

# **MINISTRY OF RAILWAYS DEVELOPMENT**



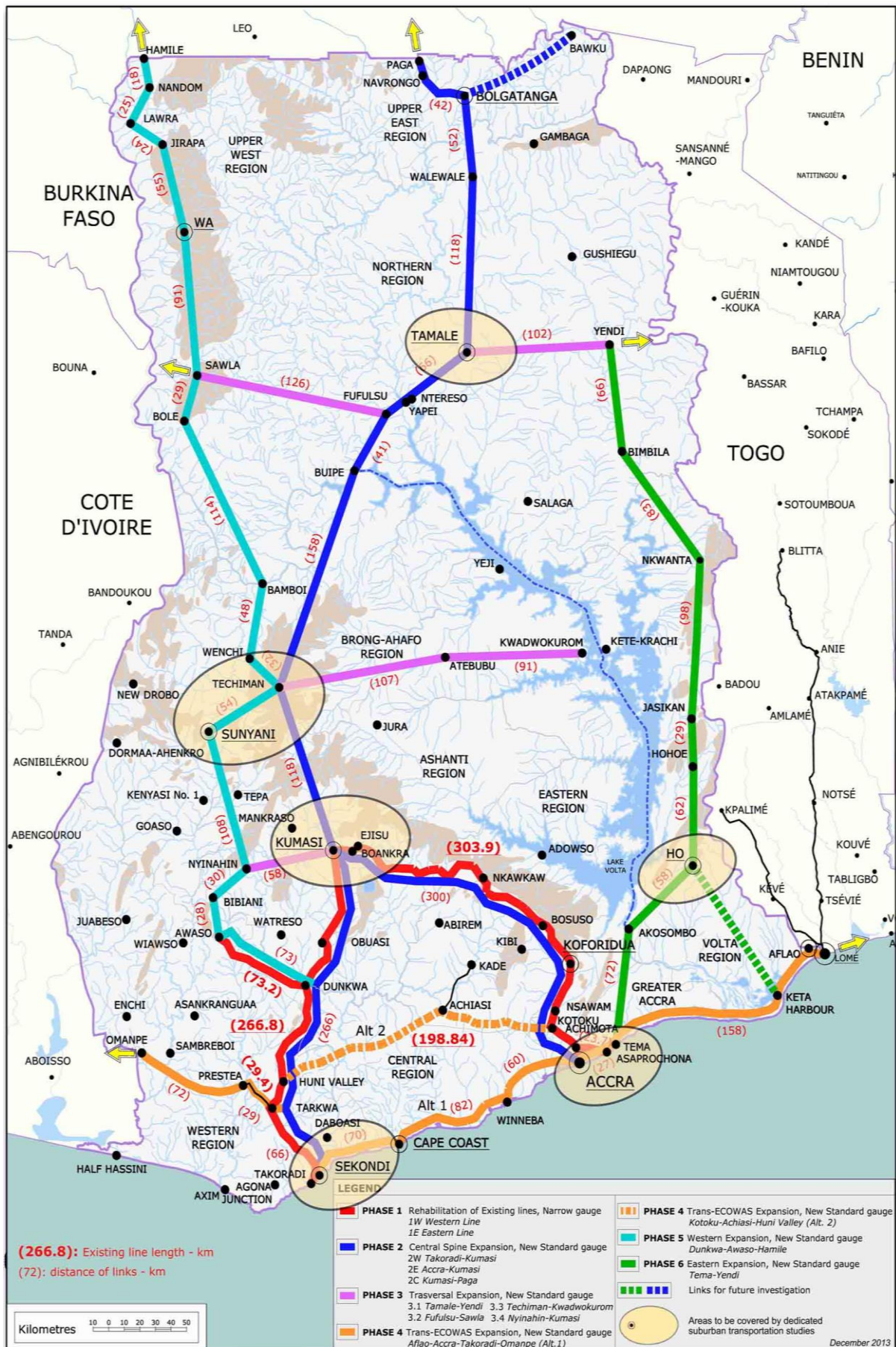
## **SECTOR MEDIUM-TERM DEVELOPMENT PLAN (SMTDP): 2018-2021**

### **FINAL DRAFT**

Prepared in line with:

Medium-Term National Development Policy Framework;  
“An Agenda for Jobs: Creating Prosperity and Equal Opportunity for All”  
(Agenda for Jobs 2018 - 2021)

# Ghana Railway Master Plan



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## List of Acronyms

ABFA	-	Annual Budget Funding Amount
APR	-	Annual Performance Report
CCTV	-	Closed –Circuit Television
DPs	-	Development Partners
E.I.	-	Executive Instrument
EU	-	European Union
GRCL	-	Ghana Railway Company Ltd.
GRDA	-	Ghana Railway Development Authority
GRDPB	-	Ghana Railway Development and Promotion Board
GRIDA	-	Ghana Railway Infrastructure Development Authority
GRRRA	-	Ghana Railway Regulatory Authority
GSGDA	-	Ghana Shared Growth and Development Agenda
IGF	-	Internally Generated Fund
JICA	-	Japan International Cooperation Agency
KOICA	-	Korea International Cooperation Agency
M&E	-	Monitoring and Evaluation
MMDAs	-	Metropolitan, Municipal & District Assemblies
MoF	-	Ministry of Finance
MoRD	-	Ministry of Railways Development
MTEF	-	Medium-Term Expenditure Framework
MTNDPF	-	Medium-Term National Development Policy Framework
NDPC	-	National Development Planning Commission
NTP	-	National Transport Policy
OVC	-	Orphans and Vulnerable Children
PWD	-	People with disabilities
SMTDP	-	Sector Medium-Term Development Plan
WB	-	World Bank

## **EXECUTIVE SUMMARY**

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 of Railways Development is therefore one of the Central Management Units of Government.

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, market regulation, oversight responsibility, sector development including research and development, asset management and responsive service delivery.

In addition to its core mandate, the Ministry is also mindful of cross cutting issues of gender, HIV and AIDS, the vulnerable and the excluded, more especially PWD and OVCs.

The development of the Sector Medium-Term Development Plan (2018 – 2021) was guided by consultations with key stakeholders and reference to Strategic Documents. These include:

- Guidelines for the Preparation of Sector Medium-Term Development Plans (2018-2021)
- Ghana Shared Growth and Development Agenda (GSGDA 2014-1017)
- National Transport Policy (2008)
- The Annual Performance and Operational Reviews undertaken by the Agencies,
- Railway Master Plan (2013)

In preparing the SMTDP the two Agencies of the Ministry provided comprehensive inputs on performance and expected programmes and activities for the next four years.

The formulation and implementation of the SMTDP 2018-2021 is aimed at accomplishing Ghana's broad national vision as contained in the Medium-Term National Development Policy Framework; An Agenda for Jobs: Creating Prosperity and Equal Opportunity for All: (Agenda for Jobs). The Agenda for Jobs, 2018 – 2021 is driven by a vision to ***“Create an optimistic, self-confident and prosperous nation, through the creative exploitation of our human and natural resources, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all.”***

More specifically, the goal of the Sector Medium-Term Development Plan is:

- To fully implement identified programmes and projects of the sector.
- To create a vibrant rail sector to enhance national economic growth and development.

The Ministry will continue to facilitate and promote the development of policy while enhancing the capacity of the Agencies to implement the programmes and projects as outlined in the SMTDP in collaboration with other sectors.

Major support for the Development Plan is expected from Central Government and Development Partners, especially the World Bank, European Union, African Development Bank, JICA, KOICA etc.

It is expected that the Agencies will incorporate the key proposals in the Development Plan (SMTDP) into their Strategic Plans and implement them to achieve the overall goal of the Railway Sector.

The Ministry of Railways Development and its Agencies have been provided with a budget allocation of GH¢544,297,260.00 for the fiscal 2018 year. The Ministry's indicative budget ceiling for the medium-term 2019 – 2021 as provided by the Ministry of Finance in its 2018 – 2021 Budget Preparatory Guidelines is as follows:

- 2019: GH¢635,959,069.00
- 2020: GH¢837,399,232.00
- 2021: GH¢2,285,629,184.00

These budget estimate are sourced from the Government of Ghana Consolidated Fund, Annual Budget Funding Amount (ABFA), Development Partners (DPs) and Internally Generated Funds (IGFs) and it covers various expenditure items under Compensation, Goods & Services and Capital Expenditure.

Mobilisation of financial resources and detailed preparation of new projects with DPs is vital to ensure that projects in the Plan are implemented according to schedule. The Ministry will also enhance partnership with the private sector in infrastructure development, to avoid plan failure due to lack of funds.

The key expected outcomes of the railway development projects and programmes are the reduction in transport cost, economic growth/development, job creation, poverty reduction and enhanced standard of living.

The monitoring of the plan will be performed by the Monitoring and Evaluation Directorate of the Ministry and the Sector Medium-Term Plan will be adequately disseminated to secure the needed political and institutional support for its successful implementation.

The document is divided into six chapters. Chapter 1 focuses on the profile of the Ministry, an analysis of the past performance and lessons learnt in relation to the implementation of programmes, projects and other interventions under the thematic areas of the Ghana Shared Growth Development Agenda (GSGDA) 2014-2017. The chapter also provides a description of the current development situation and a summary of key development problems/issues and gaps identified.

Chapter 2 presents a prioritised development issues identified in Chapter 1 which has been linked to the relevant thematic areas of the MTNDPF 2018-2021.

Chapter 3 presents a list of projected development requirements for 2018-2021. The chapter also presents an outline of adopted development issues, the thematic goals, objectives and strategies from the MTNDPF 2018-2021.

Chapter 4 deals with the Development Programmes and Sub-Programmes planned for 2018-2021. It also contains the Development Programmes and Sub-Programmes of Action for 2018-2021 linked with the Medium-Term Expenditure Framework (MTEF). This chapter finally



presents an indicative Financial Strategy for implementing the Programmes and Sub-Programmes.

Chapter 5 presents an Annual Action Plan which is expected to be the basis of the Budget for the Ministry and its sector Agencies.

The final chapter of this SMTDP, Chapter 6 relates to the Monitoring and Evaluation of the implementation of the plan. This chapter contains the results framework outlining all indicators including their respective baseline and target data. The chapter also briefly describes the strategy for carrying out the M&E and reporting. A description of the dissemination and communication strategy as well as the evaluation arrangement is presented in this chapter.

# CHAPTER ONE

## 1. INTRODUCTION

The Ministry of Railways Development was established by Executive Instrument (E.I.) 28, 2017 in line with section 11 and 13 of the Civil Service Act, (PNDCL 327) to exercise overall responsibility for railways development. It is mandated to initiate and formulate Railway Sector policies and also develop the Railway Industry in Ghana.

The Ministry of Railways Development currently has oversight responsibility over two (2) Agencies which provide services, regulations and infrastructure development. The two agencies are listed below:

- Ghana Railway Development Authority (GRDA); and
- Ghana Railway Company Limited (GRCL).

Under the current restructuring agenda, the Sector will metamorphose from a Ministry with a 4-line Directorate, an Authority and a Company, into a Sector with 6-line Directorate at the Ministry with two Authorities, one Board and two Companies. GRDA will cease to exist. It will be replaced by the following institutions:

- Ghana Railways Regulatory Authority (GRRRA);
- Ghana Railways Infrastructure Development Authority (GRIA);
- Ghana Railways Development and Promotion Board (GRDPB);
- Ghana Light Rail (Metro Rail) Company.

The Ministry of Railways Development's (MoRD) Sector Medium-Term Development Plan (SMTDP) 2018-2021 is the first under the current Medium-Term National Development Policy Framework, **An Agenda For Job: Creating Prosperity and Equal Opportunity for All, 2018-2021** under the national vision as articulated in the Coordinated Programme of Economic and Social Development Policies, 2017-2024 to: *“Create an optimistic , self-confident and prosperous nation, through the creative exploitation of our human and natural resources, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all”*.

The objective of MoRD's SMTDP (2018-2021) is to promote the development of Railways and Associated Infrastructure for the social and economic advancement of the country through appropriate policies and investment to strengthen institutional and human resource capacities for quality service delivery.

In this regard, emphasis will be placed on the following pillars and goals as indicated in the Medium-Term National Development Policy Framework;

- **Economic Development:** Build a Prosperous Society
- **Social Development:** Create Opportunities for All
- **Environment, Infrastructure and Human Settlement:** Safeguard the natural environment and ensure a resilient built environment
- **Governance, Corruption and Public Accountability:** Maintain a stable, united and safe society
- **Ghana's role in International Affairs:** Strengthening Ghana's role in International Affairs.

## **1.1 VISION**

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

## **1.2 MISSION**

To provide leadership and guidance for the development of Ghana's railways system and associated infrastructure, through:

- Effective Policy Formulation
- Investment Promotion
- Market Regulation
- Oversight Responsibility
- Sector Development including Research and Development
- Asset Management
- Responsive Service Delivery

## **1.3 FUNCTIONS**

The core functions of the Ministry and its Agencies are as follows:

### **Main Ministry (Headquarters)**

- Rail sector policy formulation and coordination
- Resource mobilisation and Investment Promotion
- Capacity building
- Oversight responsibility for sector agencies
- Sector performance management, monitoring, evaluation and reporting
- Undertake Research and Development for railways and associated infrastructure.

### **Ghana Railway Company Limited (GRCL)**

- Operation of freight transport
- Provision of quality passenger train services
- Provision of maintenance and rehabilitation of tracks and coaches.

### **Ghana Railway Development Authority (GRDA)**

- Promotion of the development of railways and railway services
- Administration and improvement of Railway Assets
- Promotion of the development and management of Suburban railway
- Granting of licences and concessions
- Regulation of railway operations and railway services
- Setting safety and security standards for the construction, operations of railways
- Oversight for the Railway Development Fund

## **1.4 CORE VALUES**

The core values of the Ministry are

- Customer satisfaction
- Team work
- Professionalism
- Integrity
- Creativity and innovativeness
- Accountability
- Transparency

## 1.5 PERFORMANCE ANALYSIS OF PROGRAMMES AND PROJECTS 2014-2017

Pursuant of the sector objectives in attaining targets set out in the Sector Medium-Term Development Plan under the Ghana Shared Growth and Development Agenda (GSGDA II), the performance analysis of the following programmes and sub-programmes undertaken from 2014 - 2017 is presented below.

**Table 1: 2014 Performance Analysis**

		<b>Development Dimension: Infrastructure and Human Settlement</b>					
		<b>Policy Objective: Establish Ghana as a Transportation hub for the West African Sub-Region</b>					
	<b>Program me</b>	<b>Sub- Programme</b>	<b>Projects/Activities</b>	<b>Baseline 2013</b>	<b>Target 2014</b>	<b>Achievement</b>	<b>Remarks</b>
<b>2014</b>	Rail Transport	Railway Infrastructure Development	Construction of 25km sub-urban railway line from Sekondi- Takoradi via Kojokrom.	Contract signed	Construct <b>12.5km</b> sub-urban railway line	<b>4.25km</b> sub-urban railway line constructed	On-going
			Construction of the Western Railway line extension from Kojokrom to Awaso	Non-existent	Commence and complete the Western Railway line extension from Kojokrom to Awaso	Non-existent	Not implemented
			Construction of Tema to Akosombo Railway Line	Feasibility Study Report available	Commence the construction of the Tema to Akosombo Railway line	Feasibility study report reviewed	On-going
			Transaction Advisory Services for the re-construction of the Eastern Railway line from Accra to Kumasi, with a branch line from Accra to Tema	Not awarded	Engage Transaction Advisor	Transaction Advisor Engaged	Fully Implemented
			Complete renovation of five (5) Railway Stations along the Tema-Accra-Achimota Railway Line.	80% of Railway Stations renovation works completed	100% completion of Railway Stations renovation works	90% of renovations works done	On-going (external works outstanding)
			Construction of 1 built station at Community One	1 newly built station	100% completion	100% completion	Fully completed (Commissioned as at 2014)

			Development of Railway Master Plan	Final Draft Report available	Complete the development of the Railway Master Plan	Final Report completed	Fully completed (validated)
		<b>Policy Objective: Create appropriate environment for private sector participation in the development infrastructure</b>					
		<b>Programme</b>	<b>Projects/Activities</b>	<b>Baseline 2013</b>	<b>Target 2014</b>	<b>Achievement</b>	<b>Remarks</b>
	Rail transport	<b>Railway Safety, Freight and Passenger Operations</b>	Develop Regulations for Railway Operations	Railways Act, 2008 (Act 779)	Railways Regulations enacted	Draft Regulations Developed	On-going
		<b>Policy Objective: Ensure sustainable development of the Transport Sector</b>					
	Rail transport	Railway Infrastructure Development	Construct semi- automatic level crossing barriers	Contract awarded	Construct semi- automatic level crossing barriers	Contract awarded	Suspended (Advance mobilisation not paid)

**Table 2: 2015 Performance Analysis**

Development Dimension: Infrastructure and Human Settlement							
Policy Objective: Create and sustain effective, efficient transport system that meets user needs							
	Programme	Sub-Programme	Projects/Activities	Baseline 2014	Target 2015	Achievement	Remarks
<b>2015</b>	Rail Transport	Railway Infrastructure Development	Construction of 25km sub-urban railway line from Sekondi-Takoradi via Kojokrom.	<b>4.25km</b> of sub-urban railway line constructed	<b>20.75</b> sub-urban railway line constructed	<b>12.9km</b> sub-urban railway line constructed	On-going
			Construction of the Western Railway line extension from Kojokrom to Awaso	Non existent	Commence and complete the Western Railway line extension from Kojokrom to Awaso	Cabinet approval obtained for funding from Brazil.	On-going
			Construction of Tema to Akosombo Railway Line	Feasibility Study Report available	Commence the construction of the Tema to Akosombo Railway line	Feasibility Studies Report reviewed  Loan Agreement	On-going
			Transaction Advisory Services for the re-construction of the Eastern line from Accra to Kumasi, with a branch line from Accra to Tema on standard gauge.	Transaction Advisor Engaged	Engage Strategic Investor	Strategic Investor not engaged	On-going (Feasibility Study Report reviewed)
			Complete renovation of five (5) Railway Stations along the Tema-Accra-Achimota Railway Line and a newly built station at Community one	90% of renovations works done	100% completion of Railway Stations renovation works and newly built station at Community one	95% completed	On-going (external works outstanding)
			Development of Railway Master Plan	Final Report completed	Hold Stakeholder Sensitization meetings	Stakeholder sensitization meetings held	Fully completed (Sensitization of stakeholders)
			Provision of modern signalling and telecommunications systems along existing railway lines	None	Provision of modern signalling and telecommunications	Not yet provided	Suspended (to be confirmed)

					systems along existing railway lines		
		<b>Policy Objective: Create appropriate environment for private sector participation in the delivery of transport infrastructure</b>					
		<b>Programme</b>	<b>Projects/Activities</b>	<b>Baseline 2014</b>	<b>Target 2015</b>	<b>Achievement</b>	<b>Remarks</b>
	Rail Transport	<b>Railway Safety, Freight and Passenger Operations</b>	Develop Regulations for Railway Operations	Draft Regulations Developed	Submission of draft to the Parliamentary Committee on Subsidiary Legislation	Not yet submitted	On-going (draft Regulations being reviewed)
		<b>Policy Objective: Ensure sustainable development of the transport sector</b>					
	Rail Transport	Railway Infrastructure Development	Construct semi- automatic level crossing barriers	Contract awarded	Construct semi- automatic level crossing barriers	Contract awarded	Suspended (Advance mobilisation not paid)



**Table 3: 2016 Performance Analysis**

Period	Thematic Area : Infrastructure and Human Settlement						
	<b>Policy Objective: Create and sustain effective, efficient transport system that meets user needs</b>						
2016	<b>Programme</b>	<b>Sub-Programme</b>	<b>Projects/Activities</b>	<b>Baseline 2015</b>	<b>Target 2016</b>	<b>Achievement</b>	<b>Remarks</b>
	Rail transport	Railway Infrastructure Development	Construction of 25km sub-urban railway line from Sekondi- Takoradi via Kojokrom.	12.9km sub-urban railway line constructed	Construction remaining 12.1km of sub-urban railway line	12.1km sub-urban railway line constructed	Fully completed (signals yet to be installed)
			Construction of the Western Railway line extension from Kojokrom to Awaso	Cabinet approval obtained for funding from Brazil.	Commence construction of the Western Railway line extension	Not achieved	Suspended (Country yet to meet IMF conditionality)
			Construction of Tema to Akosombo Railway Line	Feasibility Studies Report reviewed	Construction of Tema – Akosombo Line	Contract signed	On-going
			Transaction Advisory Services for the re-construction of the Eastern line from Accra to Kumasi, with a branch line from Accra to Tema on standard gauge.	Transaction Advisory Services on-going: Strategic Investor not engaged	Engage Strategic Investor	Strategic Investor not engaged	On-going (Feasibility Study Report reviewed)
			Complete renovation of five (5) Railway Stations along the Tema-Accra-Achimota Railway Line and a newly built station at Community one	95% of renovations works done	100% completion of Railway Stations renovation works and newly built station at Community one	None	Suspended (external works (fence wall) outstanding)
			Provision of modern signalling and telecommunications systems along existing railway lines	None	Provision of modern signalling and telecommunications systems along existing railway lines	Not yet provided	Suspended (to be confirmed)
	<b>Policy Objective: Create appropriate environment for private sector participation in the delivery of transport infrastructure</b>						
	Rail transport	<b>Railway Safety, Freight and Passenger Operations</b>	Develop Regulations for Railway Operations	Draft Regulations Developed	Submission of draft to the Parliamentary Committee on Subsidiary Legislation	Not yet submitted	On-going (draft Regulations being reviewed)
	<b>Policy Objective: Ensure sustainable development of the transport sector</b>						
	Rail transport	Railway Infrastructure Development	Construct semi- automatic level crossing barriers	Contract awarded	Construct semi- automatic level crossing barriers	Contract awarded	Suspended (Advance mobilisation not paid)

**Table 4: 2017 Performance Analysis**

Period	Development Dimension: Infrastructure and Human Settlement						
	Policy Objective: Create and sustain effective, efficient transport system that meets user needs						
2017	Programme	Sub-Programme	Projects/Activities	Baseline 2016	Target 2017	Achievement	Remarks
	Rail Transport	Railway Infrastructure Development	Construction of 25km sub-urban railway line from Sekondi-Takoradi via Kojokrom.	25km sub-urban railway line constructed	Handing over from GRDA to GRCL	Handed over	Fully completed (handed over in October 2017)
			Construction of the Western Railway line extension from Kojokrom to Awaso	Not achieved	Revise Budget and sign contract for commencement of construction works Kojokrom to Eshiem <b>5km</b>	Budget revised and contract signed for the commencement of construction works from Kojokrom to Eshiem	On-going (contract awarded)
			Construction of Tema to Akosombo Railway Line	Contract signed	Commence construction of Tema – Akosombo Railway Line	Topographical, Cadastral and Hydrological Surveys completed. Earthworks commenced.	On-going
			Transaction Advisory Services for the re-construction of the Eastern line from Accra to Kumasi, with a branch line from Accra to Tema on standard gauge.	Transaction Advisory Services on-going: Strategic Investor not engaged	Commence procurement process for the engagement of Strategic Investor	Revision of Feasibility Study Report	On-going (Market Sounding event held)
			Complete renovation of five (5) Railway Stations along the Tema-Accra-Achimota Railway Line and a newly built station at Community one	95% of renovations works done	100% completion of Railway Stations renovation works and newly built station at Community one	None	Suspended (external works (fence wall) outstanding)
			Review of Railway Master Plan	Stakeholder validation meetings completed	Review Railway Master Plan to include new branch lines.	Master Plan yet to be reviewed	On-going
			Provision of modern signalling and telecommunications systems along existing railway lines	Not available	Provision of modern signalling and telecommunications systems along existing railway lines	Not yet provided	Suspended (to be confirmed)

			<b>Policy Objective: Create appropriate environment for private sector participation in the delivery of transport infrastructure</b>				
	<b>Programme</b>	<b>Sub-Programme</b>	<b>Projects/Activities</b>	<b>Baseline 2016</b>	<b>Target 2017</b>	<b>Achievement</b>	<b>Remarks</b>
	<b>Rail Transport</b>	<b>Railway Safety, Freight and Passenger Operations</b>	Develop Regulations for Railway Operations	Draft Regulations Developed	Submission of draft to the Parliamentary Committee on Subsidiary Legislation	Not yet submitted	Suspended (awaiting GRDA board approval)
			<b>Policy Objective: Ensure sustainable development management of the transport sector</b>				
	Rail Transport	<b>Railway Infrastructure Development</b>	Construct semi- automatic level crossing barriers	Contract awarded	Construct semi- automatic level crossing barriers	Contract awarded	Suspended (Advance mobilisation not paid)

## **1.6 CROSS-CUTTING ISSUES ON PERFORMANCES (2014-2017)**

### **1.6.1 Bio-Diversity, Climate Change, Green Economy and Environment**

In the development of the railway, the environment will be affected through deforestation, displacement of communities, facilities and the entire eco-system may be affected. In order to address such environmental issues, a number of mitigation measures will be undertaken. For example, the Ministry will collaborate with the Environmental Protection Agency, Forestry Commission, Lands Commission, Water Resources Commission, Utility Companies, Regional Coordinating Councils, District Assemblies, Communities, Traditional Authorities and Opinion Leaders to undertake education campaigns, sensitization exercises, tree planting exercises, creation of woodlots. Displaced communities will be relocated and adequate compensation packages will be provided to affected individuals, and communities which are legitimate. Alternative livelihood arrangements will also be ensured.

In order to address the potential impact, it requires multi stakeholder approach and institutional measures. The establishment of the National Climate Change Committee (NCCC) and the subsequent development of National Climate Change Policy Framework (NCCPF) is an important policy direction. It is aimed ensuring a climate resilient and climate compatible economy while achieving sustainable development and equitable low carbon economic growth for Ghana.

Commitment towards promoting environmental issues in policy design of the transport system has been growing over the years. For instance, in 2010, the Ministry of Environment, Science & Technology (MEST) undertook a study and developed a National Climate Change Adaptation Strategy (NCCAS). The report concluded that temperature will increase while the intensity of rainfall will either increase or decrease. The increase in temperature could allow water to expand and together with melting glacier can lead to sea level rise. The increase in the intensity of rainfall may also be accompanied by storm surges, high winds speed, lightening, etc. The potential impacts of climate change on rail infrastructure and operations identified which are likely to require decisions and policy direction in the rail sector are indicated in the

**Table 5: Potential Impact of Climate change on Rail Transport**

<b>Climate Impact</b>	<b>Potential Infrastructure Impact</b>	<b>Potential Operations Impact</b>
Increased Temperature	<ul style="list-style-type: none"> <li>• Expansion of railway steel sleepers</li> <li>• Overheating of locomotives</li> </ul>	<ul style="list-style-type: none"> <li>• Increased travel time due to speed restrictions</li> <li>• Health and safety risks from heat stress to passengers</li> </ul>
Increased Precipitation	<ul style="list-style-type: none"> <li>• Flooding of railway tracks and walkways</li> <li>• Increased rate of rusting of steel sleepers</li> <li>• Rots Wooden sleepers</li> </ul>	<ul style="list-style-type: none"> <li>• Travel and schedule delays</li> <li>• Increased safety risks</li> <li>• Interruptions of electronic devices like signaling etc.</li> <li>• Potential derailment</li> </ul>
Storm Surges	<ul style="list-style-type: none"> <li>• Damage to rail infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Increased number of derailments</li> <li>• Major disruptions of railway lines, transit systems,</li> <li>• Loss of visibility and stability</li> </ul>
Lightning	<ul style="list-style-type: none"> <li>• Disruption to rail transport electronic infrastructure, signaling etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Risk to personnel from lightning</li> </ul>

### 1.6.2 Migration

It very import to ascertain the link between the existence of the railway and urban–rural migration. The layman’s view is that the railway, whose arrival coincided with the large-scale rural exodus, accentuated the process; however, thorough research involving geographically weighted regression shows the contrary. In reality, the more the accessibility of the rural zone by railway increased, the more net migration tended to fall because railways make movement of people easier which enable people to work and do other businesses at a particular geographical location without necessarily having a permanent stay (Nacima Baron, Railway and Demographic Change).

The above indicates rail transport always have influence on migration either positive or negative. Due to low infrastructural investment in the medium term year, the impact of railways on migration cannot be well emphasize. However the creation of the new Ministry for the railway sector is anticipated to have a massive influence on migration in the coming years.

### **1.6.3 Gender Mainstreaming, Accessibility for People living with Disability (PLWD), Children and the Aged**

In the railway sector in Ghana, males are found to be the most dominant workforce. Efforts are however being made to mainstream gender issues in its policies and programmes. For instance, the Ministry is implementing a policy where community labour force will be employed in the construction and management of the railway lines and services. This will ensure ownership of the railway facilities in the communities where the railway lines pass.

The sector is making efforts to ensure that maintenance and development projects provide adequate accessibility and safety of PLWD, children and the aged. Current Standards and Specifications include safety treatments to afford PLWD and the aged to use the railway services safely.

Women in transport services reported in the just ended medium term plan period (2014-2017) and being planned for incorporation in the forthcoming medium term plan for the railway sector provide an important transport safety net for low income earners. This is more likely to be women as they have access to household resources to make journeys by motorized means are more limited than men in households. Affordable railway transport services would provide an important opportunity for women in low-income households to access markets, opportunities and social networks.

Women's travel patterns are different from men's, and these differences are characterized by deep and persistent inequalities. Within any given urban setting, women have inferior access to both private and public means of transport while at the same time assuming a higher share of their household's travel burden and making more trips associated with reproductive and caretaking responsibilities. Women are also more likely to be the heads of single-parent households. Put in very simple terms, women thus have a harder time getting around in cities while at the same time having to accomplish more challenging and more complex travels. Research also consistently shows that women travel shorter distances to work than men in most settings, and that gender differences in traveling increase in the suburbs compared to inner cities. Women are generally also less likely to find employment in urban transport as compared to man (Deike Peters, Gender and Sustainable Urban Mobility).

Gender over the years has not been considered in rail transport policies and hence there is the need to factor gender equalities in all transport policy documents.

#### **1.6.4 Science Technology and Innovation**

The existence of railway institution and workshops in Ghana have over the years contributed to railway development but due to the low investments in the sector over the years it has been rendered ineffective. Technologically advancement and innovation needs to be involved in successive rail transport policy documents. The railway sector currently operates with the narrow gauge but has included in its policy to move to the standard gauge, this policy is intended to start with new constructions of railway lines.

#### **1.6.5 Natural Resource Utilization**

An improved railway infrastructure will facilitate the extraction and bulk haulage of natural resources, providing easy access to Ports for exports. Processing of natural resources, as integral part of the nation's industrialization policy, will be further enhanced with the availability of railway infrastructure.

Expansion of the railway network to connect the major cities including Accra, Kumasi, Sekondi-Takoradi and Tamale and also the use of Ghana as the route for transporting goods from landlocked countries north of Ghana, such as Burkina Faso, to the ports of Tema and Takoradi and also from the ports to the landlocked countries; the presence of major mineral deposits of manganese, bauxite and iron ore along the route of the existing railways network; the potential to attract other bulk cargo such as cocoa, cement, mining equipment and petroleum products onto the rail network; the expansion of the ports of Tema and Takoradi; the proposed creation of inland rail terminals; the development of new industrial estates; the development of new settlements and the complete transformation of the economy, based on the backbone of a nationwide robust and modern railways network, all make a compelling case for the focus on the railways sector in Ghana.

## 1.7 YEARLY BUDGETARY ALLOCATION AND EXPENDITURE

It must be noted that the Ministry of Railways Development is one of the newly created Ministries and such did not have a separate budget line from Central Government through the Ministry of Finance. In view of this, we will focus on the allocations to the GRDA, when it existed then, under the Ministry of Transport and the 2017 Budgetary Allocation to the Ministry of Railways Development.

From the Table below, total release for the Second Quarter of 2017 amounted to 1,500,000. Goods and Services accounted for 1,250,000 whiles Asset accounted for 250,000.

**Table 6: Total Releases from Government of Ghana**

PERSONNEL EMOLUMENTS (Wages and Salaries)							
Year	Requested As Planned (A)	Approved As per Ceiling (B)	Released (C)	Deviations		Actual Expenditure (D)	Variance (C-D)
				A-B	B-C		
2014	1,034,770.00	1,034,770.00	453,402.40	0.00	581,367.60	453,402.40	0.00
2015	1,189,780.00	1,189,780.00	474,095.26	0.00	715,684.74	474,095.26	0.00
2016	1,273,351.89	1,273,351.89	1,560,174.38	0.00	(286,822.49)	1,560,174.38	0.00
2017	24,161,263.00	24,161,263.00	3,101,828.25	0.00	21,059,434.75	3,101,828.25	0.00
CAPITAL EXPENDITURES/ASSETS							
Year							
2014	12,410,565.00	12,410,565.00	105,152,838.80	0.00	(92,742,273.80)	105,152,838.80	0.00
2015	48,047,963.00	48,047,963.00	61,575,352.77	0.00	(13,527,389.77)	61,575,352.77	0.00
2016	10,000,000.00	10,000,000.00	9,465,484.00	0.00	534,516.00	9,465,484.00	0.00
2017	478,834,872.00	478,834,872.00	429,566,046.22	0.00	49,268,825.78	429,566,046.22	0.00
GOODS AND SERVICES							
2014	1,519,583.00	1,519,583.00	1,003,342.04	0.00	516,240.96	1,003,342.04	0.00
2015	655,852.02	655,852.02	556,287.12	0.00	99,564.90	556,287.12	0.00
2016	1,601,578.00	1,601,578.00	1,601,578.00	0.00	0.00	1,601,578.00	0.00
2017	15,430,000.00	15,430,000.00	6,726,674.64	0.00	8,703,325.26	5,512,197.84	1,214,476.80



**Table 7: All Sources of Financial Resources****Budget Allocations and Releases for 2014 – 2017**

Source	2014			2015			2016			2017		
	Planned	Actual Received	Variance	Planned	Actual Received	Variance	Planned	Actual Received	Variance	Planned	Actual Received	Variance
<b>GoG</b>	14,964,918.00	106,609,583.24	91,644,665.24	49,893,595.02	62,605,735.15	12,712,140.13	1,601,578.00	-	1,601,578.00	223,017,348.00	86,778,568.11	(136,238,779.89)
<b>IGF</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Donor</b>	-	-	-	-	-	-	-	-	-	106,043,284.00	347,303,927.00	241,260,643.00
<b>Others (ABFA)</b>	-	-	-	-	-	-	10,000,000.00	9,465,484.12	534,515.88	189,365,503.00	5,312,054.00	(184,053,449.00)
<b>Total</b>	-	-	-	-	-	-	<b>11,601,578.00</b>	<b>9,465,484.12</b>	<b>2,136,093.88</b>	<b>518,426,135.00</b>	<b>439,394,549.11</b>	<b>(79,031,585.89)</b>

## **1.8 SUMMARY OF KEY CHALLENGES ENCOUNTERED IN THE IMPLEMENTATION OF THE SMTDP 2014-2017**

During the implementation of the SMTDP 2014-2017, the Ministry encountered a number of challenges in the execution of its projects and programmes. These include:

- Inadequate funding
- Inadequate rail infrastructure and rolling stock
- Inadequate office space, facilities and logistics
- Encroachment and lack of proper land documentations
- GRCL Outstanding Liabilities
- Limited database of railway assets
- Institutional and Human Resource Capacity Challenges
- Low retention rate of professional staff
- Ineffective Regulatory Regime within the Railway Sector
- Loss of institutional memory

## **1.9 LESSONS LEARNT**

- Need to maintain the Ministry of Railways Development as a permanent institution to ensure the development of the sector
- Review the Railway Master Plan to incorporate all proposed railway lines
- Need to undertake regular feasibility studies for the proposed railway lines to attract funding for development
- Need to have engineering designs to guide the development of railway infrastructure
- Need to retain professional staff
- Need to develop adequate legislation to regulate the railway sector

## 1.10 ANALYSIS OF EXISTING SITUATION / PROFILE OF MINISTRY OF RAILWAYS DEVELOPMENT

### 1.10.1 Introduction

The Ministry of Railways Development is one of the newly created Ministries, established through an Executive Instrument (E.I.) 28, in line with Section 11 and 13 of the Civil Service Act 1993, (PNDCL 327).

The two Agencies (GRDA & GRCL) under its fold is set to increase to three under the current sector restructuring drive which intends to replace the GRDA with two institutions; a regulator and an infrastructure developer. The resulting three agencies are listed below:

- Ghana Railways Regulatory Authority (GRRA)
- Ghana Railways Infrastructure Development Authority (GRIDA)
- Ghana Railway Company Limited (GRCL).

The GRRA, which is yet to be created, will perform regulatory functions within the sector. It will regulate every aspect of railways service industry including operating licenses, fares and relations among operators.

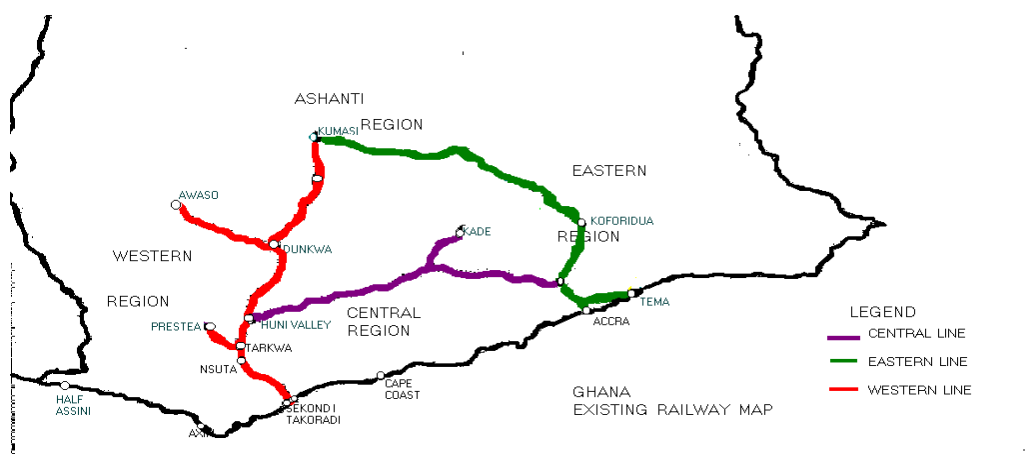
The GRIDA, which is also yet to be created, will focus on the implementation of the railway Master Plan, ensuring the provision and maintenance of the needed infrastructure for railways operations.

### 1.10.2 Current State of the Railway Sector

As at December, 2017, the existing railway network, which is partially operational, comprise 947km of **route length** connecting key centers of Accra, Kumasi and Takoradi with important mining sites in Awaso and Nsuta in the Western region. The network consists of the Western, Central and Eastern lines with a total **track length** of 1,300km.

The network has five major branch lines, three of which are on the Western Line and one each on the Eastern and the Central Lines. With the exception of the 30km Takoradi-Manso section which is double track, the rest of the network is distributed on a single track system of 1067mm (3' 6") gauge, also known as the narrow gauge.

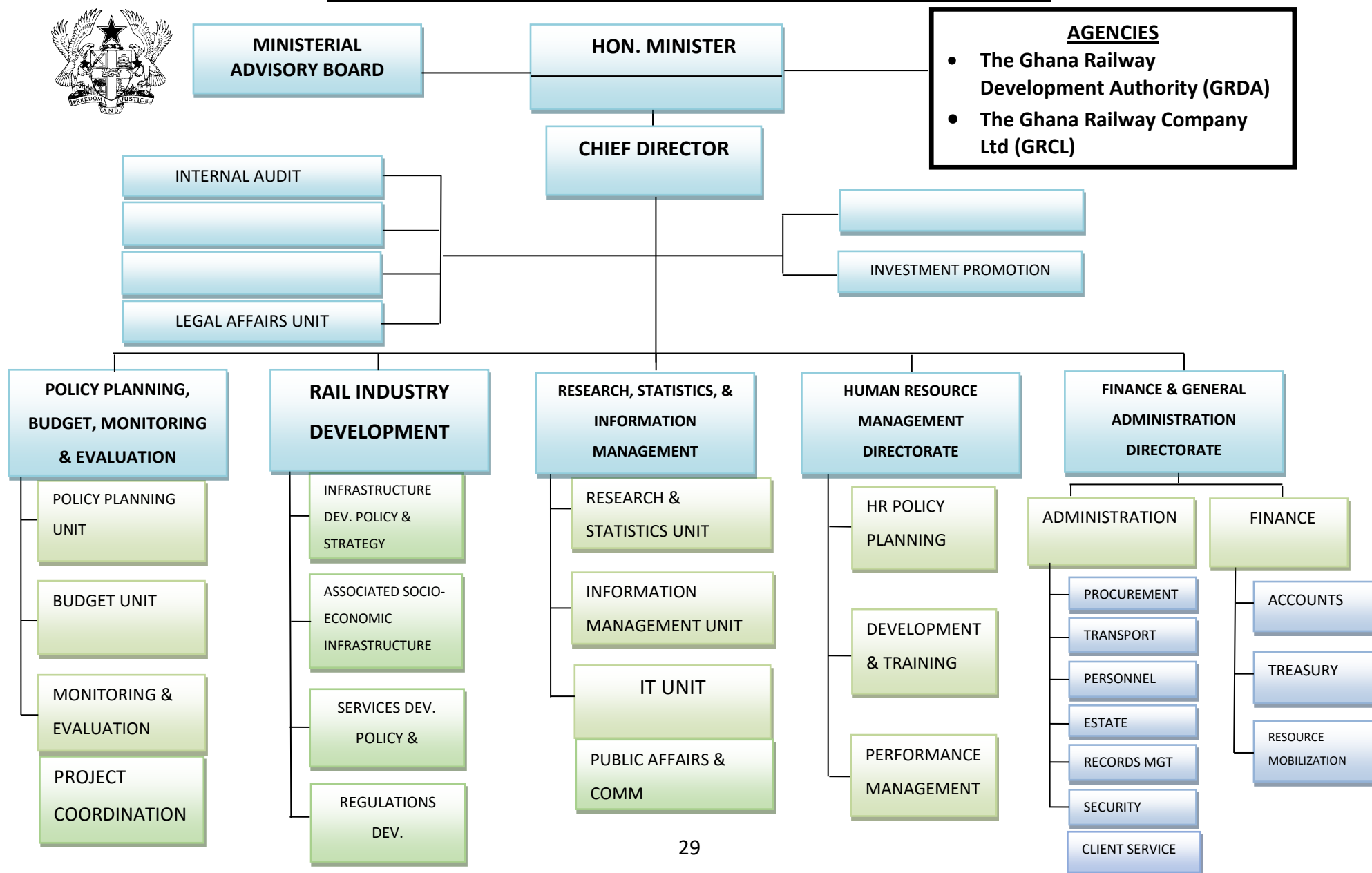
**Figure 1: Existing Railway Network**



Unfortunately, due to several decades of neglect and underfunding, the rail network is completely broken down, except for partial freight services on the Western line and some passenger commuter rail services in Accra. Signal and communication equipment are obsolete and inoperable, track infrastructure and rolling stock have deteriorated considerably. Where lines have remained unused for years, (since 1989 in some cases) encroachment has taken place. Two-thirds of the network has not been operated for more than 12 years and would now require complete re-construction in order to restore services. One-third of the operable system provides services on the Western Line (dedicated to the transport of manganese) while on the Eastern Line the focus has been on passenger traffic between Accra - Nsawam and Accra - Tema. Rolling stock is poorly maintained and much of the stock has remained unusable for years due to lack of spares.

Currently train movements are unpredictable and unlikely to achieve forecasted peak figures. When trains do run, safety is a major concern because of the lack of secure signaling and the very poor condition of the track and rolling stock. However, both the bauxite and manganese mining companies are reported to be keen to increase their output but are limited by the current restricted capacity. Potential haulage of up to about 1.5million tones of bauxite and 2.0million tones of manganese have been the targets of the mines to which the railways does not have the capacity to achieve. The western corridor has a potential for the haulage of other cargo including petroleum products, bauxite from Nyinahini, Cocoa, flour, cement, coconut and other products. The Eastern line which has not been operational since 1989 has immense potential including servicing the Dry port at Boankra, transit cargo from Tema port and the yet to be explored bauxite mine at Kibi.

**Figure 2: Organizational Structure of the Ministry of Railways Development**



**Table 8: MINISTRY OF RAILWAYS DEVELOPMENT STAFF LEVELS**

JOB GRADE	ESTABLISHMENT LEVELS	CURRENT LEVELS	GAP
<b>SECRETARIAT OF THE MINISTER</b>			
Assistant Director I	1	0	1
Senior Private Secretary	1	2	-1
Records Officer	1	0	1
Heavy Duty Driver	1	0	1
<b>SECRETARIAT OF THE HON. DEPUTY MINISTER</b>			
Private Secretary	1	1	0
Records Officer	1		1
Heavy Duty Driver	1	1	0
<b>SECRETARIAT OF THE CHIEF DIRECTOR</b>			
Chief Director	1	1	0
Assistant Director I	1		1
Private Secretary	1	1	0
Records Officer	1	1	0
<b>CLIENT SERVICE UNIT</b>			
Assistant Director I	1		1
Assistant Programme Officer	1		1
<b>INTERNAL AUDIT UNIT</b>			0
Chief Internal Auditor	1		1
Principal Internal Auditor	1	1	0
Internal Auditor	1	1	0
<b>PUBLIC AFFAIRS UNIT</b>			
Senior Information Officer	1		1
Information Officer	1	1	0

JOB GRADE	ESTABLISHMENT LEVELS	CURRENT LEVELS	GAP
<b>LEGAL UNIT</b>			
Principal State Attorney	1		1
Legal Officer	1		1
<b>PROJECT COORDINATING UNIT</b>			
Deputy Director	1		1
Senior Civil Engineer	1		1
<b>INVESTMENT PROMOTION</b>			
Principal Investment Promotion/Marketing Officer	1		1
Senior Investment Promotion/Marketing Officer	1		1
<b>POLICY PLANNING, BUDGETING, MONITORING &amp; EVALUATION (PPBME) DIRECTORATE</b>			
Director	1		1
<b>POLICY PLANNING</b>			
Director	1		1
Principal Planning Officer		1	-1
Snr. Planning Officer/Assistant Director I	1	1	0
<b>PLANNING &amp; BUDGETING UNIT</b>			
Senior Budget Analyst	1	0	1
<b>Monitoring and Evaluation</b>			0
Assistant Director I	1	0	1
Assistant Director IIA	1	0	1
Assistant Planning/ Prog. Officer.		2	-2

JOB GRADE	ESTABLISHMENT LEVELS	CURRENT LEVELS	GAP
<b>RAIL INDUSTRY DEVELOPMENT DIRECTORATE</b>			
Director	1	0	1
<b>Infrastructure Development Policy &amp; Strategy</b>			
Senior Engineer	1	0	1
Assistant Director IIA	1	0	1
<b>Associated Socio-Economic Infrastructure Policy &amp; Strategy</b>			
Senior Engineer	1	0	1
Assistant Director IIA	1	0	1
<b>Services Development Policy &amp; Strategy</b>			
Deputy Director	1	0	1
Assistant Director IIB	1	0	1
<b>Regulations Development Promotion</b>			
Deputy Director	1	0	1
Assistant Director I	1	0	1
<b>RESEARCH, STATISTICS AND INFORMATION MANAGEMENT DIRECTORATE</b>			
Director	1	1	0
<b>Research &amp; Statistics unit</b>			
Principal Research Officer	1	0	1
Research Officer	1	0	1
<b>Information Management Unit</b>			
Senior IT/IM Officer	1		1
Assistant IT/IM Officer	1	0	1
Computer Operator		1	-1
Assistant Programme Officer		1	-1



JOB GRADE	ESTABLISHMENT LEVELS	CURRENT LEVELS	GAP
<b>GENERAL ADMINISTRATION &amp; FINANCE DIRECTORATE</b>			
Director	1	1	0
<b>GENERAL ADMINISTRATION</b>			
Deputy Director		1	-1
Assistant Director I	1	1	0
Private Secretary	1		1
Stenographer secretary	1	1	0
Stenographer secretary II		1	-1
Senior Receptionist	1		1
Assistant Protocol Officer		1	-1
			0
<b>Personnel Management</b>			
Principal Personnel Officer	1		1
<b>Records Management</b>			
Chief Records Supervisor	1		1
Records Supervisor	1		1
Records Officer			0
Records Assistant		1	-1
<b>Procurement/Stores</b>			
Principal Procurement and Supply Chain Manager	1	1	0
Principal Procurement and Supply Chain Officer	1		1
Procurement and Supply Chain Officer	1		1
<b>Transport</b>			
Heavy Duty Driver	1	1	0
Driver Grade I	2	1	1
Driver Grade II	2	1	1
Yard Forman		2	-2

JOB GRADE	ESTABLISHMENT LEVELS	CURRENT LEVELS	GAP
<b>Estate</b>			
Estate officer	1	1	0
Labourers	2		2
Cleaners	3		3
<b>Security</b>			
Head Watchman	2		2
Watchman	2		2
<b>FINANCE</b>			
Chief Accountant	1	1	0
Senior Accountant	2	2	0
Senior Accounts Technicians	2		2
Principal Accountant		1	-1
<b>HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT DIRECTORATE</b>			
Director	1		1
<b>HR Planning Unit</b>			
Assistant Director I	1		1
<b>Training &amp; Development</b>			
Deputy Director	1	1	0
Assistant Director IIA	1		1
<b>Performance Management Unit</b>			
Assistant Director I	1	1	0
Assistant Programme Officer		1	-1
<b>TOTAL</b>	80	38	42

### 1.10.3 Institutional Capacity Needs

The Ministry, has since its creation in February, 2017 been challenged by its limited office space and therefore is unable to engage the optimal level of officers to augment its limited staff strength of thirty-one (31).

Similarly, the Ghana Railway Development Authority (GRDA) is faced with challenges with Office Accommodation and Staffing levels which impact on the performance of the Railway Sector. The Public Services Commission (PSC) has conveyed approval for the recruitment of some requisite staff to strengthen the capacity of the Authority and the Ministry of Finance has accordingly issued financial clearance for the engagement of the staff. The Authority is currently initiating the necessary steps for the staff recruitment exercise.

The Ghana Railway Company Limited (GRCL) is also faced with human resource challenges. The Company's staff strength is currently 1,308. Out of this number, over 60% are aged and between the ages of 49 and 59 years with less than 10% falling below the age of 40 years. Meanwhile, the Company lacks Technical Staff like Engineers to support the operations and maintenance of efficient rail system in the country. In order to address this challenge, a number of young Engineers have recently been recruited on contract basis and are currently going through capacity development to augment the staff strength, especially, at the Engineering Department of the Company.

Although GRCL is a limited liability company and is expected to be self-financing, the company has for several years relied on Government's consolidated fund to support the payment of monthly salaries of its Staff. This is due to the operational challenges being faced by the rail service provider.

#### **Table 9: State of Equipment at the Ministry of Railways Development**

The table below is the list of assets belonging to the Ministry as at the time of preparing this document.

NO	EQUIPMENT	NO. REQUIRED	NO. AVAILABLE	VARIANCE	STATE
1	Desktop Computers	40	34	6	New and in Good condition
2	Laptop Computers	25	11	14	New and in Good Condition
3	Projectors	3	1	2	New and in Good Condition
4	Printers	30	24	6	New and in Good Condition
5	Photocopier	15	8	7	New and in Good Condition
6	Telephones	25	20	5	Functioning
7	Internet Ports	264	264	Nil	120 in use and 144 not in use.

8	Fax Machines	5	2	3	All Functioning
9	Scanners	15	7	8	In Good Condition
10	Air-conditioners	26	26	0	All functioning
	Refrigerators	28	16	14	New refrigerators and in good condition
11	Generator Set	1	0	1	Yet to be procured
12	Office Accommodation	28	26	2	
13	UPS	40	28	12	New and in good condition
14	Radio	28	28	0	New and in good condition
15	Water Dispenser	10	4	6	New and in good condition
16	Microwave	10	2	8	New and in good condition
17	Television	24	9	15	New and in good condition
18	Ceiling Fan	28	28	0	New and in good condition
19	Wall Clocks	28	6	22	New and in good condition
20	Swivel Chairs	52	49	3	New and in good condition
21	Comb Binding machine	6	2	4	New and in good condition
22	Fire Extinguishers	10	0	10	Yet to be procured
23	Conference Rooms	2	1	1	In good condition
24	Wash Rooms	10	8	2	Six (6) in good condition, two (2) yet to be repaired
25	Vehicles	22	4	18	Old, but functional
26	Visitors Chairs	50	47	3	New and in good condition
27	Motorbike	2	1	1	New and in good condition
28	Desks	52	37	15	New and in good condition

29	Round Table	2	2	0	New and in good condition
30	Centre Table	3	3	0	New and in good condition
31	Wooden cabinet	4	2	2	New and in good condition
	Metal Cabinet	40	30	10	New and in good condition
32	Curtains	28	28	0	New and in good condition
33	Dust bins	28	20	8	New and in good condition
34	Conference Tables	5	5	0	New and in good condition

**Table 10: Stakeholders' Analysis of the Rail Transport Sector**

The table below shows the key stakeholders required to successfully implement the plan.

Stakeholders	Classification	Needs/Interests/ Responsibility	Involvement in Planning, M&E Activities
1. NDPC	Primary	Policy direction, guidelines, capacity building	Planning, including M&E preparation, evaluations, M&E results dissemination
2. Other MDAs (MoF, MRH, MOT, MOA, MESTI, MoME, MoJ, Office of the Attorney General, PPA)	Primary	Advisory services, technical assistance	Planning, including M&E seminars & meetings, supervision, project inspection, evaluations, M&E results reporting and dissemination
3. Other MDAs (MoH, MOTI, MoFA, MoF, MESTI,)	Secondary	Guidelines, performance targets, advisory services	Data collection, M&E results reporting and dissemination
4. RCCs	Primary	Advisory services, capacity building	Planning, including M&E preparation, evaluations, PM&E, data collection, M&E seminars & meetings, supervision, project inspection, M&E results reporting and dissemination
5. District Assemblies	Primary	Advisory services, by-laws, deliberation and adoption of plans, programmes and projects, management of services	Plan including M&E preparation, M&E seminars & meetings, supervision, project inspection, evaluations, M&E results reporting and dissemination, etc.
6. Members of Parliament	Primary	Decision making, Sector Budget approval,	Planning, including M&E seminars & meetings, supervision, project inspection, evaluations, budget preparation, loan approval, M&E results reporting and dissemination
7. Traditional Authorities	Primary	Advisory services, transparency and accountability, Right of way acquisition	Planning, including M&E seminars & meetings, supervision, project inspection, M&E results reporting and dissemination
8. Consultants	Secondary	Technical assistance	Planning, including M&E preparation, evaluations, PM&E
9. CSOs	Secondary	Advocacy, financial and material resources, transparency and accountability, Good governance	Planning, including M&E seminars & meetings, supervision, project inspection, PM&E, data collection, M&E results reporting
10. Development Partners	Primary	Transparency and accountability, financial and material resources, technical assistance, Advisory services	Planning, including M&E seminars & meetings, supervision, project inspection, data collection, M&E results reporting
11. Media	Secondary	Transparency and accountability, Good governance	Dissemination and communication of M&E results
12. Office of the President	Primary	Decision making, approval of policy frameworks	Policy framework formulation and M&E results

**Table 11: Summary of Key Development Issues**

This table contains the summary of issues identified from the review of the GSDA II.

<b>Thematic Areas of GSGDA II</b>	<b>Key Identified Issues from the Performance Review and Profiling</b>
Infrastructure and Human Settlements	<ul style="list-style-type: none"><li>- Inadequate technical and skilled personnel</li><li>- Inappropriate financial model to attract investments</li><li>- Unavailability of engineering designs and relevant studies</li><li>- Master Plan requires review</li><li>- Unreliable database of railway assets</li><li>- Encroachment on railway lands</li><li>- Limited sources of levies for railway development</li></ul>
Transparent, Responsive and Accountable Governance	<ul style="list-style-type: none"><li>- Parliamentary approval require for sources of levies</li><li>- Legal framework limited in scope</li><li>- Ministry requires permanent status</li></ul>

## 1.11 BASE MAP

The Ghana Railway Master Plan, completed in 2013, is a guide for the fulfilment of the Ministry's mandate. The Master Plan proposes a new railway network of 4,007.6 km with an investment of approximately US\$21,507,920,000.00. All the new rail network will be standard gauge. The Ghana Railway Master Plan envisages that the total rail network of 4,007.6 km is to be done in six phases.

The Government of Ghana, through the Ministry of Railways Development, having reviewed the Ghana Railways Master Plan, has identified specific phases of the Master Plan as Priority Projects for the next few years. The proposed time frame for the execution of these Priority Projects is from July 2016 to June 2020. These Priority Projects are the Phase 2 of the Master Plan and some railway lines in Phase 3 and Phase 5 of the Master Plan.

Phase 2 covers approximately a total of 1,234 kilometers. It involves the construction of the following:

- Takoradi - Kumasi (Western) Line (339 km) (with branch line from Dunkwa to Awaso)
- Accra - Kumasi (Eastern) Line (300 km)
- Kumasi-Paga (Central Spine) Rail (595 km)

The lines in Phase 3 that have been included in Priority Projects for the next four years are the following:

- Kumasi - Nyinahin Line (58km)
- Tamale - Yendi Line (102km)

The total length of the rail network identified as Priority Projects is 1394 kilometres. Implementing these Priority Projects will create jobs and facilitate trade and industrial development. This will in turn stimulate economic growth. In the process, new towns and cities will be developed and older towns would be revitalized. The railway projects will take the burden off the road network and ensure longer lifespans of newly constructed roads. The development of the railways sector will completely transform the economy.

There are unlimited opportunities for the private sector in the development of the railway network, in the provision of related services and in the development of associated infrastructure. The Government of Ghana welcomes various forms of collaboration with the private sector in the development of the rail network, the provision of railway-related services and associated infrastructure in Ghana.

The railway lines to be completed in the period, 2016 to 2020 are set out below. All the lines will be for both passenger and freight.

- **Takoradi - Kumasi (Western) Line**

The Western Rail Line runs from the Takoradi Port to Kumasi with a branch line from Dunkwa to Awaso. It is a total of 339 kilometers. Today it is arguably the line that lends itself most readily to a BOT or BOOT Model of financing. This is because of the existence of various off takers and potential off takers on the route.



Two mines are on this route. The Ghana Manganese Mine at Nsuta is 64 km from the port of Takoradi and relies on rail as well as road to transport manganese from Nsuta to the port of Takoradi. Its preferred mode of transportation is by rail and it is the inefficiency of the existing narrow gauge rail line, which compels it to use road, in addition to rail to transport manganese to the Takoradi Port. There is a bauxite mine at Awaso, 239 kms from Takoradi. This mine has used the rail network in the past, but it currently transports all its bauxite by road to the port of Takoradi because the rail line between Awaso and Nsuta, near Tarkwa, cannot be used. Opon Manso, which is also along the Western Line, has iron ore reserves of 150 million tons. This is yet to be exploited.

Cocoa is also found along the corridor in commercial quantities and before the collapse of most of the Western Line, cocoa was transported in significant quantities by rail. The last time cocoa was transported by rail using the Western Line was 2006.

Transportation of other bulk cargo such as; cement, mining equipment and petroleum will also benefit from the construction of the rail line. Out of a total route length of 339 km, only 66 km from Takoradi to Nsuta is operational. The estimated investment required to construct a single standard gauge rail line along the Western Line is US\$1,898,400,000. Front End Engineering Designs have been completed and Government is ready to appoint a Transaction Advisor to advise on the EPC Contractor and the Funding Model. Significant proposals have been received including proposals for BOT and BOOT. The Western Line also connects to the Central Spine which terminates on the border with Burkina Faso at Paga.

- **Accra - Kumasi (Eastern) Line**

The Eastern Line covers a distance of 300 km from Accra to Kumasi with a branch line from Accra to Tema. Apart from the 20 km Accra-Tema Line and the 40 km Accra-Nsawam Line, which are all used for passenger services, the rest of the line is in disrepair and inoperative.

The town of Kibi is between Accra and Kumasi. Here, significant bauxite deposits of approximately 180 million metric tons may be found. Mt. Ejuanema also on the Eastern Line has 5 million metric tons of bauxite. Both deposits are yet to be exploited. The Eastern Line also connects to the Central Spine which terminates on the border with Burkina Faso at Paga. It has potential for significant passenger as well as freight traffic. A proposed inland rail terminal (Boankra Inland Port) also lies on the Eastern Rail Line.

Pricewaterhouse Coopers (PwC) are the Transaction Advisors. They have reached the stage where we are requesting them to issue a Request for Proposal to procure investors for the development of the line. The estimated cost of this line is US\$1,680,000,000

- **Kumasi-Paga (Central Spine) Rail**

The Central Spine will link Kumasi in the central part of Ghana to Paga, which is in the north, on the border with Burkina Faso. The Central Spine is 595 km. When developed it would facilitate the transportation of passengers and freight cargo from the South to the North of Ghana and onward to Burkina Faso and the Sahelian Region. At the Kumasi Junction, the Central Line splits into two lines, the Eastern Line and the Western Line. This will lead to a major transformation of the economy.

The Ministry of Railways Development has engaged a consortium made up of Vision Consult Ltd./Gauff Ingenieure/ILF Consulting Engineers to undertake financial, economic, social, and

environmental studies as well as surveying and mapping out the right-of-way. The estimated cost of this line is US\$3,332,000,000.

- **Kumasi - Nyinahin Line**

This line is 58 km with a branch extension which extends from Kumasi, the junction of the Western and Eastern Line. Its importance is that it has 750 million metric tonnes of bauxite, yet to be exploited at Nyinahin. The estimated cost of the line is US\$324, 800,000.

- **Tamale - Yendi Line**

This line is 102 km. At Yendi (Sheni) lies 2.7 billion metric tons of unexploited iron ore. The line is a branch of the Central Spine Line. The approximate cost of the line is US\$571,200,000.

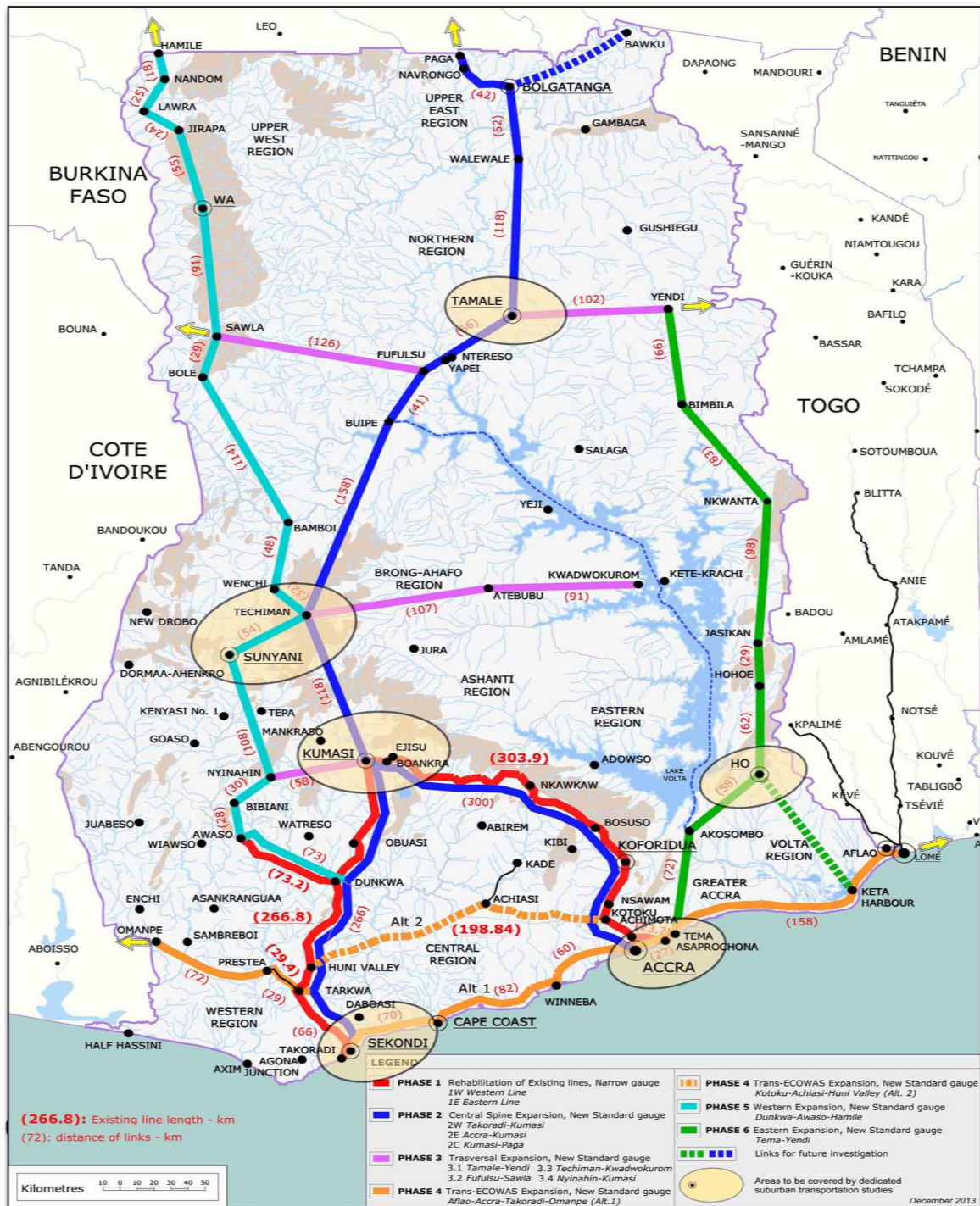


Figure 3: Railway Master Plan

## CHAPTER TWO

**Table 12: Harmonization of Key Development Issues under GSGDA II with Implications for Agenda for Jobs 2018 – 2021**

The table below harmonizes GSDA II and agenda for jobs 2018 -2021.

GSGDA II, 2014 – 2017		Agenda for Jobs, 2018 – 2021	
Thematic Areas –of GSGDA II	Issues	Development Dimensions	Issues
Infrastructure and Human Settlements	<ul style="list-style-type: none"> <li>- Inadequate technical and skilled personnel</li> <li>- Inappropriate financial model to attract investments</li> <li>- Unavailability of engineering designs and relevant studies</li> <li>- Master Plan requires review</li> <li>- Unreliable database of railway assets</li> <li>- Encroachment on railway lands</li> <li>- Limited sources of levies for railway development</li> </ul>	<b>Environment, Infrastructure and Human Settlement:</b> Safeguard the natural environment and ensure a resilient built environment	<ul style="list-style-type: none"> <li>- Limited and poor rail network</li> <li>- Poor and unreliable services</li> <li>- Limited implementation of rail master plan</li> </ul>
<b>Conclusion:</b> The railway sector is weak and under-developed and require resources to revamp the sector.			
Transparent, Responsive and Accountable Governance	<ul style="list-style-type: none"> <li>- Parliamentary approval require for sources of levies</li> <li>- Legal framework limited in scope</li> <li>- Ministry requires permanent status</li> </ul>	<b>Governance, Corruption and Public Accountability:</b> Maintain a stable, united and safe society	<ul style="list-style-type: none"> <li>- Parliamentary approval require for sources of levies</li> <li>- Legal framework limited in scope</li> <li>- Ministry requires permanent status</li> </ul>
- <b>Conclusion</b> – The railway sector needs institutional collaboration and permanent status			

**Table 13: Development Dimension and Adopted Issues of SMTDP**

The table below links issues of continuing relevance in the GSDA II to related issues identified in the Agenda for Jobs 2018-2021

Development Dimensions 2018 – 2021	Key Issues Identified	Adopted Issues from Agenda for Jobs 2018 – 2021
<b>Environment, Infrastructure and Human Settlement:</b> Safeguard the natural environment and ensure a resilient built environment	<ul style="list-style-type: none"> <li>- Inappropriate financial model to attract investments</li> <li>- Unavailability of engineering designs and relevant studies</li> <li>- Unreliable database of railway assets</li> <li>- Encroachment on railway lands</li> </ul>	Limited and poor rail network
<b>Governance, Corruption and Public Accountability:</b> Maintain a stable, united and safe society	<ul style="list-style-type: none"> <li>- Legal framework limited in scope</li> <li>- Limited sources of levies for railway development</li> <li>- Inadequate technical and skilled personnel</li> <li>- Non-permanent status of Ministry</li> <li>- Parliamentary approval required for sources of levies</li> <li>- Master Plan requires review</li> </ul>	Poor and unreliable services  Limited implementation of Railway Master Plan

**Table 14: POCC Analysis**

ADOPTED ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
<b>Limited and Poor Rail Network</b>	<ul style="list-style-type: none"> <li>• Existing lines</li> <li>• Existing right of ways</li> <li>• Existing Railway assets</li> <li>• Railways Master Plan</li> <li>• Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Strong Political will</li> <li>• Investor interest</li> <li>• Stable Power supply</li> <li>• Vast mineral deposits</li> <li>• Bulk haulage</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate skilled labour</li> <li>• Non-functional tracks</li> <li>• Outmoded locomotives</li> <li>• Inadequate capital investment</li> <li>• Inadequate working tools</li> <li>• Deteriorated assets</li> <li>• Indebtedness</li> </ul>	<ul style="list-style-type: none"> <li>• Stealing of railway assets</li> <li>• Galamsey activities</li> <li>• Encroachment on railway assets</li> <li>• Poor technology</li> <li>•</li> </ul>
<b>Poor and unreliable services</b>	<ul style="list-style-type: none"> <li>• Availability of technical know-how</li> <li>• Existing functional lines</li> <li>• Railways Master Plan</li> <li>• Human Resources</li> <li>• Legal instrument</li> <li>• Strong vision of associated infrastructure</li> <li>• Strong leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Growing population</li> <li>• Bulk haulage</li> <li>• Strong economic growth</li> <li>• Investor interest</li> <li>• Stable Power supply</li> <li>• Vast mineral deposits</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate trains</li> <li>• Inadequate ancillary facilities</li> <li>• Indebtedness</li> <li>• Aging staff</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Stealing of railway assets</li> <li>• Galamsey activities</li> <li>• Encroachment on railway assets</li> <li>• Poor technology</li> </ul>
<b>Limited implementation of rail master plan</b>	<ul style="list-style-type: none"> <li>• Existence of a master plan</li> <li>• Availability of human resources</li> <li>• Legal backing</li> <li>• Existence of institutional framework</li> <li>• Institutional memories</li> </ul>	<ul style="list-style-type: none"> <li>• Pool of prospective investors &amp; development partners</li> <li>• Bi-lateral and multi-lateral relations</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate Expertise</li> <li>• Inadequate capital</li> <li>• Inadequate feasibility studies and designing</li> </ul>	<ul style="list-style-type: none"> <li>• Application of local &amp; international laws</li> <li>•</li> </ul>

## **2 IMPACT ANALYSIS**

### **2.1 POPULATION GROUPS THAT WILL BE AFFECTED**

Improving rail transport is a worldwide developmental goal and which is also seen as a necessary pre-condition to economic growth. The effect of transport on lifestyles and choices is not uniform. The state of development of the various modes of transport, including road, air, water, rail, affects the various sections of the population differently. The vulnerable section of the population (women, children, aged, persons with disabilities), which forms over 40% of the total population will benefit from the railway sector, which is the least developed.

However, the railway sector has the potential to unlock the economic opportunities of a significant section of the population. In view of this, a modern railway system that meets user needs is likely to address all infrastructural challenges.

With the successful implementation of the Railway SMTDP 2018 - 2021, a significant number of the population would be empowered economically and socially through a modernised railway network.

### **2.2 BALANCED DEVELOPMENT**

Balanced development refers to the simultaneous, coordinated expansion of several sectors of an economy. The railway sector, whose vision is to develop a modern, robust and integrated railways system as well as associated infrastructure to serve as a catalyst for the transformation of the economy and make Ghana's rail transport system the lead in Africa will promote balanced development.

A modernised rail transport system is a sustainable mode of transportation for national development. It has the potential to open up the hinterlands for job creation.

### **2.3 RESILIENCE AND DISASTER RISK MANAGEMENT**

Managing disaster risks and building a resilient railway infrastructure requires consideration of institutional, economic, financial and social aspects. The Ministry will enhance its coordination with National Disaster Management Organization (NADMO), Ghana National Fire Service, Ghana Police Service, the Ghana Armed Forces and other civil society organizations to develop policies and formulate disaster management plans that will strengthen capacity of various institutions to help improve the readiness of communities to deal with disasters.

### **2.4 INSTITUTIONAL REFORMS**

The operationalization of the Railway Act 2008, (Act 779) mandates the Ghana Railway Development Authority to be the Regulator and Infrastructure/Asset Manager. The establishment of 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) will be reviewed and new Railway Regulatory Authority and Railway Infrastructure Development Authority will be established through Acts of Parliament.

## **2.5 MIGRATION, HIV-AIDS AND DEVELOPMENT**

The rail transport plays an important role in facilitating the movement of people thereby moving people to their spouses and regular partners. A modernized railway network will facilitate the migration of people from all walks of life from communities along the railway lines. The increase in the human movements has the potential of enhancing sexual activities and risk of health hazards including HIV-AIDS. There is a correlation between mobility and the spread of HIV infection.

The concept of associated infrastructural introduced in the Railway SMTDP 2018 – 2021 including Healthcare Centres, Schools, Restaurants, Shopping Centres, Police Stations, Fire Stations and so on will be provided in communities along the railway corridors which can help minimize the effects of social vices.



### 3 CHAPTER THREE

## DEVELOPMENT PROJECTIONS, GOALS, ADOPTED OBJECTIVES AND STRATEGIES

**Table 15: ADOPTION OF OBJECTIVES AND STRATEGIES**

The table below shows the Strategies adopted by the Ministry to address the issues of the Sector, allowing for the achievement of Objectives.

Development Dimension	ISSUES	ADOPTED OBJECTIVES	ADOPTED STRATEGIES
<b>Environment, Infrastructure and Human Settlement:</b>  Safeguard the natural environment and ensure a resilient built environment	<ul style="list-style-type: none"> <li>• Limited and poor rail network</li> <li>• Poor and unreliable services</li> <li>• Limited implementation of Railway Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Modernize and extend railway network</li> <li>• Ensure effective and efficient flow of goods, services, and related information to meet customer requirements</li> <li>• Develop associated infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Revamp the existing rail network and expand to northern Ghana to support industrialisation and other economic activities.</li> <li>• Integrate railways in the Tema-Akosombo multi-modal transport system to the north</li> <li>• Reconstruct the Western and Eastern lines to facilitate passenger and freight movement, including activation of the Boankra inland port.</li> <li>• Develop integrated light rail transit system in major urban areas to improve public transportation.</li> <li>• Integrate rail transport with other modes to ensure a sustainable transport system.</li> </ul>
<b>Governance, Corruption and Public Accountability:</b> Maintain a stable, united and safe society	<ul style="list-style-type: none"> <li>- Parliamentary approval require for sources of levies</li> <li>- Legal framework limited in scope</li> <li>- Ministry requires permanent status</li> </ul>	<ul style="list-style-type: none"> <li>• Develop associated infrastructure</li> <li>• Review and develop policies that will enhance well-functioning and self-financed regulatory bodies in a competitive environment.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Review of Ghana Railways Act 2008 (Act 779)</i></li> <li>• <i>Develop a comprehensive and integrated Policy Framework for the Railways Sector</i></li> <li>• Establish The following Institutions <ul style="list-style-type: none"> <li>○ Railways Regulatory Authority</li> <li>○ Railway Infrastructure Authority</li> <li>○ Light Rail Company</li> </ul> </li> <li>• </li> </ul>

**Table 16: Sustainable Prioritised Issues**

This matrix shows the adopted goal, issues, policy objectives and strategies of the Ministry.

Environment, Infrastructure and Human Settlement: Safeguard the natural environment and ensure a resilient built environment			
Focus Area 1: Rail Transport Infrastructure			
Policy Objectives	Prioritised Adopted Issues	Strategies Revise to be in line with policy framework	Responsible Agency
Modernize and extend railway network	<ul style="list-style-type: none"><li>Poor and unreliable services</li><li>Limited and poor rail network</li></ul>	<ul style="list-style-type: none"><li>Revamp the existing rail network and expand to northern Ghana to support industrialisation and other economic activities.</li><li>Integrate railways in the Tema-Akosombo multi-modal transport system to the north</li><li>Reconstruct the Western and Eastern lines to facilitate passenger and freight movement, including activation of the Boankra inland port.</li><li>Develop integrated light rail transit system in major urban areas to improve public transportation.</li><li>Integrate rail transport with other modes to ensure a sustainable transport system.</li><li>Revamp the existing rail network and expand to northern Ghana to support industrialisation and other economic activities</li></ul>	MoRD, GRDA, GRCL
Ensure effective and efficient flow of goods, services, and related information to meet customer requirements	Limited implementation of Railway Master Plan		
Development Dimension: Environment, Infrastructure and Human Settlement: Safeguard the natural environment and ensure a resilient built environment			
Focus Area 2: Associated Infrastructure			
Develop associated infrastructure	Poor and unreliable services	<ul style="list-style-type: none"><li>Revamp the existing rail network and expand to northern Ghana to support industrialisation and other economic activities.</li><li>Integrate railways in the Tema-Akosombo multi-modal transport system to the north</li><li>Reconstruct the Western and Eastern lines to facilitate passenger and freight movement, including activation of the Boankra inland port.</li><li>Develop integrated light rail transit system in major urban areas to improve public transportation.</li><li>Integrate rail transport with other modes to ensure a sustainable transport system.</li></ul>	MoRD, GRDA, GRCL

## CHAPTER FOUR

### 3.1 REVIEW AND FORMULATION OF DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES

**Table 17: Programmes of Action (PoA) of MDAs**

POLICY OBJECTIVE	STRATEGIES	PROGRAM MES	SUB PROGRAMMES
<ul style="list-style-type: none"> <li>• Modernize and extend railway network.</li> <li>• Ensure effective and efficient flow of goods, services, and related information to meet customer requirements.</li> <li>• Develop associated infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Revamp the existing rail network and expand to northern Ghana to support industrialisation and other economic activities.</li> <li>• Integrate railways in the Tema-Akosombo multi-modal transport system to the north</li> <li>• Develop integrated light rail transit system in major urban areas to improve public transportation.</li> </ul>	Management and Administration	General Administration Finance Human Resource Policy Planning and Monitoring & Evaluation Research, Statistics and Information Management
	<ul style="list-style-type: none"> <li>• Integrate rail transport with other modes to ensure a sustainable transport system</li> <li>• Revamp the existing rail network and expand to northern Ghana to support industrialisation and other economic activities.</li> <li>• Reconstruct the Western and Eastern lines to facilitate passenger and freight movement, including activation of the Boankra inland port.</li> </ul>	Rail Transport	Railway infrastructure Development  Railway Safety, Freight and Passenger Operations Railway  Railway Infrastructure Maintenance

**Table 18: Indicative Financial Strategy**

INDICATIVE FINANCIAL STRATEGY										
PROGRAMME		Total Cost 2018-2021	Expected Revenue						Summary of Resource Mobilization	Alternative Course of Action
			GOG	IGF	DONOR	OTHERS	TOTAL REVENUE	GAP		
PROGRAMME 1: MANAGEMENT AND ADMINISTRATI ON	SUB-PROGRAMME									
		6,266,050,177.00	2,200,438,695.00		4,065,611,482.00		6,266,050,177.00			
	General Administration									
	Finance									
	Human Resource Management									
	Policy Planning, Monitoring and Evaluation									
	Statistica, Research, Information and Public Relations									
<b>TOTAL</b>		7,369,417.24		7,369,417.24			7,369,417.24			
PROGRAMME2: RAIL TRANSPORT	Investment Promotion									
	Development and Services									
	Railway Infrastructure Development									
	Railway Safety, Freight and Passenger Operations									
<b>TOTAL</b>		<b>6,273,419,594.24</b>	<b>2,200,438,695.00</b>	<b>7,369,417.24</b>	<b>4,065,611,482.00</b>	<b>-</b>	<b>6,273,419,594.24</b>	<b>-</b>		

## 4 CHAPTER FIVE

**Table 19: ANNUAL ACTION PLAN (AAP)**

ANNUAL ACTION PLAN															
Goal: Environment, Infrastructure and Human Settlement: Safeguard the natural environment and ensure a resilient built environment															
Programme	Sub-programme	Activities	Location	Baseline 2017	Output Indicator	Quarterly Time Frame				Indicative Budget				Implementing Agency	
						1ST	2ND	3RD	4TH	GOG	IGF	Donor	PPP	Lead	Collaborating
Management and Administration	General Administration	Procurement Plan Preparation	Accra												
		Tendering Activities	Accra												
		Procurement of office suppliers	Accra												
		Maintenance Rehabilitation Refurbishment and upgrade of existing assets	Accra												
		Acquisition of immovable and movable assets	Accra												
		Management of Assets Register	Accra												
		Cleaning and General Service	Accra												
		Disposal of Government Assets	Accra												
	Finance	Preparation of Financial Reports	Accra												

	Treasury and Accounting Activities	Accra												
<b>Human Resource Management</b>	Manpower Skills Development	Accra												
	Personnel and Staff Management	Accra												
	HRMIS Database Development	Accra												
	Staff Audit	Accra												
	Scheme of Service	Accra												
	Recruitment Placement and Promotion	Accra												
<b>Policy Planning, Monitoring &amp; Evaluation</b>	Management and Monitoring Policies, Programmes & Projects	Accra												
	Evaluation and Impact Assessment activities	Accra												
	Budget Performance Reporting	Accra												
	Publication and Dissemination of Policies and programmes	Accra												
	Planning and Policy Formulation	Accra												
	Policies and Programme Review activities	Accra												
	Budget Preparation	Accra												
<b>Statistica, Research,</b>	<b>Research and Development</b>	Accra												

	<b>Information and Public Relations</b>	Research and Development	Accra												
		Development and management of database	Accra												
		Protocol Services	Accra												
		Media Relations	Accra												
		Information Education and Communication	Accra												
		Publications Campaigns and Programmes	Accra												
	<b>INTERNAL AUDIT</b>	External Audit operations	Accra												
		Special Audit Assignments	Accra												
		Administrative support													
		Organize seminars, meetings and conferences													
		Capacity building													
		Monitoring and Evaluation													
		Designing tracks and extending networks													
		Updating Assets register													
		Lands Acquisition and Registration													
	Railway Safety, Freight & Passenger Operations														

**Table 20: Monitoring and Evaluation (M&E) Activities**

ACTIVITIES	TIME FRAME				ACTORS
	2018	2019	2020	2021	
<b>MTDP Evaluations</b>					
Mid-term Evaluation Railways Sector Medium Term Plan	Start 15 <sup>th</sup> March 2020				Railway SMTDP Committee
Terminal Evaluation	Start 15 <sup>th</sup> March 2022				Railway SMTDP Committee
Specific Evaluations and Studies	Bi-annually starting 5 <sup>th</sup> of July, 2018				Railway SMTDP Committee
Participatory M&E	Bi-annually starting 5 <sup>th</sup> July, 2018				Railway SMTDP Committee
<b>Implementation monitoring</b>					
Quarterly Field Visit	1 <sup>st</sup> Tuesday of every quarter				Railway SMTDP Committee
Quarterly Review Meetings	1 <sup>st</sup> Wednesday of every quarter				Railway SMTDP Committee
<b>APR preparation and dissemination</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	
Data collection	From 15 <sup>th</sup> January annually				Railway SMTDP Committee
Data collation					Railway SMTDP Committee
Data analysis and validation					Railway SMTDP Committee
Prepare Draft MDA APR	Second week of January annually				Railway SMTDP Committee
Organise Draft APR review workshop	Starting last Wednesday January annually				Railway SMTDP Committee
Final APR submitted to NDPC	End of January annually				Railway SMTDP Committee
Dissemination of sector APR	From February annually				Railway SMTDP Committee



## 5 CHAPTER SIX

**Table 21: MONITORING MATRIX**

<b>Goal: Environment, Infrastructure and Human Settlement:</b> Safeguard the natural environment and ensure a resilient built environment										
<b>Policy Objective 1:</b> Modernize and extend railway network										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Passenger traffic	Number of passengers carried by railways ('000)	Output	261.08	850	935	1,028.50	1,131.35	Stations: Rural, Urban Lines: Eastern, Western	Quarterly Annually	DRSIM / DPPME
Freight Traffic	Freight carried by railways in tonnes ('000)	Output	630.37	1,200	1,320	1,452	1,597	<b>Existing Lines:</b> Western Line Eastern Line Central Line  <b>New Lines:</b> Tema-Akosombo Central Spine Tema – Burkina Faso Line Trans-ECOWAS Line	Quarterly  Annually	DRSIM / DPPME
Length of railway lines rehabilitated	Total length of railway network rehabilitated in km	Output	5.20	94	30	20	20	<b>Existing Lines:</b> Western Line Eastern Line Central Line  <b>New Lines:</b> Tema-Akosombo Central Spine Tema – Burkina Faso Line Trans-ECOWAS Line	Quarterly  Annually	DRSIM / DPPME

Length of railway lines maintained	Total length of periodic maintenance of railway network undertaken in <b>km</b>	Output	74.58	74.58	161	161	311	<b>Existing Lines:</b> Western Line Eastern Line Central Line  <b>New Lines:</b> Tema-Akosombo Central Spine Tema – Burkina Faso Line Trans-ECOWAS Line	Quarterly  Annually	DRSIM / DPPME
Length of new railway lines constructed	Total length of new railway lines constructed in <b>km</b>	Output	0.00	40.00	410.00	560.00	570.00	<b>Existing Lines:</b> Western Line Eastern Line Central Line  <b>New Lines:</b> Tema-Akosombo Central Spine Tema – Burkina Faso Line Trans-ECOWAS Line	Quarterly  Annually	DRSIM / DPPME
Turn Around time	Turn Around time in <b>hours</b>	Outcome	14.4	12.0	9.6	9.6	9.6	<b>Existing Lines:</b> Western Line Eastern Line Central Line  <b>New Lines:</b> Tema-Akosombo Central Spine Tema – Burkina Faso Line Trans-ECOWAS Line	Quarterly  Annually	DRSIM / DPPME
	Revenue (GRCL)	Outcome	GHC 15.60m	GHC 18.00m	GHC 20.00m	GHC 30.00m	GHC 30.00m	<b>Existing Lines:</b> Western Line Eastern Line Central Line  <b>New Lines:</b> Tema-Akosombo Central Spine	Monthly  Quarterly  Annually	DFA/IA/CA
Employment generation	<b>Percentage</b> of people employed	Outcome	400	800	1,500	6,000	12,000	<b>New Lines:</b> Tema-Akosombo Central Spine	Quarterly  Annually	DRSIM / DPPME

								Tema – Burkina Faso Line Trans-ECOWAS Line		
<b>Policy Objective 2:</b> Ensure effective and efficient flow of goods, services, and related information to meet customer requirements										
Train Accidents	Number of minor operational train incidents	Output	82	22	12	3	0	<b>Existing Lines:</b> Western Line Eastern Line Central Line  <b>New Lines:</b> Tema-Akosombo Central Spine Tema – Burkina Faso Line Trans-ECOWAS Line	Quarterly  Annually	DRSIM / DPPME
	Number of major operational train incidents	Output	1	0	0	0	0	<b>Existing Lines:</b> Western Line Eastern Line Central Line  <b>New Lines:</b> Tema-Akosombo Central Spine Tema – Burkina Faso Line Trans-ECOWAS Line	Quarterly  Annually	DRSIM / DPPME
<b>Policy Objective 3:</b> Develop Associated Infrastructure										
Employment generation	Percentage of people employed	Outcome	Baseline not available	-	-	0.001 <sup>1</sup>	0.002		Quarterly  Annually	DRSIM / DPPME
Population redistribution	Reduction in rural-urban migration in percentage	Outcome	Baseline not available						Quarterly  Annually	DRSIM / DPPME
Decongestion of motor traffic	Vehicles using the facilities	Outcome	Baseline not available	0	0	27000	37000	Along the lines	Quarterly  Annually	DRSIM / DPPME

<sup>1</sup> Based on an estimated working population of 9,782,655 people as at 2010. Source: Ghana Statistical Service.

Facilities developed	Health Facilities	Output	3	-	-	1	2	<b>Existing Lines:</b> Western Line Eastern Line Central Line  <b>New Lines:</b> Tema-Akosombo Central Spine Tema – Burkina Faso Line Trans-ECOWAS Line	Quarterly  Annually	DRSIM / DPPME
	Schools		1	-	-	3	3			
	Shops/Warehouses (Locations)		16	16	16	21	28			
	Security Posts		5/8	-	-	1	2			
	Hospitality		Baseline not available	-	-	2	5			
	Housing		Baseline not available	-	-	50	100			
	Financial Institutions		Baseline not available	-	-	8	15			

**Table 22: DATA COLLECTION MATRIX**

The table below shows the data required to measure the achievement of policy objectives over the implementation period

INDICATOR	DATA COLLECTION PERIOD	DATA COLLECTION METHOD	DATA DISAGGREGATION	RESULTS
Policy Objective 1: Modernize and extend railway network				
Passenger traffic	1 <sup>st</sup> Jan. – 31 <sup>st</sup> Dec.	Passenger traffic Survey	Existing Lines: Western Line Eastern Line Central Line  New Lines: Tema-Akosombo Central Spine Tema – Burkina Faso Line Trans-ECOWAS Line	1. 261,080 passengers as at December 2017 to 850,000 passengers as at December 2018 2. 850,000 passengers as at December 2018 to 935,000 as at December 2019 3. 935,000 passengers as at December 2019 to 1,028,500 as at December 2020 4. 1,028,500 passengers as at December 2020 to 1,131,350 as at December 2021
Freight Traffic	1 <sup>st</sup> Jan. – 31 <sup>st</sup> Dec	Traffic survey		1. 630,370 tonnes as at December 2017 to 1,200,000 tonnes as at December 2018 2. 1,200,000 tonnes as at December 2018 to 1,320,000 as at December 2019 3. 1,320,000 tonnes as at December 2019 to 1,452,000 as at December 2020 4. 1,452,000 tonnes as at December 2020 to 1,597,000 as at December 2021
Length of railway lines rehabilitated	28 <sup>th</sup> March 28 <sup>th</sup> June 27 <sup>th</sup> September 18 <sup>th</sup> December	Site inspections and meetings Field visits		1. 94km rehabilitated by December 2018 2. 30km rehabilitated by December 2019 3. 20km rehabilitated by December 2020 4. 20km rehabilitated by December 2021
Length of railway lines maintained				1. 74.58km maintained by December 2018 2. 161km maintained by December 2019 3. 161km maintained by December 2020 4. 311km maintained by December 2021
Length of new railway lines constructed				1. 40km constructed by December 2018 2. 410km constructed by December 2019 3. 560km constructed by December 2020 4. 570km constructed by December 2021
INDICATOR	DATA COLLECTION PERIOD	DATA COLLECTION METHOD	DATA DISAGGREGATION	RESULTS

Turn Around Time				<ol style="list-style-type: none"> <li>1. Reduce from December 2017 base of 14.4 hours to 12.0 hours by December 2018</li> <li>2. Reduce from December 2018 target of 12.0 hours to 9.6 hours by December 2019</li> <li>3. Maintain December 2019 target of 9.6 hours by December 2020</li> <li>4. Maintain December 2020 target of 9.6 hours by December 2021</li> </ol>
Employment generation	14 <sup>th</sup> March, 13 <sup>th</sup> June 12 <sup>th</sup> September 12 <sup>th</sup> December	Focus group discussions		<ol style="list-style-type: none"> <li>1. Increase from a base of 400 in December 2017 to a target of 800 by December 2018.</li> <li>2. Increase from a base of 800 in December 2018 to a target of 1,500 by December 2019.</li> <li>3. Increase from a base of 1,500 in December 2019 to a target of 6,000 by December 2020.</li> <li>4. Increase from a base of 6,000 in December 2020 to a target of 12,000 by December 2021.</li> </ol>
<b>Policy Objective 2:</b> Ensure effective and efficient flow of goods, services, and related information to meet customer requirements				
Train Accidents	28 <sup>th</sup> March 28 <sup>th</sup> June 27 <sup>th</sup> September 18 <sup>th</sup> December	Site visits		<p><b><u>Major Accidents</u></b></p> <ol style="list-style-type: none"> <li>1. Reduce accidents from December 2017 base of 1 to zero by December 2018</li> <li>2. Maintain zero accidents from 2019 to 2021</li> </ol> <p><b><u>Minor Incidents</u></b></p> <ol style="list-style-type: none"> <li>1. Reduced from December 2017 base of 82 to 22 by December 2018</li> <li>2. Reduced from December 2018 target of 22 to 12 by December 2019</li> <li>3. Reduced from December 2019 target of 12 to 3 by December 2020</li> <li>4. Reduced from 2020 December targets of 3 to zero by December 2021.</li> </ol>
<b>INDICATOR</b>	<b>DATA COLLECTION PERIOD</b>	<b>DATA COLLECTION METHOD</b>	<b>DATA DISAGGREGATION</b>	<b>RESULTS</b>
<b>Policy Objective 3:</b> Develop Associated Infrastructure				
Employment generation	14 <sup>th</sup> March, 13 <sup>th</sup> June 12 <sup>th</sup> September 12 <sup>th</sup> December	Focus group discussions		<ol style="list-style-type: none"> <li>1. From a zero baseline in December 2019 to a target of 9,783 in December 2020</li> <li>2. From a target of 9,783 in December 2020 to 19,566 by December 2021.</li> </ol>
Population redistribution				
Decongestion of motor traffic	7 <sup>th</sup> March 6 <sup>th</sup> June 5 <sup>th</sup> September 5 <sup>th</sup> December	Focus group discussions  Field survey		<ol style="list-style-type: none"> <li>1. From a zero baseline in December 2019 to a target of 27000 in December 2020</li> <li>2. From a target of 27000 in December 2020 to 37000 by December 2021</li> </ol>
Facilities developed				<ol style="list-style-type: none"> <li>1. From a baseline of 16 locations in December 2019 to a target of 21 locations by December 2020</li> <li>2. From a base of 21 locations in December 2020 to a target of 28 locations by December 2021.</li> </ol>

## **5.1 QUARTERLY AND ANNUAL PROGRESS REPORTS FORMAT**

### **5.1.1 Title Page**

- i. Name of the MDA: Ministry of Railways Development
- ii. Time period for the M&E Report:

### **5.1.2 Introduction**

- i. Summary of achievements and challenges with the implementation of the SMTDP
- ii. Purpose of the M&E for the selected period
- iii. Processes involved and difficulties encountered

### **5.1.3 M&E Activities Report**

- i. Programme/Project status for the quarter or year
- ii. Update on funding sources and disbursements
- iii. Update on indicators and targets
- iv. Update on critical development and poverty issues
- v. Evaluations conducted; their findings and recommendations
- vi. Participatory M&E undertaken and their results

### **5.1.4 The Way Forward**

- i. Key issues addressed and those yet to be addressed
- ii. Recommendations

**Table 23: DISSEMINATION AND COMMUNICATION STRATEGY**

The table below describes the Ministry's approach in engaging the communities that will be affected by rail development activities.

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
Community sensitization	To create awareness on rail transport development	Community members, Traditional authorities, District assemblies, school children, etc	Community drama, durbars, drama, role play, radio/tv announcements, cinema, documentary, etc	Yearly	RSIM/PR UNIT/GRCL/GRDA
Meeting with Political leadership	To get them to appreciate the railway project and to secure the buy-in	Parliamentarians and Chairpersons of the Sub-committees, RCCs, MMDCEs, Presiding members	Meetings with the groups	Yearly	RSIM/PR UNIT/GRCL/GRDA
	To update them on the status of railway projects and activities		Round-table discussion and, powerpoint presentations.	October to December	
Stakeholder meetings	To ensure a buy-in/acceptance/cooperation	Community members, Traditional authorities, District assemblies, school children, utility service providers, corporate bodies	Meetings, durbars, community fora,	Yearly	RSIM/PR UNIT/GRCL/GRDA
Investor Summit	To attract investment and development partnership	International business community, diplomatic corps, media, local investors, financial/corporate bodies institutions,	Meetings presentations, investment fora,	Twice in a year	RSIM/PR UNIT/GRCL/GRDA
Policy Summit	To showcase the policies, programmes and projects of the rail sector	MDAs, Parliamentarians, the Diplomatic Corps, corporate bodies, think tanks, CSOs, media	Presentations, exhibition and commune	Yearly	RSIM/PR UNIT/GRCL/GRDA



	To provide one stop shop for sector information dissemination  To receive feedback from the general public				
Staff durbar	To apprise staff of activities of the rail sector	Staff of the Ministry and Agencies	Staff durbar, meetings	Quarterly/yearly	RSIM/PR UNIT/GRCL/GRDA
Press briefings	To provide information about railway activities to media for dissemination	Press/print media both local and international	Questions and answers	Quarterly	RSIM/PR UNIT
National Railways day	To sensitize the general public both within and outside on railway projects and activities	General public, railway workers, media, investment communities	Float, speech, durbar, radio/tv discussions, interviews	Yearly	RSIM/PR UNIT/GRCL/GRDA
Website	To provide electronic information to the general public about the Ministry and its activities	The general public, investors, students, etc	Online	Weekly	RSIM/PR UNIT

**Table 24: EVALUATION MATRIX**

Evaluation Criteria	Evaluation Questions		Data Needed	Data Sources	Data Collection Methods
	Main Questions	Sub- Questions			
Relevance	Do rail services provide a good means of transportation	<ul style="list-style-type: none"> <li>As a public servant is train service a good means of transportation?</li> <li>As a Trader is train service a good means of transportation?</li> <li>As a student is train service a good means of transportation?</li> <li>As a woman is train service a good means of transportation?</li> </ul>	Measure passenger traffic indicator	Baseline studies & survey reports, Annual report	Passenger traffic Survey
Efficiency	Do you find train services reliable?	<ul style="list-style-type: none"> <li>As a public servant, do you find train services reliable?</li> <li>As a Trader do you find train services reliable?</li> <li>As a Student do you find train services reliable?</li> <li>As a Woman do you find train services reliable?</li> <li>As a Railway Station Manager to what extent are you able to keep to your schedule</li> </ul>	Measure Train Turn Around Time indicator	Baseline studies & survey reports, Annual report	Site inspections and meetings Field visits/survey
Effectiveness	Is train an effective mode of transportation as compare to others?	<ul style="list-style-type: none"> <li>As a public servant, is train an effective mode of transportation as compared to others?</li> <li>As a Trader is train an effective mode of transportation as compared to others?</li> <li>As a Student is train an effective mode of transportation as compared to others?</li> <li>As a Woman is train an effective mode of transportation as compared to others?</li> </ul>	Measure train Turn Around time	Baseline studies & survey reports, Annual report	Site inspections and meetings Field visits/survey
Impact	Which people patronise train services	<ul style="list-style-type: none"> <li>As a public servant, how often do you patronise train services</li> <li>As a Trader , how often do you patronise train services</li> <li>As a Student , how often do you patronise train services</li> <li>As a Woman , how often do you patronise train services</li> <li>As a train Station Manager, how often do people patronise train services</li> </ul>	Measure passenger traffic indicator	Baseline studies & survey reports, Annual report	Passenger traffic Survey

Sustainability	Which mode of transport do you prefer (Rail, Air, Road, Water etc)	<ul style="list-style-type: none"> <li>As a public servant, which mode of transport do you prefer</li> <li>As a Trader , which mode of transport do you prefer</li> <li>As a Student , which mode of transport do you prefer</li> <li>As a Woman , which mode of transport do you prefer</li> <li>As a train Station Manager, what do you think can be done to sustain operations</li> </ul>	Maintenance	Baseline studies & survey reports, Annual report	Site inspections and meetings Field visits/survey
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## **6 ACHIEVEMENTS**

1. Establishment and staffing of the Ministry of Railways Development
2. Development of the Railway Master Plan
3. Railway Engineering Design works on the Western Line have commenced
4. Construction of the Sekondi – Takoradi via Kojokrom sub-urban railway line
5. Refurbishment of railway passenger coaches
6. Rehabilitation of six (6) Railway Stations
7. Construction of four (4) new Railway Stations
8. Feasibility Studies for the Accra/Tema to Kumasi via Boankra Inland Port (Eastern Railway Line) completed
9. Commencement of construction works on the Tema – Akosombo Railway Line (earthworks on-going between Tema Port and Afienya: Km 0 – Km 24)
10. Commencement of construction works on the Kojokrom to Manso line
11. Rehabilitation of the Kojokrom to Tarkwa and the Accra to Nsawam railway lines
12. The Joint Committee of Experts for the Ghana – Burkina Railway Interconnectivity Project revived

## **7 WAY FORWARD**

Having identified the challenges and the lessons learnt over the period (2014 – 2017) and in order to consolidate the achievements, the Ministry of Railways Development plans to undertake the following:

1. Continue with the improvement of the railway infrastructure
2. Develop associated infrastructure (stations, shops, schools, new cities, warehouses, free zone enclaves and industrial parks etc).
3. Enhance capacity of the sector

### **7.1 FUTURE PROJECTS**

1. Review of Ghana Railway Master Plan (additional 200km)
2. Development of the Western Railway Line from Takoradi – Kumasi via Awaso and Nyinahini
3. Development of the Eastern Railway Line from Tema/Accra to Kumasi via Kibi (340km)
4. Development of the Central Spine from Kumasi to Paga (595km) with a branch line from Tamale to Yendi (102km)
5. Development of the Eastern Expansion Line from Tema through Ho, Hohoe, Yendi, Tamale to Paga
6. Development of the Central Line from Huni-Valley to Kotoku (198km)
7. Development of the Trans-ECOWAS Railway line from Aflao to Omape (564km)
8. Tema-Akosombo railway line to be extended to Mpakadan (95km)
9. Development of Metro/Light Rail Transit system in Accra and Kumasi
10. Development of Associated Infrastructure (Stations-to-Cities) in Accra, Kumasi, Volta Rail, Yapei, Kase, Ejisu, Offinso
11. Capacity development

**Table 25: PROGRAMME/PROJECT REGISTER**

<b>SMTDP -MEDIUM TERM GOAL: Environment, Infrastructure and Human Settlement: Safeguard the natural environment and ensure a resilient built environment</b>												
<b>NO</b>	<b>PROJECT NAME</b>	<b>PROJECT DESCRIPTION</b>	<b>LOCAT ION</b>	<b>CONT RACT OR</b>	<b>BUDGET, SOURCE AND TYPE OF FUNDING</b>	<b>DATE STAR TED</b>	<b>EXPECTED COMPLETI ON DATE</b>	<b>CON TRA CT SUM</b>	<b>EXPEND ITURE TO DATE</b>	<b>PROJECT IMPLEME NTATION STATUS</b>		<b>REMA RKS</b>
					<b>BUDGET</b>	<b>SOURC E/TYP E OF FUNDI NG</b>						
1	Development of the Western Line	Construction of Sekondi - T'di Suburban Line including Railway Stations and supply of rolling stock	T'DI	Amandi Holdings	750,420,495.70	GOG	15-Apr-12	17-Jul-17	750,420,495.70	112,243,318.51	COMPLETE D	Work completed and handed over
2	Development of the Western Line	Construction of Western Line from Kojokrom to Eshiem (Standard Gauge)	T'DI	Amandi Holdings	88,774,631.00	GOG/A BFA	8-Dec-17	Jan-19	88,774,631.00	72,046,436.64		Work is on going . Contractor is on site
		construction of the western line from Kojokrom to Eshiem	Takoradi	Amandi Holdings							1-Feb-18 Jan-20	337,706,190.00

3	Development of the Western Line	Consultancy Services for the Vetting of the Design and Construction of the for Sekondi - T'di Suburban Line -- including procurement of rolling stock	T'DI	Team Engineering SpA	50,557,812.77	GOG	13-Apr-13	17-Jul	50,557,812.77	15,680,701.85	Completed	Work Completed and Handed over
4	Development of the Western Line	Consultancy Services for the Final Design and Construction Supervision of the Western Line from Kojokrom to Tarkwa	T'DI	Team Engineering SpA	47,277,068.87	GOG/A BFA	3-Mar-13		47,277,068.87	8,630,420.00		25% advance mobilisation request submitted to MOF
6	Location Workshop and Training School	Modernization of Location Workshop Complex and the Training Institute	T'DI	Messrs Rolider Ghana Limited	15,260,214.95	GOG	14-Dec-17	Jun-18	15,260,214.95	4,578,064.49	Work in Progress	Advanced Mobilization Paid
8	Rehabilitation of the Accra - Nsawam Railway line for Commuter Services to resume on the corridor		Accra	Ghana Railway Company Limited	15,032,000.00	GOG	20-Dec-17	Dec-18	15,032,000.00	1,928,573.73	Work in Progress	20% Advanced payment request submitted to MoF

9	Rehabilitation of the Kojokrom-Tarkwa Railway line for Commuter Services to resume on the corridor		Accra		35,000,000.00	GOG	20-Dec-17	18-Dec	20,000,000.00	4,982,652.56	Work in Progress		20% Advanced payment request submitted to MoF
10	Tema-Akosombo Railway Line	Construction of the Tema -Akosombo Railway Line on Engineering, Procurement and Construction (EPC) basis	Tema-Akosombo	Afcons	1,736,519,635.00	Exim Bank Loan (India)	Dec-16	30-Jun-20	1,736,519,635.00	347,303,927.00	Work in Progress		Work is on going . Contractor is on site
11	Ghana Railway Master Plan	Review of Ghana Railway Master Plan	Sectorwide		920,000.00	GOG	18-Mar-18	30/12/18	920,000.00	0	Yet to Award		Yet to Award
12	Rehabilitation of Coaches	Continuation of rehabilitation of 15 (tFifteen) coaches for the Kojokrom-Tarkwa and Accra-Nsawam railway lines	Ghana Railway Company Limited	T'DI-ACCRA	500,000.00						3/11/2017	30/12/18	586,561.31
13	Development of the Western Line	Rehabilitation of running shed and depot at New Takoradi and Takoradi			6,900,000.00								



14	Development of the Western Line	□ Rehabilitation of running shed at Tarkwa			6,900,000.00					
15	Development of the Western Line	Continuation of rehabilitation of Tarkwa Station			3,000,000.00					
16	Development of the Western Line	Procurement for spare parts for rolling stock			13,800,000.00					
17	Development of the Western Line	Procurement of new freight trains & Rail Cranes (Standard Gauge)			557,000,000.00			1/1/2019	30/12/20	
18	Development of the Western Line	Appointment of Transaction Advisor for the development of a section of Western Line from Tarkwa to Kumasi with branch from Dunkwa to Awaso (166 km) and extension from Awaso to Nyinahin (58 km).			9,500,000.00			1/1/2018	30/12/2019	9,500,000.00
	Development of the Western Line									

Development of the Western Line	<input type="checkbox"/> Continuation of consultancy works for final design and construction supervision of western railway line from Kojokrom to Kumasi including the branch line to Awaso			212,000,000.00					
Development of the Western Line									
Development of the Western Line	<input type="checkbox"/> Appointment of Consultant to continue Final Engineering Design and complete Final Engineering Designs from Awaso to Nyinahini (58 km).		Team Engineering	22,400,000.00			1/8/2017	30/12/18	
Development of the Western Line									
Development of the Eastern Railway Line (Tema - Accra - Kumasi via Kibi)	Procure a Private Sector Partner for the Development of the Corridor – Transaction Advisor (PWC) already engaged (\$2.5m WB)						1/1/2019	30/12/21	

Development of the Eastern Railway Line(Tema - Accra– Kumasi via Kibi)	Procure Consultant For Final Engineering Design			184,000,000.00					
Development of the Eastern Railway Line(Tema - Accra– Kumasi via Kibi)	Construction of the semi-automated level crossing barriers on the Tema – Accra and Achimota Nsawam Lines			9,200,000.00					
Eastern Railway Line Expansion	Procurement of Transaction Advisor to assist the Expert Committee on Gnana-Burkina Interconnectivity.						1/4/2018	30/6/20	
<b>Development of the Central Spine (Kumasi – Paga (595 km) with a branch line from Tamale –</b>	Engage a Transaction Advisor to Procure a Private Sector Partner for the Development of the Corridor.			13,800,000.00			1/8/2018	30/12/21	

<b>Yendi (102 km))</b>									
<b>Development of the Central SpineKumasi – Paga (595 km) with a branch line from Tamale – Yendi (102 km))</b>	Procure Consultant For Final Engineering Design			276,000,000.00			1/8/2018	30/12/19	
<b>Development of the CENTRAL LINE (198 km) (Huni Valley – Kotoku)</b>	Full Feasibility studies to establish the economic viability of the existing narrow gauge line			4,600,000.00	<b>SIISI</b>				
	Rehabilitate central Line			30,000,000.00	<b>SIISI</b>				
<b>TRANS ECOWAS LINE (564 km) (Aflao – Omape)</b>	Feasibility studies & Surveys			13,800,000.00			1/1/2019	30/12/19	
			Acquisition of right of way						
<b>DEVELOPMENT OF LIGHT</b>	Engage a Transaction Advisor to undertake the feasibility studies & Procure a Private Sector Partner for the			3,000,000.00			1/8/2018	30/12/21	

<b>RAIL FOR KUMASI</b>	Development of the light rail system								
	Procure consultant to undertake the full engineering design.			13,800,000.00			1/8/2018	30/12/19	
<b>DEVELOPMENT OF LIGHT RAIL FOR ACCRA</b>	Procure consultant to undertake the full engineering design.			10,000,000.00			1/8/2018	30/12/21	
	Procure Project Manager for project supervision			2,300,000.00			1/8/2018	30/12/19	
<b>ASSOCIATED INFRASTRUCTURE (Stations to Cities) Accra, Kumasi, Volta Rail, Yapei, Kase, Ejisu, Offinso,</b>	Engage a Transaction Advisor for the development of the Stations to Cities Project			30,000,000.00					
	Engage Urban Planner to Plan the Cities			D					

## **8 Participatory M&E**

The Railway Sector will use the following tools in participatory M&E activities. These include:

- i. Participatory Rural Appraisal.
- ii. Citizen Report Card.
- iii. Community Score Card.

Participatory Expenditure Tracking Surveys.

The Ministry will consider the following steps in planning for PM&E:

- i. Deciding on the need for PM&E.
- ii. Deciding on the PM&E method to use.
- iii. Identifying the key stakeholders.
- iv. Identifying a lead facilitator.
- v. Determining the performance questions.
- vi. Determining the resources and time available.
- vii. Defining a TOR for the lead facilitator or consultant.
- viii. Training the team to carry out the PM&E.
- ix. Disseminating the results and acting on the findings and recommendations as part of