

Ghana Institution of Engineering

53rd Presidential Address by Ing Ludwig Annang Hesse, F-GhIE

19th February 2026

Do It Well, Do It Right – A Focus On Roads In Ghana

A Summary of Recommendations

This must be taken in the spirit of “doing it well and doing it right” and in conformity with the reset agenda of government.

1. The Minister of Finance must prioritise the implementation of the Public Investment Management Regulations 2020 (LI 2411) and for that matter the Public Investment Plan (PIP).
2. The NRA must set up an integrated road inventory and condition data base for the country.
3. The NRA must set up an integrated system for routine collection of road traffic data.
4. The NRA must modernise the axle load enforcement regime using weigh in motion bridges, automated with a central data collection and control system; explore the use of a PPP arrangements; and introduce the use of compliance certificated from the ports and heavy industries It is for all loaded trucks the leave their premises.
5. The Minister for Roads and Highways must initiate the review of the NRA Act 2024 (Act 1118) and use it as an opportunity to implement a system that separates Policy from Asset Management and the full devolution of the responsibility of DFR and DUR.
6. The MRH and MoF are urged to take decisive steps to resolve the financial exposure of the roads sub-sector by reducing the project portfolio to levels consistent with available resources; MoF assumes responsibility for outstanding contractor payments and negotiate structured settlements; MoF relieves the RMTF of all non-maintenance obligations; and the MoF increasing the fuel levy on fuel to equivalent of US\$ 0.10 per litre.
7. In furtherance of urban transport goals, the Government must amend the Local Governance Act 2016 (Act 936) to make provision for the creation of Greater Metropolitan Authorities (GMAs); invest in the development and operations of a Bus Rapid Transit (BRT) and the urban rail system as recommended in the 2016 transport masterplan for Accra; Reverse the decision to stop the feasibility and design studies for a BRT system in Kumasi; and prepare long-term land-use plans and transport plans for the large urban conurbations.

8. In the bid to separate functional areas of policy, regulations, asset management and service delivery, the MRH must retrain itself from interfering in the asset management responsibility of the NRA and the regulatory responsibility of the RMTF.
9. The NRA must move away from the practice where the Fund makes direct payments to contractors. It is the responsibility of the asset manager.
10. The NRA must fully implement the recently developed Web-based Integrated Road Asset Management System (WIGRAMS) for its asset management and maintenance responsibilities.
11. The Roads Department of the MMDA must take up the responsibility for the road asset management fully, with funding and regulations from the RMTF and NRA.
12. We must urgently implement measures to reduce deaths on our roads including the regular maintenance of road signs and markings on our highways and the safety issues with regard to okada operations.
13. The President must issue a clear policy directive, in the spirit of the reset agenda, that at least 90 percent of all procurement by MDAs and MMDAs use open competitive tendering processes.
14. The President must also direct the Public Procurement Authority, in collaboration with civil society, to develop a transparent set of guidelines to govern approvals for single-source and selective tendering.
15. The Minister for Roads and Highway must take steps to restore the credibility of the contractor classification register.
16. All major road projects must be backed by feasibility, engineering design and an environmental impact report and detailed costing prior to procurement, and subject to peer and stakeholder review. These must be undertaken by qualified consultants in the spirit of separating the asset manager's role from service provision.
17. Only projects that have approved budget lines must be awarded and signed with strict adherence to project budgets, schedules, and risk management. For projects of a given size, consultants must be used for supervision as a matter of policy and named as the Engineer.
18. Laboratory testing must be strengthened nationwide. Independent private laboratories must be accredited to provide timely and certified test results, transmitted directly to supervising engineers and stored in a centralized database.