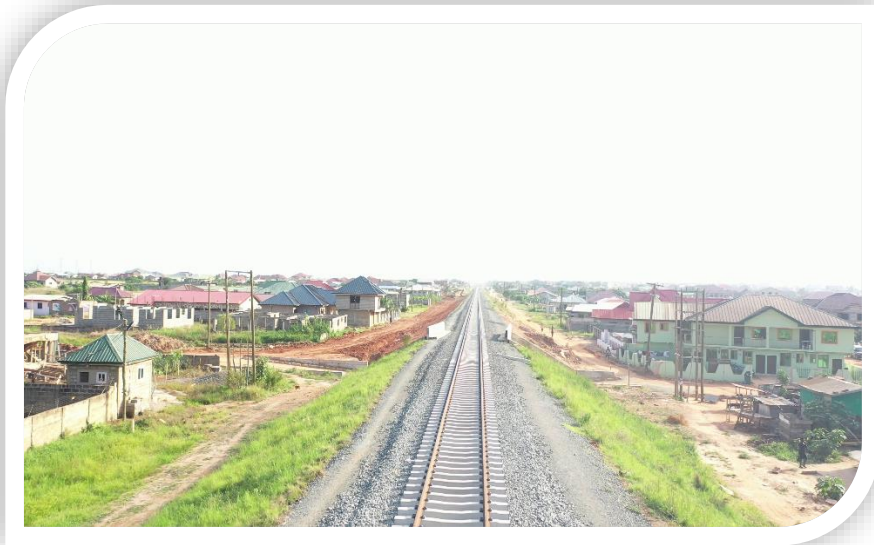




MINISTRY OF RAILWAYS DEVELOPMENT



2019 ANNUAL REPORT (JANUARY – DECEMBER, 2019)

GHANA RAILWAY MASTER PLAN



TABLE OF CONTENTS

LIST OF ABBREVIATIONS	3
EXECUTIVE SUMMARY	4
PART ONE: PROFILE OF THE MINISTRY	9
1.1 Vision	9
1.2 Mission.....	9
1.3 Functions.....	9
1.4 List of Sector Departments and Agencies	10
1.5 Organizational Structure of the Ministry of Railways Development	12
1.6 Political and Administrative Heads of the Ministry, Department and Agencies	13
PART TWO – HUMAN RESOURCE DATA AND ANALYSIS	14
2.1 Staff Distribution.....	14
2.2 Staff Movements	16
2.3 Training and Development.....	17
PART THREE: PLANNED SECTOR PROGRAMMES AND DELIVERY	21
3.1 Policy Objectives	21
3.2 Operational Performance	21
3.3 Implementation Status for Projects and Programmes	24
3.4 Financial Performance	55
PART FOUR: CHALLENGES	56
4.1 Institutional and Human Resource Capacity Challenges	56
4.2 Ineffective Regulatory Regime within the Railway Sector	56
4.3 Operational Challenges	56
4.4 Other Developmental Challenges	57
PART FIVE: OUTLOOK	58

LIST OF ABBREVIATIONS

ABFA	-	Annual Budget Funding Amount
BOT	-	Build, Operate and Transfer
CAPEX	-	Capital Expenditure
CBD	-	Central Business District
CTRC	-	Central Tender Review Committee
E. I.	-	Executive Instrument
EOI	-	Expression of Interest
EPC	-	Engineering, Procurement & Construction
FEED	-	Front-End Engineering Design
GoG	-	Government of Ghana
GRCL	-	Ghana Railway Company Limited
GRDA	-	Ghana Railway Development Authority
ICT	-	International Competitive Tendering
IGF	-	Internally Generated Fund
MoRD	-	Ministry of Railways Development Authority
MoU	-	Memorandum of Understanding
OHCS	-	Office of the Head of Civil Service
PNDCL	-	Provisional National Defence Council Law
PPA	-	Public Procurement Authority
PPP	-	Public-Private Partnership
PSC	-	Public Services Commission
PwC	-	PricewaterHouse Coopers (Ghana) Limited
RFP	-	Request for Proposal
RFQ	-	Request for Qualification

EXECUTIVE SUMMARY

This Report, covering the half year period January – December, 2019, has been prepared in line with Guidelines issued by the Office of the Head of Civil Service (OHCS) pursuant to Section 85(1) of the Civil Service Act, 1993 (PNDCL 327).

The report covers key activities undertaken during the year 2019 by the Ministry of Railways Development, its implementing Agencies, the Ghana Railway Development Authority (GRDA), the Ghana Railway Company Limited (GRCL).

Profile of Ministry of Railways Development

The Ministry of Railways Development (MoRD) was established by His Excellency, The President, in February, 2017 through Executive Instrument (E.I.) 28, 2017 in line with section 11 and 13 of the Civil Service Act, (PNDCL 327). The Ministry is tasked with the responsibility of ensuring the rapid development of a Modern Rail Network and Associated Infrastructure in Ghana.

The Vision of the Ministry is to develop a modern, robust and integrated railways system as well as associated infrastructure to serve as a catalyst and a backbone for the transformation of the economy and make Ghana’s rail transport system the lead in Africa.

The Ministry of Railways Development exists to provide leadership and guidance for the development and modernization of Ghana’s railway system and associated infrastructure through effective policy formulation, investment promotion, research and development.

Staff Strength

Ministry, Headquarters

The staff strength of core Civil servants at the Ministry of Railways Development, Headquarters, stood at forty-three (43) as at the end of December, 2019. This was made up of 31 Senior Staff and 12 Junior Staff distributed among the various Directorates and Units as follows:

- Finance & Administration	-	29
- Human Resource Management & Development	-	3
- Research, Statistics & Information Management	-	6
- Policy Planning, Monitoring & Evaluation	-	3
- Internal Audit	-	<u>2</u>
Total	-	<u>43</u>

In addition to the above, the Ministry received twenty-two (22) seconded staff made up of Project Officers from the Ghana Railway Company Limited GRCL). Three (3) Consultants were employed to provide advisory role (technical and legal) to the Ministry. The National Service Secretariat posted twenty-eight (28) National Service Personnel to the Ministry.

Ghana Railway Development Authority (GRDA)

The Ghana Railway Development Authority (GRDA) also had a staff strength of 62 distributed as follows:

- Management Staff	-	5
- Senior Staff	-	38

- Junior Staff	-	7
- Secondment Staff	-	9
- NABCO DEGREE	-	<u>3</u>
Total	-	<u>62</u>

Ghana Railway Company Limited (GRCL)

The staff strength of the Ghana Railway Company Limited as at the end of March, 2018 stood at 1,318. These were distributed among various Departments as follows:

- Personnel/Administration	-	80
- Finance/Accounts	-	35
- Purchasing/Supplies	-	18
- Security	-	101
- Computer	-	17
- Traffic	-	210
- Mechanical/Electrical	-	279
- Civil Engineering	-	477
- Signalling & Telecommunications	-	13
- Internal Audit	-	11
Total	-	<u>1,247</u>

Highlights of Key Achievements

The development of a modern railway system remains a high priority of Government to facilitate the efficient and effective movement of both passenger and cargo. The expected benefits of a modern railway network to the public are enormous and includes trade facilitation, travel time savings, transportation cost savings, reduction in road accident rates, vehicle and road maintenance cost savings, among others.

Since 2017 Government has adopted the dual strategy of rehabilitating sections of the old narrow-gauge network, as well as, constructing new modern standard gauge railway lines.

With regards to rehabilitation of the narrow-gauge lines, this has been undertaken by the Ghana Railway Company Limited and is progressing steadily. The effort has been on the Accra to Tema suburban line, which has been operating since January 2019, the Kojokrom to Tarkwa, as well as, the Achimota to Nsawam lines.

The rehabilitation of the Achimota to Nsawam section of the existing narrow-gauge Eastern Railway line is 98% completed and test runs have commenced.

Similarly, test runs have commenced on the Kojokrom to Tarkwa through Nsuta section of the existing narrow-gauge Western Railway Line having reached 75% completion stage of the rehabilitation works.

For the new standard gauge network, the development of the Tema to Mpakadan rail line which is approximately 100km and will cross the Volta River is on-going and expected to be completed in August, 2020. The project is currently 55% complete and the construction of a 300m viaduct (railway bridge) has commenced.

From Mpakadan, the line to Burkina Faso will take off proceeding to Hohoe with a branch line to Ho, then through Yendi with a branch line to Sheni and then to Tamale, Bolga, Paga and then to Ouagadougou. This is a PPP Project and the process for selection of the strategic partner

to partner the Governments of Ghana and Burkina Faso is ongoing. A pre-feasibility report, prepared and submitted by the Transaction Advisors, has been reviewed and validated by the two countries as part of the first phase of the project development. The second phase, involving the procurement of a private sector concessionaire to partner with the two countries is at the Request for Proposal (RfP) stage.

There is also the Kumasi to Paga via Tamale route that goes to Paga. This greenfield line is known as the Central Spine. Feasibility studies have been undertaken on the proposed 670km line and the draft Final Report was submitted to the Ministry by the Consultants for stakeholder review and validation. The Ministry signed a conditional contract in April, 2019 for the construction of the first phase of the project, i.e. from Kumasi to Bechem.

From Kumasi there are two options to get to the coast. Either via the Western Line to the Port of Takoradi or via the Eastern Line to the Port of Tema. Government is developing the Eastern rail line from Tema to Kumasi on a PPP basis with Government taking a 30% interest in the entity that will be established to develop the line. Government has reached the final stages of selecting its strategic partner for the development of the Tema to Kumasi line on a PPP basis.

With regards to the Takoradi to Kumasi line (Western Line), construction of a new standard gauge line has already commenced. Construction is ongoing on the Kojokrom to Manso section of the line. Currently one of the longest viaducts (Rail Bridge) in West Africa, some 360 meters is being constructed in Eshiem on the Western Line. The Ministry signed a conditional contract in April, 2019 for the continuation of the construction works from Manso to Dunkwa, a distance of about 100km.

It is clear from the above that Government is on course in the development of a new and modern standard gauge railway network. It is therefore important to procure rolling stock for this new standard railway network, since all the rolling stock in Ghana currently is narrow gauge rolling stock. It is in furtherance of this that Government allocated US\$260million for the procurement of standard gauge rolling stock. This will include 34 locomotives, as well as, 48 coaches and 340 wagons of various types. A contract was signed in July, 2019 for the supply and delivery of the rolling stock under a supplier's credit facility.

The Ministry is currently undertaking a review of the Railway Master Plan of 2013. The 2013 Master Plan envisaged that the over 4000km of rail that was to be constructed under the Master Plan would take 33 years from 2014 to 2047. The draft Final Report of the 2020 Master Plan has been submitted to the Ministry and is being subjected to stakeholder review. The 2020 Master Plan envisages that the over 4000km of railway will be constructed in 15years from 2020 to 2035.

Some of the key highlights of the revised Master Plan are as follows:

- Design speed has been revised from 120km per hour to 160km per hour
- Minimum axle load has been increased from 22 tons to 25 tons
- The new Master Plan connects all regional capitals and also economic zones such as the iron ore deposits at Sheini, near Yendi, the Oppon Mansi, iron ore deposits and the free zone at Shama, which were left out in the 2013 Master Plan.

One of the other remarkable deviations from the previous railway development in the country is that the formation is no longer a laterite finishing, instead, between the formation and the ballast, there will now be an asphalt overlay. This will strengthen the tracks and extend the

lifespan of the new standard gauge line. Routine and periodic maintenance cost will also reduce significantly as a result of this innovation.

Another is the principle of grade separation. This means that the new and modern standard gauge rail network will not interfere with the road network in most instances. The trains and vehicles will not meet. Either the trains will be above the road or vice versa.

Feasibility studies are at various stages of completion for the development of the following railway lines:

- Aflao-Elubo railway line (Trans-ECOWAS line)
- Kotoku-Huni Valley railway line (Central line)
- Metro/Light rail transit systems in Accra and Kumasi

The old Railway Training School and two (2) workshops located at Essikado, Sekondi, have received major refurbishments and facelifts. The Training School is to be upgraded and equipped with modern teaching and learning facilities to enhance capacity building and skills development for the Railway Sector. The projects have been completed awaiting the official handing over to the Ghana Railway Company Limited. Additional works, involving the construction of drainage systems within the surrounding environs of the training school have commenced to safeguard the facilities against the annual flooding that occurs within the locality due to the poor drainage systems.

The Ghana Railway Company Limited, in collaboration with the George Grant University for Mines and Technology (UMaT), Tarkwa, has developed curricula to transform the Training School into an accredited tertiary institution. The School will run courses in railway related courses such as railway engineering, signaling and telecommunication and infrastructural development to build a core of Ghanaian professionals in the railway sector, as well as, other related sectors.

As part of Government policy to develop every town through which the railway line passes, the Ministry, under its “stations-to-cities” programme, has initiated steps to develop associated infrastructure along all the major cities through which the railway line passes.

To this end, a Consultant has been engaged to undertake architectural engineering designs for the development of major railway stations like the Accra and Achimota Stations. Currently, the Consultant has submitted a Conceptual Design for the Achimota which has been reviewed by stakeholders.

Financial Performance for 2019 (January – December, 2019)

Cost Centre	Source of Funding	Budget Allotment	Releases	Variance	Utilization
		Jan – Dec 2019 GH¢	Jan – Dec 2019 GH¢	GH¢	%
Compensation of Employees	GoG	4,809,326.00	2,845,307.29	1,964,018.71	59.16%
Goods & Services	GoG	1,255,683.00	1,038,240.00	217,443.00	82.68%
Capex	GoG	-	-	-	-
	ABFA	95,000,000.00	91,825,975.12	3,174,024.88	96.66%
Donor	Indian Exim Bank	533,404,275.00	409,570,447.17	123,833,827.84	76.78%
IGF	GoG	1,639,506.00	1,171,306.00	468,200.00	71.44%
TOTAL		636,108,790.00	506,451,275.58	129,657,514.43	79.62%

The Ministry's total GoG and Donor expenditure for the year ended 31st December, 2019 amounted to GHS506,451,275.58 as against a total approved budget of GHS636,108,790.00 representing 79.62% of the total approved amount.

Actual expenditure for compensation to employees of the Ministry and its Agencies for the period stood at GHS2,845,307.29 representing 59.16%.

Expenditure for goods and services amounted to GHS1,038,240.00 for the same period against a budgeted amount of GHS1,255,683.00 representing 82.68% of the total approved amount.

Total GoG Capital Expenditure of the Ministry of railways Development for the year 2019 amounted to GHS91,825,975.12 as against the total Budget of GHS95,000,000.00 representing 96.66% of the total amount approved.

In addition to the above, an amount of GHS409,570,447.17 was also released out of the total budget of GHS533,404,275.00 from the Exim Bank of India for the implementation of Tema – Mpakadan rail construction project.

PART ONE: PROFILE OF THE MINISTRY

1.0 INTRODUCTION

The Ministry of Railways Development (MoRD) was established by His Excellency, the President, in February, 2017 through Executive Instrument (E.I.) 28, 2017 in line with Section 11 and 13 of the Civil Service Act, (PNDCL 327). The Ministry is tasked with the responsibility of ensuring the rapid development of a Modern Rail Network and Associated Infrastructure in Ghana.

The Ministry is also mandated to ensure the development and formulation of policies, plans, and programmes to guide the development of the rail transport sector for movement of passengers and goods, facilitate trade, industrial development and stimulate economic growth.

The overall objective of the railway development programme is to build a modern railway network from the South to the North of Ghana with associated infrastructure to address the imbalance between transport modes for long distance transit and domestic freight movements.

The following report, covering the period January – December, 2019, has been prepared in line with Guidelines issued by the Office of the Head of Civil Service (OHCS) pursuant to Section 85(1) of the Civil Service Act, 1993 (PNDCL 327).

1.1 Vision

To develop a modern, robust and integrated railways system as well as associated infrastructure to serve as a catalyst and a backbone for the transformation of the economy and make Ghana's rail transport system the lead in Africa.

1.2 Mission

The Ministry of Railways Development exists to provide leadership and guidance for the development and modernization of Ghana's railway system and associated infrastructure through:

- Effective Policy Formulation
- Investment Promotion
- Research and Development

1.3 Functions

- a. Development and formulation of policies, plans, and programmes to guide the development of the rail transport sector as a facilitator of economic activities, trade and stimulant for economic growth
- b. Development of the appropriate Human Resources capacity for the rail transport sector

- c. Coordination of the sector's budget activities, as well as the sub-vented agencies under the rail transport sector
- d. Provision of oversight responsibility for the rail transport sector
- e. Negotiation of Bi-lateral and Multi-lateral Agreements on railways development and promotion for the country
- f. Provision, facilitation and supervision of research and dissemination of information within and outside the railway sector
- g. Ensuring programme/project implementation
- h. Monitoring and evaluation of plans, programmes and projects within the sector.

1.4 *List of Sector Departments and Agencies*

The Ministry of Railways Development was created to focus exclusively on the rail transportation mode and therefore has oversight responsibility over two (2) public sector agencies of the Railway Sector as follows:

1.4.1 Sub-vented Agency

Ghana Railway Development Authority (GRDA)

The Ghana Railway Development Authority was established under the Railway Act 2008, Act 779 passed by Parliament on 14th November, 2008. The Act received Presidential Assent on 6th January, 2009.

The objects of the Authority are to:

- promote the development of railways and railway services
- hold, administer and improve the Railway Assets
- promote the development and management of suburban railways

1.4.2 Public Service Organization

Ghana Railway Company Limited (GRCL)

The Ghana Railway Company Limited was established in 2001 under the Companies' code 1963 (Act 179) to provide freight, parcel and passenger rail services.

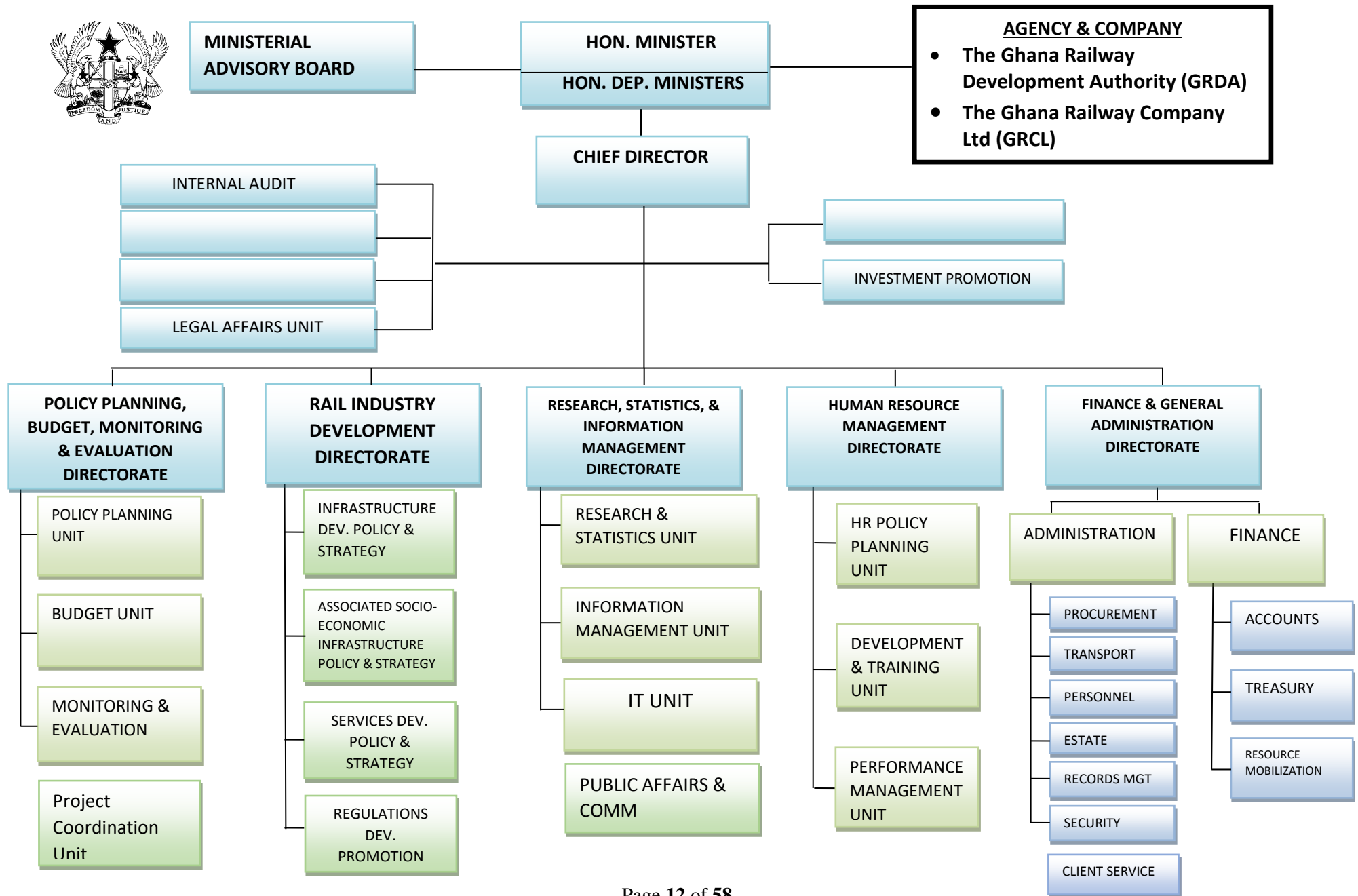
The services, as originally planned and envisaged, to be provided by the company include the following:

- Rail freight transport services on the main lines (Western, Eastern and Central Railway Lines)
- Passenger services on the main lines

Currently however, the services provided by the company are only limited to the following:

- Rail freight services between the Nsuta and Takoradi section of the Western Railway Line for the haulage of Manganese from the Nsuta mines for export through the Takoradi Port.
- Sub-urban rail services on the Accra-Nsawam and Accra-Tema lines (these services have currently been suspended temporarily for rehabilitation works on the tracks).

1.5 Organizational Structure of the Ministry of Railways Development



1.6 Political and Administrative Heads of the Ministry, Department and Agencies

i. POLITICAL & BUREAUCRATIC HEADS OF THE MINISTRY

Ministry of Railways Development	Political Head	Deputy Political Heads		Bureaucratic Head
Name	Joe Ghartey (MP)	Kwaku Agyenim Boateng (MP)	Andy Appiah-Kubi (MP)	Siisi Essuman-Ocran
Period of Office	February, 2017 - Date	March, 2017 - Date	March, 2017 - Date	January, 2019 – December, 2019

ii. HEADS OF DEPARTMENT AT THE NATIONAL LEVEL

S/N	Name of Department	Name of Bureaucratic Head	Substantive Grade	Period of Office
1.	Ghana Railway Development Authority	Mr. Richard Diedong Dombo	Chief Executive Officer	April, 2017 - Date
2.	Ghana Railway Company Limited	Mr. John Essel	Managing Director	March, 2015 - Date

PART TWO – HUMAN RESOURCE DATA AND ANALYSIS

2.1 Staff Distribution

The staff strength of core Civil servants at the Ministry of Railways Development, Headquarters, stood at forty-three (43) as at the end of December, 2019. This was made up of 31 Senior Staff and 12 Junior Staff distributed among the various Directorates and Units as follows:

- Finance & Administration	-	29
- Human Resource Management & Development	-	3
- Research, Statistics & Information Management	-	6
- Policy Planning, Monitoring & Evaluation	-	3
- Internal Audit	-	<u>2</u>
Total	-	<u>43</u>

In addition to the above, the Ministry received twenty-two (22) seconded staff made up of Project Officers from the Ghana Railway Company Limited (GRCL). Three (3) Consultants were employed to provide advisory role (technical and legal) to the Ministry. The National Service Secretariat posted twenty-eight (28) National Service Personnel to the Ministry.

The Ghana Railway Development Authority (GRDA) also had a staff strength of 62 distributed as follows:

- Management Staff	-	5
- Senior Staff	-	38
- Junior Staff	-	7
- Secondment Staff	-	9
- NABCO DEGREE	-	<u>3</u>
Total	-	<u>62</u>

The staff strength of the Ghana Railway Company Limited as at the end of March, 2018 stood at 1,247. These were distributed among various Departments as follows:

- Personnel/Administration	-	80
- Finance/Accounts	-	35
- Purchasing/Supplies	-	18
- Security	-	101
- Computer	-	17
- Traffic	-	210
- Mechanical/Electrical	-	279
- Civil Engineering	-	477
- Signalling & Telecommunications	-	13
- Internal Audit	-	11
Total	-	<u>1,247</u>

Table 1 - 3 below shows the Age and Sex distribution of the Ministry and its Agencies.

Table 1. Age/Sex Distribution (Ministry of Railways Development)

AGE RANGE	20 – 30 YRS	31 – 40 YRS	41 – 50 YRS	51 – 60 YRS	60 YRS +	TOTALS
MALE	4	4	8	10	1	27
FEMALE	3	4	9	-	-	16
TOTAL	7	8	17	10	1	43

From **Table 1** above, an analysis of the age distribution of the staff of the Ministry revealed that as at end of year (end December 2019), a total of seventeen (17) members of staff fell within the 41 – 50 age bracket representing over 41% of the total staff strength, most whom are senior officers.

Ten (10) members of staff were above 50 years, with seven (7) fell within the age bracket of 20-30 years. Eight (8) officers were within 31-40 years. One (1) staff was, however, on post-retirement contract.

Table 2. Age/Sex Distribution (Ghana Railway Development Authority)

AGE RANGE	20 – 30 YRS	31 – 40 YRS	41 – 50 YRS	51 – 60 YRS	60 YRS +	TOTALS
MALE	7	13	3	4	2	27
FEMALE	5	5	0	1	0	11
TOTAL	12	18	3	5	2	40

Table 2 above presents an analysis of the age distribution of the regular (permanent) staff of the Ghana Railway Development Authority. The table shows that as at the end of the second quarter of 2018, out of the 14 regular staff, a total of 6 were within the 51 – 60 years age bracket representing over 42% of the total strength, and one (1) member of staff was within the age bracket of 41 – 50 years.

One (1) member of staff was above 60 years and was on two-year post-retirement contract ending 13th November, 2019. The remaining 6 regular members of staff were within the age bracket of 31 – 40 years.

Table 3. Age/Sex Distribution (Ghana Railway Company Limited)

AGE RANGE	20 – 30 YRS	31 – 40 YRS	41 – 50 YRS	51 – 60 YRS	61 YRS +	TOTALS
MALE	49	64	289	753	0	1,155
FEMALE	15	14	14	49	0	92
TOTAL	64	78	303	802	0	1,247

From **Table 3** above, an analysis of the age distribution of the staff of the Ghana Railway Company Limited shows that as at the end of June, 2018, a total of 889 staff members (about 67%) were aged between 51 – 60 years, while 335 (about 25%) of the staff strength of the Company were aged between 41 – 50 years. Ninety-four (94) officers (about 7%) were below the age of 41 years.

2.2 Staff Movements

No recruitment exercise was carried at the Ministry during the period under review. The Ministry’s Organizational Manual was approved by the Office of the Head of Civil (OHCS) to guide the Ministry’s the recruitment process in future.

During the year under review, five (5) members of staff went for promotion interview and yet to receive their promotion letters. This was made up of 3 females and 2 males.

One (1) Senior Private Secretary was posted out from the Ministry. There was no secondment either to or from the Ministry.

One (1) officer who was offered contract appointment, had his contract ended in November, 2019. The Ministry did not record any staff exiting the Service through either retirement, resignation, dismissal, interdiction or death as at mid-year. Also no member of staff was granted study leave during the period under review.

2.3 Skills requirements

a. Skills required for the sector

The Skills required for the Railway Sector include but not limited to the following:

- Analytical skills
- Problem-solving skills
- Communication skills
- Leadership training
- People Management skills
- Facilitation
- Project Management

- Telecommunication skills
- Electrification and plant skills
- Traction
- Signalling
- Rolling stock
- Safety
- Traffic management
- Proofreading
- Interpersonal skills
- Decision-making skills
- Risk management
- Strategic planning
- Job evaluation
- Succession planning
- Customer service and service delivery improvement

b. Skills available

- Analytical skills
- Problem-solving skills
- Communication skills
- Leadership training
- People Management skills
- Facilitation
- Project Management
- Telecommunication skills
- Strategic planning
- Succession planning

c. Skills gaps

- Traffic management
- Signalling
- Telecommunication
- Rolling stock
- Marketing
- Customer service and service delivery improvement
- Risk management
- Job evaluation

2.3 *Training and Development*

At the end of the year, a total of fourteen (14) officers had undergone various Scheme of Service and Competency-based training programmes in Ghana and China. Funding for all local training programmes came from the Government of Ghana, whilst the foreign Seminars in China were funded by the Chinese Government.

The breakdown is as follows:

2019 Scheme of Service and Competency-Based Training Programmes

NO.	NAME	GRADE	SEX	COURSE TITLE	INSTITUTION	DURATION	START DATE	END DATE	FOREIGN /LOCAL
1.	Enoch Laryea Annan	Deputy Director	M	Master in Public Sector Management	GIMPA	1 year	02/01/19	30/12/19	Local
2.	Margaret Narh-Josiah	ADI	F	Scheme of Service	CSTC	10 days	18/3/19	29/3/19	Local
3.	Ransford Cofie	ADI	M	Scheme of Service	CSTS	10 days	18/3/19	29/3/19	Local
4.	Frank Ayimadu	APO	M	Scheme of Service	CSTC	10 day	11/3/19	22/3/19	Local
5.	Margaret Narh-Josiah	ADI	F	DPA	GIMPA	3 months	27/5/19	16/8/19	Local
6.	Frank Ayimadu	APO	M	Seminar on Comprehensive Rail Transit planning, Construction and Management	China Railway Eryuan Engineering Group Co. Ltd.	1 month	22/07/19	22/08/19	Foreign
7.	Daniel Bannah	Information Officer	M	Seminar on Comprehensive Rail Transit planning, Construction and Management	China Railway Eryuan Engineering Group Co. Ltd.	1 month	22/07/19	22/08/19	Foreign

8.	Efua Benyah	Steno. Grade I	F	Seminar on Comprehensive Rail Transit planning, Construction and Management	China Railway Eryuan Engineering Group Co. Ltd.	1 month	22/07/19	22/08/19	Foreign
9.	Abraham Woode	Snr. Adm. Officer	M	Seminar on Comprehensive Rail Transit planning, Construction and Management	China Railway Eryuan Engineering Group Co. Ltd.	1 month	22/07/19	22/08/19	Foreign
10.	Aliu Kassim	Project Officer	M	Seminar on Comprehensive Rail Transit planning, Construction and Management	China Railway Eryuan Engineering Group Co. Ltd.	1 month	22/07/19	22/08/19	Foreign
11.	Maxwell Afriyie	Procurement Manager	M	Investment &Financial Management of Railway Infrastructure Construction	South-Jiaotong University, Chengdu	3 weeks	16-10-19	7/11/2019	Foreign

12.	Godwin Gadikor	Snr. Plannig Officer	M	Investment & Financial Management of Railway Infrastructure Construction	South-Jiaotong University, Chengdu	3 weeks	16-10-19	7/11/2019	Foreign
13.	Dora Laryea	Asst. Planning Officer	F	Investment & Financial Management of Railway Infrastructure Construction	South-Jiaotong University, Chengdu	3 weeks	16-10-19	7/11/2019	Foreign
14.	Gladys Teye	Project Officer	F	Investment & Financial Management of Railway Infrastructure Construction	South-Jiaotong University, Chengdu	3 weeks	16-10-19	7/11/2019	Foreign

PART THREE: PLANNED SECTOR PROGRAMMES AND DELIVERY

3.1 Policy Goals

The policy objectives of the Ministry are derived from the National Transport Policy (2008) which is currently under review.

The Policies have been arranged under seven (7) Transport Sector Goals which reflect long-term objectives for the Transport Sector as follows:

1. Establish Ghana as a Transportation Hub for the West African sub-region;
2. Create an accessible, affordable, reliable, effective and efficient transport system that meets user needs;
3. Integrate Land Use, transport planning, development planning, and service provision;
4. Create a vibrant investment and performance-based management environment that maximizes benefits for public and private sector investors;
5. Develop and implement comprehensive and integrated policy, governance and institutional frameworks;
6. Ensure sustainable development in the Transport Sector;
7. Develop adequate Human Resources and apply new technology.

3.2 Operational Performance (Key Performance Indicators)

The following key operational performance indicators provide a measure of how the Railway Sector performed in terms of service provision for the period January to December, 2019:

- Passenger Throughput
- Freight Traffic
- Operational Incidents
- Train Turnaround Time

Passenger Throughput

The total number of passengers carried by the Ghana Railway Company Limited from January to December, 2019 was 173.59 thousand passengers. This represents a negative variance of 82.98% against the target for the period of 1020 thousand passengers. The performance however represented an increase by 124.22% against the figure recorded during the same period in 2018 i.e. 77.42 thousand passengers.

The improvement in the performance of the passenger traffic statistics was due to the improvement in patronage of the Takoradi-Sekondi via Kojokrom sub-urban railway services, as well as, the resumption of the Accra-Tema sub-urban passenger rail service in January, 2019 following the completion of the rehabilitation works on the line in December, 2018.

The performance is further expected to improve in 2020 after the resumption of service on the Achimota-Nsawam section of the existing narrow-gauge Eastern Railway Line

and the Takoradi-Tarkwa section of the narrow gauge Western railway line which has been non-operational since 2007.

Table 4 and **Figure 1** below show the tabular and graphic presentation of passenger performance for the period under review.

Table 4. Railway Passenger Throughput

Indicator	Units	Jan-Dec 2018	Jan-Dec 2019 (Actual)	Jan-Dec 2019 (Target)	Variance as % of 2018	Variance as % of Target
Passenger Traffic	No. ('000)	77.42	173.59	1,020.00	124.22%	-82.98%
	Pax-Km ('000,000)	0.63	1.94		207.94%	

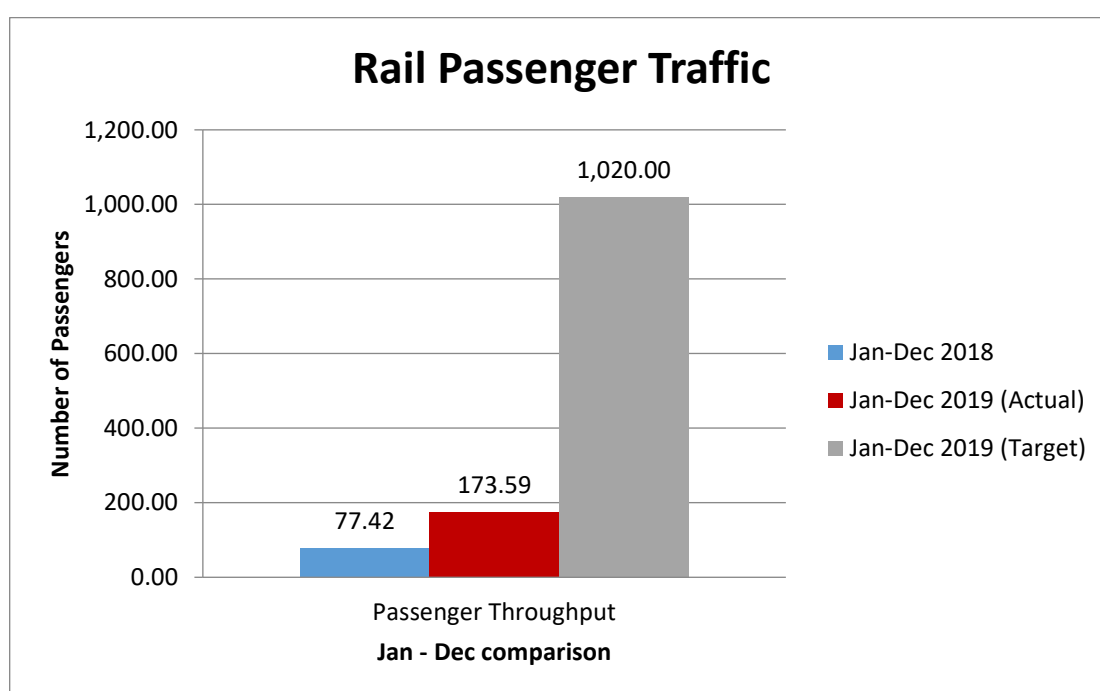


Figure 1. Rail Passenger Traffic Performance

Railway Freight Throughput

Table 5. Freight Traffic

Indicator	Units	Jan-Dec 2018	Jan-Dec 2019 (Actual)	Jan-Dec 2019 (Target)	Variance as % of 2018	Variance as % of Target
Freight Traffic	Tonnes ('000)	708.28	566.18	1,000.00	-20.06%	-43.38%
	Ton-Km (000,000)	44.62	35.66	53.36	-20.08%	-33.17%

Table 5 above, shows that by the end of 2019, GRCL moved 566.18 thousand tonnes of manganese ore which fell below the 2019 annual target of 1,000 thousand tonnes. This performance represents a negative variance of 43.38% against the targeted

tonnage. The performance also showed a negative variance of 20.06% during the same period last year 2018 which was 708.28 thousand tonnes.

Figure 2 below illustrates the graphical representation of performance of freight services.

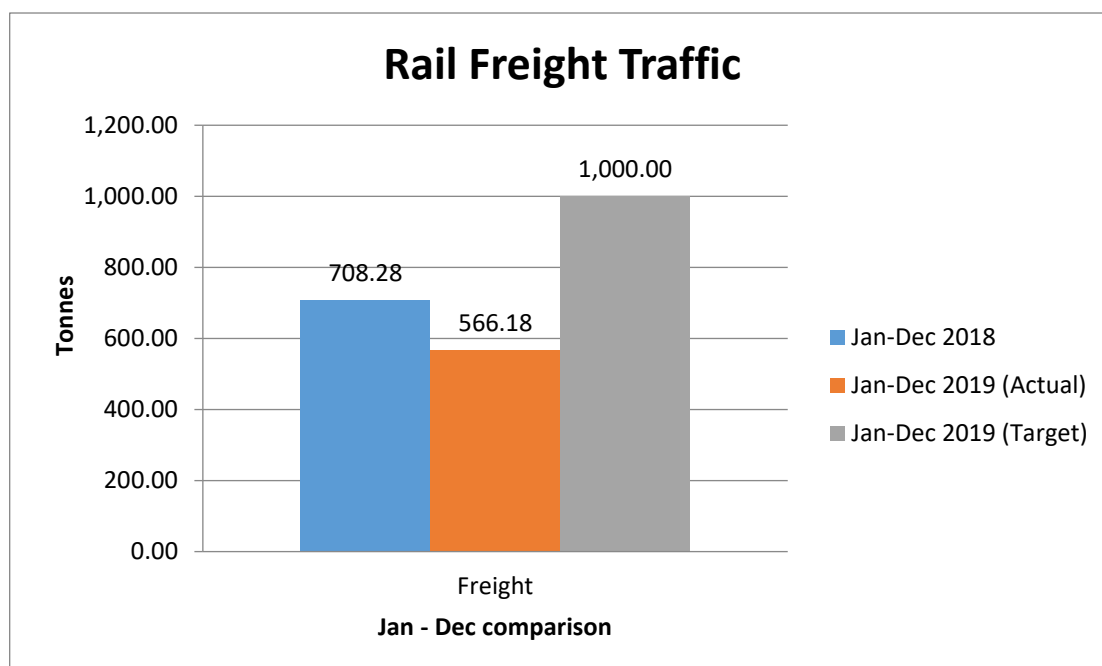


Figure 2. Rail Freight Traffic Performance

Table 6: Train Incidents Recorded

Indicator	Units	Jan – Dec 2018	Jan-Dec 2019 (Actual)	Variance
Number of minor operational train incidents	No.	52.00	83	-59.62%
Number of major operational train incidents	No.	0.00	5	-
Train turnaround time	Hours	10 hours	10 hours	-

From **Table 6** above, the number of minor train incidents that occurred during the period January – December, 2019 was 83 against 52 which was recorded in the same period in 2018. There were therefore 31 more minor incidents that occurred during the year 2019 as compared to the same period in 2018.

Due to the increased number of incidents recorded over the period, the length of time used to clear various obstructions and restore the services on the network also increased from 1,605 hours recorded in 2018 to 2,403 hours in 2019.

Railway Infrastructure (Tracks) Development

The Ministry’s CAPEX budget for 2019 was in respect of various activities involving rehabilitation of the Accra – Nsawam Line (narrow gauge), rehabilitation of the Kojokrom – Tarkwa Line (narrow gauge), construction of the Tema – Mpakadan

Railway Line (standard gauge), Kojokrom – Manso line (standard gauge), as well as, other Consultancy and Transaction Advisory Services.

Table 7 and **Figures 3, 4** and **5** below shows the length of narrow-gauge railway lines rehabilitated, maintained and standard gauge railway lines constructed during the reporting period.

Table 7. Length of Railway Lines Rehabilitated/Maintained/Constructed

Indicator	Units	Jan-Dec 2018	Jan-Dec 2019 (Actual)	Jan-Dec 2019 (Target)	Variance as % of 2018	Variance as % of Target
Length of Railway Lines Rehabilitated	Km	65.40	80.00	130.00	22.32%	-38.46%
Length of Railway Lines Maintained	Km	71.70	151.30	127.30	111.02%	-
Length of New Railway Lines Constructed ¹	Km	0.00	34.40	65.00	-	-47.08%

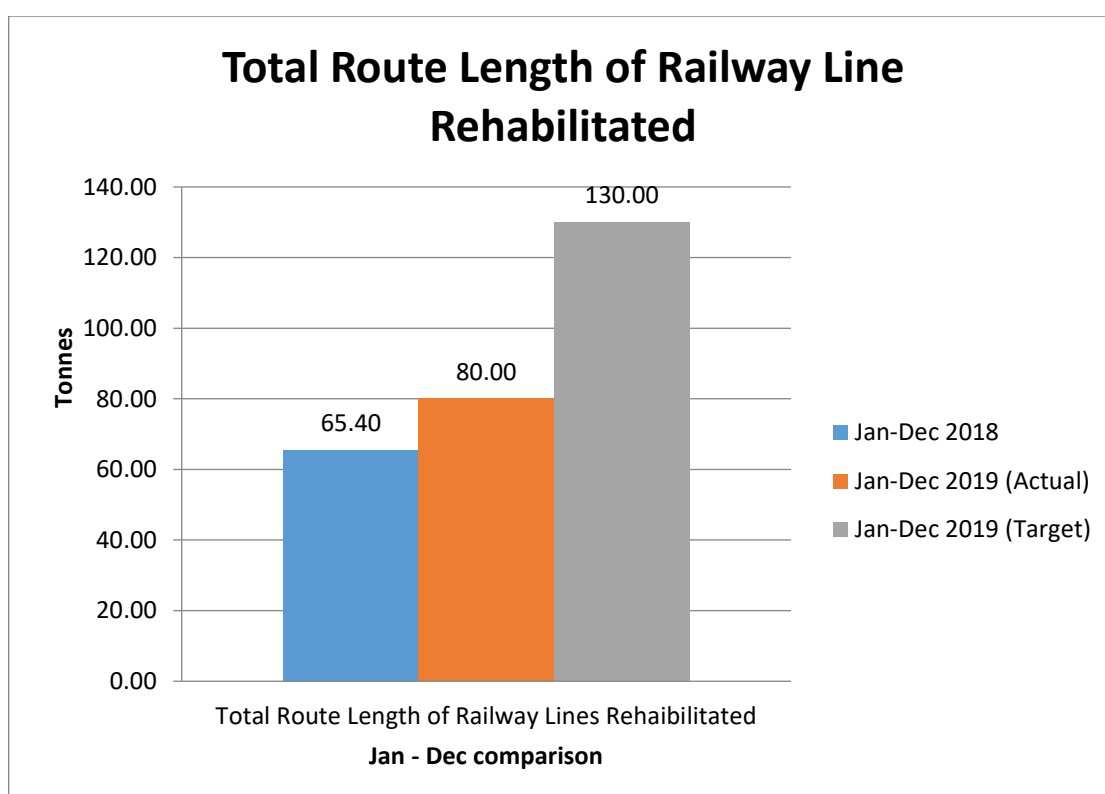


Figure 3. Length of existing Railway Line Rehabilitated

¹ Construction of the 97.7km standard gauge railway line from Tema – Mpakadan (Akosombo) is 55% complete and the construction of the 5km Kojokrom – Eshiem section of the Western Line on standard gauge railway line is also 68.43% complete. Furthermore, site clearance works for the continuation of the construction works on the 17km Eshiem – Manso section has commenced at a 3% completion stage.

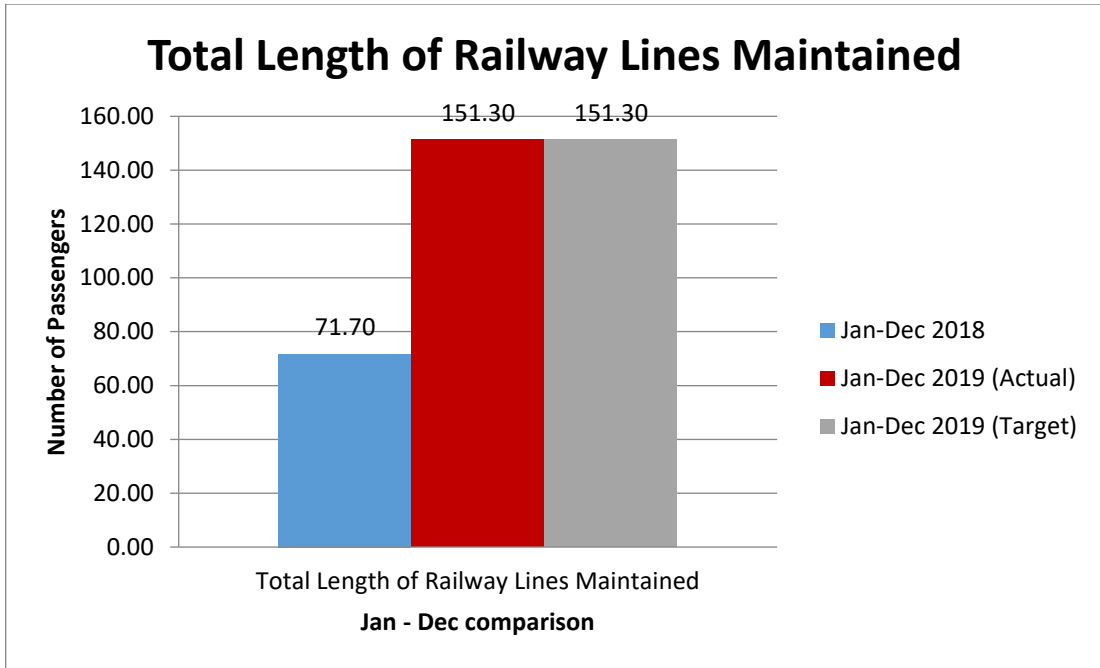


Figure 3. Length of existing Railway Line Maintained

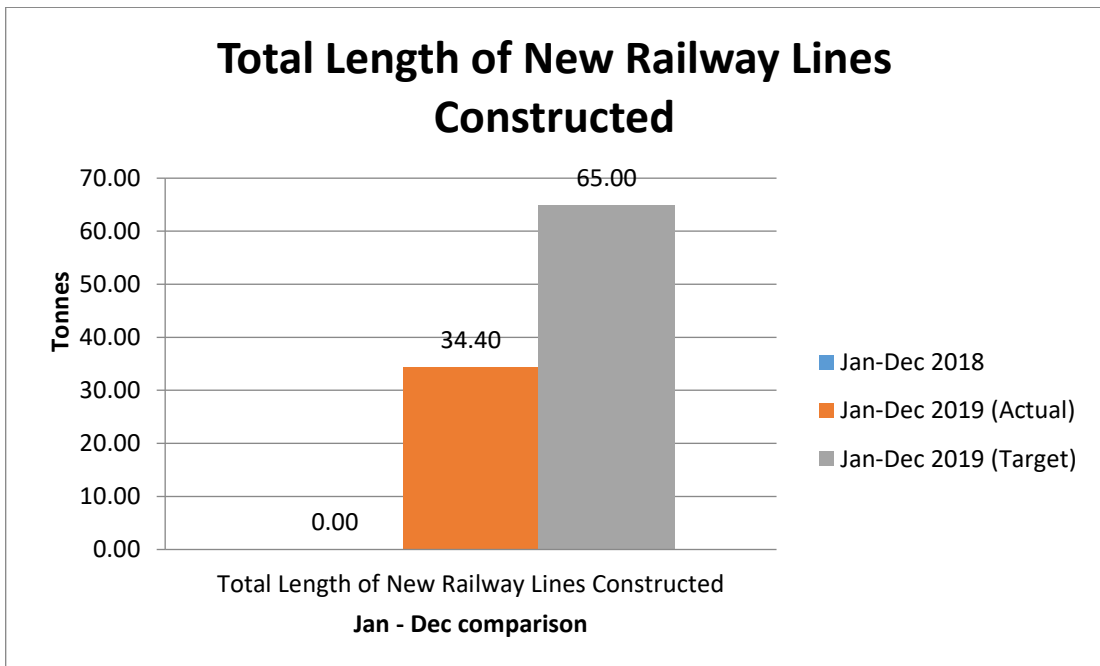


Figure 4. Length of new standard gauge railway lines constructed

3.3 *Implementation Status for Projects and Programmes*

3.3.1 Rehabilitation of the Accra – Nsawam and Accra – Tema Sections of the Eastern Railway Line (Narrow Gauge)

The Ministry, through the Ghana Railway Company Limited, completed the rehabilitation of the 30km narrow gauge railway line from Accra to Tema in December, 2018. This has enabled the restoration of passenger rail services on the corridor since January, 2019.

The section of the line from Achimota to Nsawam (40km) has also been rehabilitated and test runs have commenced in anticipation for the relaunch of the sub-urban commuter rail services from Accra to Nsawam to ease traffic congestion on the corridor. The project is about 98% complete.

Rehabilitated Accra-Tema Line (Accra Central Railway Station)



Reconstructed Train Platform (Accra Central Railway Station)



Rehabilitated Accra-Tema Line (Batchona Railway Station)



Rehabilitated Accra-Tema Line (Tema Harbour Railway Station)



Rehabilitated Accra-Tema Line (Tema Comm. 1 Railway Station)



Rehabilitation works on the Achimota – Nsawam Railway Line



3.3.2 Rehabilitation of Kojokrom - Tarkwa Section of the Western Line (Narrow Gauge)

The rehabilitation of the existing 56km narrow gauge line from Kojokrom to Tarkwa through Nsuta is progressing steadily and is currently about 75% complete. The project involves track works, as well as, renovation of existing railway station buildings. The rehabilitation works is being undertaken by workers of the Ghana Railway Company Ltd. and a total of about 300 jobs have so far been created as a result of the works.

The rehabilitation works has improved the haulage of manganese ore from Nsuta mines to the Takoradi Port tremendously from 630,000 tonnes in 2017 to 700,000 tonnes in 2018. About 566.18 thousand tonnes of manganese ore was hauled by rail in 2019 to the Port of Takoradi for export.

Passenger train test runs have begun to ensure a safe and secured sub-urban train services. When completed, it would lead to the restoration of passenger rail services from Tarkwa to Takoradi for the first time since 2007.

Rehabilitation of Kojokrom-Tarkwa Railway Line



Rehabilitation of Kojokrom-Tarkwa Railway Line



On-going Remodelling of Tarkwa Railway Station



3.3.3 Development of Tema – Mpakadan New Standard Gauge Railway Line

Significant progress has been made in 2019 with regards to the on-going construction works on the Tema – Mpakadan standard gauge railway line. The overall completion of the project currently stands at about 55% and this includes the construction of a 300m major viaduct (railway bridge) across the Volta River.

Site preparation works of the development of a new Inland Port are on-going at Mpakadan, where the rail line terminates. The development of the Inland Port to facilitate the transfer of cargo from the rail head to barges on the Volta Lake for onward transport to the northern parts of the country, is being undertaken in collaboration with the Ministry of Transport and a private sector developer.

On-going construction of Tema – Mpakadan railway line



On-going Construction of Tema-Mpakadan Standard Gauge Railway Line



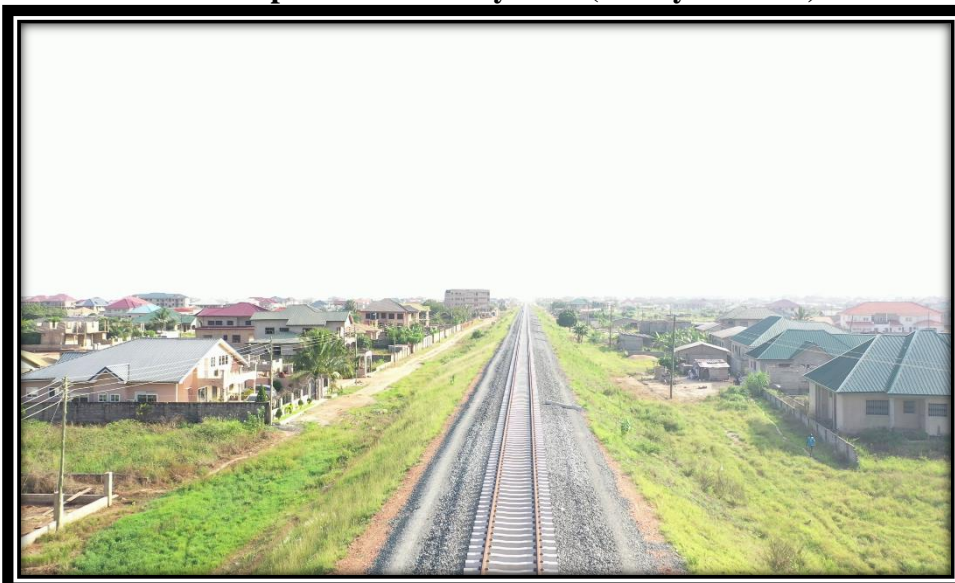
Construction of Railway Bridge across near Tema Motorway Round About



Construction of Railway Bridge across Volta River



Tema-Mpakadan Railway Line (Afienea section)



3.3.4 Development of the Ghana – Burkina Faso Railway Interconnectivity Project

The proposed railway line to Burkina Faso will take off from Mpakadan, proceeding to Hohoe with a branch line to Ho, then through Yendi with a branch line to Sheni and then to Tamale, Bolga, Paga and then to Ouagadougou. This is a PPP Project and the process for selection of the strategic partner to partner the Governments of Ghana and Burkina is ongoing.

The project is being implemented jointly by the Governments of Ghana and Burkina Faso. To this effect, a Bilateral Agreement has been signed by both countries.



H. E. Nana Addo Dankwa Akufo-Addo and H. E. Roch Marc Christian Kabore during a Bilateral meeting on the implementation of the railway interconnectivity project

In November, 2018, a Transaction Advisor was procured to undertake feasibility studies, including financial, economic, environmental and legal assessment and also survey and map-out the right-of-way, as well as, undertake the engineering design for the corridor. The Transaction Advisor is also to provide technical advice to both countries and procure a private sector partner to develop the line on a BOT basis.

An Inception Report for the assignment was submitted in March, 2019 which has been reviewed and validated by stakeholders from both Ghana and Burkina Faso. Further to this, the Transaction Advisor submitted a Pre-feasibility Study Report, including the Preliminary Alignment for the line. The Report was reviewed and validated in October, 2019 by a Joint Committee of Experts from countries.

The second phase of the assignment, which is the procurement phase, is on-going concurrently. The procure is currently at the Request for Proposal (RfP) stage, having already completed the Expression of Interest (EoI) and Request for Qualification (RfQ) stages.

Both the feasibility and procurement phases of the Transaction Advisory assignment are expected to be completed by the first quarter of 2020 to allow for the commencement of construction works.

3.3.5 Development of Kumasi - Paga Railway Line (Central Spine)

Following the procurement of Consultants in December, 2017, feasibility studies have been undertaken by Government on the proposed 670km Greenfield railway corridor from Kumasi to Paga, (the Central Spine). The construction of the rail line will be undertaken in sections; the Kumasi to Bechem section, Bechem to Buipe, Buipe to Tamale section and the Tamale to Paga with a branch line from Tamale to Yendi.

In April, 2019, a contract was signed for the development of the first phase of the Kumasi to Bechem section. Government has earmarked **US\$500million** out of the **US\$1billion** Chinese CDB facility for development of the project.

Proposed Alignment for the Kumasi-Paga Railway Line



3.3.6 Development of the New Standard Gauge Eastern Railway Line

From Kumasi, there are two options to get to the coast. Either via the Western Line to the Port of Takoradi or via the Eastern Line to the Port of Tema.

Government is developing the Eastern railway line from Tema to Kumasi, with a branch line from Busoso to Atiwa, through Kyebi on a PPP basis with Government taking a 30% interest in the entity that will be established to develop the line. Government has reached the final stages of selecting its strategic partner for the development of the Tema to Kumasi line on a PPP basis.

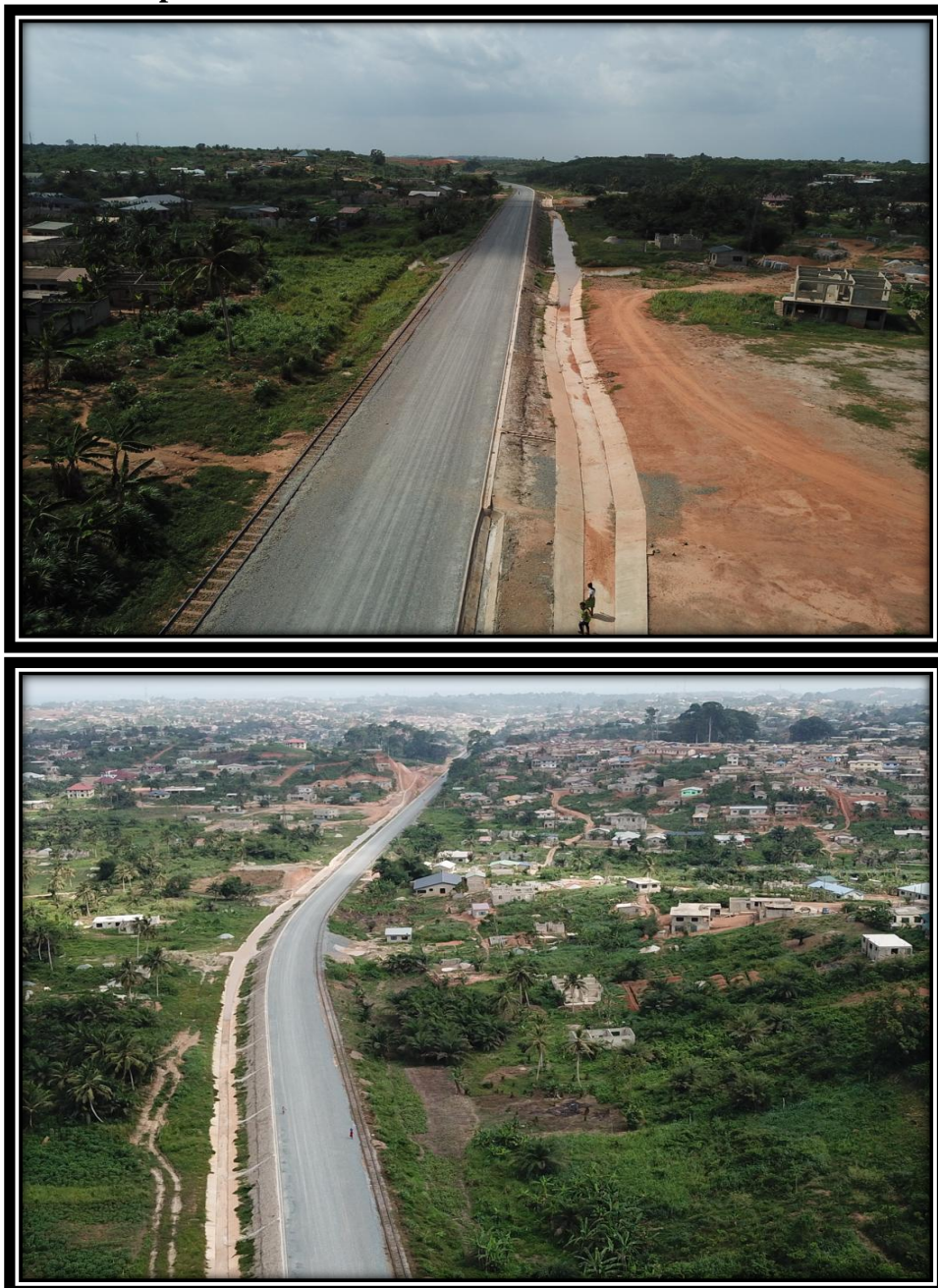
The procurement process for the engagement of a strategic private sector investor(s) to partner the Government of Ghana to develop the project is at the negotiation stage. The Public Procurement Authority (PPA) is currently undertaking an administrative review of the procurement process following petitions from some of the bidders challenging the procurement process.

3.3.7 Development of the New Standard Gauge Western Railway Line

With regards to the Takoradi to Kumasi (Western Line), construction of a new standard gauge line has already commenced. The construction of the section of the line from Kojokrom to Eshiem, a distance of 5km, is progressing steadily.

This is being funded by the Government of Ghana. Currently, the project is about 68.43% complete. Currently one of the longest viaducts (Rail Bridge) in West Africa, some 360 meters is being constructed in Eshiem on the Western Line. All the materials and equipment required to complete the project are on-site to enable the full completion of the project before the end of 2020.

Completed formation works on Km10+600 to Km13+100



On-going construction of Viaduct (Railway Bridge) at Km14+200 to Km14+575



Stock-pile of concrete sleepers on site ready to be laid



Ballast on site at Eshiem



The continuation of the new standard gauge construction works from Eshiem towards Manso and beyond, covering a distance of 17km is also on-going. The contractor has mobilized on site and has commence the works.

In April, 2019, Government signed a US\$500m contract to further extend the new standard gauge line from Manso to Dunkwa, spanning a distance of about 100km with funding arrangement from a loan facility from the Chinese Government through the China Development Bank.

3.3.8 Final Engineering Design for the Western Railway Line

The Final Engineering Design for the Kojokrom – Kumasi section of the Western Line is on-going. Currently, the assignment is about 36% complete. The following components of the final design works have been undertaken:

- Detailed topographical survey from Takoradi to Kumasi
- Geotechnical & geological surveys between Takoradi – Tarkwa
- Alignment between Takoradi and Kumasi
- Infrastructure (Bridges/Culverts) completed between Takoradi and Manso
- Bill of Quantities completed up to Manso.

Discussion of Alignment between Tarkwa and Dunkwa



3.3.9 Refurbishment of Locomotives and Coaches

The Ministry, through the Ghana Railway Company Limited, is undertaking the refurbishment of old railway locomotives and coaches in Tema and Sekondi-Takoradi. The refurbishment works are being undertaken in-house by the Ghana Railway Company Limited.

Narrow gauge rolling stock of various types are being refurbished to enhance operations and improve comfort. Some of the completed train sets have commenced traffic duties on the Accra-Tema sub-urban rail services which was relaunched in January 2019.

The remaining coaches will be used to provide commuter services on the Accra-Nsawam and Takoradi-Tarkwa sub-urban railway line when the rehabilitation works on the tracks are completed.

State of Passenger Coaches before Refurbishment



On-going Refurbishment of Railway Coaches (Tema)



Newly Refurbished Train on the Train Platform at Accra Central Railway Station



Newly Refurbished Passenger Coach, Tema (Standard Class Seating)



Newly Refurbished Passenger Coach, Tema (First Class Seating)



Refurbishment of Coaches at Railway Workshop, Essikado



Newly Refurbished Train on Train Platform at Takoradi Railway Station



Newly Refurbished Passenger Coach, Essikado (Standard Class Seating)



Newly Refurbished Passenger Coach, Tema (First Class Seating)



3.3.10 Procurement of Standard Gauge Coaches and Locomotives

Cognizant of the massive construction of rail lines envisaged in the coming years, the Ministry has commenced the procurement process for the acquisition of a number of Rolling Stock for the various lines being constructed. This will enable delivery of new standard gauge rolling stock in time for testing and commissioning of the works, the subsequent operation of the lines.

The Ministry received a Supplier's Credit offer for the supply and financing of Rolling Stock from Messrs Dongfang Electric International Corporation which has been reviewed and approved by the Ministry of Finance.

A Due Diligence mission was undertaken from 27th April - 1st May 2019 to inspect the manufacturing plants and offices, as well as, hold technical meetings with the rolling stock suppliers and its partners. The due diligence mission was undertaken by officials from the Ministry of Railways Development, Ministry of Finance, Office of the Attorney-General, Ghana Railway Development Authority, Ghana Railway Company Limited, as well as, Parliament's Select Committee on Roads and Transport.

Due diligence mission for the supply of standard gauge Rolling Stock



3.3.11 Review of Railway Master Plan (2013)

A consultancy firm has been procured to review the Railway Master Plan, which was developed in 2013. The purpose of the review is to meet present demands and also to expand the rail network to create an efficient rail transportation link to important mineral potentials and centers of economic development such as free zone enclaves, as well as, industrial parks. Also, as a policy direction, all capital town in the country are to be linked by rail.

This will guide the systematic and effective development of the railway network in the country. The 2013 Master Plan envisaged that the over 4000km of rail that was to be constructed under the Master Plan would take 33 years from 2014 to 2047. The draft Final Report of the 2020 Master Plan has been submitted to the Ministry and is being subjected to stakeholder review. The revised Master Plan envisages that the over 4000km of railway will be constructed in 15years from 2020 to 2035.

Some of the key highlights of the new Master Plan are as follows:

- Design speed has been revised from 120km per hour to 160km per hour
- Minimum axle load has been increased from 22.5 tons to 25 tons
- The period to complete the Master Plan has been reviewed from 33 years to 10 years; that is, from 2014-2047 to 2020-2030
- The new Master Plan connects all regional capitals and also economic zones such as the iron ore deposits at Sheini, near Yendi, the Oppon Mansi, iron ore deposits and the free zone at Shama, which were left out in the 2013 Master Plan.

3.3.12 Development of the Aflao – Elubo Railway Line (Trans-ECOWAS Line)

Feasibility studies have commenced for the development of the Trans-ECOWAS line from Aflao through Cape Coast to Elubo. The feasibility studies involve economic, financial, social, environmental assessments, as well as, the survey/mapping out the right-of-way of the corridor in order to develop a business case to attract private sector interest in the development of the line.

The Inception Report submitted by the Consultants has already been reviewed by key stakeholders in May, 2019. The Data Analysis Report, which was also submitted by the Consultant in May, 2019 is being subjected to stakeholder review/consultations.

The route/alignment for the proposed line will be discussed as part of the stakeholder consultations for approval to enable the Consultant proceed with the detailed feasibility studies on the selected route.

3.3.11 Development of the Kotoku – Huni Valley Railway Line (Central Line)

Feasibility studies have also commenced for the re-development of the Central railway line from Kotoku to Huni Valley. The objective of this assignment is to undertake a feasibility study of the railway line from Kotoku on the Eastern Line to Huni Valley on the Western Line, which has been closed over 15 years ago, in order to assess or determine the financial, socio-economic and environmental viability of the line to justify its re-development or otherwise.

An Inception Report has been submitted by the Consultant and has been reviewed by key stakeholders.

3.3.12 Development of Metro/Light Rail Transit Systems in Accra and Kumasi

The cities of Accra and Kumasi are getting choked with congestion and unbearable traffic conditions due to urban sprawl and increasing mobility needs of the people.

There is therefore the need for a rail-based mass rapid transport system in the cities to take the traffic off the roads and provide fast and efficient movement of people. The Ministry is therefore pursuing a program which promotes the development of a rail-based mass transit system on priority corridors in Accra and Kumasi through strategic partnership arrangements with the private sector. This will complement road transport services.

Feasibility studies are currently on-going with the objective to identify and map-out the right-of-way for the development of Metro / Light Rail Transit Systems in Accra and Kumasi. Inception Reports have been submitted by the two respective Transaction Advisors for the assignments and these were reviewed by stakeholders in July, 2019.

3.3.13 Rehabilitation of Railway Training School

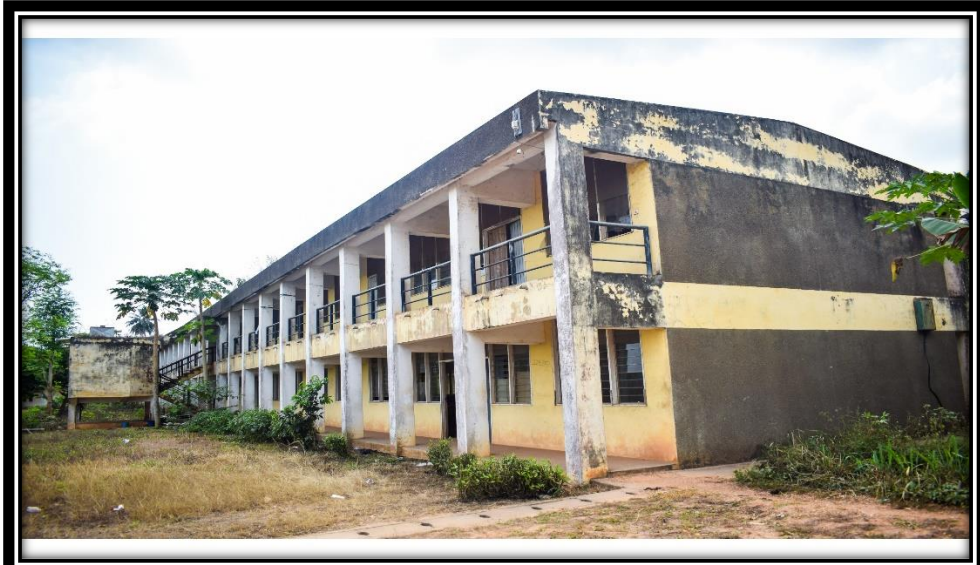
The old Railway Training School located at Essikadu, has received major refurbishments and facelifts. The Training School is to be upgraded and equipped with modern teaching and learning facilities to enhance capacity building and skills development for the Railway Sector. The projects have been completed awaiting the official handing over to the Ghana Railway Company Limited. Additional works, involving drainage systems within the surrounding environs of the training school have also commenced this year.

The Ghana Railway Company Limited is currently developing curricula in collaboration with the George Grant University for Mines and Technology (UMaT), at Tarkwa, to transform the Training School into an accredited tertiary institution. The School will run courses in railway related courses such as railways engineering, signalling and telecommunication and infrastructural development to build a core of Ghanaian professionals in the railway sector, as well as, other related sectors. The facility is expected start running its programmes in 2020.

Old Railway Classroom Block



Old Railway Classroom Block



Old Auditorium/Canteen Block



Rehabilitated Classroom Block



Rehabilitated Auditorium/Canteen Block



Rehabilitated Dormitory Block



Rehabilitated Administration Block



Rehabilitated Railway Training School, Essikado



On-going Drainage Works



3.3.14 Rehabilitation of Location Workshop Complex

Two (2) workshops, located at the Location Workshop Complex, Essikadu have also received major upgrades. The project was completed in March 2019. The refurbishment of the Senior Mechanical Engineers' Office Block, which houses a Chemical Laboratory, has also commenced in July, 2019.

Old Railway Location Workshop



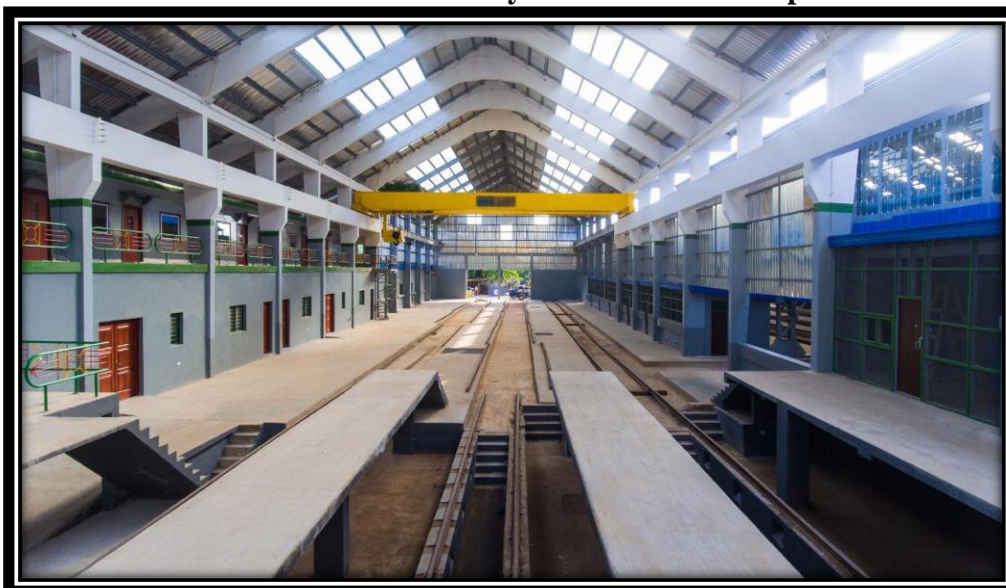
Old Railway Location Workshop



Rehabilitated Railway Location Workshop



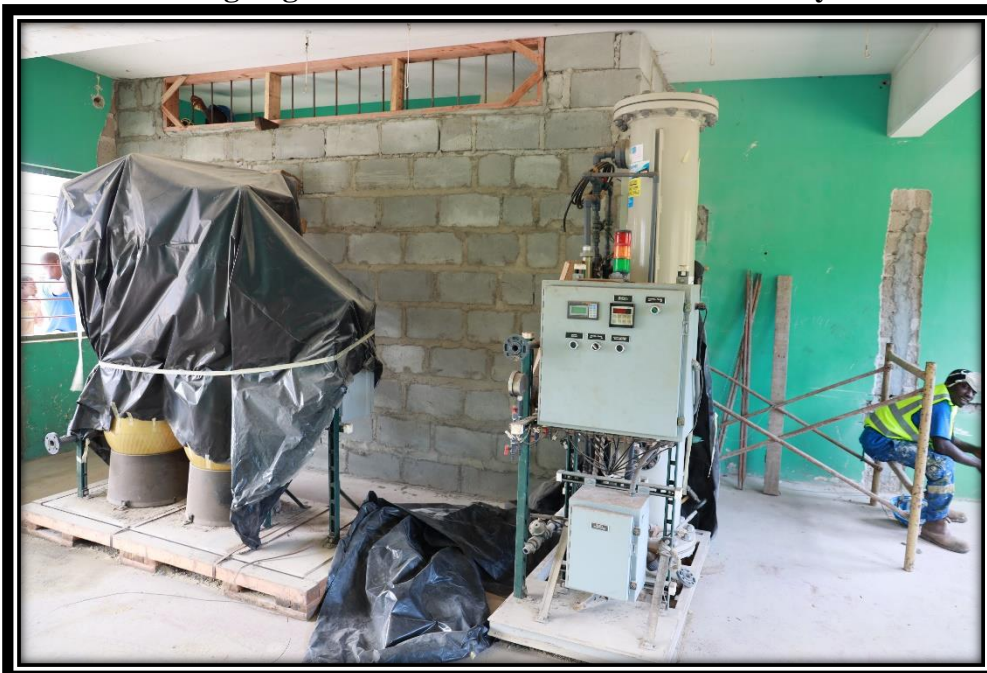
Rehabilitated Railway Location Workshop



On-going rehabilitation of Mechanical Engineering Office Block



On-going rehabilitation of Chemical Laboratory



3.3.15 Associated Infrastructure Development (from Stations-to-Cities)

As part of Government policy to develop every town through which the rail line passes, the Ministry, under its “stations-to-cities” programme, has initiated steps to develop associated infrastructure along all the major cities through which the rail line passes.

To this end, a Consultant has been engaged to undertake architectural engineering designs for the development of major railway stations like the Accra and Achimota Stations. Currently, the Consultant has submitted a Concept Design which has been reviewed by stakeholders.

3.4 Financial Performance

The summary of the 2019 Budget Performance for the Ministry of Railways Development and its Agencies is as indicated in **Table 8** below:

Table 8: 2019 Approved Budget and Disbursement as at 31st December, 2019

Cost Centre	Source of Funding	Budget Allotment	Releases	Variance	Utilization
		Jan – Dec 2019 GH¢	Jan – Dec 2019 GH¢	GH¢	%
Compensation of Employees	GoG	4,809,326.00	2,845,307.29	1,964,018.71	59.16%
Goods & Services	GoG	1,255,683.00	1,038,240.00	217,443.00	82.68%
Capex	GoG	-	-	-	-
	ABFA	95,000,000.00	91,825,975.12	3,174,024.88	96.66%
Donor	Indian Exim Bank	533,404,275.00	409,570,447.17	123,833,827.84	76.78%
IGF	GoG	1,639,506.00	1,171,306.00	468,200.00	71.44%
TOTAL		636,108,790.00	506,451,275.58	129,657,514.43	79.62%

The Ministry's total GoG and Donor expenditure for the year ended 31st December, 2019 amounted to GHS506,451,275.58 as against a total approved budget of GHS636,108,790.00 representing 79.62% of the total approved amount.

Actual expenditure for compensation to employees of the Ministry and its Agencies for the period stood at GHS2,845,307.29 representing 59.16%.

Expenditure for goods and services amounted to GHS1,038,240.00 for the same period against a budgeted amount of GHS1,255,683.00 representing 82.68% of the total approved amount.

Total GoG Capital Expenditure of the Ministry of railways Development for the year 2019 amounted to GHS91,825,975.12 as against the total Budget of GHS95,000,000.00 representing 96.66% of the total amount approved.

In addition to the above, an amount of GHS409,570,447.17 was also released out of the total budget of GHS533,404,275.00 from the Exim Bank of India for the implementation of Tema – Mpakadan rail construction project.

PART FOUR: CHALLENGES

4.1 *Institutional and Human Resource Capacity Challenges*

The Ministry and its Agencies still face human resource challenges. As a measure to address these challenges, the services of local individual consultants have been engaged to support in the execution of the mandates of the Ministry. The Ministry has limited office space to accommodate additional technical officers to augment its limited staff strength.

The Ghana Railway Development Authority (GRDA), after obtaining financial clearance from the Ministry of Finance, has recently recruited limited number of technical expertise in the fields of engineering, finance, administration and planning. The still remains huge gaps to be filled in order to get the full complement of staff to enable the Authority to perform its functions efficiently and effectively.

The ageing situation faced by the Ghana Railway Company Limited still persists. Currently, over 60% are aged and between the ages of 51 and 60 years and over 25% between the ages of 41 years and 50 years with less than 10% falling below the age of 41 years. A few young Engineers have recently been recruited and trained to support the operations and maintenance of efficient rail system in the country.

4.2 *Ineffective Regulatory Regime within the Railway Sector*

The operationalization of the Railways Act of 2008, Act 779 mandates the Ghana Railway Development Authority to be the Regulator and Infrastructure/Asset Manager. The establishment the Authority was to create a conducive environment to attract local and foreign investors to support the development of the railway sector. It has however been realized that this arrangement compromises the independence of the GRDA and is a disincentive to private investment.

The Ministry, in line with international best practice, has therefore initiated a restructuring process to decouple the regulatory functions from the infrastructure development functions of the Ghana Railway Development Authority.

To this end, the Railway Act 2008 (Act 779) is under review with the aim of establishing a new Authority with regulatory functions separate from an infrastructure holding Authority as per international best practice.

4.3 *Operational Challenges*

In recent times, the operations of GRCL has declined to an unacceptable level making it difficult to run as a business entity. The situation has arisen because out of the existing 947km rail network built during the colonial period, only about 140km are currently in operation. The operational sections of the network are as follows:

- Takoradi to Sekondi via Kojokrom (15km): Passenger services
- Takoradi to Nsuta (54km): Freight services (Manganese)
- Accra to Tema (30km): Passenger services
- Accra to Nsawam (40km): Passenger services (under rehabilitation)

Traditional customers that previously transported goods by rail (Bauxite, Timber, Cocoa, Flour, Cement, Fertilizer, etc) now use road.

As part of efforts to revamp the rail sector, Government is currently funding the rehabilitation of the Kojokrom to Tarkwa, as well as, the development of the Kojokrom to Manso sections of the Western Railway Line. The development of the will continue to Dunkwa with a loan facility by the Chinese Government through the China Development Bank. The Accra-Tema-Nsawam section of the existing rail network is also receiving attention to improve the capacity of the line to provide efficient passenger rail services.

The network is being expanded with the development of a new rail line from the Port of Tema to Mpakadan to link the Volta Lake, as part of a multi-modal transport corridor for both passengers and goods.

Through the China Development Bank credit facility, the rail network will also be extended for the first time beyond Kumasi to Bechem as the first phase of the Central Spine railway line development.

These developments, when completed are expected to improve upon the operations and turn-around the financial misfortunes of the Ghana Railway Company Limited.

4.4 *Other Developmental Challenges*

The absence of Regulations is also a challenge that is affecting the safe and secure railway operations and management in the country.

Land acquisition and encroachment on landed railway properties due to lack of titles is also affecting the development of railways and its associated infrastructure and services in Ghana.

PART FIVE: OUTLOOK

The Ministry will facilitate the on-going feasibility studies to ensure their timely completion to guide future development of the following rail lines:

- Trans-ECOWAS Railway Line from Aflao to Elubo
- Central Railway Line from Kotoku to Huni Valley
- Metro/Light Rail Transit Systems in Accra and Kumasi

The Full Engineering Design of the Western Line will be completed from Kojokrom to Kumasi, including the branch line from Dunkwa to Awaso. This will facilitate the early completion of the construction works and according to desired standards.

The Ministry will intensify its supervision through its enhanced monitoring activities to ensure the timely completion of all on-going rail construction works.

The rehabilitation works being undertaken by GRCL on the Accra – Nsawam sub-urban railway line will be completed in the third quarter to enable the resumption of train passenger shuttle services along the corridor.

The necessary approvals will be secured for the completion of all outstanding works, including drainage works, around the Railway Location Workshops and the Railway Training School.

The Ministry will continue with the Staff capacity development process through the participation in both local and international training programmes, workshops, seminars, conferences etc.

Conclusion

Despite the challenges experienced during the first half year of 2019, the Ministry has taken the necessary steps to address and ensure satisfactory progress is being made on all its developmental projects.

A more rigorous approach will be adopted going forward and with the support from relevant stakeholders, this will ensure that the targets set for the rest of the year are achieved.