



# **GHANA RAILWAY DEVELOPMENT AUTHORITY**

## **ANNUAL ADMINISTRATIVE REPORT**

**AS AT DECEMBER, 2013**

## EXECUTIVE SUMMARY

### 1. Introduction

The Ghana Railway Development Authority, established by an Act of Parliament, Railways Act 2008, Act 779 is mandated to promote the development of railway and railway services, to hold administer and improve upon the railway assets and promote the development of and management of suburban railways.

The movement of freight and passengers en masse is the hallmark of the railway industry. With the Country's achievement of a Lower Middle Income Country status, both domestic production and international trade have been boosted and cargo throughput of our Ports have increased tremendously. This has also led to increase in trade and commerce with its attendant increase in the movement of persons and cargo.

The environment, in terms of economic growth and availability of requisite freight in the Country, is conducive for rail transport to thrive. This fact cannot be underestimated and therefore, the need to revamp the ailing rail industry has become more pressing than ever before.

### 2. Performance Parameters

Performance in the rail industry is categorised into the following sections:

- **Movement of Trains:** In general, the availability of performing infrastructure supported by an efficient signalling and telecommunication enhance train movements in terms of frequency and density. Provision of the requisite infrastructure is therefore very crucial.
- **Freight Traffic:** For any performing rail system bulk haulage over long distances is vital. Revenue realisation is directly related to performance in terms of ton-kilometre of freight moved. Current limited track infrastructure is a bottleneck.
- **Passenger Traffic:** Mass movement of persons by rail can enhance trade and commerce within and beyond the corridors of operation, contributing immensely to economic activities and economic growth. It is also a significant source of additional revenue for operating companies.

### 3. Performance

The year 2013 saw a significant improvement in terms of the overall performance of the Authority. While undertaking development projects to enhance infrastructure delivery, the Authority was engaged in capacity building as well.

The staff position has not seen the required improvement. Number of staff stayed at Nine (9) due to challenges with regard to financial clearance.

Traffic performance in terms of passenger and freight has seen some improvement. Passenger traffic increased from 967,000 passengers in 2012 to 971,183 in 2013, while freight moved from 617,210 tons in 2012 to 1,032,480 tons in 2013. Track availability increased from 133.3 km to 136.8 km.

Works in progress include, the Sekondi-Takoradi suburban line construction 30% completed, Tema Harbour –Japan Motors rail line extension and rehabilitation of railway stations along the Accra-Tema Rail line 95% completed.

Challenges include but not limited to availability of funding and encroachment of the right of way.

To enhance performance in the midst of all the challenges, the Authority has resolved to pursue the PPP option in infrastructure and service delivery.

## Table of Contents

<b>EXECUTIVE SUMMARY</b> .....	i
<b>TABLE OF CONTENTS</b> .....	iii
<b>1.0 INTRODUCTION</b> .....	1
<b>2.0 MISSION AND VISION PROPOSED STATEMENTS</b> .....	2
<i>a) Mission</i> .....	2
<i>b) Vision</i> .....	2
<b>3.0 ECONOMIC AND ENVIRONMENT REPORT</b>	
3.1 <i>Economic</i> .....	2
3.2 <i>Industry Environment</i> .....	3
<b>4.0 PLANNING PARAMETERS</b> .....	4
<i>a) Train Movements</i> .....	4
<i>b) Freight Traffic</i> .....	4
<i>c) Passenger Traffic</i> .....	4
<b>5.0 PERFORMANCE</b> .....	4
5.1 <i>Financial Performance</i> .....	4
5.1.1 <i>Compensation</i> .....	5
5.1.2 <i>Goods and Services</i> .....	5
5.1.3 <i>Assets</i> .....	5
5.1.4 <i>Commitments and Accruals</i> .....	5
5.2 <i>Physical Performance</i> .....	6
5.2.1 <i>Sekondi-Takoradi Suburban Rail Line Project</i> .....	6
5.2.2 <i>Tema harbour-Japan Motors Rail Line Extension and Rehabilitation of Railway Stations along the Accra-Tema Rail Line</i> .....	6
5.2.3 <i>Western Rail Line Project</i> .....	7
5.2.4 <i>Railway Master Plan</i> .....	7
5.2.5 <i>Inventory of the Ghana Railway Company Limited (GRCL) Assets and Liabilities as at 6<sup>th</sup> January, which have been taken over by GRDA</i> .....	7
5.2.6 <i>Head Office Building Project and Rehabilitation of Residential Bungalows</i> .....	7
5.3 <i>Operational Performance</i> .....	8
<b>6.0 HUMAN RESOURCE</b> .....	8
6.1 <i>Staffing</i> .....	8
6.2 <i>Recruitment of new staff</i> .....	8
6.3 <i>Clearance for the Recruitment of More Staff</i> .....	9
6.4 <i>Training and Development</i> .....	9
<b>7.0 BOARD OF DIRECTORS</b> .....	9
<b>8.0 IMPLEMENTATION CHALLENGES</b> .....	9
<b>9.0 ACTIONS TO MITIGATE CHALLENGES</b> .....	9
<b>10.0 APPENDIXES</b> .....	10
Appendix A: <i>Domestic Output for Freight Transportation 2013</i>	
Appendix B: <i>Summary of Financial Report as at December 2013</i>	
Appendix C: <i>Arrears and Commitments Schedule (GOG) as at December 2013</i>	
Appendix D: <i>Traffic Performance</i>	
Appendix E: <i>Application for Financial Clearance Pending at the Ministry of Finance</i>	

**GHANA RAILWAY DEVELOPMENT AUTHORITY MANAGEMENT**  
**PERFORMANCE REPORT AS AT DECEMBER, 2013**

**1.0 INTRODUCTION**

The Ghana Railway Development Authority (GRDA) was established under an Act of Parliament, Railways Act, 2008, Act 779. The main objects of the Authority are:

- Promote the development of railways and railway services
- Hold, administer and improve the railway assets; and
- Promote the development and management of suburban railways

To achieve its objectives, the Authority shall

- Implement and ensure compliance with part two of the Act
- Grant licences, concessions, and leases which are necessary for the operation of railways and railway services and perform other related functions including the keeping of a register of railway
  - i) Operations
  - ii) Licensees, and
  - iii) Sub-licensees,
- Exercise ownership rights over assets that are transferred to the Authority from railway assets,
- Set and enforce safety and security standards for the construction and operation of railways in accordance with this Act,
- Regulate and monitor the activities of licensees, concessionaires and operators of railway,
- Initiate, conduct, promote and encourage studies necessary for the growth and development of railways including the development of master plans in accordance with the schedule to this Act and set standards,
- Oversee the administration of the Railway Development Fund and ensure that the Railway Development Fund is used for the purposes set out in section 23,
- Ensure collaboration with other public, private or international agencies necessary for the performance of its functions,
- Advise the government on railway matters generally,
- Subject to section 98,
  - i) Carry out any transitional function that is necessary for the growth and sustainability of railways,
  - ii) Carry out other activities incidental to its functions, and

- iii) Subject to ministerial directives, perform the functions of a railway regulator.

## **2.0 MISSION AND VISION PROPOSED STATEMENTS**

### **a) Mission**

To establish rail transport as the preferred mode of transport within its corridors of operation.

### **b) Vision**

To provide safe reliable and efficient railway system at optimum cost to meet user needs.

How will we achieve our aim

In our short to medium term plan, we aim to reconstruct all existing lines, changing from narrow gauge to standard gauge, modernise station buildings and signalling and telecommunications. In so doing, we plan to increase speed from 56km/h to 120km/h on passenger services and from 40km/h to 80km/h for freight services, to provide faster, more frequent and more reliable journeys. Consequently, this will increase freight traffic for both domestic and export trade and also bring people and business closer together, making Ghana more competitive and a better place to do business thus bringing wider benefit to the economy, boosting private sector growth, and reduce poverty.

Rail transport is very competitive relying on bulk haulage and mass movement of persons over long distances at affordable fares using its advantage of economies of scale. The above shall form the basis of all our undertakings, while we ensure maximum safety in operations with timely and efficient service delivery.

## **3.0 ECONOMIC AND ENVIRONMENT REPORT**

### **3.1 Economic**

The rail industry in Ghana and therefore the GRDA operates in an economy that has recently achieved the World Bank Lower Middle Income Status. This is a significant accomplishment reflecting the considerable economic advances leading to the recent rise in the trend rate of growth in real GDP, where growth in GDP per capita accelerated to an average 5.9% (CAGR) during 2008 – 2012 from 2.3% (CAGR) during the period 1990 – 2007.

Although growth slowed down in 2012 following the economic slump in 2011, real GDP grew strongly at close to 8%.

### 3.2 Industry Environment

In Ghana, agriculture (mostly crops), manufacturing, construction, transportation and storage, together account for more than half of GDP. In recent years, with the coming on stream of oil and gas activities, mining and quarrying has also grown in significance. Foreign trade is central to the development of Ghana's railways and a good measure of which is the volumes (tonnages) of traffic moving through the country's ports.

Traffic moving through Ghana's ports totalled 17.7 million tonnes in 2013. Imports were 12.0 million tonnes while exports amounted to 4.9 million tonnes among which containerised traffic totalled 894,000 TEU. Most of this freight traffic passes through the Port of Tema. Both the Takoradi and Tema Ports must be linked by rail to facilitate domestic and foreign trade with respect to freight and passenger traffic.

The Traffic performance by rail both in terms of freight and passenger has been abysmal over the years. Traffic share by rail dwindled to almost nothingness. The potential in both domestic production and imports is however significant, crop production, suited for rail transportation accounts for not less than half of the total output of goods in Ghana. **Appendix A** attached summarises domestic freight output.

Major crops suited for rail transportation include, cocoa, cassava, yam and plantain. Livestock, forestry and logging together account for 18% of the total goods production. Minerals like manganese, bauxite and iron ore are particularly well suited for rail transport. Currently, volumes of such minerals that are exploited but transported by road are reasonably high. However, these mines are losing their competitiveness on the World Market due to the high cost of transportation within Ghana, which constitutes about 48% of their total transport cost.

Manufacturing products like cement and flour which are produced in large quantities are also well suited for rail transportation. Imports are the second major source of demand for freight transportation.

Imports into Ghana cover a wide range of goods: manufactured goods, machinery and transport equipment, food and live animals, fuels, lubricants and chemicals. Particularly important and well suited to rail transport are containerised cargo and refined petroleum products. The potential for rail transport is therefore huge in Ghana and varied, and we need to position ourselves appropriately.

#### **4.0 PLANNING PARAMETERS**

The planning parameters through which the performance in the rail industry will be evaluated are as follows:

- (a) Train movements:** The number of trains operated will determine route capacity and efficiency of the rail system. Punctuality of passenger services and reliability of freight carriers will inform the planning of the provision or improvement in infrastructure. This has a direct correlation with the revenue to be realised.
- b) Freight traffic:** Increase in freight carriers and volume/tonnage of freight transported per annum will serve as a measure of revenue for the Authority. Therefore infrastructure delivery will focus on increasing and improving freight traffic corridors and efficiency in delivery.
- c) Passenger Traffic:** Provision of infrastructure to facilitate passenger traffic while ensuring safety and comfortability is key to increasing patronage and encouraging trade and commerce along the service corridors. Increasing passenger throughput is therefore a measure of viability and a source of revenue for both the Infrastructure company and the Operators.

#### **5.0 PERFORMANCE**

At this stage of our developing haven been created in 2009, we operate as a public organisation depending on Government funding. Our funding sources are the Consolidated Fund and the Railway Development Fund (yet to be operational). Availability of these funds has significant impact on our overall performance in terms of providing new infrastructure and maintaining existing ones.

##### **5.1 Financial Performance**

Generally over the years funding of our activities has been constrained by the amount of funding and rate of release of same. Approved budget for 2013 amounted to thirty-six million, one hundred and seventy-eight thousand and fifty-seven Ghana Cedis (GHS36,178,057.00). The breakdown is as follows:-

	<b>GHS</b>
Compensation	1,300,000
Goods & Services	1,792,347
Assets	<u>33,085,710</u>
<b>Total</b>	<b><u>36,178,057</u></b>



The Summary of financial performance as at the end of December 2013 is given as **Appendix B** attached.

### **5.1.1 Compensation**

At the beginning of 2013, seven permanent staff were at post in addition to two officers on secondment. The salaries of these staff were migrated onto the Controller and Accountant General's Department (CAGD) Mechanised Payroll with effect from November 2013. However, three of the Officers were only paid 10 per cent of their Salaries for November and December. The Salary Arrears for the former Chief Executive and all the other staff, for September 2012 to October 2013 are pending. The allowances for the former Chief Executive and the two Management staff from January 2012 to October 2013 are also pending. We have applied to the Ministry of Finance for approval of the payment of the arrears.

### **5.1.2 Goods and Services**

As can be seen from Appendix B attached, only 50% of the Goods and Services Budget was released for the year under review. This therefore affected performance, since we were unable to carry out some of our scheduled activities.

### **5.1.3 Assets**

The funds released for assets during the year were all for railway infrastructure. No funds were released for logistics to support the Administration of the Office. Part of the releases for Goods and Services as stated in **Appendix B**, totalling GHS119,250.94, were however used to pay for some of the commitments for such logistics.

### **5.1.4 Commitments and Accruals**

As at the end of the year, a total amount of GHS 316,185,394.16 was committed , since contracts have been signed. Similarly, an amount of GHS 79,498,049.09, representing the cedi equivalent of work done for which payment has not been made was outstanding. This includes an amount of US\$ 22,370,845.01 (an equivalent of GHS 51,452,944.00) for the establishment of Letters of Credit for the rolling stock for the Sekondi-Takoradi Suburban Rail Line Project. Please find attached as **Appendix C**, the schedule of Commitments and Accruals.

## **5.2 Physical Performance**

### **Status of the Projects Vis a Vis 2013 Budget Implementation**

The 2013 budget concentrated on the following projects:

- Sekondi - Takoradi via Kojokrom suburban rail line
- Tema Harbour - Community one (Japan Motors) rail line
- Construction of the Tema Community one Railway station, and the rehabilitation of 5 other stations
- Preparatory works towards the reconstruction of the Western Railway Line under the CDB Loan Facility
- Development of the Railway Master Plan for the country
- Undertake the Inventory of the Ghana Railway Company Ltd Assets and Liabilities as at 6th January, 2009 which have been taken over by GRDA
- Head Office Building Project and rehabilitation of Residential Bungalows.

#### **5.2.1 Sekondi - Takoradi Suburban Rail Line Project**

The Sekondi-Takoradi suburban project is on-going. However, the pace of work has reduced substantially due to inadequate budgetary allocation. By the terms of the contract, the project is to have been completed by April 2014. However, only the mobilization advance payment of about 35 million US dollars has been paid, in addition to one certificate worth 4.2 million Dollars. As at the end of year 2013, work done was about 30% complete. Other factors that are contributing to the delay include relocation of utility lines especially water pipes along the project right of way, and encroachments.

#### **5.2.2 Tema Harbour – Japan Motors Rail Line Extension and rehabilitation of Railway Stations along the Accra-Tema Rail Line**

The extension of the Accra–Tema Sub–urban Railway Services from Tema Harbour to the Japan Motors to facilitate the movement of passengers thereby reducing the pressure and deterioration of the roads was completed in March 2013. The construction of a new railway station at Tema Community 1 has also been completed. The rehabilitation of the other stations along the Accra – Tema rail line (excluding the Accra Station) is nearing completion. In all, about 95% of the work has been completed.

### **5.2.3 Western Rail Line Project**

The Government intends to rehabilitate part of the existing Western Railway Line (From Kojokrom to Awaso) with the US\$500,000,000.00 loan under the CDB Loan facility. A counterpart funding of US\$88,235,294 from GoG will be added to the amount.

Due to budgetary constraints, we have not been able to undertake the Front End Engineering Design (FEED) and Environmental and Social Impact Assessment for the project which was a condition precedent for the disbursement of the CDB Loan facility. Our request for funds to undertake the assignment has not been successful.

The review of the tender evaluation for the engagement of an EPC contractor was done during the year. However, the contract could not be awarded before the end of the year.

### **5.2.4 Railway Master Plan**

The preparation of the Railway Master Plan is almost completed. The draft final report has been submitted, and a stakeholder's workshop held. We are awaiting the final report after the consultant incorporates the concerns raised at the workshop into the report.

### **5.2.5 Inventory of the Ghana Railway Company Limited (GRCL) Assets and Liabilities as at 6th January, which have been taken over by GRDA**

The Central Tender Review Board has given approval for the award of contract for the Inventory, leading to the signing of the Contract in late December 2013. Mobilisation has since been paid, and work was expected to commence in the first quarter of 2014.

### **5.2.6 Head Office Building Project and rehabilitation of Residential Bungalows**

Per our plans for 2013, the above-mentioned projects were expected to take off to ensure that Management staff being recruited can be accommodated. Similarly, the design of the Head Office Building was expected to be completed to enable us commence the construction in 2014.

However, no funds have so far been released for these projects. It is worthy to note that our landlords for our rented office accommodation have declared their intention not to renew the tenancy agreement on expiration of the current agreement in

March 2016. This makes it necessary for us to expedite action on the construction of the Head Office Building. However, the project could not be captured in the 2014 budget due to inadequate Budget ceilings.

### **5.3 Operational Performance**

The only operator on the network is the Ghana Railway Company Limited (GRCL). Its performance for the year 2013 has been constrained by the deplorable state of the available infrastructure and rolling stock. It operates a freight traffic on the 60km route from Takoradi to Nsuta and passenger suburban services on the Accra-Nsawam, Accra-Tema and Takoradi-Kojokrom routes. The details of its performance are captioned in **Appendix D** attached.

## **6.0 HUMAN RESOURCE**

### **6.1 Staffing**

The Year began with a staff strength of 9 personnel. Mr. Emmanuel Opoku went on compulsory retirement on 31<sup>st</sup> January 2013, whilst, the Senior Private Secretary, who was engaged during the course of the year assumed duty, and thus maintain the staff strength at 9 as follows:-

- |    |                          |   |
|----|--------------------------|---|
| 1. | Mr. A. A. Sadique        | Chief Executive                               |
| 2. | Mr. Lord L. Quansah      | Director, Regulations & Assurance             |
| 3. | Mr. Jonathan Ocansah     | Director of Finance (on secondment from CAGD) |
| 4. | Miss. Comfort Nketsiah   | Senior Private Secretary                      |
| 5. | Miss. Haggard K. Teinor  | Receptionist                                  |
| 6. | Mr. Senyo Adjaklo        | Senior Office Asst                            |
| 7. | Mr. Francis Tsiquaye     | Yard Forman (On secondment from MOT)          |
| 8. | Mr. Kennedy Obuobi Ayisi | Driver  |
| 9. | Mr. Christopher Adjei    | Labourer                                      |

### **6.2 Recruitment of new staff**

The recruitment of staff, which commenced in late 2012 continued during the year under review. Interviews were conducted and the appointment letters were issued for the engagement to the following positions:-

1. Principal Human Resource Officer
2. Principal Procurement Officer
3. Senior Information Technology Officer
4. Senior Estate Officer
5. Senior Internal Auditor
6. Senior Private Secretary
7. Assistant Internal Auditor
8. Stenographer Secretary
9. Cleaner

The Senior Private Secretary assumed duty in November, whereas the Senior Internal Auditor rejected the offer. The rest indicated their intention to report in 2014.

### **6.3 Clearance for the recruitment of more staff**

We applied to the Ministry of Finance for the recruitment of more staff, including engineers, during the year under review as detailed in **Appendix E**. We were however not successful in securing the approval.

### **6.4 Training and Development**

Two members of staff were trained within the period under review. In addition, a number of staff attended some workshops (both national and international).

### **7.0 BOARD OF DIRECTORS**

The term of office of the Board of Directors came to an end in 2012. The year under review therefore began without a Board of Directors in place. The Board was reconstituted within the year.

### **8.0 IMPLEMENTATION CHALLENGES**

- Re-location of utilities, hindering execution of project works and also increasing construction cost
- Inadequate funding
- Delays in release of funds
- Sourcing funding for railway development
- Massive encroachment on railway lands
- Sourcing funding to pay GRCL indebtedness which have now become a liability of GRDA
- Inadequate office accommodation for staff
- Inability to attract requisite calibre of staff

### **9.0 ACTIONS TO MITIGATE CHALLENGES**

- Shall implement PPP project executions strategies on BOT
- shall request for review of salary structure to attract requisite staff
- Shall organise public awareness campaign on encroachment on railway lands
- shall request for the capitalisation of the Railway Development Fund

## **10.0 APPENDIXES**

Appendix A: Domestic Output for Freight Transportation 2013

Appendix B: Summary of Financial Report as at December 2013

Appendix C: Arrears and Commitments Schedule (GOG) as at  
December 2013

Appendix D: Traffic Performance

Appendix E: Application for Financial Clearance Pending at the  
Ministry of Finance

**APPENDIX A**

**DOMESTIC OUTPUT FOR FREIGHT TRANSPORTATION 2013**

Description	Real GDP (GHS Million)	% Equivalent
Cocoa	718	7%
Other Crops	4,208	43%
Livestock	580	6%
Forestry and Logging	642	7%
Fishing	447	5%
Mining and Quarrying (excluding oil)	725	7%
Manufacturing	2,437	25%
<b>TOTAL</b>	<b>9,756</b>	<b>100%</b>

**Source: Ghana Statistical Service Abstract 2013**

**APPENDIX B**

<b>GHANA RAILWAY DEVELOPMENT AUTHORITY</b>						
<b>SUMMARY OF FINANCIAL REPORT AS AT DECEMBER 2013</b>						
DESCRIPTION	BUDGET	RE-ALLOCATION	REVISED BUDGET	RELEASES FROM MOFEP	EXPENDITURE	REMARKS
	GHS	GHS	GHS	GHS	GHS	
COMPENSATION	1,300,000.00		1,300,000.00	3,268.60	3,268.60	Few staff have been employed. 6 have been migrated on the CAGD Mechanised payroll from November 2013, and 3 of them were underpaid.
GOODS & SERVICES	1,792,347.00		1,792,347.00	897,454.31	908,449.44	Excess paid from Unutilised balance from 2012
ASSETS	33,085,710.00	8,730,175.38	41,815,885.38	35,660,697.96	35,660,697.96	
<b>TOTAL</b>	<b>36,178,057.00</b>	<b>8,730,175.38</b>	<b>44,908,232.38</b>	<b>36,561,420.87</b>	<b>36,572,416.00</b>	



**APPENDIX C**

**GHANA RAILWAY DEVELOPMENT AUTHORITY**

**ARREARS AND COMMITMENTS SCHEDULE (GOG) AS AT 31ST DECEMBER 2013**

CAPITAL PROJECTS	CURRENCY	TOTAL CONTRACT SUM			AMT PAID			COMMITTED			ACCRUALS	
		VARIED CURRENCIES	UP TO 2012 VARIED CURRENCIES	2013	CUMMULATIVE	VARIED CURRENCIES	GHS	VARIED CURRENCIES	GHS	VARIED CURRENCIES	GHS	
Sekondi-T'di suburban Line	USD	165,577,267.00	25,451,222.30	13,799,850.55	39,251,072.85	126,326,194.15	290,550,246.55	30,569,400.55	70,309,621.27			
Consultancy for Sekondi - T'di Suburban Line (€)	€	4,954,952.10	-	1,238,738.03	1,238,738.03	3,716,214.07	11,148,642.21	610,046.24	1,830,138.72			
FEED for Western Line (€)	€	2,613,949.00	Nil	Nil	-	2,613,949.00	7,841,847.00	653,487.30	1,960,461.90			
Tema Harbour-Japan Motors Line	USD	9,456,988.88	<b>8,958,288.75</b>	-	8,958,288.75	471,488.88	1,084,424.42	471,488.88	1,084,424.42			
Construction of Stations along the Accra- Tema Rail Line	USD	5,252,118.00	1,432,835.36	1,855,070.69	3,287,906.05	1,964,211.95	4,517,687.49	1,546,577.84	3,557,129.03			
Railway Master Plan Consultancy	€	1,008,365.00	504,182.50	252,091.25	756,273.75	252,091.25	756,273.75	252,091.25	756,273.75			
Purchase of Equipment	GHS	<b>26,335.94</b>		26,335.94	26,335.94	-						
Purchase of Furniture	GHS	46,727.50		46,727.50	46,727.50	-						
Printers and plotters	GHS	51,200.00		51,200.00	51,200.00	-						
Inventory of Assets & Liabilities	GHS	381,697.00		95,424.25		286,272.75	286,272.75					
<b>TOTAL</b>							<b>316,185,394.16</b>		<b>79,498,049.09</b>			

NB: EXCHANGE RATES USED

US\$ GHS 2.30/\$

€ GHS 3.00/€

**APPENDIX D**

**TRAFFIC PERFORMANCE**

**a) Freight (2013)**

Commodity	Tonnage		Revenue	
	Target Tons('000)	Actual Tons('000)	Target GHS('000)	Actual GHS('000)
Manganese	1,200	1,032.48	13,187.32	11,420.41
Bauxite	Nil	Nil	Nil	Nil
Total	1,200	1,032.48	13,187.32	11,420.41

**b) Passenger (2013)**

Route	Passenger		Revenue	
	Target (No)	Actual (No)		Actual (GHS)
Accra-Nsawam	1,474,008	700,188	-	737,133.80
Accra-Tema	595,788	218,988	595,788	218,988.00
Takoradi-Kojokrom	87,048	52,007	-	21,600.90
Total	2,156,844	971,183	1,596,640	967,722.70

**c) General (Actuals)**

Traffic	2012 (pass/ton)	2013 (pass/ton)
Freight	617,210	1,032,480
Passenger	967,000	971,183

<b>APPENDIX E</b>		
<b>APPLICATION FOR FINANCIAL CLEARANCE PENDING AT THE MINISTRY OF FINANCE</b>		
<b>GRADE</b>	<b>SPECIALITY</b>	<b>Nº</b>
Chief Officer	Civil Engineer	1
Engineers	Civil Engineer	2
Engineer	Electrical Engineer	1
Principal Engineer	Geotechnical/materials Engineer	1
Chief Officer	Mechanical Engineer	1
Chief Officer	Communications Engineer	1
Principal Officer	Geodetic Engineer	1
Chief Driver		1
Senior Driver		3
Labourer/Cleaner		1
Accountant		1
Senior Security Guard		3
Security Guard Grade 1		2
Principal Administrative Assistant		1
Stenographer Secretary		1
<b>TOTAL</b>		<b>21</b>