.00	19.21	2,926.00	46.41	2,169.00	34.40	6,305.00	100
2001	139.00	2.10	1,631.00	24.70	4,828.00	73.11	6,604.00	100
2002	198.00	3.10	1,468.00	23.00	4,717.00	73.90	6,383.00	100
2003	450.00	8.00	1,598.00	28.40	3,579.00	63.60	5,627.00	100
2004	998.00	17.80	1,671.00	29.80	2,938.00	52.40	5,607.00	100
2005	1,280.00	22.01	1,861.00	32.00	2,675.00	45.99	5,816.00	100
2006	1,191.10	0.00	2,123.40	0.00	2,784.20	0.00	6,098.70	100
2007	2,347.00	41.93	1,670.00	29.84	1,581.00	28.25	5,597.00	100
2008	894.00	15.83	1,911.00	33.85	2,841.00	50.32	5,646.00	100
2010	629.00	10.86	2,828.00	48.81	2,336.00	40.32	5,794.00	100
2011	1,088.00	17.57	1,696.00	27.38	3,410.00	55.05	6,194.00	100
2012	1,759.00	28.76	2,011.00	32.88	2,347.00	38.37	6,116.00	100
2013	2,229.00	40.85	2,248.00	41.19	980.00	17.96	5,457.00	100
2014	2,398.97	38.23	2,870.43	45.74	1,005.50	16.02	6,274.90	100
2015	2,792.6	49.38	2,103.4	37.19	759.1	13.42	5,655.10	100

Source: GHA Road Maintenance Division, December 2016

3.3 Comparison of Paved Roads Network Condition 2010 – 2015

The length of the paved road network (Asphaltic concrete surface, bituminous surface treated and rigid pavements) surveyed in 2015 is about 7,742.52km as against 8,123.82km in 2014, 7,080.00km in 2013, 7,323.00km in 2012, 7,149.00km in 2011 and 7,424km in 2010. Table 14 and figure 5 show the progression of the condition of the Paved Road Network Condition from 1997 to 2015.

Figure 5: Road Condition Mix for Paved Roads Network of 1997- 2015



Source: GHA Road Maintenance Division, December 2016

Table 14: Paved Roads Network Condition from 1997 to 2015

YEAR	GOOD		FAIR		POOR		TOTAL	
	Km	%	Km	%	Km	%	Km	%
1997	1,824.00	29	1,572.00	25	2,893.00	46	6,289.00	100
1998	1,934.00	32	1,632.00	27	2,478.00	41	6,044.00	100
1999	2,387.00	40	1,253.00	21	2,328.00	39	5,968.00	100
2000	2,172.00	45	1,373.00	28	1,271.00	26	4,816.00	100
2001	2,581.00	49	1,516.00	29	1,149.00	22	5,246.00	100
2002	2,890.00	52	1,777.00	32	922.00	17	5,589.00	100
2003	2,822.00	51	1,711.00	31	963.00	18	5,501.00	100
2004	3,404.00	64	1,622.00	30	309.00	6	5,335.00	100
2005	3,168.00	63	1,632.00	32	253.00	5	5,361.00	100
2006	4,209.70	75	1,274.10	23	138.60	2	5,622.40	100
2007	3,995.00	72	1,302.00	23	288.00	5	5,585.00	100
2008	3,802.00	64	1,860.00	31	309.00	5	5,948.00	100
2009	3,191.00	43	3,013.00	40	1,220.00	16	7,424.00	100
2010	3,478.00	49	2,062.00	29	1,609.00	22	7,149.00	100
2011	4,386.00	60	2,401.00	33	535.00	7	7,323.00	100
2012	5,667.00	8	667.00	1	66,778.00	91	73,112.00	100
2013	4,278.00	60	2,043.00	29	759.00	11	7,080.00	100
2014	5,093.36	63	2,773.16	34	257.30	3	8,123.82	100
2015	4806.6	62	2735.0	35	200.9	3	7,742.52	100

Source: GHA Road Maintenance Division, December 2016

CHAPTER 4

4.0 Projects & Achievements

4.1 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.

4.1.1 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:

- The Assessment Study to Implement Output and Performance Based Road Contracts for the Upgrading of Tatale-Zabzugu-Yendi-Tamale Road(Section R201) 165.8Km,
- Zabzugu-Nakpali-Bimbila Road(Section R27/01) 73.6Km
- Selected Feeder Roads in the Brong Ahafo, Northern, Upper East and Upper West Regions

4.1.2 Contract Agreement

During the course of 2016, Contract Agreements were signed for the following Services

- Construction of Bridge Over River Pra Along Twifo Praso-Dunkwa Road 175Km (Lot 7)
- Transaction Advisory Services for Public Private Partnership For the Upgrading of the Accra-Tema Motorway Project
- Transaction Advisory Services for Public Private Partnership for the Feasibility Study and follow-up procurement activities for the Accra- Takoradi Road.

4.1.3 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 15 below.

Table 15: Number and Fund Sources for Services.

Funding Source	Number of Projects
GoG	1
AfDB	3
World Bank	3
JICA	2
BRAZILIAN	3
DANIDA	3
PPP	3
Total	18

Source: GHA Planning Division, December 2016

4.1.4: Missions from Development Partners

Table 16: World Bank Missions

Project	Date	Remarks
Transport Sector Improvement Projects (TSIP)	January 27-29, 2016 November 20-30, 2016	The aim of the mission was a preparatory meeting for Tamale Yendi-Zabzugu- Tatale road. Undertake all the necessary reviews of the final preparation activities Agree on the project implementation arrangement

Source: GHA Planning Division, December 2016

Table 17: JICA Missions

Project	Date	Remarks
Project For The Improvement Of The Motorway Roundabout	November 1-15, 2016	Mission was to explain the contents of the Draft Final Report and Environmental studies which is the 2 nd Stakeholders Forum.
Consulting Services For The Construction Of A New Bridge Across The Volta River On The Eastern Corridor Project	November 21 -25 2016	To provide procurement assistance this focused on impartial, transparent and efficient selection of consultants.

Source: GHA Planning Division, December 2016

Table 18: Public Private Partnership Missions

Project	Date	Remarks
Public Private Partnership (PPP)	31 August - 9 September 2016	Review of on-going projects under (PPP)

Source: GHA Planning Division, December 2016

Table 19: Details of Consultancy Services

2016 FOURTH PROGRAMMES/ PROJECTS- PLANNING									
Item	Contract Description	Contract/ Supplier/ Consultant	Services Contract In Dollar Amount (\$)	Services Contract In Ghana Cedis (GHS)	Date Signed Mm/dd/yr	Contractual Start Date Mm/dd/yr	Contractual Completion Date Mm/dd/yr	Extended Completion Date Mm/dd/yr	Remarks
PROJECTS ON TSP									
1	Construction Supervision of Rehabilitation of Ayanfuri- Asawinso Road (Lots 1)	GHA	\$ 20,694,136.81	GHC 13,641,596.55	1/10/2013	15/02/12	1/4/2015	31/12/2016	Progress of works as at November 2016, Lot1 96.03% achieved as against 99.28%. GHA took over as the consultant on the project on 1st August 2016. The consultant is preparing for a new schedule since the completion date will be
2	Construction Supervision of Rehabilitation of Ayanfuri- Asawinso Road (Lots 2)	GHA	\$8,440,000	GHS 29,300,000.00	1/11/2013	15/02/13	1/5/2015	31/12/2016	Progress of works as at August 2016, Lot2 95.46% achieved as against 98.9%. Contractor is facing compensation problem
PROJECTS ON ALTTP									
3	Consultancy Services for the Supervision of Rehabilitation of Agona Junction- Elubo road. Lot1	K2 and Associate, Inc.	\$22,168,060.23	GHC 15,215,000.00	15/08/2012	24/08/2012	08/01/2015 [*]		The substantial completion date was held on 17th November 2016.
4	Consultancy Services for the Supervision of Rehabilitation of Agona Junction- Elubo road. Lot2	K2 and Associate, Inc.	\$20,380,000	GHC 29,925,000.00	15/08/2013		6/10/2015		The substantial completion date was held on 18th November 2016.
5	Consultancy Services for the Supervision of Rehabilitation of Agona Junction- Elubo road. Lot3	K2 and Associate, Inc.	\$22,090,000	GHC 15,869,000.00	15/08/2014		6/11/2015		Project is completed on 25/04/16. Project is in defect liability period.
6	Construction of Anyaado Rest Stop	Bans Consult		GHC 323,809,250.00	15/03/13				The project is ongoing. As at the end of May 2016 the contractor has completed substructure. Which is about 30% of the work done. The project is lacking funds.

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 suspended the works or construction.
14	Rehabilitation of Benchema- Adwufia Road								An ORIO Team visited Ghana for discussion on the way forward. GHA has written to MOF through MRH to facilitate the process to sign the loan agreement and source for additional funds for the construction supervision services.
15	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						
BRAZILLIAN FUNDED PROJECT									
16	Lot 5: Oti Damango- Bimbilla- Yendi Road	Associated Consultant	\$113,492,000			3/2/2014			Consultancy services is ongoing.
17	Lot 6: Yendi- Sakrogu- Nakpanduri Road	Associated Consultant				3/3/2014			Contractor is facing cash flow problems .
18	Consultancy Services For Consultancy Supervision Of Bolgatanga- Bawku- Polmankon Highway Including Bawku Bypass- 109KM								The contractor Queiroz Galvao went on site on 5th September 2016. Precommence meeting was held on 20 July 2016. Procurement for Consultant is in process.
PUBLIC PRIVATE PARTNERSHIP									
19	Accra - Tema Motorway Expansion	Messrs Roughton International		GHS 1,811,371.88 Phase 1 (Feasibility Studies) and GHS 266,916.88 Phase 2 (Procurement of Investors)		4/9/2016	1/1/2019		Transaction Advisory(TA) has been procured. Kick-off meeting was signed on 25th August 2016. An inception presentation was presented the Consultant on 28th September 2016. A Strength, Weakness, Opportunity and Treats (SWOT) analysis was also organised on 29th November 2016.
20	Accra - Kumasi Dualisation Project	Messrs PWC							The Consultant for the Transaction Advisory services has completed the Feasibility studies with recommendations to the Ministry Of Roads and Highway and GHA for further action.
21	Accra- Takoradi Dualisation Project	Feedback /GIBB	\$ 3,574,796.28						Transaction Advisory(TA) procured Messr Feedback/GIBB as consultant. The contract was signed for services on 23rd December 2016. The kick off meeting fixed for 16th January 2017.
22	Missions from Development Partners World Bank Missions								There was two Mission within the fourth quarter from JICA & TSIP. The mission started from 1- 15 November 2016 on 21- 25 November 2016 on another project (JICA) and October 10- 14 2016(TSIP).

PROJECT ON JICA									
23	Construction of a New Bridge Across the Volta River on the Eastern Corridor Project	Central Consultant Inc. & Oriental Consultants			8/9/2014				The loan agreement was signed on 5th December 2016 between Government of Ghana and JICA at the at Ministry of Highways (MRH).
24	Project For The Improvement of the Tema Motorway Roundabout	CTI Engineering International Co. Ltd							JICA submitted the draft final engineering report in August 2016.GHA reviewed the report in November. In March 2017 JICA will submit the final design report. Works will start in 2018 but for the interim Meridian Port Services is constructing slip roads.
PLANING DIVISION									
25	Transportation Economy	GHA Planning Division							During the third quarter the section prepared the latest revision of the 2016 road fund budget for GHA. The total amount for the budget was GHS 75M.
26	Transport Sector Improvement Project (TSIP)	GHA Planning Division							The Unit evaluated three firms for the Tamale Yendi-Zabzugu-Tatale road. The report has been sent to World Bank for "no objection."

Source: GHA Planning Division, December 2016

4.2 Development Projects

The approved programme for the year covers the construction of 194.90Km of trunk roads at an estimated cost of Forty - Six million, Six Hundred and Eight Thousand, Six Hundred and Sixty – One Ghana Cedis, Eighty – Two Pesewas (GH¢46,608,661.82)

4.2.1 New Projects

Table 20 gives the list of project that commenced in the year under review.

Table 20: Projects Awarded in Year 2016

NO.	PROJECT	AWARD DATE	COMMENCEMENT DATE
1	Slope Repairs and Protection on the Ayi Mensah – Peduase Lodge – Aburi Road –Design and Build Contract.	17-Dec-15	16-Jan-16
2	Rehabilitation of Apedwa - Bunsu Road	5 –Jul – 16	2-Sep-16
3	Construction of Wa – Walewale Road (57Km)	1-Aug-16	12-Sep-16
4	Reconstruction of Nkwanta - Dambai Road (50.0Km)	2-Aug-16	2-Sep-16
5	Reconstruction of Nkwanta - Oti Damanko Road (Km 50.3 - 62.3)	29-Jul-16	2-Sep-16
6	Reconstruction of Kete Krachi – Kpandai – Nakpanyili Road (Km 51 – 88) and Kpandai Town Roads (3Km)	29-Jul-16	12-Sep-16
7	Rehabilitation of Ofankor – Nsawam Dual Carriage Road (33.4Km)	28-Jul-16	14-Sep-16
8	Upgrading of Tumu - Han - Lawra Road (Km 0-60)	1-Aug-16	10-Aug-16
9	Reconstruction of Kete Krachi – Kpandai – Nakpanyili Road (Km 88 – 123) & Wulensi Town Roads (3 - 38Km)	6-Sep-16	3-Oct-16
10	Sectional Repairs of & Asphaltic Concrete Overlay Abuakwa Tepa Junc (20km)	16-Sept-16	04-Oct-16
11	Rehab. of Kumasi-Sunyani Rd (Sunyani- Duayaw Nkwanta Section) 35km	03-Nov-16	28-Feb-17

Source: GHA Contracts Division, December 2016

4.2.2 Completed Projects

The following projects Final taking over inspections and substantial taking over inspections were conducted during the year under review the details of the projects are as shown in Table 21.

Table 21: Projects Completed and Handed Over

No.	Project	Status	Source of Funding
1	Eastern Corridor Road Projects – Lot 3 – Dodo Pepesu – Nkwanta (47km)	Final Taking Over Inspection.	European Union (EU)
3	Construction of Fufulso – Sawla Road Project (147.50km) Lot 2: Larabanga – Sawla Road (67.5km)	Final Taking Over Inspection.	African Development Bank (AfDB)
4	Reconstruction of Fufulso Sawla Road Project (147.5km) Lot 1: Fufulso – Larabanga Road (80km)	Final Taking Over Inspection.	African Development Bank (AfDB)
5	Construction of Ho - Fume Road (km 0-7) and (km 28.7-40.1)	Substantial Taking over Inspection held on 17 th February, 2016.	Government of Ghana (GOG)
6	Agona Junction-Elubo Lot 3 (80-110km)	Substantial Taking over Inspection held on 13 th April 2016.	IDA
7	Agona Junction-Elubo Lot 1 (0-30km)	Substantial Taking over Inspection held on 16 th November 2016.	IDA
8	Agona Junction-Elubo, Lot 2 (30-80km)	Substantial Taking over Inspection held on 7 th December 2016.	IDA
9	Adomi Bridge	Substantial Taking over Inspection held on 17 th November 2016.	GOG

Source: GHA Contracts Division, December 2016

4.2.3 Land Acquisition and Compensation Assessment

The Ghana Highway Authority pays compensation in accordance with Article 20 (2) of the 1992 Constitution and the State Lands Act 1963, Act 125 which set out modalities used in the acquisition of properties etc.

All assessments are jointly undertaken by the GHA Valuation Section and the Lands Commission as required by law.

As of 31st December, 2016, assessment and payment made as regards compensation on Forty – Five (45) road projects are as provided in the table below;

Description	No. of PAPS	Approved/ Estimated Values (Gh¢)	Part Payment Made (Gh¢)	Balance To Be Paid
Compensation in respect of (Buildings/Structures, Crops/Farms, Bare Lands)	16,152	77,004,673.07	33,601,142.49	43,403,530.58

Source: GHA Contracts Division, December 2016

4.2.4: 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.

4.3 Ongoing Bridge Projects

- ❖ 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.

Contractor: M/S Mallam Issah Ishaku & Bros Ltd

Contract Value: GH¢2,584,437.66

Award Date: 6th October, 2011. Progress is 80%.

Lot 2. Construction of Steel Bridge over River Kudage on the Sombisi – Tantali Road- 35m Span.

Contractor: M/S Bachest Ghana Ltd

Contract Value: GH¢2,313,369.93

Award Date: 6th October, 2011. Progress is 76%.

Lot 3. Construction of Steel Bridge over River Gongonwu on the Tantali –Tuvuu Road- 35m Span.

Contractor: M/S Mawums Ltd

Contract Value: GH¢3,003,261.33

Award Date: 6th October, 2011

Progress is 100%. Final completion inspection was conducted in March, 2015

Lot 4. Construction of Steel Bridge over River Gongonwu on the Tuvuu- Yikpabongo Road- 70m.

Contractor: M/S Jiangxi Zhongmei Eng. Const. Co. Ltd

Contract Value: GH¢4,464,741.68

Award Date: 8th January, 2011

The initial location of the bridge was changed due to accessibility problems. The Contractor has written to GHA to discontinue the construction of the bridge. The bridge has been relocated to Nalerigu on the Karaga – Gushiegu – Nalerigu road in the Northern Region. Reconnaissance survey of the proposed location has been undertaken. GHA is waiting for the release of funds to commence the detailed studies. A new Contractor will have to be sourced after the completion of the detailed Engineering studies at the proposed location

Lot 5. Construction of Steel Bridge over River Kulpawn on the Luari-Jadima Road- Span is 140m.

Contractor: M/S China Zhong Hao Ltd

Contract Value: GH¢6,910,533.70

Award Date: 6th October, 2011

Progress is 24%. The Contractor has suspended works due to lack of payment.

Lot 6. Construction of Steel Bridge over the White Volta River at Mishuo. (Steel bridge of total span 210m)

Contractor: M/S Tass Kalia Ent. Ltd

Contract Value: GH¢20,965,811.09

Award Date: 4th May, 2016. The Contractor is mobilizing to commence works

Lot 7. Construction of Bridge over River Pra at Twifo Praso.

A new bridge is to be constructed at Twifo Praso in order to separate vehicular traffic from rail traffic. It is a 175m span bridge comprising a steel section of 105m and a reinforced concrete section of 70m

Contractor: M/S China Railway No.5 Engineering Company

Contract Value: GH¢28,176,797.57

Award Date: 4th May, 2016. The Contractor is currently undertaking ground investigation.

- ❖ ***Construction of Toll plaza, office block at Akim Sekyere on the Anyinam-Nkawkaw Road.*** Progress is 97%.

Contractor: M/S Sambrain Tricosal Co.Ltd

Contract Value: GH¢3,013,934.95

Award Date: 19th July, 2012

Substantial Taking over Inspection was undertaken on 29th December, 2015. Project is in Defects Liability Period.

- ❖ ***Construction of Toll Plaza at Badukrom on the Cape Coast – Takoradi Road.***

Contractor: M/S Ba-Iseng Ltd

Contract Value: GH¢1,408,487

Award Date: 15th February, 2012

The Contract was terminated. The Contractor is back at site and works are ongoing.

- ❖ ***Rehabilitation of Adomi Bridge.***

Contractor: M/S Bilfinger MCE GmbH

Contract Value: €12,900,000.00

Award Date: 16th May, 2012

Possession of site for the commencement of works at site was given to the Contractor on 10th March, 2014. Progress is 100%. Substantial Taking over Inspection was undertaken on 7th December, 2015. Project is in Defects Liability Period

- ❖ ***Construction of six bridges in Northern Ghana funded by Danida.***

The list of the bridges to be constructed under this project is as follows:

Bridge No. 1 – Kulungugu – Upper East Region – 100m

Bridge No. 2 – Garu (2no.) – Upper East Region – 100m

Bridge No. 3 – Doninga – Upper East Region – 50m

Bridge No. 4 – Sissili – Upper West – 125m

Bridge No. 5 – Ambalara – Northern Region – 75m

Bridge No. 6 – Kulun - Upper West – 100m

The design of the above bridges was undertaken by ***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. Pre-qualification of Contractors is in progress and will end on 20th January, 2017.

- ❖ ***Construction of bridge over the Volta River at Volivo and Dufor Adidome.***

The Project consists of 540m long cable stayed bridge to be constructed over the Volta River. The bridge will have three spans (130m, 280m, and 130m). The project will enhance the

capacity of the Eastern corridor roads and provides an alternative route across the Volta River apart from the Adomi Bridge. The loan agreement was approved by Parliament on 2nd November, 2016 and the loan agreement was signed on 30th November, 2016 between Government of Ghana and the Japanese Government. The amount of the loan facility is US\$100 million (11,239 billion Yen). As part of the project 70km new road will have to be constructed from Asutsuare junction through Volivo to Asikuma junction. The road project will be funded by the African Development Bank (AfDB)

❖ ***Construction of ramps to existing six (6) Foot bridges on the George Bush Motorway – (N1).***

Drawings for the ramps to the six Foot bridges have been completed. The Contractor has suspended works due to lack of payment.

❖ ***Construction of Two (2) 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 Six (6) Foot bridges on the Madina – Pantang road.***

The Contractor has suspended works due to lack of payment and site constraints.

❖ ***Rehabilitation of the Dunkwa Bridge.***

Contractor: M/S Syndicated Capital Ltd

Contract Value: GH¢ 1,920,104.09

Award Date: 26th September, 2016. The Contractor is mobilizing to site.

❖ ***Rehabilitation of the Nasia Bridge on the Tamale – Bolgatanga road.***

Contractor: M/S Logistics Services Ltd

Contract Value: GH¢ 1,650,462.85

Award Date: 26th September, 2016. The Contractor is mobilizing to site.

❖ ***Rehabilitation of the Pwalugu Bridge on the Tamale – Bolgatanga road.***

Contractor: M/S Logistics Services Ltd

Contract Value: GH¢ 1,796,080.45

Award Date: 26th September, 2016. The Contractor is mobilizing to site.

❖ ***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

❖ ***Underwater Investigation of the Ankobra and the Lower Volta Bridge bridges foundation***

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 forwarded to Ministry of Roads & Highways for approval.

❖ ***Replacement of existing bridge over River Luwhe.***

Contractor has submitted design drawing to GHA for review. Comments from the review of the design drawings have been forwarded to the Contractor for modification.

❖ ***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 dollars but has been asked to resubmit quotation in Ghana Cedis. Messrs Mageba is yet to submit quotation.

Construction of two lane underpass to link Spintex and East Legon

Review of Technical and Financial proposal submitted by M/s Sonitra Ltd has been completed. Request for approval to award the contract has been made to the Ministry of Roads and Highways.

4.3.1 Bridge Maintenance Unit – Activities

- ❖ Repair of Yensiso Bridge. Progress is 60%
- ❖ Erection of Bailey bridge over River Mogla at Nakpali. Progress is 100%. The project was completed within the fourth quarter
- ❖ Repair of Steel Truss Bridge over River Brim at Akim Oda. Progress is 100%. The project was completed within the fourth quarter
- ❖ Repair of Kulungugu Bridge. Progress is 60%.

4.3.2 Consultancy Services for the Inventory and Condition Survey of Ghana Highway Authority Bridges

The project has been divided onto four lots. Procurement of Consultants has been completed. Preparation of Contract document has been completed and waiting signing.

Lot 1 will be undertaken by M/S Delin Consult

Lot 2 will be undertaken by Messrs Associated Consultants Limited

Lot 3 will be undertaken by Messrs. Comptran Engineering Planning and Associates

Lot 4 will be undertaken by Messrs. Hag Consults

4.4. Survey and Design

4.4.1 Review of Design Drawings & Reports

During the year the following designs were done in-house

- ❖ Topographic survey and Geometric design of roads for the University of Health and Allied Sciences
- ❖ Topographic survey and Geometric design for the reconstruction of KeteKrachi - Kpandai - Nyankpanyili Roads (KM 88 - 123) & Wulensi Town Roads
- ❖ Topographic survey and Geometric design for the relocation of Toll Booths locations at Ayi Mensah, Oyibi, Moree, Boankra, Atimpoku and Akrade
- ❖ Topographic survey and Geometric design for the Expansion of three (3) bridges on the Accra - Tema Motorway
- ❖ Upgrading of Eastern Corridor Road (Have - Hohoe)
- ❖ Access road to Bedmate furniture
- ❖ Drainage design of Ofankor - Nsawam Roads

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

- ❖ Construction of Bokitsi Pit Temporary Road Diversion on the IR6 (02) Road; Ayanfuri - Bogoso Road
- ❖ Reconstruction of Hohoe - Jasikan Road (KM 21+750 - 32+250)
- ❖ Partial Reconstruction of Amanful - Nyakrom - Nkum - Bremang - Asikuma (KM 10 - 23.9)
- ❖ Upgrading of AssinNyankumasi - Senchem Road (KM 10 - 25)
- ❖ Denu - Keta Junction
- ❖ Kwame Danso - Kwadwokrom (KM 20 - 60)
- ❖ Likpe - Tomome revised drawings

4.4.2 Right-Of-Way Clarification

A total of twenty (20) Right-of-way clarifications were carried out for developers along the MallamJunction- Winneba (N1), Accra - Nsawam (N6), Tema - Aflao (N1), Accra - Aburi (N4) and Accra - Tema Motorway.

The Lands Commission requested GHA to assist in the management of the Right - of - Way of trunk roads. Right - of - Way drawings were subsequently produced for the Accra - Aflao (N1), Accra - Cape Coast (N1), Accra - Aburi (N4), Accra - Kumasi (N6) and Awoshie - Pokuase.

4.5 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.

Testing of construction materials and causes of distresses on roads and structures.

- Laboratory analysis and research into the use of new materials and chemicals, to ascertain their effectiveness in the improvement of road pavement materials.
- Equipment Calibration for the Volta, Western, Eastern and Northern Regional Offices of GHA.
- Concrete Mix designs

Deflection tests were performed on the following roads:

- Pwalugu-Bolgatanga-Navrongo-Paga Road in the Upper Region
- KNUST – Suame Roundabout Road
- Pavement Evaluation of Asikumah - Have Road
- Fufulso – Sawla Road
- Ayanfuri – Asawinso Road
- Anwiankwanta – Assin Praso Road

- Agona Junction – Elubo Road Lots 1 & 2
 - Apedwa – Bunsu Road
 - Ofankor – Nsawam Road
 - Selected Arterial Roads in Greater Accra Region
 - Kumasi (Abuakwa) – Tepa Junction Road
 - Pavement Evaluation of Adansi - Asokwa Road
 - Nkumtonso town Road (by-pass) in the W/R
 - Selected Arterial Roads in Ashanti Region
 - Tamale Airport Runway and Taxi loops
 - Pavement Evaluation of Ayanfuri - Dunkwa Road
 - Kotoka International Airport
 - Agogo – Dome Road
 - Agona Junction – Elubo Road, Lots 1 & 2
 - Structural Integrity Assessment on the West Hills Mall Interchange.

Geotechnical Investigations were 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 Tested:

- Tests on bitumen samples and asphalt mixes submitted by Bitumen Marketers, Contractors and Consultants.
- Cross-checked Asphaltic Concrete mix designs for some roads in Sunyani and core density tests on some portions of Urban Roads in Accra, Tema, Takoradi and Ho Town Roads
- Asphaltic Concrete mix designs checks for Eastern Corridor Road (Asikumah Jtc – Hohoe – Jasikan Road) and core density tests on some portions of Urban Roads in Accra, Tema, Takoradi and Ho Town Roads
- Asphaltic Concrete mix designs checks for Apedwa – Bunsu Junction Road and core density tests on some portions of Urban Roads in Accra, Tema, Takoradi and Ho Town Roads

4.6 Project Preparation Activities

Various activities which pertain 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 855 certificates were vetted and passed at the close of the year 2016 which is broken down as follows;

✚ Development Projects - 121

✚ Maintenance Projects - 734

✚ 45 maintenance of toll plazas and weighbridge stations requests.

In Addition, 5 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 2016:

Table 22: Corrected Invoices on Interim Payment Certificates

Totals	Submitted Amount GH¢	Corrected Amount GH¢
1 ST Quarter	GH¢25,468,290.86 US\$1,438,403.16	GH¢24,334,688.76 US\$1,431,683.16
2 ND Quarter	GH¢105,009,700.56	GH¢90,776,474.30
3 RD Quarter	GH¢32,619,349.00	GH¢31,512,826.23
4 TH Quarter	GH¢263,160,315.77	GH¢245,104,767.74
Total	GH¢426,266,656.20 US\$1,438,403.16	GH¢391,728,756.70 US\$1,431,683.16
Savings to the GHA		GH¢34,537,899.47 US\$6,720.00

Source: GHA Quantity Surveying Division December 2016

4.7 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 23 below.

Table 23: Status of Permanent Weighbridge Stations

Town/City	Location	Strategy	Status	Remarks
1. Tema	Aflao-Elubo road (Coastal Corridor)	Corridor/cordon	Privatised	Operational.
2. Afienya	(Eastern Corridor)	Corridor/cordon	Privatised	Operational.
3. Asuoyeboah		Corridor/cordon	Privatised	Operational. Parking area required
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. Additional parking space required.
8. Bogoso	(Western Corridor)	Corridor /Hotspot	Privatised	Operational. Renovation works completed. Rehabilitation of driveway and parking area required.
9. Offinso	Tema – Paga Road (Central Corridor)	Corridor/cordon	Privatised	Operational. Equipment to be upgraded. Additional Parking area required.
10. Boankra	Tema – Paga Road (Central Corridor)	Corridor/cordon	-	Operational.
11. Akatsi	Aflao-Elubo road (Coastal Corridor)	Corridor	Privatised	Operational. Parking area and driveway to be rehabilitated.
12. Mim		Hotspot	Privatised	Operational.
13. Sefwi Bekwai		Hotspot	Privatised	Operational.
14. Asokwa		Corridor	Privatised	Operational. Renovation works on-going
15. Jema	Tema – Paga Road (Central Corridor)	Corridor	Privatised	Operational.
16. Sawla	Fulfusu-Sawla	Corridor		Operational.
17. Damango	Wa-Sawla	Corridor		Operational.

Source: GHA Plant & Equipment Division December 2016

Mobile Vans

Five (5) out of the eight (8) Mobile Weighing Vans were functional during the year under review. These vans operated in the Ashanti, Upper East, Western and Greater Accra Regions. The remaining three (3) weighing vans were malfunctioned due to faulty vehicle and equipment parts.

High Speed Weigh In Motion (HSWIM)

Eleven (11) HSWIM systems have been installed at the following sites: Tema, Dawa, Nsawam, Elmina, Bolgatanga, Agona Junction, Boankra, Akom, Ngleshie Amanfrom, Sawla and Damango. Seven (7) out of the eleven (11) sites were functional during the year under review. The remaining four (4) sites require replacement of the sensors which has been programmed for in our 2017 programme.

Portable Weighing Scales

A total of three portable scales were procured during the year under review to replace outmoded portable scales. The scales were deployed at Doboro, Juapong and Adidome for 24-hour monitoring of axle loads on the Ofankor - Nsawam, Asikuma - Ho and Sogakope - Adidome Roads respectively.

Axle Load Control at the Ports

The axle weighers and portable weighing pads located at the Tema and Takoradi Ports were operational during the reporting period. 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

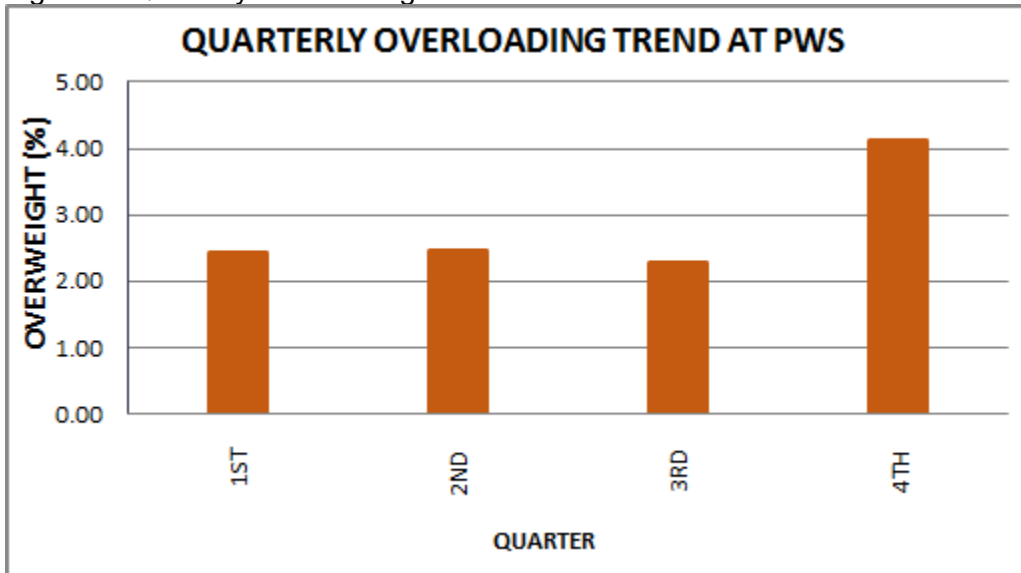
A Database System has been installed at fourteen (14) operational stations and the Head office. The Database System facilitates the compilation of data at the axle load stations and reporting in general.

4.7.1 Statistics from the Axle Load Stations

Figure 6 shows the quarterly overloading trends of the year 2016. The data analysis was based on gross weights of vehicles weighed at all the permanent weighbridge stations. The analysis showed a sharp increase from an average 2.28% in the third quarter of 2016 to an average 4.11% during the fourth quarter of 2016.

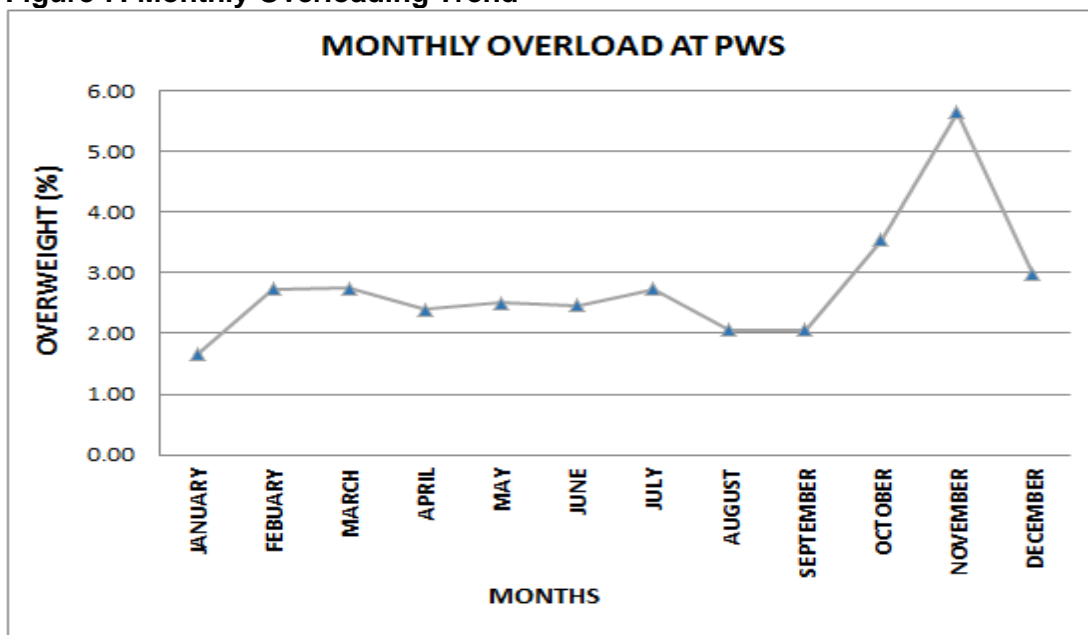
The figure 7 depicts the monthly overloading trend from January to December 2016. The trend showed a significant increase in overloading in the month of November where the percentage of overloading was recorded to be 5.65%. This will be investigated to see the actual cause. However, the average percentage of overloaded vehicles throughout the year was recorded and estimated to be 2.28%.

Figure 6: Quarterly Overloading Trend - 2016



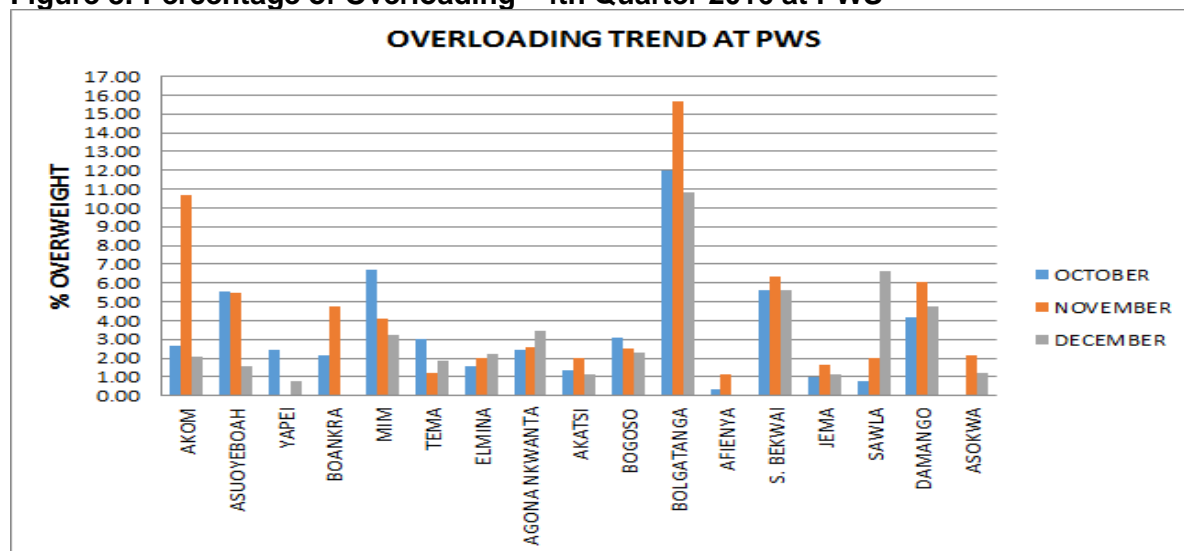
Source: GHA Plant & Equipment Division December 2016

Figure 7: Monthly Overloading Trend



Source: GHA Plant & Equipment Division December 2016

Figure 8: Percentage of Overloading - 4th Quarter 2016 at PWS



Source: GHA Plant & Equipment Division December 2016

Figure 8 illustrates the levels of overloading at the permanent weighbridge stations along the various corridors during the fourth quarter. The trend showed that, although there was some level of appreciation during the quarter, the percentage of overloaded trucks recorded at the Bolgatanga weighbridge station is quite alarming, preliminary investigations revealed that most of the overloaded trucks carry foodstuff especially onions. Other cargo such as timber is also mostly overloaded. Education and sensitization would be intensified in the year 2017 in these areas to reduce the level of overloading

Overloading Fees

The total overloading collected during the year under review amounted to **GH¢ 4,002,215.32**.

4.8 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

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

- ✚ Odumasi-krobo-Oterkpolu
- ✚ Adeiso – Asamankese road, Lots 1 & 2 = 20km
- ✚ Asamankese – Nsawam = 10km
- ✚ Safety Audit on Anyinam – Sekyeredumase road at Buie (Northern Zonal safety manager)
- ✚ Suhum – Asamankese road (km 20-30)
- ✚ Adeiso – Asamankese road (Km 0 – 10)
- ✚ Adeiso – Asamankese road (Km 10 – 25)
- ✚ Aburi – Nsawam road (Km 0 -6)

Road safety audit stage 4 on;

- ✚ Suhum - Asamankese road, (20 – 30)
- ✚ Adeiso – Asamankese road (0 – 10)
- ✚ Adeiso – Asamankese road (10 – 24)
- ✚ Aburi – Nsawam (0 - 12km)

- Accident investigation and analysis at Central University
- Safety inspection, design and installation of safety scheme at Central University junction – Dawhenya
- Presentation to Ethiopian delegation on road safety on trunk roads
- Review meeting on status of Road Safety Strategy III
- Review of traffic calming scheme for Damongo and Sawla Weigh Bridge Stations

- ✚ Completed provision and installation of road signs on Accra-Tema Motorway, and Nsawam bypass.
- ✚ Assessment of lighting scheme performance at Adomi Bridge.
- ✚ Completed provision and installation of retro reflective studs on Offinso-Techiman road.
- ✚ Inventory for provision and installation of studs on Buie -Tamale Highway.
- ✚ Provision and installation of road signs on Offinso-Techiman highway.
- ✚ Provision of road line marking on Accra-Tema motorway is (ongoing).
- ✚ Route and Risk Assessment for the transportation of grinding metal from Tema to New Abirim.
- ✚ Pilot of pedestrian crossing, road studs and line marking at a test section at Oyarifa.
- ✚ Provision and installation of road signs on Tema – Sogakofe road
- ✚ Provision and installation of road signs on Accra – Cape Coast road

4.8.1 Environmental Management

GSMF conducted training programmes for peer educators in Paga, Bolga, Buiepe and Kintampo as part of the implementation of the HIV/AIDS Action Plan on the Tema-Paga Road Corridor. GHA assisted and supervised an HIV/AIDS and Malaria Education on Navrongo-Chuchuliga-Tumu Road Project.

Monitoring of Environmental and Social Mitigation Measures

As part of the RAP implementation on the Abidjan-Lagos Road Corridor (ALTTFP), one hundred and sixteen (116) Project Affected Persons were paid an amount of ₵ 782,891.89 between July and August 2014. So far an amount of ₵ 12,991,675.83 has been paid to three thousand four hundred and thirty-eight (3,438) PAPs.

World Bank Funded Projects

The Authority with a team from the World Bank carried out an assessment of the social issues on the Agona Junction – Elubo and Ayamfuri – Asawinso road projects. A social specialist was tasked to follow-up on the social safeguard issues on the Agona Junction – Elubo project.

Agona Junction-Elubo

The main issues that was dealt with during the mission was outstanding compensation to be paid, which details are as follows:

The estimated total compensation to be paid is **GH¢ 24,436,319.68** out of which **GH¢ 14,600,754.59** has been paid. The outstanding amount of **GH¢9,835,565.09**. This figure excludes administrative and consultancy service charges.

The Grievance Redress procedure

The GHA has constituted a Grievance and Redress Committee to receive and mediate complaints. The Grievance Redress Committee comprises of representatives from the Environmental Management Unit, Ghana Highway Authority (EMUGHA), the Planning and Contracts Divisions of GHA, a nominated representative each from the District Assemblies, nominated representatives of the PAPs and representatives of NGOs and CBOs working in the project area. It is expected that this Committee will be able to amicably settle any claims and disputes. Otherwise the PAPs can seek redress from the Magistrate to the High Court as is common practice in Ghana.

640m Dual Carriageway to Link the Tano River Bridge.

The bridge over River Tano and the 640m dual carriageway to the Elubo border is being financed and implemented by the Ivorian Government ALTTFP. The GHA's and MRH's supervision joined their counterpart for a meeting in October 2016 where progress was satisfactory.

The Ministry of Finance has submitted request for extension of project closing date to enable GHA pay the outstanding compensation.

Ayamfuri- Asawinso

Based on issues raised during the World Bank mission during the 2nd quarter of 2016, GHA is working to ensure that:

- The poor sanitary conditions in Contractors' camp and site are improved
- Backfilling of drains and accesses in settlements are resolved
- Social issues; especially disagreement over social responsibilities of the Contractors to the communities are amicably settled.
- Outstanding compensation is paid before any further demolition

Both contractors advanced GHA with some money to address compensation issues at Nkotonso in Lot 1 and Ambaka in Lot 2 and payments were made in December 2016.

Review of MRH'S ESMF & RPF

GHA initiated the Terms of Reference (TOR) for the review of the Ministry of Roads & Highways (MRH) and Environmental Social Management Framework (ESMF) as well as the Resettlement Policy Framework (RPF) to be used for the new World Bank Transport Sector Improvement Programme (TSIP) as well as other roads to be implemented by the MRH and its agency from January 2017 to the December 2020.

4.9 Road Maintenance Projects

In the 2015 fiscal year, Out of an approved annual programme of 76.30km a total of 42.89 km was achieved at a cost of GH¢ 72.055 million.

This represents 56.21% achievement as at 31st December, 2016.

A total of 136.55km were rehabilitated at a cost of GH¢ 310.92million at the end of 31st December, 2015.

4.9.1 Completed Projects

The table below shows the projects that were completed in the year under review.

Table 24: Completed Projects Year 2016

NO.	REGION	PROJECT
1.	UWR	Regravelling/ Spot Improvement on Tumu-Gwollu-Hamile Road (km 45.0-55.0) Lot 1
2.	UWR	Regravelling/ Spot Improvement on Spot Improvement of Wa-Bulenga-Yaala Road (10km)
3.	CR	Resealing/Partial Reconstruction of Ajumako-Essuehyia Road (18.5Km), Enyan Denkyira Town Roads (1.25Km) & Ajumako-Agona Swedru Road (1km)
4.	VR	Reconstruction of Akatsi-Ziope Road (36km)
5.	AR	Upgrading of New Edubiase - Anomabo Road (Km 0 - 10)
6.	AR	Upgrading of Amantia - Obuasewa Road (Km 0-9)

Source: Road Maintenance Division December 2016

4.9.2 Ongoing Projects

Currently there are Four Hundred and Eighty-six (486) on-going maintenance projects including Cocoa Roads. The breakdown into various activities is as below in Table 25. Table 26 and Figure 6 show the achievements in both routine and periodic maintenance projects

Table 25: On-going Maintenance Projects

NO.	ACTIVITY	NO. OF PROJECTS/SOURCES OF FUNDING					LENGTH (KM)
		CONSOLIDATED FUND	GHANA GOLDFIELDS LIMITED	ROAD FUND	ENHANCED ROAD FUND	COCOBOD	
1	REGRAVELLING/SPOT IMPROVEMENT	2		25			267.30
2	RESEALING	2		17	1		187.70
3	CONSTRUCTION				2	3	206.50
4	CONSTRUCTION/REHABILITATION				1		11.95
5	PARTIAL RECONSTRUCTION	12			3	22	579.34
6	RECONSTRUCTION				1	4	141.10
7	SECTIONAL REPAIRS/PARTIAL RECONSTRUCTION/ASPHALTIC OVERLAY	1		1	1		52.20
8	TOWN ROADS	5					32.00
9	REHABILITATION (UNPAVED)	1			3		137.00
10	REHABILITATION (PAVED)	5	3	1	8	4	475.10
11	UPGRADING	42		2	17	30	1,856.00
12	BRIDGE/DRAINAGE STRUCTURES			266		1	
	TOTAL	70	3	312	37	64	3,946.19
		486					

Source: Road Maintenance Division December 2016

Table 26: Achievements in Maintenance Projects: 2016

REVISED ACHIEVEMENTS IN ROUTINE AND PERIODIC MAINTENANCE WORKS AS AT 31ST DECEMBER 2016										
ACTIVITY	2016 PLANNED PROGRAMME		2016 APPROVED PROGRAMME		1ST QUARTER ACHIEVEMENT	2ND QUARTER ACHIEVEMENT	3RD QUARTER ACHIEVEMENT	4TH QUARTER ACHIEVEMENT	CUMM. ACHIEVEMENT	ACHIEVEMENT (%)
ROUTINE MTCE	UNITS		UNITS							
Culvert Cleaning & Desilting (Nr.)	No.	23,162.00	No.	23,162.00	3,998	14,649	1,620	3,409	23,676	102.22
Clean Ditch/Drain/Sweeping of Arterial Roads	Km	6,960	Km	6,960.00	1,201.28	4,402.03	487	1,024	7,114.37	102.22
Pothole Patching & Grade High Shoulders	Km	4,692.80	Km	4,692.80	809.97	2,968.08	328	691	4,796.89	102.22
Grass Cutting	Km	10,674.00	Km	10,674.00	1,842.31	6,751.04	746	1,571	10,910.75	102.22
Grading	Km	5,798.00	Km	5,798.00	1,000.72	3,667.09	405	853	5,926.60	102.22
PERIODIC MTCE										
Regravelling/Spot Improvement	Km	26.50	Km	26.50	2.88	5.76	7.77	2.29	18.70	70.57
Resealing	Km	11.60	Km	11.60	-	-	-	8.10	8.10	69.81
Partial Reconstruction	Km	31.53	Km	31.53	-	8.15	5.76	1.42	15.33	48.61
Overlay	Km	1.67	Km	1.67	-	-			-	
Drainage Structures & Bridges	GH¢M	0.362	GH¢M	4.12	0.370	1.92	2.19	1.82	6.290	152.62
REHABILITATION										
Upgrading/Construction	Km	1.81	Km	1.81	0.99	2.70	53.74	47.81	105.25	5814.84
Rehab. of Town Roads	Km	0.50	Km	0.50	0.27	0.97	21.34	8.72	31.30	6260.23

4.9.3 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 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 27.

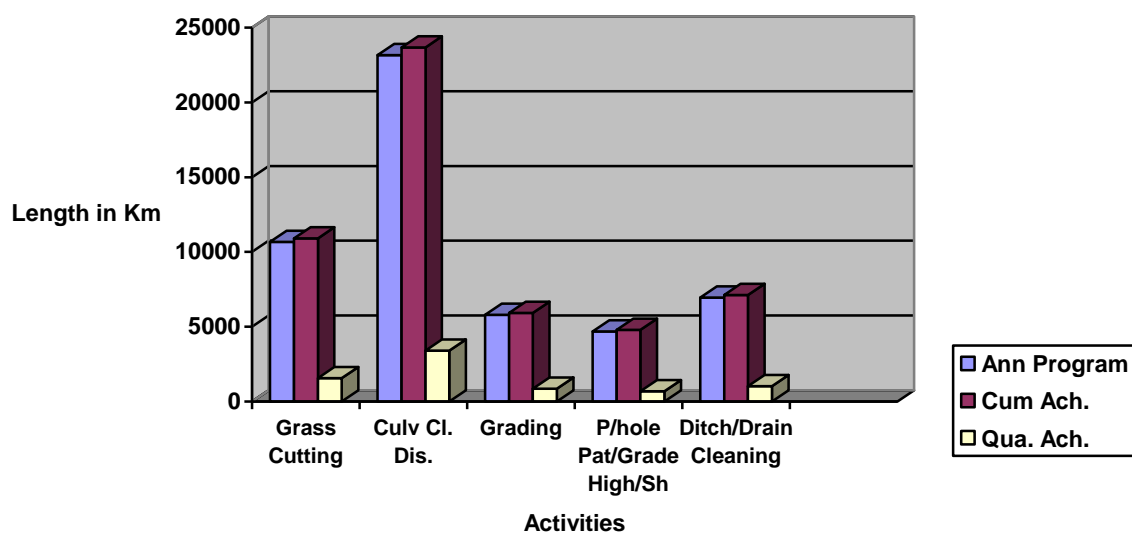
Table 27: Achievements by Mobile Maintenance Units Projects 2016

PROGRESS REPORT ON WORKS EXECUTED BY GHA UNITS AS AT 31ST DECEMBER 2016							
GHA Units	Road Name	Activity	Length (km)	Project Cost (GH¢million)	Total cost of Work done to date (GH¢million)	Cumulated Achievemnt (%)	Remarks
MMU I	Sawla-Wa Road (km 0-47) - Lot 1	Resealing	47	6.642	1.384	27.70	10km of Resealing works completed.
	Sawla-Wa Road (km 47-92.3) - Lot 2	Resealing	45.3	6.405			No mobilization yet. Project to be suspended.
	Sawla-Bamboi Road	Resealing (sectional)	153	6.640	0.400	4.00	2600m ² of pothole patching executed on the Bole-Tinga. Project has been suspended.
	Adansi-Asokwa Weigh Bridge Project	Renovation works	-	1.173	0.430	65.00	Weigh Bridge operational expecting funds for the completion of project.
MMU II	Essuehyia-Otuam Road Phase II	Rehabilitation	6.3	2.299	1.700	92.00	Sealing works on-going
BMU	Yensiso Bridge	Repair Works	-	0.017	-	60.00	Damaged parapet wall replaced with steel railings. Sealing of crack in abutment stem on hold due to water level.
	Bridge at Nkumkum	Replacement of Deck	-	0.097	-	45.00	Extension of abutment completed.
	Bridge over R. Mogla at Nakpali	Construction of abutments and piers.	-	0.680	-	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.

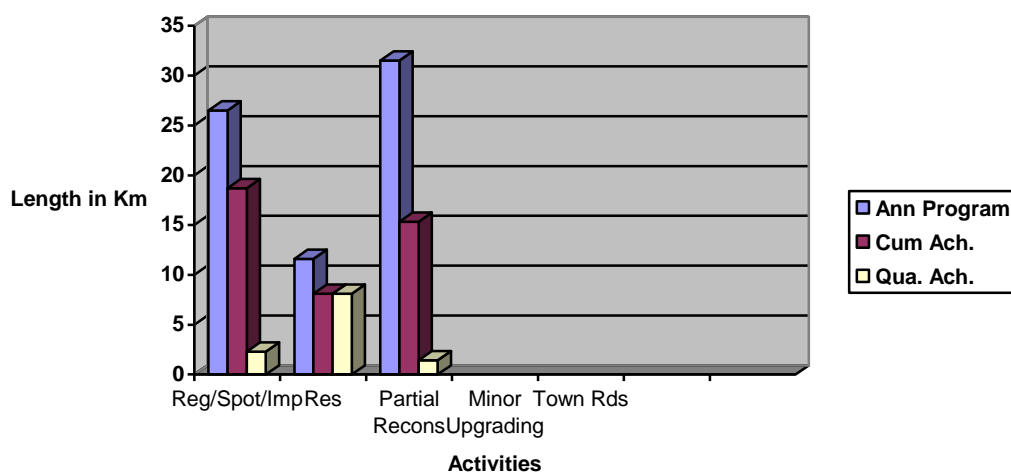
Source: GHA Maintenance Division December 2016

Figure 9: Graphical Presentation of Achievements in Maintenance Activities

**Achievements in Routine Maintenance Activities
as at the End of Year 2016**



**Achievements in Periodic Maintenance Activities as at the end of the
Year 2016**



Legend

Reg: Regravelling
Res: Resealing
Spot Imp: Spot Improvement

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

Source: GHA Road Maintenance Division December 2016

4.10 Institutional Strengthening

4.10.1 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.

4.10.1.1 E-Government Phase-II Project

The e-Government Phase II Applications Project also Known as “e-Workspace Project” forms part of a scale-up on the existing infrastructure delivered under the first phase of the e-Government Project. NITA is the implementing arm of the Ministry of Communications (MOC) for the projects which is expected to be deployed to 102 Government Organizations including all Government Ministries.

The e-workspace project includes:

- Intranet Portal
- Meeting Management System (MMS)
- Document Management System (DMS)
- Correspondence Management System (CMS)
- Unified Communications (UC)

NITA invited two (2) representatives of GHA to attend Steering Committee meetings on various occasions at Ministry of Communications Conference Room. The various MDA's invited were asked to present a report on e-workspace activities so far and to brief NITA on any challenges they face.

GHA has installed outlook for members of staff. Staff can now assess their corporate email through this application. MS Lync is also available for staff to use

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

The installation of Local Area Networks (LAN) under the WATTFP programme, have been completed. They are operational in the above named regions.

4.10.1.4 Operations at the Toll Plazas

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 printers, digital counters and cameras at the toll booth.

Deployment of Tolls Software

The Computer Science Department of the University of Ghana was contracted to develop a Tolls Operational Software for the Automation of Toll Collection for four (4) Toll Plazas namely; Accra, Tema, Ashiaman and Kasoa, all in the Greater Accra Region.

Some of the features of the system are as follows:-

- GHA staff can log on online to know the operations at the toll stations for monitoring purposes
- Manage the application process for e-cards
- Allow users to be able to apply on-line for e-cards through the Ghana Highway Authority's website
- Enable administrative approval to be given to applications
- Be able to print e-cards with the required security features
- Store and retrieve relevant information with ease

The deployment of the Software started in December, 2016. Currently the bulk of the e-cards have been printed and motorists are using them at the various toll stations.

Motorists will not have to stop at the motorway to pay physical cash, and this would ease traffic congestion. To further improve on this system, we are planning to introduce the pay as you go in addition to the electronic cards. The pay as you go system will be implemented at Pobiman and Sekyere as well as the four plazas in the Greater Accra Region and any new plazas that will be constructed in future. Plans are far ahead for deployment of the software at Pobiman and Sekyere Toll Booths in the Eastern Region.

Point of Sale Machine (POS)

The Authority has contracted a Company M/s GreatEagle Resources Enterprise to pilot the POS at Ayi Mensah and Dodowa toll stations. The pilot program was successful due to reduction in operational cost in comparison to the manual tickets. Currently, the POS machines have been deployed at four (4) toll stations namely, Ayi Mensah, Dodowa, Tsipoli and Afiencya Toll stations. The aim is to gradually replace the manual ticket system with the Point of Sale (POS) machine which enables the monitoring of sales and the total amount collected by each operator during each shift.

GHA Website Redesign and Development

Ghana Highway Authority has contracted a company Global Icons Agency, to redesign its website into a modern and professional online platform to provide various online services and up to date information about its operations and activities to stakeholders and the general public. The development of the website is ongoing.

4.11 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 2016. 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.

4.11.2.1 Seminar/Conferences/Workshops

A summary of training programs organized for staff during the year under review is as shown in Table 28.

Management Level




In 2016 a total of Thirty Seven (37) 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 in the Tables 29 and 30 below.

Middle Level

Under this category, a total of One Hundred and Twenty five (125) 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 in the tables 28 and 29 below.

Junior Staff

The under-listed course were planned for junior staff in 2016 but could not be administered due to financial constraint.

-  Tyre Safety Training for Drivers
-  Capacity Building for Clerical & Secretariat Staff
-  Effective Records Management for Accounts & Administrative Clerks

Hopefully these courses will be organised in the year 2017.

Table 28: Programmes & Number of Staff Trained in 2016

CATEGORY	ACTIVITY	LOCATION	NO. OF STAFF TO BE TRAINED IN THE YEAR	NO. TRAINED IN THE YEAR
MANAGEMENT LEVEL	Seminar/Conference/Workshop	Foreign	2	3
	Seminar/Conference/Workshop	Local	40	31
	Higher Level Training(MBA)	Local	0	0
	In-House Training	Local	20	0
	T o t a l s		62	34
MIDDLE LEVEL	Seminar/Conference/Workshop	Foreign	3	3
	MSc Programme	Foreign	0	0
	Fellowship Programme	Foreign	0	2
	Seminar/Conference/Workshop	Local	266	153
	Higher Level Training(MSc/MBA)	Local	7	4
	HND/BSc. Programmes	Local	4	2
	Short Course in Local Institution	Local	89	56
	In-house Training	Local	0	0
	T o t a l s		369	220
JUNIOR STAFF	HND/BSc. Programmes	Local	4	0
	Seminar	Local	50	0
	In-house Training	Local	30	0
	T o t a l s		84	0

Source: GHA Training & Development Division December 2016

Table 29: Details of 2016 Foreign Programs

NO	ACTIVITY	LOCATION	DURATION	PARTICIPANTS	RANK	FUNDING
1	Public Private Partnership Infrastructure Finance Seminar	USA	12 days	1	Mgt	
2	Seminar on Geosynthetics Application	Tel Aviv, Israel	6 days	1	Mgt	
3	FIDIC Africa Contract User's Conference	Nairobi, Kenya	3 days	1	Mgt.	
4	Leadership, Management and Negotiations in International Development	USA	12 days	1	Middle	
5	Stakeholders Conference	Port Harcourt, Rivers State, Nigeria	4 days	1	Middle	
6	Training program in Japan for Fiscal Year 2016 on "Project Management in Infrastructure Development for Civil Engineer"	Japan	59 days	1	Middle	
7	Training program in Japan for year 2016 on "Road Administration"	Japan	32 days	1	Middle	
8	FIDIC Africa Contract User's Conference	Nairobi, Kenya	3 days	1	Middle	

Source: GHA Training & Development Division December 2016

Table 30: Details of 2016 Local Programs

NO	ACTIVITY	LOCATION	DURATION	PARTICIPANTS	RANK	FUNDING
1	Retreat of the Ministry of Roads & Highways	Volta Serene Hotel	4 days	15	Mgt.	
2	Training programme on International Commercial Arbitration under the Auspices of the ICC International Court of Arbitration	World Trade Centre, Accra	2 days	3	Mgt.	
3	Workshop on Public Private Partnerships	Engineers Centre	3 days	5	Mgt.	
4	Executive Education Programme (Executive Leadership)	GIMPA	3 days	1	Mgt.	
5	PMI Conference	Movenpick Ambassador Hotel, Accra	3 days	2	Mgt.	
6	FIDIC Conditions of Contract Training Programme (Modules 3 & 4)	Engineers Centre	4 days	1	Mgt.	
7	Short Course on Sustainable Roundabout Safety, Design and Operators	Engineers Centre	3 days	1	Mgt.	
8	Crafting and Implementing Strategy	GIMPA	3 days	1	Mgt.	
9	Leadership , Change and Organisational Renewal	GIMPA	3 days	1	Mgt.	
10	Risk Management for Corporate Leadership	GIMPA	3 days	1	Mgt.	
11	Consultancy Services for Development of Guidelines and Checklist for the review of Engineering Studies and Design Reports	Ministry of Roads and Highways	1 day	10	Middle	
12	Research for Community Access Partnership (ReCAP) - United Kingdom	Koforidua Training Centre	6 days	7	Middle	
13	Consultancy Services for Development of Guidelines and Checklist for the review of Engineering Studies and Design Reports	Ministry of Roads and Highways	2 days	2	Middle	
14	Training Programme for Project Supervisors	MIS Training Room	2 days	22	Middle	
15	Workshop on Structural Engineering Software	Engineers Centre	2 days	2	Middle	
16	Training in the Practical use 1999 FIDIC Conditions of Contract and Management of Claims and Resolution of Disputes	Engineers Centre	4 days	1	Middle	
17	PMI Conference	Movenpick Ambassador Hotel, Accra	3 days	3	Middle	
18	5th African Young Geotechnical Engineering Conference	KNUST, Kumasi	5 days	2	Middle	
19	2016 Annual Land Surveyors and Continuing Professional Development	Holiday Inn Hotel, Airport City	2 days	1	Middle	
20	Workshop on Innovation/Unique Intersection (Planning & Operational Analysis)	Engineers Centre	3 days	3	Middle	
21	Training Programme for Basic Geometry with AutoCad Civil 3D and Geographic Information System	MIS Training Room	10 days	30	Middle	
22	Project Preparation and Supervision Course	Koforidua Training Centre (KTC)	5 days	27	Middle	
23	FIDIC Conditions of Contract Training Programme (Modules 3 & 4)	Engineers Centre	4 days	2	Middle	
24	A Two-Week Paralegal Training Course	GIMPA	10 days	2	Middle	
25	Short Course on Sustainable Roundabout Safety, Design and Operators	Engineers Centre	3 days	4	Middle	
26	2016 Annual Seminar by the Valuation and Estate Surveyors	Tyco City Hotel, Sunyani	3 days	2	Middle	

Source: GHA Training & Development Division December 2016

4.12 Plant & Equipment

During the year under review, 505 jobs were received 416 completed and 89 outstanding at the Central Mechanical Workshop. The summary of the jobs received and completed at the various sections are as follows:

Table 31: Jobs received and completed

MONTH SECTION	1 st Quarter		2 ND Quarter		3 RD Quarter		4 TH Quarter		Total	
	Recd.	Comp.	Recd.	Comp.	Recd.	Comp.	Recd.	Comp.	Recd.	Comp.
Light	65	60	55	45	55	45	53	44	228	194
Electrical	64	51	43	38	43	38	42	39	192	166
Engine	1	0	2	1	2	1	1	1	6	3
Ancillary	15	7	6	4	6	4	7	4	34	13
Heavy	9	5	8	6	8	6	7	6	24	19
Machine	5	5	5	5	5	5	6	6	21	21
									505	416

Note: Rec`d =Received, Comp`d =Completed

Source: GHA Plant & Equipment Division December 2016

4.12.1 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.

4.12.2 Procurement

The details of the procurement done in the period under review are as follows.

NATIONAL COMPETITIVE BIDDING (NCT)

1.0 SUPPLY OF COMPUTERS, ANTI-VIRUS AND TOLL AUTOMATION EQUIPMENT IFT NO. GHA/NCT/GDS/01/16

The above procurement has been carried out and delivery has been completed, payments to suppliers are still pending.

1.1 SUPPLY OF G.P.S EQUIPMENT AND SOFTWARE (RESTRICTED) IFT NO. GHA/NCT/GDS/02/16

The above procurement failed as two of the bidders tendered in their withdrawal letters, 24 hours to the day of opening. Retendering of the procurement would commence soon.

1.2 SUPPLY OF ONE (1) 4X4 CROSS COUNTRY VEHICLE

IFT No. GHA/NCT/GDS/03/16

The above procurement has been duly completed and supplies made, payments to suppliers have been made.

1.3 SUPPLY OF ONE (1) 4X4 CROSS-COUNTRY VEHICLE AND ONE (1) 4x4 PICKUP- TRUCK

IFT No. GHA/NCT/GDS/04/16

The above procurement has been duly completed and items supplied and are currently in use. Payments have been duly made.

1.4 SUPPLY OF AUTOMATIC GROSS AXLE WEIGHERS AND SOFTWARE

IFT: GHA/SS/GDS/01/16

Contract has been signed for the above procurement, supply has been made and installation is currently ongoing. Payments have not been made.

1.5 SUPPLY OF THREE (3) PORTABLE WEIGHING PASDS AND ACCESSORIES

IFT: GHA/NCT/GDS/06/16

The above procurement is still on- going and it's at the evaluation stage, pending entity approval.

1.6 SUPPLY OF DECKING PLATES FOR MOTORWAY AND AKOM WEIGH BRIDGES

IFT: GHA/NCT/GDS/05/16

The above procurement is still on- going and it's at the evaluation stage, pending entity approval.

1.7 SUPPLY OF G.P.S. EQUIPMENT AND SOFTWARE

IFT: GHA/NCT/GDS/07/16

The above procurement is yet to be advertised in the national dailies for procurement to progress.

CHAPTER FIVE

5.0 Administrative Activities

5.1 Human Resource

The man-power status of the Authority was 1,505 at the inception of the year 2016. It however closed the year with staff strength of 1,422. 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 110 whilst recruitment was 7. The percentage in reductions and additions of staff strength of the Authority for the year under review therefore stood at 7.74% and 0.49% respectively.

The current staff strength of 1,422 as against the establishment of 2,529 comprised 655 being 46.06% senior staff and 767 being 53.94% junior staff. Table 32 below gives the man- power status for the various quarters of the year as well as the 4th quarter manpower statistics.

The data and the graph on Age Distribution is shown in Table 33 and Figure 9

Table 32: Man- Power Status for the Various Quarters of the Year 2016

Man-Power Status For Year 2016			
Quarter	Senior Staff	Junior Staff	Total
1 ST	688	817	1,505
2 ND	672	808	1,480
3 RD	675	756	1,431
4 TH	676	746	1,422

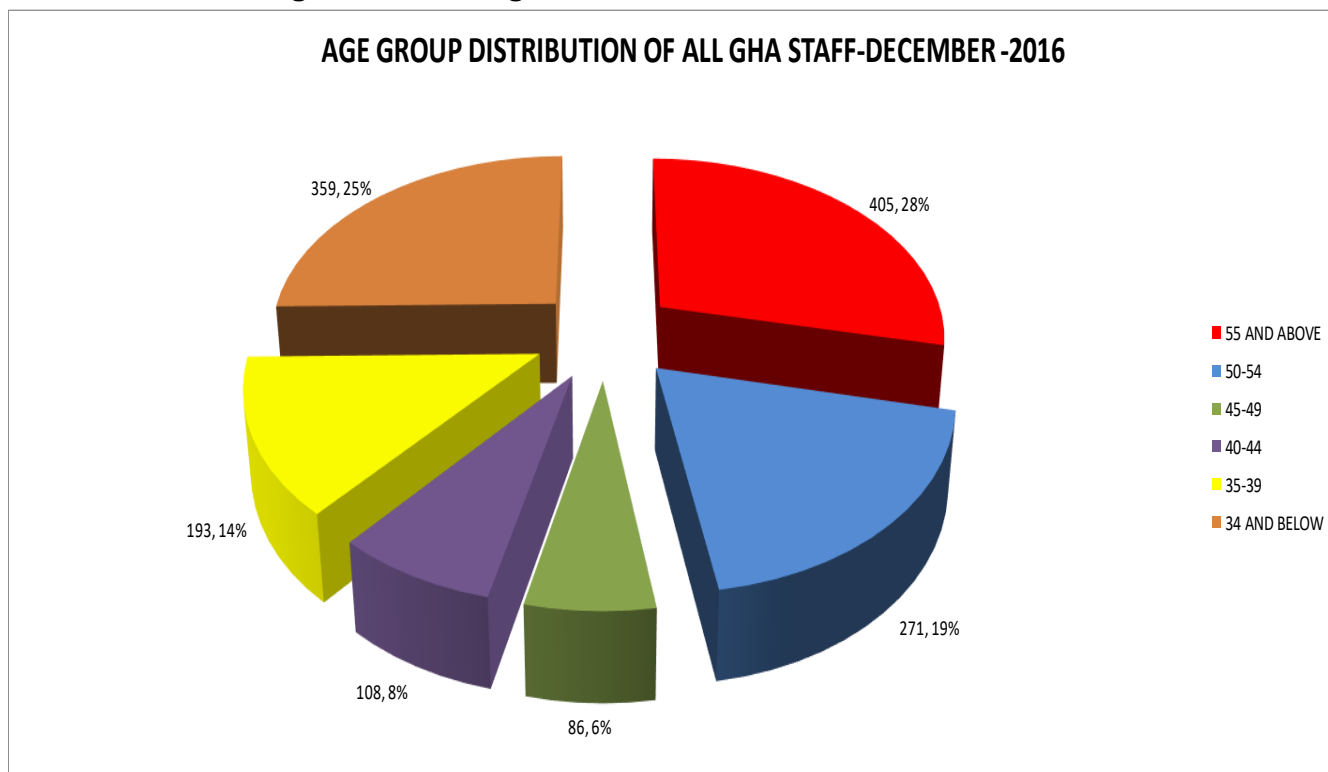
Source: GHA Human Resource Division December 2016

Table 33 : Staff Age Group Distribution

	55 & Above	50-54	45-49	40-44	35-39	34 & Below	Total
Occupation Category							
ADM./ OTHER MANAGERIAL STAFF	81	40	12	10	29	40	212
CLERICAL STAFF	40	12	1	1	5	40	99
ENGINEERS	26	33	14	10	26	67	176
FOREMAN/CHARGEMAN	0	1	0	0	1	0	2
OTHER PROFESSIONAL STAFF	10	11	9	5	9	15	59
SEMI-SKILLED STAFF	94	63	18	38	46	62	321
SKILLED WORKERS	83	59	19	26	26	36	249
SUPERINTENDENT	14	9	1	0	0	0	24
TECH.& SUPERVISORY STAFF (I)	21	20	5	3	19	8	76
TECH.& SUPERVISORY STAFF (II)	0	0	1	7	9	58	75
TECHNICIAN ENGINEER STAFF	36	25	6	8	20	34	129
	405	273	86	108	190	360	1422

Source: GHA Human Resource Division December 2016

Figure 10: GHA Age Distribution December 2016



Source: GHA Human Resource Division December 2016

4.1.1 Staff Turnover

The year 2016 saw one hundred and ten (110) 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 34: Man-Power Status for Year 2016

EXITS	1 ST QUARTER	2 ND QUARTER	3 RD QUARTER	4 TH QUARTER	TOTAL
RETIREMENT	20	21	47	11	99
DEATHS	4	2	0	0	6
RESIGNATIONS	1	0	0	0	1
DISMISSALS	1	1	1	1	4
VACATION OF POST	0	0	0	0	0
TOTAL	26	24	48	12	110

Source: GHA Human Resource Division December 2016

4.1.2 Staff Recruitment /Promotions

Recruitment

The Authority had approval to recruit Seven (7) staff members comprising four drivers and three Security Guards in the year 2016. 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.

5.2 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

5.3 Legal Issues

As at the end of the year under review forty five (45) civil cases were pending in the various courts. Their states are set out as follows in Table 35 below:

Table 35: 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 Adjetey 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	The case is pending, however steps are being taken for an amicable settle.
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.
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 st 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.	Judgement has been given against the Authority. The Judgement amount is GH¢67,173.75 The Authority has since Appealed. The Authority is to pay the judgement amount into Court pending the Appeal.
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. The case has however been referred to Court Manager to assign a judge for the hearing of the case to commence.

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	Ghana Federation of the Disabled Vrs Attorney General, GHA, Millennium Development Authority	High Court, Human Rights Division Accra	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.	Judgement has been given against the Authority. The Judgement amount is GH¢1,054,440.00. The Authority has since Appealed. The Appealed processes has commenced. The Authority is to pay half of the Judgement amount into Court.
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-Tebibianor".	The Authority is no longer a party to the case. It has been discharged because the subject matter is not under its jurisdiction.
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 st 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 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.	Per a Court order the LVD of the LC has been ordered to value the Plaintiff's property and furnish the Court with the report on the valuation to enable the final determination of the case.
29	1. Max Glover Vrs Glo & Gh Ltd. GH	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. 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	The case is pending awaiting the Court's final determination.
30	Top Oil Vrs 1. Alhaji Yussif & GHA	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	The case is pending
32	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.	The amount involved was dully paid to the Plaintiff by the Authority to bring the matter to an end.
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.	The amount involved was dully paid to the Plaintiff by the Authority to bring the matter to an end.
34	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	The case was pending.
35	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. Hearing to begin after the vacation.

36	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.
37	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.
38	Nana Adu Agyei Bonse II Ohene of Old Akra 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 Akra 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.
39	Mrs. Cecilia Buah Blankson Vrs. 1. GHA 2. Managing Director (Mawums Co. Ltd.)	High Court, Cape Coast	The Plaintiff sued the Defendants jointly and severally for damages caused by the poor construction of Drainage in front of her guest house which had allegedly resulted in flooding of her guest house anytime it rains.	The case is ongoing. Plaintiff has become a nuisance towards an amicable settlement of the case.
40	Sydney t. Danso Ladans	High Court, General Jurisdiction, Accra.	Plaintiffs sued the Authority claiming cost of medical and related expenses as well as damages for an accident at Islamic High School near Okurasi Junction, Suhum.	Case pending, GHA has filed appearance and defence.
42	Edward Afful	High Court, Koforidua.	Plaintiff sued for trespass to his land, an order for valuation of land and assessment of damages and payment of compensation.	GHA has filed appearance and defence. Case pending.
43	Ebusuapanyin Kingsly Quayson Vrs GHA	High Court, Cape Coast.	Plaintiff sued for declaration of title to land adjoining Cape Coast - Takoradi Road which he alleges to be trespassed on by the Defendants by laying pipelines without authorization.	GHA was joined to the case at the instance of which Ghana Water Company Limited.
42	Nsuta Stool Vrs GHA	High Court, Kumasi	Plaintiff sued for recovery of land which GHA has a Road Camp. Because GHA has not performed the necessary customary function in recognition of Plaintiff's ownership.	Case pending, GHA to take steps to regularize its relationship with the land owner.
43	Yaw Aboagye Vrs GHA	High Court, Accra.	Plaintiff sued for payment of compensation to property affected by the Achimota - Ofankor Road project.	Case pending. Plaintiff be paid his compensation soon.
44	Madam Benedicta Awoa Anibea Vrs Ghana Highway Authority	High Court, Koforidua	Plaintiff sued for the disclosure of total amount of compensation paid to 3rd, 4th, 5th and 6th Defendants and an order for the Defendants to account for all monies received and pay reasonable proportion of the monies received by the 3rd, 4th, 5th and 6th Defendants to the Plaintiffs as compensation for demolition of H/NO. GHA/OM 32, Omenako.	The case is pending
45	Quarcoo Tetteh Vrs 1. China Railway (WUJU) Group Corporation 2. Ghana Highway Authority	High Court, General Jurisdiction, Accra.	Plaintiff sued the Authority for damages for the destruction of his fish pond and stock of fish, loss of office equipments and household property and for the loss of revenue from the recreational centre estimated at about GH¢100,000.00	Case is pending

Source: GHA Legal Services Division December 2016

5.4 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 36 below outlines some of the key activities undertaken in the year under review.

Table 36: Details of Some Activities Carried Out in 2016

No.	ACTIVITY DESCRIPTION	STATUS
1.	Human Resource Audit	Completed, report yet to be submitted
2.	Special Tolls Audit (Fiapre, Bechem, Tabere and Offinso)	Completed
3.	Audit of the Toll Plazas	Completed
4.	Special Audit of flooded Stores	Completed
5.	Follow-up on Special Assignment- Estate Audit (Ashanti Region)	Completed
6.	Pre- Audit ; Transport Sector Project and Abijan Lagos & Transport Facilitation Projects	On-going
7.	Pre – Audit of Mutual Savings & Credit Fund	On-going
8.	Pre- Audit ; Promotion, interdiction and compulsory retirement inputes at the head office	On-going
9.	Audit of compensation payments	On-going
10.	Review of construction of TwifoPraso- Bogoso road	Completed
11.	Review of Rehabilitation of Takwa- B ogoso- Ayamfuri Road [Ayamfuri section Lot 1] IPC NO.44	Completed
12.	SMC Monitoring at Western, Ashanti & Greater Accra Regions	Completed
13.	Review of Rehabilitation of Ayamfuri-New Obuasi-AsawinsoRoad [KM 0-26] Lot 1 [IPC 20 &21]	Completed
14.	Review of Rehabilitation of Agona Junction – Elubo Road (KM 60 - 90) Lot 3 (IPC 13,14 & 15 & 18)	Completed
15.	Review of Rehabilitation of Ayamfuri – New Obuase – Asawinso Road (Km 0 - 26) Lot 1 (IPC 14,15,17,18,19)	Completed
16.	Review of Rehabilitation of Anyinam – Konongo – Nkawkaw – Atibie (9.0km) IPC 8 & 9	Completed
17.	Review of Rehabilitation of Agona Junction – Elubo Road (KM 0 -30) Lot 1 (IPC 11,12 & 13 & 18)	Completed
18.	Construction of Oil and Gas Enclave Roads (construction of 10.0 Km Road along the Pipeline including the Amazure Bridge) IPC Nos.7&8	Ongoing
19.	Pivate Management of GHA Weighbridge Station at Sefwi Bekwai –Lot 12 IPC No.1	Ongoing
20.	Review of CAA's Trial Balance (2015)	Ongoing
21.	Synoptic journal Audit (2016)	Ongoing
22.	Examination of Payment Vouchers (2016)	Ongoing
23.	Audit of Programme Expenditure Ledger (2014-2015)	Completed
24.	Review of Monthly Returns(2016) for all the Regions	Completed
25.	Stores/Workshop Audit	Completed
26.	Stock Taking (2015)	Completed , report yet to be submitted
27.	Stock Taking (2016)	Completed

Source: GHA Internal Audit Division December 2016

CHAPTER SIX

6.0 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. The target road surface condition mix of 70% good, 20% fair and 10% poor would be achieved with the adequate injection of adequate resources. The road condition mix for the year 2015 stood at 57% good, 36% fair and 7% poor.

6.1 Key Performance Indicators

Ghana Highway Authority under the SOE Performance Contract signed between the Authority and Government of Ghana is evaluated at the end of the Performance Contract period. The evaluation is based on four areas of performance. These are in the Financial/Economic, Efficiency/Productivity, Dynamic Effects and Management/Projects areas.

A performance index score, which is a measure of the overall performance using agreed performance indicators and weights are given to them based on their relative importance. The scoring process is therefore based on the Financial/Economic, the Dynamic Effects and Management Improvements/Projects indicators using the negotiated weights.

The Authority evaluates its performance at the end of every quarter following the four areas of performance. Table 37 below shows the status of GHA Performance Matrix categorized into the four areas of performance as at September 2016.

Table 37: Status of 2016 Performance Matrix as at End of the of Year 2016

Performance Monitoring Indicators	Units	Targets (Approved)	Jan-March (Actual)	April-June (Actual)	July-Sept. (Actual)	Oct.-Dec. (Actual)	% Achieved as at December 2016	Remarks
A. Financial/Economic								
1. Total Revenue of which								
(a) Road Fund	GH ₵	75,000,000.00	17,538,564.18	7,537,189.29	13,376,272.55	288,062,761.98	435.35	
(b) Donor Funds	GH ₵	144,713,631.00	137,729,145.23	80,811,137.00	72,697,207.76	26,061,841.90	219.26	
(c) Other funds - Annual Budget Funding Amount (ABFA)	GH ₵	96,618,257.00	8,390,722.27	18,313,126.26	59,686,321.80	255,542,243.83	353.90	
(d) Subvention	GH ₵	338,774,354.00	169,210,598.68	112,170,718.65	151,098,456.51	596,637,058.15	303.78	
(e) Internally generated revenue	GH ₵	5,400,000.00	142,427.00	2,295,996.00	2,976,958.90	1,909,140.43	135.64	
2. Internally generated revenue / Recurrent Expenditure	%	0.24	0.01	0.10	0.13	0.00		
B. Efficiency/Productivity								
1. Staff cost/Subvention	%	0.07	0.13	0.20	0.15	0.04		Staff cost represents 4% of 2016 subvention received from Government
2. Improve trunk road condition mix : Good	%	55	57*					* 2015 Road Condition report
: Fair	%	36	36*					
: Poor	%	9	7*					
3. Labour strength	No.	1700	1505	1480	1450	1450		
C. Dynamic Effects								
1. Staff training								
(a) Submission of 2016 budgeted training programme	Month	February						No PC for 2016
(b) Implementation of budgeted training programme	%	100						
2. Corporate Planning								
Submission of updated Corporate Plan (2016 – 2018)	Month	November			October			2017-2037 Strategic Plan completed.
3. Road Maintenance								
(a) Submission of Road Maintenance & Minor works Programme	Month							No PC for 2016
(b) Implementation of i) Routine Maintenance Programme	%	80	13.81	50.6	23.09	12.5	102.22	102.22% of Routine Maintenance achieved as at December 2016
ii) Periodic Maintenance Programme	%	80	12.59	41.81	-13.66	31.94	42.89	42.89% of Periodic Maintenance achieved as at December 2016
iii) Minor works Programme	%	40	-	-			-	
4. Road Safety Management								
(a) Submission of 2016 Road Safety Management Programme	Month	January	-	-	-			No PC for 2016
(b) Implementation of Road Safety Management Programme	%	100						
D. Management Improvement/Projects								
1. Submission of Quarterly Reports	Weeks	6	8	-	-			4th Quarter report submitted
2. Conformance to SEC Report Format	No.	6	6					Conforms to SEC report format
3. Submission of 2015 Audited Accounts	Month	March	-	-	-			2015 Draft Audit Report has been issued by GHA's external auditors for Management action
4. Submission of 2017 Draft Performance Contract & Budget	Period	October	-	-	-	October	100%	Submitted
5. Submission of Approved Board of Directors Minutes	Weeks	1	-	-	-	-		Pending
6. Submission of filled out Integrated SOE Database forms	Month	June	-	-	-	-		Awaiting SOE Database forms from SEC
7. Accuracy & Completeness of filled out SOE Database forms	%	90	-	-	-	-		Awaiting SOE Database forms from SEC
8. Holding of Annual Open Day	Month	August	-	-	-	-		Pending
9. Submission of 2017 Procurement Plan	Month	December	-	-	-	-		Pending

Source: GHA Planning Division December 2016

6.2 Constraints

Reduced Budget Allocation

Since 2012, the Subvention release to GHA has been dwindling, last year for instance, only GH₵55,000 was received from Ministry of Finance for Goods and Services for the year 2015. GHA has been paying its own utility bills. Currently, Head Office spends about GH₵85,000 on electricity every month.







Inadequate Staff

The technical staffing situation has become critical in some Divisions and regional offices. Most of Divisions are under-staff in both technical and non-technical staff. Some of them are operating with only about 45% capacity of its technical human resources requirements and thus put immense pressure on existing staff thus affecting efficiency in most Divisions.

The skilled staff population are seriously dwindling with no approval for replacement, should this trend continue without vigorous implementation of the GHA replacement plan, the staff strength 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 as well as for their normal operations.
-  Overage and inadequate IT equipment and software for staff
-  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.

6.3 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 to address the constraints stated above

-  The old vehicles are being phased out through a board of survey and new vehicles are being acquired through projects.
-  Some Laboratory Equipment are being procured through the Cocoa Roads projects.
-  It is hoped that, when the TSIP takes off, the IT needs for both head office and the regions will be addressed. NITA is also providing some IT services to the Authority namely –internet and corporate email services.
-  In addressing the poor contractor capacity and performance, the Authority in collaboration with the MRH have intensify the monitoring and Contractor classification system.
-  GHA will endeavor to involve Land Valuation at the early stages of project preparation and also finalise the project alignment before the actual construction commences. This will help to present a realistic budget to MOF for processing and payment of compensation.
-  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. The recruitment will only be possible if the ban on recruitment is lifted
- ✚ Take practical steps to reduce energy consumption.

IGF Generation

The Authority is exploring IGF potentials within the jurisdiction of Ghana Highway Authority (GHA) and will assiduously harness it to increase the IGF generation to be able to meet its operational expenses in the area of expenditure under Goods and Services, Salary and Non Salary Related Allowance. This is to ensure that the Authority gets adequate funding to meet operational expenses.

The GHA will also continue with its programs for the maintenance, rehabilitation and reconstruction of sections of the network to ensure reasonable level of service. The Ghana Highway Authority requires support from our development partners and GOG to be able to implement planned and approved programs. The Authority is determined to continue to discharge its duties in spite of all these challenges