NATIONAL TRANSPORT POLICY

REPUBLIC OF GHANA

MINISTRY OF TRANSPORT
MINISTRY OF ROADS AND HIGHWAYS
MINISTRY OF RAILWAYS DEVELOPMENT
MINISTRY OF AVIATION
ACCRA, GHANA

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ACRONYMS AND ABBREVIATIONS

AfDB	African Development Bank
ATK	Aviation Turbine Kerosine
ATOL	Air Travel Organisers' Licensing
BRT	Bus Rapid Transit
CPESD	Coordinated Programme of Economic and Social Development Policies
CSOs	Civil Society Organisations
DFR	Department of Feeder Roads
DPCU	District Planning Coordination Unit
DUR	Department of Urban Roads
DVLA	Driver and Vehicle Licensing Authority
ECOWAS	Economic Community Of West African States
GACL	Ghana Airports Company Ltd
GCAA	Ghana Civil Aviation Authority.
GDP	Gross Domestic Product
GHG	Green House Gas
GMA	Ghana Maritime Authority
GPHA	Ghana Ports and Habours Authority
GPRSII	Growth and Poverty Reduction Strategy
GSGDAII	Ghana Shared Growth and Development Agenda
GTA	Global Training Aviation
HGV	Heavy Goods Vehicle
HR	Human Resource
HRD	Human Resource Development
ICAO	International Civil Aviation Organization
ICDs	Inner Container Depots
ICT	Information and Communication Technology
IGF	Internally Generated Fund
ISTS	Institutional Study of the Transport Sector
ITP	Integrated Transport Plan
KIA	Kotoka International Airport
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MDBS	Multi Donor Budget Support
MIS	Middle Income Status
MMDAs	Metropolitan, Municipal and District Assemblies
MTEF	Medium Term Expenditure Framework
NADMO	National Disaster Management Organisation
NDPC	National Development Planning Commission
NGOs	Non-Governmental Organisations
NMT	Non-Motorized Transport
NMTP	National Multi-Modal Transport Plan

NRSC	National Road Safety Commission
NTMP	New Transport Master Plan
NTP	National Transport Policy (2008)
NTR	Non-Tax Revenue
PFM	Public Financial Management
PPP	Public-Private Partnership
PWDs	Persons with Disabilities
R&D	Research and Development
RCCs	Regional Coordinating Councils
RPCU	Regional Planning Coordination Unit
RSDP	Road Sector Development Plan
SAATM	Single African Air Transport Market
SDG	Sustainable Development Goals
SEA	Strategic Environmental Assessment
SOE	State Owned Enterprise
SOLAS	Safety of Life at Sea
STI	Science, Technology and Innovation
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToR	Terms of Reference
VLTC	Volta Lake Transport Company
VRA	Volta River Authority

1 Chapter 1 GOALS AND OBJECTIVES FOR THE TRANSPORT SECTOR

1.1 Introduction

1.1.1 The importance of Transport to national development

Transportation is a non-separable part of every society. It is an important component of the economy and a common tool for development. This is even more so in the global economy where economic opportunities have increasingly been related to the mobility of people, goods and information. There is a relation between the quantity and quality of transport infrastructure and the level of economic development. When there is high level of transport infrastructure, economic development is apparent. Thus, when transport systems are efficient, they provide economic and social opportunities and benefits that result in positive multipliers effects such as better accessibility to markets, jobs and additional investments. When the transport systems are deficient in terms of capacity or reliability, they can cause economic loss such as reduced or missed opportunities resulting in low quality of life.

The transport sector provides a very important link between production and consumption. The use of more efficient systems of supply results in an increase in the total amount of goods available for consumption.

Transportation plays an important role in the formation of urban societies although other facilities like the availability of food and water also play a major role. Advances in transportation have made possible changes in the way of living and the way in which societies are organized.

With a national vision of attaining economic and social development, the review and the implementation of the NTP seeks to provide safe and reliable transport services to the population. The policy is designed to help reduce transport costs for internal distribution of goods and services as well as keeping the nation's exports competitive in the world market.

For sustainable development in Ghana, the Transport Sector must endeavor to: promote a nationwide provision of primary Health and Educational services; support national growth; suit the needs of transport users as well as support sectoral policies for Energy, Trade, Tourism and Agriculture.

1.1.2 Looking to the Future

In reviewing the Transport Policy, the National Transport Policy (2008) and the Integrated Transport Plan (2010) were studied and analysed. Some key areas have been examined as we look into the future for the development of a realistic and dynamic policy that can drive the development and ensure a positive growth of the national economy. The following are some of the factors considered as we look into the future:

- Policy formulation must continue to be a consultative process as it currently is. However, greater emphasis should be placed on the importance of well-informed and meaningful contributions from the demand-side stakeholders and greater commitment from the sector's agencies in the policy and planning process.

- The overriding lesson learnt from the preliminary review is that an implementation plan must accompany the policy document.

- Implementation mechanisms must be stated in the policy document and made mandatory wherever possible. This should include the requirement to use specific modelling tools and evaluation methodologies.

- Any future policy must be used as the framework from which agency policies and plans and programs are drawn up and from within which Annual Budgets for sub-vented agencies are developed and approved.

- Measures are needed to ensure continuity of commitment over changes in government and leadership of the sector. Transport requires long-term planning and commitment that goes well beyond a single political term of office.

- The proposed National Multi-Modal Transport Plan (NMTP) must build on the methodology and approach established in the ITP and this must be established as the planning methodology for the sector.

- Any future transport policy or plan must be carefully aligned with existing modal policies and masterplans but assumptions made in those polices and plans (promulgated since 2008) should be critically evaluated using the evidence-based methodology proposed for the NMTP

- Institutional reforms and strengthening measures identified in the NTP and ITP have proven more complex and difficult to achieve than anticipated. Greater emphasis must be paid to their 'ownership' and the 'commitment' of government to implement these in the future.

- One of the most significant gaps in Ghana's planning framework is the lack of integration between transport planning and land use planning. This is particularly acute at the urban level where congestion has multiplied due to uncontrolled spatial development. Any future policy must retain this as a key policy objective as well as highlight mechanisms that will ensure its achievement.

- One of the most significant areas where NTP/ITP objectives have not been achieved is in the area of urban transportation and the reforms proposed as part of the Ghana Urban Transport Project. A future policy must retain this as a key policy objective including the objective to create competent transport authorities equipped to plan and regulate transport services in their locality.

- Despite its dominance in the sector as a whole and despite the many challenges identified in the Terms of Reference (ToR), the road sector appears to be the most disconnected from the objectives set out in the NTP. Most of the challenges with road maintenance still persist. Issues related to the sustainable environment with road maintenance activities are yet to be addressed. The

recommendations from institutional reform study were not implemented. DUR and DFR are yet to be fully decentralised. Apart from the road sector all the modal transport system have developed long term Master Plans guiding medium and long term investments.

- Perhaps the most pervasive transport sector issue affecting people throughout Ghana is the backlog of road maintenance which continues to grow despite attempts, since the commencement of the World Bank's RSDP in 2000, to arrest the situation. A future policy must ensure commitments from government are locked in to implement road maintenance practices that are tried and tested throughout sub-Saharan Africa. Legal measures, such as gazetting the Annual Road Maintenance Programme, must be explored to ensure implementation.

- There continues to be an urgent need to analyse the Decentralization Law to establish the opportunities and challenges with respect to the Department of Feeder Roads (DFR) and Department of Urban Roads (DUR). This will ensure DFR and DUR are properly assimilated into the Local Governance System.

- A huge gap exists in the enforcement of the provisions of the Road Traffic Regulations LI 2180 impacting negatively on road traffic safety. It is essential that a future policy considers how the enforcement ethos and capacity can be enhanced to aid the realization of policy objectives.

- There are also many instances where agencies, external to the transport sector, impact on, not only the achievement of the NTP/ITP objectives, but the state of transport in general. The consistent and wide-spread lack of enforcement of existing regulations creates major difficulties for the sector in the provision of transport infrastructure and services that meet user needs. The future policy must explore if there are ways in which influence can be exerted, for example, on non-transport entities to fulfil their enforcement functions.

- All four modes of transport are affected by encroachment of lands and facilities – modal agencies must be empowered and adequately resourced to ensure their facilities are protected from encroachment.

- Transport facilities can be developed and maintained successfully where, like GACL, GPHA GCAA and DVLA, agencies are allowed to retain revenues, function largely as autonomous entities, manage resources commercially, prepare 'bankable' projects and attract private sector finance. Greater emphasis should be given to creating a legal framework more suitable for private sector investment. In this regard, it is thought that railways and inland water operations would benefit the most.

- Demand-side sectors still largely lack the data needed by the transport sector for effective long-term, evidence-based transport modelling and planning – greater emphasis must be given by Government to increasing the database available for planning purposes.

- Whilst the NTP promoted a performance-based approach there has been little progress in the way key Human Resource Development (HRD) practices of manpower planning, recruitment, employment, retention and remuneration have been modernized.

- Shortages of personnel with the requisite transport planning and management skills and competencies are reported consistently across the sector. A future policy must reinforce the acquisition of suitably skilled personnel as a key policy objective.

- Little attention has been paid to the long-term development of skills and expertise needed at a sector level. Whilst envisaged to be the responsibility of the sector ministry, there is no evidence of the two previous ministries thinking beyond their own HR requirements. It seems unlikely that a sector-wide approach will emerge with four transport sector ministries

- Whilst there is a gradual increase in the number of environmental, health and safety personnel in the sector, environmental concerns in general remain a marginal concern for government-financed projects, where established regulations are ignored.

- A significant disconnect exists between the monitoring and evaluation carried out by the MDAs and the policy objectives set out in the NTP. Future policies must ensure that the sector's policy objectives form the core of a sector's monitoring, evaluation and reporting requirements.

1.1.3 The Role of a Transport Policy

This National Transport Policy is the primary governance document for the transport sector. It lies at the heart of good governance providing a common framework in which the Sector Ministries, Departments and Agencies (MDAs) can set out their intentions, demonstrate how their activities will support the national development agenda, win funding for their projects and also be held to account for their activities.

1.1.4 The Consultation Process

Successive governments in Ghana have introduced a policy-led approach to public expenditure planning and implementation.

"Policy" can be defined as '*the process and outcome of policy-making resulting in a published and government-approved document setting out the 'intent', overall objectives and main approaches to be adopted by the sector in response to conditions and needs of society as a whole, transport users and suppliers of transport infrastructure and services.*'

The responsibility for formulating policy typically rests with the sector ministry although policies are formulated in collaboration with sector agencies and the sector's demand-side (users) and supply-side (providers). It is, therefore a collaborative process.

Having carried out an extensive and objective review of the NTP (2008), the ITP (2010), their implementation and the factors affecting implementation, a comprehensive stakeholder consultation began to collect information on their experiences and needs for transport.

Stakeholder workshops were held over a period from September 2017 through to February 2018.

Four modal workshops were held during Tuesday 12th – Friday 15th September, 2017 with the objective to dialogue with the modal agencies on the extent to which the National Transport Policy had achieved its objectives and related challenges and problems in its implementation and enforcement,: for each mode of transport.

Delegates included representatives from the Ministries, Departments and Agencies responsible for each mode of transport, namely: Aviation, Maritime and Inland Water, Rail, and Road.

Demand-side stakeholder's workshop was held on September 26, 2017 with the objective to find out from the ministries of sectors like mining, forestry, agriculture, trade, industry, health and education, what impact the transport sector had on their sector's productivity and effectiveness. What were the main transportation problems for their sector and what they would like to see done in the future.

Delegates included senior directors and planning officers from ministries of sectors from which comes the demand for transport infrastructure and services. As well as engaging in a comprehensive discussion of transport issues affecting the performance of their organisations and sectors, delegates completed the Consultant's benchmarking matrix to provide a valuable assessment of the current state of policy and planning in the Transport Sector.

Transport planners workshop was held on September 28, 2017 with the objective to explore the transport planning environment, including the opportunities for integrated and multi-modal cooperation and planning.

Delegates included directors and senior planning officers of transport sector MDAs. As well as engaging in a comprehensive discussion of issues affecting the performance of their organisations, delegates completed the Consultant's benchmarking matrix to provide a valuable assessment of the current state of policy and planning in the Transport Sector.

Regional workshops were held in each of the regional capitals over a 4-week period commencing 19th November and ending 11th December 2017 with the objective to collect the views, opinions and experiences of regional stakeholders concerning transportation in their respective regions.

A comprehensive range of delegates were invited through the Regional Coordinating Councils (RCCs) representing MMDAs, regional offices of MDAs and various private sector and community stakeholder groups. There was a high level of representation from the regional ministers and their deputies.

The workshops were structured in two sessions with 3 or 4 groups chaired by a local representative. Session 1 provided an opportunity for the participants to record the current state of transport in their region, identifying the transport related issues or problems that most affected them. Session 2 gave participants the opportunity to set out what they would expect in a new transport Policy.

Five focal group workshops were held between 1st and 7th February 2018 to collect the views and recommendations of a broad range of transport sector stakeholders.

The objectives of this series of workshops was to dialogue with a range of non-transport sector stakeholders to find out the extent to which the national transport policy had achieved its objectives for their respective groups; identifying the challenges and problems in its implementation that were specific to the groups represented. Delegates included representatives from Political parties, People with Disabilities, Civil Society Organisation, Professional Bodies and Private Enterprise Foundation.

The Draft Green paper containing Policy Goals, Objectives and Strategies was prepared and submitted in July 2018. In order to extend the consultation and ensure engagement of stakeholders throughout Ghana, the Ministry of Transport embarked upon a programme of 10 regional validation workshops held between 22nd October and 7th November 2018. Stakeholders were asked to ensure that their respective transport needs had been addressed in the Draft Green Paper and to suggest amendments as may be required.

A wide-range of delegates were invited through the Regional Coordinating Council (RCCs) representing MMDAs, regional offices of MDAs and various private sector and community stakeholder groups.

Following the regional validation workshops there was a need to get the contribution of Parliament to the Draft Policy. A special validation workshop was therefore held at Koforidua on 24th November, 2018, where the following select committees were represented: Road and Transport, Gender, Children and Social Protection, Health, Education, Food and Agriculture and Poverty Reduction Strategy. In that full day workshop, Parliamentarians made valuable contributions to the Policy Document.

The final validation, the National Workshop, was held to obtain the final views of Demand-side stakeholders, educational institutions, MDAs, MMDAs, NGOs, Political Parties, Religious Bodies and security agencies for completing the review of the Draft Policies.

1.2 The Strategic Context in which this Transport Policy has been developed

Whilst the previous sections reported on the analysis and consultations undertaken,- as part of the review of NTP (2008) and ITP (2010), the new transport policy must take into consideration the strategic context,- in which it will be implemented. This is considered at two levels; the Global and Regional level, and the National level.

Global and Regional level: At the global and regional level Ghana is a signatory to conventions that are to be embedded in Ghanaian law and policy. These include the:

- Paris Agreement on Climate Change published in 2015 by the United Nations

- Sustainable Development Goals published in 2016 by the United Nations

- Agenda 2063 2nd Edition published in 2014 by the African Union

A good example of how Ghana is aligning its development priorities with the SDG's is set out in 'The Sustainable Development Goals (SDG) in Ghana, published in November 2017.

Of the 17 SDGs, the transport sector can make a significant contribution to the attainment of:

Goal 8   Promote sustained, inclusive and sustainable economic growth, full productive employment and decent work for all

Goal 9   Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Goal 11   Make cities and human settlements inclusive, safe, resilient and sustainable

Goal 12   Ensure sustainable consumption and production patterns

Goal 13   Take urgent action to combat climate change and its impacts

The African Union's Agenda 2063; sets out 20 Goals over 7 areas of 'Aspiration'. Of these, the Transport sector can have the most direct impact on the Goals set out in Aspiration 1, namely:

Goal 1:   A high standard of living, quality of life and well-being for all

Goal 2:   Well educated citizens and skills revolution underpinned by science, technology and innovation

Goal 4:   Transformed economies and job creation

Goal 5:   Modern agriculture for increased productivity and production

Goal 7:   Environmentally sustainable climate-resilient economies and communities

Additionally, the transport sector can contribute to, and benefit from, the attainment of other goals aiming for good governance, competent institutions and gender equity:

Goal 11:   Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched

Goal 12:   Capable institutions and transformed leadership in place at all levels

Goal 17:   Full gender equality in all sphere of life

In summary, the international development agenda consistently reinforces the need for the transport sector to:

- Focus on the needs of all users and the communities it serves

- Create jobs and a quality working environment for its personnel

- Ensure environmental sustainability and climate change resilience of its infrastructure

- Plan effectively to underpin socio-economic development in other sectors and quality of life in settlements

- Create competent institutions and ensure that women play an equitable role in their creation and running

National Level Develop Agenda: At the national level the most significant high-level objectives are set out in the Government's **Coordinated Programme of Economic and Social Development Policies (CPESD) 2017-2024** which, builds on the successes, and addresses the challenges, of its immediate predecessor – the Ghana Shared Growth and Development Agenda (GSGDA II), which was implemented over the period 2014-2017. Within this high-level context, the medium-term national development policy framework, **Agenda for Jobs: Creating Prosperity and Equal Opportunity for All 2018-2021** sets out the policy goals, objectives and strategies to be adopted across the whole spectrum of government for the period 2018-2021.

The purpose of the medium-term development policy framework is to operationalize the **VISION**, outlined in the CPESD 2017-2024 that is to:

"Create an optimistic, self-confident and prosperous nation, through the creative exploitation of our human and natural resources, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all."

Four main **GOALS** are derived from the vision for the period of the policy framework, 2018-2021, namely:

- Create opportunities for all Ghanaians;

- Safeguard the natural environment and ensure a resilient, built environment;

- Maintain a stable, united and safe society; and

- Build a prosperous society.

To achieve these goals, the medium-term priority policies, programmes and projects are to be anchored on the following **STRATEGIC AREAS**:

- restoring the economy;

- transforming agriculture and industry;

- strengthening social protection and inclusion;

- revamping economic and social infrastructure; and

- reforming public service delivery institutions.

The policy objectives, strategies and flagship initiatives of Government contained in the policy framework, are organized under the following **BROAD THEMES**:

- Economic development;

- Social development;

- Environment, Infrastructure and human settlements;

- Governance, corruption and public accountability; and

- Ghana's role in international affairs.

1.3 Expectations and commitments for the Transport Sector

While Ghana has achieved the middle Income status (MIC) there are wide gaps in the infrastructure and human development. Ghana's position is at the lowest ebb of the lower-middle income economy country. This means that Ghana has transited by a small margin from a low-income to a middle-income economy. Many development indicators including that of the transport sector are still in the state of a low-income country.

Reaching MIC status is not an end in itself-Sustaining growth and development inclusive must be the ultimate goal. To make this happen, we must have easy and increased access to education and health services as well as opportunities such as finance, markets and jobs.

It is evident that there is a direct relationship between investments in transport infrastructure and poverty reduction. Early results from studies carried out in Ghana support the case indicating that, where roads are completed and properly maintained, there is relatively better access to facilities and markets, lower costs of travel and increased income for those in rural communities through which the roads pass.

This section sets out a range of aims and objectives all of which are complementary to conditions that need to be achieved in the transport sector. They include aims to:

- **Enable the private sector** to emerge though invention, innovation, adoption and adaptation, provide better quality jobs; -ICT and other technologies have the potential to improve many aspects of transport infrastructure provision of transport services and improvement in customer satisfaction

- **"*build one of the most business-friendly and people-centred economies*"** – it is recognized (ITP, 2010) that transport services are structured to suit the providers rather than the users – therefore, the pursuit of people-centred transport services will contribute to this strategic objective whilst improving the sector's service offering

- **Improve fiscal management** for higher productivity and to encourage greater participation by the private sector – poor fiscal management has been identified as a source of poor project delivery, cost overruns and a failure to deliver projects and programmes on time (Public Expenditure and Institutional Review of the Transport Sector, 2017)

- **Address the challenges of the informal society** – significant numbers of transport operatives remain in the informal economy either due to gaps in the regulatory framework and the lack of will and/or resources to enforce existing regulations.

- **Position the public sector to deliver effectively** on its mandate. Far reaching institutional reforms will be undertaken, including strengthening the capacity of public sector institutions to deliver public goods and services efficiently – institutional, managerial and human resource capacity weaknesses have been consistently reported (ISTS 2006, NTP 2008, ITP 2010) in transport sector agencies, Institutional arrangements in the road sector do not reflect international best practice and the sector lacks an effective regulatory framework for inland water services, road transportation and axle load control.

Disability and Development; One-fifth of Ghana's population is estimated to be living with either a physical, intellectual or emotional disability. Government's objectives are set out in the Disability Act (Act 715, 2006) and the Ghana Accessibility Standards for the Built Environment (2016)

- Promote full participation of PWDs in social and economic development –Increased accessibility to all transport services is an integral component in PWDs having access to jobs, education and health services.

- Promote participation of PWDs in politics, electoral democracy and governance – PWDs formed one of the most constructive focal groups in the stakeholder consultation for this policy document.

- Ensure PWDs enjoy all the benefits of Ghanaian citizenship. As above, accessibility to transport services is key to their active and unrestricted access to the benefits of Ghanaian citizenship.

Mineral Extraction: Whilst not mentioned explicitly, it is known that the use of overloaded and unregulated trucks to haul minerals is one of the main causes of poor road condition in mining areas and around the ports, accelerating the need for rehabilitation. Conversely, the provision of rail and inland water services would offer significant cost and environmental benefits to the mining companies, communities affected by heavy trucks and the country as a whole by reducing the need for expensive and unnecessary rehabilitation of roads.

Climate Variability and Change: The transport sector is both a contributor to the conditions that create climate change, and a recipient of its effects. Ghana has signed up to the Paris Climate Change Agreement (COP21, December 2016) in which it is committed to achieving a 15% reduction in its greenhouse gas emissions by 2030. Enforcement of environmental regulations is inconsistent and government-funded infrastructure projects are least likely to comply. However, with transport sectors typically accounting for 15% to 20% of a country's Green House Gas (GHG) emissions Ghana's transport sector can make a significant contribution to this target. This can be done through improved vehicle technologies, better traffic management and increased use of mass transit systems. However, perhaps the biggest impact can come from an integrated approach to land use and transport planning which can reduce the need for people to travel by planning mixed and integrated development of the built environment as well as reducing the incidence of congestion and subsequent air pollution.

Human Settlement Development; Transport solutions needed for improving human settlements are similar to the solutions needed to address Climate Change. Foremost is the lack of land use masterplans which severely constrain the ability of transport planners to forecast the future demand for transport. This in turn results in transport infrastructure and services lagging behind development. With urbanization proceeding at about 3.4% annually, these problems will only increase in severity.

Construction and Development: The construction industry plays a key role in Ghana's economy and is also a significant supplier of road construction and maintenance services to government's infrastructure agencies. With quality and cost issues being reported on road construction projects, the capacity of the construction industry is a major factor in the transport sector's effectiveness.

Infrastructure maintenance: Transport sector infrastructure suffers from the poor maintenance culture highlighted in this section. This is particularly acute with road infrastructure although the condition of the few inland water and rail facilities left in Ghana has also declined over the last decade.

Science, Technology and Research Development: The benefits to be derived from a comprehensive research agenda are the same for the transport sector as they are for other sectors of the economy. Stakeholders recognize the need for research as a means to improve policy, design and implementation practices. The use of modern technology has been responsible for significant efficiency gains in transport throughout the world.

Information and Communication Technology Development: As with Science and Technology, the transport sector will benefit considerably by the adoption of ICT at various levels of data collection and management, planning, design and operation.

As is evident from the sections above, Ghana's transport sector can contribute to, and benefit from, many of Government's cross-cutting agenda items.

2 CHAPTER 2 – POLICY PRINCIPLES

This section sets out Policy Principles that provide guidance for policy makers and practitioners in developing and implementing Transport Sector Policies, Strategies and Plans to ensure they reflect existing Government policies for the Socio-Economic Development Plan largely as described in the (CPESD) 2017-2024.

2.1 The Role of Government, Civil Society and the Private Sector

The Role of Government, Civil Society and the Private Sector is dynamic

2.1.1 The Role of Government

Government will create the appropriate Policy, Governance and Institutional Frameworks for the Transport Sector.

Government will take the lead in:

- Policy Formulation and coordination, ensuring that transport infrastructure and services; contribute to Sustainable Development in Ghana;

- Integrated Transport, Land Use and Spatial Planning;

- Integrated Transport Planning ensuring inter-modal solutions are properly assessed;

- Monitoring & Evaluation of sectoral performance in regard to national development indicators;

- Policy-led Research, Data Collection and Information Management; and

- Sector-wide human resource development strategies.

Government will ensure:

- Adequate investments are available for the development and maintenance of transport infrastructure assets.

Government will create:

- An enabling environment for multi-stakeholder consultation;

- An enabling environment for increasing private sector investment in Transport infrastructure and services;

- An appropriate regulatory environment, to ensure transport services meet user needs; and

- An appropriate enforcement environment, to ensure transport investors and users derive maximum benefit from existing assets.

- The Role of Ministries, Departments, Agencies and Assemblies must be coordinated to ensure transport infrastructure and services meet user needs and maximise benefits derived from investments by Government and the private sector.

2.1.2 The Role of the Private Sector

The Private Sector will participate in policy formulation to ensure:

- Their needs as investors and providers are reflected in transport policy, strategies and plans.

- A level of commercialism is balanced with social and environmental requirements when planning the development of transport infrastructure and services.

The private sector will engage in sector improvement by:

- Applying management skills and competencies to engender a performance-based approach to managing transport assets;

- Training their personnel to ensure continuously improving standards of management, technical competence and service delivery;

- Participating in research activities and utilizing the results;

- Complying with transport licensing laws and regulations; and

- Adopting modern corporate governance standards.

2.1.3 The Role of Civil Society

Civil Society represents the citizens and electorate of Ghana including minority and disadvantaged groups as well as representation of environmental interests.

Civil Society will:

- provide a balance to ensure good governance in the transport sector

- Through its representative organizations (CSOs) provide guidance to policy makers on the needs of people in a transportation system.

Civil Society Organizations will engage in sector improvement by:

- Applying management skills and competencies to engender a performance-based approach to managing transport assets;

- Training their personnel to ensure continuously improving standards of management, technical competence and service delivery;

- Participating in research activities and utilizing the results;

- Complying with transport licensing laws and regulations; and

- Adopting modern corporate governance standards.

2.2 Integrated Policy, Governance and Institutional Frameworks

Globalisation, the pursuit of sustainable development and good governance within a democratic, decentralised environment puts new demands on policy makers. They must look further into the future to ensure the sustainability of their choices for generations to come. They must also consider the needs of wider-ranging stakeholders, utilising multi-stakeholder consultation to ensure their effective engagement in policy formulation and implementation.

Policy making in the Transport Sector is undergoing a 180° re-orientation from a modally- planned approach to a policy-led approach where Transport Sector priorities are determined by strategic objectives set out, largely, in the National Growth and Poverty Reduction Strategy (GPRS II).

Good governance requires that public expenditure is managed efficiently, delivering maximum benefits for the country and ensuring full accountability. With the increasing demand for more commercial management and the engagement of the private sector in transport infrastructure development and service provision, there is a need for new institutions, regulations and fiscal measures to manage and regulate the actions of the new providers and ensure that the needs of users and the country are met.

This Transport Policy has been developed within a Policy Framework which reflects Ghana's strategic goals and objectives. The wide-ranging changes currently being experienced, and changes to be further anticipated, can be formulated by reference to three integrated frameworks:

1. Policy;

2. Governance and

3. Institutions

Therefore, Transport Sector Policies, Strategies and Actions will be developed and implemented within these three integrated frameworks as follows:

1. The Policy Framework for the Transport Sector consists of:

- Policies, Declarations and Conventions of the West Africa sub region, African Union and wider ranging international bodies,

- Ghana's development agenda and the wider aspirations for sustainable development as described by international bodies and Ghana's environmental considerations as defined in Act 490,

- Sectoral policies and objectives, established by Government including its role in supporting the achievement of policy objectives for Trade and Industry, Energy, Agriculture, Tourism, Urban development, Decentralization, Land Use planning, and other sector policies as they are developed,

- Government objectives for Multi Donor Budget Support (MDBS) as a mechanism for distributing centrally held funds from Development Partners,

- Government objectives for an integrated multi- and inter-modal transport system to minimize overall transport cost to users,

- Policies and strategies for accelerating the development of the Private Sector, Private Sector investment in Transport infrastructure and services, PPP and wider ranging public/private sector relations.

2. The Governance Framework for Ghana's Transport Sector consists of:

- Policies and strategies that determine the overall goals and objectives for the Sector,

- Stakeholders of Government, Civil Society and The Private Sector, recognizing their respective transportation needs and identifying their roles and responsibilities.

- 'Drivers' that impact on organisations throughout the sector to bring about the desired performance. These consist of: Market forces; Regulations; Fiscal measures; Laws & enforcement mechansims. Capacity of the Sector to carry out the necessary functionality including the capacity of Institutions, Organisations and People.

3. **The Institutional Framework for Ghana's Transport Sector consists of institutions defined by the following functions:**

- Policy formulation;

- Regulation;

- Asset management and

- Service provision.

As constituted and detailed in the Decentralisation Act, provision; must also be made to ensure progressively decentralised management of transport infrastructure and services.

2.3 Principles of Financing

Priorities for Government Investment and fiscal interventions will be set out in the Transport Policy and reflected in the proposed Integrated Transport Plan.

The Private Sector will be encouraged to invest in Transport infrastructure and services that provide commercial returns: This includes almost all freight transport operations and a number of financially viable passenger operations.

Government will continue to 'Invest' in transport infrastructure and 'Subsidise' transport services where they provide mainly social and environmental benefits important to users and the country as follows:

- Transport infrastructure and services that meet the vision of providing access and mobility to all users, particularly the poor and physically challenged;

- Given the limited resources of Government, finances for some time will be adequate only to meet the highest-priority demands;

- 'Subsidies' will be applied in a transparent manner, targeting the most vulnerable and excluded groups, using appropriate models such as: public service obligation; or subsidy concession.

Government will implement policies and practices that reduce the inefficiencies and high costs of transportation by:

- Raising adequate investment for infrastructure maintenance;

- Making consistent funding allocations based on policy objectives and performance agreements;

- Better planning for use of least-cost inter-modal solutions;

- Allowing public and private sector agencies involved in the management and regulation of the Transport system to raise and retain the cost of administration through fares or 'user charges'(this includes enforcement of environmental, safety, security, and road vehicle control standards - e.g. vehicle licenses, route licenses, axle load control);

- Creating a vibrant and competitive private sector – by encouraging PPP, building capacity of national contractors and paying on time.

2.4 Principles of Regulation

Regulation is meaningless unless consistently enforced and updated as Ghana's governance framework evolves. Government, through its regulatory bodies, will retain responsibility for establishing and enforcing Regulations in Ghana.

Market liberalization requires that the role of the Government must change from one of being a provider of transport infrastructure and services, to one of creating a vibrant and effective market in which transport infrastructure and services are provided to meet user needs.

The Principle of Market Regulation is to reconcile sometimes contradictory forces created by significant economies of scale and demand-externalities.

Regulation aims to:

- assure markets are fair, efficient, orderly, and non-corrupt;

- ensure that the needs of the customers are met;

- safeguard the interests of the users and private sector operators and

- Prevent discrimination against women, children, the aged and physically challenged.

Government's Market Regulatory role will consist of regulating and enforcing levels of service (including social, health, safety, security and environmental safeguards against public hazard) required for transport infrastructure and services:

- Provided under specific contracts (example: urban mass transit services);

- Provided by monopolies (example: State Owned Assets such as airports, ports, railways, roads);

- Expected in markets in which market entry is free and in which service providers compete on a 'level playing field' to satisfy user needs.

2.5 Principles of Performance Management

Government will create an appropriate performance-led governance framework for institutions, organisations and personnel throughout the sector by:

- Ensuring that Transport Sector goals and objective

- es are clearly stated in a National Transport Policy, the proposed Integrated Transport Plan and other Development Policies and Strategies

- Setting clear strategic objectives (Economic, Social, Environmental), policy principles and guidelines for prioritisation – for the whole sector, institutions and organisations

- Establishing institutions with clearly defined Mandates, Authority, Roles and Responsibilities to ensure things get done

- Establishing clear lines of responsibility and accountability for key personnel (Ministers, Chair persons, Directors) including reporting requirements

- Establishing Performance Agreements based on achieving strategic objectives with available finance

- Honouring attainment of performance agreements - Sanction underperformance

- Structuring organisations with a customer and strategic output orientation.

- Developing Job Descriptions to reflect the attainment of strategic objectives and customer needs

- Applying the principle of 'meritocracy' when appointing Personnel – i.e. select appropriately trained personnel, with capabilities appropriate to the attainment of strategic objectives and good governance of the organisation

- Contracting and sub-contracting to specialist suppliers if competencies required by the organisation are not available 'in-house'

- Establishing Remuneration Packages that reward the attainment of strategic objectives and meet the needs of the organisation'

- Establishing Monitoring and Evaluation as an integral part of good management

- Ensuring adequate checks and balances are in place including: Public information on Transport Sector activities; Independent audits on Governmental organisations in the Transport Sector; Adequate and balanced capacity in all key stakeholders; Compliance with current rules of governance for State Owned Enterprises (SOE); and Updates to Ghana's Company Code to instil modern corporate governance standards in corporate performance throughout Ghana

3 CHAPTER 3: OVERVIEW OF TRANSPORT SECTOR

3.1 Introduction

Chapter 3 provides the overview of the transport sector. The transport sector of Ghana consists of the full range of transport modes: road, railway, inland waterway, coastal and sea shipping, and aviation. The current prevalent status of all transport modes is examined for both infrastructure and services provision.

The provision of infrastructure and operations in all modes of transport in Ghana are dominated by the state. Except in the case of road transport, the public sector has been heavily involved in operations in all modes and has monopoly over railway, inland water and water transport.

Concerns and current realities are identified and examined to provide the basis for the development of policies and strategies that results in the desired improvements in the transport system.

The current public investment in transportation infrastructure which constitutes about 1.5% of GDP will not meet Ghana's future transport infrastructure needs unless a new approach is adopted to address this eminent challenge.

3.2 Civil Aviation

In order to ensure expansion and sustained improvement in the aviation industry, the Liberalized Skies Policy in the aviation sector has been implemented leading to increase in frequency of some airlines operating into Ghana, and admission of new ones. Indeed, in recent times the aviation industry stands out as one of the fastest growing and most competitive in the West Africa sub-region.

Though Ghana has the vision of becoming an aviation hub in West African, Ghana captures only 10% of the aviation market in the West Africa sub-region, second to Nigeria that captures 57% of the market. When it comes to aircraft movement Ghana only captures 6% of the market and ranks sixth. Ghana has only one international airport (KIA) and four regional airport and a number of airstrips.

Kotoka International Airport (KIA) is the most frequently used airport for both domestic and international travels, handling nearly 800,000 passengers and 50,000 tons of freight annually.

KIA, has regular international and regional flights with 25 direct air destinations. 4 direct domestic air destinations. (Takoradi -32 round trip flights per week, Kumasi-85 round trip flights per week, Tamale-53 round trip flights per week and Sunyani-none). 30 airlines are operating regular flights and 11 cargo airlines from KIA.

Tamale and Kumasi have also been recently refurbished and upgraded to the status of international airports but not to the capacity of KIA. Full operations are yet to commence.

Passenger traffic has grown recently following the upgrading of infrastructural facilities and other local airports. This growth is estimated to be about 7% per annum and it is closely aligned with economic growth within the last few years which is lower than the recorded air traffic growth in Nigeria.

For sustenance of the recorded air traffic growth, on-going projects including: extension of runways, installation of modern navigational communication equipment and renovation of arrival and departure lounges are all in the right direction. Apart from Accra and Kumasi, Sunyani and Takoradi also handle domestic air travels but there are other facilities used for emergency, medical and tourism purposes including airstrips with short runways at Paga, Wa, Yendi, Obuasi, Tarkwa, Kete Krachi, Bimbilla, Saboba and Mole.

The current aviation does not bring Ghana anywhere near its long-term objective as the aviation hub of West Africa considering strides made by Nigeria and Cote d'Ivoire in their aviation industry. There are issues which must be addressed in order to develop. The following challenges will have to be addressed to realise Ghana as aviation hub of West Africa:

- To regulate and enforce rules (both ICAO and national) in the industry to ensure effective performance,

- Upgrade equipment to international standards to enhance operational safety and efficiency;

- Upgrade and expand infrastructural facilities at airports/aerodromes to meet the future demand of international and local flights;

- To explore the feasibility of establishing other international airports in Ghana;

- To secure title to Airport land(s) for future development;

- To establish a framework for excellent service standards at the airports;

- To implement the open skies policies in order to attract more airlines to operate international and/or domestic flights;

- To intensify efforts to achieve hub status providing incentives as support for home base carriers for effective hub and spoke operations;

- To fine tune legal framework to improve the environment for private sector participation; and

- To provide adequate training to staff in order to improve efficiency, security and safety.

3.3 Maritime and Inland Water Transport

Current Water Transport System

Ghana's two sea ports are in Takoradi and Tema. Adjoining these two sea ports are the Sekondi and Tema Fishing ports respectively. There is a major Inland Water transport on the Volta Lake with main inland ports services at Akosombo, Yeji and Buipe. Along the coast are various fishing ports serving the indigenous fishing communities. The Water Transport Infrastructure is being handled by different institutions under different legal and administrative regimes.

Ghana Ports and Harbours Authority is a statutory corporation operating under Ghana's Law, PNDCL 160 of 1986. The authority is responsible for the governance, maintenance and operation of the ports of Ghana, principally the Port of Tema, the Fishing Habour at Tema and Sekondi, the Golden Jubilee Terminal at Tema and the Port of Takoradi.

Volta Lake Transport Company Limited (VLTC) is responsible for the provision Lake transport services for both passengers and the North/South Operations and Cross Lake Ferry Operations. The legislative instrument establishing VLTC is the Volta River Development (Lake Traffic) Regulations, 1974, LI 862 and the law guiding it is the Volta River Development Act, 1961 (Act 46).

Ghana Maritime Authority operates under Act 630 of 2002. Their main charges being monitoring, regulating and coordinating activities in the maritime industry. It is also responsible for regulating activities on shipping in the inland waterways including the safety of navigation of the inland waterways; training, certification and welfare of seafarers and also give policy advice on development and maintenance of maritime infrastructure.

Sea Ports Infrastructure

Although they handle growing cargo volumes, the performance at the ports is challenged by an increasing amount of congestion outside the port gates, non-existent intermodal interchanges infrastructure and hinterland connectivity, and longer cargo dwell times relative to modernized port systems

Current Port Infrastructure

The naval base of Sekondi is located 23 km East of Takoradi. At present this port is also used by the oil industry for supply vessel activities. However, navy and civil activities should not be combined. Hence, when planning port expansions Sekondi port will not be considered.

Cargo Traffic at Tema and Takoradi Ports

In spite of infrastructure and facility improvement there has not been significant reduction in the ship turnaround time. Indeed, there has not been any consistent trend in the annual average ship turnaround time at the port of Tema since 2005. The turn-around time has been above 100 hours (about 4 days) since 2005 except in 2010 where it recorded 87hrs (about 3.5days).

During the period under review (2005 to 2010) year 2009 recorded the highest turn-around time with 158 hours (about 7 days).

However, in the nine months ended September 30, 2018, the Port of Tema recorded 90.32 hours as average vessel turn round time. In the Port of Takoradi, in the nine months ended September 30, 2018, turn round time averaged 117.40 hours. It is expected that with the various interventions in the clearance procedures and the improvements being effected in the current projects in the two ports, turn round times will significantly improve to international standards.

At Tema port, factors contributing to the delay include the inadequacy of simplified clearance procedures and cargo declaration systems. The inadequacy of deep draft berths lead to high waiting times. As a result of this growing concern, the paperless initiative was implemented in September 2017 which has brought about a high level of efficiency in port operations and increase in revenue.

The improvement in the turnaround time will have a look at the chain of institutions involved in port service delivery process. Administrative services and agencies as well as regulatory bodies activities will need to be streamlined to ensure that their operations effective and efficient.

Ship Turn-Around Time (Compared for the Ports of Tema and Takoradi)

In 2006 the average ship turn-around time for Takoradi was 79hrs (about 3days), the highest since 2005, as compared to the lowest of 48hrs (about 2days) recorded in 2009. This is due to the increase in the number of supply vessels with lower than average turnaround time that called at the port. The prevailing average ship turnaround time for Takoradi port which seem to be better than Tema port is mainly due to relatively smaller vessels calling at Takoradi with less cargo leading to less service times hence a better turnaround.

Waiting Time at Anchorage

Average ship waiting time at anchorage for Tema indicated some significant improvement from 47 hours (almost 2 days) in 2005 to 31 hours (about 1.5 days) in 2010 whilst that of Takoradi increased from 11 hours in 2005 to 17 hours in 2010 due to the oil find.

The effectiveness and efficiency in the operations of Takoradi and Tema ports could well be improved if the following issues are addressed appropriately. These challenges include:

- Poor transport networks in and out of the ports.

- Inadequate spatial planning and enforcement towards the integrated development of port cluster.

- Congestion of port facilities especially at Tema - due inadequate road, railway and inland waterways around the port

- Inadequate use of ICT in port operational systems and processes to ensure efficiency.

Dry Dock Infrastructure

Ghana has one dry dock facility, which is operating below capacity it is situated at the Tema Port Shipyard. The shipyard facility has two docks, a slipway and a fitting-out quay. There are also major mechanical workshop facilities originally planned for a full-fledged shipyard.

Over the period of poor maintenance and mismanagement by various entities, the facility would require a major facelift and reorganization as part of the Ports and Harbours Authority.

The GPHA has plans to revamp the facility into a one-stop ship repair and rebuilding base on the west coast of Africa. The capacity of the Port of Tema shipyard ranks first along the West and Central African coast's port facilities. However it needs to be substantially re-organized to realize the full potential and dream of its existence and to maximize the available land.

Inland Water Transport

The Inland Water Transport system is mainly providing informal services serving to a large number of local communities, ferries joining both shores at major locations, tramping cargo routes, north-south cargo service.

Volta Lake Transport System

The Volta Lake provides one of the means for water/river transportation in Ghana. It has a surface area of about 8,502 km² (3,275 square miles) with the population within the Volta basin mostly engaged in fishing and farming.

The existing infrastructure comprises the following:

- Vessels for north-south and tramping cargo routes, ferries and boats for informal services

- Landside infrastructure serving informal services, ferries, tramping cargo routes, and port infrastructure at Akosombo and at a Northern port (Buipe) for major cargo;

- Warehousing and logistics installations;

- Roads connecting to lake transport services, including access roads between community and landside infrastructure and feeder roads connecting from major roads to local communities in the case of ferries; and

- Transport connection (road and rail) between Tema and Akosombo.

The main inland water transport is the Volta Lake transport system spans about 450 kilometers from the south to the north with ports at Akosombo, Buipe and Yapei. There are also major ferry stations for cross-lake transport services.

These transport infrastructures are under Volta River Authority (VRA) and managed by its subsidiary Volta Lake Transport Company. The infrastructure consists of Landing stages, Offices, Passengers Sheds with its toilet facilities, residential accommodation for the VLTC staff manning the ports and the ferry stations. The condition of some of the infrastructure need maintenance and rehabilitation. In some cases, the over bank infrastructure is non-existent. There are also landing stages on the lake that are not under the jurisdiction of VRA.

This important inland waterway transports petroleum products, cement, and agricultural commodities. It also provides many passenger services, mostly for about 300 small communities and markets/service centres to the rural population living along the lake.

Other Inland Waterways

While inland water transport does not constitute a significant part of Ghana's transport system, some routes are critical to small communities. Apart from the Volta Lake transport, there are numerous cross-river transport services which have not properly been inventoried. There have been numerous unreported accidents on river crossings.

Small boats and canoes operate on Ankobra, Pra, Oti, Black Volta, White Volta, Volta south of Akosombo and Lake Bosumtwi. Private small owners operate in these areas moving foodstuffs with virtually no standards and regulations to guide the indigeneous canoe transport operations.

Volta Lake and other inland water transport operations have been successful but number of challenges need to be overcome. Annual periodic drops in the level of the lake inhibit longitudinal movement and expose shoals at Debre, making it difficult to reach Buipe with respect to Volta Lake has been monitored since the 1960s.

Cross-lake services on the lake and elsewhere are also affected as a result of inability to access properly constructed landing stations. Other challenges include aging equipment, underwater obstructions to safe navigation, lack of navigational aids, and lack of regulation for canoe construction, use, and operations.

3.4 Railway

Due to several decades of neglect and underfunding, the rail network has completely broken down, with the exception of some partial freight services on the Western line and some passenger commuter rail services in Accra. In addition, signal and communication equipment are obsolete and inoperable, whilst track infrastructure and rolling stock have deteriorated considerably. Rolling stock is poorly maintained and much of the stock has remained unusable for years due to lack of spares. In situations where the lines have remained unused for years, (since 1989 in some case), massive encroachment has taken place. Consequently, two-thirds of the network has not been operated for more than 12 years and would now require complete re-construction to restore services. The remaining third of the operable system provides services on the Western Line

(dedicated to the transport of manganese) and on the Eastern Line with focus on passenger traffic between Accra-Nsawam and Accra-Tema.

The Western Railway Line continues in existence primarily because of the freight services which has peak operations averaging eight loaded trains a day carrying mineral exports to Takoradi Port - comprising two trains of bauxite from Awaso (236 km) and six trains of manganese from Nsuta (60 km). Both minerals are top – loaded at the mines and discharged by tipplers at the port.

Train movements, because of the factors highlighted earlier, are unpredictable and unlikely to achieve forecast peak figures, estimated to be about 1.5 million tons of bauxite and 2.0 million tons of manganese. In the event that trains do run, safety is a major concern because of the lack of secure signaling and the very poor condition of the track and rolling stock. Despite the fact that both the bauxite and manganese mining companies are reported to be keen to increase their output, they have been constrained by the challenges associated with the railway system. This is because the estimated potential haulage capacity targets of the mining companies cannot be transported due to restricted railway capacity. In addition, the Western corridor has potential freight cargo including petroleum products, bauxite from Nyinahini, cocoa, flour and cement products. Similar argument can be made for the Eastern line which has not been operational since 1989. Potential freight cargo includes servicing the dry port at Boankra, transit cargo at Tema port meant for landlocked countries such as Burkina Faso, Niger and Mali and the yet to be explored bauxite mine at Atewa Range near Kibi.

in 2013, the Government prepared a Master Plan or blueprint for the strategic development of the sector including a 595km railway line from Kumasi to Paga (Central Spine) as part of its Phase 2 with a possible extension or branch line from Tamale to Yendi to facilitate the exploitation of iron ore deposits at Sheini, located to the southeast of Yendi.

Government is keen on restructuring the railway sector to enable it contribute more positively towards the country's development.

3.5 Roads

Infrastructure

The predominant mode of transport throughout the country is road transport – with an estimated market share of over 95% and 90% of the passenger and cargo traffic respectively. The main challenge to road transportation is inconsistency in the road surface of the classified networks. There are National Roads which are unpaved while contiguous sections are paved but in very poor condition making its use unreliable and expensive in terms vehicle operating cost.

The road network is made up of the trunk roads which mainly connect the various region of the country to the national capital. It also links areas of socio-economic activities and major production centres and markets. It also connects the country to its neighbouring countries.

The next in the hierarchy is the feeder system which is the main source of infrastructure used for transport in the rural areas of the country and also feeds the trunk road systems with traffic from the farm gates and rural communities and vice versa. The feeder road is very extensive but mainly gravels and earth roads.

The Urban road systems are third, mainly for distribution of good and services in the urban centres (eg. Metropolitan and Municipal Areas).

Classification System of Ghana's Road Network

The trunk, feeder and urban roads are further classified under a functional classification as shown below

Table 1: Functional Classification of Ghana's Road Network

Trunk Road	Feeder Road	Urban Road
National	Inter District	Major Arterial
Inter-Regional	Connector	Minor Arterial
Regional	Access	Distributor/Collector
-	-	Access/Local

Trunk roads are classified as follows using socio-economic considerations:

- *National -* roads linking the national capital to regional capitals, important border towns in neighbouring countries, ports and major tourist sites

- *Inter-regional -* these are second on the hierarchy of roads serving as important lines of communication between the various regions to ensure regional coherence

- *Regional -* link district capitals to their respective regional capitals or to the nearest district capitals and major industrial, trade or tourist centres

The functional classes of feeder roads are:

- *Inter-district -* roads that cross more than one district

- *Connector -* roads that link a trunk road to either another trunk road or feeder road

- *Access -* roads that start from either a trunk or higher class feeder road and ends in a community

The urban road system has been classified into four main classes:

- *Major arterials -* roadways that serve most of the intercity trips. Principal arterials are further divided into freeways and main arterials

- *Minor arterials* - they augment the major arterials in the formation of a network of roads that connect urbanized areas. Travel speeds on the minor arterials can be high as those on the major arterials

- *Distributor/Collector* – roads which primarily carry traffic within individual urbanized areas and trip distances, are usually shorter than those on the arterial roads

- *Access/Local -* these are streets that provide access to residence and to adjacent lands and properties and residential driveways. Through traffic is deliberately discouraged.

Road Network and Current Condition

Table below gives the current state of entire road network by surface type

Table 1: Road Network by Surface Type by Length as at 2015

Road Agency	Rigid	Asphaltic Concrete	Surface Treated	Gravel	Earth	Total Paved	Total Unpaved
GHA	38.6	2,356.0	6,671.8	5,807.3	-	9,066.4	5,807.3
DFR	-	-	1,927.78	27,231.2	12,886.20	1,927.78	40,117.40
DUR	3.29	956.37	5,044.48	5,225.98	4,231.65	6,004.14	9,457.63
Total	41	3,312	13,644	38,264	17,117	16,998	55,382
% Percentage	0.06	4.58	18.85	52.87	23.48	23.48	76.51

Source: Ministry of Road and Highways

From Table 2, only 23.5% of the road network is paved and the remaining 76.5% is unpaved. The national condition mix is given as 40% Good; 31% Fair; 29% Poor.

National Vehicle Fleet and Operational Issues

The total national vehicle fleet by all categories is 1,952,564 as at end of 2015. A total of 861,039 representing 44.1% are road worthy. The remaining 55.9 of the vehicle fleet are not fit to be used on our road network. DVLA is embarking on re-registration of all road worthy vehicles for all categories from 2017. This will enable proper estimation of the fatality indices pertaining to vehicles.

Most of the vehicles in the country are Used Vehicles imported mainly from European countries. The average age of these imported vehicles is between 10-20years. The high rate of emission and accidents experienced on our roadways are mainly due to high level of unworthy vehicles plying our roads coupled with the poor road condition.

Services

General road transport services are unsatisfactory due long delays (52.6%) and unpredictable schedules (45.9%). In western region 70.6% of the poor service is due to long delays. In the Northern region, the major problem is unpredictable schedules which constituted about 57.5% of the reasons for the unsatisfactory road transport services.

About 44.0% of workers travel by vehicle to the workplace within fifteen minutes whilst sixty four percent (64.4%) of the workforce commute to the workplace on foot. This shows that the availability of Public Transport is poor.

Congestion due to heavy traffic on the road was cited as the next challenge faced by workers in Greater Accra (27.3%) and Ashanti (13.9%) regions, Northern (34.7%), Eastern (33.6%) and Volta (29.6%) complained about not having access road to their workplaces. This is due to poor public transport and most workers using their own vehicles to workplaces.

Overall supply of road transport services in Ghana is inundated with long delays and unpredictable travel schedule.

Safety

The crash statistics in 2016 represents an unacceptable increase of 15.6% in fatalities (resulting in 2084 traffic deaths) as against a reduction of 11.7% in crashes over the 2015 figures. Relative to the year 2011 when the UN Decade of Action on Road Safety began, the 2016 figures have seen a drop of -5.2% in fatalities and -22.8% in casualties.

For the third time running, the Traffic System Risk (TSR) index has hit the single digit mark at 9.2 fatalities/10,000 vehicles.

Compared to the previous year (2015), there was a general annual increase in fatal crashes by 7.6% in 2016. At the regional level, however, the Northern region recorded the highest percentage increase in fatal crashes by 34.9%, followed by the Volta region (34.5%), Eastern (30.4%), Brong-Ahafo (26.1%), Upper East (20.5%), Central (18.8%), Ashanti (11.3%) and Western (3.7%). Reductions in fatal crashes were however recorded in the Greater Accra (-22.1%) and Upper West region (-2.5%).

In the year 2016, the Ashanti region recorded the highest number of fatalities, totaling 403 deaths which represented 19.3% of all fatalities in Ghana. This was followed by Road Traffic Crashes in Ghana Statistics 2016 CSIR - BUILDING AND ROAD RESEARCH INSTITUTE, GHANA Page 2 Greater Accra region (367deaths; 17.6%), Brong Ahafo (299 deaths; 14.3%), Eastern (293 deaths; 14.1%), and Central (213 deaths; 10.2%). These five regions together contributed over three-quarters (75.5%) of all the road traffic fatalities in Ghana. It must be mentioned that Greater Accra region dropped to the second highest region in 2016 after recording some reductions in fatalities. The worsening traffic safety situation in the Ashanti, Brong Ahafo, Eastern and Central regions may, in part be attributed to the relaxation of traffic enforcement, being an election year.

The road user class with the highest share of fatalities continues to be pedestrians (39.5%), followed by motorcycle users (20.9%) and then bus occupants (17.5%). The crash statistics show that the pedestrian fatality share once again fell below the 40% mark resulting in an annual reduction of -0.84% in pedestrian fatalities. This is in sharp contrast to the annual increase of 58.9% for bus occupant fatalities. Safety measures for pedestrians should be sustained whiles those for Bus occupants should be refocused and stepped up to stem the situation.

Motorcycle users also stand the greatest risk of death in traffic, registering the second highest road traffic fatalities (20.9%) after pedestrians, thus overtaking fatalities among bus occupants (17.5%) and car occupants (10.3%). There was 35.3% increase in motorcyclists' fatalities in 2016, indicating a further upward trend which must be reversed.

Non-urban sections of the road networks recorded 60.0% of all the road traffic fatalities while the remaining 40% were on the urban road networks. Upward trends in fatalities have been experienced on both road sections. Whereas, there was an annual increase of 12.4% in fatalities on the urban road sections, an increase of 17.9% in fatalities was with the non-urban road networks in 2016.The impact of the speed humps on fatality reductions on the highways needs further investigations.

Again, the month of December recorded the highest monthly fatalities, for the third year running. Gauged against the national population pattern, males are over-represented (74.7%) in road traffic fatalities and that the 26-35 years age-group continues to be the modal age group in the fatality statistics. It could be posited that married working males are the most at-risk group in traffic.

3.6 Pipeline

A 50-kilometer pipeline transports petroleum product from Tema to the Volta Lake port in Akosombo. Petroleum products are transferred by barges from Akosombo to the port of Buipe in the Northern Region, and then transferred into trucks for transport to Tamale and other places in the north. The pipeline from Buipe through Tamale to Bolgatanga has been completed but Ageing and inadequate cargo handling equipment has resulted in frequent breakdowns leading to delays in loading and unloading of cargo.

The West African Pipe Line is in operation transporting natural gas to Ghana from Nigeria through Benin and Togo.

3.7 Non-Motorized Transport

The most common form of NMT is walking. Others are bicycles, push carts, wheel barrows and animal drawn carts. NMT plays an important role in the economy especially in the informal sector.

It is estimated that less than 3% of urban dwellers in the South use NMT but it is predominantly used in the North as a mode of transport.

NMT is non – polluting and largely sustainable form of transport. It aids reduction of urban noise and congestion and its loading capabilities can replace human portage mainly practiced by women. NMT can be used to reach public transport stations facilitating integration between modes. NMT is also complimentary to public transport and can be used to improve accessibility.

NMT users are vulnerable to fatalities as they suffer from lack of safety measures. This problem is compounded by drivers who do not recognise or respect cyclists or pedestrians. The most vulnerable road-user group in road death in Ghana is pedestrians constituting 38.8% of the total fatality stock.

This phenomenon is the spontaneous encroachment of pedestrian walkways by traders selling all forms of trade items and physical development of buildings. A major consequence of this behavior is a tremendous overspill of the trade items into major roads in many instances, unbearable congestion and delaying traffic.

3.8 Inter-modalism

To minimize the skewed dominance of road transport, transport infrastructure in Ghana requires intermodal co – ordination between road, rail, marine and air networks. Currently, there is poor interface between Road, Rail, Air and Port traffic. This creates significant barriers for opportunities for exploring the benefits of intermodal co – ordination.

The Volta Lake is one example where some form of inter-modalism has been developed. This involves the transfer of freight from truck–barge, pipeline–barge. Pipelines transport petroleum products from Tema to Akosombo.It offers potential for cost-effective transport for socio-economic development of the many communities around the lake and provides strategic, cost-effective long-distant routing of bulk wet and dry cargoes in Ghana.

Container barges could be used very effectively for transfer of containers from Akosombo to Buipe once all safety requirements are met. These containers would have been delivered to Akosombo Port by rail transport. Transportation on other rivers should be regulated.

4 CHAPTER 4 – TRANSPORT POLICY

Chapter 4 contains the Vision and Mission. This is followed by Goals, Policy objectives and Strategies arranged under 10 Transport Sector Themes. This policy document is structured around the Themes, Goals, Objectives and Strategies which have been determined by analysis and consultation throughout the 18-month review period. It is deemed to comply with the procedures established by the NDPC for policy formulation and is structured in line with the draft National Public Policy Guidelines prepared by the NDPC (October 2017).

4.1 Transport Sector Vision and Mission

The Vision:

An integrated, efficient, cost-effective and sustainable transportation system responsive to the needs of society, supporting growth and poverty reduction and capable of establishing and maintaining Ghana as a transportation hub of West Africa.

The Mission: (The task of the Transport Sector as a whole):

Provide leadership and an enabling environment for the development and maintenance of Ghana's transportation system through effective policy formulation, market regulation, asset management and service provision.

4.2 Transport Sector Goals

In order to capture all aspects of the consultation, the Ministry's working group has utilised three key points of reference to formulate the Themes, Goals, Objectives and Strategies that now form the Policy document, namely:

1. The strategic policy objectives set out in the Government's **Coordinated Programme of Economic and Social Development Policies (CPESD) 2017-2024** which, builds on the successes, and addresses the challenges, of its immediate predecessor – the Ghana Shared Growth and Development Agenda (GSGDA II), which was implemented over the period 2014-2017. Within this high-level context, the medium-term national development policy framework, **Agenda for Jobs: Creating Prosperity and Equal Opportunity for All 2018-2021** sets out the policy goals, objectives and strategies

2. The analysis of the previous **NTP (2008)** and **ITP (2010)** for their adequacy and impact including the many lessons learnt from transport sector stakeholders. (reported in the **PRELIMINARY ANALYSIS REPORT**, Deliverable B, September 2017)

3. The issues raised by, and recommendations derived from, the stakeholder consultations (reported in the **CONSULTATIVE WORKSHOP REPORT**, Deliverable C, November 2017). Further proposals were received through Validation Workshops conducted from October to November, 2018.

The development of the themes have been made to:

- support the objectives set out in Ghana's development agenda

- respond to gaps and weaknesses found in previous policy documents

- address the transport issues raised in the consultations

From these conclusions and with reference to Ghana's strategic national and international commitments, the joint ministry working group has identified 10 Themes each with a Policy Goal, as follows:

THEME 1   -   TRANSPORT FOR ALL

THEME 2   -   GHANA AS A TRANSPORT HUB

THEME 3   -   SUSTAINABLE TRANSPORT

THEME 4   -   IMPROVED PUBLIC AND PRIVATE INVESTMENT IN TRANSPORT

THEME 5   -   INTEGRATED AND HARMONIZED TRANSPORT PLANNING

THEME 6   -   LEGAL MANDATE FOR IMPLEMENTATION OF TRANSPORT POLICY AND PLANS

THEME 7   -   ENFORCEMENT OF RULES, REGULATIONS AND STANDARDS

THEME 8   -   RESEARCH AND DEVELOPMENT

THEME 9   -   DEVELOP HUMAN RESOURCE CAPACITY

THEME 10   -   APPLICATION OF NEW TECHNOLOGIES IN TRANSPORT

Themes 1 to 3 focus on the transport system that needs to be created to underpin the socio-economic development planned for Ghana as well as fulfilling the technical, financial and quality requirements of its users, service providers and investors.

Themes 4 to 10 focus on the areas where institutions, practices and procedures need to be strengthened or changed to enable the sector as a whole to plan, prepare for and achieve the levels of performance expected of it by its many stakeholders.

Under each of these Themes, a Policy Goal was developed as shown below:

4.2.1   Create an accessible, affordable, reliable, safe and secure transport system for all users

4.2.2   Establish Ghana as a transport hub within the West African sub-region

4.2.3   Provide transport infrastructure and services without compromising the integrity of society, environment, health and the climate

4.2.4   Increase private sector investment and improve utilisation of public financing

4.2.5   Create an integrated and harmonized transport planning framework

4.2.6 Develop and adopt a legal mandate and institutional framework for implementation of transport sector policies and plans

4.2.7   Enforce standards, regulations and rules in the transport sector

4.2.8   Develop and implement a research and development system to support effective policy formulation, planning and implementation

4.2.9   Develop adequately skilled human resources for executing all aspects of the transport sector mandate

4.2.10 Apply new and appropriate technology and innovations to transport infrastructure and service delivery

The full schedule of Policy Goals, Objectives and Strategies proposed under each of the 10 Themes are as follows;

4.2.1 TRANSPORT SECTOR THEME 1

TRANSPORT FOR ALL

STRATEGIC CONTEXT FOR THEME 1

- Sustainable Development Goals (SDG)

    - Target 11.2   Provide access to safe, affordable, accessible and sustainable transport systems for all

- The African Union's Agenda 2063

    - Goal 1.3   Social security and protection, including persons with disabilities

    - Goal 1.4   Modern, affordable and liveable habitats and quality basic services

- Coordinated Programme of Economic and Social Development Policies (CPESDP)

  - Goal 3.5   Ensuring public safety and security

  - Goal 1. 4   Strengthening social protection, especially for children, women, persons with disability and the elderly

TRANSPORT ISSUES ADDRESSED BY THE POLICIES

- Clear Policy and Institutional Arrangement for Road Maintenance

- The new Transport Policy should look at the needs of the current modes and the implementation of the Master Plans

- Institutional and regulatory framework for the joint use of air navigation facilities/services, surveillance systems, and the air space, for both civil and military operations

- A policy for institutional changes to transfer the GTA functions in respect of Air Travel Organisers' Licensing (ATOL)/Charter licensing to GCAA, who already have a legal and regulatory framework to effectively handle all aircraft operations in a safe and secure manner.

- The type and construction of the local boats remains unregulated.

- Tree stumps remain a major obstruction to safety of transport on the lake and also the absence of navigation aids for safe travel.

- Limited coverage of railway lines.

- Staffing; right-sizing and the need for in-country training of staff in railway technology.

- Inadequate Inter-modalism

- Other rivers in the country could be studied in terms of their potential of being developed as part of the network of transportation modes in the country while developing regulations and standards for operation and provision of services on these rivers.

4.2.1 Policy goal:
Create an accessible, affordable, reliable, safe and secure transport system for all users

4.2.1.1 Policy objective:
Ensure systematic development of all modes of transport for efficient and effective modal choice in all regions of Ghana

Strategies:

1. Systematically upgrade all modes of transport to better serve the public

2. Modernize the existing rail lines and extend coverage systematically to all regions in accordance with the Railway Master Plan.

3. Develop aviation infrastructure systematically in accordance with approved Airport System Plan.

4. Systematically engineer un-engineered roads and continuously upgrade un-paved to paved roads.

5. Develop an effective water transport system to enhance inland and coastal movements.

4.2.1.2 Policy objective:
Develop and implement effective maintenance system for all transport modes

Strategies:

1. Institute a robust maintenance scheme for all modes of transport and other critical infrastructure such as pipelines and utility services.

2. Establish timely and effective preventive maintenance plan for all public transport infrastructure

3. Review Existing Maintenance Manuals to take advantage of Technology and advancement in the transport sector

4. Build capacity to ensure requisite skills for transport infrastructure maintenance

4.2.1.3 Policy objective

Ensure safety and security through all the stages of transport development and operations

Strategies:

1. Incorporate health & safety standards in planning, design, construction, operations and maintenance for all modes

2. All modal agencies must institute continuous health and safety education for users in all their operations

3. Amend the law to empower National Road Safety Commission (NRSC) to enforce regulations and sanction offenders

4. Develop a database system that enables DVLA, the police, insurance companies and the judiciary to share information relevant to traffic law enforcement.

5. Establish emergency facilities for accident victims along major transport corridors including trauma centres

6. Establish a communication system among the Police, National Fire Service, National Ambulance Service, National Disaster Management Organisation (NADMO) and trauma centres to ensure a rapid response to accidents

7. Enhance capacity for prompt removal of accident and broken-down vehicles.

8. The Ghana Maritime Authority (GMA) must ensure that all operators of vessels and other craft adhere to all safety and security requirements of the vessels, the passengers and the cargo being transported at all times in full compliance with Safety of Life at Sea (SOLAS) Code.

9. Develop safe and navigable routes along the lake and all identified inland water transport systems and provide navigational aids for travel.

10. Improve landing, terminal and warehousing facilities along the lake

11. Promote the use of modern, safe sustainable materials and technology in the construction of local boats and vessels

12. GCAA must ensure compliance with ICAO Standards and Recommended Practices in respect of safety including improving and modernization of air navigational equipment at airports.

13. Ensure safe railway operations through modernized communication, signaling and certification of rolling stock

4.2.1.4 Policy objective

Integrate non-motorised transport facilities in all transport infrastructure developments

Strategies:

1. Provide dedicated safe, reliable and appropriate facilities for NMT users across all transport modes.

2. Maintain and free-up all existing NMT facilities from encroachment.

4.2.1.5 Policy objective:
Establish Mass Transportation systems in urban areas with inter-modal facilities and interchanges

Strategies:

1. Develop a more extensive public transport system to help alleviate congestion in urban areas

2. Promote road-based mass transportation system, including extending Bus Rapid Transit (BRT) corridors

3. Develop standards for public transport vehicles in line with international best practices

4. Develop integrated light rail or metro-rail transit system in major urban areas to improve public transportation.

5. Review and strengthen institutional arrangements governing the mass transit system.

6. Create competent transport authorities equipped to plan and regulate transport services in their locality and competent operators to provide high quality services to meet user needs.

4.2.1.6 Policy objective

Develop the rail and inland water transport to play a lead role in the transportation of bulk goods in Ghana and beyond

Strategies:

1. Implement the Railway Master plan in accordance with Governments programme for the Railway sector in the Short to Medium

2. Link all major markets in the country to haul foodstuff in bulk to secondary markets across the Country

3. Revamp the existing railway network and expand it to Northern Ghana to support industrialization and other economic activities

4. Connect the inland water systems for bulk haulage of goods and passengers where possible

5. Develop safe and navigable routes along the lake and all inland water transport systems

6. Improve landing and terminal facilities along the lake to improve the economic condition of the local communities.

4.2.1.7 Policy objective

Ensure user friendly facilities for PWDs in accessing all modes of transport

Strategies:

1. Ensure implementation of the provisions on transportation under the PWDs Act, 2006, Act 715 through the enactment of the appropriate Legislative Instruments

2. Passenger vehicles and rolling stock shall be designed with door openings and platforms suitable for easy access for PWDs.

4.2.1.8 Policy objective:
Ensure that transport system responds to the socio-economic needs of women, children and the aged

Strategy:

1. Connect all communities and settlements with local roads to improve access for education, health, markets and other social amenities.

4.2.2 TRANSPORT SECTOR THEME 2

GHANA AS A TRANSPORT HUB

STRATEGIC CONTEXT FOR THEME 2

- Sustainable Development Goals (SDG)

    - Target 9. 1   Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans border infrastructure

    - Target 11.2   Provide access to safe, affordable, accessible and sustainable transport systems for all

- The African Union's Agenda 2063

    - Goal 1.4   Modern, affordable and liveable habitats and quality basic services

    - Goal 4.1   Sustainable and inclusive economic growth

    - Goal 4.3   Economic diversification and resilience

    - Goal 7.3   Sustainable consumption and production patterns

- Coordinated Programme of Economic and Social Development Policies (CPESDP)

- Goal 2.2   Developing modern and integrated infrastructure

- Goal 3.2   Enhancing public sector management and service delivery

TRANSPORT ISSUES TO WHICH THE POLICIES RESPOND

- The new Transport Policy should look at the needs of the current modes and the implementation of the Master Plans

- Currently there is a growing interest in re-introducing the coastal cargo and passengers service and extending it to Takoradi and Abidjan

- A policy for institutional changes to transfer the GTA functions in respect of ATOL/Charter licensing to GCAA, who already have a legal and regulatory framework to effectively handle all aircraft operations in a safe and secure manner.

- Spatial Planning/Management; there must be clarity of who manages railway reservation. The National Spatial Planning Authority staff claim they have manage Government lands, and that always create conflict situations

- Institutional and regulatory framework needs review

- Limited coverage of railway lines.

- Encroachment along rail lines

- Inadequate Inter-modalism

4.2.2 Policy Goal:
Establish Ghana as a transport hub within the West African sub-region

4.2.2.1 Policy objective:
Improve airport and seaport infrastructure and services to increase capacity and efficiency of operations

Strategies:

1. Accelerate implementation of existing ports and harbours master plans including the completion of the new terminal at Tema Port.

2. Improve and expand docking facilities at the Tema Shipyard to provide docking, maintenance and ship building services for the sub-region.

3. Implement the Master Plan Development of Takoradi Port and Provide oil services terminal at the Port to enable it to offer repair and docking services for the oil rigs and supply vessels in the sub-region.

4. Implement reforms including automation of the process of clearing goods for import and export and benchmark Ghana's ports against best practices

5. Promote private sector participation in the development and management of seaport facilities

6. Facilitate the construction of new harbours in James Town, in the Greater Accra Region and Keta in the Volta Region as well as future ports development along the coast.

7. Strengthen capacity of the Ghana Maritime Authority, Ghana Ports and Harbour Authority and Ghana Shippers Authority to regulate the maritime industry

8. Provide berthing facilities at the Sea Ports to support sub-regional coastal marine transport

9. Prioritise and undertake a phased development of other international airports in Ghana (Kumasi, Tamale and Takoradi) to improve connectivity within Ghana and the sub-region

10. Ensure all international aviation standards are enforced at all our airports.

11. Ensure efficiency and competitiveness in seaport and airport operations through regular sensitisation and awareness creation of stakeholders and users

12. Ensure establishment of national flag carrier

13. Develop mechanisms to grow transit trade through Ghana in compliance with international conventions and treaties

14. Develop aviation maintenance, repair and overhaul facilities at airports

15. Promote the development of general aviation

4.2.2.2 Policy objective:

Develop mechanisms to ensure free movement of people and goods within the tenets of international and sub-regional protocols.

Strategies:

1. Ensure full implementation of the Single African Air Transport Market (SAATM) for the liberalization of air transport.

2. Promote the full operationalization of the Yamoussoukro Decision to liberalize air transport within Africa.

3. Negotiate Bilateral Agreements and grant Fifth Freedom Rights to Non-African carriers on a case-by-case basis.

4. Collaborate with the private sector to develop the aviation industry to establish Ghana's role as an aviation hub serving West Africa.

5. Facilitate the implementation of the National Airports System Plan and develop and improve the physical infrastructure at Domestic airports:

6. Develop airports in accordance with approved Master plans

7. Introduce competition in the provision of aviation support and handling services to ensure efficiency and lower costs

8. Ensure that Ghana complies with and sustains international safety and security standards at all airports in compliance with GCAA Regulations and Directives in line with ICAO Standards and Recommended Practices.

9. Maximize access to international markets and air transport networks by aggressively seeking new air transport routes into the country and open up cross-border activities

10. Develop international airports as freight transshipment hubs

11. Ensure the competitiveness of doing business at Ghana's airports especially in the availability and cost of aviation fuel.

4.2.2.3 Policy objective:
Develop Multi-modal Transit Corridors to ensure efficient and effective flow of goods, services and information to meet customer requirement in line with international and sub-regional standards

Strategies:

1. Improve capacity and efficient traffic management of roads leading to seaports and airports to ensure efficient flow of traffic.

2. Improve the conditions of access control of the existing transit corridors to meet the requirement of the West Africa Growth Ring Master Plan using, for example, Express Road Ways

3. Modernize existing rail connections to the sea port and develop rail connections to the airport and inland ports

4. Develop Volta Lake into a major transportation artery

5. Ensure strict enforcement of laws, regulations and standards for operation on inland waterways to help improve services and safety

6. Establish an efficient multimodal logistics system

7. Develop integrated truck staging and management systems

8. Implement ECOWAS protocol on free movement of people and goods by collaborating with neighboring countries to establish joint border posts to minimize crossing time for transit trade.

9. Promote containerization, especially for supporting intermodal logistics

10. Identify and develop inland dry ports, link them with rail to the sea ports and as a priority expedite development of Boankra Dry Port.

11. Provide modern reception facilities for Cruise Vessels in collaboration with the Ministry of Tourism to attract tourists from all over world to Ghana

12. Work with relevant agencies to stop encroachment on transport infrastructure and facilities

13. An axle-loading regime shall be agreed for transit trade between the trading parties

4.2.3 TRANSPORT THEME 3

SUSTAINABLE TRANSPORT

STRATEGIC CONTEXT FOR THEME 3

- The African Union's Agenda 2063

    - Goal 4.1 Sustainable and inclusive economic growth

    - Goal 7.1 Sustainable natural resource management

    - Goal 7.2 Biodiversity conservation, genetic resources and ecosystems

    - Goal 7.3 Sustainable consumption and production patterns

    - Goal 7.4 Water security

    - Goal 7.5 Climate resilience and natural disasters preparedness and prevention

    - Goal 7.6 Renewable energy

- Coordinated Programme of Economic and Social Development Policies (CPESDP)

    - Goal 2.1 Rehabilitating degraded areas and supporting the conservation of biodiversity and   priority ecosystems

    - Goal 1.3 Expanding access to and improving the quality of healthcare

- Paris Agreement on climate change 2015

    - Article 6.4a To promote the mitigation of greenhouse gas emissions while fostering sustainable development

TRANSPORT ISSUES ADDRESSED BY THE POLICIES

- A policy for institutional changes to transfer the GTA functions in respect of ATOL/Charter licensing to GCAA, who already have a legal and regulatory framework to effectively handle all aircraft operations in a safe and secure manner.

- Regulatory procedure between GACL and the Government regarding price development of regulated aviation charges

- Lack of Funds for the rail sector

4.2.3 Policy Goal:
Provide transport infrastructure and services without compromising the integrity of society, environment, health and the climate

4.2.3.1 Policy objective:
Subject all Transport infrastructure projects to safety, environment, social and health impact assessments and audit at all stages of development and operations of the transport system

Strategies:

1. Ensure that Strategic Environmental Assessment (SEA) processes are applied to all transport sector policies, plans and programmes.

2. All transport infrastructure designs shall be subjected to safety, environmental health audit to ensure provision of appropriate mitigation measures to address epidemic and pandemic effects.

3. Ensure that all projects are executed in accordance with the Environmental Assessment Regulations, 1999 LI 1652 or any other relevant legislation which may from time-to-time be enacted by Parliament.

4. Introduce best maintenance management practices for all transport sector developments to prevent adverse impacts on the environment, human health and operational efficiency.

5. Develop specifications and standards for locomotives, aircrafts, automobiles and vessels that ensure reduction in carbon emission and appropriate maintenance methods to maintain same levels within their lifetime.

4.2.3.2 Policy objective:

Adopt and implement international treaties, protocols and agreement to ensure minimal effects on climate change due to transport operation

Strategies:

1. Implement Ghana's commitments under the Paris Agreement on Climate Change (2015)

2. Mainstream green infrastructure, climate change and sustainability issues into the transport sector activities.

3. Ensure that regulations are adequate and enforced to meet international environmental, health and safety standards and codes of practice

4.2.4 TRANSPORT SECTOR THEME 4

IMPROVED PUBLIC AND PRIVATE SECTOR INVESTMENT IN TRANSPORT

STRATEGIC CONTEXT FOR THEME 4

- Sustainable Development Goals (SDG)

    - Target 9. 1   Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure

- The African Union's Agenda 2063

    - Goal 4.1 Sustainable and inclusive economic growth

    - Goal 4.2 STI driven manufacturing, industrialization and value addition

    - Goal 4.3 Economic diversification and resilience

- Coordinated Programme of Economic and Social Development Policies (CPESDP)

    - Goal 1.1 expanding opportunities where large-scale job creation is possible

- Paris Agreement on climate change 2015

- Article 6.8b Enhance public and private sector participation in the implementation of nationally determined contributions

TRANSPORT ISSUES ADDRESED BY THE POLICIES

- Regulatory procedure between GACL and the Government regarding price development of regulated aviation charges

- Institutional and regulatory framework needs review

- Weak and over-age Infrastructure: rail infrastructure normally has a life span of 50 years, and when properly maintained could go for another 30 years. In Ghana construction was started in 1905 up to Kumasi, Awaso and Accra before Independence; the Central line was constructed after Independence.

- The Urban Roads departments attached to the assemblies must understand that they have to consult all transport users anytime they embark on any designs that affect, especially major users.

4.2.4 Policy goal:

Increase private sector investment and improve utilisation of public financing

4.2.4.1 Policy objective:

Improve scheme designs and make them 'bankable' and demand driven

Strategies:

1. Prepare Feasibility studies, showing Financial Viability and funding strategies

2. Review and develop regulations to attract private sector participation in the provision of transport infrastructure and services.

3. Promote opportunity for private investors to be given concessions to provide and operate in all modal transport networks

4. Promote opportunities for private investors in development adjacent to airports such as Airport City or Aerotropolis concepts

5. Modal facilities operators should professionally manage their finances to make it easy to partner the private sector to invest in expanding infrastructure.

4.2.4.2 Policy objective:
Create an enabling environment for public and private sector participation in transport infrastructure development and service provision

Strategies:

1. Collaborate with the Ministry responsible for finance for the enactment of Public-Private Partnership Act that ensures local content whilst protecting private investment irrespective of political regime

2. Promote private sector investment in the development of transport infrastructure and services

3. Carry out consultations with users in the process of planning transport infrastructure and services

4.2.4.3 Policy objective:
Improve Fiscal performance of transport sector MDAs and MMDAs with responsibility for transport infrastructure and services

Strategies:

1. Enhance revenue mobilization through Cost Recovery measures, for example, Road Fund, Infrastructure Fund and other revenue or funds that may be approved by Parliament

2. MMDAs shall mobilise Property Rates and allocate part to improve accessibility within their communities

3. Adopt efficient and effective methods of revenue collection to eliminate leakages and misapplication of funds

4. Institute an effective scheme to ensure prompt payment for works, goods and services within the transport sector

5. Strengthen revenue institutions and administration within the transport sector.

6. Enhance participatory budgeting, revenue and expenditure tracking at all levels

7. Review existing legislation and all administrative instructions regarding Non-Tax Revenue/Internally Generated Funds (NTR/IGF) to develop an IGF Policy

8. Strictly enforce the provisions of the Public Procurement Act, 2003 (Act 663) and Amendment 2016 (Act 914) and Public Financial Management (PFM) 2016 Act 921 and any other legislation approved by Parliament

9. Strictly adhere to the criteria for sole sourcing in compliance with the Procurement Act (Act 663) and Amendment 2016 (Act 914)

10. Ensure effective planning of transport infrastructure projects to inform the preparation of the procurement plan

11. Adopt prudent programming and expenditure within approved budgetary allocations

4.2.5 TRANSPORT SECTOR THEME 5

Integrated and harmonized transport planning

STRATEGIC CONTEXT FOR THIS THEME

- Coordinated Programme of Economic and Social Development Policies (CPESDP)

    - Goal 3.3 promoting the rule of law and equal access to justice

TRANSPORT ISSUES ADDRESSED BY THE POLICIES

- Apart from the Road Sector, all the other modes have prepared their Master Plans. The Road Master Plan will have to be prepared in order to address the policy on Intermodal Transport System.

- Need to systemize most of the procurement system and adherence to the current legal regime on procurement for Government of Ghana funded projects

- The 40-year Development Plan prepared by NDPC should be taken into account in reviewing the NTP 2008

- There is the need to have the legal framework work to support the New Transport Master Plan (NTMP)

- Regulatory procedure between GACL and the Government regarding price development of regulated aviation charges

- Policy framework for the establishing Nation Flag Carrier

- Inadequate Intermodalism

- Encroachment along rail lines.

- Limited coverage of railway lines.

4.2.5 Policy goal:

Create an integrated and harmonized transport planning framework

4.2.5.1 Policy objective:
Adopt and promulgate a transport planning framework based on effective use of policy, long term plans, medium term programmes and annual budgeting.

Strategies

1. Gazette the National Transport Policy

2. Prepare and Gazette a National Transport Masterplan that ensures the implementation of the National Transport Policy

3. All Modal Agencies should prepare and review their respective Master Plans based on the National Transport Master Plan and Transport Policy

4. Enact a Law that makes it mandatory for Medium Term Plans, Programmes and Annual Budgets to be aligned with their approved Master Plans.

4.2.5.2 Policy objective:
All Land Use and Spatial development plans shall include an evaluation of transport demand signed off by the relevant transport sector agencies

Strategies:

1. Transport Planners shall develop procedures to enable them to coordinate with demand side and spatial planning agencies in the development of all transport plans.

2. NDPC should collaborate with the transport sector MDAs to come up with transport performance indicators for the MMDA planning system.

3. The District Planning Coordination Unit (DPCU) and Regional Planning Coordination Unit (RPCU) must be resourced and be accountable for the preparation and inclusion of transport plans in their respective physical plans.

4. Develop the Legal and regulatory framework to compel modal transport plans to be integrated with competent land-use plans

5. All transport agencies must identify all lands/corridors for their current and future requirements and secure them through necessary Executive Instruments and coordinate with the appropriate statutory bodies to protect against encroachment

4.2.5.3 Policy objective:
Guidelines for integrated transport planning shall be adopted by all transport MDAs for effective inter-modalism

Strategies:

1. All transport planning units should adopt a common planning framework to ensure complementarity and consultations

2. The framework shall consist of policy, long-term plans, medium-term plans, MTEF and annual budgets.

4.2.5.4 Policy objective:
Guidelines and technical support shall be provided to MMDAs to develop their transport planning capacity.

Strategies:

1. Strengthen local level capacity for participatory planning and budgeting

2. MMDAs shall plan, demarcate and clear road reservations to guide current and future developments

3. Institutionalize the use of Road Reservation Manuals by MDAs and MMDAs

4. Consult key stakeholders, such as traditional authorities, civil society groups, private sector and NGOs in development dialogue to determine transport needs

4.2.6 TRANSPORT SECTOR THEME 6

Institutional framework for implementation of transport policy and plans

STRATEGIC CONTEXT FOR THIS THEME

- Sustainable Development Goals (SDG)

  - Target 11.6 Reduce the adverse per capita environmental impact of cities, including by special attention to air quality and municipal and other waste management

- The Africa Union's Agenda 2063

  - Goal 2.1 Education and STI driven skills revolution

- Paris Agreement on climate change 2015

  - Article 7.7b Strengthening institutional arrangements, including those under the Convention that serve this Agreement, to support the synthesis of relevant information and knowledge, and the provision of technical support and guidance to Parties

TRANSPORT ISSUES ADDRESSED BY THE POLICIES

- There is need to carry out institutional reforms as per recommendation given in the AfDB funded Institutional Reforms Study.

- Apart from the Road Sector, all the other modes have prepared their Master Plans. The Road Master Plan will have to be prepared in order to address the policy on Intermodal Transport System.

- There is the need to have the legal framework work to support the New Transport Master Plan (NTMP)

- Clear Policy and Institutional Arrangement for Road Maintenance

- Regulatory procedure between GACL and the Government regarding price development of regulated aviation charges

- Lack of Funds for the rail sector

4.2.6 Policy goal:
Develop and adopt a legal mandate and institutional framework for implementation of transport sector policies and plans

4.2.6.1 Policy objective:

Develop an institutional framework that separates functions of policy, regulation, asset management and service provision by transport sector MDAs and MMDAs to deliver on their mandate

Strategies*:*

1. Existing institutional framework should be reviewed in line with best practices to remove ambiguities in the roles within transport sector MDAs and MMDAs

2. Create a common platform for all transport modal planners to regularly meet and coordinate their plans to ensure proper integration is achieved

3. Develop regulations and mechanisms that ensure effective cooperation and coordination amongst transport planning and infrastructure development agencies, and the land-use, planning and utility agencies

4. Ensure the separation of Air Navigation Services from GCAA

5. Establish an Independent Accident Investigation Board for the aviation sector.

6. Strengthen the capacity of public institutions to undertake policy analysis, development planning, monitoring and evaluation, macro-econometric modelling and forecasting

7. Intensify the use of Strategic Environmental Assessment (SEA) in public policy processes, plans and programmes; and environmental assessments for all projects in line with the Environmental Assessment Regulations, 1999 LI 1652.

8. Strengthen the relationship between the national development planning system and budgeting processes

4.2.6.2 Policy objective:
The transport policy must inform the preparation of the respective modal master plans and programmes

Strategy*:*

1. All transport programmes for each budget year must be promulgated for execution in accordance with the master plans.

4.2.6.3 Policy objective:
Enable MMDAs responsible for roads (Urban and Feeder) and transport services to fully comply with their obligations in accordance with the law.

Strategies:

1. Institute a programme of transfer of professionals from DUR and DFR to the MMDAs in accordance with the LI 1961 of 2009 and Act 936 of 2016.

2. Restructure the roles of DFR and DUR to provide oversight, training and monitor the activities of MMDAs at the regional and national levels and execute Development Projects.

4.2.7 TRANSPORT SECTOR THEME 7

Enforcement of standards, regulations and rules

STRATEGIC CONTEXT FOR THIS THEME

- The African's Union Agenda 2063

    - Goal 2.1 Education and STI driven skills revolution

- Coordinated Programme of Economic and Social Development Policies (CPESDP)

    - Goal 1.4 Strengthening social protection, especially for children, women, persons with disability and the elderly.

- Goal 1.2 Expanding access to and improving the quality of education at all levels for all socio-economic groups

- Goal 1.2 Expanding access to and improving the quality of education at all levels for all socio-economic groups

TRANSPORT ISSUES ADDRESSED BY THE POLICIES

- Need to systemize most of the procurement system and adherence to the current legal regime on procurement for Government of Ghana funded projects

- Policy on aviation fuel (ATK) competitive pricing

- The quality of local informal transport service on the Volta Lake is a major concern.

- There is a need to determine regional cargo traffic distribution in the country in order to plan potential locations of new cargo delivery terminals or ICDs.

4.2.7 Policy goal:
Enforce standards, regulations and rules in the transport sector

4.2.7.1 Policy objective:
Institute schemes, structures and systems to ensure quality assurance, health and safety of transport infrastructure works

Strategies:

1. Develop manuals and standards for planning, design, construction, maintenance, supervision and operations for transport sector MDAs and MMDAs with a transportation mandate.

2. Document issues through the use of existing manuals, standards, etc. and updating them through research to make them relevant for Ghana's conditions.

3. Institute Continuous reforms to ensure full compliance with international best practices, certifications and other regulations.

4.2.7.2 Policy objective:
Rolling stock and equipment used for transport services meet standards developed for safe and comfortable operations.

Strategies:

1. Rolling stock and equipment imported or manufactured locally shall adhere to approved standards.

2. Establish systems and procedures for regular testing of the rolling stock and equipment to ensure that they continuously meet set standards.

4.2.7.3 Policy objective:

Institute and enforce regulations to ensure safe and effective operation of the transport system

Strategies:

1. Develop regulations for urban transport to ensure oversight responsibility and prescribe standards for operations of all urban transport services

2. Develop regulations for all commercial operations undertaken on Ghana's roads

3. Develop and enforce regulations for all inland water transport services

4. Systematically improve enforcement of the Road Traffic Act and Road Traffic Regulations

4.2.8 TRANSPORT SECTOR THEME 8

Research and development

STRATEGIC CONTEXT FOR THIS THEME

- Sustainable Development Goals (SDG)

    - Target 9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending

    - Target 9.6   Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and   technical support to African countries, least developed countries, landlocke developing countries and small island developing States 18

- The African Union's Agenda 2063

    - Goal 2.1 Education and STI driven skills revolution

    - Goal 4.2 STI driven manufacturing, industrialization and value addition

- Paris Agreement on climate change 2015

- Article 7.7c Strengthening scientific knowledge on climate, including research, systematic observation of the climate system and early warning systems, in a manner that informs climate services and informs climate services and supports decision- making.

TRANSPORT ISSUES ADDRESSED BY THE POLICIES

- Policy on aviation fuel (ATK) competitive pricing

4.2.8 Policy goal:

Develop and implement a research and development system to support effective policy formulation, planning and implementation

4.2.8.1 Policy objective:
Adopt a comprehensive research strategy for the transport sector in support of improved policy formulation, development planning, infrastructure design, construction, maintenance and service provision

Strategy:

1. Strengthen institutional units within the MDAs to undertake and coordinate research in policy, planning, design, construction, maintenance and service provision.

4.2.8.2 Policy objective:
Collaborate with national and international research institutions, universities, and industry to undertake specific research to improve current operations and methods

Strategies:

1. Outsource special research needs to public and private sector institutions.

2. Finance research to improve operations and methods within the various transport sector MDAs and MMDAs ensuring dissemination of findings to sector agencies and stakeholders

3. Provide incentives for the establishment of Research and Development (R&D) laboratories by the private sector to support value chains in the transport sector

4.2.9 TRANSPORT SECTOR THEME 9

Develop human resource capacity

STRATEGIC CONTEXT FOR THIS THEME

- Sustainable Development Goals (SDG)

    - Target 1.7 Create sound policy framework at the national, regional and international levels based on pro-poor and gender sensitive development strategy, to support accelerated investment in poverty eradication action

- Coordinated Programme of Economic and Social Development Policies (CPESDP)

    - Goal 1.2 Expanding access to and improving the quality of education at all levels for all socio-economic groups

- Paris Agreement on climate change 2015

    - Article 11.1 Strengthening scientific knowledge on climate, including research, systematic observation of the climate system and early warning systems, in a manner that informs climate services and informs climate services and supports decision- making.

TRANSPORT ISSUES ADDRESSED BY THE POLICIES

- A policy for institutional changes to transfer the GTA functions in respect of ATOL/Charter licensing to GCAA, who already have a legal and regulatory framework to effectively handle all aircraft operations in a safe and secure manner.

- Staffing, right-sizing and the need for in-country training of staff in railway technology. Also need to attract quality staff.

4.2.9 Policy goal:

Develop adequately skilled human resources for executing all aspects of the transport sector mandate

4.2.9.1 Policy objective:
Develop key skills and competencies of staff of transport MDAs and MMDAs to fulfil their transportation mandates

Strategies:

1. Promote and institutionalize knowledge, skills and attitudinal change programmes for transport sector personnel.

2. Develop Multi-disciplinary transport sector HRD strategy and implementation plan for the sector.

3. Collaborate with tertiary institutions to Increase the range of relevant professional qualifications and managerial courses available to sector personnel.

4. Collaborate with tertiary institutions to run Railway Engineering and Operations courses

5. Improve training for enforcement and judiciary personnel in enforcement and judicial processes.

6. Train transport personnel in French and English languages

4.2.9.2 Policy objective:

Capacities of transport managers and service providers shall be enhanced through training for better performance in the sector.

Strategies:

1. Determine and develop the human capital and skill set needs along the transport logistics supply chain over the medium and long term

2. Enhance conditions for women in the transport sector by promoting the role of women as service providers, professionals.

4.2.9.3 Policy objective:

Adopt a certified training program for all operational and enforcement personnel

Strategies:

1. Establish a system of certification for service providers for repairs and maintenance, including wayside mechanics.

2. Establish specialized institutions for the training of operators and drivers of heavy/specialized equipment, buses and other heavy goods vehicles (HGV).

3. Collaborate with existing enforcement agencies to institute certified training for the transport sector.

4. Hold symposia, workshops, seminars etc. held in our secondary schools to sensitize females assuring them that transport-related courses are not as difficult as perceived as well as change the traditional perception that such courses belong to the male gender.

5. Enhance conditions for women's retention by granting scholarships, apprenticeship etc. for those who have the interest.

4.2.10   TRANSPORT SECTOR THEME 10

Application of new technologies

STRATEGIC CONTEXT FOR THIS THEME

- Coordinated Programme of Economic and Social Development Policies (CPESDP)

  - Goal 1.2 Expanding access to and improving the quality of education at all levels for all socio-economic groups

- Paris Agreement on climate change

  - Article 10.6 Parties recognize the importance of integrated, holistic and balanced non-market approaches being available to Parties to assist in the implementation of their nationally determined contributions, in the context of sustainable development and poverty eradication, in a coordinated and effective manner, including through, inter alia, mitigation, adaptation, finance, technology transfer and capacity building, as appropriate.

TRANSPORT ISSUES ADDRESSED BY THE POLICIES

- Clear Policy and Institutional Arrangement for Road Maintenance

- Staffing; right-sizing and the need for in-country training of staff in railway technology. Also need to attract quality staff.

4.2.10 Policy goal:

Apply new and appropriate technology and innovations to transport infrastructure and service delivery

4.2.10.1   Policy objective:

Invest in ICT and train public and private sector service personnel in its use

Strategies:

1. Continuously update skills and certify maintenance staff and equipment operators

2. Develop and maintain online database for all categories of transport assets and provide secure data access

4.2.10.2 Policy objective:

Adopt modern ICT in all aspects of planning, management and maintenance of transport infrastructure and services

Strategies:

1. Leverage on modern technology to improve railway operations and maintenance in the country

2. Apply new technologies in the speedy maintenance of transport infrastructure and service delivery.

3. Explore the use of state of the art safety and security mechanisms and equipment in line with best practice

4.2.10.3 Policy objective:

Adopt new and appropriate technologies to enhance performance in the transport sector

Strategies:

1. Continuously explore new technologies in the construction and maintenance of transport infrastructure.

2. Apply science, technology and innovation to formulate policies, programmes and projects that safeguard the future of Ghana's transport infrastructure and services

3. Undertake research into vehicle and fuel technologies to determine those most appropriate to the region.

4. Institutionalization of labour-based road maintenance outfits in the road agencies especially Department of Feeder Roads and separate budget line from the main road maintenance budget

5. Incorporation of labour-based road maintenance into the training programme of road engineers

6. Development of local capacity by licensing of labour-based road contractors

5 CHAPTER 5 - IMPLEMENTATION OF THIS POLICY

Next Steps

Once the Policy Goals, Objectives and Strategies are approved in this Final Draft Green Paper, and in line with Government's requirements for sector Policy documents, the Ministry shall complete a Policy White Paper that shall be submitted to Cabinet for approval and publication.

The policy document is also required to undergo a Strategic Environmental Assessment (SEA) which assesses the various socio-environmental impacts of the policy and identifies measures to mitigate the adverse effects.

5.1 Mobilization of the Approved Policy

Once the Policy White Paper is approved, there shall be the need for a comprehensive mobilization plan setting out:

1. The roles and responsibilities of each of the Transport Sector MDAs,

2. A Communications Strategy.

3. Strategies suitable for accelerated mobilization

5.1.1 Roles and Responsibilities for Implementing This Policy

In regard to Policy Implementation, the following roles and responsibilities are proposed:

- All Sector Ministries - Shall be responsible for delivering the Objectives set out in this Transport Policy through a coordinated and integrated approach. Priorities must ensure that resources are utilized to maximum benefit to Government, Ghana's tax payers, transport users and the economy as a whole.

- It is recommended that within the current institutional arrangements, the Transport Sector Ministers form a Ministerial working group to provide combined leadership of the sector and ensure the strategies and actions of all sector's MDAs are fully integrated for effective policy implementation. The Ministerial working group should meet at least quarterly and be supported by a small professional executive.

- Ministry of Transport – Shall take the lead coordination role bringing the sector ministries and agencies together for collaborative events, ensuring an integrated approach is taken in all planning and implementation activities. It shall also be responsible for implementing, monitoring, reporting and communicating with stakeholders the goals, objectives and strategies being implemented by the road transportation agencies and the port and maritime agencies

- The Ministry of Aviation – shall be responsible for collaborating and integrating its activities with the other transport sector Ministries as well as implementing, monitoring, reporting and communicating with stakeholders the goals, objectives and strategies being implemented by the Aviation sector agencies

- Ministry of Railway Development - shall be responsible for collaborating and integrating its activities with the other transport sector Ministries as well as implementing, monitoring, reporting and communicating with stakeholders the goals, objectives and strategies being implemented by the Railway sector agencies

- Ministry of Roads and Highways - shall be responsible for collaborating and integrating its activities with the other transport sector Ministries as well as implementing, monitoring, reporting and communicating with stakeholders the goals, objectives and strategies being implemented by the road infrastructure agencies

- All Transport Sector Agencies shall be required to collaborate with the sector ministries and other agencies ensuring their short, medium and long-term action or business plans and their budgetary submissions align with the strategies and actions identified and approved in this policy.

- All transport sector MDAs shall comply with the requirements of the Finance Act and Public Procurement Act in their applications for budgetary support and approval of procurement plans, ensuring that implementation is in tune with their approved plans.

5.1.2 Communications Strategy

The following principles are proposed for communications:

- All transport sector MDAs shall prepare a communications strategy to convey the goals and objectives of the policy and explain their role in achieving them.

- As part of its overall coordinating role the Ministry of Transport shall ensure that communications from all sector MDA's comply with government guidelines and reflect accurately the state of delivery for each policy objective for which the MDA is responsible.

- It is proposed that an item on policy-related communications shall be included in the agenda for all Board, Committee and Advisory Group meetings. Reports on policy-related communications shall be reviewed by the proposed Inter-Ministerial Working Group

5.1.3 Strategies Suitable for Prompt Mobilization

Based on the gaps and deficiencies identified in the analysis, and particularly activities for which MDAs are already mandated, some areas of work could be enacted immediately without the need for formal establishment of the policy document to proceed.

Based on the issues raised in the consultation workshops, the following areas are recommended for immediate action:

- Establish an inter-ministerial working group comprising the transport sector Ministers to jointly adopt, publish and implement this National Transport Policy

- Mandate the Ministry of Transport's (previously established) Transport Planning Group to meet monthly and to extend by invitation its membership to the sector's demand-side planners

- Set up a multi-sector steering group to guide and oversee the development of the proposed Transport Master Plan

- With the authority of the Transport Sector Ministers, set up a joint working group with the Ministry of Finance, NDPC and the Ministry of Planning to formulate new procedures and guidelines for integrated transport, spatial and development planning

- Establish joint working groups in selected metro and municipal assemblies to act as case studies for the establishment of collaborative working relations and development of joint procedures for integrated transport and spatial planning at the MMDA level.

5.2 KEY STEPS AT IMPLEMENTATION

The following key steps must be followed for the policy document to be beneficial

5.2.1 Long Term Plan

However, 'Policy' on its own is not enough to achieve the good governance expected of the sector. Further work has to be done in planning, programming; budgeting etc. to achieve the desired expectations set up in the policy documents. Therefore, to complement the Policy, there is a need for a comprehensive **NATIONAL MULTI-MODAL TRANSPORT PLAN** which sets out how the Policy Objectives will be achieved including how strategies and investments will be prioritised over a 10 to 20 year horizon.

Further levels of Governance already apply to Government MDAs who are required to prepare the following:

5.2.2 Medium Term Strategic Plans:

From the long-term plan MDAs develop Medium Term Strategic Plans covering a period of 4 to 5 years to focus resources to address immediate priorities in the sector. The following process is followed in Strategic Planning;

- Step 1 – Write Vision Statement

- Step 2 – Write a Mission Statement

- Step 3 – Perform an analysis to determine the Strengths, Weaknesses, Opportunities and Threats (SWOT) within the organization in achieving the Vision.

- Step 4 – Identify Goals, Objectives and Strategies and develop Key Performance Indicators for achieving them.

- Step 5 – Roll out a plan with clearly defined outputs.

- Step 6 – Execute effective Monitoring and Evaluation that will enable you to review every 3 years.

5.2.3 Medium Term Programme:

This is what the Ministry of Finance currently defines as the **MEDIUM TERM ECONOMIC FORECAST (MTEF).**

The Feasibility Studies and Preliminary Designs provide a sound basis for preparing the MTEF. The MTEF is an annual, rolling three-year expenditure programme. It sets out the medium-term expenditure priorities and budget constraints against which sector plans can be developed and refined. MTEF together with the Annual Budget Framework provides the basis for annual budget planning.

5.2.4 Annual Budget Submission and Approvals

The annual budget is a plan for an organization showing expenditures for a fiscal year. It involves balancing the organization's revenue or income with its expenses. A good budget ensures that there are adequate funds to execute an organization's programme for the year.

5.2.5 Procurement Plans

The Procurement Plan is an annual document which defines the products and services that a Public Body will obtain from external supplies. A sound procurement plan helps a Procurement Entity to define their procurement requirements in deciding how, where and when to procure. Clause 21 of the Public Procurement Act, 2003 (Act 663) spells out the procedure for procurement planning.

The proper preparation and regular review of procurement plans ensure that works are carried out systematically and payments made promptly to achieve positive results.

5.2.6 Execution of the Project

This aims at quality performance in a timely manner.

5.2.7 Monitoring and Evaluation

Monitoring and evaluation helps to assess how the strategies and objectives goals are being met or achieved. This provides the means for systematically improving transport to serve the people.

The following principles are proposed:

- In support of the proposed Inter-Ministerial Steering Committee its Executive shall be authorized to collect performance data from Sector Agencies, to monitor and report on policy implementation, to the Ministerial Working Group.

- All transport sector MDAs shall comply with their mandatory monitoring, evaluation and reporting requirements.

- M&E systems shall be orientated to monitor and report on progress made by the agency in their achievement of policy goals, objectives and strategies set out in this policy.

- It is proposed that an item on collaborative events, coordination activities and examples of integrated planning and implementation shall be included in the agenda for all Board, Committee and Advisory Group meetings. Reports on policy-related M&E shall be reviewed by the proposed Inter-Ministerial Working Group.

6 ACTION PLAN FOR NATIONAL TRANSPORT POLICY

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
1.1 Ensure systematic development of all modes of transport for efficient and effective modal choice in all regions of Ghana	1. Systematically upgrade all modes of transport to better serve the public	• Establish inter-ministerial group (IMG) to take ownership of the NTP, provide joint leadership to the transport sector and authorize collaboration between Transport Sector agencies • IMG commences immediately and meets quarterly • Develop airports in all Regions and ensure inter-modality to serve as spokes to support the hub system	X	X X	X X	X X	Ministry of Transport Ministry of Aviation/Ministry of Railways Development/ Ministry of Roads and Highways GCAA/GACL

	2. Modernize the existing rail lines and extend coverage systematically to all regions in accordance with the Railway Master Plan.	FROM RAILWAY MASTERPLAN
		
		Implement the first phase of the Railway Master plan:
		  1. Old Western railway line
		  ▪ Review the feasibility study on the old railway line
			x	x	x		Ministry of Railways Development GRDA/ GRCL

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
1.1 Ensure systematic development of all modes of transport for efficient and effective modal choice in all regions of Ghana		▪ Commence construction 2. Old eastern railway line ▪ Review the Feasibility studies on the old eastern railway line ▪ Finalize selection of Strategic investors ▪ Commence construction					
	3. Develop aviation infrastructure systematically in accordance with approved Airport System Plan.	• Expand Capacity at KIA	X	X	X	X	Ministry of Aviation/ GCAA/ GACL
		• Expand & Upgrade Kumasi Airport for International Operations (Phases 2 & 3)	X	X	X	X	
		• Development of Tamale Airport (Phase 2)		X	X		
		• Rehabilitate Sunyani Airport	X				
		• Development Ho Airport					
		• Development of New Civil Airport in Takoradi	X	X	X	X	
		• Operationalise Ho and Wa airports		X			
	4. Systematically engineer un-engineered roads and continuously upgrade un-paved to paved roads.	FROM ROAD INFRASTRUCTURE DEVELOPMENT PLAN					Ministry of Roads and Highways

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
	5. Develop an effective water transport system to enhance inland and coastal movements.	• Complete market studies for water transport • Institute policies to enhance viability of market					Ministry of Transport VRA/VLTC, GMA

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
1.2. Develop and implement effective maintenance system for all transport modes	1.Institute a robust maintenance scheme for all modes of transport and other critical infrastructure such as pipelines and utility services in a timely and effective manner 2.Establish timely and effective preventive maintenance plan for all public transport infrastructure	• Constitute an inter-ministerial technical group to identify common issues for infrastructure maintenance. • Lead modal agencies develop modal-relevant maintenance policies and guidelines • Commence implementation •	X X	X X	X X	X X	Ministry of Transport Ministry of Aviation Ministry of Railway Development Ministry of Roads and Highways GCAA/GACL All Sector Ministries

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
1.2. Develop and implement effective maintenance system for all transport modes `		• Lead modal agencies to develop modal-relevant maintenance policies and guidelines • Establish as policy by all Ministries • Commence Implementation • Effective Facility Management Systems in all infrastructural development projects & for existing facilities	X	X X	X X	X X	Ministry of Transport Ministry of Aviation Ministry of Railway Development Ministry of Roads and highways GCAA/GACL
1.2. Develop and implement effective maintenance system for all transport modes	3.Review Existing Maintenance Manuals to take advantage of Technology and advancement in the transport sector	• Lead modal agencies to develop modal-relevant maintenance policies and guidelines • Establish as policy by all Ministries • Commence Implementation • Incorporate Effective Facility Management Systems in all infrastructural development projects & for existing facilities	X	X X	X X	X X	Ministry of Transport Ministry of Aviation Ministry of Railway Development Ministry of Roads and highways GCAA/GACL
	4.Build capacity to ensure requisite skills for transport infrastructure maintenance	• Collaborate with Ministry of Education and NTVLRO to develop and agree on a national program of training	X				Ministry of Transport Ministry of Aviation

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
		for infrastructure maintenance					Ministry of Railway Development
		• Develop vocational training course (As approved above)		X			Ministry of Roads and highways
		• Train trainers to deliver the new training program		X			Ministry of Education
		• Commence roll-out of training program			X		KTI GTTC
		• Incorporate Effective Facility Management Systems in all infrastructural development projects & for existing facilities	X	X	X	X	RMU GHATA Railway Training Institute
		• Regularly re-train maintenance staff in new and more cost-effective systems of maintenance					NTVLRO
							GCAA/GACL
							All Sector Ministries

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/ Agencies	
1.3 Ensure safety and security through all the stages of transport development and operations	1. Incorporate health & safety standards in planning, design, construction, operations and maintenance for all modes	• In consultation with Modal agencies, develop H&S standards and implementation guidelines such as COVID-19 management and implementation plans. • Commence implementation (Implementing Agencies) • Undertake ESIA and develop Environmental and Social Management Frameworks	X X	 X X	 X X	 X X	Ministry of Transport GCAA/GACL	

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/ Agencies	
1.3 Ensure safety and security through all the stages of transport development and operations		(ESMF) where necessary, and undertake self-monitoring programmes						
	2.All modal agencies must institute continuous health and safety education for users in all their operations	• Prepare Health & Safety Method Statements for all Projects and undertake Monitoring & Evaluation • Develop H& S Standards in consultation with all modal agencies • Undertake continuous programmes on STI, HIV/AIDS, COVID-19 and Malaria awareness programmes for all operatives and on all infrastructure construction sites and adjoining communities	X	X	X	X	GCAA/GACL Ministry of Railway Development	
1.3 Ensure safety and security								

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/ Agencies	
through all the stages of transport development and operations		• Health and safety education must be organized at two distinct levels for the Railway System: 1. For the public • Even before the commencement of the implementation of the Railway Development there must be continuous education on the dangers of the introduction of high-speed trains • Adequate safety signs must be provided to warn the public to keep off the Railway construction sites 2. For the Railway operatives						
1.3 Ensure safety and security through all the stages of transport development		• Before a decision is made to acquire						

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/ Agencies	
and operations		rolling stock, some operating staff must be selected to witness all the stages of the manufacture from start to finish. • The same team must be involved throughout the commissioning phase						
1.3 Ensure safety and security through all the stages of transport development and operations	3. Amend the law to empower National Road Safety Commission (NRSC) to enforce regulations and sanction offenders	Operationalization of National Road Safety Authority Act, 2019 (Act 993)	x	x	x	x	National Road Safety Authority (NRSA) Ghana Police Service	
	4. Develop a database system that enables DVLA, the police, insurance companies and the judiciary to share information relevant to traffic law enforcement.	Operationalization of National Road Safety Authority Act, 2019 (Act 993) Operationalization of DVLA Database Interface	X	X	X	X	Ministry of Transport DVLA NRSA Ghana Police Service	

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/ Agencies	
							Ghana Insurers Association	
	5. Establish emergency facilities for accident victims along major transport corridors including trauma centres	Development of Trauma Care centers along major highways	X	X			Ministry of Transport	
1.3 Ensure safety and security through all the stages of transport development and operations	6. Establish a communication system among the Police, National Fire Service, National Ambulance Service, National Disaster Management Organisation (NADMO) and trauma centres to ensure a rapid response to accidents	• Establish a communication system among the Police, National Fire Service, National Ambulance Service, National Disaster Management Organisation (NADMO) and trauma centres to ensure a rapid response to accidents •	x	x	x	X	Ministry of Transport Ministry of Railways Development MRH Ministry of Aviation	
	7. Enhance capacity for prompt removal of accident and broken-down vehicles	NRSC to Provide activity	x	x	x	x	National Road Safety Authority (NRSA)	

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/ Agencies	
							Ghana Police Service	
1.3 Ensure safety and security through all the stages of transport development and operations	8. The Ghana Maritime Authority (GMA) must ensure that all operators of vessels and other craft adhere to all safety and security requirements of the vessels, the passengers and the cargo being transported at all times in full compliance with Safety of Life at Sea (SOLAS) Code.	FOR INLAND WATER: • Review, finalize and operationalize inland water regulations developed under TSP • • Training of Navigation Staff on International Safety and security standards relating to ports.	X	X	X	X	Ghana Maritime Authority	
	9. Develop safe and navigable routes along the lake and all identified inland water transport systems and provide navigational aids for travel.	• Review surveys done under TSP and develop guidelines • Publish guidelines to service providers on the Lake – implement	X	X	X		Ghana Maritime Authority	0.002

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/ Agencies	
		public awareness and information	X	X	X	X	Volta Lake Transport Company	Ghs33m
		• Dredge basin and access channel: 16m draft	X	X				Ghs1m
		• Removal of obstruction to navigation					VRA	
		• Charting of the lake					Ministry of Transport	
	10.Improve landing, terminal and warehousing facilities along the lake	• Building and renovating new and old warehouses	X					
		• Acquisition of handling equipment		X				
		• Fully adopt standards already developed (from TSP project)			X			
		• Publish guidelines to Ferry Station Officials on the Lake – implement public awareness and information					Volta Lake Transport Company	

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/ Agencies	
		• Site selection of all possible cargo and passenger landing sites / ports. • Rehabilitation of landing sites along the Volta Lake					Ghana Maritime Authority	
	11. Promote the use of modern, safe sustainable materials and technology in the construction of local boats and vessels	• Develop standards and guidelines • Publish guidelines to service providers and boat makers on the inland waterways • Create public awareness and disseminate information among Stakeholders	X	X	X		Ghana Maritime Authority	Ghs1m

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/ Agencies	
	12. GCAA must ensure compliance with ICAO Standards and Recommended Practices in respect of safety including improving and modernization of air navigational equipment at airports	• Passage of Ghana Civil Aviation Act 2016 (Act 906) • Setting up of an Independent Accident and Serious Incidents Investigation Board to ensure effective implementation of impartial accident and serious Incidents investigations • Decoupling of GCAA: Separation of the Regulatory function and Air Navigation Services provision to ensure effective and impartial enforcement of regulations. • Provision of funding to an independent Ghana	X X	 X X			Ministry of Aviation/GCAA, Accident Investigation Bureau	

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/ Agencies	
		Civil Aviation Authority						
	13. Ensure safe railway operations through modernized communication, signaling and certification of rolling stock	FROM RAILWAY MASTERPLAN Construction of railway infrastructure is complete with all drainage structures, signaling, communication and train control systems to ensure safety operations. Specifications for the systems will be strictly in accordance with best practices.					Ministry of Railways Development	

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
1.4 Integrate non-motorised transport facilities in all transport infrastructure developments	1. Provide dedicated safe, reliable and appropriate facilities for NMT users across all transport modes	• Develop standards and guidelines for NMT • creat public awareness and disseminate information among Stakeholders • Enforce Standards and guidelines on NMT • Provide NMT facilities for all transport modes	X X	 X X	 X X	 X	Ministry of Transport in collaboration with MMDAs Ministry of Aviation GACL MRH Ministry of Railways Development
	2. Maintain and free-up all existing NMT facilities from encroachment	Liaise and co-ordinate with transport and relevant statutory agencies to free-up existing NMT facilities					Ministry of Transport

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
1.5 Establish Mass Transportation systems in urban areas with inter-modal facilities and interchanges	1. Develop a more extensive public transport system to help alleviate congestion in urban areas	• Develop regulatory frameworks and regulations for public transport systems • Collaborate with MMDAs to scale sustainable mass transportation systems • Scale –up fleet renewal programmes for quasi-Government Transport companies and transport sector operators	x	x	x	x	Ministry of Transport Ministry of Railways Development MRH Ministry of Aviation
	2. Promote road-based mass transportation system, including extending Bus Rapid Transit (BRT) corridors						Ministry of Transport
	3.Develop standards for public transport vehicles in line with international best practices	• Develop standards and guidelines • Publish guidelines and establish in Law • Implement public awareness and information • Commence enforcement	X	X	X	X	Ministry of Transport
1.5 Establish Mass	4. Develop integrated light rail or metro-rail transit system in major	The Railway must collaborate with MMDAS to come up					Ministry of Railways Development,

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
Transportation systems in urban areas with inter-modal facilities and interchanges	urban areas to improve public transportation.	with a master plan to improve public transportation. ●Develop Master Plans formetro mass transport systems starting from Accra, Kumasi, Tamale and Takoradi. ●Look for Strategic partnership to implement the projects					
	5. Review and strengthen institutional arrangements governing the mass transit system	• Review current institutional arrangements and develop a 'policy' for performance improvement • • Create public awareness and disseminate information •	X	X	X	X	Ministry of Transport in collaboration with NDPC and MMDAs
	6.Create competent transport authorities equipped to plan and regulate transport services in their locality and competent operators to provide high quality services to meet user needs	Equip transport departments within Assemblies to plan and regulate transport services					MMDAs, MOLGRD Ministry of Transport

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies	
1.6 Develop the rail and inland water transport to play a lead role in the transportation of bulk goods in Ghana and beyond	1. Implement the Railway Master plan in accordance with Governments programme for the Railway sector in the Short to Medium	• Modernize the old Western and Eastern railway lines • Construct a modern railway line from Tema to Akosombo • Do feasibility studies from Akosombo to Paga and to Ouagadougu through the eastern corridor					Ministry of Railways Development	
	2.Link all major markets in the country to haul foodstuff in bulk to secondary markets across the Country	Liaise with all MMDAS to locate major markets in their areas and link them up Ailways and inland water transport system					Ministry of Railways Development Authority VLTC GMA	
	3.Revamp the existing railway network and expand it to Northern Ghana to support industrialization and other economic activities	Implement the Railway Master plan in accordance with the Government's medium to long term programmes					Ministry of Railways Development	
	4. Connect the inland water systems for bulk haulage of	• Procure more vessels					Volta Lake Transport Company	

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies	
1.6 Develop the rail and inland water transport to play a lead role in the transportation of bulk goods in Ghana and beyond	goods and passengers where possible	• Procure Acquiring state of the art handling materials • Diversifying VLTC operations. • Port expansion • Develop Mpakadan port • Implement the Railway Master Plan in conjunction with the National Infrastructure Plan (NIP) 2017 and the Ghana Maritime Authority • Develop Buipe Port • Develop Yapei Port • Develop Port at Debre • Remove Debre Shoals					Ghana Maritime Authority	
	5. Develop safe and navigable routes along the lake and all inland water transport systems	• Charting of the Lake • Procure Safety equipment. • Acquisition of state-of-the-art					Ghana Maritime Authority	Ghs1m Ghs Ghs0.5

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies	
		navigational equipment • Dredging of the Lake • Removal of tree stumps from the Lake					Volta Lake Transport Company	Ghs33m
	6. Improve landing and terminal facilities along the lake to improve the economic condition of the local communities.	• Construct new ferry landing sites at locations along the lake • Rehabilitate existing landing sites • Provide reception facilities at landing sites					VLTC GMA District Assemblies	

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
1.7 Ensure user friendly facilities for PWDs in accessing all modes of transport	1. Ensure implementation of the provisions on transportation under the PWDs Act, 2006, Act 715 through the enactment of the appropriate Legislative Instruments	Provide facilities for PWDs (Persons with Reduced Mobility) at airports for aircraft boarding	X	X	X	X	GACL Ministry of Transport
	2. Passenger vehicles and rolling stock shall be designed with door openings and platforms suitable for easy access for PWDs	• Develop standards and guidelines • Create public awareness and disseminate information • •	X	X	X	X	Ministry of Transport DVLA, ISTC, MMT

Policy Goal 1: Create an accessible, affordable, reliable, safe and secure transport system for all users

Policy Measures	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/ Agencies

1.8 Ensure that transport system responds to the socio-economic needs of women, children and the aged	1. Connect all communities and settlements with local roads to improve access for education, health, markets and other social amenities	• In collaboration with communities and MMDAs, develop a policy and guidelines for implementation • Create public awareness and disseminate information • •	X	X	X	X	Ministry of Roads and Highways

Policy Goal 2: Establish Ghana as a transport hub within the West African sub-region

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
2.1 Improve airport and seaport infrastructure and services to increase capacity and efficiency of operations	1. Accelerate implementation of existing ports and harbours master plans including the completion of the new terminal at Tema Port.	• Develop Kumasi International Airport (Phases 2 & 3) • Develop Tamale International Airport Phase 2 • Develop new Civil Airport in Takoradi • Complete competitive concession processing	X X	X X	X	X	GCAA/GACL Ghana Maritime Authority

Policy Goal 2: Establish Ghana as a transport hub within the West African sub-region

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
		• Terminal operations for new facilities					Ghana Ports and Harbours Authority
	2. Improve and expand docking facilities at the Tema Shipyard to provide docking, maintenance and ship building services for the sub-region.	• Procure Strategic Investor for Shipyard					Ghana Ports and Harbours Authority PSC
	3. Implement the Master Plan Development of Takoradi Port and Provide oil services terminal at the Port to enable it to offer repair and docking services for the oil rigs and supply vessels in the sub-region.	• Complete Dry Bulk Terminal • Procure Oil and Gas Services, Terminal Develop / operator • Complete Floating Dry Dock Repairs Yards					Ghana Ports and Harbours Authority
2.1 Improve airport and seaport infrastructure and services to increase capacity and efficiency of operations	4. Implement reforms including automation of the process of clearing goods for import and export and benchmark Ghana's ports against best practices	Improve Electronic Data Interchange systems Implement Paperless Port Systems • Shipper Education & Training programmes • Shipper Advocacy through engagements with stakeholders (government agencies, trade associations) • Review of establishment law					Ghana Ports and Harbours Authority Ghana Shippers Authority Ministry of Transport

Policy Goal 2: Establish Ghana as a transport hub within the West African sub-region

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
		• Strengthen the capacities of Shipper Complaints and Support units (SCSU) at all border entry points.					
	5.Promote private sector participation in the development and management of seaport facilities	• Introduce Policy and Legal Reforms for Private Sector participation in Port Development and Operations					Ministry of Transport Ghana Ports and Harbours Authority Ghana Maritime Authority
	6. Facilitate the construction of new harbours in James Town, in the Greater Accra Region and Keta in the Volta Region as well as future ports development along the coast	Carry Out Feasibility and Business studies on the Proposed Keta and James Town Ports					Ministry of Transport Ghana Maritime Authority Ghana Ports and Harbours Authority Ministry of Fisheries
2.1 Improve airport and seaport infrastructure and services to increase capacity and efficiency of operations	7. Strengthen capacity of the Ghana Maritime Authority, Ghana Ports and Harbour Authority and Ghana Shippers Authority to regulate the maritime industry	• Review the evaluation done in TSP and develop a final capacity building plan • Seek funding for the capacity development Commence capacity development activities, including training	X	X	X		Ghana Maritime Authority GPHA GSA RMU Ministry of Transport
	8. Provide berthing facilities at the Sea Ports to support sub-regional coastal marine transport	Carry out Site Location and feasibility for berthing facilities to be developed					Ghana Ports and Harbours Ghana Maritime Authority

Policy Goal 2: Establish Ghana as a transport hub within the West African sub-region

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
2.1 Improve airport and seaport infrastructure and services to increase capacity and efficiency of operations	9. Prioritise and undertake a phased development of other international airports in Ghana to improve connectivity within Ghana and the sub-region	• Develop Kumasi International Airport (Phases 2 & 3) • Develop Tamale International Airport Phase 2 • Develop new Civil Airport in Takoradi • Develop Aerotropolis at Dangbe East, Ankaasi and Nsuatre	X X	X X X	 X	 X	Ministry of Aviation GCAA/GACL
	10. Ensure all international aviation standards are enforced at all our airports	• Passage of Ghana Civil Aviation 2016 (Act 906 into Law • Decoupling of GCAA: Separation of the Regulatory function and Air Navigation Services provision • Periodic ICAO Audits at airports (USOAP/USAP)	X X	 X X	 X	 X	Ministry of Aviation/GCAA/GACL
	11. Ensure efficiency and competitiveness in seaport and airport operations through regular sensitisation and	• Provide adequate transit facilities and quality of service in passenger and cargo handling at airports.	X X	X X	X X	X X	Ministry of Aviation/GCAA/GACL

Policy Goal 2: Establish Ghana as a transport hub within the West African sub-region

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
	awareness creation of stakeholders and users	• Introduce competition and transparency in Airport handling and commercial services at airports					GPHA
		• Provide legislation to make aviation fuel in Ghana competitive within the sub-region	X	X	X	X	GSA
		• Undertake regular stakeholder consultative workshops and put in place an effective complaints systems and feedback mechanisms	X	X	X	X	Ghana Maritime Authority
	12. Ensure establishment of national flag carrier	• Establish National flag carrier		X			Ministry of Aviation
2.1 Improve airport and seaport infrastructure and services to increase capacity and efficiency of operations	13.Develop mechanisms to grow transit trade through Ghana in compliance with international conventions and treaties	• Provide adequate transit facilities and quality of service in passenger and cargo handling at airports.	X	X	X	X	Ministry of Aviation/GACL
		• Introduce competition and transparency in Airport handling and commercial services at airports	X				GPHA
		• Develop plan for the establishment of Free Trade Zones in Kumasi, Tamale, Sunyani and Wa airports for	X	X			GSA

Policy Goal 2: Establish Ghana as a transport hub within the West African sub-region

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
2.1 Improve airport and seaport infrastructure and services to increase capacity and efficiency of operations		the promotion of commercial, industrial and trading activities	X				
		• Provide legislation to make aviation fuel in Ghana competitive within the sub-region					
		• Undertake regular stakeholder consultative workshops and put in place an effective complaints systems and feedback mechanisms	X	X	X	X	Ghana Maritime Authority
		• Establish Transit Modal Systems (Truck parks and Rest Stops)					
		• Eastern Corridor Rail Lines					Ministry of Roads and Highways
		Construct Freight Parks and Truck laybys along the major transit corridors					Ministry of Transport
	14.Developaviation maintenance, repair and overhaul facilities at airports	• Prepare 'bankable' MRO projects and procure through PPP, Concessions or other private sector investment options	X	X	X	X	Ministry of Aviation/GCAA/GACL

Policy Goal 2: Establish Ghana as a transport hub within the West African sub-region

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
2.2 Develop mechanisms to ensure free movement of people and goods within the tenets of international and sub-regional protocols.		• Provide tax incentives to attract private sector investment					
	15.Promote the development of general aviation	• Prepare 'bankable' MRO projects and procure through PPP, Concessions or other private sector investment options • Provide tax incentives to attract private sector investment	X	X	X	X	Ministry of Aviation/GCAA/GACL
	1.Ensure full implementation of the Single African Air Transport Market (SAATM) for the liberalization of air transport	Ratify and implement any protocols on air transport liberalization					Ministry of Aviation/GCAA/GACL

Policy Goal 2: Establish Ghana as a transport hub within the West African sub-region

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
2.2 Develop mechanisms to ensure free movement of people and goods within the tenets of international and sub-regional protocols.	2.Promote the full operationalization of the Yamoussoukro Decision to liberalize air transport within Africa	Ratify and implement any protocols on air transport liberalisation					Ministry of Aviation/GCAA/GACL
	3. Negotiate Bilateral Agreements and grant Fifth Freedom Rights to Non-African carriers on a case-by-case basis	Ratify and implement any protocols on air transport liberalisation					Ministry of Aviation/GCAA/GACL
	4.Collaborate with the private sector to develop the aviation industry to establish Ghana's role as an aviation hub serving West Africa	• Provide requisite aviation/airport infrastructure at KIA to provide required facility requirements for thehub status • Provide incentives for private sector investment in aviation infrastructure	X	X	X	X	Ministry of Aviation/GCAA/GACL
	5. Facilitate the implementation of the National Airports System Plan and develop and improve the physical	• Develop the Regional airports as spokes to KIA					Ministry of Aviation/GCAA/GACL

Policy Goal 2: Establish Ghana as a transport hub within the West African sub-region

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
2.2 Develop mechanisms to ensure free movement of people and goods within the tenets of international and sub-regional protocols.	infrastructure at Domestic airports	• Provide Air Navigation infrastructure required for safe operations					
	6. Develop airports in accordance with approved Master plans	• Develop the Regional airports as spokes to KIA • Provide Air Navigation infrastructure required for safe operations					Ministry of Aviation/GCAA/GACL
	7.Introduce competition in the provision of aviation support and handling services to ensure efficiency and lower costs	• Provide adequate transit facilities and quality of service in passenger and cargo handling at airports. • Introduce competition and transparency in Airport handling and commercial services at airports and ensure quality of service in passenger and cargo handling at airports • Provide legislation to make aviation fuel in Ghana competitive within the sub-region • Undertake regular stakeholder consultative workshops and put in place an effective complaints systems and feedback mechanisms	X	X	X	X	Ministry of Aviation/GCAA/GACL

Policy Goal 2: Establish Ghana as a transport hub within the West African sub-region

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
2.2 Develop mechanisms to ensure free movement of people and goods within the tenets of international and sub-regional protocols.	8. Ensure that Ghana complies with and sustains international safety and security standards at all airports in compliance with GCAA Regulations and Directives in line with ICAO Standards and Recommended Practices	• Passage of Ghana Civil Aviation 2016 (Act 906 into Law	X				Ministry of Aviation/GCAA/GACL
		• Decoupling of GCAA: Separation of the Regulatory function and Air Navigation Services provision		X			
		• Periodic ICAO Audits at airports (USOAP/USAP)	X	X	X	X	
	9.Maximize access to international markets and air transport networks by aggressively seeking new air transport routes into the country and open up cross-border activities	• Develop effective marketing tools and provide incentives to attract airlines • Ensure efficiency and lower costs of doing business at airports • Construct airline offices to provide accommodation for airlines operating in Ghana • Intensify Air Services Development using modern analytic software for effective planning, prioritization, targeting and development of profitable routes, in order to attract new airlines to Ghana (both Regional and International)	X	X	X	X	Ministry of Aviation/GCAA/GACL

Policy Goal 2: Establish Ghana as a transport hub within the West African sub-region

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
2.2 Develop mechanisms to ensure free movement of people and goods within the tenets of international and sub-regional protocols.		• Work together with Tourism Authority, GIPC, GCAA, Ministry of Foreign Affairs to develop framework for tourist infrastructure management; and services to increase traffic into the country. • Undertake aggressive marketing of the GACL brand, Terminal 3 and other airport facilities with the aim of positioning KIA as the preferred destination for both passenger and air cargo traffic • Manning of GACL stands at the ITB Berlin, World Routes and World Travel Market conferences.					
	10.Develop international airports as freight transshipment hubs	• Provide adequate transit facilities and quality of service in passenger and cargo handling at airports. • Introduce competition and transparency in Airport handling and commercial services at airports	X	X	X	X	GACL

Policy Goal 2: Establish Ghana as a transport hub within the West African sub-region

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
		• Provide legislation to make aviation fuel in Ghana competitive within the sub-region • Undertake regular stakeholder consultative workshops and put in place an effective complaints systems and feedback mechanisms					
	11. Ensure the competitiveness of doing business at Ghana's airports especially in the availability and cost of aviation fuel	• Provide legislation to make aviation fuel in Ghana competitive within the sub-region • Introduce competition and transparency in Airport handling and commercial services at airports	X	X			Ministry of Aviation/GACL

Policy Goal 2: Establish Ghana as a transport hub within the West African sub-region

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies	
2.3 Develop Multi-modal Transit Corridors to ensure efficient and effective flow of goods, services and information to meet customer requirement in line with international and sub-regional standards	1.Improve capacity and efficient traffic management of roads leading to seaports and airports to ensure efficient flow of traffic						Ministry of Roads and Highways	
	2.Improve the conditions of access control of the existing transit corridors to meet the requirement of the West Africa Growth Ring Master Plan using, for example, Express Road Ways						Ministry of Transport/ Ministry of Roads and Highways	
	3.Modernize existing rail connections to the sea port and develop rail connections to the airport and inland ports						Ministry of Railways Development/ Ministry of Roads and Highways/ Ministry of Transport/ Ministry of Aviation	
	4.Develop Volta Lake into a major transportation artery	• Landing Sites Selection and Land Acquisition • Carry out Feasibility Studies and Policy Supports for business investment					Volta Lake Transport Company Ghana Maritime Authority	
2.3 Develop Multi-modal	5.Ensure strict enforcement of laws, regulations and standards for operation on	• Review and finalize the draft Inland	X				Ghana Maritime Authority	Ghs0.2m

Policy Goal 2: Establish Ghana as a transport hub within the West African sub-region

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies	
Transit Corridors to ensure efficient and effective flow of goods, services and information to meet customer requirement in line with international and sub-regional standards	inland waterways to help improve services and safety	Water regulations developed in the TSP • Submit to Parliament and establish in law • Inland water safety campaign launched • Enacting laws to ensure all bulk cargoes earmarked for the northern part of the country are transported via the Volta Lake • Blasting the Debre shoals or building a mini port at Debre to ensure that the Volta Lake remains navigable all year round from Akosombo to Buipe		X	X		VLTC MOT	
	6. Establish an efficient multimodal logistics system	• Develop truck lay-bys and freight parks long the major transit routes	x	x	x	X	Ministry of Transport	

Policy Goal 2: Establish Ghana as a transport hub within the West African sub-region

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies	
2.3 Develop Multi-modal Transit Corridors to ensure efficient and effective flow of goods, services and information to meet customer requirement in line with international and sub-regional standards	7.Develop integrated truck staging and management systems	Develop truck staging facilities at designated freight parks • Collaborate with key players to develop processes and procedures as well as management systems (i.e. truck management information system	x	x	x	x	Ministry of Transport Ghana Shippers Authority	
	8.Implement ECOWAS protocol on free movement of people and goods by collaborating with neighboring countries to establish joint border posts to minimize crossing time for transit trade	• Review and monitor existing MOUs with Mali, Niger and Burkina Faso • Collaborate with key agencies to establish joint border posts with neighbouring countries	x	x	x	x	Ministry of Transport, Ghana Shippers Authority Ghana Maritime Authority Ministry of Roads and Highways	
	9.Promote containerization, especially for supporting intermodal logistics	• Undertake education and sensitization programmes					Ministry of Transport GSA GPHA	
	10.Identify and develop inland dry ports, link them with rail to the sea ports and	• Carry out Land Acquisition and					Ghana ports and Harbours	

Policy Goal 2: Establish Ghana as a transport hub within the West African sub-region

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies	
	as a priority expedite development of Boankra Dry Port	Declaration as Ports. Complete the development of Boankra Inland Port • Review the Feasibility studies on the eastern railway line. • Finalise the selection of Strategic investors for the commencement of the joint Railway/Boankra Inland port project.					Ghana Shippers Authority Ministry of Railway Development Ghana Maritime Authority	
	11.Provide modern reception facilities for Cruise Vessels in collaboration with the Ministry of Tourism to attract tourists from all over world to Ghana	• Execute Marine Drive Project • Undertake Feasibility Studies • Procure a Concessionaire on BOT					Ministry of Tourism Ministry Transport GPHA GMA	

Policy Goal 2: Establish Ghana as a transport hub within the West African sub-region

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies	
	12.Work with relevant agencies to stop encroachment on transport infrastructure and facilities						Ministry of Transport	
	13.An axle-loading regime shall be agreed for transit trade between the trading parties						Ministry of Roads and Highways GSA	

Policy Goal 3: Provide transport infrastructure and services without compromising the integrity of society, environment, health and the climate

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
3.1 Subject all Transport infrastructure projects to safety, environment,	1.Ensure that Strategic Environmental Assessment (SEA) processes are applied to all transport sector policies, plans and programmes	• Conduct SEA for the current transport policy. •					All Sector Ministries Environmental Protection Agency (EPA)

Policy Goal 3: Provide transport infrastructure and services without compromising the integrity of society, environment, health and the climate

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
social and health impact assessments and audit at all stages of development and operations of the transport system							All Sector Ministries Environmental Protection Agency (EPA)
3.1 Subject all Transport infrastructure projects to safety, environment, social and health impact assessments and audit at all stages of development and operations of the transport system	2.All Transport infrastructure designs shall be subjected to safety and environmental audit to ensure provision of appropriate mitigation measured	Recruit Environment, Health, Safety and Social Safeguard Experts to supervise any transport sector projects					All Sector Ministries
	3.Ensure that all projects are executed in accordance with the Environmental Assessment Regulations, 1999 LI 1652 or any other relevant legislation which may from time-to-time be enacted by Parliament.	• •					All Sector Ministries Environmental Protection Agency (EPA)
	4.Introduce best maintenance management practices for all transport sector developments to prevent adverse impacts on the environment, human health (such STI, HIV/AIDS, COVID-19 etc) and operational efficiency.	• Establish and implement a holistic and planned preventive transport facilities inspection and maintenance programme • Undertake a cost-benefit research into the					All Sector Ministries Environmental Protection Agency (EPA)

Policy Goal 3: Provide transport infrastructure and services without compromising the integrity of society, environment, health and the climate

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
3.1 Subject all Transport infrastructure projects to safety, environment, social and health impact assessments and audit at all stages of development and operations of the transport system		maintenance of transport facilities against the tangible and intangible costs. ● Review all manuals, including the Safety Manual to prevent adverse impacts on the environment, human health and operating efficiency.					
	5.Develop specifications and standards for locomotives, aircrafts, automobiles and vessels that ensure reduction in carbon emission and appropriate maintenance methods to maintain same levels within their lifetime.	● Build capacity to regulatory agencies to enforce compliance to the national standards ● Conduct workshops for mechanical artisans to improve services to a level that meets the established standard. ● revise specification of rolling stocks in line with the specifications for the infrastructure and international best practices					All Sector Ministries Environmental Protection Agency (EPA)
3.1 Subject all Transport infrastructure projects to safety, environment, social and health impact							

Policy Goal 3: Provide transport infrastructure and services without compromising the integrity of society, environment, health and the climate

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
assessments and audit at all stages of development and operations of the transport system							

Policy Goal 3: **Provide transport infrastructure and services without compromising the integrity of society, environment, health and the climate**

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
3.2 Adopt and implement international treaties, protocols and agreement to ensure minimal effects on climate change due to transport operation	1.Implement Ghana's commitments under the Paris Agreement on Climate Change (2015)	• Set committee comprising of representatives of all transport agencies to create awareness and build consensus among transport sector stakeholders to support the realization of Ghana's commitments under the Paris Agreement on Climate Change (2015)					Ministry of Transport\n\nEnvironmental Protection Agency (EPA)
	2.Mainstream green infrastructure, climate change and sustainability issues into the transport sector activities.	• Integrate t green infrastructure, climate change and sustainability concepts/technologies in					All Sector Ministries

Policy Goal 3: **Provide transport infrastructure and services without compromising the integrity of society, environment, health and the climate**

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
3.2 Adopt and implement international treaties, protocols and agreement to ensure minimal effects on climate change due to transport operation		policy formulation and transport sector planning • Undertake climate change and sustainability awareness campaigns for transport sector stakeholders.					Environmental Protection Agency (EPA)
	3.Ensure that regulations are adequate and enforced to meet international environmental and safety standards and codes of practice	• Review and update current environmental and safety regulations to reflect changing transport sector technologies and climate change adaptation measures • Establish requirements and standards to regulate environmental and safety parameters in transport sector areas that are currently not regulated					Ministry of Environment, Science Technology and Innovation

Policy goal 4: Increase private sector investment and improve utilisation of public financing

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
4.1Improve scheme designs and make them 'bankable' and demand driven	1.Prepare Feasibility studies, showing Financial Viability and funding strategies	• Develop policy document and guidelines for preparation and evaluation of infrastructure schemes	X				Ministry of Transport
		• Prepare 'bankable' MRO projects and procure through PPP, Concessions or other private sector investment options		X			
					X		
		• Provide tax incentives to attract private sector investment				X	All Sector Ministries
		• Build Local Capacity in Financial Modelling					
			X	X	X	X	
4.1Improve scheme designs and make them 'bankable' and demand driven	2.Review and develop regulations to attract private sector participation in the provision of transport infrastructure and services.	• Develop policy document and guidelines for preparation and evaluation of infrastructure schemes	X				All Sector Ministries Ministry of Transport
		•					
				X			

Policy goal 4: Increase private sector investment and improve utilisation of public financing

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
					X		
4.1 Improve scheme designs and make them 'bankable' and demand driven	3.Promote opportunity for private investors to be given concessions to provide and operate in all modal transport networks	• Develop policy document and guidelines for preparation and evaluation of infrastructure schemes •	X	X	X	X	Ministry of Transport All Sector Ministries
			X	X	X	X	
	4.Promote opportunities for private investors in development adjacent to airports such as Airport City or Aerotropolis concepts	Prepare 'bankable' MRO projects and procure through PPP, Concessions or other private sector investment options • Provide tax incentives to attract private sector investment	X	X	X	X	Ministry of Transport All Sector Ministries

Policy goal 4: Increase private sector investment and improve utilisation of public financing

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
	5.Modal facilities operators should professionally manage their finances to make it easy to partner the private sector to invest in expanding infrastructure.	• Develop policy document and guidelines for preparation and evaluation of infrastructure schemes •	X				Ministry of Transport
			X				
				X			
					X	X	
					X	X	All Sector Ministries
			X	X	X	X	

Policy goal 4: Increase private sector investment and improve utilisation of public financing

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
4.2 Create an enabling environment for public and private sector participation in transport infrastructure development and service provision	1. Collaborate with the Ministry responsible for finance for the enactment of Public-Private Partnership Act that ensures local content whilst protecting private investment irrespective of political regime	Develop policy document and guidelines for preparation and evaluation of infrastructure schemes	X				Ministry of Transport
	2. Promote private sector investment in the development of transport infrastructure and services	• Develop policy document and guidelines for preparation and evaluation of infrastructure schemes	X				Ministry of Transport
			X	X	X	X	All Sector Ministries
	3. Carry out consultations with users in the process of planning transport infrastructure and services						Ministry of Transport

Policy goal 4: Increase public funding and private sector investment and improve utilisation of public financing

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
4.3 Improve Fiscal performance of transport sector MDAs and MMDAs with responsibility for transport infrastructure and services	1. Enhance revenue mobilization through Cost Recovery measures, for example, Road Fund, Infrastructure Fund and other revenue or funds that may be approved by Parliament	• Review Road Tolling Systems • National Highways Electronic Tolling • Abolish District-level tolls • Review Fuel Levy					Ministry of Roads and Highways National Development Planning Commission (NDPC)
	2. MMDAs shall mobilise Property Rates and allocate part to improve accessibility within their communities	Develop guidelines for the collection of Property Rates					Ministry of Local Government and Rural Development MMDAs
	3. Adopt efficient and effective methods of revenue collection to eliminate leakages and misapplication of funds						Ministry of Transport Ministry of Roads and Highways
	4. Institute an effective scheme to ensure prompt payment for works, goods and services within the transport sector						Ministry of Transport
4.3 Improve Fiscal performance of transport sector MDAs and MMDAs with responsibility for transport	5. Strengthen revenue institutions and administration within the transport sector.						Ministry of Transport
	6. Enhance participatory budgeting, revenue and expenditure tracking at all levels						Ministry of Transport

Policy goal 4: Increase public funding and private sector investment and improve utilisation of public financing

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
infrastructure and services	7. Review existing legislation and all administrative instructions regarding Non-Tax Revenue/Internally Generated Funds (NTR/IGF) to develop an IGF Policy						Ministry of Transport
	8. Strictly enforce the provisions of the Public Procurement Act, 2003 (Act 663) and Amendment 2016 (Act 914) and Public Financial Management (PFM) 2016 Act 921 and any other legislation approved by Parliament						Ministry of Transport Public Procurement Authority
4.3 Improve Fiscal performance of transport sector MDAs and MMDAs with responsibility for transport infrastructure and services	9. Strictly adhere to the criteria for sole sourcing in compliance with the Procurement Act (Act 663) and Amendment 2016 (Act 914)						Ministry of Transport Public Procurement Authority
	10. Ensure effective planning of transport infrastructure projects to inform the preparation of the procurement plan						Ministry of Transport
	11. Adopt prudent programming and expenditure within approved budgetary allocations						Ministry of Transport

Policy goal 5: **Create an integrated and harmonized transport planning framework**

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
5.1 Adopt and promulgate a transport planning framework based on effective use of policy, long term plans, medium term programmes and annual budgeting.	1.Gazette the National Transport Policy	Seek approval of Cabinet and establish in law	X				Ministry of Transport
	2. Prepare and Gazette a National Transport Masterplan that ensures the implementation of the National Transport Policy	• • Develop Transport Master Plans for the implementation of the National Transport Policy	X X X	X	X	X	Ministry of Transport
	3. All Modal Agencies should prepare and review their respective Master Plans based on the National Transport Master Plan and Transport Policy	• Review existing master Plans	X	X X	X		Ministry of Transport Ministry of Aviation Ministry of Railways Development Ministry of Roads and Highways All Sector Ministries
	4. Enact a Law that makes it mandatory for Medium Term Plans, Programs and Annual Budgets to be aligned with their approved Master Plans.	•	X	X	X		Ministry of Transport

Policy goal 5: Create an integrated and harmonized transport planning framework

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
						X	

Policy goal 5: Create an integrated and harmonized transport planning framework

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
5.2 All Land Use and Spatial development plans shall include an evaluation of transport demand signed off by the relevant transport sector agencies	1. Transport Planners shall develop procedures to enable them to coordinate with demand side and spatial planning agencies in the development of all transport plans.	• • Coordinate with demand side and spatial planning agencies in the development of transport plans	X	X	X	X	Ministry of Transport Land Use and Spatial Planning Authority All Sector Ministries
	2. NDPC should collaborate with the transport sector MDAs to come up with transport performance indicators for the MMDA planning system.	• Collaborate with NDPC to develop transport performance indicators for MMDA planning system	X	X	X		Ministry of Transport National Development

Policy goal 5: **Create an integrated and harmonized transport planning framework**

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/ Agencies
5.2 All Land Use and Spatial development plans shall include an evaluation of transport demand signed off by the relevant transport sector agencies						X	Planning Commission (NDPC)
	3. The District Planning Coordinating Unit (DPCU) and Regional Planning Coordinating Unit (RPCU) must be resourced and be accountable for the preparation and inclusion of transport plans in their respective physical plans.	• •		X	X		National Development Planning Commission (NDPC) Regional Coordinating Council (RCC)
	4. Develop the Legal and regulatory framework to compel modal transport plans to be integrated with competent land-use plans	• Develop the legal and regulatory framework to compel modal transport plans to be integrated with competent land-use plans •	X	X	X	X	Ministry of Transport Land Use and Spatial Planning Authority
	5. All transport agencies must identify all lands/corridors for their current and future requirements and secure them through necessary Executive Instruments and coordinate with the						Ministry of Transport DVLA Government Technical Training Centre (GTTC)

Policy goal 5: Create an integrated and harmonized transport planning framework

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/ Agencies
	appropriate statutory bodies to protect against encroachment						Intercity STC Limited Metro Mass Transit National Road Safety Commission Ministry of Local Government and Rural Development Land Use and Spatial Planning Authority Security Agencies

Policy goal 5: Create an integrated and harmonized transport planning framework

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
5.3 Guidelines for integrated transport planning shall be adopted by all transport MDAs	1. All transport planning units should adopt a common planning framework to ensure complementarity and consultations	• • Develop a common planning framework for all transport planning units	X X	 X	 X		Ministry of Transport

Policy goal 5: Create an integrated and harmonized transport planning framework

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
for effective inter-modalism	2. The framework shall consist of policy, long-term plans, medium-term plans, MTEF and annual budgets.						Ministry of Transport

Policy goal 5: Create an integrated and harmonized transport planning framework

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
5.4 Guidelines and technical supports shall be provided to MMDAs to develop their transport planning capacity	1. Strengthen local level capacity for participatory planning and budgeting	• • Build capacity at the local level in participatory planning and budgeting	X X	X	X		Ministry of Transport
	2. MMDAs shall plan, demarcate and clear road reservations to guard current and future development						MMDAs Land Use and Spatial Planning Authority
	3. Institutionalise the use of Road Reservation Manuals by MDAs and MMDAs						Ministry of Road and Highways
	4. Consult key stakeholders such as traditional authorities, civil society groups, private sector and NGOs in development dialogue to determine transport needs						Ministry of Transport

Policy goal 6: Develop and adopt a legal mandate and institutional framework for implementation of transport sector policies and plans

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
6.1 Develop an institutional framework that separates functions of policy, regulation, asset management and service provision by transport sector MDAs and MMDAs to deliver on their mandate	1. Existing institutional framework should be reviewed in line with best practices to remove ambiguities in the roles within transport sector MDAs and MMDAs	• • Review institutional framework in line with best practices	X	X	X X	X	Ministry of Transport
	2. Create a common platform for all transport modal planners to regularly meet and coordinate their plans to ensure proper integration is achieved	• Re-establish the Transport Planning Group • Establish an executive officer to lead the TPG • Appoint GhIE as Technical Ombudsman – Mandatory Peer-Review Programmes	X X X				Ministry of Transport
6.1 Develop an institutional framework that separates functions of policy, regulation,	3. Develop regulations and mechanisms that ensure effective cooperation and coordination amongst transport planning and infrastructure development agencies,	• Consult all parties to develop new procedures and guidelines •	X				Ministry of Transport

Policy goal 6: Develop and adopt a legal mandate and institutional framework for implementation of transport sector policies and plans

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
asset management and service provision by transport sector MDAs and MMDAs to deliver on their mandate	and the land-use, planning and utility agencies						
	4. Ensure the separation of Air Navigation Services from GCAA	• Passage of Ghana Civil Aviation Act 2016 (Act 906) • Set up the processes and organizational restructuring for the separation of the Regulatory function and Air Navigation Services. • Provision of funding to an independent Ghana Civil Aviation Authority					Ministry of Aviation/ GCAA
6.1 Develop an institutional framework that separates functions of policy, regulation, asset management and service provision by transport	5. Establish an Independent Accident Investigation Board for the aviation sector.	• Passage of Ghana Civil Aviation Act 2016 (Act 906) • Setting up of an Independent Accident and Serious Incidents Investigation Board to ensure effective implementation of impartial accident and serious Incidents investigations	X X				Ministry of Aviation

Policy goal 6: Develop and adopt a legal mandate and institutional framework for implementation of transport sector policies and plans

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
sector MDAs and MMDAs to deliver on their mandate	6. Strengthen the capacity of public institutions to undertake policy analysis, development planning, monitoring and evaluation, macro-econometric modelling and forecasting						Ministry of Transport
	7.Intensify the use of Strategic Environmental Assessment (SEA) in public policy processes, plans and programmes; and environmental assessments for all projects in line with the Environmental Assessment Regulations, 1999 LI 1652.						Ministry of Transport Ministry of Environment, Science, Technology and Innovation Environmental Protection Agency (EPA)
	8.Strengthen the relationship between the national development planning system and budgeting processes						Ministry of Transport

Policy goal 6: Develop and adopt a legal mandate and institutional framework for implementation of transport sector policies and plans

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/ Agencies
6.2 The transport policy must inform the preparation of the respective modal master plans and programmes	1. All transport programmes for each budget year must be promulgated for execution in accordance with the master plans.	• Collaborate with MOF and all TS Agencies, to develop guidelines each year for promulgation and execution of budget in accordance with the master plans •	X X	 X X	 X	 X	Ministry of Transport

Policy goal 6: Develop and adopt a legal mandate and institutional framework for implementation of transport sector policies and plans

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/ Agencies
6.3 Enable MMDAs responsible for roads (Urban and Feeder) and transport services to fully comply with their obligations in accordance with the law.	1. Institute a programme of transfer of professionals from DUR and DFR to the MMDAs in accordance with the LI 1961 of 2009 and Act 936 of 2016.	See strategy below					Ministry of Roads and Highways
	2. Restructure the roles of DFR and DUR to provide oversight, training and monitor the activities of MMDAs at the regional and national levels and execute Development Projects.	• Minister to declare intent to restructure road agencies • Review institutional arrangements and capacity and formulate new	X	 X			Ministry of Roads and Highways

			Y1	Y2	Y3	Y4	
		arrangements including support and capacity building plan					
		• Enact changes to institutional arrangements			X	X	
		• Commence operations in new arrangements				X	

Policy goal 7: Enforce standards, regulations and rules in the transport sector

PolicyObjective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
7.1 Institute schemes, structures and systems to ensure quality assurance, health and safety of transport infrastructure works	1. Develop manuals and standards for planning, design, construction, maintenance, supervision and operations for transport sector MDAs and MMDAs with a transportation mandate.	Review manuals for standards, designing, operations, maintenance and supervision to take care of modern trends and practices.					Ministry of Transport
	2. Document issues through the use of existing manuals, standards, etc. and updating them through research to make them relevant for Ghana's conditions.						Ministry of Transport
	3. Institute Continuous reforms to ensure full compliance with international best practices, certifications and other regulations.						Ministry of Transport

Policy goal 7: Enforce standards, regulations and rules in the transport sector

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
7.2 Rolling stock and equipment used for transport services meet standards developed for safe and comfortable operations.	1. Rolling stock and equipment imported or manufactured locally shall adhere to approved standards.	In the railway industry, all rolling stocks are imported. There exist standards and these will be reviewed taking into effect the proposed infrastructural standards					Ministry of Railways Development
	2.Establish systems and procedures for regular testing of the rolling stock and equipment to ensure that they continuously meet set standards.	● All railway rolling stocks are delivered with operating manuals and these must be strictly followed. ● Insist on modernization in the specifications for the rolling stocks					Ministry of Railways Development

Policy goal 7: Enforce standards, regulations and rules in the transport sector

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies	
7.3 Institute and enforce regulations to ensure safe and effective	1. Develop regulations for urban transport to ensure oversight responsibility and prescribe standards for operations of all urban transport services	● develop regulations for urban transport to ensure oversight responsibility and prescribe standards for operations of all	X				Ministry of Transport	

Policy goal 7: Enforce standards, regulations and rules in the transport sector

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies	
operation of the transport system		urban transport services •						
	2.Develop regulations for all commercial operations undertaken on Ghana's roads	• Develop regulations for all commercial operations undertaken on Ghana's roads	X				Ministry of Transport Ministry of Roads and Highways	
	3. Develop and enforce regulations for marine and all inland water transport service	• Develop and enforce regulations for all inland water transport services	X	X	X	X	Ghana Maritime Authority	Ghs0.3m
	4.Systematically improve enforcement of the Road Traffic Act and Road Traffic Regulations						Ministry of Transport	

Policy goal 8:**Develop and implement a research and development system to support effective policy formulation, planning and implementation**

PolicyObjective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
8.1Adopt a comprehensive research strategy for the transport sector in support of improved policy formulation, development planning, infrastructure design, construction, maintenance and service provision	1 Strengthen institutional units within the MDAs to undertake and coordinate research in policy, planning, design, construction, maintenance and service provision.	• Develop an R&D policy	X				Ministry of Transport National Development Planning Commission Land Use and Spatial Planning

Policy goal 8: Develop and implement a research and development system to support effective policy formulation, planning and implementation

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies

8.2 Collaborate with national and international research institutions, universities, and industry to undertake specific research to improve current operations and methods	1. Outsource special research needs to public and private sector institutions.						Ministry of Transport
	2. Finance research to improve operations and methods within the various transport sector MDAs and MMDAs ensuring dissemination of findings to sector agencies and stakeholders						Ministry of Transport
	3. Provide incentives for the establishment of Research and Development (R&D) laboratories by the private sector to support value chains in the transport sector						Ministry of Transport

Policy goal 9: Develop adequately skilled human resources for executing all aspects of the transport sector mandate

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
9.1 Develop key skills and competencies of staff of transport MDAs and MMDAs to fulfil their	1. Promote and institutionalise knowledge, skills and attitudinal change programmes for transport sector personnel.	• Develop a capacity building and strengthening policy setting out new approaches, etc. seeking approval of key Agencies and all TS Ministers and Minister of Education	X				Ministry of Transport

Policy goal 9: Develop adequately skilled human resources for executing all aspects of the transport sector mandate

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
transportation mandates							
	2. Develop Multi-disciplinary transport sector HRD strategy and implementation plan for the sector.						Ministry of Transport
	3. Collaborate with tertiary institutions to Increase the range of relevant professional qualifications and managerial courses available to sector personnel.						Ministry of Transport
9.1 Develop key skills and competencies of staff of transport MDAs and MMDAs to fulfil their transportation mandates	4. Collaborate with tertiary institutions to run Railway Engineering and Operations courses						Ministry of Transport Ministry of Railways Development
	5. Improve training for enforcement and judiciary personnel in enforcement and judicial processes.						Ministry of Transport
	6. Train transport personnel in French and English languages	Develop and implement specialized language courses for transport sector personnel					Ministry of Transport, Regional Maritime University (RMU), ISTC

Policy goal 9: Develop key skills and competencies of staff of transport MDAs and MMDAs to fulfil their transportation mandates

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
9.2 Capacities of transport managers and service providers shall be enhanced through training for better performance in the sector.	1. Determine and develop the human capital and skill set needs along the transport logistics supply chain over the medium and long term		x	x	x	x	Government Technical Training Centre (GTTC), Regional Maritime University (RMU), ISTC
	2. Enhance conditions for women in the transport sector by promoting the role of women as service providers, professionals.		x	x	x	X	Ministry of Transport Government Technical Training Centre (GTTC)

Policy goal 9: Develop key skills and competencies of staff of transport MDAs and MMDAs to fulfil their transportation mandates

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
9.3 Adopt a certified training program for all operational and enforcement personnel	1. Establish a system of certification for service providers for repairs and maintenance, including wayside mechanics.						Ministry of Transport Government Technical Training Centre (GTTC)
	2. Establish specialized institutions for the training of operators and drivers of heavy/specialized equipment, buses and other heavy goods vehicles (HGV).	Certify Service Providers to undertake specialized training	x	x	x	x	Ministry of Transport, DVLA
	3.Collaborate with existing enforcement agencies to institute certified training for the transport sector.	Development curriculum for the training of drivers and driving instructors Procurement of training vessel to provide hands-on practical training to cadet	x	x	X		Ministry of Transport Government Technical Training Centre (GTTC), DVLA, NRSA, Regional Maritime University (RMU),
9.3 Adopt a certified training program for all operational and enforcement personnel	4. Hold symposia, workshops, seminars etc.in our secondary schools to sensitize females assuring them that transport-related courses are not as difficult as perceived as well as change the traditional perception that such courses belong to the male gender.		x	x	x	X	Ministry of Transport Government Technical Training Centre (GTTC)

Policy goal 9: Develop key skills and competencies of staff of transport MDAs and MMDAs to fulfil their transportation mandates

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
	Enhance conditions for women's retention by granting scholarships, apprenticeship etc. for those who have the interest.		x	x	xx	x	Ministry of Transport Government Technical Training Centre (GTTC)

Policy goal 10: Apply new and appropriate technology and innovations to transport infrastructure and service delivery

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
10. Invest in ICT and train public and private sector service personnel in its use	1. Continuously update skills and certify maintenance staff and equipment operators		x	x	x	x	Ministry of Transport/ Ministry of Roads and Highways/ Ministry of Aviation/ Ministry of Railways Development
	2. Develop and maintain online database for all categories of transport assets and provide secure data access						Ministry of Transport

Policy goal 10: Apply new and appropriate technology and innovations to transport infrastructure and service delivery

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/ Agencies
10.2 Adopt modern ICT in all aspects of planning, management and maintenance of transport infrastructure and services	1. Leverage on modern technology to improve railway operations and maintenance in the country	● Adapt modern technological trends in sales and monitoring of patrons of rails services in line with best practices ● Adapt modern ICT to evolve costing models to build up actual costs of doing business in order to come up with realistic tariffs	x	x	x	X	Ministry of Railways Development
	2. Apply new technologies in the speedy maintenance of transport infrastructure and service delivery.	implement mechanized infrastructure maintenance plan	x	x	x	x	Ministry of Transport
	3. Explore the use of state-of-the-art safety and security mechanisms and equipment in line with best practice	Apply state of the art signaling and communications systems in infrastructure development	x	x	x		Ministry of Transport

Policy goal 10: Apply new and appropriate technology and innovations to transport infrastructure and service delivery

Policy Objective	Strategies	Key Activities	Y1	Y2	Y3	Y4	Responsible Ministries/Agencies
10.3 Adopt new and appropriate technologies to enhance performance in the transport sector	1. Continuously explore new technologies in the construction and maintenance of transport infrastructure.		x	x	x	x	Ministry of Transport Ministry of Environment, Science, Technology and innovation / EPA
	2. Apply science, technology and innovation to formulate policies, programmes and projects that safeguard the future of Ghana's transport infrastructure and services	Employ modern technology and best practices in determining charges and other railway user tariff	x	x	x	X	Ministry of Transport Ministry of Environment, Science, Technology and innovation
	3. Undertake research into vehicle and fuel technologies to determine those most appropriate to the region.		x	x	x	X	Ministry of Transport Ministry of Environment, Science, Technology and innovation