

MINISTRY OF TRANSPORT



Republic of Ghana

DRAFT SECTOR MEDIUM-TERM DEVELOPMENT PLAN FOR 2014 - 2017

January 2014

EXECUTIVE SUMMARY

This is the first Draft of the Ministry of Transport Sector's Medium Term Development Plan (SMTDP) which has been developed through a consultative process involving the Ministry of Transport and the transport sector Agencies over which it has oversight responsibility.

Led by the Ministry, the process commenced in April with consultations and briefings, progressed through August. This SMTDP broadly follows the guidelines and structure proposed by NDPC although, in a search for more detailed and relevant guidance. Chapter 3 looked at the challenges typically presented by the sector to discover the underlying reasons particularly for the perpetually reported '*lack of financing*', the policy objectives and strategies of the sector.

Every effort has been made to harmonize the performance review undertaken in Chapters 1 and 2 with: The sector objectives set out in the Ghana Shared Growth and Development Agenda (GSGDA); the analysis undertaken as part of the Integrated Transport Planning (ITP) project; and the annual performance and operational reviews undertaken by the Agencies.

The transport sector benefits from alignment between the objectives set out in the GSGDA with the policy goals and objectives set out in the National Transport Policy (NTP). Chapter 3, provides the adopted policy objectives and strategies from the National Medium Term Development framework 2014-2017 to achieve MDA and National goals in relation to the appropriate theme and also make development projections for 2014-2017. It is the intent of the Ministry and its Agencies to update and integrate more of the ITP recommendations into future plans for the sector.

Core activities currently planned for the period 2014-2017, requires financing from the Agencies' own revenue, Government of Ghana, the Road Fund, Donors and Lenders and public private partnership (PPP). Important infrastructure developments are required to achieve the expansion and performance improvements required of the sector. Potential capital investments have been identified with some support required from GoG but with a heavy reliance on donors and external financing.

Chapter 4 provides further information, containing the harmonized and coordinated program of activities planned by the Agencies including the proposed financing plan. Every effort has been made to ensure that

the activities proposed by the Agencies directly address the strategic objectives set out for the sector. Chapter 5 contains the annual and financing plan requirements for the 2014 program.

Chapter 6 contains an outline of the Sector's monitoring and evaluation strategy and Chapter 7 sets out its communications strategy.

CHAPTER ONE

1.0 PROFILE/CURRENT SITUATION/BASELINE

1.1 BACKGROUND

The Ministry of Transport has oversight responsibility for all the modes of transport except road infrastructure, which is the responsibility of the Ministry of Roads and Highways. This is to ensure the integration and co-ordination of all the transport modes for better planning and effective utilization of resources.

The National Medium Term Development Plan (NMTDP) 2014-2017 focuses on generating employment and improving the standards of living for our people especially the marginalized and the disadvantaged. The National Development Policy framework is to achieve and sustain macro-economic stability while placing the economy on the path to higher and shared growth reducing socio-economic inequalities, ensuring rapid reduction in poverty and achieving the Millennium Development Goals.

In this regard, emphasis will be placed on aggressive investments in programmes and projects related to the following:

- Improvement and sustenance of macroeconomic stability.
- Enhancing competitiveness in Ghana's private sector.
- Agricultural modernization and natural resource management.
- Infrastructure and human settlement.
- Energy, oil and gas industry.
- Human development, productivity and employment.
- Transparent accountable and efficient government.

Consequently, the Sector Medium Term Development Plan derives its goals and policy objectives from the above National Medium Term Development Plan (NMTDP) as follows:

1. Establish Ghana as a Transportation Hub for the West African Sub-Region.

2. Create a sustainable, accessible, affordable, reliable, effective, efficient, safe and secure transport system that meets user needs.
3. Develop and integrate land use, transport planning, development planning and service provision.
4. Create appropriate environment for private sector participation in the delivery of transport infrastructure.
5. Develop and implement a comprehensive and integrated Policy, Governance and Institutional Framework.
6. Ensure Sustainable Development in the Transport sector.
7. Develop adequate Human Resources and apply new Technology.

1.1.1 Function

- ❖ Transport sector policy formulation and coordination
- ❖ Sector governance (policy, finance, regulations, capacity building)
- ❖ Oversight responsibility for sector agencies
- ❖ Sector performance management, monitoring, evaluation and reporting
- ❖ Sector development, promotion and enabling measures including research and public information
- ❖ Coordinating and integrating sector plans and strategies, including integration with other sector ministries
- ❖ To train and develop the needed manpower for the maritime industry (RMU)
- ❖ Undertake nation-wide planning, development and implementation of data led road safety programmes and activities. (NRSC)
- ❖ Co-ordinate, monitor and evaluate road safety activities, programmes and strategies. (NRSC)
- ❖ Regulate and grant licenses for railway operations and railway services. (GRDA)
- ❖ Promote the development and maintenance of rail infrastructure and rail services. (GRDA)
- ❖ Set safety and security standards for the construction, operations of railways and ensure enforcement (GRDA)
- ❖ Establish standards and methods for the training and testing of driver instructors and drivers of motor vehicles, riders of motor cycles and vehicle examiners.(DVLA)
- ❖ Issue driving license, inspect, test and register motor vehicles. (DVLA)
- ❖ To train and provide skilled artisans for the automobile and allied trades industries, commercial and private transport drivers (GTTC).
- ❖ Planning, developing, managing and maintenance of airports and aerodromes. (GACL)
- ❖ Operate lake transportation services for passengers and cargo on the Volta lake (VLTC)

- ❖ Regulate, monitor and coordinate activities relating to safety and security of the marine and inland waterways in Ghana.(GMA)
- ❖ Protect and promote the interests of shippers in relation to port, ship and inland transport.(GSA)
- ❖ Plan, build, operate and manage of all Ports and Harbours in Ghana.(GPHA)
- ❖ Provide both public inter-city and intra-city road transport services as well as urban-rural services.(MMT)
- ❖ Provide inter-city road transport services within the country as well as some international road transport services to Togo, Burkina Faso and Cote D'Ivoire.(ISTC)
- ❖ Regulate the air transport industry in Ghana and provide air navigation services within the Accra Flight Information Region (GCAA).

1.1.2 Vision

To create an integrated, *modally complimentary*, cost effective, safe, secure, sustainable and *seamless* transportation system responsive to the needs of society, supporting growth and poverty reduction and capable of establishing Ghana as a transportation hub of West Africa.

1.1.3 Mission

To provide leadership and guidance for the development of Ghana's transportation system through effective policy formulation, market regulation, asset management and service provision.

1.2 ANALYSIS OF PERFORMANCE IN IMPLEMENTING PROGRAMMES AND PROJECTS 2010-2013

In pursuance of the sector in attaining both the National and sector targets set out in the Medium Term Development Plans under the Ghana Shared Growth and Development (GSGDA), the following projects and activities were undertaken from 2010- 2013;

1.2.1. Air Transport Sector:

2010

The Kotoka International Airport (KIA) Phase III rehabilitation works which commenced in 2009, continued steadily in 2010 with the construction of a new fire station as part of the project about 85% complete.

The Ministry of Transport continued with its policy of liberalizing the regulatory framework on air transport to attract more airlines into the country as part of Government's efforts to establish Ghana as an aviation hub within the sub-region. To this end the Ministry reviewed/negotiated nine (9) Bilateral Air Services Agreements with other countries, including Turkey and Singapore during the year. This also led to an increase in the number of airlines operating to Accra from 25 in 2009 to 30 in 2010. In addition, five (5) new domestic carriers were issued with Air carrier's licenses in 2010 to enable them to provide air transport passenger services. These include Eagle Atlantic, Pison Airlines, NHV helicopters, Giant Air and Fly 540 airlines.

The Ghana Civil Aviation Authority (GCAA) commenced the training of aviation practitioners, which has so far attracted students from the sub-region, especially, Liberia and Gambia. It has also been accredited to run IATA courses. In pursuance of the programme to regain the FAA Category One (1) status, the GCAA has engaged a team of Consultants to facilitate the process.

The Ministry of Transport continued to encourage the private sector to establish training schools to develop human resource capacity for the industry. In this regard, WASSPS continued to offer basic Pilot training and has also built an amphibian aircraft which can be used for emergency responses. WASSPS is currently in the process of building a four-seater aircraft. Also, CTK has been certified to run a training facility.

Rehabilitation works were undertaken at some regional airports during the year. The works included the installation of Aerodrome Ground Lighting systems at Takoradi Airport to assist night operations.

2011

The Ministry of Transport negotiated and signed bilateral air service agreements with Portugal, United Kingdom and Spain. This has facilitated the influx of new international airlines such as Air Portugal, Virgin Atlantic, Iberia Airlines into the country. Four new Ghanaian airlines were issued with air carrier licenses by the Ghana Civil Aviation Authority (GCAA) in 2011 to commence operations on both the domestic and regional routes to improve connectivity on the continent.

The Phase 3 rehabilitation of Kotoka International Airport (KIA) commenced and a new fire station was completed. In addition, three (3) new boarding gates were completed to bring the total number of boarding gates at Kotoka International Airport (KIA) to five (5) in order to ease passenger flow. Work on a new bay to accommodate wide boarding aircraft commenced.

The upgrading of the domestic terminal being carried out to accommodate excess international passenger throughput especially during the peak periods was 80% complete. An automatic weather observation system was procured and installed by Ghana Civil Aviation Authority (GCAA) to provide up to date weather information. The Authority also implemented the IATA Flexible Routing (IFLEX) Routes Programme to enable reduction in flight time, fuel and carbon emission.

The liberalization of the airline industry, and the emergence of oil and gas industry have led to increase in the volume of business, more options for travelers, employment generation as well as improved quality of aviation regulatory and navigation services.

2012

The Ministry's policy of encouraging private sector participation in the aviation industry yielded positive result with the commencement of operations by a new domestic airline, African World Airline, in September 2012. This brought to five (5) the number of domestic airlines operating both domestic and regional routes, resulting in very competitive domestic air fares. On the international route, Iberia Airlines from Spain and Gambia Bird from the Gambia started operations in 2012.

Feasibility study and design for the expansion of the KIA terminal building has been completed.

Work is on-going for additional parking bay for 8 wide-body aircrafts, to address inadequate parking space at the airside during peak periods,

A new Instrument Landing System (ILS) was installed at KIA to improve air safety, while Perishable Cargo Centre was completed and commissioned to facilitate export of perishable goods from the airport.

2013

To improve the physical infrastructure at KIA and other regional airports, the Ghana Airports Company Limited completed the phase I and II rehabilitation project. The phase III which started last year is currently on-going and as at the end of the 2nd quarter of 2013, the entire project is about 47% completed.

The various components that are currently being undertaken include;

- Construction of southern apron for wide building aircraft which is about 86% complete
- Construction of additional storage tanks for Aviation Turbine Kerosene (ATK) which is about 80% complete
- Installation of additional baggage handling and screening system at the KIA terminal building is 70% complete
- Reconstruction of taxi way is about 55% complete
- Rehabilitation and extension of fuel mains is 48% completed
- Provision of Airfield Lighting System at the KIA is 40% completed

Rehabilitation of the Kumasi airport is on-going. The runway of the airport is being rehabilitated and extended from 1,981m to 2,500m. Currently the asphaltic overlay of the runway is 25% complete. In addition, marquees or tents to give comfort to waiting passengers have also been provided at the KIA and Kumasi. The fully air conditioned tent/marquee can each accommodate about 300 passengers

The Takoradi airport has also seen significant improvement in infrastructure including the provision of Aeronautical Ground Lighting (AGL) which will allow day and night operations.

The first phase of the Tamale airport upgrade have commenced recently for the rehabilitation and extension of runway, apron and installation of airfield lighting system.

During the period under review, GACL installed of an ultra- modern Instrument Landing System (ILS) has been completed at KIA to replace the old one that was destroyed by the Allied Air Cargo Plane crash last year. A similar Instrument Landing System has also been installed at the Kumasi airport to aid landing of aircraft especially when visibility is poor.

A multi- purpose air traffic simulator has been installed at the Ghana Aviation Training Academy.

Installation of an automatic weather observation system to enhance communication with aircraft and improve safety has been completed

Very Small Aperture Terminal (VSAT) link has been established between Accra and Luanda for effective communication

Installation of a ADS-C/ CPDLC has been completed to improve effective between pilots and controllers especially in the oceanic/remote regions where there is no radar coverage for enhanced communication navigation Service

To develop and maintain services at the aviation sector, a perishable cargo facility was completed in 2012 and this has improved the quality of perishable goods for export. Construction of a 7-Storey Ghana Aviation Training Academy (GATA) complex building is about 80% complete

Ghana Civil Aviation Authority has entered into partnership with IATA, ICAO, Singapore Training Academy and other world class institution to provide expertise and run training programs at the Aviation Training Academy

Corrective Action Plan has also been drawn with FAA assistance towards the re-attainment of FAA Category One Status for Ghana

Processes have commenced towards the establishment of a second National Airline through PPP arrangement. Currently (August, 2013), proposals are being sought for the engagement of a Transaction Advisor to assist in the process

During the period under review, Air services liberalization is being pursued to allow Ghanaian and foreign carriers operating to Ghana to respond to market demand and needs on a timely basis

1.2.2 Railway Transport Sector

2010

In its effort to revamp operations, a minimum intervention works was undertaken on the Western rail line and a feasibility study for the rehabilitation of the Western line was also completed, paving way for prospective investors to be identified for the railway rehabilitation programme.

As a means to improve Commuter rail services, the construction of the Asoprochona to Tema Port section of the Accra -Tema Railway Line was completed in October, 2010. The new Diesel Multiple Units were also commissioned and are in operation.

An on-going Railway Labour Rationalization Programme to re-size and retool railway staff in order to make Ghana Railway Company's operations profitable was completed. The consultants submitted a draft report for Government's consideration.

2011

As part of the process for revamping the railway sector a Railway Master Plan to guide the sub-sector development was prepared. In addition a railway sector licensing regulations was drafted. The rehabilitation and extension of the Accra-Tema sub-urban railway line from Tema Harbour to Japan Motors (Community 1) in Tema was about 86% complete.

2012

The rehabilitation and extension of the Accra-Tema suburban railway line from Tema Harbour to Japan Motors (Community 1) including the construction of a new station has been completed and ready for commissioning. Rehabilitation works on the Sekondi-Takoradi via Kojokrom sub-urban railway line has also started.

A railway master plan which will serve as the blueprint for the development of railway in Ghana is on-going and about 90 per cent complete. Pre-feasibility study for the development of an Integrated Transport and Logistics Corridor including Boankra Inland Port and the Eastern Railway Line has been completed.

2013

During the period under review, GRDA has extended the railway line from Tema Harbour to Japan Motors in Community One which has been completed and operational.

Renovation and construction of Railway Stations along Accra-Tema railway line with Car Parks, CCTV, and Turnstiles etc are about 80% complete.

Currently, the Authority is constructing the Takoradi – Sekondi via Kojokrom Sub-urban Railway line.

1.2.3 Maritime and Inland Water Transport Sector

2010

The Ministry through the Ghana Maritime Authority introduced a programme to enhance safety of transportation on the Volta Lake. This includes checking of overloading of boats and safety of boats. Life guards have been trained to attend to accidents on the Lake etc. So far, about 2,300 youth have been trained and deployed along the banks of the Volta Lake. It has also led to salvaging property and rescuing of some passengers.

Through the Millennium Challenge Account, 2 new ferries were being constructed by the Millennium Development Authority (MIDA) for Enkye-Amanfro crossing and the floating dock at Akosombo. Also approval was given by Cabinet for the construction of a new ferry at Kete-Krachi and to purchase a water bus for Agordeke and Kpando Torkor. Under the Transport Sector Project engines and auxiliary engines are being procured to rehabilitate existing VLTC ferries to improve operations and ensure safety of transportation on the Volta Lake.

Conceptual designs have been completed and Ghana Ports and Harbours Authority (GPHA) was in the process of engaging consultants for detailed designs and construction. The rehabilitation of the slipway and expansion of dry dock facilities at the Takoradi Port were completed and commissioned in December, 2010.

2011

The Ghana Maritime Authority in collaboration with the Ministry of Transport obtained Parliamentary approval to pass into law amendments on the Ghana Shipping (Amendment) Act 2011, Ghana Maritime Authority (Amendment) Act 2011 and the Ghana Maritime Security (Amendment) Act 2011 to enhance the work of the Authority. The Ghana Shipping (Amendment) Act 2011, is to create the enabling environment for Ghanaian citizens to invest in shipping with the view to participating in the local trading activities particularly those from shore to the offshore terminals and thereby create employment for Ghanaian seafarers.

Work on the Boankra Shippers' Centre comprising extension of electricity, water and telephone facilities as well as the construction of temporary access road to connect the inland port to the Kumasi-Konongo highway was completed.

In collaboration with the West Africa Trade Hub (WATH), the Ghana Maritime Authority established a Border Trade Information Centre (BTIC) at the Aflao border post, with the objective of facilitating trade through the provision of information to both the public and private sectors on regional trading rules and procedures in order to quicken customs processing, reduce costs and delays and generally enhance trade among ECOWAS states. A Vessel Traffic Management Information System was also procured (VTMIS) to provide surveillance on the coastal lines and on the Volta Lake.

Two thousand three hundred people under the Volta Lake Enhancement Project were trained as lake guards to improve safety on the Lake. The Ghana Shippers' Authority established four complaints and support units to facilitate the needs of shippers.

2012

The Government successfully negotiated and bought back the 60 percent share of Tema Shipyard from the Malaysian partners. Re-construction of Net-Mending Wharf for the canoe basin (Tema Fishing Harbour) is about 70 per cent complete. This will support local artisanal fishing industry at the Tema Community.

The construction of 4 ferries for cross ferry services on the Volta Lake and 2 new cross ferry vessels and landing site, under the Millennium Development Authority (MiDA) were completed and currently in operation at Adawso-Ekye Amafrom and Kete Krachi.

The Volta Lake Enhancement Project resulted in drastic reduction in the number of perennial accidents experienced on the Volta Lake in the past. It has created 6,180 jobs for the youths in the lake catchment area.

Work commenced on the development of the Takoradi Logistics Platform to provide warehousing facilities for the oil and gas industry, while a Shipper Complaint Unit was established at the Paga Border to offer the requisite assistance to shippers in their imports/exports transactions in the North.

The Ghana Ports and Harbour Authority (GPHA) contracted a \$45million loan for the construction of a new jetty to handle bulk vessels at the Tema Port.

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Removal of Tree Stumps and charting of navigational path on the Volta Lake is on-going

1.2.4 Road Service Transport Sector

2010

A National Drivers' Academy was established as a collaboration work of DVLA, NRSC, GTTC and the MTTU of the police to train and retrain drivers in order to minimize the contribution of human factor in road traffic crashes. About 3,000 commercial drivers and 700 drivers of MDAs received training in 2010.

The Driver and Vehicle Licensing Authority in an effort to improve upon its revenue generation and also reduce the use of manual receipting in its transactions has introduced electronic receipting system at all DVLA stations that has no on-site banks. The measure is intended to reduce revenue leakages and improve upon financial administration at all DVLA stations.

National Road Safety Commission (NRSC) continued to provide weekly television discussions on road safety and the airing of weekly TV 'Stay Alive' programmes; road safety education for teachers, school children and parents including preparation of road safety teaching and learning materials for basic schools.

To improve road safety NRSC introduced the use of reflective tapes on commercial vehicles and DVLA introduced the compulsory use of log books by commercial vehicles.

2011

In order to ensure proper assessment of applicants for driver's license, the DVLA developed driving manuals for driving schools, and also initiated a process for computer Adoptive Testing of Drivers. The Authority also developed and published the Manual for Driver Licensing Activities and Manual for Basic Driver Training to improve driving.

Road safety education for teachers and pupils were organized in 52 schools across the country. Also four vehicle testing stations to conduct equipment based testing for vehicles became operational in June 2011 on a pilot basis.

To enhance safety on the roads, a National Road Safety Strategy III (NRSS III) was developed and launched to serve as a national blueprint for road safety management. In addition the National Drivers' Academy trained 612 commercial and corporate drivers.

2012

The Driver and Vehicle Licensing Authority (DVLA) introduced digitization of documents to reduce faking of Driver and Vehicle Licensing Registration documents. The DVLA has acquired modern mobile testing equipment to conduct random checks of roadworthiness of vehicles to eliminate the use of unsafe vehicles on our roads.

The Metro Mass Transit Company acquired a total of 150 new buses to augment its fleet for efficient service delivery.

To enhance road safety in the country and reduce the menace of road accidents, the National Road Safety Commission and the Road Safety Management Ltd entered into management contract under Public Private Partnership (PPP) arrangement to remove disabled vehicles and other obstacles on the road network. Also, a new road traffic regulation, L.I. 2180, was passed by Parliament for the compulsory use of seat belt and banning the use of mobile phones while driving among others.

Table: 1.1 STATEMENT OF INCOME AND EXPENDITURE OF THE MDAs

Expenditure Trends

ACTIVITY	MINISTRY OF TRANSPORT AND AGENCIES 2012					
	BUDGET ALLOCATION GH¢	Re-Allocation	Releases	ACTUAL	VARIANCE	%
Compensation Of Employees	4,247,796.00	-	9,394,791.63	9,394,791.63	(5,146,995.63)	121%
Goods And Services	45,984,793.00	-	43,755,005.76	43,755,005.76	2,251,787.24	4.90%
IGF	2,942,640.00	-	2,342,767.22	2,342,767.22	599,872.78	20%
ASSET	46,324,540.00	45,673,916.84	74,913,531.59	74,913,531.59	17,084,925.25	37%
TOTAL	99,463,777.00	45,673,916.84	130,406,096.20	130,406,096.20	14,731,597.64	14.81%

As shown in Table 4.1 above the budgeted annual estimates as well as expenditure on priority projects and programmes for the Ministry and its Agencies have varied over the period from 2012 to 2013. In the 2012 financial year the Ministry of Transport was allocated a budget of GH ¢ 99,463,777.00. During the year under review, an additional amount of GH¢45,673,916.84 was provided for in the supplementary budget bringing the total budgeted amount to GH¢145,137,693.84 in 2012. Out of this, a total amount of GH¢130,406,096.20 was expended during the financial year.

The Ministry and its sub-vented Agencies was allocated a total amount of GH¢187,086,536.00 under the 2013 budget. Out of this, a total amount of GH¢829,448 and GH¢3,475,349.31 has been released to the Ministry to cater for Goods and Services and for Assets respectively from the period January to July, 2013 financial year.

Over the period 2012 – 2013 while the budgeted amounts have shown an upward trend, expenditure over the same period, on the other hand, have declined very significantly. The reason for the decline is due to the non-release of funds applied for, for the implementation of priority projects and programmes of the transport sector. Table 4.2 below shows details of funds released for the implementation of sector projects/programmes.

Table: 1.2 Budget Allocation and Releases

Activity	MINISTRY OF TRANSPORT AND AGENCIES 2013		
	BUDGET ALLOCATION GH¢	Releases	%
Compensation of Employees	5,687,717.00		
Goods And Services	6,215,875.00	829,448.00	13%
Asset	24,520,783.00	3,475,349.31	14%
Donor	77,332,000.00		
IGF	3,330,160.00		
ABFA	40,000,000.00		
Others	30,000,000.00		

Total Gh¢	187,086,536.00		2.3%
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Table: 1.3 Summaries of Expenditure Estimates by Budget Program

Expenditure by Budget Program	2012	2013		2014	2015	2016
	Actual	Budget	Est. Outturn	Budget	Indicative	Indicative
BP1 Management and Administration	59,137,380	139,452,029	1,167,087	197,097,003	216,806,703	238,487,373
BP2 Maritime Education	412,621	1,500,000	17,679	14,500,000	15,950,000	17,545,000
BP3 Railways Transport	30,890,100	36,178,057	3,193,683	360,567,122	396,623,834	436,286,218
BP4 Road Transport Management	4,775,879	9,956,449	443,227	17,225,197	18,947,717	20,842,488
Total Expenditure	130,406,096	187,086,535	4,821,676	589,389,322	648,328,254	713,161,079
Expenditure by Economic Classification	2012	2013		2014	2015	2016
	Actual	Budget	Est. Outturn	Budget	Indicative	Indicative
Current Expenditure						
21 Compensation of Employees	9,394,792	5,687,717	516,875	11,940,977	13,135,074	14,448,582
22 Use of Goods and Services	47,609,787	51,682,275	829,448	198,838,786	218,722,665	240,594,931
25 Subsidies					0	0
26 Grants					0	0
27 Social Benefits	13,700			30,000	33,000	36,300
28 Other Expenses	257,306			350,000	385,000	423,500
Capital Expenditure					0	0
31 Non-Financial Assets	47,335,187	129,716,543	3,475,349	378,329,559	416,162,515	457,778,766
Total Expenditure	104,610,772	187,086,535	4,821,673	589,489,322	648,438,254	713,282,079

1.4 SUMMARY OF KEY CHALLENGES ENCOUNTERED IN THE IMPLEMENTATION OF THE MTDP 2010-2013

The Ministry is faced with a number of challenges in the execution of its activities and projects. Among these are:

1. Inadequate funding

a) Railway Infrastructure:

The current deteriorated state of the railway infrastructure is such that the available funding is woefully inadequate to meet the capital cost of the works to bring it to an operational level.

b) Railway Labour Issues:

Government continues to pay salaries of railway staff because of the current state of the railway system which is unproductive and does not meet their operational cost. Charging Ghana Railway Company's Limited salaries against the Ministry's budget is adversely affecting the Ministry's ability to implement planned programmes and projects. Besides, the company is over-staffed and under-utilized. The strategy is to resize the labour force and this will involve rationalization and retooling of the workers.

Outstanding payments of debt for GRCL and GIA. Some have taken the Ministry to court

c) Lack of adequate funding for Aviation Infrastructure:

The regional airports require major rehabilitation to support the booming domestic air transport services. The total estimated cost for the rehabilitation works is about US\$1.2billion which cannot be funded from the current resources.

d) Lack of capital for Intercity STC Coaches Ltd.:

The Intercity STC Coaches Ltd. is currently facing serious challenges including the lack of adequate working capital and needs to be restructured to introduce private sector participation in their operations

The delay and non-release of approved budget allocation to the sector is a major hindrance towards the achievement of the sector's objectives

1.5 LESSONS LEARNT WHICH HAVE IMPLICATION FOR THE MTDP 2014-2017

Some of the lessons the Sector has learnt which have implication for the implementation of the sector medium-term development plan are that;

There will be the need for each Agency to further review their strategies with regards to specific issues identified to guide implementation of the strategies towards achieving the better Ghana agenda. There is the need for the various sub-sector Agencies to coordinate efforts in this direction. The regulatory Agencies of the various sub-sectors were entreated to have regular interactions with the service providers to come up with a common strategy for the way forward for their respective sub-sector, both operationally and in terms of sourcing the needed funding for the sub-sector. The Mandate of each sub-sector are as follows;

- **Railway Sub- Sector**

1. Revitalize the existing railway system by investing in track repairs, signal and telecommunication and needed rolling stock.
2. Expand and modernize rail tracks on rail corridors that have high passenger and freight traffic potential, such as from Tema to Akosombo.
3. . Funds will be sought for the construction of the 2nd Phase of the Western Railway line (Dunkwa – Kumasi)

- **Aviation Sub-Sector**

1. Complete the modernization of Kotoka International Airport (KIA)
2. Develop Tamale as a second International Airport to serve as an alternative to KIA. A master plan would be completed and funds sought for the phase II of the Tamale Airport upgrade
3. Encourage more domestic airlines with opportunities for neighbourhood flights in line with the Yamoussoukro Decision and the Banjul Accord.
4. Release of 100% APSC by Gov't will facilitate the development of the aviation infrastructure

5. The Ministry in October, 2014 will be hosting the first African Air Expo in Accra to attract investors to the aviation industry

- **Maritime and Inland Water Sub-Sector**

1. Restructuring of Ghana Ports and Harbours Authority by ensuring its full conversion to a landlord port.
2. Seek Investors to fund the dredging of the Ports to increase their depths in order to enhance the handling of modern generation vessels.
3. Establish more landing sites and provide reception facilities on either sides of the Volta Lake to make transportation along the lake more effective.
4. Install additional pontoons for more frequent and reliable crossing of the Volta Lake to benefit communities along the lake.
5. Support VLTC to remove tree stumps in the lake to improve navigation and reduce boat accidents on the Volta Lake.
6. Acquire Patrol Boats to enforce maritime safety measures at sea and on the Volta Lake
7. Engagement of a strategic investor to partner Government for the upgrade, modernization and management of the Tema Shipyard.

- **Road Transport Services Sub-Sector**

1. Streamline the operations of Metro Mass Transit Limited for more transparent and efficient operations and full accountability focusing its attention on urban transport.
2. Ensure that an adequate, safe and affordable road transport service is available for the public.
3. Assist the private sector to be more effective, efficient and competitive in its delivery of road transport services.
4. Gov't will seek a strategic investor to partner the ISTC to invest and manage the operations of the company
5. The NRSC will continue to implement the NRSS III Strategic Plan to reduce accident fatalities by 50% by year 2020

- **Funding Issues**

1. The drawdown of the CDB loan facility is expected to support the development of the railway, maritime & inland water infrastructure
2. The Ministry will continue to explore the PPP options for addressing the infrastructure challenges
3. The Ministry will also depend on Gov't to release funds for social infrastructure development in the sector
4. Bilateral funds will also be sought through the Ministry of Finance for the development of other infrastructure projects
5. Continuation of all the priority projects
6. The Ministry will continue to engage the Ministry of Lands & Natural Resources to perfect title to all transport lands to avoid further encroachments
7. The Ministry will encourage the private sector to set up training institutions to train the needed skilled manpower required for the sector
8. Tullow Proposal (TEN Project)

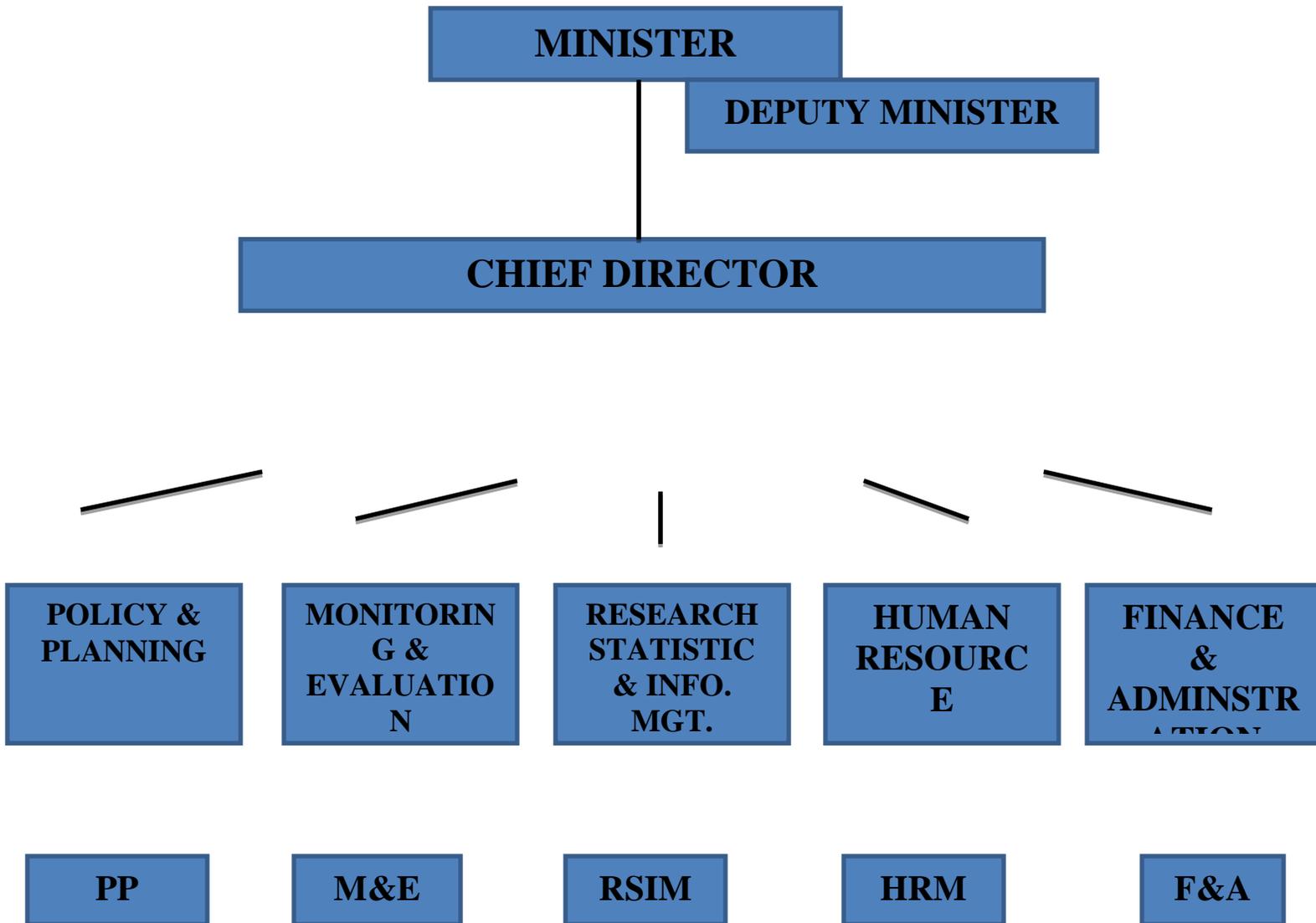
1.6 ANALYSIS OF CURRENT SECTOR DEVELOPMENT SITUATION AND PROFILE OF THE MDAs

Ghana's transport infrastructure is managed by two (2) Ministries namely; the Ministry of Roads & Highways and the Ministry of Transport. The Ministry of Roads & Highways is responsible for road

infrastructure while the Ministry of Transport is responsible for the development of infrastructure and service delivery for the other modes namely; aviation, maritime & inland waterways and railway.

The following discusses the current state of the Ministry and its Agencies

Diagram: 1.1 The Ministry of Transport Organizational Structure



Though the Government of Ghana advises Ministries to adopt a four line directorate structure comprising,

- ❖ Policy, Planning, Monitoring and Evaluation (PPME)
- ❖ Research, Statistics, Information Management (RSIM)
- ❖ Human Resource Management (HRM)
- ❖ Finance and Administration (F&A)

The Ministry currently operates a five line directorate in the following configurations

- Policy and Planning (PP)
- Monitoring and Evaluation (M&E)
- Research, Statistics, Information Management (RSIM)
- Human Resource Management (HRM)

Finance and Administration (F&A)

Table 1.4 The Ministry currently has total staff strength of Eighty Three (83) made up of the following:

NO.	ITEM	QTY
1	Administrative Staff	13
2	Planning Staff	11
3	Secretarial staff	9
4	Personnel staff	1
5	Executive Class	5
6	Records Class	1
7	Stores	2
8	Accounts	10
9	Internal audit	4
10	Public relations	2

11	Drivers	11
12	Security	6
13	ICT	1
14	General hands	7
	TOTAL	83

1.6.2 Aviation

Whilst Ghana's aviation sector is small in comparison to other modes, it continues to expand and has made good progress in regulatory and institutional reforms.

Within West African regional airports, Ghana (capturing 10% of the market in 2006) ranks 2nd to Nigeria (capturing 57% of the market) in passenger movements and freight carried, but ranks 6th in aircraft movements capturing only 6% of market share. Increases in airport passenger service charge (APSC), the high cost of fuel (ATK) and the inadequate maintenance and transit facilities at KIA are factors which inhibit the growth potential of international flights to and from Ghana. There also remain limitations in the availability of connections within the sub-region. With the recent suspension of the routes operated by Ghana International Airlines (GIA), Ghana is now wholly dependent on foreign owned airlines to provide international connections including the fulfillment of Ghana's bilateral agreements.

However, air transportation continues to play an increasingly important role; moving more passengers and freight especially in Ghana's external trade with more carriers commencing flights to Accra; encouraged by the Government's open skies policy. The domestic air transport service is also steadily being patronized including recent localized demand created by the emerging oil and gas sector. The aviation sector has witnessed significant development in infrastructure and expansion in services coupled with the

implementation of policies that have resulted in the separation of key functions and the liberalization of many operations in the industry.

1.6.3 Inland Waterways

In the 1960s, Ghana implemented the Volta River Project to generate hydroelectric power for industrial development. By 1965 the completion of the Akosombo Dam had led to the creation of the Volta Lake being the largest man-made lake in the world covering an area in excess of 8,000sq.km, over 400 km long and with a shore-line exceeding 4, 800 km.

The formation of the lake displaced 80,000 people living in over 739 villages and hamlets. The road network was also submerged and government established cross-lake ferry services to provide continuity of the major roads running through the area. A range of cross-lake ferry services, long north-south services and cruise services have developed over the years provided mainly by the Volta Lake Transport Company but supplemented by an increasing number of private boat operators. It is evident from the communities around the lake that they are highly dependent on the local services and the reliability of cross-lake ferries are major determinants of socio-economic activity in those communities.

However, transportation on the Volta Lake is faced with some challenges. Existing vessels are in poor condition, laid-up or sunk. Landing stages are in poor condition or non-existent in areas where informal boat operations now abound. Port operations are poorly equipped to handle existing shipments and over 500 unregulated boats provide informal services for passengers and goods around the lake with a consistently poor record of safety and increasing death toll of passengers. Volta Lake Transport Company Limited (VLTC), the service provider responsible for longitudinal and cross-lake services, has suffered from underinvestment by its owner the Volta River Authority (VRA) and arrangements for its management and funding are currently under review.

Of serious concern for the short and long-term future of VLTC freight services on the Lake is the state of pipelines owned by Ghana's Bulk Oil and Storage Company (BOST) and its withdrawal of fuel products from the south-north route operated by VLTC. Of further concern for the transport sector is that, since its withdrawal of fuel products from VLTC, BOST is consigning all fuel products to be transported by road, increasing the burden on road infrastructure throughout the country.

Although VLTC's traffic probably represents no more than 20 per cent of the total transport activity on inland waterways, very little is known about inland water services provided by the informal operators. GMA's capability to regulate and manage the sector and consequently to facilitate the development of inland navigation on Volta Lake is severely hampered by the lack of available data about the prevailing situation on the Lake and other inland waterways including: navigation conditions; number, characteristics and condition of landing facilities; transport demand; etc.

Whilst Ghana Maritime Authority (GMA) is established in law as the regulatory body for inland water, there are currently few standards or regulations governing the boats, operators, routes, navigation or operating conditions under its regulatory remit. Furthermore, GMA has insufficient institutional and logistics capacity to undertake more than 'fire stopping' measures in its inland water regulatory role.

Meanwhile, inland water transport has been identified as a key component of an integrated, multi-modal transport network offering, as yet largely un-proven, potential to provide cost-effective transport for socio-economic development of the many communities around the lake. It is also proposed that the lake can provide strategic, cost-effective long-distant routing of bulk wet and dry cargoes in Ghana, including those in transit to and from the land-locked countries of Burkina Faso, Mali, and Niger.

1.6.4 Maritime

Ghana's port infrastructure consists of maritime ports at Tema and Takoradi, two fishing harbours at Tema and Sekondi and a dry dock at Tema with a small dry dock and slipway at Takoradi. Facilities have generally improved over the years.

Although the new container terminal which has recently been built in Tema has considerably eased port congestion, berth capacity is still a major physical constraint as it needs to be increased in order to cater for the regular increase in container traffic which is by far the main traffic in Tema. Another physical constraint faced by Ghanaian maritime ports, is depth limitation. At Tema, the maximum depth is found at the new container terminal where it is 11.50 m which is too small to accommodate the increasing size of the container vessels calling in the sub-region.

At Takoradi, where the main traffic is export of bauxite and manganese and import of inputs for the cement industry, the depth limitation is also a severe physical constraint: bulk carriers cannot be operated at berth

resulting in double handling of materials including the use of barges to load ships with the corresponding delays and additional costs.

Implementation of the Ports Master Plan raises huge financial issues. Although GPHA is currently financially strong and self-sustaining, the cost of major port development projects will most probably exceed its financial capacity. As private investors look for high rates of return, development of major infrastructures with very long life duration, like breakwaters and capital dredging works, may prove difficult under Public Private Partnership (PPP) schemes; substantial funds will most likely have to be made available from the Government budget.

Whilst GPHA faces challenges within the port environment, to retain transit traffic to land-locked countries, it is also dependent on a wide range of factors outside of its control such as: enforcement of axle loading controls in all ECOWAS countries; improvement of road condition in Ghana; safe and secure passage of goods in transit; competitive transportation costs and transit fees.

Development of a dry port has been identified in Government plans as a key factor to performance improvement in the maritime and railways sub-sectors. Whilst land has been secured at Boankra, south of Kumasi, where an administration block has been constructed, finance to develop and operate the port is not forthcoming. The realisation of Boankra dry port, as an integral part of Ghana's strategic transport network hinges on its economic viability to the country and its financial viability for its potential owners and operators. The feasibility of this project still needs further investigations considering the changes which have occurred in the last few years (in particular the opening of the new container terminal, of the Golden Jubilee Terminal and the development of private Inland Container Depots in Tema).

Good progress has been made in the ports and maritime sector in carrying out institutional reforms that separate the policy (Ministry of Transport), regulatory (Ghana Maritime Authority), asset management (Ghana Ports and Harbours Authority) and service functions of the subsector. Nevertheless, GPHA, which is responsible for controlling the concessionaires and stevedoring operators, still carries out 25% of stevedoring activities in both Tema and Takoradi ports.

The recent oil and gas finds off the coast in Ghana pose several challenges for the maritime transport sub-sector. The transport sector's oil and gas conference (July 2009) clarified the urgent need to review and introduce new legislation affecting the maritime aspects of oil and gas off-shore activities in particular addressing issues in relation to security, safety, and environmental impacts. Good progress is being made with the passage of legislation through cabinet and parliament.

Considerable progress has also been made recently by setting up a search and rescue sub-regional centre, but the capacity for coastal surveillance, search and rescue, including the ability to respond to oil spills, still needs to be substantially developed. Generally speaking, there are inadequate skills and capacity for the administration and management of the maritime operations in relation to the oil and gas industry. The Regional Maritime University (RMU) provides courses on a wide range of subjects drawing students from many countries throughout Africa. Recruitment of experienced teachers (like retired captains and master mariners) is difficult and the RMU suffers from the absence of an adequate training vessel and the need for additional simulator training facilities.

1.6.5 Railways

The original railways system comprised 947 km of route connecting key centers of Accra, Kumasi and Takoradi with important mining sites in Awaso and Nsutu in the Western region. 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 has deteriorated and, where lines have remained unused for years, encroachment has taken place.

2/3rds of the system has not been operated for more than 12 years and would now require complete reconstruction in order to restore services. One third of the operable system provides services on the Western Line (dedicated to the transport of minerals) while the Eastern Line focuses on passenger traffic between Accra and Nsawam. Rolling stock is poorly maintained and much of the stock has remained unused for years.

Freight services on the Western Line are the primary reason for the railway's continued existence, peak operations can see an average of eight loaded trains a day carrying mineral exports to Takoradi Port,

including two trains of bauxite from Awaso (236 km) and six trains manganese ore from Nsuta (60 km). Both minerals are top-loaded at the mines and discharged by tippler at the port. Train movements are unpredictable and unlikely to achieve the peak figures quoted above. When trains do run, safety is a major concern because of the lack of secure signaling and the very poor condition of the track. 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.

Ghana has also recently acquired Diesel Multiple Units (DMUs) and operations have commenced on the Tema to Accra line. Emergency funding has also been found for urgent repairs to the Western Line leading to some service improvements.

Government is also restructuring the railway industry so as to eventually provide for increased private sector participation in the delivery of rail transport services. The basic policy framework calls for the unbundling of the railway infrastructure (land, stations, permanent way, etc) from rolling stock and other services equipment with the intention that government will own the railway infrastructure through the Ghana Railway Development Authority (GRDA), with the provision of rail services and the ownership of rolling stock provided by private sector operators.

In November 2008, Government enacted the Railway Development Authority Act which provides for the separation and transfer of GRCL infrastructure assets to GRDA and the establishment of GRDA as the landlord/developer for rail infrastructure as well as the industry regulator.

To monitor the progress towards the attainment of the policy objectives of the sector, the following indicators were adopted:

- Annual accident statistics
- Passenger traffic and goods traffic by railways
- Maritime traffic
- Incidence of ECOWAS flights; and
- Total air freight and passengers

Table 1.5 Development of Road Transport Services

INDICATOR	Indicator Status in 2010	Indicator Status in 2011	Indicator Status in 2012	Indicator Status in as at june 2013
Annual Road Crashes	11,506	10,887	14,914	7172
– Fatal Accident	1,686	1,738	1790	869
– Casualties	16,904	16,219	16,430	8300
– Fatalities	1,086	2,199	1,080	1,032
• vehicle registration	102330	141819	159793	108600
• vehicle worthy	748219	839767	893597	504186
• Number of passengers carried	34,445,169	36,502,122	37,984,240	8,361,045
• Number of operational buses	634	667	727	769
• Number of trucks	242,850	127,700	28,582	2,282

In terms of road safety, there have been improvements from 2011 to December, 2012. The actual number of fatalities recorded in 2011 was 2,199 compared to a target year figure of 2,163. In 2012 however, actual a fatality from road crashes recorded from January to September is 1,702 against the whole year target of 1,980.

Table: 1.6 Development of the Rail and Maritime Transport

INDICATOR	Indicator Status in 2010	Indicator Status in 2011	Indicator Status in 2012	Indicator Status as at June 2013
1. Passenger traffic and goods traffic by railways:				
- Passenger traffic (000)	1,377	1,320	967	463.14
- Good traffic (000tonnes-km)	446.91	636.93	617.21	529.20
Maritime traffic				
- Container traffic (tonnes)	643,189	813,494	882,877	220,436 (jan-Mar)
- Cargo traffic (tonnes)	12,709,110	15,697,476	16,761,702	3,979,347 (jan-Mar)

Mixed results continued to be recorded with the rail sector in 2012. The passenger traffic which recorded a decline of 1,320 (thousand passenger) in 2011 saw a decrease of 353 (thousand passenger) in 2012. Goods traffic which had experienced increase from 446.91 (thousand tones) in 2010 to 636.93 (thousand tones) in 2011 decrease to 617.21 (thousand tones-km) in 2012.

Marine transport recorded an increase in both container and cargo traffic in the year 2012. Container traffic increased from 813,494 tonnes in 2011 to 882,877 tonnes in 2012. Cargo traffic increased from 15,697,476 in 2011 to 16,761,702 tonnes in 2012.

The Volta Lake is the major inland water transport for the movement of people and goods. The Volta Lake Transport Company Limited is the main transport services provider on the Volta Lake and transports petroleum products, cement, foodstuffs and other cargo. It also undertakes ferry services for transporting passengers to communities along the lake catchment areas. The volume of cargo transported over the lake decreased from 140,655 metric tonnes in 2011 to 137,154.8 metric tonnes in 2012, while passenger traffic increased from 581,815 in 2011 to 653,863 in 2012.

Air Transport

Total domestic passenger movement and total number of international passengers experienced increases, though there was a decline in aircraft movement and freight movement. Domestic passenger movement increased from 199,073 in 2011 to 543,379 in 2012 likewise number of international passengers increase from 1,585,602 to 1,726,051 in 2011 and 2012 respectively.

Total aircraft movement decreased by approximately 1%, the reasons being that, newer and bigger airplanes have been introduced into the market.

Table: 1.7 Development of the Air Transport Sector

INDICATOR	Indicator Status in 2010	Indicator Status in 2011	Indicator Status in 2012	Indicator Status as at June 2012
2. Total air freight and number of air traffic:				
- aircraft movement	21,068	22,284	22,082	11,174
- Total No. of Domestic Passenger Movement	132,480	199,073	543,379	386,811
- Total no. of international passengers	1,387,045	1,585,602	1,726,051	788,019

Key Policy Measures, Strategies and Activities

As a strategic support sector under the GSGDA, the following key activities were undertaken in 2009-2012 in the road, rail, maritime, inland water and air transport sector:

The Driver and Vehicle Licensing Authority (DVLA) introduced digitization of documents to reduce faking of Driver and Vehicle Licensing Registration documents. The DVLA has acquired modern mobile testing equipment to conduct random checks of roadworthiness of vehicles to eliminate the use of unsafe vehicles on our roads.

The Metro Mass Transit Company acquired a total of 150 new buses to augment its fleet for efficient service delivery.

To enhance road safety in the country and reduce the menace of road accidents, the National Road Safety Commission and the Road Safety Management Ltd entered into management contract under Public Private Partnership (PPP) arrangement to remove disabled vehicles and other obstacles on the road network. Also, a new road traffic regulation, L.I. 2180, was passed by Parliament for the compulsory use of seat belt and banning the use of mobile phones while driving among others.

Railway Transport

The rehabilitation and extension of the Accra-Tema suburban railway line from Tema Harbour to Japan Motors (Community 1) including the construction of a new station has been completed and ready for commissioning. Rehabilitation works on the Sekondi-Takoradi via Kojokrom sub-urban railway line has also started.

A railway master plan which will serve as the blueprint for the development of railway in Ghana is on-going and about 90 per cent complete. Pre-feasibility study for the development of an Integrated Transport and Logistics Corridor including Boankra Inland Port and the Eastern Railway Line has been completed.

Maritime and Inland Transport

The Government successfully negotiated and bought back the 60 percent share of Tema Shipyard from the Malaysian partners. Re-construction of Net-Mending Wharf for the canoe basin (Tema Fishing Harbour) is about 70 per cent complete. This will support local artisanal fishing industry at the Tema Community.

The construction of 4 ferries for cross ferry services on the Volta Lake and 2 new cross ferry vessels and landing site, under the Millennium Development Authority (MiDA) were completed and currently in operation at Adawso-Ekye Amafrom and Kete Krachi.

The Volta Lake Enhancement Project resulted in drastic reduction in the number of perennial accidents experienced on the Volta Lake in the past. It has created 6,180 jobs for the youths in the lake catchment area.

Work commenced on the development of the Takoradi Logistics Platform to provide warehousing facilities for the oil and gas industry, while a Shipper Complaint Unit was established at the Paga Border to offer the requisite assistance to shippers in their imports/exports transactions in the North.

The Ghana Ports and Harbour Authority (GPHA) contracted a \$45million loan for the construction of a new jetty to handle bulk vessels at the Tema Port.

Air Transport

The Ministry's policy of encouraging private sector participation in the aviation industry yielded positive result with the commencement of operations by a new domestic airline, African World Airline, in September 2012. This brought to five (5) the number of domestic airlines operating both domestic and regional routes, resulting in very competitive domestic air fares. On the international route, Iberia Airlines from Spain and Gambia Bird from the Gambia started operations in 2012.

Feasibility study and design for the expansion of the KIA terminal building has been completed.

Work is on-going for additional parking bay for 8 wide-body aircrafts, to address inadequate parking space at the airside during peak periods. A new Instrument Landing System (ILS) was installed at KIA to improve air safety, while Perishable Cargo Centre was completed and commissioned to facilitate export of perishable goods from the airport.

CHAPTER TWO

2.1 PRIORITIZATION OF DEVELOPMENT ISSUES FOR 2014-2017

This chapter deals with the prioritization of development issues and challenges. Due to the scarcity of resources, there is the need to prioritize the various issues the sector will be addressing to identify which areas maximum results could be achieved with little resources and in view of the fact that the sector cannot implement every project it intends to embark on.

The Ministry needs and aspirations were elicited and harmonized to derive the list of harmonized identified development issues. The current needs have been linked to the MTDPF 2014-2017. This is to ensure that the issue the sector intends to address is in tandem with national priority.

Table: 2.1 Key Development problems/issues identified from the NMTDP 2014-2017

NMTDPF 2014-2017		
THEMATIC AREAS	POLICY OBJECTIVES	DEVELOPMENT ISSUES
INFRASTRUCTURE AND HUMAN SETTLEMENTS	Establish Ghana as a transportation hub for the West African Sub-Region	<ul style="list-style-type: none"> • Poor quality and inadequate of road transport network • Inadequate international and domestic aviation infrastructure • Poor co-ordination and delays in service provision due to inadequate information flow • Inadequate human resources to meet the demands of the transport sector • Limited and poor rail network • Inadequate inter-modal transport system • Inadequate facilities at the existing sea ports • Congestion at the major ports and harbours • Insufficient security and safety at our airports
	Create and sustain an	<ul style="list-style-type: none"> • Geographical disparities in access to

	<p>efficient and effective transport system that meets user needs</p>	<p>transport services</p> <ul style="list-style-type: none"> • Early deterioration of road network • Inadequate facilities for PWDs in the transport system • Congestion on roads in urban areas • Inadequate facilities for Non-Motorized Transport (NMT) • Ineffective enforcement of regulation for NMT <p>Limited safety and facilities and poor services on inland waterways</p>
	<p>Integrate land use, transport planning, development planning and service provision</p>	<ul style="list-style-type: none"> • Poor linkages between land use and transport planning <p>Poor co-ordination and co-operation among relevant institutions</p>
	<p>Create appropriate environment for private sector participation in the delivery of transport infrastructure</p>	<ul style="list-style-type: none"> • Inadequate funding from public sources for construction, maintenance and management for all modes of transport • Lack of legal framework for developing PPPs
	<p>Ensure sustainable development and management of the transport sector</p>	<ul style="list-style-type: none"> • Inadequate evidence-based analysis and comparison of social, environmental and economic impacts of modal solutions • Selective application of ESIA to transport infrastructural projects • Inadequate attention to health and safety issues at construction sites • Increase in road traffic crashes

		<ul style="list-style-type: none"> • Inadequate enforcement of transport regulations • Inadequate response to traffic accidents and poor trauma care facilities
	Implement a comprehensive and integrated transport policy, governance and institutional frameworks	<ul style="list-style-type: none"> • lack of effective interfaces between road, air rail and Maritain) <p>Poor and inadequate development of intermodal facilities</p>
	Develop adequate skilled human resource base	<ul style="list-style-type: none"> • Inadequate personnel with requisite technical skills needed for infrastructure construction and maintenance • Inadequate personnel for the monitoring of policies and programmes • Lack of requisite equipment and technology for operations • Inadequate attention to research into transport operations • Inadequate facilities for maritime and aviation training and education <p>Inadequate facilities for driver training and education</p>

2.3 Sector Development Priority

The Sector development priorities for the plan period 2014-2017 have been identified in consultation with the Agencies with the help of the prioritization criteria provided in the NDPC planning guidelines issued for

the preparation of Sector Medium-Term Development Plan 2014-2017. The lists of prioritized issue are below

Table: 2.2 NMTDPF 2014-2017

NMTDPF 2014-2017			
SECTOR AREA	THEMATIC	THEMATIC AREA	PRIORITISATION OF IDENTIFIED ISSUES
INFRASTRUCTURE AND HUMAN SETTLEMENTS		Infrastructure and Human Settlement	<ul style="list-style-type: none"> • Inadequate international and domestic aviation infrastructure • Limited and poor rail network • Inadequate facilities at the existing sea ports • Congestion at the major ports and harbours
		Infrastructure and Human Settlement	<ul style="list-style-type: none"> • Limited safety and facilities and poor services on inland waterways
		Agriculture Modernization and Natural Resource Management	<ul style="list-style-type: none"> • Poor linkages between land use and transport planning • Poor co-ordination and co-operation among relevant institutions
		Improvement and Sustenance of Macro-Economic Stability	<ul style="list-style-type: none"> • Inadequate funding from public sources for construction, maintenance and management for all modes of transport
		Transparent and Accountable Governance	<ul style="list-style-type: none"> • Inadequate enforcement of transport regulations
		Enhancing Competitiveness in Ghana's Private Sector	<ul style="list-style-type: none"> • lack of effective interfaces between road, air rail and Maritain) • Poor and inadequate development of intermodal facilities

	Human Development, Productivity and Employment	<ul style="list-style-type: none">• Inadequate attention to research into transport operations
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CHAPTER THREE

3.0 Introduction

This chapter captures the Development focus, goal of the Sector, objectives and strategies of the Sector Medium Term Development Plan (2014-2017). The objectives and strategies were formulated in line with the National Medium Term Development Plan (2014-2017) Framework.

3.1 Development Focus of the Sector

The Ministry of Transport has oversight responsibility for the four (4) dominant modes of transport namely; Aviation, Maritime/Inland Waterways, Railways and Road Transport Services. Therefore the Sector Development Focus is on Infrastructure and Human Settlement.

3.2 Goal Formation

The Goal of the Sector was derived after a careful analysis of the National Goal. The basic goal of the National Medium-Term Development Plan (2014-2017) Framework is to'

3.2.2 Sector Goal

The compatibility tool provided in the NDPC guidelines was used to analyze the compatibility of the National Goal to the Sector Goal. At the end of the analysis, the tool revealed that, the Sector Goal was compatible to that of the National goal. Hence, the Sector goal is derived as: '.....'

3.2 Development Projections for 2014-2017

The Sector development projection for 2014-2017 was derived in relation to the baselines as well as indicators and targets to be achieved at the national and sector levels respectively. This was done in reference to the national indicators and targets in the NMTDPF appropriately and the M&E guidelines.

3.1.4 DEVELOPMENT PROJECTION FOR 2014-2017

Table : 3.1 Rail and Maritime Transport Sub-Sector Projections for 2014-2017

INDICATOR	2013 BASELINE	2014 PROJECTION	2015 PROJECTION	2016 PROJECTION	2017 PROJECTION
1. Passenger traffic and goods traffic by railways:					
- Passenger traffic (000)	1200	1320	1452	1597	1756
- Goods traffic (000tonnes-km)	1200	1300	2040	2200	2500
Maritime traffic					
- Container	1,015,308.5	1,522,962.8	2,284,444.2	3,426,666.3	5,139,999.5
- Cargo					

Table 3.2 Aviation Transport Sub-Sector Projections for 2014-2017

INDICATOR	2013	2014	2015	2016	2017
	BASELINE	PROJECTION	PROJECTION	PROJECTION	PROJECTION
2. Total air freight and number of air traffic:					
- aircraft movement	23794	25290	26555	27883	29277
- Total No. of Domestic Passenger Movement	652055	749863	826342	991693	1140447
- Total no. of international passengers	1740249	1923433	2019605	2120585	2226614

Table 3.3 Road Transport Service Sub- Sector Projections for 2014-2017

INDICATOR	2013 BASELINE	2014 PROJECTION	2015 PROJECTION	2016 PROJECTION	2017 PROJECTION
Annual Road Crashes	10887	10500	10200	9900	9600
– Fatal Accident	1738	1700	1650	1600	1550
– Casualties	11120	10797	10473	10148	9822
– Fatalities	1860	1720	1500	1440	1300
• vehicle registered	178,968	200,444	224,498	258,172	289,153
• vehicles that passed road worthiness	929,341	966,515	1,005,175	1,045,382	1,087,197
• Number of operational buses	732	882	999.7	1182	1180
• Number of passengers carried	35,632,624	43,132,624	50,632,624	58,132,624	59,000,000
• School children	15,500	18,670	21,859	25,030	24,989

3.1.3 Adopted Policy Objectives and strategies from NMTDP Framework (2014-2017)

Table 3.4 Adopted Policy Objectives and strategies from NMTDP Framework (2014-2017)

KEY AREA	FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES
A. INFRASTRUCTURE DEVELOPMENT				
1.1.	Transport Infrastructure: Road, Rail, Water and Air Transport	<ul style="list-style-type: none"> • Poor quality and inadequate of road transport network • Inadequate international and domestic aviation infrastructure • Poor co-ordination and delays in service provision due to inadequate information flow • Inadequate human resources to meet the demands of the 	1.1 Establish Ghana as a transportation hub for the West African Sub-Region	1.1.1 Improve and develop the physical infrastructure across all modes for transport 1.1.2 Ensures that Ghana complies with and sustains international safety and security standards at all ports 1.1.3 Accelerate the development and implementation of a railway master plan 1.1.4 Facilitate the establishment of a new National Air carrier 1.1.5 Develop and implement an aviation master plan for Ghana 1.1.6 Expand private sector participation in the development and management of airport and sea port facilities 1.1.7 Improve and expand existing ports infrastructure and accelerate the development of Inland ports 1.1.8 Facilitate the establishment of a new deep sea port to serve the economy's development needs including the Oil and Gas industry 1.1.9 Maximize access to West African Sub-Region markets and transport networks in line with international standards 1.1.10 Introduce an integrated truck staging and management systems

KEY AREA	FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES
		transport sector <ul style="list-style-type: none"> • Limited and poor rail network • Inadequate inter-modal transport system • Inadequate facilities at the existing sea ports • Congestion at the major ports and harbours • Insufficient security and safety at our airports 		
		<ul style="list-style-type: none"> • Geographical disparities in access to transport services • Early deterioration of road network • Inadequate facilities for PWDs in the transport 	1.2. Create and sustain an efficient and effective transport system that meets user needs	1.2.1 Prioritise the maintenance of existing road infrastructure to reduce vehicle operating costs (VOC) and future rehabilitation costs 1.2.2 Improve accessibility to key centres of population, production and tourism. 1.2.3 Sustain labour-based methods of road construction and maintenance to improve rural roads and maximise employment opportunities 1.2.4 Promote road-based mass transport system including accelerated implementation of BRT under the Ghana Urban Transport Project (GUTP)

KEY AREA	FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES
		<p>system</p> <ul style="list-style-type: none"> • Congestion on roads in urban areas • Inadequate facilities for Non-Motorized Transport (NMT) • Ineffective enforcement of regulation for NMT • Limited safety and facilities and poor services on inland waterways 		<p>1.2.5 Develop, rehabilitate and modernize the rail-based mass transport system in major urban areas including Accra-Tema, Kumasi-Ejisu, Accra-Nsawam, and Sekondi-Takoradi via Kojokrom</p> <p>1.2.6 Develop, rehabilitate and modernize road access routes to ferry stations</p> <p>1.2.7 Improve River Navigation and Expand river transport capacity</p> <p>1.2.8 Enforce the laws, regulations and standards for operations on the inland waterways in order to improve services and safety</p> <p>1.2.9 Accelerate the upgrading of Volta Lake ferries, pontoons & landing sites</p> <p>1.2.10 Facilitate the efficient and safe use of Non-Motorised Transport facilities such as bicycle lanes and pedestrian walkways in congested central business districts</p> <p>1.2.11 Promote the implementation of the provisions on transportation under the PWDs Act, 2006 (Act 715)</p> <p>1.2.12 Submit an LI for enforcing transport actions on the PWDs Act 715</p> <p>2.13 Monitor and evaluate sector performance regularly</p> <p>1.2.13 Established a comprehensive centralized transport statistical data base system to support planning, monitoring, evaluation, and reporting.</p> <p>1.2.14 Ensure the implementation of a comprehensive and integrated transport policy, governance and institutional frameworks</p> <p>2.16 Link the south to the north via the Volta Lake to facilitate the carriage of cargo and passengers haulage of</p>

KEY AREA	FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES
				agricultural produce to the south
		<ul style="list-style-type: none"> Poor linkages between land use and transport planning Poor co-ordination and co-operation among relevant institutions 	1.3. Integrate land use, transport planning, development planning and service provision	1.3.1 Ensure effective implementation of the National Infrastructure Plan 1.3.2 Improve consultation mechanisms between Transport Sector MDAs, with NDPC, MLGRD, MMDAs and other Sector Ministries 1.3.3 Accelerate the development of National integrated land use and spatial planning Accelerate the implementation of Urban Transport Policy
		<ul style="list-style-type: none"> Inadequate funding from public sources for construction, maintenance and management for all modes of transport Lack of legal framework for developing PPPs 	1.4. Create appropriate environment for private sector participation in the delivery of transport infrastructure	1.4.1 Accelerate the enactment of the legal framework for the developing of PPPs 1.4.2 Explore PPP options for investment in transport infrastructure and services (single and multi-modal options) 1.4.3 Accelerate the implementation of the transport infrastructure component of the Public Investment Program (PIP) 1.4.4 Develop appropriate principles of market regulation in the delivery of transport services Improve the capacity of local contractors and consultants
		<ul style="list-style-type: none"> Inadequate evidence-based analysis and 	1.5. Ensure sustainable	1.5.1 Improve institutional capacity to carry out SEA of transport sector policies, plans and programmes

KEY AREA	FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES
		<p>comparison of social, environmental and economic impacts of modal solutions</p> <ul style="list-style-type: none"> • Selective application of ESIA to transport infrastructural projects • Inadequate attention to health and safety issues at construction sites • Increase in road traffic crashes • Inadequate enforcement of transport regulations • Inadequate response to traffic accidents and poor trauma care 	<p>development and management of the transport sector</p>	<p>1.5.2 Ensure that ESIA and health and safety requirements are effectively implemented</p> <p>1.5.3 Develop and enforce safety standards and regulations in provision of transport services</p> <p>1.5.4 Develop standards for boat construction and operations on inland waterways</p> <p>1.5.5 Develop framework for emergency response to handle oil spills and other hazards arising from maritime transport operations</p> <p>1.5.6 Improve road safety management by ensuring safer roads and mobility and safer road users</p> <p>1.5.7 Enhance the capacity for road crashes response including the accelerated establishment of trauma centres along identified sections of the major roads and highways</p> <p>1.5.8 Develop and implement a climate change policy for the transport sector</p>

KEY AREA	FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES
		facilities		
		<ul style="list-style-type: none"> • Inadequate personnel with requisite technical skills needed for infrastructure construction and maintenance • Inadequate personnel for the monitoring of policies and programmes • Lack of requisite equipment and technology for operations • Inadequate attention to research into transport operations 	1.6. Develop adequate skilled human resource base	<p>1.6.1 Prepare and implement a comprehensive human resource development plan</p> <p>1.6.2 Continue to promote women participation in the transport sector service delivery</p> <p>1.6.3 Improve existing driver training and testing using modern technology</p> <p>1.6.4 Develop a comprehensive research strategy for the transport sector to aid policy formulation, infrastructure design and transport services management</p> <p>1.6.5 Improve Maritime and aviation education and expand facilities for practical training</p> <p>Resource and strengthen existing research departments and units in the transport sector and enhance collaboration with BRRl and other research institutions.</p>

KEY AREA	FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES
		<ul style="list-style-type: none"> • Inadequate facilities for maritime and aviation training and education • Inadequate facilities for driver training and education 		
		<ul style="list-style-type: none"> • lack of effective interfaces between road, air rail and Maritain) • Poor and inadequate development of intermodal facilities 	5. Implement a comprehensive and integrated transport policy, governance and institutional frameworks	5.1. Enhance coordination capacity to embrace the wider policy framework 5.2. Implement existing recommendations for institutional reform and strengthening in the Transport Sector and all modes of transport 5.3. Expedite the Development of institutional and regulatory arrangements for ensuring the most effective and efficient movement of freight and passengers to, from and within Ghana. Ensure integration of the intermodal facility into the planning and transport development strategy

CHAPTER FOUR

DEVELOPMENT PROGRAMMES AND SUB-PROGRAMME OF THE MDA

4.1 Development Programme and sub-programmes of the MDA for 2014-2017

PROGRAMME 1: MANAGEMENT AND ADMINISTRATION

SUB-PROGRAMME 1.1: General Administration

1. Budget Sub- Programme Objective & Description

To effectively coordinate the activities of the various agencies as well as the Headquarters and ensure the provision of adequate logistics.

This sub-programme looks at coordinating activities of the Ministry and its Agencies through the office of the Chief Director. It issues directives that are consistent with the policy direction of the Ministry. It also Provides logistics (office equipment, transport etc) to the Agencies and units under the Ministry. The Ministry depends on the Government consolidated fund as well as donor support in the implementation of its projects and programmes. The beneficiaries of this sub- programme are the agencies under the Ministry.

SUB-PROGRAMME 1.2: Finance

1. Budget Sub-Programme Objective & Description

Improve resource utilization, financial management, internal controls and reporting. This sub- programme considers the financial management practices of the Ministry. It implements financial policies and procedures for planning and controlling financial transactions of the Ministry consistent with prevailing financial and accounting policies, objectives, rules and regulations. It also ensures the documentation and controlling of cash flows as well as actual handling of cash. Some of the activities undertaken include:

- Maintaining proper accounting records
- Adherence to establish accounting procedures
- Provide inputs and assist the preparation of annual budgets estimates
- Ensuring budgetary control and management of assets, liabilities, revenue and expenditures in line with the Financial Administration Act and Financial Administration Regulations
- Ensure timely reporting of all financial transactions.

SUB-PROGRAMME 1.3: Human Resource Management

1. Budget Sub-Programme Objective & Description

Facilitate the recruitment, placement and improvement in the human resource capacity of the transport sector. This sub-programme covers the human resource needs for the Ministry. It develops and oversees the strategic planning of the human resource requirement of the Ministry. It is also responsible for the recruitment, selection and continuous training of employees to build capacity efficiently across the sector.

SUB-PROGRAMME 1.4 Policy, Planning, Monitoring and Evaluation

1. Budget Sub-Programme Objective & Description

To improve Policy, Planning, Monitoring and Evaluation in the transport sector. The sub-programme facilitates key stakeholder consultations for the planning and development of sector policies and legislation. It develops and undertakes periodic reviews of policy, plans and programme to facilitate the achievement of the Ministry's vision and national priorities for the transport sector. PPME designs and administers monitoring and evaluation systems to assess the effectiveness of policies, programme and process in the sector. It also develops, in consultation with its Agencies, the annual budgets estimates and also provides inputs to other socio-economic sectors of the country.

SUB-PROGRAMME 1.5: Statistics, Research, Information and Public Relations

1. Budget Sub-Programme Objective & Description

To enhance the collection and management of data to assist in policy formulation and planning action of information to the public. This sub-programme conducts research activities for the Ministry, including consultation with other government Ministries, implementing Agencies and relevant public and private institutions.

PROGRAMME 2: Maritime Services

1. Budget Programme Objective & Description

The overall objective for the establishment of RMU was to promote regional co-operation in the maritime industry focusing on the training to ensure the sustained growth and development in the industry. The RMU formerly known as Ghana Nautical College which was established in 1958 to train ratings for the erstwhile Black Star Line, was later named the REGIONAL MARITIME ACADEMY after the Ministerial conference of

west and central African states on Maritime Transport (MOWCA) negotiated for its regionalization May 1983. The academy attained full University status and was inaugurated as such on the 25th October, 2007.

The programme covers the following: Capacity-building for the Maritime industry i.e. Training of seafarers for export. this includes the running of courses for up-graders,(seamen) , degree and diploma courses such as Ports and Shipping Administration, Maritime Engineering, Maritime Engine Mechanic, Marine Electrical Electronics, Nautical Science etc. for qualified SSS students and MA in Port and Shipping Administration for student with a good class in first degree and have working experience.

Effective 2013\2014 academic year, the university is running courses in Electrical Electronics and Ports and Shipping Administration o weekend basis. RMU also runs short courses such as Basic Fire Fighting, Survival at Sea, Oil Tanker Familiarization. Medical First Aid and others for seafarers. RMU is progressively updating existing technical training programmes to specifically address needs of the Oil and Gas industry ie, the school runs short courses in BOSIET, HUET and Minimum industry Safety Training for staff in the oil and gas industry in collaboration with SMTC. Collaborate with COTVET in delivering courses in Basic and Advance Welding Strengthen research capacity.

REPORT PROGRAMME SUMMARY

PROGRAMME 3: Railway transport

Budget Programme Objectives & Description

- Regulate and grant licenses for railway operations and railway services.
- Promote the development and maintenance of rail infrastructure and rail services.
- Set safety and security standards for the construction and operation of railways, and ensure the enforcement of the standards
- Co-ordination and Management
- GRDA is the institution that will deliver the main operations within this programme. A small aspect will be done by the Ghana Railway Company Ltd, under the auspices of the Ministry of Transport.

This involves the following:

Rail Infrastructure Development

- Re-construction of existing railway lines to standard gauge. It is planned that, in the medium term (2014-2016), the existing lines will be re-constructed.
- Undertake feasibility studies for the construction of new railway lines to standard gauge.
This will be undertaken in the long term as follow:
 - Re-development of railway stations and workshops. It is envisaged that all major stations – Accra, Takoradi, Kumasi, Tarkwa will be re-developed and all other minor station buildings remodeled.
 - Provision of modern signaling and telecommunications systems on all lines.

- Coordinating and management and the provision of logistical support.

Rail Infrastructure maintenance

- Renewal of railway track components –Rails, sleepers, spikes, and Ballast when damaged or depleted.
- Maintenance of all signaling and telecommunication systems to ensure continuous functioning.
- Estate management

Security and safety management

- Develop and enforce standards and specifications to regulate the construction of railway infrastructure, and of railway operations to ensure the safety and security of passengers, freight and pedestrians.

Coordinating and management

- Provide managerial and logistical support

SUB-PROGRAMME 3.1: Railway Infrastructure Development

1. To re-develop and modernize the existing railway infrastructure, and extend same to other parts of the country, in accordance with the Railway Master Plan.
2. Budget sub-programme description
 - Re-construction of existing railway lines to standard gauge. It is planned that, in the medium term (2014-2016), the following lines will be re-constructed.
 - Western Railway line from Takoradi to Kumasi with a branch line from Dunkwa to Awaso on Standard Gauge sleepers with narrow gauge rails in the first instance.
 - The Eastern line from Accra to Kumasi, with a branch line from Accra to Tema on standard gauge
 - The Central line from Huni Valley to Kotoku, with standard line from Achiase junction to Kade,

Construction of the above will facilitate the operation of sub-urban lines

- Construction of new railway lines to standard gauge. This will be undertaken in the long term as follows:
 - The Western Railway line extension from Awaso through Nyinahin to Hamile
 - The extension from Kumasi through Kintampo, Buipe , Tamale to Paga with branch from Tamale to Yendi
 - The ECOWAS line from Aflao through Accra, Cape Coast, Takoradi to Omape
 - Tema to Akosombo Railway line , as part of the multi-modal route linking the port of Tema to the lake at Akosombo.

- Re-development of railway stations and workshops. It is envisioned that all major stations – Accra, Takoradi, Kumasi and Tarkwa will be redeveloped and all other minor stations buildings remodeled.
- Provision of modern signaling and telecommunication systems on old lines
- Coordination and management
- Provide logistical support

The Authority depends on the Government consolidated fund as well as donor support in the implementation of its projects and programmes.

The beneficiaries of this sub-programme are rail service operators, commuters and the general public.

SUB-PROGRAMME 3.2: Railway Safety, Freight and Passenger Management

1. Budget sub-programme objectives

To ensure an effective and efficient safety and security system in the construction and operation of railways in the country.

2. Budget sub-programme description

- Design and install a modern state of the art signaling and telecommunications systems to ensure effective communication on the railway lines.
- Coordination and management: provision of logistical support

The GRDA depends on the Government consolidated fund as well as donor support in the implementation of its projects and programmes.

The beneficiaries of this sub-programme are rail service operators, commuters and the general public.

This sub-programme is to be delivered by 10 staff.

SUB-PROGRAMME 3.3: Railway Infrastructure Maintenance

1. Budget sub-programme objective

To ensure regular maintenance of existing Railway infrastructure, land and buildings

2. Budget sub-programme description

- Renewal of Railway track components- Rails, Sleepers, spikes and Ballast when damaged or depleted.
- Maintenance of all signaling and telecommunication systems to ensure continuous functioning
- Estate management: GRDA has residential accommodation for its employees in various regions along the railway corridor throughout the country which has to be maintained.

- Coordination and management: GRDA is the regulator of the railway industry as well as the asset manager responsible for all railway fixed assets.

The GRDA depends on the Government consolidated fund as well as donor support in the implementation of its projects and programmes.

The beneficiaries of this sub-programme are rail service operators, commuters and the general public.

This sub-programme is to be delivered by eight (8) numbers of staff.

PROGRAMME 4: ROAD TRANSPORT MANAGEMENT

1. Budget Programme Objectives

- To promote good standards in the country and ensure the use of road worthy vehicles on the roads and other public places.
- To halt the unacceptable levels of Road Traffic Facilities and injuries by 2015 and therefore, reduce it by 50% by 2020
- To train and provide skilled artisans for the Automobile and allied trade industries in order to supplement the engineering manpower needs of the Automobile industry.

2. Budget Programme Description

This programme is delivered by the following units the Driver and Vehicle Licensing Authority (DVLA), National Road Safety Commission and the Government Technical Training Centre.

DVLA exists to ensure best practices in licensing drivers and vehicles to promote road safety and environment sustainability. This involves driver training, testing and licensing and vehicle inspection and registration. The DVLA has established licensing offices in all regions of the country. The DVLA also generates IGF through user fees such as registration fees, road use fees, licensing duties, new licensing fees etc.

The National Road Safety Commission (NRSC) exists to undertake road education and publicity develop and maintain a comprehensive data base on road traffic accidents. It also publishes reports related to road safety, research, monitoring and evaluation, advocacy and collaboration with its stakeholder institutions.

The Government Technical Training Centre (GTTC) exists to provide entrepreneurship training to automobile industry. This involves artisan training in the various fields of auto mechanics, auto electrical, auto body repairs and welding and fabrication. The city and guilds and NVTI issues certificates to trained artisans.

The training centre provides technical training to the junior high school graduates, those pupils that do not complete their secondary education and also to the private sector.

Programme 4.1: Registration and licensing

1. Budget Programme Objective

- To promote good driving standards in the country and ensure the use of road worthy vehicles on the roads and other public places.
2. Budget sub-programme description
- The Driver and Vehicle Licensing Authority was established by Act 569 of 1999 as a semi-autonomous institution.

The operations to be pursued under this sub-programme are:

- Establish standards and methods for the training and testing of vehicle examiners.
- Provide syllabi for driver training and training of driving instructors.
- Issue driving license
- Register and license driving schools
- Inspect, test and register motor vehicles.
- Issue vehicle registration certificates.
- Maintain registers containing particulars of licensed motor vehicles, driving instructors, driving schools and drivers of motor vehicles.

The authority depends on the Government consolidated fund and IGF in the implementation of its projects and programmes.

The beneficiaries of this sub-programme are the general motoring public in the country.

This sub-programme is delivered by three hundred and fifty eight (358) members of staff.

Programme 4.2: Road Safety Management

1. Budget Programme Objective

To halt the unacceptable levels of Road traffic fatalities and injuries by 2015 and therefore, reduce it by 50% BY THE END OF 2020

2. Budget Programme Description

Road Safety education and Publicity

This is designed to sensitize the general motoring public on the risks associated with road use and appropriate best road safety practices. This is done through awareness creation by way of workshops, seminars and conferences, radio and T.V discussions, airing and printing of infomercials, printing of educational materials operation of road safety call centers, erection and maintenance of bill boards and road safety educational programmes at lorry stations, schools, churches, mosques, etc. the planning and programmes department and the regional offices are responsible for the delivery of all these activities.

Develop and maintain a comprehensive data base on road traffic and publish reports related to road safety.

This is done in collaboration with the police MTTD on a quarterly basis. The reports are disseminated among our key stakeholders. The complete Road Traffic Crash statistics are published within the first half of the following year with the consultancy service of the Building and Road Research Institute (BRRI). The data will form the basis for all research studies. Currently on-going research studies are 'study to determine the magnitude of pedestrian safety challenge in Ghana'

Research monitoring and evaluation

Regular research is conducted into road safety related issues and data on road traffic crashes are updated quarterly and research findings are regularly published in the quarterly report. These research findings form the basis for policy formulation and implementation by the commission. Programmes and activities undertaken by the commission (regional offices and Head Office) and stakeholders (DVLA, MTTD, GHA, DUR, DFR, NAS, GRSC, etc) are regularly monitored and evaluated. The research, monitoring and evaluation departments take charge of this activity.

Advocacy and collaboration

This is done through stakeholder engagements with its major stakeholders (Driver and Vehicle Licensing Authority (DVLA), Motor Traffic and Transport Department (MTTD), Ghana Highway Authority (GHA), Department of Urban Roads (DUR), Department of Feeder Roads (DFR), National Ambulance Service (NAS), and Ghana Red Cross Society (GRCS). The commission also meets with captains of the road transport industry such as Association of Road Contractors (ASROC), Association of Oil Marketing Companies, Progressive Contractors Association, and Association of Driving Schools, Development Partners (World Bank, European Union etc). Automobile Dealers Association, Transport Operators & Fleet Managers etc. the departments responsible for this are Planning & Programmes, Research, Monitoring & Evaluation and the Regional offices

This sub-programme is delivered by fifty-eight (58) numbers of staff

3. Budget sub-programme description

The Government Technical Training Centre (GTTC) formally Ghana German Training Centre (GGTC) is a Government institution established in 1968 following a technical cooperation agreement between Government of Ghana and the Federal Republic of Germany to:

- Admit, counsel and train the youth of Ghana in the Automobile and Allied Trades i.e. Auto Mechanics, Auto Electricals, Auto Body Repair Works and Welding & Fabrication.
- Offer vocational training for auto artisans in the informal sector.
- Train and provide skilled artisans for the automobile and allied industries, commercial and private transport drivers.
- Review and develop curricular that will conform to the ever changing technology in the automobile industry.

- Strengthen the entrepreneurship training and corresponding feedback methods in the automobile industries.

4.1.1 PROGRAMMES AND SUB-PROGRAMMES OF ACTION OF THE MDA 2014-2017 LINK TO THE MTEF

Table 4.1 PROGRAMMES AND SUB-PROGRAMMES OF ACTION OF THE MDA 2014-2017 LINK TO THE MTEF

ISSUES	POLICY OBJECTIVE	STRATEGY	PROGRAMME	SUB-PROGRAMME
<ul style="list-style-type: none"> • Poor quality and inadequate of road transport network • Inadequate international and domestic aviation infrastructure • Poor co-ordination and delays in service provision due to inadequate information flow • Inadequate human resources to meet the demands of the transport sector • Limited and poor rail network • Inadequate inter-modal transport system 	<p>Establish Ghana as a transportation hub for the West African Sub-Region</p>	<p>Improve and develop the physical infrastructure across all modes for transport</p> <p>Ensures that Ghana complies with and sustains international safety and security standards at all ports</p> <p>Accelerate the development and implementation of a railway master plan</p> <p>Facilitate the establishment of a new National Air carrier</p> <p>Develop and implement an aviation master plan for Ghana</p> <p>Expand private sector participation in the development and</p>	<p>Management and Administration</p>	<p>General Administration</p> <p>Finance</p> <p>Human Resource</p> <p>Policy Planning, Monitoring And Evaluation</p> <p>Statistics, Research, Information and Public Relations</p>

<ul style="list-style-type: none"> • Inadequate facilities at the existing sea ports • Congestion at the major ports and harbours • Insufficient security and safety at our airports 		<p>management of airport and sea port facilities Improve and expand existing ports infrastructure and accelerate the development of Inland ports</p> <p>Facilitate the establishment of a new deep sea port to serve the economy's development needs including the Oil and Gas industry</p> <p>Maximize access to West African Sub-Region markets and transport networks in line with international standards</p> <p>Introduce an integrated truck staging and management systems</p>		
<ul style="list-style-type: none"> • Geographical disparities in access to transport services • Early deterioration of road network • Inadequate facilities for 	<p>Create and sustain an efficient and effective transport system that meets user needs</p>	<p>Prioritise the maintenance of existing road infrastructure to reduce vehicle operating costs (VOC) and future rehabilitation costs</p> <p>Improve accessibility to key centres of population,</p>	<p>Maritime Education</p>	<p>Capacity-building for the Maritime Industry</p>

<p>PWDs in the transport system</p> <ul style="list-style-type: none"> • Congestion on roads in urban areas • Inadequate facilities for Non-Motorized Transport (NMT) • Ineffective enforcement of regulation for NMT <p>Limited safety and facilities and poor services on inland waterways</p>		<p>production and tourism.</p> <p>Sustain labour-based methods of road construction and maintenance to improve rural roads and maximise employment opportunities</p> <p>Promote road-based mass transport system including accelerated implementation of BRT under the Ghana Urban Transport Project (GUTP)</p> <p>Develop, rehabilitate and modernize the rail-based mass transport system in major urban areas including Accra-Tema, Kumasi-Ejisu, Accra-Nsawam, and Sekondi-Takoradi via Kojokrom</p> <p>Develop, rehabilitate and modernize road access routes to ferry stations</p> <p>Improve River Navigation and Expand river transport capacity</p>		
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		<p>Enforce the laws, regulations and standards for operations on the inland waterways in order to improve services and safety</p> <p>Accelerate the upgrading of Volta Lake ferries, pontoons & landing sites</p> <p>Facilitate the efficient and safe use of Non-Motorised Transport facilities such as bicycle lanes and pedestrian walkways in congested central business districts</p> <p>Promote the implementation of the provisions on transportation under the PWDs Act, 2006 (Act 715)</p> <p>Submit an LI for enforcing transport actions on the PWDs Act 715 2.13 Monitor and evaluate sector performance regularly</p> <p>Established a comprehensive centralized transport statistical data base system to support planning, monitoring,</p>		
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		<p>evaluation, and reporting.</p> <p>Ensure the implementation of a comprehensive and integrated transport policy, governance and institutional frameworks^{2.16} Link the south to the north via the Volta Lake to facilitate the carriage of cargo and passengers haulage of agricultural produce to the south</p>		
<ul style="list-style-type: none"> Poor linkages between land use and transport planning <p>Poor co-ordination and co-operation among relevant institutions</p>	<p>Integrate land use, transport planning, development planning and service provision</p>	<p>Ensure effective implementation of the National Infrastructure Plan</p> <p>Improve consultation mechanisms between Transport Sector MDAs, with NDPC, MLGRD, MMDAs and other Sector Ministries</p> <p>Accelerate the development of National integrated land use and spatial planning Accelerate the implementation of Urban Transport Policy</p>	<p>Railway Transport</p>	<p>Railway Infrastructure Development</p> <p>Railway Safety, Freight and Passenger Management</p> <p>Railway Infrastructure Maintenance</p>

<ul style="list-style-type: none"> Inadequate funding from public sources for construction, maintenance and management for all modes of transport <p>Lack of legal framework for developing PPPs</p>	<p>Create appropriate environment for private sector participation in the delivery of transport infrastructure</p>	<p>Accelerate the enactment of the legal framework for the developing of PPPs</p> <p>Explore PPP options for investment in transport infrastructure and services (single and multi-modal options)</p> <p>Accelerate the implementation of the transport infrastructure component of the Public Investment Program (PIP)</p> <p>Develop appropriate principles of market regulation in the delivery of transport services</p> <p>Improve the capacity of local contractors and consultants</p>	<p>Road Transport Management</p>	<p>Licensing and Registration</p> <p>Road Safety Management</p> <p>Motor Vehicle Technical Training</p>
<ul style="list-style-type: none"> Inadequate evidence-based analysis and comparison of social, environmental and economic impacts of modal solutions Selective application of ESIA to transport 	<p>Ensure sustainable development and management of the transport sector</p>	<p>Improve institutional capacity to carry out SEA of transport sector policies, plans and programmes</p> <p>Ensure that ESIA and health and safety requirements are effectively implemented</p> <p>Develop and enforce safety</p>	<p>Road Transport Service</p>	<p>Metro Mass Transit Transport</p> <p>Inter City STC</p>
			<p>Air Transport Management</p>	<p>Ghana Civil Aviation Authority</p> <p>Ghana Airport Company Limited</p>

<p>infrastructural projects</p> <ul style="list-style-type: none"> • Inadequate attention to health and safety issues at construction sites • Increase in road traffic crashes • Inadequate enforcement of transport regulations • Inadequate response to traffic accidents and poor trauma care facilities 		<p>standards and regulations in provision of transport services</p> <p>Develop standards for boat construction and operations on inland waterways</p> <p>Develop framework for emergency response to handle oil spills and other hazards arising from maritime transport operations</p> <p>Improve road safety management by ensuring safer roads and mobility and safer road users</p> <p>Enhance the capacity for road crashes response including the accelerated establishment of trauma centres along identified sections of the major roads and highways</p> <p>Develop and implement a climate change policy for the transport sector</p>		
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<ul style="list-style-type: none"> • Inadequate personnel with requisite technical skills needed for infrastructure construction and maintenance • Inadequate personnel for the monitoring of policies and programmes • Lack of requisite equipment and technology for operations • Inadequate attention to research into transport operations • Inadequate facilities for maritime and aviation training and education <p>Inadequate facilities for driver training and education</p>	<p>Develop adequate skilled human resource base</p>	<p>Prepare and implement a comprehensive human resource development plan</p> <p>Continue to promote women participation in the transport sector service delivery</p> <p>Improve existing driver training and testing using modern technology</p> <p>Develop a comprehensive research strategy for the transport sector to aid policy formulation, infrastructure design and transport services management</p> <p>Improve Maritime and aviation education and expand facilities for practical training</p> <p>Resource and strengthen existing research departments and units in the transport sector and enhance collaboration with BRRI and other research institutions.</p>	<p>Maritime Transport Management</p>	<p>Ghana Port and Harbour Authority</p> <p>Ghana Shippers Authority</p> <p>Ghana Maritime Authority</p> <p>Volta Lake Transport Company</p>
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	<p>Implement a comprehensive and integrated transport policy, governance and institutional frameworks</p>	<p>Enhance coordination capacity to embrace the wider policy framework</p> <p>Implement existing recommendations for institutional reform and strengthening in the Transport Sector and all modes of transport</p> <p>Expedite the Development of institutional and regulatory arrangements for ensuring the most effective and efficient movement of freight and passengers to, from and within Ghana.</p> <p>Ensure integration of the intermodal facility into the planning and transport development strategy</p>		
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Table: 4.2 INDICATIVE FINANCIAL PLAN 2014-2017

PROGRAMMES	SUB-PROGRAMMES	PROJECTS	LOCATION	TIME FRAME				INDICATIVE BUDGE				IMPLEMENTING AGENCIES	
				2014	2015	2016	2017	GOG	IGF	ABFA	DONOR	LEAD	COLLABORATING
MANAGEMENT & ADMINISTRATION	General administration	Procurement of Vessel Traffic Management Information System	VOLTA LAKE	2,748,631							2,748,631	MOT	GMA
		Construction of ferries	AKOSOMBO	443,506				443,506				MOT	VLT C
		West Africa Transit Facilitate Project	MOT	7,036,574							7,036,574	MOT	MOT, MRH
		CDB T'di Port Expansion	TAKORADI PORT	30,089,468						30,089,468		MOT	GPH A, GSA
MARITIME SERVICES	Maritime Services										MOT	RMU	

		Library/ Admin complex				12,000,0 00		12,000 ,000					
		Laboratory complex Phase II				1,950,00 0			1,950, 000				
		Auditorium- 2000 Seating capacity					8,071,00 5	8,071, 005					
		Laboratory Complex (Phase III & IV)					6,852,00 0	6,852, 000					
		Replacement of Worn-out pipes with PVC						585,00 0		585,000			
		Four-Storey Students' Hostel					5,850,00 0		5,850, 000				
		Training Vessel	TEMA PORT	-	4,000,00	300,00	200,00	1000,0 0					
RAILWAY TRANSPORT	Rail Infrastruct ure Developm ent	Construction of office building											

	Rail Infrastructure maintenance	Accra – Nsawam Suburban Rail Line Project					105,000,000.00					
	Railway Safety, Freight and Passenger Management	Improve safety at level crossings on the Tema - Accra & Achimota Nsawam lines				5,250,000.00		5,250,000.00				
		Maintenance of Suburban Railway Lines			15,459,126.65			15,459,126.65				
		Rehabilitate Asoprochona - Accra & Achimota - Nsawam Suburban line			3,961,016			3,961,016				
		Reconstruct the Western Rail Line by Dec. 2015					8,841,847.00	8,841,847.00				
		Re-Construction of Takoradi-Sekondi Suburban railway lines				309,764,693.87		309,764,693.87				

		Railway master plan				1,527,672.98		1,527,672.98					
		Rehabilitate Asoprochona - Accra & Achimota - Nsawam Suburban line by 2014					15,459,126.65	15,459,126.65					
ROAD TRANSPORT MANAGEMENT	Motor Vehicle Technical Training	Landed Property and Documentation		1,000,000									
		Procurement of Bosch alternator / Starter Test Bench		60,000		140,000		200,000					
		Procurement of Injection Pump Test Bench		70,000			100,000	170,000					
		National Driver's Academy – Procurement of Training Tools and Equipment		100,000			300,200	400,200					

	Licensing and Registration	Construction of Test Grounds		600,000					600,000				
		Construction of Office Buildings		4,400,000					4,400,000				
		Procure Vehicles and Vehicle Testing Equipment			1,000,000				1,000,000				
		Construction of Head Office Building		800,000					800,000				
		Acquisition of lands		1,339,236					1,339,236				
	Road Safety Management	Construction of Office Building (Brong Ahafo Regional Office)				202,000.00		202,000.00					
		Renovation of Official Buildings					100,000.00	100,000.00					
		Refurbishment of Head Office Conference room					120,380.00	120,380.00					

MARITIME TRANSPORT MANAGEMENT	Ghana Port Harbor Authority	Construction of Bulk Cargo Handling Jetty – Tema Port				US\$122 million							
		Reconstruction of Net Mending Wharf – Tema Fishing Hbr		GHC5.5 million									
		Installation of Optical Character Recognition System (OCR), Tema		US\$448,000.00									
		Purchase of Multipurpose Tug Boat & Security Patrol Boat, Tema		Euro 6.9million Euro 2.2million									
		Purchase of Container Handling Equipment, Tema		Euro 6.2million									
		Construction of 130-bed Maritime Hospital Tema			GHC46 million								

		Rehabilitation of Loading Arms at Oil Berth, Tema		Euro 292,784									
		Consultancy Services for Design of Satellite Truck Village, Ashaiman		US\$450,000									
		Tema Port Upgrade and Expansion											
		Master Terminal Software Installation											
		Coastal Fishing Ports and Fish Landing Sites											
		Transit Truck Park (World Bank Project)											
		Re-Modeling of Office Building for Tema Port											

		Head Office											
		Bathymetric and Geotechnical Investigations, Tema											
		Building and delivering of Pilot Launch for the Port of Tema											
		Port Development Services, Takoradi				GHC12 million							
		Construction Works for Takoradi Port Upgrade & Expansion				€197.0million							
		Feasibility Studies for additional facilities at Sekondi F/Hbr				US\$0.3m							
		Accra Shippers' House				US\$14.5 MILLION							

		Takoradi Logistics Platform		US\$ 3 MILLION									
		Boankra Inland Port					US\$ 250 MILLION (1st Phase)						
		Tema Shippers' Centre			US\$ 8 MILLION								
		Tamale Shippers' Centre				US\$ 6 MILLION							
		Warehousing Facility In Buipe					US\$ 35 MILLION						
		Truck Parks/Lay - Bys On Major Transit Routes					US\$ 45 MILLION						
		Freight Park In Aketekiwa , Cape Coast					US\$ 25 MILLION						
	Ghana Maritime Authority	Procurement of Safety Patrol and Rescue											

		Boats											
		Construction of GMA office accommodation											
	PSC TEMA SHIPYAR D	Refurbishment of the Blasting, Fabrication & Assembly Shops											
		Replacement of Electrical equipment and distribution necessary for the performance of the works and Duct Works Transition (DWT) fabrication activities.											
		Grade Shipyard open areas and quayside in accordance with the acceptable standards.											

		Undertake major equipment replacement necessary for the performance of the Works and DWT fabrication activities.											
		Overhaul and upgrade of Electrical start-up equipment and hand tools.											
		Design and Construct new offices (Administration & Engineering/Production).											
		Renovate Warehouse Stores, existing Vehicle & Plant Maintenance shed.											
		Design and Construct new Canteen, Changing/Locker Rooms & Medical Centre.											

		Perimeter Fencing.											
		Renovate existing Offices and Gate House(s)											
	Volta Lake Transport Company	Eastern Corridor Multi-Modal Transport Project											
		Installation of six (6) Main Engines (270kw) Installation of six (6) auxiliary engines (60 kva) – ferries											
		Consultancy Services for preparation of a medium-term Master Plan for Transportation on the Volta Lake and its											

		surrounding regions.											
		Plans for the rapid rehabilitation of Landing Stages and Reception facilities on the Volta Lake											
		Port Infrastructure studies.											
		Three (3) fast Ferries – 50 Seater Ex UK One (1) Passenger/Cargo Ferry Ex Holland											
GHANA ROAD TRANSPORT SERVICES	Metro Mass Transit Limited	Introduction of vehicle tracking system			GH 1,000,000								

		Improvement in fuel monitoring, software use			GH 500,000								
		Electronic ticketing.			GH 1,500,000								
		Computerization of luggage charges and use of luggage scales.			GH 45,000								
		Depot networking – LAN & WAN.											
		Enterprise Resource Planning (ERP).											
		Biometric Time and attendance.											
		CCTV for Takoradi and Tamale.			GH 100,000								
		Development of Aflao bus terminal.				GH 838,200							

		Completion of Tarkwa hub.				GH 508,853							
		Redevelopment of Yendi Hub				GH 350,000							
		Development of Head Office building.					GH 350,000						
		Development of Obuasi Hub & bus terminal.					GH 400,000						
		Development of Hohoe Hub & bus terminal			GH 350,000								
		Development of Techiman Hub & bus terminal				GH 350,000							
		Develop Residential accommodation at Cantonment's and Tamale.					GH 4,384,960						
		Major rehabilitation of Kumasi, Takoradi and Sunyani depot. Fencing of Wa					GH 3,208,218						

		land.											
		Acquisition and development of land at Kasoa for operations.					GH 700,000						
		Redevelopment of Kumasi bus terminal					GH 400,000						
	Inter City STC	Source durable coaches from Europe											
		Establish and Refurbish Training Schools in all Regions of Ghana.											
		Construct and Expand ISTC Valuation Offices and services											

		Expansion and improvement of ISTC Courier services.											
		Creation of Satellite Stations/ Agencies.											
		Implementing online Ticketing and Seat Reservation systems											
		Establish DVLA testing centres in ISTC's Stations											
		Opening of new services within Ghana and other West African countries.											
		Establish an Assembly Plant for the											

		manufacture of buses, coaches and agricultural machinery.											
		Commercialise ISTC's Engineering Workshops across the country.											
AIR TRANSPORT MANAGEMENT	Ghana Civil Aviation Authority	Construction of a Seven-Storey Ghana Civil Aviation Training Academy(GATA) Complex											
		Construction of a State of the Art Air Navigation Service Centre(ANS),											
		Implementation of Wide Area Multilateration											

	Ghana Airport Company Limited	Phase 3 Project (KIA)			\$280m								
		Supply & Installation of Baggage Handling & Screening systems(KIA)			\$5.3m								
		Construction of Southern Apron(KIA)											
		Rehabilitation and extension of Runway and the installation of Airfield Lighting System (Kumasi Airport)				US\$17.75m							
		Upgrading and extension of Runway and Passenger Apron including installation of Airfield Ground				\$100m							

		Lighting System (Tamale Airport)												
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CHAPTER FIVE

- Annual Action Plan of MDA

This chapter looks at the annual action plan of the sector with budget, for implementation in the 2014 fiscal year. This was developed in line with the budget guidelines provided by the Ministry of Finance to ensure programme continuity.

Table: 5.1 MOT GOODS & SERVICE

LISTING OF PROGRAMMES AND SUB-PROGRAMMES BY DEPARTMENT, AGENCY AND COST CENTRE																			
ITEM 2 (Goods and Services) - GOG																			
MDA: Ministry of Transport																			
Dept/Agency:																			
Division:																			
			APPROPRIATION	RELATED CASH REQUIREMENTS AND BREAK DOWN BY MONTH															
			Total cost Amount (Ghc)	FIRST QUARTER				SECOND QUARTER				THIRD QUARTER				FOURTH QUARTER			
		ITEM 3 TOTAL		JAN.	FEB.	MAR.	TOTAL	APR.	MAY	JUNE	TOTAL	JUL.	AUG.	SEP.	TOTAL	OCT.	NOV.	DEC.	TOTAL
POLICY OBJECTIVE I																			
PROGRAMME			ESTABLISH GHANA AS A TRANSPORTATION HUB																
Sub-programme			MANAGEMENT AND ADMINISTRATION																
Sub-programme			general administration				-				-				-			-	
	Project -	Vessel Traffic Management and Information System	687,014.00			687,014.00	687,014.00												
	0002	WATFP	1,759,144.00			1,759,144.00	1,759,144.00												
	Project -																		
	Project -																		
	0004																		
	PROJECT -																		
	0005																		
	Project -																		
	0005																		

	Sub-programme 4																	
	Project -	organize air expo in accra by october 31, 2014	10,000.00						10,000.00		10,000.00							
	0001																	
	Project -	hold bilateral air service negotiations with trading partners and sign initialed BASAs	5,000.00			2000	2,000			1,500	1,500			1,500	1,500			
	0002																	
	Project -																	
	0003																	
	Project -																	
	0004																	

	0003																	
	0004																	
	0005																	
	Sub-program	Policy, Planning Budgeting Monitoring, Evaluation																
	0001	projects	30,000.00		10,000.00	10,000.00			10,000.00	10,000.00			10,000.00	10,000.00				
	0002	Transport Planning Group Meeting	5,000.00						2,500	2,500			2,500.00	2,500				
	0003	PJC Meetings	15,000.00		5000	5000			5000	5000			5000	5000				
	0004																	
	0005																	

	Sub-programme	Relations																	
	0001	develop Data Base for Transport sector indicators	20,000.00					20,000.00			20,000.00								
	0002																		
	0003																		
	0004																		
	0005																		
	POLICY OBJECTIVE V		Integrated policy governance and institutional																
	PROGRAMME		Management and Administration																
	Sub-programme	General Administration																	
	0001	Management Meetings	30,000.00	2500	2500	2500	7,500	2500	2500	2500	7,500	2500	2500	2500	7,500	2500	2500	2500	7,500
	0002	Undertake audit monitoring visits	10,000.00		4,000.00		4,000		3,000		3,000		3,000		3,000		3,000		3,000
	0003	Review Board Meeting	90,000.00			22,500	22,500			22,500	22,500			22,500	22,500			22,500	22,500
	0004	hold four entity tender committee meetings	20,000.00			5,000	5,000			5,000	5,000			5,000	5,000			5,000	5,000
	0005	Hold Audit Report Implementation Committee meetings	25,000.00			6,250	6,250			6,250	6,250			6,250	6,250			6,250	6,250
	0006	Budget Meetings	200,000.00							100,000.00	100,000			100,000.00	100,000				
	0002	Administrative Support	903,592.00	120,478.93	120,478.93	120,478.93	361,437	75,299.33	75,299.33	75,299.33	225,898.00	75,299.33	75,299.33	75,299.33	225,898	30,119.73	30,119.73	30,119.73	90,359
	0003	Administrative Workshops	84,000.00	11,200	11,200	11,200	33,600	7,000	7,000	7,000	21,000	7,000	7,000	7,000	21,000	2,800	2,800	2,800	8,400
	0004	other expenses	32,500.00	4,333	4,333	4,333	13,000	2,708.33	2,708.33	2,708.33	8,125	2,708.33	2,708.33	2,708.33	8,125	1,083.33	1,083.33	1,083.33	3,250
	0005																		
	Sub-programme	Finance																	
	0001	Reconciliation of Agencies Accounts	10,000.00		4,000.00		4,000		3,000		3,000			3,000	3,000				
	0002	Preparation of financial report	20,000.00											20,000.00	20,000.00				
	0003																		
	0004																		
	0005																		
	Sub-programme	Human Resource Development																	
	0001	organize staff durbar	20,000.00	5,000.00			5,000.00	5,000.00			5,000.00	5,000.00			5,000.00	5,000.00			5,000.00
	0002																		
	0003																		
	0004																		
	0005																		
	Sub-programme	Policy, Planning Budgeting Monitoring, Evaluation																	
	0001	Hold Sector Mid Year review Conference	60,000.00					60,000.00			60,000.00								
	0002	Authority	25,000.00							25,000.00	25,000.00								
	0003																		
	0004																		
	0005																		
	Sub-programme	Relations																	
	0001	Participate in Annual Policy Fair	40,000.00										40,000.00		40,000.00				
	0002	Participate in Annual Meet-the-Press	20,000.00						20,000.00		20,000.00								
	0003	Press Soiree	15,000.00						15,000.00		15,000.00								
	0004	Quarterly Safety Walk	5,000.00			2,000	2,000			1,500	1,500			1,500	1,500				
	0005	Publicity and Media Coverage Events	50,000.00			15,000	15,000			15,000	15,000			15,000	15,000			5,000	5,000
	0005	Road Safety Campaign (Easter and Christmas)	100,000.00		50,000		50,000									50,000			50,000

Table 5.2 MOT ASSET

MDA: Ministry of Transport																		
Dept/Agency:																		
Division:																		
ITEM3	ASSETS EXPENSES	APPROPRIATION Total cost Amount (Gh.¢)	RELATED CASH REQUIREMENTS AND BREAK DOWN BY MONTH															
			FIRST QUARTER				SECOND QUARTER				THIRD QUARTER				FOURTH QUARTER			
			JAN.	FEB.	MAR.	TOTAL	APR.	MAY	JUNE	TOTAL	JUL.	AUG.	SEP.	TOTAL	OCT.	NOV.	DEC.	TOTAL
CONSTRUCTION WORKS		-																
Sub-programme 1 General Administration		-																
Project - 0001	construction of ferries	443,506.00					443,506.00	443,506.00										
Project - 0002	rehabilitation of residential	200,000.00					200,000.00	200,000.00										
Project - 0003	construction of mechanised	15,000.00							15,000.00	15,000.00								
Project - 0004	CDB-western corridor infrastructure project	30,089,468.00	30,089,468.00				30,089,468.00											
Project - 0005																		
Sub-programme 2		-																
Project - 0001																		
Project - 0002																		
Project - 0003																		
Project - 0004																		
Project - 0005																		
Sub-programme 3		-																
Project - 0001																		
Project - 0002																		
Project - 0003																		
Project - 0004																		
Project - 0005																		
PROPERTY PURCHASES																		
Sub-programme 1																		
Project - 0001																		
Project - 0002																		
Project - 0003																		
Project - 0004																		
Project - 0005																		
Sub-programme 2																		
Project - 0001																		
Project - 0002																		
Project - 0003																		
Project - 0004																		
Project - 0005																		
Sub-programme 3 General Administration																		
Project - 0001	acquisition of motor vehicles	300,000.00							300,000.00	300,000.00								
Project - 0002	acquisition of office equipment	83,500.00							83,500.00	83,500.00								
Project - 0003	procure and install solar panels	352,995.00							352,995.00	352,995.00								
Project - 0004	vessel traffic management information system(VTMS)	2,748,057.00	2,748,057.00				2,748,057.00											
Project - 0005	west africa trade transit facilitation project (WATTFP)	7,036,574.00	7,036,574.00				7,036,574.00											

Table 5.3 GRDA GOODS & SERVICE

MDA		MINISTRY OF TRANSPORT																
DEPT/AGENCY		GHANA RAILWAY DEVELOPMENT AUTHORITY																
DIVISION		GENERAL ADMINISTRATION																
		APPROPRIATION	RELATED CASH REQUIREMENTS AND BREAK DOWN BY MONTH															
		Total Cost	FIRST QUARTER				SECOND QUARTER				THIRD QUARTER				FOURTH QUARTER			
ITEM 2 (GOODS & SERVICES) GOG		Amount (GHS)	JAN.	FEB.	MAR	TOTAL	APR.	MAY	JUN	TOTAL	JUL.	AUG.	SEP.	TOTAL	OCT	NOV.	DEC.	TOTAL
POLICY OBJECTIVE 1																		
PROGRAMME	043003																	
Sub-programme 1																		
Project 0001	Materials & Consumable	30,000		10,000		10,000	10,000			10,000	10,000			10,000				0
Project 0002	Utilities	50,000		10,000	5,000	15,000	5,000	5,000	5,000	15,000	5,000	5,000	5,000	15,000	5,000			5,000
Project 0003	Armed Guard & security	30,000		5,000	2,500	7,500	2,500	2,500	2,500	7,500	2,500	2,500	2,500	7,500	2,500	2,500	2,500	7,500
Project 0004	Rent of Office Accommodation	50,000		30,000		30,000	20,000			20,000				0				0
Project 0005	Running Cost Official Vehicles	40,000		15,000		15,000	10,000			10,000	10,000			10,000	5,000			5,000
Project 0007	Other Travel & Transport	40,000		10,000	5,000	15,000	5,000		5,000	10,000	5,000		5,000	10,000		5,000		5,000
Project 0008	Repairs & Maintenance	34,183		10,000		10,000	10,000			10,000	10,000			10,000	4,183			4,183
Project 0009	Board Fees	185,400		30,900	15,450	46,350	15,450	15,450	15,450	46,350	15,450	15,450	15,450	46,350	15,450	15,450	15,450	46,350
Project 0010	Bank Charges	20,000		5,000		5,000	5,000			5,000	5,000			5,000	5,000			5,000
Project 0011	Insurance	40,000		10,000		10,000	15,000		10,000	25,000				0		5,000		5,000
Project 0012	Feasibility Study on Tram	1,000,000			500,000	500,000				0	500,000			500,000				0
TOTAL		1,519,583	0	135,900	527,950	663,850	97,950	22,950	37,950	158,850	562,950	22,950	27,950	613,850	37,133	27,950	17,950	83,033

NB: The Tram is not a priority and will be replaced by Inventory of Assets & liabilities, capacity building and other activities

Table: 5.4 GRDA ASSET

GHANA RAILWAY DEVELOPMENT AUTHORITY																		
LISTING OF PROGRAMMES BY DEPARTMENT, AGENCY AND COST CENTRE																		
ITEM 3 (ASSETS) - GOG																		
MDA	MINISTRY OF TRANSPORT																	
DEPT/AGENCY	GHANA RAILWAY DEVELOPMENT AUTHORITY																	
DIVISION	GENERAL ADMINISTRATION																	
ITEM 3	ASSETS EXPENSES	APPROPRIATION	RELATED CASH REQUIREMENTS AND BREAK DOWN BY MONTH															
		Total Cost Amount (GHS)	FIRST QUARTER				SECOND QUARTER				THIRD QUARTER			FOURTH QUARTER				
TOTAL			JAN.	FEB.	MAR.	TOTAL	APR.	MAY	JUN	TOTAL	JUL.	AUG.	SEP.	TOTAL	OCT	NOV.	DEC.	TOTAL
POLICY OBJECTIVE 1																		
PROGRAMME	043003																	
Sub-programme 1	Railway Infrastructure Development																	
Project 0001	Rehabilitate tema-Japan Motors Rail Line	1,033,693	1,033,693				1,033,693											0
Project 0002	Rehabilitate railway stations on the Accra-Tama Rail Line	3,961,016	3,961,016				3,961,016											0
Project 0003	Construct 3 Suburban railway lines	4,550,000		4,550,000			4,550,000											0
Project 0004	Railway Master Plan	805,856	100,000	705,856			805,856											0
Project 0005	Preparatory works on Western Line	50,000		50,000			50,000											0
Project 0007							0											0
Project 0008	Acquire vehicles	400,000			250,000		250,000		150,000									0
Project 0009	Acquire Plant & Equipment	140,000			40,000		40,000		100,000									0
TOTAL		10,940,565	5,094,709	5,305,856	290,000	10,690,565	0	250,000	0	250,000	0	0	0	0	0	0	0	0
Sub-programme 2	Railway Safety, Freight & Passenger Mgt																	
Project 0001	Computer & Accessories	220,000		50,000			50,000		120,000					50,000				0
Project 0002	Routine Maintenance of Rail Lines	1,000,000		500,000			500,000	500,000						500,000				0
Project 0003	Acquire Furniture & Fixtures	50,000		50,000			50,000							0				0
Project 0004	Rehabilitate Residential Buildings	200,000			100,000		100,000			100,000				100,000				0
TOTAL		1,470,000	0	600,000	100,000	100,000	700,000	500,000	120,000	100,000	720,000	50,000	0	0	50,000	0	0	0
GRAND TOTAL		12,410,565	5,094,709	5,905,856	390,000	11,390,565	500,000	370,000	100,000	970,000	50,000	0	0	50,000	0	0	0	0

LISTING OF PROGRAMMES AND SUB-PROGRAMMES BY DEPARTMENT, AGENCY AND COST CENTRE																				
ITEM 3 (Assets) - GOG																				
MDA:		MINISTRY OF TRANSPORT																		
Dept/Agency:		REGIONAL MARITIME UNIVERSITY																		
Division:																				
		APPROPRIATION																		
		RELATED CASH REQUIREMENTS AND BREAK DOWN BY MONTH																		
ITEM 3		ASSETS EXPENSES	Total cost Amount (Gh.¢)	FIRST QUARTER				SECOND QUARTER				THIRD QUARTER				FOURTH QUARTER				
TOTAL				JAN.	FEB.	MAR.	TOTAL	APR.	MAY	JUNE	TOTAL	JUL.	AUG.	SEP.	TOTAL	OCT.	NOV.	DEC.	TOTAL	
CONSTRUCTION WORKS		Maritime Education	2,000,000																	
		Sub-programme 1	2,000,000				-				-				-					-
		Project - 0001	completion of phase 1 of the Auditorium complex by Dec.2013 2,000,000						2,000,000		2,000,000									
		Project - 0002																		
		Project - 0003																		
		Project - 0004																		
		Project - 0005																		

Table 5.5 RMU ASSET

Dept/Agency:	Government technical Training Centre																		
Division:																			
	ITEM 3	ASSETS EX	APPROPRIATION	RELATED CASH REQUIREMENTS AND BREAK DOWN BY MONTH															
	TOTAL	Total cost Amou		FIRST QUARTER			SECOND QUARTER			THIRD QUARTER			FOURTH QUARTER						
				JAN.	FEB.	MAR.	TOTAL	APR.	MAY	JUNE	TOTAL	JUL.	AUG.	SEP.	TOTAL	OCT.	NOV.	DEC.	TOTAL
CONSTRUCTION WORKS																			
	Sub-programme 1	Road Transport Management					0				0				0				0
		Project - 0001																	
		Project - 0002																	
		Project - 0003																	
		Project - 0004																	
		Project - 0005																	
	Sub-programme 2		0				0				0				0				0
		Project - 0001																	
		Project - 0002																	
		Project - 0003																	
		Project - 0004																	
		Project - 0005																	
	Sub-programme 3		0				0				0				0				0
		Project - 0001																	
		Project - 0002																	
		Project - 0003																	
		Project - 0004																	
		Project - 0005																	
	Sub-programme 4																		
		Project - 0001																	
		Project - 0002																	
		Project - 0003																	
		Project - 0004																	
		Project - 0005																	
	Sub-programme 5																		
		Project - 0001																	
		Project - 0002																	
		Project - 0003																	
		Project - 0004																	
		Project - 0005																	
PROPERTY PURCHASES																			
	Sub-programme 1																		
		Project - 0001																	
		Project - 0002																	
		Project - 0003					0				0				0				0
		Project - 0004																	
		Project - 0005																	
	Sub-programme 2																		
		Project - 0001																	
		Project - 0002																	
		Project - 0003					0				0				0				0
		Project - 0004																	
		Project - 0005																	
	Sub-programme 4	Motor Vehicle Tec. Training																	
		Project - 0 Procurement	60,000.00				60,000.00												
		Project - 0 Purchase d	990,000							990,000	990,000								
		Project - 0 Procurement	70,000				70,000								0				0
		Project - 0 Acquisition	100,000.00				100,000.00												
		Project - 0005																	

Table: 5.7 GTTC ASSET

LISTING OF PROGRAMMES AND SUB-PROGRAMMES BY DEPARTMENT, AGENCY AND COST CENTRE																		
ITEM 2 (Goods and Services) - GOG																		
MDA: MINISTRY OF TRANSPORT																		
Dept/Agency: NATIONAL ROAD SAFETY COMMISSION																		
Division:																		
ITEM 3	GOODS & SERVICE ACTIVITIES EXPENSES	APPROPRIATION Total cost Amount (Gh.¢)	RELATED CASH REQUIREMENTS AND BREAK DOWN BY MONTH															
			FIRST QUARTER				SECOND QUARTER				THIRD QUARTER				FOURTH QUARTER			
TOTAL			JAN.	FEB.	MAR.	TOTAL	APR.	MAY	JUNE	TOTAL	JUL.	AUG.	SEP.	TOTAL	OCT.	NOV.	DEC.	TOTAL
POLICY OBJECTIVE I	Create a vibrant investment and performance-base management environment that maximise benefits for public and private sector investors.	30,000																
PROGRAMME	Road Transport Management																	
Sub-programme 1		-																
Project - 0001																		
Project - 0002																		
Project - 0003																		
Project - 0004																		
Project - 0005																		
Sub-programme 2	Road Safety Management	30,000																
Project - 0001	Airing of pre-produced safety messages on radio.	20,000					10,000.00			10,000.00	10,000.00							
Project - 0002	Printing and distribution on road safety materials.	10,000						5,000.00		5,000.00		5,000.00						
Project - 0003																		
Project - 0004																		
Project - 0005																		
Sub-programme 3		-																
Project - 0001																		
Project - 0002																		
Project - 0003																		
Project - 0004																		
Project - 0005																		
POLICY OBJECTIVE II	Develop and implement comprehensive and integrated policy, governance and institutional frameworks	47,831																
PROGRAMME	Road Transport Management																	
Sub-programme 1		-																
Project - 0001																		
Project - 0002																		
Project - 0003																		
Project - 0004																		
Project - 0005																		
Sub-programme 2	Road Safety Management	47,831																
Project - 0001	Utilities	16,000	1,500.00	1,000.00	1,500.00	4,000.00	1,500.00	1,000.00	1,500.00	4,000.00	1,500.00	1,000.00	1,500.00	4,000.00	1,500.00	1,000.00	1,500.00	4,000.00
Project - 0002	Travel & Transport	21,831				6,831.00		5,000.00		5,000.00		10,000.00		10,000.00				
Project - 0003	Charges & fees	10,000							10,000	10,000	1,500	11,000.00	1,500.00	14,000				
Project - 0004																		
Project - 0005																		
Sub-programme 3		-																
Project - 0001																		
Project - 0002																		
Project - 0003																		
Project - 0004																		
Project - 0005																		
POLICY OBJECTIVE II	Ensure sustainable development in the transport sector.	20,000																
PROGRAMME	Road Transport Management																	
Sub-programme 1		-																
Project - 0001																		
Project - 0002																		
Project - 0003																		
Project - 0004																		
Project - 0005																		
Sub-programme 2	Road Safety Management	20,000																
Project - 0001	Seminars and workshop organised by Dec 31,2014	20,000				10,000.00	10,000		10,000	10,000								
Project - 0002																		
Project - 0003																		

Table 5.8 NRSC GOODS & SERVICE

LISTING OF PROGRAMMES AND SUB-PROGRAMMES BY DEPARTMENT, AGENCY AND COST CENTRE																			
ITEM 3 (Assets) - GOG																			
MDA:		MINISTRY OF TRANSPORT																	
Dept/Agency:		NATIONAL ROAD SAFETY																	
Division:																			
		APPROPRIATION	RELATED CASH REQUIREMENTS AND BREAK DOWN BY MONTH																
ITEM 3	ASSETS EXPENSES	Total cost Amount (Gh.¢)	FIRST QUARTER				SECOND QUARTER				THIRD QUARTER				FOURTH QUARTER				
TOTAL			JAN.	FEB.	MAR.	TOTAL	APR.	MAY	JUNE	TOTAL	JUL.	AUG.	SEP.	TOTAL	OCT.	NOV.	DEC.	TOTAL	
CONSTRUCTION WORKS	Road Transport management	110,000																	
	Sub-programme 1	-				-				-				-					-
	Project - 0001																		
	Project - 0002																		
	Project - 0003																		
	Project - 0004																		
	Project - 0005																		
	Sub-programme 2	Road Safety Management	110,000				-			-				-					-
	Project - 0001																		
	Project - 0002																		
	Project - 0003																		
	Project - 0004																		
	Project - 0005	Renovation of office Building	50,000	5000															
	Project - 0006	Purchase of Office furniture	60,000		6000														
	Sub-programme 3		-			-				-				-					-
	Project - 0001																		
	Project - 0002																		
	Project - 0003																		
	Project - 0004																		

Table 5.9 NRSC ASSET

LISTING OF PROGRAMMES AND SUB-PROGRAMMES BY DEPARTMENT, AGENCY AND COST CENTRE																			
ITEM 2 (Goods and Services) - GOG																			
MDA:																			
Dept/Agency:																			
Division:																			
		APPROPRIATION	RELATED CASH REQUIREMENTS AND BREAK DOWN BY MONTH																
ITEM 3	GOODS & SERVICE ACTIVITIES EXPENSES	Total cost Amount (Gh.¢)	FIRST QUARTER				SECOND QUARTER				THIRD QUARTER				FOURTH QUARTER				
TOTAL			JAN.	FEB.	MAR.	TOTAL	APR.	MAY	JUNE	TOTAL	JUL.	AUG.	SEP.	TOTAL	OCT.	NOV.	DEC.	TOTAL	
POLICY OBJECTIVE 5	develop and implement comprehensive and	-																	
PROGRAMME	Road Transport Management																		
Sub-programme 1	Registration and Licensing																		
Project - 0001	utilities	643,298	53608.16	53608.16	53608.16	160,824	53608.16	53608.16	53608.16	160,824	53608.16	53608.16	53608.16	160,824	53608.16	53608.16	53608.16	160,824	
Project - 0002	travel and transport	691,705	57,642.08	57,642.08	57,642.08	172,926	57,642.08	57,642.08	57,642.08	172,926	57,642.08	57,642.08	57,642.08	172,926	57,642.08	57,642.08	57,642.08	172,926	
Project - 0003	repairs & maintenance	240,257	20,021.42	20,021.42	20,021.42	60,064	20,021.42	20,021.42	20,021.42	60,064	20,021.42	20,021.42	20,021.42	60,064	20,021.42	20,021.42	20,021.42	60,064	
Project - 0004	general cleansing	195,469	16,289	16,289	16,289	48,867	16,289	16,289	16,289	48,867	16,289	16,289	16,289	48,867	16,289	16,289	16,289	48,867	
Project - 0005	office consumables	2,880	240	240	240	720	240	240	240	720	240	240	240	720	240	240	240	720	
Project - 0006	general expenses	275,316	22,943	22,943	22,943	68,829	22,943	22,943	22,943	68,829	22,943	22,943	22,943	68,829	22,943	22,943	22,943	68,829	
Project - 0007	printing and publication	3,500,079	291,673.25	291,673.25	291,673.25	875,020	291,673.25	291,673.25	291,673.25	875,020	291,673.25	291,673.25	291,673.25	875,020	291,673.25	291,673.25	291,673.25	875,020	
Project - 0008	rentals	1,000			250.00	250			250.00	250			250.00	250			250.00	250	
Sub-programme 2																			
Project - 0001	charges and fees (grants to employees)	210,000			100,000	100,000			110,000	110,000									
Project - 0002	general expenses (insurance & compensation)	240,000	20,000	20,000	20,000	60,000	20,000	20,000	20,000	60,000	20,000	20,000	20,000	60,000	20,000	20,000	20,000	60,000	
Project - 0003																			
POLICY OBJECTIVE 6																			
PROGRAMME	Road Transport Management																		
Sub-programme 1	Registration and Licensing																		
Project - 0001	public and education	40,000			40,000	40,000													
Project - 0002																			
Project - 0003																			
POLICY OBJECTIVE 7																			
PROGRAMME	Road Transport Management																		
Sub-programme 1	Registration and Licensing																		
Sub-programme 1	staff development	208,120							208,120	208,120									
Project - 0001																			
Project - 0002																			
Project - 0003																			
Project - 0004																			
Project - 0005																			

Table 5.10 DVLA GOODS & SERVICE

LISTING OF PROGRAMMES AND SUB-PROGRAMMES BY DEPARTMENT, AGENCY AND COST CENTRE																			
ITEM 3 (Assets) - GOG																			
MDA:																			
Dept/Agency:																			
Division:																			
		APPROPRIATION	RELATED CASH REQUIREMENTS AND BREAK DOWN BY MONTH																
ITEM 3		ASSETS EXPENSES	Total cost Amount (Gh.¢)	FIRST QUARTER				SECOND QUARTER				THRD QUARTER				FOURTH QUARTER			
TOTAL				JAN.	FEB.	MAR.	TOTAL	APR.	MAY	JUNE	TOTAL	JUL.	AUG.	SEP.	TOTAL	OCT.	NOV.	DEC.	TOTAL
CONSTRUCTION WORKS			#REF!																
Sub-programme 1		Registration and Licensing					-				-				-				-
Project - 0001		yendi by 31 dec.2014	1,339,236.00					1,339,236.00			1,339,236.00								
Project - 0002		construction of office extension	800,000.00				-		800,000.00		800,000.00								
Project - 0003		undertake office renovation	1,880,000.00			1,880,000.00	1,880,000.00												
Project - 0004		construction of office buildings in obuasi and tarkva	4,400,000.00											4,400,000.00	4,400,000.00				
Project - 0005																			
PROPERTY PURCHASES																			
Sub-programme 1		Registration and Licensing																	
Project - 0001		procure office equipment	316,500.00							316,500.00	316,500.00								
Project - 0002		undertake test bay development projects	600,000.00					600,000.00			600,000.00								
Project - 0003																			
Project - 0004																			
Project - 0005																			

Table 5.11 DVLA ASSETS

CHAPTER SIX

MONITORING AND EVALUATION PLAN

6.1 IDENTIFICATION AND ANALYSIS OF STAKEHOLDER

An initial M&E activity of the PPMED is to identify and classify all the stakeholders who have interest in creating an integrated, modally complimentary cost effective, safe, secure and sustainable and seamless transportation system responsible to the needs of society, supporting growth and poverty reduction and capable of establishing Ghana as a transportation hub of West Africa.

6.1.1 Purpose of PM&E

The purpose of the PM&E is to build the capacity of decentralized agencies to track the progress of their own development. Data will be collected on the progress of activities so that the decentralized agencies can make their own decisions about:

- ❖ What is working well;
- ❖ What is not working well; and
- ❖ How to proceed

The importance of the PM&E is for learning, transparency, accountability and improved decision making in the design, during and after implementation of an intervention. The PPME will conduct the PM&E as a continuous process and not a one- time event. The M&E in collaboration with its decentralized agencies will work together to come up with indicators that stakeholders can monitor on a regular basis to demonstrate accountability and transparency. The PPME will adopt the following PM&E methods

- ❖ Participatory Rural Appraisal (PRA)
- ❖ Citizen Report Card
- ❖ Community Score Card

6.1.2 STAKEHOLDERS ANALYSIS

The Ministry as a sector identified and classified all organizations, institutions, associations and groups of people with interest in the development of transport programmes and projects that will result in overall achievement of the MDGs and attainment of a middle income status as a nation. It is believed that, the process of identification and the eventual participation of all the stakeholders will finally lead to a sustained capacity building, dissemination and demand for M&E results.

The Ministry's SMTDP seeks to provide planning and development agenda in the area of: -

- ✓ The underlying policies of transport.
- ✓ The broad strategic plan in which those policies are transformed into action.
- ✓ The specific action plan, which will ensure that, realities on the ground were directed towards achieving the set goals and objectives.

MONITORING INDICATORS AND TARGETS

One of the critical measures the Ministry took into consideration in preparing the M&E Plan was to define the most appropriate indicators for the transport sector, setting realistic targets that are achievable within the plan period but which directly relate to the NMTDP goals and objectives.

The national and sector specific indicators were also:-

- i. Categorized into input, output, outcome or impact indicators,
- ii. Have information on how it will be measured and by whom,
- iii. Indicate the frequency of monitoring,
- iv. Have targets for the SMTDP implementation period,
- v. Have baselines (they should be established where they do not exist),
- vi. Have targets of what can be achieved by 2013 as well as annual targets.

The Ministry aims to create an integrated, modally complimentary, cost effective, safe, secure, sustainable and seamless transportation system responsive to the needs of society, supporting growth and poverty reduction and capable of establishing Ghana as a transportation hub of West Africa.

In this regard, various mechanisms were used to monitor the performance of the sector using these indicators;

- Flights to and from ECOWAS countries as percentage of total flights
- Total air freight and number of air traffic passengers
- Annual transport statistics for each transport mode.
- Passenger traffic and goods traffic by railways (Passenger traffic in 1000 passengers/km, Goods traffic 1000 tonnes/km)
- Maritime traffic: Goods loaded and unloaded (in 1000 tonne

MONITORING AND EVALUATION CALENDAR (WORK PLAN)

It is important to point out that, one other vital component of the Ministry's M&E Plan is the Annual M&E Calendar or Work Plan. It was developed through a participatory process featuring the actors, frequency of activity, the time frame and a budget relating to each activity.

DATA COLLECTION, VALIDATION AND COLLATION

Data on Programmes and Projects

The PPME and the RSIM Directorates do not have a data base system to store all the projects, programmes and policies the Ministry is embarking on for monitoring and evaluation. The PPME and the RSIM Directorates is in the process of installing data base software to compile a register all ongoing programmes and projects in the sector. All programmes and projects undertaken under the auspices of the sector, including those supported by Donor Partners and NGOs will be stored in the data base. This data base shall be regularly updated with details on each activity such as start-time, costs, location, and source of funding, expected completion date, status of project, etc. as indicated in the table below. To a large extent, the data shall also indicate the contributions that programmes and projects are making toward the achievement of the goal and objectives of the SMTDP. The data collection process that will be used by the Ministry will include;

- Agencies mailing its quarterly reports to the Ministry
- Field survey i.e. observational survey

- Interviewing Agencies

Data Validation

It is important to review all the primary and secondary data collected with the Ministry's stakeholders before collation. A data validation workshop will be organized to ensure that, the data is devoid of mistakes and discrepancies.

M&E Information System

The Ministry is also in the process of establishing a well functioning information Technology (IT-based) to facilitate data collection, processing, analysis and storage as well as retrieval for timely and accurate policy planning for SMTDP implementation and decision making. The Ministry will organize a workshop for the training of M&E staff on Ghana Info database system to facilitate data collection, analysis and presentation.

6.8 DATA ANALYSIS

It is the responsibility of PPME to collate all primary and secondary data to analyse and report to NDPC and other stakeholders. M&E data collated will only becomes useful when analysed and interpreted to highlight thematic areas of concern and to identify interventions for development in the transport sector.

The data will be analysed to explain the results being produced by each project. Data analysis will further demonstrate how the sector is performing with regards to all the indicators (core and sector specific) and the critical areas of concern for the general public. Each indicator will be examined and the appropriate action taken to address the findings. The basis for the analysis is to report on the progress and retreat of each indicator towards meeting the goal, objectives and targets of the SMTDP and NMTDP.

6.9 REPORTING

After each monitoring exercise, the PPME will inform the Ministry and its stakeholders of the key observations and findings. The decentralised agencies collecting data at the sector level will also brief the Minister, Stakeholders and other donor agencies on the progress of work, observations and gaps identified. This will allow all stakeholders to take the necessary actions that require redress before the next monitoring

exercise. The PPMED will include its findings, observation and actions in its Quarterly and Annual Progress Reports to stakeholders. The APR will sum up all the M&E activities in the year.

CHAPTER SEVEN

7.0 COMMUNICATION PLAN

7.1 DISSEMINATION

The absence of a communication strategy or plan for the Ministry of Transport has resulted in situations in which the Ministry and its Agencies are occasionally prompted to either react or explain some concerns raised by the public, such as road accidents, non-road worthy vehicles, Lake transport accidents, high air fares, poor rail transport services and efficient public transport services.

This “fire fighting” approach in public relations provides opportunities for the media to set the agenda for the Ministry, with the Ministry reacting in “hot pursuit”.

It has become imperative for the Ministry and its Agencies to fashion out concrete programmes to create public awareness on the activities of the sector so as to engender the needed support and appreciation on the opportunities, potentials, constraints and challenges as the sector implements the SMTDP (2014 – 2017).

Objectives

The communication strategy would, among others:

- Disseminate sector policies, programmes, projects and progress reports to create awareness /inform stakeholders
- Promote dialogue and generate feedback on the performance of the Ministry
- Promote access and manage expectations of the public concerning the services of the Ministry and its Agencies

Media Strategy

For effective dissemination and awareness creation of the Ministry’s policies, programmes, projects and progress, all available and affordable media platforms would be utilized. These would include Internet, Ministerial Meet-the-Press sessions, sector review sessions Radio, Television, Newspapers, magazines, special features/articles by experts as well as **audio-visual documentaries**, newsletters, flyers etc.

Audio-Visual Documentaries

The production of Audio-visual documentary and educational materials on activities of the Ministry for 2014-2017 would be done in collaboration with all agencies. A Committee, made up of representatives of all the Agencies, would be set up to prepare materials for dissemination to the public through audio-visual means. Such audio-visual documentaries will provide the platform for the Ministry and its Agencies to project and promote some of the major achievements and challenges of the road transport industry.

Special Radio/Television Programmes

Specific radio and television programmes both in English and Ghanaian languages such as Adult education on Radio Ghana as well as GTV Breakfast Show; “Agenda” on TV3, , “Front Page” on Joy FM ; and other talk shows on Joy FM and others would be identified and used for targeted audience.

All the Agencies would also appear on specific radio and television programmes to inform and educate the public on their activities and answer questions and matters arising thereof.

Besides these planned weekly public education programmes on Radio and Television, the Ministry and its Agencies would appear on media platform (radio or TV) to address any emergency or unexpected issue that might ensue in the course of the year.

Facility Visits

Agencies, under the Ministry’s would be encouraged to organize facility visits for media personnel to project sites so as to avail the media the right information to enable them make informed commentary or review the project and the sector.

Such visits would also provide the Agencies opportunities to explain policies, programmes or projects being undertaken and demystify some technicalities and processes associated with transport infrastructure and services.

Workshop/Seminars

Special workshops and seminars would also be organized for media practitioners, as and when the need arises. Resource Persons at such workshops could explain peculiar engineering and project management issues to the media for dissemination to the public. The Ministry would also use such fora to present its programmes, achievements and challenges over the period to the general public.

The Ministry would continue to participate in the “Meet the Press Series”, organized by the Ministry of Information, to provide a broad overview of the government’s transport sector policy and programmes to the general public.

Publication of Quarterly Newsletter

This will provide relevant and reliable information on policy decisions or directions, investment opportunities, research and any important event in the transport sector to the general public.

Feedback Mechanism

The Ministry will also institutionalize a feedback system that will enable it receive feedback or comments, from the public, on the performance of the sector. Such feedback arrangement would provide an invaluable tool in assisting the Ministry fashion out policies and programmes to meet the expectations of the general public.

The Ministry’s website would be revamped to provide vital information to the public and receive feedback from the public, as well.

7.2 EVALUATION

The PPME will conduct a Mid-term and terminal evaluations of the SMTDP to assess the performance of each project when completed to ascertain if the intervention has achieved its original objectives and assess the overall changes caused by the intervention. The PPME will further examine the relevance of the development effectiveness of all projects with reference to NMTDP. These evaluations will improve decision making and provide insights for effective programme design and implementation. The type of evaluation that will be conducted by the PPME will be Timing of the Evaluation which involves ex-ante, mid-term, final and ex-post. The methodology approaches that will be adopted will be the quantitative analysis and qualitative analysis. The PPME evaluation norms and standards will be developed in order to guarantee the quality, reliability and validity of evaluations.

7.3 PARTICIPATORY M&E

The PPME Participatory Monitoring and Evaluation (PM&E) will involve all key stakeholders are directly involved in the M&E design and implementation process. The process is to involve stakeholders in the selection of indicators, data collection and analysis, implementation of the findings and dissemination of the results. This process will be used to capture perceptions and assess whether interventions have met these

expectations, especially of the poor and the vulnerable in society. The PM&E process will partner with the Ministry decentralized agencies, MDA and other relevant NGOs and CBOs that are already engaged in PM&E and advocacy activities to build capacity for the sector M&E system.