

# Table of Contents

List of Tables.....	2
List of Figures .....	2
Appendices .....	2
Acronyms.....	3
EXECUTIVE SUMMARY .....	4
Road Surface Condition Mix for the Surveyed Network.....	5
CHAPTER ONE.....	6
1.0 Introduction.....	6
1.1 Establishment.....	6
1.2 Mission Statement.....	6
1.3 Policy Objective .....	6
1.4 Governing Body .....	6
1.5 The Directorate .....	7
1.6 Departments, Divisions and Regions/Road Area Offices.....	7
CHAPTER TWO.....	8
2.0 Financial Status Report .....	8
CHAPTER THREE.....	11
3.0 Achievements .....	11
3.1 Road Condition Mix for Year 2013.....	11
<b>3.1.1 Functional Classification of Trunk Roads</b> .....	11
<b>3.1.2 Road Network Condition 2010-2013</b> .....	12
<b>3.1.3 Comparison of Gravel Roads Network Condition 2010 – 2013</b> .....	14
<b>3.1.4 Comparison of Paved Roads Network Condition 2010 – 2013</b> .....	17
3.2 Projects .....	19
<b>3.2.1 Procurement of Services</b> .....	19
3.2.1.1 Receipt of Proposals .....	19
3.2.1.2 Receipt of Proposals .....	19
3.2.1.3 Contract Agreement.....	19
3.2.1.4 Status of Consultancy Services .....	20
3.2.1.5: Public Private Partnerships .....	20
3.2.1.6 Development Partners’ Missions .....	20
3.3 Development Projects.....	21
<b>3.3.1 New Projects</b> .....	21
<b>3.3.2 Completed Projects</b> .....	21
<b>3.3.3: On-Going Development Projects</b> .....	21
<b>3.3.4 Ongoing Bridge Projects</b> .....	22
3.3.4.1: Bridge Maintenance Units Activities.....	23
3.3.4.2: National Bridge Statistics.....	23
3.4. Survey and Design .....	24
<b>3.4.1 Review of Design Drawings and Reports</b> .....	24
3.5 Quality Control on Projects .....	25
3.6 Project Preparation Activities.....	25
3.7 Axle Load Control Programme .....	26
<b>3.7.1 Statistics from the Axle Load Stations</b> .....	27
<b>3.7.2 Road Safety Audits (RSA)</b> .....	29
<b>3.7.3 Resettlement Action Plan (RAP)</b> .....	29
3.5.3.1 RAP for the Agona Junction – Elubo Road Project.....	29
3.8 Maintenance Projects.....	30
<b>3.8.1 Road Funded Projects</b> .....	31
<b>3.8.2 Ongoing Projects</b> .....	31
<b>3.8.3 Completed Projects</b> .....	31
<b>3.8.4 GHA Mobile Maintenance Units</b> .....	33
3.9 Institutional Strengthening.....	34
<b>3.9.1 Management Information Systems</b> .....	34
3.9.1.1 E-Government Phase-II Project.....	35
3.9.1.2 Electronic Document Management Pilot Project.....	35
<b>3.9.2 Human Resource Development</b> .....	35
<b>3.9.3 Plant &amp; Equipment</b> .....	37
3.9.3.1 Ferries.....	37
<b>3.9.4 Procurement</b> .....	38
CHAPTER FOUR.....	40
4.0 Administrative Activities of the Authority .....	40
4.1 Human Resource.....	40
<b>4.1.1 Staff Turnover</b> .....	41

4.1.2 Staff Recruitment /Promotions .....	42
4.2 Public Affairs Issues .....	42
4.3 Legal Issues .....	42
4.4 Internal Audit .....	44
CHAPTER FIVE .....	46
5.0 Conclusion/Recommendations .....	46
5.1 The Way Forward .....	46
5.2 Constraints .....	46
5.3 Conclusion .....	46

## List of Tables

Table 1: 2013 Road Surface Condition Mix .....	4
Table 2: Composition of the Trunk Road Network by Surface Category .....	5
Table 3: Summary of Funds Released .....	9
Table 4: Approved Budget & Releases as at the end of Year 2013 .....	10
Table 5: Programme & Achievements as at the end of Year 2013 .....	10
Table 6: Trunk Road Network Statistics (Year 2013) .....	11
Table 7: Functional Classification and Regional Roads .....	12
Table 8: Comparison of the Surveyed Road Surface Network Condition 2010-2013 .....	12
Table 9: Condition Mix of Paved & Unpaved Road Network Condition from 1997 to 2013 .....	13
Table 10: Gravel Roads Network Condition from 1997 to 2013 .....	15
<b>Table 11: Paved Roads Network Condition from 1997 to 2013</b> .....	17
Table 12: Number and Fund Sources for Services .....	20
Table 13: Completed Projects .....	21
Table 14: Total number of Bridges based on their condition .....	24
Table 15: Summary of Compensation Payments .....	29
Table 16: Summary of Ongoing Periodic Mtce. Projects per Activity .....	31
Table 17: Achievements in Maintenance Projects: 2013 .....	31
Table 18: Achievements by Mobile Maintenance Projects: 2013 .....	34
Table 19: Programmes & Number of Staff Trained in 2013 .....	37
Table 20: Jobs received and completed .....	37
Table 21: Shopping (LPO) (GOG Budget) .....	38
Table 22: Procurements under NCT (GOG) .....	38
Table 23 : Procurement Donor Funded .....	38
Table 24: Human Resources Strength – GHA Staff Structure as at 31 <sup>st</sup> December, 2013 .....	40
Table 25 : Staff Age Group Distribution .....	41
Table 26: Staff Turn Over .....	42
Table 27: Court Cases involving the Authority .....	43
<b>Table 28: Details of Some Activities Carried Out in 2013</b> .....	44

## List of Figures

Figure 1: Graphical Presentation of 2013 Road Condition Mix by Different Surface Types .....	5
Figure 2: Graphical presentation of 2013 Road Condition Mix for Paved & Gravel Roads .....	14
Figure 3: Road Condition Mix for Gravel Roads Network of 1997- 2013 .....	16
<b>Figure 4: Road Condition Mix for Paved Roads Network of 1997- 2013</b> .....	18
Figure 5: Overloading Trend (Monthly) .....	27
<b>Figure 6: Overloading Trend from 1<sup>st</sup> Quarter 2013 to 4<sup>th</sup> Quarter, 2013</b> .....	28
<b>Figure 7: Overloading Trend from 2009 – 2013 (No of Trucks)</b> .....	28
Figure 8: Overloading Trend from 2009 – 2013 in % .....	28
Figure 9: Achievements in Maintenance Activities as at the end of Year 2013 .....	32
Figure 10: GHA Age Distribution Dec'13 .....	41

## Appendices

Appendix	A	Organisation Structure
Appendix	B	Status of Consultancy Services on Ongoing Projects
Appendix	C	Status of Development Projects

## Acronyms

<i>AfDB</i>	-	<i>African Development Bank</i>
<i>ASROC</i>	-	<i>Association of Road Contractors/Ghana</i>
<i>BADEA</i>	-	<i>Arab Bank for Economic Development in Africa</i>
<i>BMU</i>	-	<i>Bridge Maintenance Units</i>
<i>CAGD</i>	-	<i>Controller &amp; Accountant General Department</i>
<i>DANIDA</i>	-	<i>Danish International Development Agency</i>
<i>DFR</i>	-	<i>Department of Feeder Roads</i>
<i>DLP</i>	-	<i>Defects Liability Period</i>
<i>DTF</i>	-	<i>Dutch Trust Fund</i>
<i>DUR</i>	-	<i>Department of Urban Roads</i>
<i>EU</i>	-	<i>European Union</i>
<i>GCAA</i>	-	<i>Ghana Civil Aviation Authority</i>
<i>GhIE</i>	-	<i>Ghana Institution of Engineers</i>
<i>GHA</i>	-	<i>Ghana Highway Authority</i>
<i>GIFMIS</i>	-	<i>Ghana Integrated Financial Management Information Systems</i>
<i>GOG</i>	-	<i>Government of Ghana</i>
<i>GTZ</i>	-	<i>German Technical Co-operation</i>
<i>HNMP</i>	-	<i>Highway Network Master Plan</i>
<i>HSIP</i>	-	<i>Highway Sector Investment Project</i>
<i>JBIC</i>	-	<i>Japan Bank for International Co-operation</i>
<i>KfW</i>	-	<i>Kreditanstalt Fur Wiederaufbau</i>
<i>MoF</i>	-	<i>The Ministry of Finance</i>
<i>MOT</i>	-	<i>Ministry of Transportation</i>
<i>MMU</i>	-	<i>Mobile Maintenance Unit</i>
<i>OECF</i>	-	<i>Overseas Economic Cooperation Fund</i>
<i>RCS</i>	-	<i>Road Condition Survey</i>
<i>RSDP</i>	-	<i>Road Sector Development Programme</i>
<i>SMEC</i>	-	<i>Snowy Mountains Engineering Corporation</i>

## EXECUTIVE SUMMARY

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 15,360km.

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.

In order to assess the performance and manage the road asset in a most efficient and cost effective manner, GHA uses a Pavement Management and Maintenance Programme (PMMP) as its Pavement Management System (PMS) tool. Thus, the PMMP as performance assessment and a decision supporting tool is for data storage and finding optimum strategies for planning and budgeting of road maintenance works. This planning and budgetary tool is used for efficient allocation of resources and the determination of the appropriate remedial measures to be applied on its prioritized investment options.

### 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. A total of 12,500.7km of Paved and Gravel roads were surveyed and classified into Good, Fair and Poor conditions. Roads under construction and missing links (roads that are not motorable) were not studied however their motorability were examined but not classified as Good, Fair and Poor. The performance of the trunk road network has improved remarkably.

There was a sharp increase in the percentage of good roads by 370.1km, representing 6% from 6,183km in 2012 to 6,490.1 (52%) in 2013 and a tremendous reduction of percentage of poor roads from 2,882km (21%) to 1,776.5 (14%). Again there was a marginal increase in percentage of fair roads from 33% to 34% out of the 12,538 km of paved and unpaved roads surveyed. The overall condition mix in year 2013 is shown in table 1 below.

**Table 1: 2013 Road Surface Condition Mix**

Condition Description	Length (km)	Percentage (%)
<b>Good</b>	6,490.1	52
<b>Fair</b>	4,271.4	34
<b>Poor</b>	1,776.5	14
<b>Total</b>	12,538.0	100

*Source: GHA Road Maintenance Division Dec' 13*

## Road Surface Condition Mix for the Surveyed Network

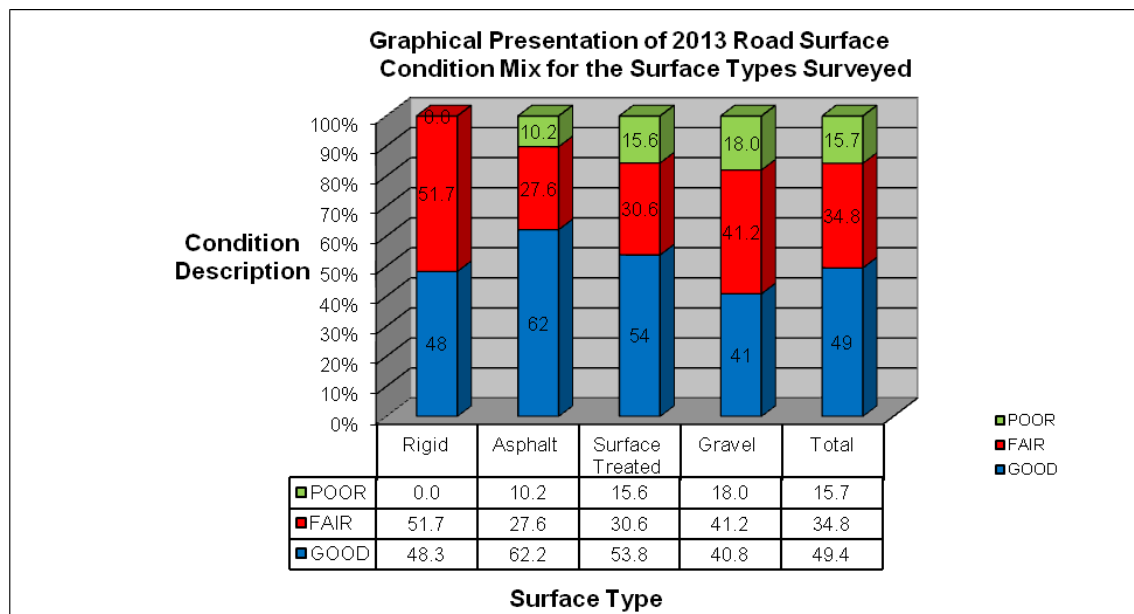
The road network classification is based on surface category and consists of paved surfaces (Asphaltic concrete, Rigid Portland cement concrete or Bituminous surface treated) and unpaved (gravel surfaced and earth) The composition of the trunk road network by surface category is as shown in the table and figure below.

**Table 2: Composition of the Trunk Road Network by Surface Category**

Surface Type	Condition Description						Grand Total
	Good		Fair		Poor		
	Km	(%)	Km	(%)	Km	(%)	
<b>Rigid</b>	18.6	<b>48.3</b>	19.3	<b>51.7</b>	0	<b>0</b>	37.3
<b>Flexible Asphalt</b>	1,220.4	<b>62.2</b>	541.8	<b>27.6</b>	200.2	<b>10.2</b>	1962.4
<b>Surface Treated</b>	2,731.9	<b>53.8</b>	1554.9	<b>30.6</b>	793.5	<b>15.6</b>	5,080.3
<b>Gravel</b>	2,229.4	<b>40.8</b>	2,248.3	<b>41.2</b>	980.3	<b>18.0</b>	5,458.0
<b>Grand Total</b>	6,199.9	<b>49.4</b>	4,364.3	<b>34.8</b>	1,974	<b>15.7</b>	12,538.0

Source: GHA Road Maintenance Division, December' 2013

**Figure 1: Graphical Presentation of 2013 Road Condition Mix by Different Surface Types**



Source: GHA Road Maintenance Division, December' 2013

# 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 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.

### 1.3 Policy Objective

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

- **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 Area offices nation-wide. The Internal Audit Division, though directly responsible to the Chief Executive, is under the Administration Department for management purposes. Organisational Chart of the GHA is attached (Appendix A).

## CHAPTER TWO

### 2.0 Financial Status Report

The policy of Government outlined in the 2013 budget statement is to reduce the budget deficit to a sustainable level, improve the exchange rate.

The strategies adopted towards the attainment of this goal include among others fiscal discipline, reduction of waste and improvement in revenue generation mechanism

The Government through Ministry of Finance and Economic Planning (MOFEP) has introduced electronic processing and payment financial system known as the Ghana Integrated Financial Management Information System (GIFMIS). MOFEP captured all approved budgetary items into the GIFMIS system. This is intended to eliminate payment of items which were not part of the approved budget.

In pursuit of its social democratic agenda to promote a better Ghana for all, Government identified the following areas for consideration:

- ❖ Expansion in infrastructure,
- ❖ Investing in Ghana's human capital
- ❖ Providing transparent and accountable governance

The Administration and Services items were reclassified as Goods and Services in 2011 under the GIFMIS. The monthly approved budget for that item was GH¢35,214.17 but unfortunately not a single Pesewa was received during the year. This resulted in the continuous accumulation of outstanding bills payable to Service Providers which stood at GH¢421,696.59 and GH¢ 22,273,370 due to staff in the form of various allowances and refunds as at 31<sup>st</sup> December, 2013.

#### **Routine Maintenance**

Total Contract Certificates submitted by Contractors for payment during the year amounted to GH¢64,274,640.05 whilst total actual payments made were GH¢72,053,487.82. The unpaid certificates of routine maintenance as at 31<sup>st</sup> December, 2013 were GH¢17,656,157.43.

#### **Periodic Maintenance and Minor Works**

The total certificates submitted for payment by Contractors under this programme for the year were GH¢31,228,674.89 and actual payment made to contractors for the year amounted to GH¢24,879,406.06. An amount of GH¢31,892,822.17 was outstanding to Contractors for Periodic Maintenance as at 31<sup>st</sup> December, 2013.

#### **Development/Capital Projects**

The total sum of contractors certificates submitted for payment through Ministry of Finance and Economic Planning (MOFEP) and Controller and Accountant General Department (CAGD) was GH¢456,099,254.84 and release to the Contractors amounted to GH¢357,842,766.69. The unpaid Certificate as at 31<sup>st</sup> December, 2013 were GH¢354,308,167.04.

#### **Audited Accounts**

The Board of Directors approved the 2012 Financial Statement of the Authority. The Financial Statement has been submitted to Audit Service by authority's External Auditors Oduro Nyarko and Associates.



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

**Table 3: Summary of Funds Released**

	<b>Release for the Year</b>
<b>Recurrent Expenditure:</b>	<b>GH¢</b>
Item 1 – Compensation – Salaries & Wages	18,268,608.52
Item 2 –Goods & Services	-
<b>Item 3 – Investment:</b>	
Routine Maintenance	72,053,487.82
Periodic Maintenance & Minor Works	24,744,755.71
IDA – 10% Counterpart Funds	-
KfW – 15% Counterpart Funds	-
Consultancy – Road Fund	134,650.35
Fuel for Monitoring	-
Ada Ferries	216,000.00
Supervision & Data Collection	615,031.71
Compensation	-
GHA Units	4,621,535.58
Release for Tolls Operation	2,092,826.56
Axle Load and weighing Management	3,546,537.33
<b>Total</b>	<b>107,828,549.37</b>
<b>Capital/Investment</b>	
GOG Contributions	357,842,766.69
	<b>\$</b>
DONOR: UEMOA	4,019,937.89
BADEA	651,161.01
EU	14,230,798.30
IDA/WATTFP	32,086,941.01
ADB	36,375,008.92
KfW	-
ECOWAS	
SAUDI FUND	1,221,572.32
NTF	373,282.32
OPEC	188,125.58
TSP	14,598,180.00
ATTFP	24,041,939.56
<b>TOTAL</b>	<b>127,786,946.92</b>

*\*Inclusive was an amount of GH¢48,748,063.74 for compensation for destroyed properties.*

*Source: GHA Finance Division Dec' 13*

**Table 4: Approved Budget & Releases as at the end of Year 2013**

Expense Item	Budgets		Receipts/Releases				Cum. releases
	Approved	Revised	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	
Personnel Emoluments	10,810,391		4,247,553	4,247,553	4,135,596.8	5,215,218.0	17,845,922
Goods and Services	422,597		-	-			-
<b>Total</b>	<b>11,232,988</b>	<b>-</b>	<b>4,247,553</b>	<b>4,247,553</b>	<b>4,135,597</b>	<b>5,215,218</b>	<b>17,845,922</b>
<b>Developmet</b>							
- GoG	31,695,855	-	6,107,616	42,769,565	166,034,527	142,931,060	357,842,768
- Donor*	130,086,537		43,325,414	78,567,328	44,525,711	83,520,036	249,938,489
(AB Fund Oil Revenue)	48,304,142		-				
<b>Total</b>	<b>161,782,392</b>	<b>-</b>	<b>49,433,029</b>	<b>121,336,893</b>	<b>210,560,238</b>	<b>226,451,096</b>	<b>607,781,256</b>
<b>Maintenance</b>							
- Periodic (Road Fund)	18,870,000		2,129,407.6	6,119,395.5	3,642,486.5	12,883,723.7	24,775,013
- Periodic (MOF)	11,800,000			1,983,597	1,470,788.4		3,454,385
Releases for Toll Operations			330,309.8	666,048	446,594.0	649,874.8	2,092,827
Road Condition Survey				315,032	300,000.0		615,032
Compensations							-
- Routine (Road Fund)	49,850,000		5,170,116.2	16,447,369	16,958,962.4	33,477,034.7	72,053,483
<b>Total</b>	<b>80,520,000</b>	<b>-</b>	<b>7,299,524</b>	<b>6,119,395</b>	<b>3,642,487</b>	<b>12,883,724</b>	<b>102,990,739</b>
<b>Maintenance (Donor)</b>							
Periodice Maintenance	30,670,000						-
Traffic M'gt & Road Safety Activities							-
Internal Generated Fund	590,565		4,070		297,251.6	59,136	360,458
<b>Total</b>		<b>-</b>	<b>4,070</b>	<b>-</b>	<b>297,252</b>	<b>59,136</b>	<b>360,458</b>
<b>Grand Total</b>	<b>253,535,380</b>	<b>-</b>	<b>60,984,177</b>	<b>131,703,842</b>	<b>218,635,573</b>	<b>244,609,175</b>	<b>728,978,376</b>

\* Donor is made up of different donors, please refer to Table: 3 for details

**Source: GHA Finance Division Dec' 2013**

**Table 5: Programme & Achievements as at the end of Year 2013**

ACTIVITY	ANNUAL PROGRAMME		APPROVED PROGRAMME/BUDGET					RELEASES				PHYSICAL ACHIEVEMENTS		
	KM	GHe'Million	KM	CONSOLIDATED FUND GHe'Million a	ROAD FUND COMP. GHe'Million b	DONOR COMP. GHe'Million c	TOTAL GHe'Million (a+b+c)	CONSOLIDATED FUND GHe'Million	ROAD FUND GHe'Million	DONOR GHe'Million	TOTAL GHe'Million	KM	CERTIFIED AMT GHe'Million	%
<b>ROUTINE MAINTENANCE</b>	10,674	49.85	10,674		49.85	-	49.85		72.05	-	72.05	12,166.43	56.82	114.0
<b>SUB-TOTAL</b>		<b>49.85</b>			<b>49.85</b>		<b>49.85</b>		<b>72.05</b>		<b>72.05</b>			
<b>PERIODIC MAINTENANCE</b>														
Regravelling/Spot Improvement	411	56.17	27.50		2.56		2.56		1.91		1.91	29.13	2.71	105.9
Resealing	235	28.34	15.6		1.88		1.88		0.09		0.09	29.97	3.61	192.1
Overlay	-	-	-		-	-	0.00		-		0.00	-	0.00	-
Drainage Structures & Bridges	-	7.4	-		4.14	-	4.14		4.72		4.72	-	4.81	116.2
Traffic Mgt & Road Safety Activities	-	0.70	-		0.70	-	0.70		0.12		0.12	-	0.10	14.3
** Others	-	5.59	-		5.59	-	5.59		1.81		1.81	-	2.55	45.7
<b>SUB-TOTAL</b>	<b>646</b>	<b>98.18</b>	<b>43</b>	<b>0.00</b>	<b>14.87</b>	<b>0.00</b>	<b>14.87</b>	<b>0.00</b>	<b>8.66</b>	<b>0.00</b>	<b>8.66</b>	<b>59.10</b>	<b>13.79</b>	<b>137.1</b>
<b>MINOR WORKS</b>														
Partial Reconstruction	217.60	52.16	19.77	3.30	1.56		4.86		2.81		2.81	9.15	2.25	46.3
Upgrading	207.05	54.92	21.20	8.50	1.69		10.19		11.62		11.62	20.99	10.09	99.0
Rehabilitation of Town Roads	24.78	11.46	2.53		0.75	-	0.75		1.74		1.74	13.02	3.86	514.8
<b>SUB-TOTAL</b>	<b>449.43</b>	<b>118.54</b>	<b>44</b>	<b>11.80</b>	<b>4.00</b>	<b>0.00</b>	<b>15.80</b>	<b>0.00</b>	<b>16.16</b>	<b>0.00</b>	<b>16.16</b>	<b>43.17</b>	<b>16.20</b>	<b>99.2</b>
<b>DEVELOPMENT</b>														
Construction/Reconstruction	88.3	161.29	34.0		41.72		41.72	169.34		249.94		97.10	443.17	1062.2
Bridge Construction	61.0	119.66	38.8		65.52		65.52	41.00				94.30	49.46	75.5
Others	11.3	42.53	2.3		12.89		12.89	4.36				0.00	13.05	101.3
Others		17.01			8.30		8.30	143.14					206.47	
<b>SUB-TOTALS</b>	<b>72.3</b>	<b>179.20</b>	<b>41.1</b>	<b>86.71</b>	<b>0.00</b>	<b>0.00</b>	<b>86.71</b>	<b>357.84</b>	<b>0.00</b>	<b>249.94</b>	<b>0.00</b>	<b>94.30</b>	<b>712.15</b>	<b>176.75</b>
<b>RECURRENT EXPENDITURE (SUB-TOTAL)</b>		<b>10.80</b>		<b>10.80</b>			<b>10.80</b>	<b>18.27</b>						
<b>GRAND TOTAL</b>	<b>11,842.0</b>	<b>445.77</b>	<b>10,801.7</b>	<b>11.80</b>	<b>155.43</b>	<b>0.00</b>	<b>167.23</b>	<b>376.11</b>	<b>96.87</b>	<b>249.94</b>	<b>96.87</b>	<b>12,363.0</b>	<b>798.96</b>	<b>114.45</b>

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

**Source: GHA Finance & Road Maintenance Divisions Dec' 13**

## CHAPTER THREE

### 3.0 Achievements

#### 3.1 Road Condition Mix for Year 2013

A total of 12,500.7km of Paved and Gravel roads were surveyed and classified into Good, Fair and Poor conditions. Roads under construction and missing links (roads that are not motorable) were not studied however their motorability were examined but not classified as Good, Fair and Poor. The length of road in Good condition is 6,490.1km representing 52% of the network surveyed. Fair condition stood at 4,271.4km representing 34% and Poor condition roads constitute some 1,776.5km representing 14%.

The table 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 6: Trunk Road Network Statistics (Year 2013)**

	Roads Surveyed During RCS 2013				Under Construction	Missing Link	Total Length
	Asphalt	Surface Treated	Rigid	Gravel			
	KM	KM	KM	KM			
Ashanti	487.5	735.3	0.0	274.3	216.7	181.7	<b>1,896</b>
Brong Ahafo	365.6	779.4	0.0	624.0	191.9	58.3	<b>2,019</b>
Central	241.4	538.6	0.0	336.8	181.7	0.0	<b>1,299</b>
Eastern	168.2	856.0	0.0	309.9	252.3	52.6	<b>1,639</b>
Greater Accra	189.7	269.0	37.3	22.7	49.1	0.0	<b>568</b>
Northern	126.1	597.9	0.0	1,818.6	513.3	185.1	<b>3,241</b>
Upper East	66.8	105.6	0.0	363.2	144.8	0.0	<b>680</b>
Upper West	10.9	140.9	0.0	743.5	251.4	0.0	<b>1,147</b>
Volta	115.7	743.4	0.0	174.0	259.0	0.0	<b>1,292</b>
Western	190.5	314.2	0.0	791.0	274.8	9.7	<b>1,580</b>
Subtotal	1,962.4	5,080.3	37.3	5,458.0	2,335.0	487.4	<b>15,360</b>
<b>Total</b>	<b>12,538.0</b>				<b>2,335.0</b>	<b>487</b>	<b>15,360</b>

*Source: GHA Road Maintenance Division December' 2013,*

#### 3.1.1 Functional Classification of Trunk Roads

Roads in the trunk road network are functionally classified into National (N), Inter-Regional (IR) or Regional (R) roads according to the Ministry of Roads and Highways (MRH) functional classification system of roads. This classification is based on the character of access and the traffic that the road provides within the network. Table 7 below shows the regional distribution as well as the functional classification and Regional roads by length.

**Table 7: Functional Classification and Regional 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	1,064.0	287.5	420.1	418.4	452.6	4,594.1
I	476.7	566.8	200.7	401.8	0.0	519.7	61.4	121.3	33.7	304.6	2,686.7
R	976.7	1,014.6	671.9	858.2	220.4	1,615.7	271.4	535.3	994.0	921.3	8,079.6
<b>TOTAL (KM)</b>	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

*Source: GHA Road Maintenance Division, December 2013*

### 3.1.2 Road Network Condition 2010-2013

The comparative analysis of 2013 road condition report that of past three years namely 2010, 2011 and 2012 shows a tremendous improvement in the road condition. The length of roads in good condition increased from 3,865km (29%) in 2010 to 4,566km (34%) in 2011 and to 6,184(46%) in 2012 and further increase to 6,490.1km (52%) in 2013.

The Fair decreased from 5,841km (44%) in 2010 to 3,759km (28%) in 2011 and rose to 4,412km (33%) in 2012 and gently rose again to 34% in 2013. However, numbers in kilometres in 2013 (4,271.4) decreased compared with that of 2012 (4,412km).The positive change in fairness in the 2011 to 2012 and in 2013 can also be attributed to the interventions applied within 2012. The significant decrease of poor roads from 5,019km (38%) in 2011 to 2,882km (21%) in 2012 and further tremendous decrease to 17.776km in 2013 were as a result of more roads moving into good and under construction zones during 2012 intervention year. This comparison is shown in table 8.

Table 9 and figure 2 also shows the progression of road surface condition (both paved and unpaved roads) for the period 1997-2013.

**Table 8: Comparison of the Surveyed Road Surface Network Condition 2010-2013**

Year	Good		Fair		Poor		Total	
	Length (km)	(%)	Length (km)	(%)	Length (km)	(%)	Length (km)	(%)
2010	3,865	29	5,841	44	3,556	27	13,263	100.0
2011	4,566	34	3758	28	5,019	38	13,344	100.0
2012	6,184	46	4412	33	2,882	21	13,477	100.0
2013	6,490.1	52	4,271.4	24	1,776.5	14	12,538	100.0

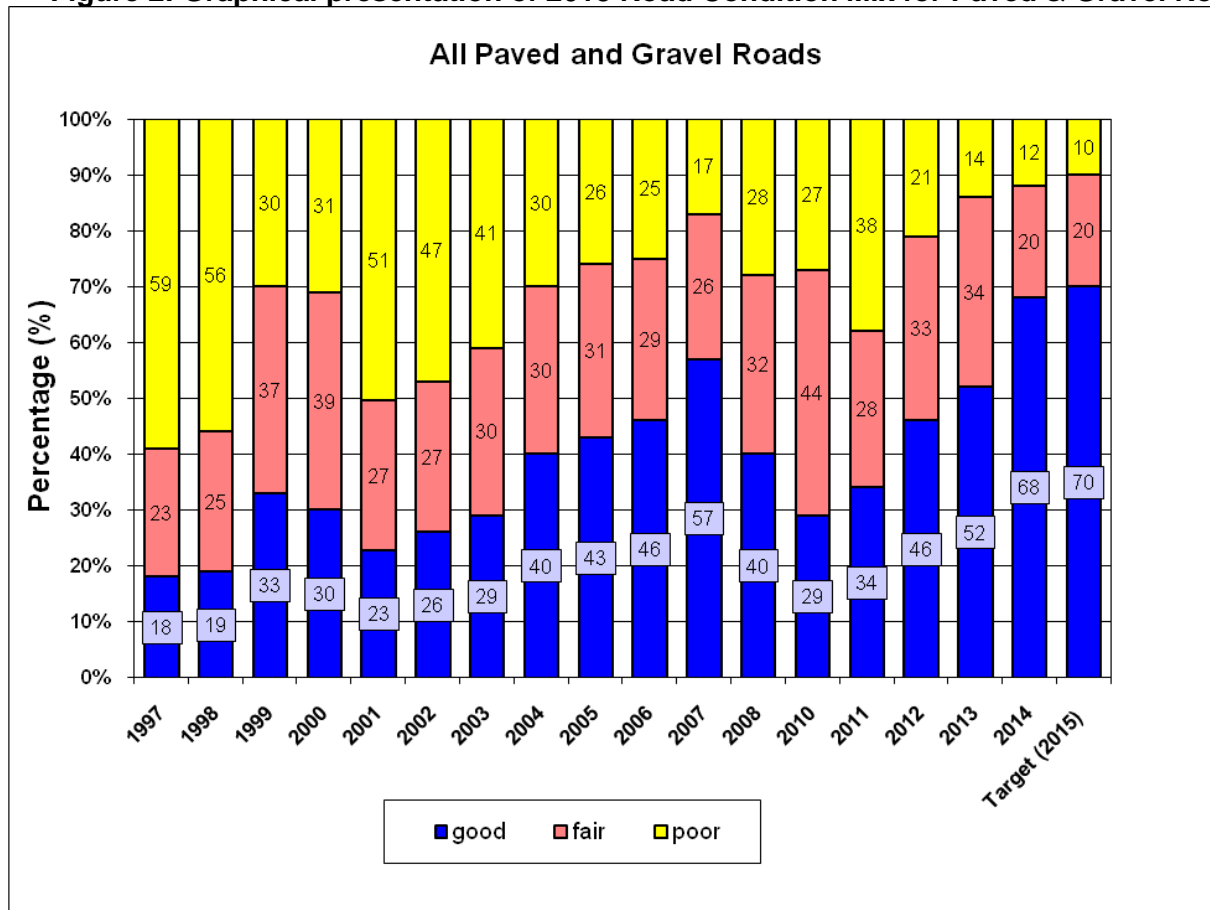
**Table 9: Condition Mix of Paved & Unpaved Road Network Condition from 1997 to 2013**

Year	Good		Fair		Poor		Total	
	Km	%	Km	%	Km	%	Km	%
1997	2,512	18	3,210	23	8,233	59	13,955	100
1998	2,566	19	3,377	25	7,564	56	13,507	100
1999	4,433	33	4,970	37	4,030	30	13,433	100
2000	3,381	30	4,293	39	3,448	31	11,121	100
2001	2,726	23	3,152	27	5,984	51	11,850	100
2002	3,089	26	3,244	27	5,639	47	11,972	100
2003	3,272	29	3,316	30	4,540	41	11,128	100
2004	4,410	40	3,294	30	3,250	30	10,942	100
2005	4,739	43	3,510	31	2,928	26	11,177	100
2006	5,402	46	3,397	29	2,924	25	11,723	100
2007	6,342	57	2,970	26	1,868	17	11,180	100
2008	4,696	40	3,771	32	3,150	28	11,618	100
2010	3,865	29	5,841	44	3,556	27	13,263	100
2011	4,567	34	3,758	28	5,019	38	13,344	100
2012	6,184	46	4,412	33	2,882	21	13,477	100
2013	6,490	52	4,271	34	1,777	14	13,477	100

*The lengths do not include Ongoing Projects and Missing Links*

**Source: GHA Road Maintenance Division, December 2013**

**Figure 2: Graphical presentation of 2013 Road Condition Mix for Paved & Gravel Roads**



Source: GHA Road Maintenance Division, December 2013

### 3.1.3 Comparison of Gravel Roads Network Condition 2010 – 2013

The length of the gravel roads surveyed during the 2013 was about 5,458km compared to 6,116km in 2012, 6,194km for 2011 and 5,839km in 2010. The surface condition of gravel roads in good condition increased from 674km (12%) in 2010 to 1,088km (18%) in 2011, 1,755km (29%) in 2012 and further increase to 2,229km (41%) in 2013. Fair roads increased in 2011 to 2012 and to 2013 whereas poor roads decreased progressively from 3,410km to 2,347km in 2011 and 2012 and onwards decrease to 980km (18%) in 2013.

Table 10 shows the progression of Gravel Road Network Condition from 1997 and 2013 and figure 3 also shows the graphical representation

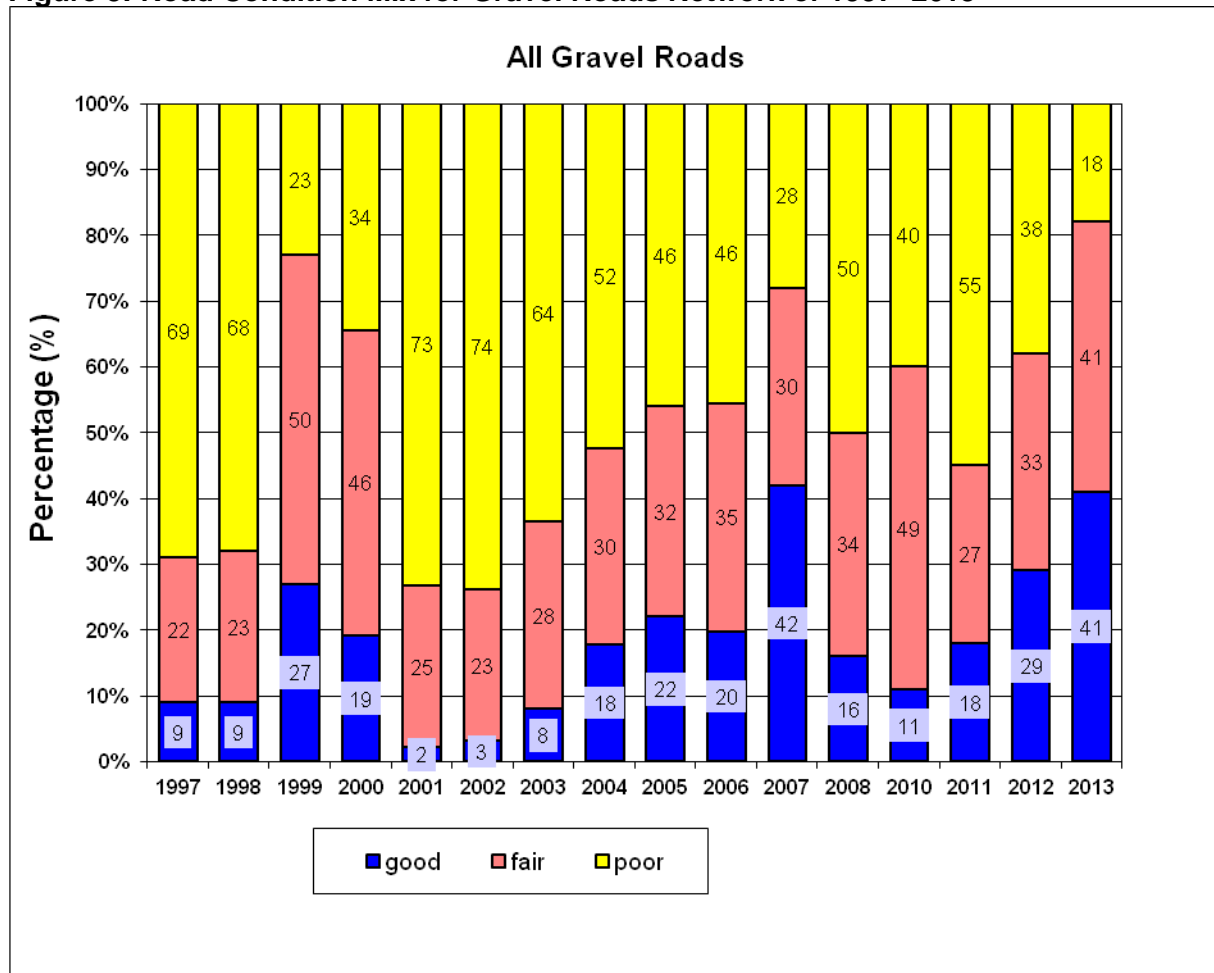
**Table 10: Gravel Roads Network Condition from 1997 to 2013**

Year	Good		Fair		Poor		Total	
	Km	%	Km	%	Km	%	Km	%
1997	690	9	1,687	22	5,290	69	7,666	100
1998	672	9	1,716	23	5,075	68	7,463	100
1999	2,016	27	3,732	50	1,717	23	7,465	100
2000	1,211	19	2,926	46	2,169	34	6,305	100
2001	139	2	1,631	25	4,828	73	6,604	100
2002	198	3	1,468	23	4,717	74	6,383	100
2003	450	8	1,598	28	3,579	64	5,627	100
2004	998	18	1,671	30	2,938	52	5,607	100
2005	1,280	22	1,861	32	2,675	46	5,816	100
2006	1,191	20	2,123	35	2,784	46	6,099	100
2007	2,347	42	1,670	30	1,581	28	5,597	100
2008	894	16	1,911	34	2,841	50	5,646	100
2010	629	11	2,828	49	2,336	40	5,794	100
2011	1,088	18	1,696	27	3,410	55	6,194	100
2012	1,759	29	2,011	33	2,347	38	6,116	100
2013	2,229	41	2,248	41	980	18	5,457	100

*The lengths do not include Ongoing Projects and Missing Links*

**Source: GHA Road Maintenance Division, December 2013**

**Figure 3: Road Condition Mix for Gravel Roads Network of 1997- 2013**



Source: GHA Road Maintenance Division, December' 2013



### 3.1.4 Comparison of Paved Roads Network Condition 2010 – 2013

The length of the paved road network (Asphaltic concrete surface, bituminous surface treated and rigid pavements) surveyed in 2013 is about 7,042.7km as against 7,232km in 2012, 7,150km in 2011 and 7,424km in 2010. As a result of dedicated routine maintenance of the paved roads over the last three years, there has been a linear progression of good paved roads from 3,191km (43%) in 2010 to 3478km (49%) in 2011, 4,386km (60%) in 2012 and 4,260.7 in 2013. Fair reduced significantly from 3,013km (41%) in 2010 to 2,062km (29%) in 2011 but picked up in 2012 to 2,401(33%) . There was further decrease in 2013 to 2,023.1(29%) as poorer roads moved into good and fair zone.

Table 11 shows the progression of Paved Road Network Condition from 1997 and 2013 and figure 4 also shows the graphical representation

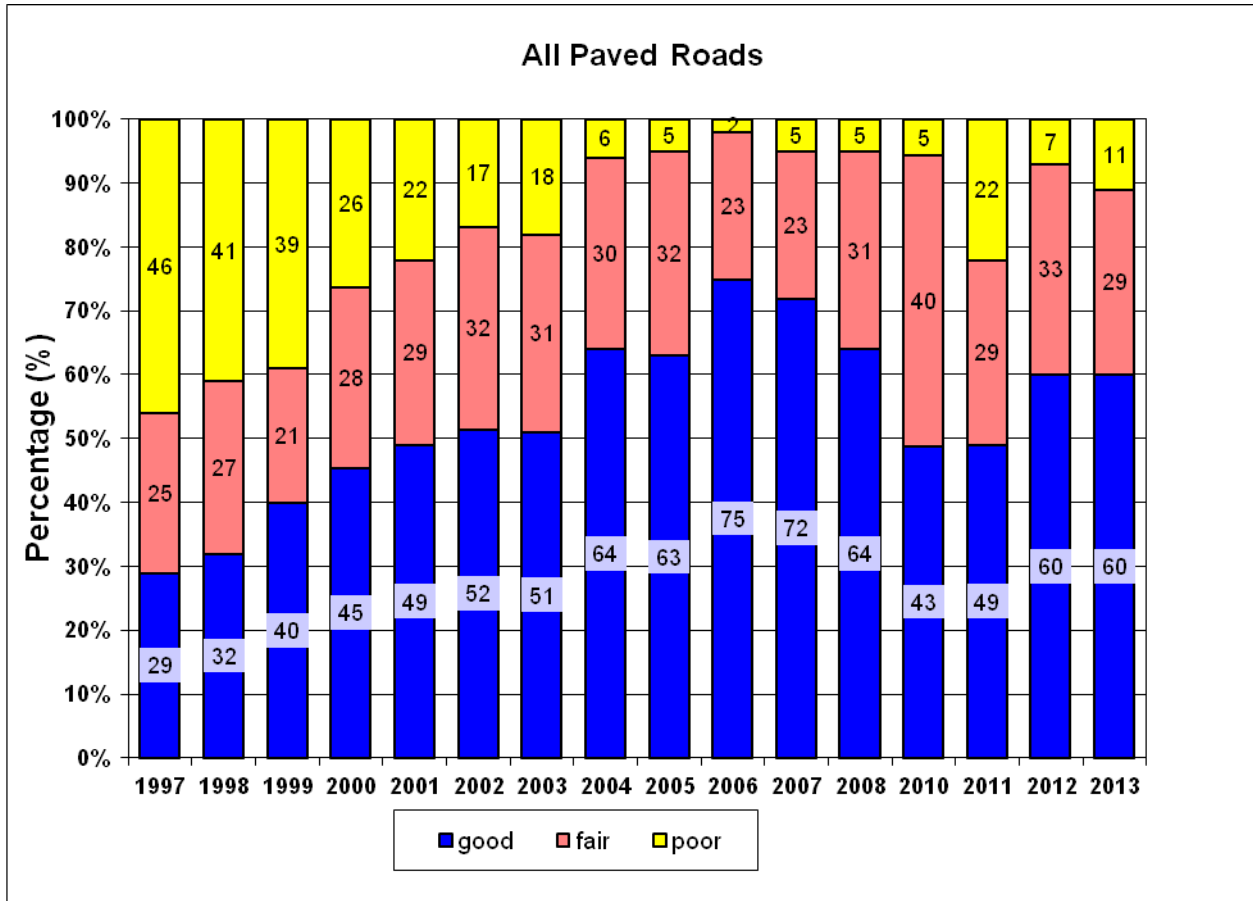
**Table 11: Paved Roads Network Condition from 1997 to 2013**

Year	Good		Fair		Poor		Total	
	Km	%	Km	%	Km	%	Km	%
1997	1,824	29	1,572	25	2,893	46	6,289	100
1998	1,934	32	1,632	27	2,478	41	6,044	100
1999	2,387	40	1,253	21	2,328	39	5,968	100
2000	2,172	45	1,373	28	1,271	26	4,816	100
2001	2,581	49	1,516	29	1,149	22	5,246	100
2002	2,890	52	1,777	32	922	17	5,589	100
2003	2,822	51	1,711	31	963	18	5,501	100
2004	3,404	64	1,622	30	309	6	5,335	100
2005	3,168	63	1,632	32	253	5	5,361	100
2006	4,210	75	1,274	23	139	2	5,622	100
2007	3,995	72	1,302	23	288	5	5,585	100
2008	3,802	64	1,860	31	309	5	5,948	100
2010	3,191	43	3,013	40	1220	16	7,424	100
2011	3,478	49	2,062	29	1609	22	7,149	100
2012	4,386	60	2,401	33	535	7	7,323	100
2013	4,260	60	2,023	29	759	11	7,042	100

*The lengths do not include Ongoing Projects and Missing Links*

**Source: GHA Road Maintenance Division, December' 2013**

Figure 4: Road Condition Mix for Paved Roads Network of 1997- 2013



Source: GHA Road Maintenance Division, December' 2013

## 3.2 Projects

### 3.2.1 Procurement of Services

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

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

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

#### 3.2.1.1 Receipt of Proposals

Consultants were invited for “expression of interest” in the following Services.

Lot1: Consultancy services for the Detailed design of

- Asutsuare Junction-Volivo (28.3km) and Dufor Adidome-Asikuma Junction (38.4km); Asutsuare –Aveyime(24.0km)

Lot 2: Consultancy Services for the Feasibility Studies and Detailed Design of

- Busunu-Daboya Road

The Expressions of Interest (EOI) dossiers received from interested Consultant were evaluated and necessary action taken.

#### 3.2.1.2 Receipt of Proposals

Proposals were received from shortlisted Consultants for the following services.

- Design and Supervision of the Installation of Local Area Network (LAN) for Four Regional Offices (Ashanti, Brong Ahafo, Upper East and Northern Regions) (to be funded by World Bank).
- Individual Consulting Services for Provision of Contract Management.
- Consultancy Services for the Design of the Two Storey Office Block for the Greater Accra Regional Office of the Ghana Highway Authority

The proposals were evaluated and recommendations for award of Contracts were made.

#### 3.2.1.3 Contract Agreement

During the course of 2013, Contract Agreements were signed for the following Services

- Consultancy Services for Corridor Road Safety Study (to be funded by World Bank).
- Consultancy services for the design and construction supervision of one rest stop (to be funded by World Bank).
- Construction of Road Safety Mitigation Measure from Tema-Bamako Road Corridor (to be funded by World Bank).

- Safety studies along the Tema-Bamako Road Project (to be funded by World Bank)
- Consultancy Services for Education and Sensitization on HIV Along the Tema-Paga Road (to be funded by World Bank)
- Consultancy Services for the Installation of LAN and Security Devices for GHA Offices (to be funded by World Bank)
- Consultancy Services for the Identification and Supervision of Actions to Alleviate Poverty along the Buipe-Tamale Corridor as Part of the Trunk Road Pavement Strengthening (to be funded by World Bank)

#### 3.2.1.4 Status of Consultancy Services

A total of twenty-one (21) Consultancy Services were managed, over the year, by the Authority. The breakdown is as provided in the table below.

**Table 12: Number and Fund Sources for Services.**

Funding Source	Number of Projects
GoG	2
AfDB	4
World Bank	8
JICA	1
EU	3
Brazil	1
BADEA	2
<b>Total</b>	<b>21</b>

The details of the projects awarded and progress is attached as Appendix B

#### 3.2.1.5: Public Private Partnerships

Unsolicited proposals were received from private firm for the following road projects in the course of 2013.

- Accra-Tema Motorway
- Elubo-Goaso-Sunyani Road
- Accra-Kumasi Road

#### 3.2.1.6 Development Partners' Missions

The GHA held meetings with officials of some Development Partners to address issues relating to on-going projects and studies as well as projects yet to be undertaken by the government. These were:

##### **World Bank Mission**

The GHA also received three separate missions from the World Bank. The missions reviewed the progress of WATTFP, TSP and ALTTFP.

The mission held a meeting with the GHA and the Ministry of Roads and Highways.

### 3.3 Development Projects

The approved programme for the year covers the construction of 75.05KM of trunk roads at an estimated cost of One Hundred and Twenty-Eight Million, Eight Hundred and Nineteen Thousand, Two Hundred and Sixty-Eight Ghana Cedis, Eleven Pesewas (GH¢128,819,268.11).

#### 3.3.1 New Projects

The Ghana Eastern Corridor , Lot 5 and 6, Oti - Damanko – Bimbila – Yendi – Gushiegu – Gbintiri under Brazillian grant commenced during the 3<sup>rd</sup> quarter of the year.

GHA is awaiting the issuance of specific warrants for the overlay of the Nkawkaw – Atibie road (9km) and Apaaso – Kintampo Dual Carriageway and selected roads in Kintampo town (5km) to enable the two projects to commence. It should be noted that these projects were awarded in the year 2012 but still not started because of the delay in issuance of specific warrant from MOF

#### 3.3.2 Completed Projects

Five (5) projects were substantially taken over whilst three (3) projects were partially handed over in the year. The projects are as shown in Table 13

**Table 13: Completed Projects**

No.	Project	Status	Source of Funding
1	Rehabilitation of National Trunk Road N8 (Assin Praso – Anwiankwanta)	Substantially completed.	JICA
2	Reconstruction of Asankragwa – Enchi Road (60km)	Sectional handing over of first 30km.	GOG
3	Construction of Bamboi – Tinga (53.4km)	Substantially completed.	GOG
4	Nsawam – Apedwa Road; Nsawam Bypass (Kumasi Bound) - 31.	Substantially completed.	GOG
5	Reconstruction of Techiman – Kintampo Lot 1; Techiman – Apaaso Section (53.7km)	Substantially completed.	ADF/GOG
6	Reconstruction of Techiman – Kintampo Addendum No. 1; Apaaso - Kintampo Section (6.3km)	Substantially completed.	ADF/GOG
7	Reconstruction of Bomfa Junction – Asiwa – Bekwai, Bekwai – Ampaha – Asiwa (36.2km)	Sectional handing over of 15km.	GOG
8	Reconstruction of Bomfa Junction – Asiwa – Bekwai, Addendum No. 1; Bekwai – Ampaha - Asiwa (20.0km)	Sectional handing over of 10km.	GOG

**Source: GHA Contracts Division Dec' 2013**

#### 3.3.3: On-Going Development Projects

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

### 3.3.4 Ongoing Bridge Projects

- ❖ 2 No. Interchanges on Tetteh Quarshie – Madina Road Project. Atomic junction interchange – Progress is 96%. Legon Interchange – Progress is 80%
- ❖ Construction of Seven (7) Bridges.  
The project is divided into two (2) lots;  
**Lot 1.** Construction of Bridges over River Aboabo, Birim, Asuboni, and Ochie. Final Inspection was conducted in September 2013. Defects Liability Certificate has been issued to the Contractor.  
**Lot 2.** Construction of Bridges over River Kalangmua, Sissili, and Nanpeni. Project was substantially completed in January 2013 and it is currently in Defects liability Period.
- ❖ Apedwa - Bunso Road Project – Construction of an Interchange at Suhum. Progress is 98%. Construction of Bridge over River Kua – Progress is 98%
- ❖ Construction of Austrian Bridges on Wa – Walewale road (5No. Bridges).  
The project has been divided into five (5) Lots:  
**Lot 1.** Construction of Steel Bridge over River Gyanwali at Kundugu on the Yala-Kundungu-Sombisi Road. 35m Span. Progress is 40%.  
**Lot 2.** Construction of Steel Bridge over River Kudage on the Sombisi – Tantali Road-35m Span. The overall percentage of work done on this lot is about 40%.  
**Lot 3.** Construction of Steel Bridge over River Gongonwu on the Tantali –Tuvuu Road-35m Span. The overall percentage of work done on this lot is 99%.  
**Lot 4.** Construction of Steel Bridge over River Gongonwu on the Tuvuu- Yikpabongo Road- 70m. The progress on this Lot is 15%. Works have stalled due to delay in payment of certificates.  
**Lot 5.** Construction of Steel Bridge over River Kulpawon on the Luari-Jadima Road-140m.

#### Progress of Works

Contractor has completed all piling works and has also completed 3 pile caps. The overall percentage of work done on this lot is 15%. Works have stalled due to delay in payment of certificates.

- ❖ Construction of Austrian Bridges (Phase 2)
  1. Mishuo- Designs and Tender Document completed. The contract will be procured when approval for 2014 budget is granted.
- ❖ Twifo Praso- Designs and Tender Document completed. The contract will be procured when approval for 2014 budget is granted.
- ❖ Construction of Toll Plaza, office block and ancillary works on the Accra – Nsawam Road  
Overall Progress is 98%
- ❖ Construction of Toll plaza, office block at Akim Sekyere on the Anyinam-Nkawkaw Road. Filling of excavation with boulders completed. Construction of box culvert is completed. Progress is 18%
- ❖ Construction of Toll Plaza at Badukrom on the Cape Coast – Takoradi Road. Design of additional lane stabilization has been completed. Contractor is currently constructing the office block. Progress is 7%
- ❖ Rehabilitation of Adomi Bridge.

Fabrication of the bridge deck components is completed. Possession of site installation area has been given to the Contractor. All the fabricated bridge deck components required for the rehabilitation works have been delivered to the site.

- ❖ ‘Supply of and Services to Facilitate Flow of Traffic during the Rehabilitation of the Adomi Bridge - Employment of Two Ferries. The Contract for the supply of the ferries has been awarded to M/S Janson Bridging International of Netherland and the construction of the ferries is completed. The ferry components arrived in the country in December, 2013 and ready for assembling. Progress for the civil works is 50%
- ❖ Construction of six bridges in Northern Ghana funded by Danida. Feasibility studies are on-going by M/S Grontmij A/S in association with M/S HAG Consult.
- ❖ Construction of ramps to existing 6 No. Foot bridges on the George Bush Motorway – (N1). Drawings for the ramps to the 6 No. Foot bridges have been completed. Contractor has set up his camp at Abelenkpe.
- ❖ Construction of 4 No. Foot bridges on the Tetteh Quarshie – Madina road. Design of the footbridges has been completed. Drawing for the footbridges is 80% complete.
- ❖ Construction of 2 No. underpasses on the George Bush Motorway – (N1). Review of design drawings is completed.
- ❖ Construction of 6 No. Foot bridges on the Madina –Pantang road. Construction is currently on-going at the site.

Construction of substructure – 100%

Launching of beams - 80%

Construction of ramps to the foot bridges – 5%

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

- ❖ Structural assessment of the Kaneshie foot bridge has been completed. Request for funds to rehabilitate the foot bridges has been submitted to the Ministry of Roads and Highways.
- ❖ Repair of Bailey Bridge over River Tano on Samreboi – Enchi Rd. sub-structure works has been completed. Progress is 98%.
- ❖ Construction of 81m span Universal Bailey Bridge over River Mole on the Busunu - Daboya Road. Progress is 100%
- ❖ Tanfiano Bailey Bridge repairs. Progress is 100%
- ❖ Menji - Bui bridge repairs. Progress is 30%
- ❖ Launching of Ada Bailey Bridge. Progress is 25%
- ❖ Repair works on the Twifo Praso bridge. Progress is 45%
- ❖ Elmina Bridge repairs. Progress is 50%
- ❖ Repair of Amoakokrom Bailey Bridge. Progress is 98%

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

Update of the National Bridge Statistics and Condition is currently ongoing.

Central Region and Upper East Region completed. The table below shows the National Bridge Statistics and their condition.

**Table 14: Total number of Bridges based on their condition**

<b>The National Bridge Statistics</b>								
	GOOD		FAIR		POOR		OVERALL TOTAL	
<b>REGIONS</b>	No.	%	No.	%	No.	%	No.	%
Greater Accra	4	33	6	50	2	17	12	3
Volta	14	27	35	67	3	6	52	13
Eastern	5	13	33	83	2	5	40	10
Central	13	19	39	58	15	22	67	19
Western	21	36	37	63	1	2	59	15
Ashanti	2	6	33	92	1	3	36	9
Brong Ahafo	3	11	22	81	2	7	27	7
Northern	18	33	36	65	1	2	55	14
Upper East	5	20	10	38	6	23	26	7
Upper West	2	15	9	69	2	15	13	3
<b>TOTAL</b>	<b>87</b>	<b>25</b>	<b>260</b>	<b>71</b>	<b>35</b>	<b>5</b>	<b>387</b>	<b>100</b>









Source: GHA Bridges Division Dec' 2013

### 3.4. Survey and Design

During the year, Survey and Design works were completed on the following projects:

#### 3.4.1 Review of Design Drawings and Reports

The following designs and reports submitted by Consultants/Developers were reviewed to ensure they met the GHA Design Standards:

-  Berekum - Seikwa Road Project - Challenges and way forward.
-  Consultancy Services for Detailed Design of Takoradi - Agona Junction Road.
-  Fufulso - Sawla road Project; Lot 2 (Larabang-Sawla Road)
-  Rehabilitation of Tarkwa – Bogoso - Ayamfuri Road
-  Request for Approval to link Tema - Aflao road to privately constructed road
-  Rehabilitation of Agona Junction-Elubo: design of main road through Elubo Township.
-  Consultancy Services for Construction Supervision of road Works and Design and Supervision of Ancillary Works on Fufulso-Sawla Road (147.5km) Project.
-  Rehabilitation of Anyamfuri - Sekyeredumasi Road.
-  Ahafo Roads project by Newmont Mines.
-  Design, Procurement, Construction and Financing (EPC + Finance) of the Kasoa Interchange Project.
-  Adusena Road Diversion Project (Newmont Golden Ridge Limited).
-  Construction of Pokuase Interchange and Associated Works.



- ✚ Consultancy Services for Detailed Design of the Rehabilitation of Takoradi – Agona Junction Road- Inception report.
- ✚ Consultancy Services for the supervision of the Rehabilitation of Agona Junction – Elubo Road.
- ✚ Construction drawings for the construction of two (2No.) pedestrian underpasses on the N1 highway (Tetteh Quashie – Mallam Junction).
- ✚ Final engineering design report and drawings of Newmont Golden Ridge limited) Ahafo road project.
- ✚ Egress and Ingress design for the property of Benab Oil Company Ltd. on the Accra – Ofankor – Nsawam road.
- ✚ Egress and Ingress design for the property of Jacob Lawen Ltd. on the Accra – Kasoa road.
- ✚ Egress and Ingress design for property of Modern Zi Machinery Ltd. on the Malam - Kasoa road.
- ✚ Egress and Ingress design for property of Jonathan Akwetey & Patience Akwetey on the Adenta – Dodowa road.

The following sites were inspected to recommend solutions to design challenges that had been reported or spotted.

- ✚ Agona Junction – Elubo Road Project
- ✚ Ayamfuri – New Obuase – Asawinso Road Project.

### 3.5 Quality Control on Projects

GHA ensures Quality Control (QC) and Quality Assurance (QA) of on-going and completed Development and Maintenance projects through its materials laboratories in all the regional offices and a well resource laboratory in Accra. Some of the activities carried out during the year are as follows.

Roughness measurement was conducted on the trunk road network as part of the 2013 Road Condition Survey.

Pavement Design Review was also done for Ayanfuri- New Obuase – Asawinso Road Project and evaluation of the performance of some existing pavements.

Geotechnical Investigations was also on the following projects

- Geotechnical investigation at existing footbridge accesses on Tetteh Quarshie – Mallam Road for construction of ramps.
- Geotechnical investigation for three bridge sites on Agona Junction – Elubo Road

### 3.6 Project Preparation Activities

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

A total of 588 certificates were vetted and passed at the close of the year 2013 which is broken down as follows;

- ✚ 168 Development Projects
- ✚ 349 Maintenance Projects
- ✚ 26 Road Safety and environment projects which is made up of 20 weighbridge management certificates and 6 construction of traffic calming measures certificates.

In Addition, 45 Invoices for consultancy services were processed. Please find below the total corrections made to interim payment certificates submitted for payment for the year 2013:

Totals	Submitted Amount GH¢	Corrected Amount GH¢
1 <sup>st</sup> Quarter	-	-
2 <sup>nd</sup> Quarter	10,579,606.21	10,257,593.98
3 <sup>rd</sup> Quarter	8,764,476.57	8,256,786.88
4 <sup>th</sup> Quarter	7,139,421.99	6,859,953.78
<b>Total</b>	<b>26,483,504.77</b>	<b>25,374,334.64</b>
<b>Savings</b>		<b>1,109,170.13</b>

### 3.7 Axle Load Control Programme

Fifteen (15) Permanent Weighbridge Stations (PWS) have been established to date in the various corridors namely:

- ✚ **Akatsi, Tema, Elmina and Agona Junction** on Aflao - Elubo (Coastal) corridor
- ✚ **Boankra, Offinso, Yapei, Bolgatanga and Jema** on Tema - Paga (Central) corridor
- ✚ **Bogoso** (Western Corridor)
- ✚ **Afiencya** (Eastern Corridor)
- ✚ **Asuoyeboa** (Kumasi – Gonokrom)
- ✚ **Sefwi Bekwai**
- ✚ **Mim**
- ✚ **Asokwa**

The operations at all the weighbridge stations have been privatised. Three (3) out of the fifteen stations, namely; Asokwa, Bolgatanga and Yapei were completely out of operations during the year due to on-going works at those stations. The construction of the parking area and the driveway at the Bolgatanga Weighing Station is near completion. Outstanding works on the parking area and weighing equipment at Asokwa Weighing station is still pending whilst the installation of new weighbridge at Yapei Weighing Station has been completed, awaiting calibration.

#### Mobile Vans

A total of eight (8) Mobile Weighing Vans were available during the year. Four of the mobile vans operated in the Regions namely Ashanti, Western, Brong Ahafo and Upper East whilst the remaining four operated from the Head Office.

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

Nine (9) HSWIM have been installed at Tema, Dawa, Nsawam, Elmina, Bolgatanga, Agona Junction, Boankra, Akom and Ngleshie Amanfrom on the Mallam – Kasoa Road which was completed during the year under review.

Officers can now do a remote login to retrieve data from two of the sites namely Ngleshie Amanfrom and Agona Junction The remaining sites will be activated very soon for the remote login facility. This is possible because the system is web base.

## Axle Load Control at the Ports

The installations of six (6) Axle Weighers at the terminals at Tema and Takoradi Ports have been completed. All the four (4) sites at the Tema Port were in operation during the year under review. All the platforms for the portable weigh pads at the loading points have been completed.

### Installation of Axle Load Control Database System

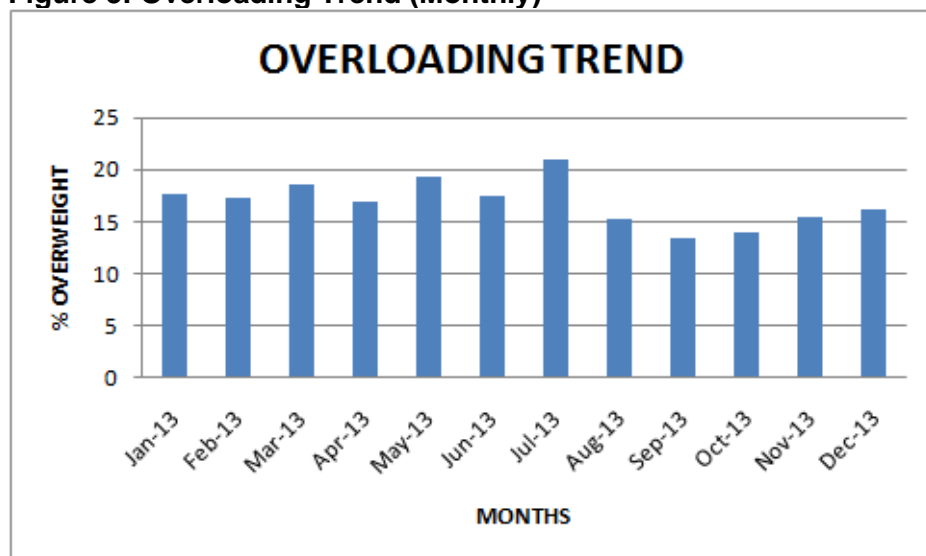
A Database System has been installed at the thirteen (13) operational stations and the Head office. The Database System facilitates the compilation of data at the axle load stations and reporting in general. However, upgrading of the system is on-going to improve the integrity of the data received from the weighing stations.

### 3.7.1 Statistics from the Axle Load Stations

Figures 5, 6, 7 & 8 below show the overloading trend from January, 2013 to December, 2013. The overloading trend shown clearly shows a decline from 17.82% in the 1<sup>st</sup> quarter of 2013 to 15.16% in the 4<sup>th</sup> quarter of 2013 in figure 6.

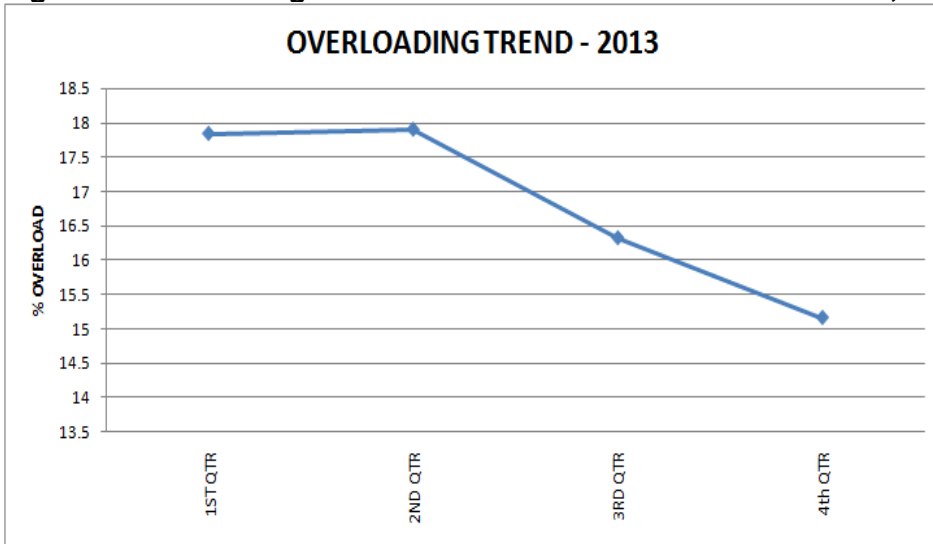
Generally, there has been a decline from 23.77% in 2011 to 16.80% in 2013 as indicated in figure 6. This achievement can be attributed to the extensive education and sensitization programs which commenced in 2012 and effective monitoring.

**Figure 5: Overloading Trend (Monthly)**



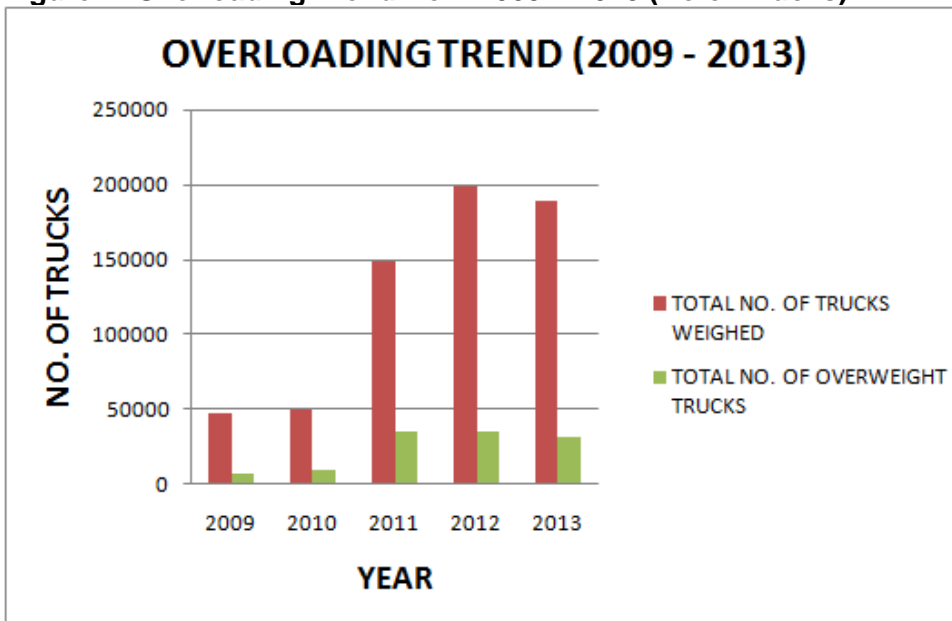
Source: GHA Road Safety & Environment Division Dec' 2013

**Figure 6: Overloading Trend from 1<sup>st</sup> Quarter 2013 to 4<sup>th</sup> Quarter, 2013**



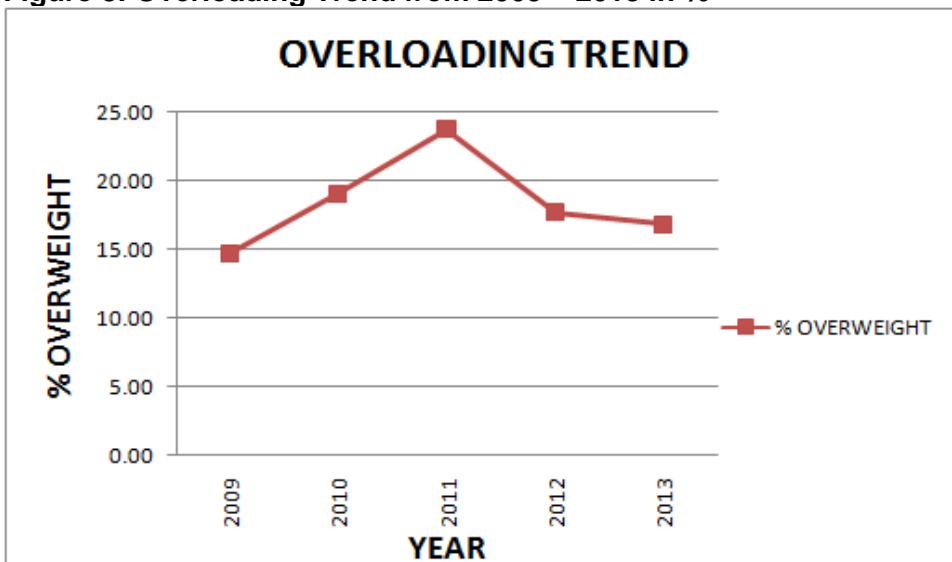
Source: GHA Road Safety & Environment Division Dec' 2013

**Figure 7: Overloading Trend from 2009 – 2013 (No of Trucks)**



Source: GHA Road Safety & Environment Division Dec' 2013

**Figure 8: Overloading Trend from 2009 – 2013 in %**



Source: GHA Road Safety & Environment Division Dec' 2013

### 3.7.2 Road Safety Audits (RSA)

Two Road Safety Audits on Trunk roads were conducted on the underlisted roads

- ✚ Preliminary Design (Stage 2) Asutsuare Junction – Asikuma Junction
- ✚ Detailed Design (Stage 3) Nkwakaw – Atibie Road
- ✚ Pre – Opening (stage 4) Audit of Bolgantanga – Bawku Road (12.9Km)
- ✚ Pre – Opening (stage 4) Audit of Navrongo – Tumu Road (25Km)
- ✚ Pre-opening (stage 4) of the Madina - Pantang Road (5.6km)
- ✚ Post –opening (stage five) audit of Drawings of Old Akrade- Juapong junction

### 3.7.3 Resettlement Action Plan (RAP)

#### 3.5.3.1 RAP for the Agona Junction – Elubo Road Project

The payment of compensation on the Agona Junction - Elubo is still ongoing. Consultation with the project affected persons is also ongoing.

In all, **2,148** Project Affected Persons (PAPs) have received their compensation in the total sum of **GH¢7,352,479.54** out of **GH¢7,956,666.21**. There are however **261** PAPs yet to be paid including unknown owners. Table 15 gives the summary of payment as of 18th October 2013.

### HIV/AIDS Education

#### HIV/AIDS Sensitization for the WATTFP

Contract has been signed with GSMF International for the HIV/AIDS Education and Sensitization along the Tema - Paga road project. The Consultant has commenced the education and sensitization program and submitted an inception report to that effect.

Several meetings have also been held with Messrs MEL Consult, who undertook the WATTFP HIV/AIDS baseline studies, to coordinate with GSMF in the monitoring and evaluation of the HIV/AIDS Sensitization program. A process evaluation approach has been agreed with parties as the most effective way of ensuring that successful implementation of the program.

### Environmental and Social Impact Assessment (ESIA)

A draft ESIA for the Oil Resources and Gas enclave road projects has been prepared on the following routes:

- Alabokazo - Atuabo - Tikobo No.1 (35.7km);
- Yebikrom - Pumpuni (5km);
- Mpataba - Half Assini - Newtown (71km);
- Agona Junction - Dixcove (25km);
- Busua Junction - Busua (5km);
- Princess Junction - Princess Town (25.5km); and
- Esiana - Nkroful (7.5km)

**Table 15: Summary of Compensation Payments**

Description	No. of PAPs	Amount (GHC)	Percentage of Amounts	Percentage of PAPs (%)
Amount of money released from MOFEP for compensation payment		<b>11,615,892.61</b>	<b>100%</b>	
Amount of money Released to the Region for compensation payment including unknown owners	2,409	7,956,666.21	68%	100%
<b>A. Compensation for Affected Bare Lands</b>		3,659,226.40	32%	
<b>B. Compensation for Buildings/Structures</b>		6,514,257.02	56%	40%
Buildings/Structures paid for	961	444,037.71	4%	4%
Outstanding Buildings/Structures including (unknown owners)	98	<b>6,958,294.73</b>	<b>60%</b>	<b>44%</b>
<b>Total No. of Structures affected</b>	<b>1,059</b>			
<b>C. Compensation for Affected Crops/Farms</b>				
Crops/farms paid for	1,187	838,222.52	7%	49%
Outstanding crops/farms	163	160,148.96	1%	7%
<b>Total No. of Crops/farms Affected</b>	<b>1,350</b>	<b>998,371.48</b>	<b>9%</b>	<b>56%</b>
Total number of outstanding structures and crops to be paid for including (unknown owners)	261	<b>604,186.67</b>	<b>5%</b>	<b>11%</b>
<b>Total Payment Made to Date</b>	<b>2,148</b>	<b>7,352,479.54</b>	<b>63%</b>	<b>89%</b>

Source: GHA Road Safety & Environment Division Dec' 2013

### 3.8 Maintenance Projects

In the 2013 fiscal year, a planned work of 1,095.43km at an estimated cost of GH¢216.72 million was programmed for periodic maintenance and minor rehabilitation/upgrading works. However, due to limited funding, the projects were downsized to 87km at the cost of GH¢30.67 million. On the other hand, routine maintenance was given top priority with 100% budget approval for a total length of 10,674km at an estimated cost of GH¢49.85million.

### 3.8.1 Road Funded Projects

There were no new projects awarded during the year under review.

### 3.8.2 Ongoing Projects

There are currently two hundred and sixty-nine (269) on-going maintenance projects.

**Table 16: Summary of Ongoing Periodic Mtce. Projects per Activity**

Activity	No. of Projects	Length (km)
Regravelling	8	131.20
Resurfacing (Partial Reconstruction)	20	179.15
Resealing	2	39.00
Upgrading	71	1,068.90
Town Roads	21	161.90
Drainage Structures	147	—
<b>Total</b>	<b>269</b>	<b>1,580.15</b>

Source: Road Maintenance Division Dec' 2013

### 3.8.3 Completed Projects

There are no completed projects during the year under review.

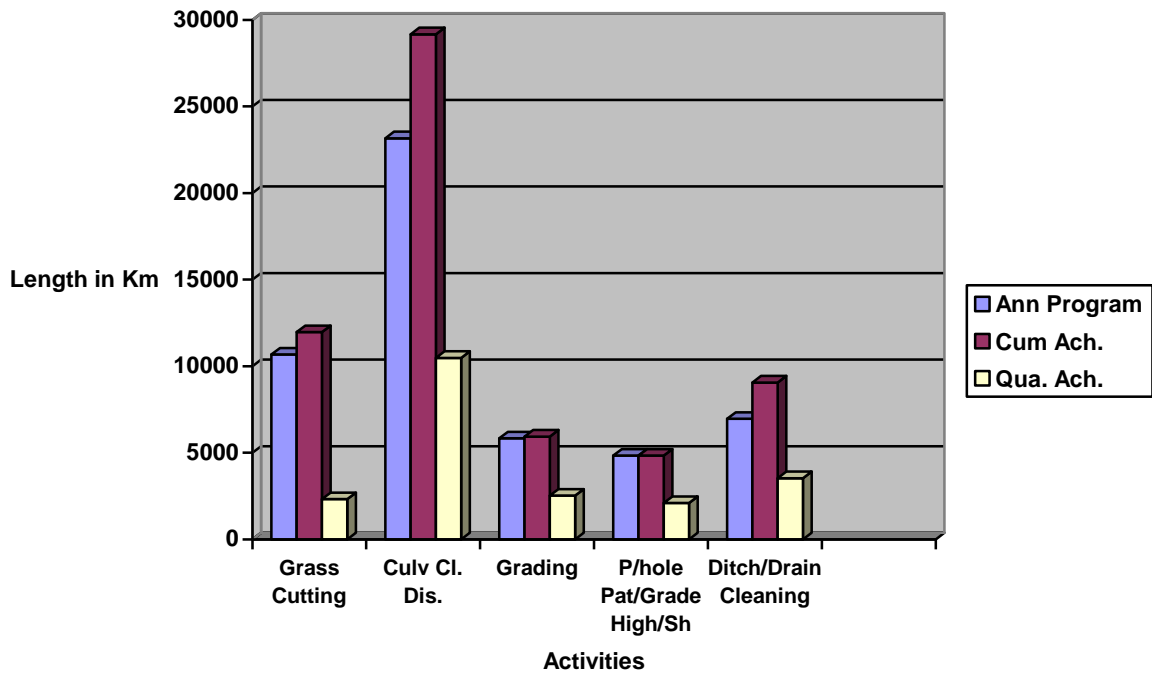
**Table 17: Achievements in Maintenance Projects: 2013**

ACTIVITY	2013 PLANNED PROGRAMME		2013 APPROVED PROGRAMME		1ST QUARTER ACHIEVEMENT	2ND QUARTER ACHIEVEMENT	3RD QUARTER ACHIEVEMENT	4TH QUARTER ACHIEVEMENT	CUMM. ACHIEVEMENT	CUMM. ACHIEVEMENT (%)
	UNITS		UNITS							
<b>ROUTINE MTCE</b>										
Grass Cutting	Km	10,674	Km	10,674	3,500	4,000.00	2,152.00	2,320.00	11,972	112.2
Culvert Cleaning & Desilting	No.	23,162	No.	23,162	2,700	5,500	10,481.00	10,482.00	29,163	125.9
Ditch/Drain Cleaning	Km	6,960	Km	6,960	0	2,674.50	2,851.00	3,534.00	9,060	130.2
Grading	Km	5,838	Km	5,838	290	1,500.00	1,620.00	2,528.00	5,938	101.7
Pothole Patching & Grade High Shoulders	Km	4,836	Km	4,836	150	730.00	1,860.00	2,096.00	4,836	100.0
<b>PERIODIC MTCE</b>										
Regravelling/Spot Improvement	Km	411.3	Km	27.5	0.36	7.97	1.08	19.72	29.13	105.9
Resealing	Km	235.00	Km	15.6	2.30	17.12	10.55	0.00	29.97	192.1
Overlay	Km	0.00	Km	0.0	0.00	0.00	0.00	0.00	0.00	0.0
Drainage Structures & Bridges	GH¢/M	7.4	GH¢/M	4.14	1.68	0.60	1.44	1.09	4.81	116.2
<b>MINOR REHABILITATION</b>										
Partial Reconstruction	Km	217.60	Km	19.77	7.40	0.00	1.75	0.00	9.15	46.3
Minor Upgrading	Km	207.05	Km	21.20	3.37	2.14	11.05	4.43	20.99	99.0
Rehab. of Town Roads	Km	24.78	Km	24.78	1.74	6.64	2.57	2.07	13.02	52.5

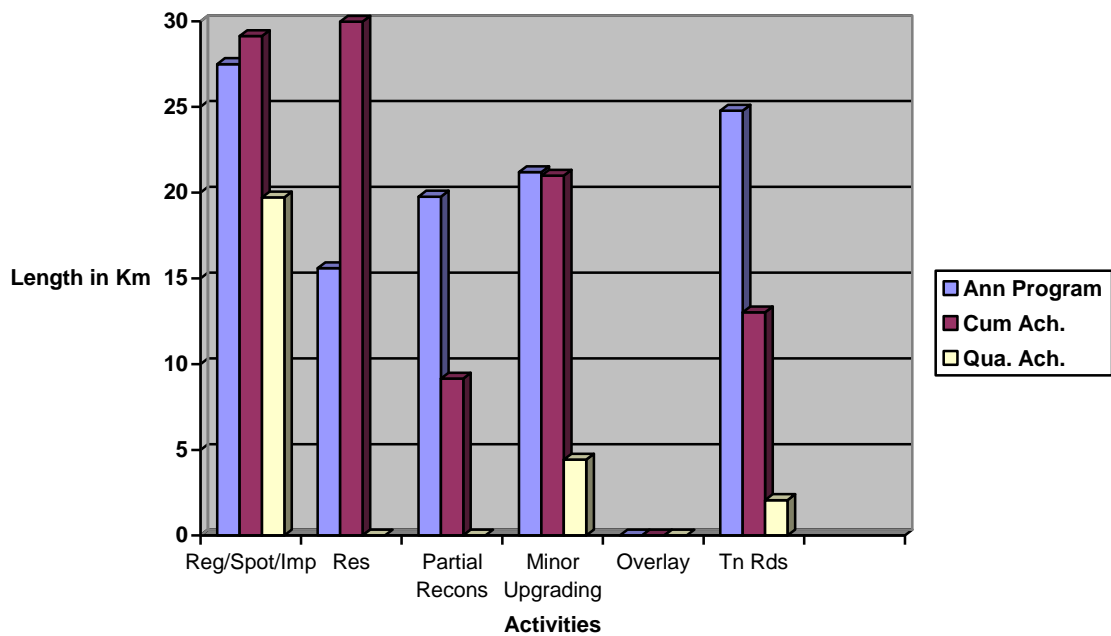
Source: GHA Maintenance Division Dec' 2013

Figure 9: Achievements in Maintenance Activities as at the end of Year 2013

**Routine Maintenance Achievements as at the end of 2013**



**Periodic Maintenance Achievements as at the end of 2013**



**Legend**

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

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



### 3.8.4 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** Unit which, is based at Techiman in the Brong Ahafo Region is responsible for the northern sector of the country. **MMU II** is based at Suhum in the Eastern Region, is responsible for the southern sector of the country.

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

The total cost of work done by MMUI and MMUII during the year under review is GH¢5.3 million and GH¢7.47 million respectively.

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

Details of work executed during the year by the units is as shown in the table 18 below.

**Table 18: Achievements by Mobile Maintenance Projects: 2013**

GHA Units	Road Name	Activity	Unit Km	Project Cost GH¢M	Cumulated Achievement %	Total cost of Work done to date GH¢M	Remarks
	Tepa Junction - Goaso road (27-64)	Pothole Patching, Sectional Partial Reconstruction & Resealing	37	8.23	18.73	1.54	Project reassigned to Brong Ahafo Region
	Tarkwa Town Roads	Partial Reconstruction	11.6	2.20	94.97	2.09	Project suspended due to inavailability of funds
MMUI	Nakpanduri-Bunkpurugu (km20-37.4)	Upgrading	17	10.80	5.93	0.64	Project suspended due to inavailability of funds
	Bamboi-Bole-Wa (km 127 & 184)	Re-instatement of road Wahouts	57	0.4	32.64	0.13	Base course completed
	Wa-Bole-Bamboi Road (5km)	Partial Reconstruction	5	0.90	99.92	0.9	Sealing Works completed
	Tema End of the Motorway Road	Construction of Additional Lanes	0.7	0.69	86.88	0.6	Put on hold
	Kpedze - Kpoeta road	Rehabilitation	12	2.25	70.21	1.58	On-going
	Agona Nsaba road	Rehabilitation	14	1.46	42.46	0.62	Put on hold
	Matse-Klave Road	Rehabilitation	18	1.25	16.91	0.21	Put on hold
	Tetteman Junction - Tetteman	Rehabilitation	2.5	0.53	43.46	0.23	On-going
MMU II	28th February Rd. Court Car Park	Reconstruction	0.5	0.09	115.16	0.11	completed
	Fast Track High Court Park Area	Reconstruction	0.96	0.18	106.72	0.19	completed
	Essuehyia-Otuam Road	Rehabilitation	16	4.09	38.15	1.56	On-going
	Accra end of the Motorway Road	Construction of Additional Lanes		7.22	13.58	0.98	On-going
	Teshie Link into Adjiriganor Road	Construction of Exit Road from Motorway	1.5	2.01	40.21	0.81	On-going
	Nsawam-Adeiso-Asamankese	Partial Reconstruction and Patching	13	1.95	29.92	0.58	On-going
	River Tano on Busunu-Daboya Road	Construction of Bridge		0.17	100.00	0.29	completed
	River Tano at Dadiesoaba on Mehame-Dadiesoaba road	Construction of 31.5m span Bailey Bridge		0.33	60.00	0.24	On-going
BMU	RiverFure on Prestea-Samreboi Road	Construction of Bailey Bridge		0.05	80.00	0.03	On-going
	River Amenzure	Repairs of Bailey Bridge		0.22	95		On-going
	Kaneshie Foot Bridge	Repairs		0.06	80	0.05	
	Nkroful bailey Bridge	Upgrading		0.17	95		On-going
	Nsawam foot Bridge	Repairs		0.08	100.00	0.06	completed
	Domwine Bridge	Repairs		0.09	100.00	0.04	completed

Source: GHA Maintenance Division Dec' 2013

## 3.9 Institutional Strengthening

### 3.9.1 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 under took the following major activities to improve the quality of work of staff.

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

Under the E-Government phase II project, some selected GHA staff attended a training programme on Correspondence Management System organised by National Information Technology Agency and Ministry of Communication in collaboration with RO PLANET/IPMC on the deployment of Correspondence Management Solution system. The objective of the project is the implementation of a core management platform and setup of correspondence management solution. The project covers the setup of a correspondence management solution covering, incoming correspondence, outgoing correspondence and internal correspondence. This project initially covers 13 MDAs (including GHA), out of 102 MDAs/MMDAs. The Correspondence Management System (CMS) will help the MDAs/MMDAs to capture and manage incoming correspondence (e.g. paper and electronic letters, emails, faxes, portals etc.), outgoing correspondence and internal correspondence (internal memos, letters circulars etc.).

The project will deploy the following application software deliverables;

- Provision of Active Directory services
- Provision of Microsoft Exchange Server 2013 services
- Provision of Microsoft Lync Server 2013 services for unified communications
- Provision of Microsoft Sharepoint 2013 services
- Provision of Portal Content Management

### **3.9.1.2 Electronic Document Management Pilot Project**

An Electronic Document Management Pilot Project for the Contracts Division and other divisions that work closely with the Contracts Division which started in July 2012 is on-going. The objective of the project is to analyse flow, storage use and disbursement of documents in the Contracts division and use the results to guide the implementation of the Electronic Document Management System (EDMS). The expected benefits of the pilot project are;

- Protect important documents by having digital copy.
- Reduce filing time and costs.
- Access needed documents quickly to save time and improve service levels.
- Eliminate misplaced or misfiled documents.
- Reduce space consumed by file cabinets and reduce storage cost.
- Reduce cost of photocopying.
- Improve security of documents.

Documents presented by the Contracts division for scanning and indexing into the solution have been completed. The solution has been deployed and tested in different areas in the head office block and client installations have been deployed for required users. Initial training has been done for some staff in the Contracts and MIS Divisions.

## **3.9.2 Human Resource Development**

In line with the Authority's Policy of training and adequately motivating staff to acquire the needed skills knowledge and attitude to enhance performance in the discharge of their duties, organised and co-ordinated various training courses in 2013. Funding for these courses was from the World Bank under the Transport Sector Project (TSP) the West Africa Transport and Transit Facilitation Project (WATTFP), and the Abidjan-Lagos Transport and

Transit Facilitation Project (ALTTFP). There was also funding from 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.

### **Objectives**

- ✚ To enable Top Management formulate policies, initiate, and manage changes to enhance and sustain organizational development.
- ✚ To enable Engineers conduct effective supervision on projects.
- ✚ To enable Managers develop effective work units for enhanced performance.
- ✚ To enable Technical, Administrative and Secretariat personnel to effectively provide the needed support to Directors and Managers to achieve organizational goals.

## **Seminar/Conferences/Workshops**

### **Management Level**

In 2013 a total of Forty-One (41) Management level personnel participated in various seminars, conferences, workshop, and short courses in both local and foreign institutions.

Some local programmes attended by Management Level Personnel included: Directorate and Directors Meeting at Alisa Hotel Accra and “Leading and Managing People” Programme - GIMPA.

Foreign programmes organized in the year under review included; Inspection of Fabricated Components used in the Rehabilitation of the Adomi Bridge – Austria, Performance Based Road Maintenance Contracting – Florida, USA, Contract Performance Implementation Performance Monitoring & Conflict Resolution – USA and Implementation of Based Street Lighting – Austria.

### **Middle Level**

Under this category, a total of Three Hundred and Four (304) Managers and Supervisors participated in both local and overseas programmes. Some of these courses involved seminars and workshops in the following areas Urban Transportation System Planning, Valuation of Plant & Machinery (Module-1), Implementation of Environmental & Social Management Plan (ESMP) on Trunk Road Maintenance Project, ORIO Capacity Building Programme.

Three in-house courses were also organized for One Hundred and Fifty One (151) officers. These included an Audit Training Programme, Training in Microsoft Project (levels 1 & 2) and Skills Development Course for Internal Auditors.

Seven (7) Officers pursued Masters programmes. One (1) Foreign and six (6) in our Local Universities.

Foreign Programmes coordinated in 2013 included Leading Change, Strategy through Implementation, Project Finance & Analysis Techniques for Infrastructure Projects, Learning & Development: Strategies and Practices, Public Financial Management Planning and Control, Management of Public-Private Partnership (PPP), Monitoring and Evaluation System: Design & Implementation.

Fifty-Five (55) Assistant and Technician Engineers had their Induction Training in the course of the year. Sixteen (16) of them completed their training in 2013.

Table 19 below gives the details of the numbers that were trained.

**Table 19: Programmes & Number of Staff Trained in 2013**

CATEGORY	ACTIVITY	LOCATION	NO. OF STAFF	NO. TRAINED
			TO BE TRAINED IN THE YEAR	IN THE YEAR
<b>MANAGEMENT</b>	Seminar/Conference/Workshop	Foreign	8	6
	Seminar/Conference/Workshop	Local	60	35
	Higher Level Training(MBA)	Local	0	0
	In-House Training	Local	34	0
	<b>Totals</b>		<b>102</b>	<b>41</b>
	Seminar/Conference/Workshop	Foreign	19	19
	MSc Programme	Foreign	1	1
	Fellowship Programme	Foreign	0	3
	Seminar/Conference/Workshop	Local	20	126
	Higher Level Training(MSc/MBA)	Local	6	6
	HND/BSc. Programmes	Local	7	1
	Short Course in Local Institution	Local	60	1
	In-house Training	Local	232	151
	<b>Totals</b>		<b>345</b>	<b>308</b>
<b>JUNIOR STAFF</b>	HND/BSc. Programmes	Local	4	0
	Seminar	Local	0	0
	In-house Training	Local	148	0
	<b>Totals</b>		<b>152</b>	<b>0</b>

Source: GHA Training & Development Division Dec' 2013

### 3.9.3 Plant & Equipment

During the year, 745 jobs were received 690 completed and 55 outstanding at the Central Mechanical Workshop. The summary of the jobs received and completed at the various sections are as follows:

**Table 20: Jobs received and completed**

Quarter Section	1ST		2ND		3RD		4TH	
	Rec`d	Comp`d	Rec`d	Comp`d	Rec`d	Comp`d	Rec`d	Comp`d
Light	81	81	86	85	77	82	75	116
Electrical	75	65	72	72	82	71	80	74
Engine	4	2	1	1	3	2	3	2
Ancillary	18	14		1	25	24	25	2
Heavy	18	18	9	7	8	7	8	5
Machine	7	7	8	8	3	3	5	5
<b>TOTAL</b>								

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

Source: GHA Plant & Equipment Division Dec' 2013

#### 3.9.3.1 Ferries

The clearing of the above weed under the Lower Volta Bridge at Sogakope is being executed by a contractor.

**M/S Sogakope** is in good condition and making trips between Ada- Foah to Amedeka and Ada – Foah to Anyanui.

**M/S Okor** has been slipped out of water over several years awaiting repairs. The ferry is deteriorating at an alarming rate.

### 3.9.4 Procurement

The details of the procurement done in the period under review are provided in the tables below table

**Table 21: Shopping (LPO) (GOG Budget)**

Description	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	Total
Stationery	2,595.00	5,685.60	5,770.06	6,236.65	20,287.31
Spare Parts	16,157.50	0	920.00	2,610.50	19,688.00
Battery	2,575.00	0	8,204.53	360.00	11,139.53
Tyres	0	0	17,440.00	23,400.00	40,840.00
Protective Items	0	0	0	4,508.00	4,508.00
Journal Roll	0	0	22,544.00	37,998.10	60,542.00
Generator	0	0	26,500.00	0	26,500.00
Computer & Accessories	0	0	22,671.34	0	22,500.00
Air-conditioners	0	0	4,050.00	1,400.00	5,450.00
Containers (steel)	0	0	17,900.00	0	17,900.00
Gas Oil	23,133.60	27,787.05	0	29,417.85	80,338.50
Oil & Lubricants	3,474.16	4,632.20	5,830.50	5,451.09	19,387.95
Gas Cooker	0	0	0	1,400.00	1,400.00
MIS Items	0	0	0	3,610.15	3,610.15
Nylon Multi-Filament	8,200.00	0	0	0	8,200.00
<b>TOTAL</b>	<b>56,135.26</b>	<b>38,104.85</b>	<b>131,830.43</b>	<b>116,392.34</b>	<b>342,291.44</b>

**Table 22: Procurements under NCT (GOG)**

Description	Qty	Amount
Desk Diaries (2013)	700	19,950.00
Wall Calendars (2013)	1500	6,037.00
Pocket Size Diaries (2013)	300	4,200.00
Saloon cars (Ford Mondeo)	Six (6)	Yet to be supplied

**Table 23 : Procurement Donor Funded**

Description	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	Total
Engine Oil(SAE 40)	37.5	528.5	528.5	441.5	1,536
Gear Oil (SAE140)	65	20.5	8	24	117.5
Grease	-	-	1	-	1
ATF (TIN)	1	-	-	1	2

## Batteries

Description	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	Total
12 Volts 15 Plate	-	-	16	-	16
12 Volts 17 Plate	12	11	1	2	26
12 Volts 17 Plate	-	-	2	-	2

## Tyres

Description	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	Total
205 x 14	12	4	-	-	16
245/16	4	-	-	-	4
265/70 x 16	4	14	21	22	61
215/70 x 15	4	9	2	-	15
215/14	-	-	12	8	20
215 x 16	4	-	-	-	4
400/8	-	-	-	4	4
15/15	-	-	-	12	12
285/17	-	-	-	9	9
225/15	-	-	4	-	4
225/16	-	-	4	-	4
195/14	-	2	2	-	4
235/15	4	8	-	-	12
650/14	-	-	-	4	4
235 x 15	-	-	6	-	6

Source: GHA Stores & Supply Division Dec' 2013

# CHAPTER FOUR

## 4.0 Administrative Activities of the Authority

### 4.1 Human Resource

As at 31st December, 2013, staff strength of the Authority stood at **1,827** against an Establishment of 2500. This comprised 801 being 48.8% Senior Staff and 1,026 being 56.2% Junior Staff as shown in the table 23 below;

The data and the graph on Age Distribution is shown in table 24 and figure 10

**Table 24: Human Resources Strength – GHA Staff Structure as at 31<sup>st</sup> December, 2013**

GHA HUMAN RESOURCE STRENGTH -STAFF STRUCTURE 31ST DECEMBER, 2013																
DESCRIPTION OF	ESTMT	ACTUAL	VACANCY	HQ	GAR	VR	ER	CR	WR	ASH	BAR	NR	UER	UWR	MMU	BMU
OCCUPATION		STRENGTH													I&II	
TOP EXECUTIVES	4	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0
DIRECTORS	27	27	0	17	1	1	1	1	1	1	1	1	1	1	0	0
ENGINEERS (FROM ASSIST. ENGR. TO PRIN. ENGR.)	173	132	41	112	1	2	3	1	2	2	2	1	1	1	2	2
OTHER PROFESSIONAL STAFF	83	38	45	25	1	2	1	1	1	3	1	1	1	1	0	0
ADMINITVE AND OTHER MANAGERIAL STAFF	395	315	80	166	18	12	18	15	13	16	14	11	7	9	11	5
TECHNICIAN ENGINEER STAFF	250	166	84	81	8	8	5	9	7	8	10	7	5	6	8	4
TECHNICAL AND SUPERVISORY STAFF (I)	145	81	64	16	8	4	9	6	5	11	7	4	4	1	5	1
WORKS SUPERINTENDENTS	0	40	-40	7	3	5	7	4	1	1	5	1	0	0	4	2
SENIOR STAFF	1077	801	276	426	40	34	44	37	30	42	40	26	19	19	30	14
TECHNICAL AND SUPERVISORY STAFF (II)	120	107	13	69	2	4	4	6	7	3	4	3	2	2	1	0
FOREMEN	0	7	-7	3	0	0	2	0	0	0	0	2	0	0	0	0
ROAD OVERSEERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CLERICAL STAFF	227	153	74	53	6	10	17	13	9	12	12	7	6	6	1	1
SKILLED WORKERS	516	319	197	81	28	9	16	19	24	21	13	16	13	9	54	16
SEMI-SKILLED	560	440	120	121	22	25	34	38	19	29	26	38	19	18	41	10
TRAINEES / APPRENTICES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
JUNIOR STAFF	1423	1026	397	327	58	48	73	76	59	65	55	66	40	35	97	27
GRAND TOTAL	2500	1827	673	753	98	82	117	113	89	107	95	92	59	54	127	41
TECH.& SUPERVISORY STAFF (I) = (SNR.TEC.OFFR. TO CHF.TEC.OFFR.)																
TECH.& SUPERVISORY STAFF (II) = (TEC.OFFR GDII & TEC.OFFR GDI)																

Source: GHA Human Resource Division Dec' 2013

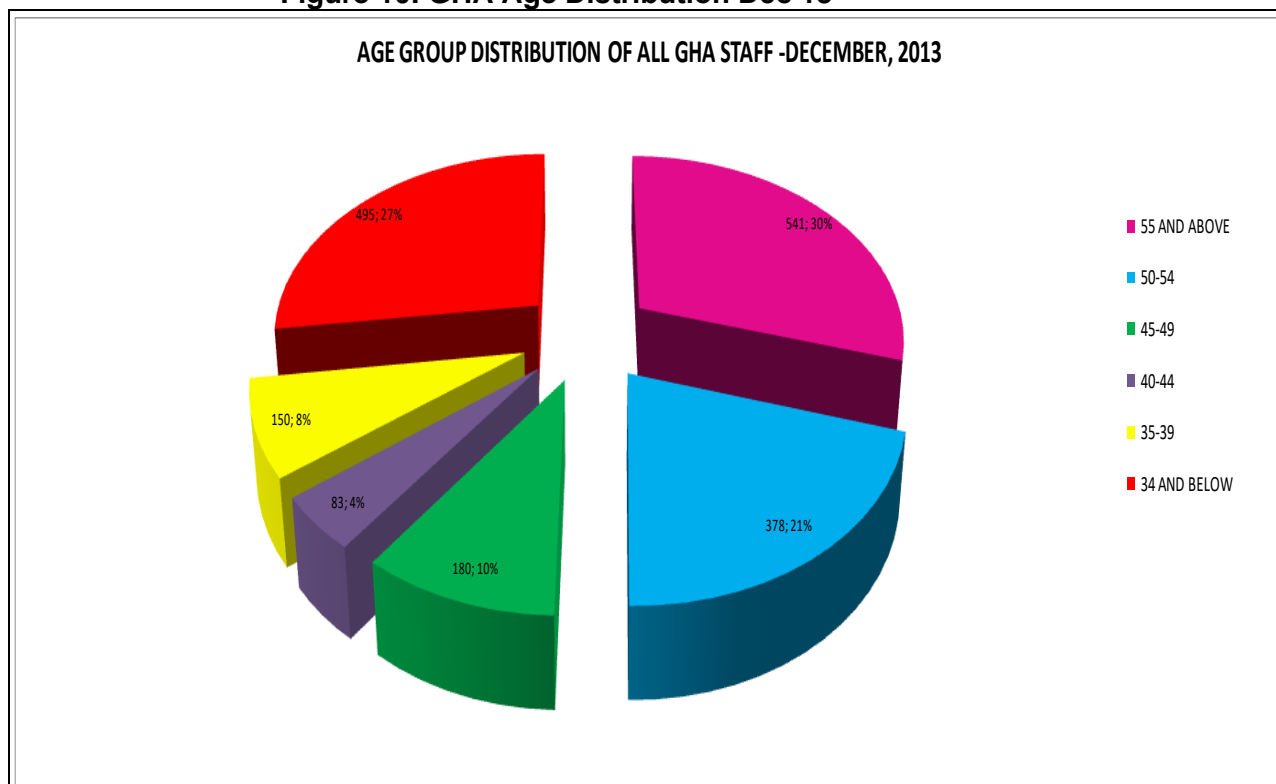


**Table 25 : Staff Age Group Distribution**

AGE GROUP DISTRIBUTION OF ALL GHA STAFF -DECEMBER, 2013							
	55 AND ABOVE	50-54	45-49	40-44	35-39	34 AND BELOW	TOTAL
OCCUPATION CATEGORY							
ADM./ OTHER MANAGERIAL STAFF	138	67	31	16	15	53	320
CLERICAL STAFF	50	27	10	1	5	60	153
ENGINEERS	17	29	23	7	12	66	154
FOREMAN/CHARGEMAN	1	1	0	1	2	2	7
OTHER PROFESSIONAL STAFF	5	6	4	5	9	9	38
SEMI-SKILLED STAFF	127	93	39	21	43	117	440
SKILLED WORKERS	104	81	41	18	33	42	319
SUPERINTENDENT	26	10	4	0	0	0	40
TECH.& SUPERVISORY STAFF (I)	27	25	16	4	4	5	81
TECH.& SUPERVISORY STAFF (II)	1	2	1	3	12	88	107
TECHNICIAN ENGINEER STAFF	45	37	11	7	15	53	168
	<b>541</b>	<b>378</b>	<b>180</b>	<b>83</b>	<b>150</b>	<b>495</b>	<b>1827</b>

Source: GHA Human Resource Division Dec' 13

**Figure 10: GHA Age Distribution Dec'13**



Source: GHA Human Resource Division Dec' 2013

#### 4.1.1 Staff Turnover

In 2013 a total of one hundred and fifty-three staff exited the Authority through various means. The breakdowns are as follows:

**Table 26: Staff Turn Over**

Quarter	Senior Staff	Junior Staff	Total
First	11	16	27
Second	18	16	34
Third	22	43	65
Fourth	17	10	27
<b>Total</b>	<b>68</b>	<b>85</b>	<b>153</b>

#### 4.1.2 Staff Recruitment /Promotions

One Hundred and twenty-eight promotions were effected within the year. This includes the promotion of two (2) Chief Engineers (Civil) to the position of Directors.

One hundred and nine (109) staff of various categories were also recruited in the period under review.

#### 4.2 Public Affairs Issues

Press coverage was organized for the inspection of ongoing road projects in Accra by the new Minister for Roads and Highways and the Greater Accra Regional Minister.

##### Policy Fair

The Authority participated in the 4<sup>th</sup> National Policy Fair from 16<sup>th</sup> - 18<sup>th</sup> October 2013, at the Accra International Conference Centre.

##### Advertisements/Announcements

Fifteen (15) advertisements and announcements were published in the newspapers, Radio and TV stations on behalf of management. Details are as detailed below

- ✚ Training Programmes for Contractors and Supervisors in the Road Construction Industry.
- ✚ Disposal of Obsolete Stores (Spare Parts and General Items).
- ✚ Private Management of GHA Weighbridge Stations.
- ✚ Private Management of Toll Booth on Accra-Tema Motorway and Accra-Cape Coast Road.
- ✚ Automation of Toll Booths.
- ✚ Addendum No.1- Extension of submission deadline of Private Management of GHA Weighbridge Stations.
- ✚ Addendum No.1 – Extension of submission deadline of Automation of Toll Booths.
- ✚ Job Vacancy-Technical Officer
- ✚ Closure of Road Section in front of Nima Market.
- ✚ Emergency Closure of Kulungugu Bridge
- ✚ Routine maintenance of Trunk Roads
- ✚ Addendum – Routine Maintenance of Trunk Roads, Grading of Gravel Roads
- ✚ New Axle Load Limits and Fines for overloading on Ghana's Roads
- ✚ Installation of Weighbridges at Points of Bulk Goods Generation.
- ✚ Keep off Road Reservation along Dahwenya-Dawa (Tema-Aflao) Highway.”

#### 4.3 Legal Issues

These civil cases received attention in Court during the year under review their states are set out as follows in table 26 below:

**Table 27: Court Cases involving the Authority**

NO.	TITLE	COURT	SUBJECT	REMARKS
1	OTINSHIE LAND CASE NUUMO ADJEI KWANKWO VRS GHA & ORS	Accra High Court	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	Judgement was given against the Authority. Appeal by the Authority to the Court of Appeal (CA). All nine grounds of appeal by the Authority upheld by the Court of Appeal. However Authority ordered to pay salaries of dismissed staff from time of dismissal to date
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	ABENA NSIAH AND ORS VRS GHA	High Court, Human Rights Division, Accra	Compensation	Settled
8	JOEMERSA CO. LTD. VRS GHA	High Court, Commercial Division, Sunyani	Damages for wrongful termination of contract	Still Pending
9	EBENEZER BEDIAKO AND 22 OTHERS VRS GHA	High Court, Commercial Division, Kumasi	Payment for period worked as employees of the Authority	
10	CARL JOSIAH REINDORF & OTHERS VRS 1. ATTORNEY GENERAL 2. GHANA HIGHWAY AUTHORITY	High Court, Accra	Compensation	Still Pending
11	LONGLIFE CONFECTIONERY LTD VRS 1. ATTORNEY GENERAL 2. GHANA HIGHWAY AUTHORITY 3. CHINA RAILWAY (WUJU) GRP CORP	High Court, Accra	Compensation	Still Pending
12	RAPHAEL CUBAGEE VRS GHANA HIGHWAY AUTHORITY	District Court Koforidua	Demand for With- holding Tax deducted	Judgement in favour of GHA
13	ESTHER BOYE BOATENG VRS 1. JOYCE ANSONG 2. GHANA HIGHWAY AUTHORITY	High Court, Koforidua	Compensation	Pending
14	GHANA HIGHWAY AUTHORITY VRS EMMA PRATT	District Court , Tema	Recovery of Duty Post Quarters	Judgement in favour of GHA. Defendant to vacate Duty post Quarters. Defendant has vacated the premises.
15	ZENITH BANK GH. LTD VRS 1. K.D.V. LEXICON LTD. 2. GHANA HIGHWAY AUTHORITY	High Court Commercial Division, Accra	Demand for money allegedly wrongfully paid to the 1st Defendant by the Authority	Settled
16	1.NICHOLAS MAMPHI NYANTEY 2. 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 pending
17	KWESI ATTAH VRS 1. KINGSLEY KWAKYE 2. SOWAH S. 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.	This case is pending
18	1. AMA ASANTEWAA 2. NANA AMA YEBODH 3. DORIS ONUMAH VRS 1. CHINA INTERNATIONAL WATER AND ELEC. CORP 2. GHA	High Court, Accra	This is a compensation matter.	This case is pending

Source: GHA Legal Services Division Dec' 2013

## 4.4 Internal Audit

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

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

Below is a table outlining some of the key activities undertaken in 2013.

**Table 28: Details of Some Activities Carried Out in 2013**

No.	ACTIVITY DESCRIPTION	STATUS
1	Axle load & Tolls Audit Greater Accra , Ashanti, Eastern and Volta Region	Completed
2	Special Audit on Road Safety and Environment Division of GHA	Completed
3	Special Audit on overdue Receivable and Payables in the Western Region of GHA	Completed
4	Special Audit on use of assets and facilities at GHA rented bungalow at Dansoman	Completed
5	Audit of Compensation Payments to owners of immovable properties affected by sundry road construction projects nationwide	ongoing
6	Audit of Auction Sales of obsolete and unserviceable equipment and assets	Completed
7	Audit of commercial works at Central Mechanical Workshop	Completed
8	Payroll Audit at Central Mechanical Workshop	Completed
9	Stores Audit	Completed
10	1 <sup>st</sup> to 3 <sup>rd</sup> Regional and Unit Quarterly Reports for 2013 for Nine (9) Regions	Completed
11	Finalisation of 2 <sup>nd</sup> , 3 <sup>rd</sup> and 4 <sup>th</sup> Quarter Audit Reports of the Audit Division for 2012 and subsequent ARIC deliberations	Completed
12	1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> Quarter Audit Reports of the Audit Division for 2013	Completed. Discussions with Management on 2 <sup>nd</sup> & 3 <sup>rd</sup> Quarters ongoing.
13	Review and examination of contract document on construction of Weighing Room at Kasoa Platform Weighing Station	Completed
14	Audit Review of IPC 3 and contract document on Private Management of Ghana Highway Authority Weighing Station at Akatsi.	Completed
15	Audit Review of IPC 37 on Private Management of Toll Plazas at Ngleshie Amanfro.	Completed
16	Audit Review of IPC 7 on Rehabilitation and Pavement Strenghtening of Buipe-Tamale Road.	Completed
17	Audit Review of IPCs 24 and 25 on the Reconstruction of Kpandai-Worawora- Dambai Road Phase 111(Worawora- Dambai Section: km81-151)	Completed
18	Audit Review of IPC 4 on Private Management of GHA weighbridge station at Agona Nkwanta-Lot109 extension).	Completed
19	Audit Review of IPC 4 on Private Management of GHA WeighbridgeStation at MimLot 3 (Revised)	Completed
20	Audit Review and Examination of IPCs:- Construction of Steel bridge, Kulpawn, Luari; Lot 5	Ongoing
21	Audit Review and Examination of IPCs: - Construction of Sefwi Bekwai- Eshien-Asankrangwa	Ongoing

22	Audit Review and Examination of IPCs: -Construction of Bame- Dzolopuito-kpedze	Ongoing
23	Review and Examination of IPC No. 1:- Construction of Ho- Fume Rd(km28+700-40.1) and (Km0+1000-7+000)	Ongoing
24	Review and Examination of IPC No. 14: - Accra – Kumasi Highway dualization project (lot 6: Kwafokrom – Apedwa Section (31.7km)-	Ongoing
25	Review and Examination of documents:- Emergency works for the upgrading of Ho- Adidome Road project (km37.2-52.2) Lot 3	Ongoing
26	Review and Examination of documents:- Rehabilitation of Takwa – Bogoso- Ayamfuli road	Ongoing
27	Review and Examination of (IPC) No. 32:- Reconstruction of Asankragua Enchi road	Ongoing
28	Examination of PVs, JVs for 2012: (Central Administration Account and Head Office Region)	Completed
29	Cash Account Audit (CAA and Head Office Region)	Completed
30	Review of Monthly Expenditure Returns from Jan- Aug, 2013	Completed
31	Payroll Audit	Ongoing
32	Review of Monthly Expenditure Returns for the Revolving Fund Jan- June 2013	Completed

**Source: GHA Internal Audit Division Dec' 2013**

# CHAPTER FIVE

## 5.0 Conclusion/Recommendations

The Ghana Highway Authority in its 2000 – 2015 strategic plan proposed to achieve a road network condition mix of 70% good, 20% fair and 10% poor. With a projected improvement rate of about 7% per annum, it was envisaged that by the close of December 2015, the target road surface condition mix of 70% good, 20% fair and 10% poor would be achieved. The road condition mix for the year 2013 stood at 52% good, 34% fair and 14% poor.

### 5.1 The Way Forward

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

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

### 5.2 Constraints

The major constraints facing the Authority are categorized below:

- ✚ Overage vehicles in all the Departments of the Authority
- ✚ Inadequate technical staff and resources to support effective supervision
- ✚ Poor contractor capacity and performance.
- ✚ Delay in payment of compensation due to long valuation procedures and inadequate budgetary allocation.
- ✚ Inadequate release of funds for Recurrent, Investment and capital Investments.

### 5.3 Conclusion

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

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