



INTERNATIONAL UNION
OF RAILWAYS

**AFRICAN
RAILWAY
THURSDAYS**

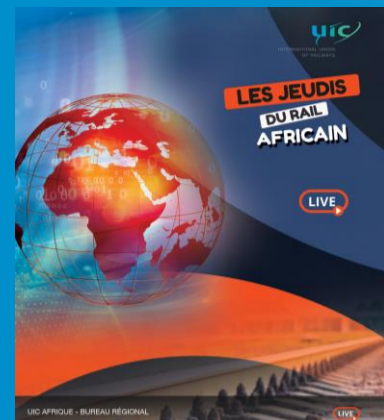


**"RAILWAY PARTNERSHIP MODELS IN AFRICA
AND PERSPECTIVES OF DEVELOPMENT"**



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- This meeting will be recorded / Cette réunion sera enregistrée.



AGENDA

OPENING

10h-10h40

- Minister of Transport of Ethiopia, Her Excellency Mrs Dagmawit Moges
- Minister of Equipment and Transport of the Republic of Djibouti, His Excellency Mr Moussa Ahmed Hassan
- President of the UIC African Region, Mr Mohamed Rabie Khlie
- UIC Director General, Mr François Davenne
- EDR Director General, Mr Tilahun Sarka

PANEL N°1

10h40-11h

Financing of rolling stock and rail-port coordination

- *The Luxembourg Rail Protocol: A New Rail Rolling Stock Financing Tool*
- Speaker : Soteri Gatera Lead Infrastructure Expert - Private Sector Development and Finance Division, UNECA
- *New Port Operations Djibouti*
- Speaker : Moustapha idriss Nour, Directeur Commercial & statistiques, Djibouti Multipurpose Port (DMP)
- Q/A Session

PANEL N°2

11h-11h50

Concession Models in Africa & Vision 2063

- *Rail partnership models in Africa and development prospects : Vision 2063*
- Speaker: Younes Touitha, Infrastructure Technical Expert, AUDA-NEPAD/ UMA
- *Overview of Concession Models in Africa*
- Speaker: Said Chaidid, UIC African Regional Bureau
- *Concession Model*
- EDR
- CAMRAIL
- Q/A Session


CONCLUSIONS

11h50-12h00



Her Excellency Mrs
Dagmawit Moges

Welcome Message of the Minister of Transport of Ethiopia



Welcome Message of Minister of Equipment and Transport of the Republic of Djibouti

His Excellency
Mr Moussa Ahmed Hassan



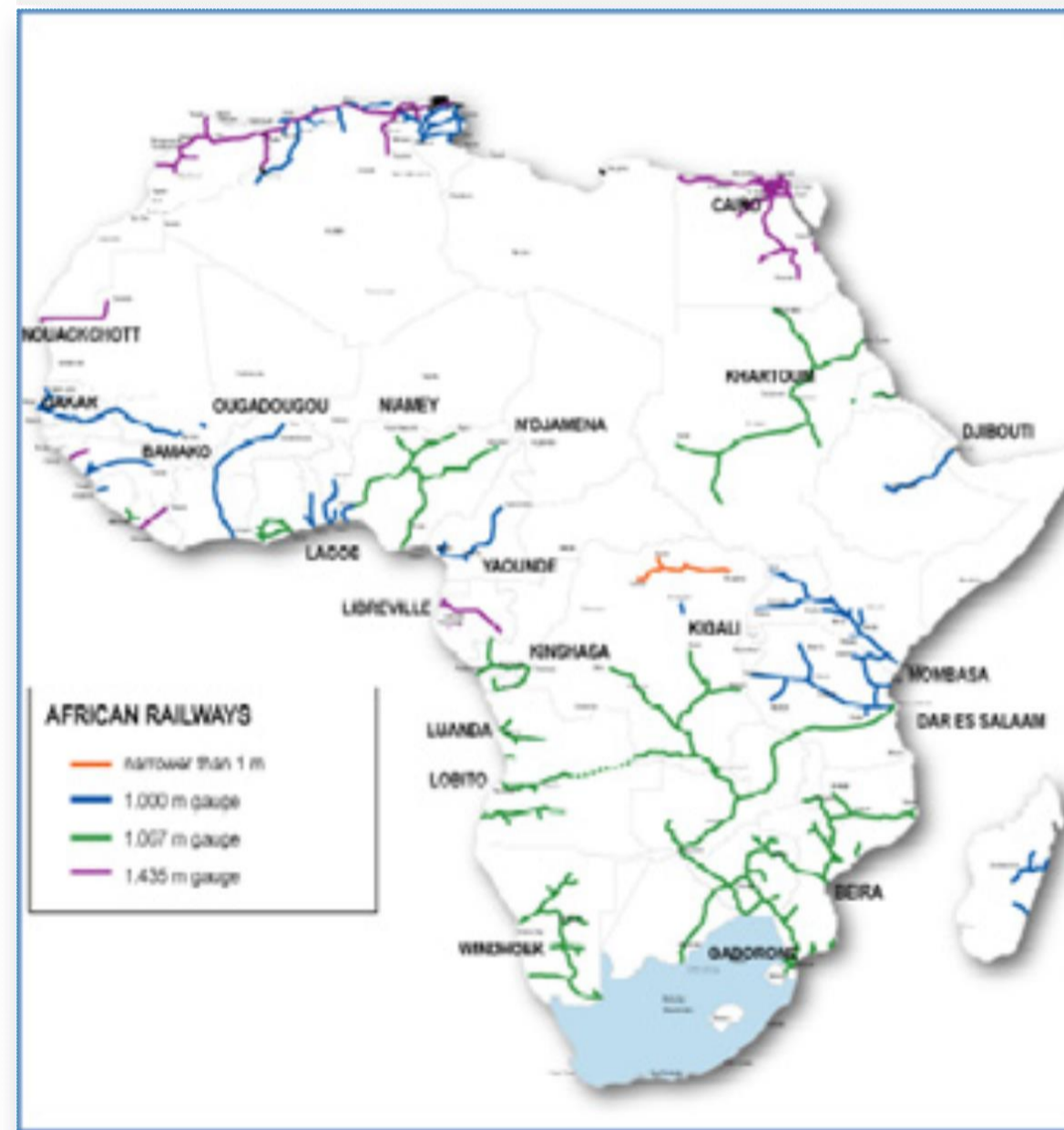


Mohamed Rabie
Khlie

Welcome Message of the President of the UIC African Region

Big projects for the future...

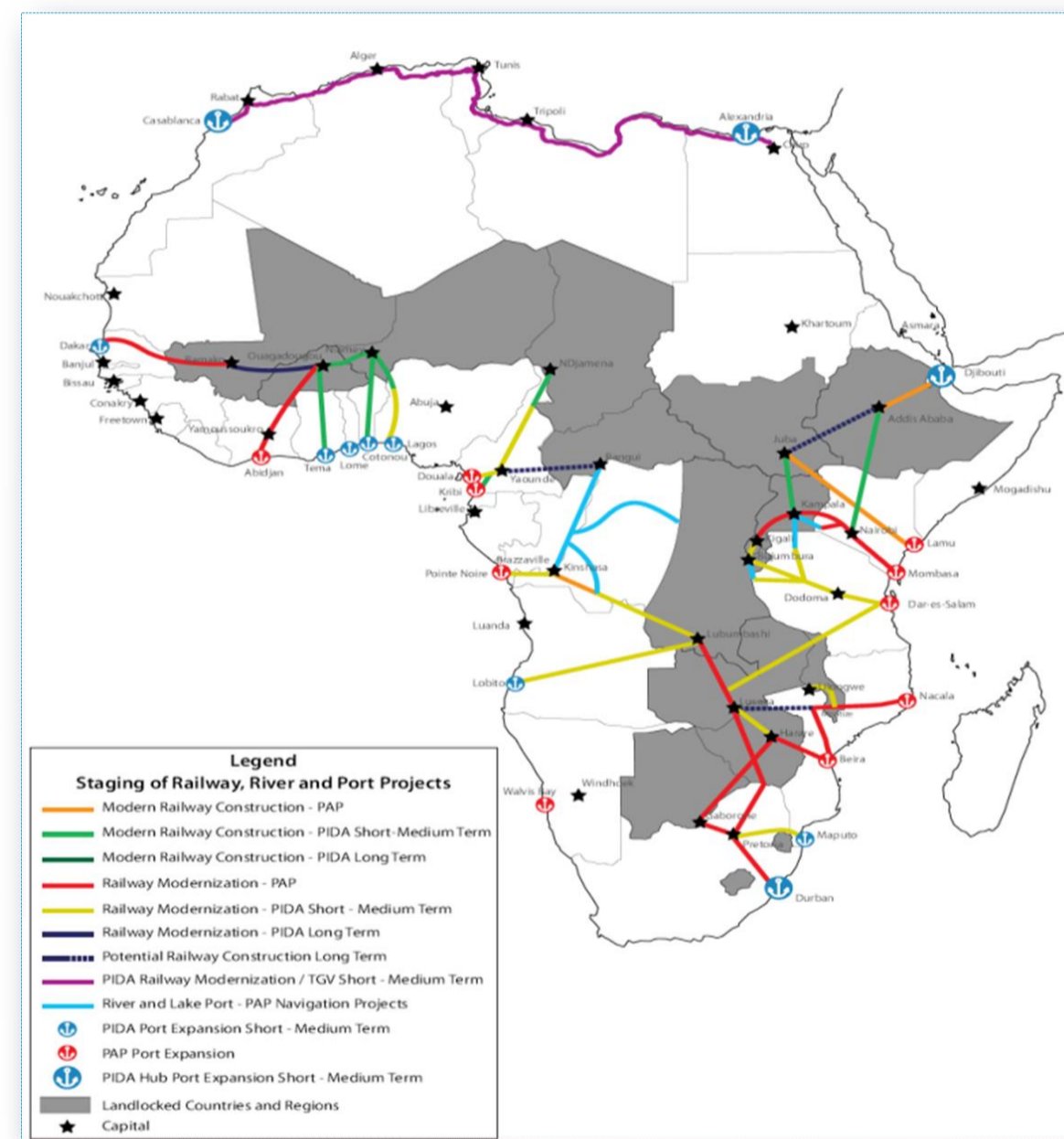
EXISTING NETWORK



90000 km
Existing network

14%
Standard gauge

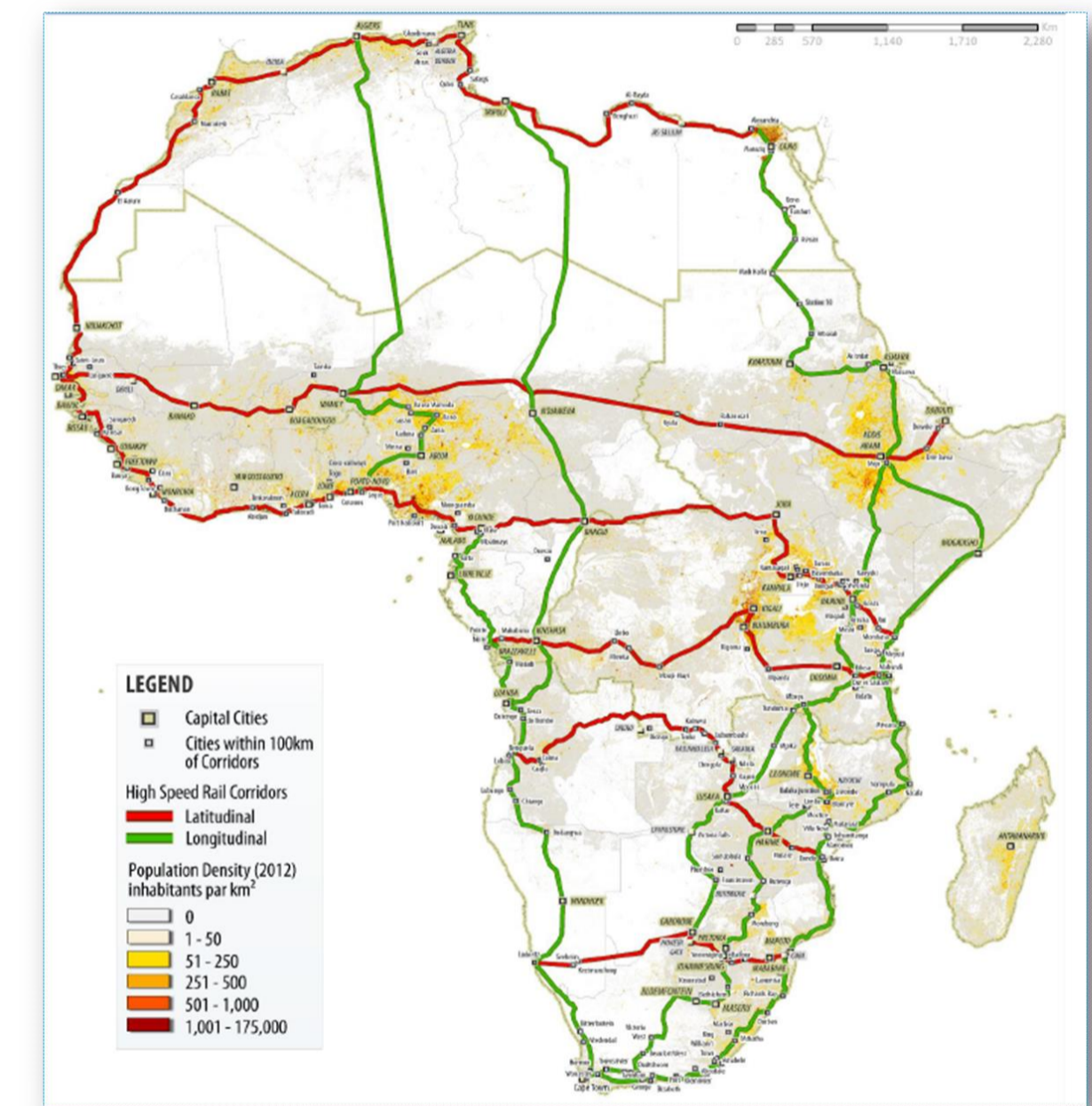
CONVENTIONAL PROJECTS



6000 km
New connections

30
Billions \$

CONTINENTAL HSR



12000 km
New HSAR lines

74
Railway connections

1

THE PARTNERSHIP IN THE AFRICAN RAILWAY SECTOR

Growing mobility factors.....

30,4

Surface
(millions of km²)

1,1

People
(billions)

47%

Young
rate

4,1%

Growth
of GDP

60%

Urbanization
Rate (2040)

2

Population (10⁹)
Horizon 2040

170

Investment needs in
infrastructure per year

47%

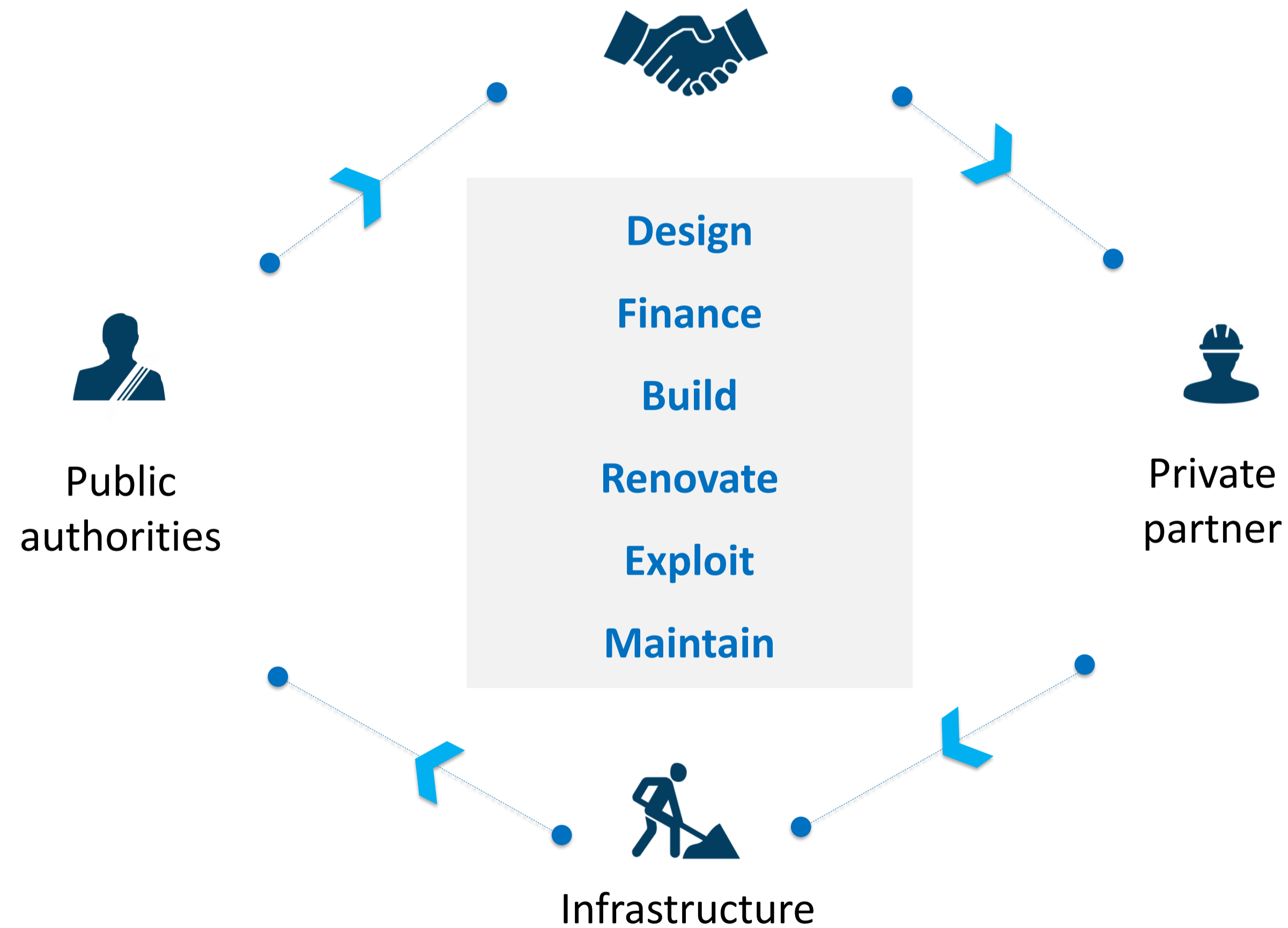
World wealth
reserves



1

THE PARTNERSHIP IN THE AFRICAN RAILWAY SECTOR

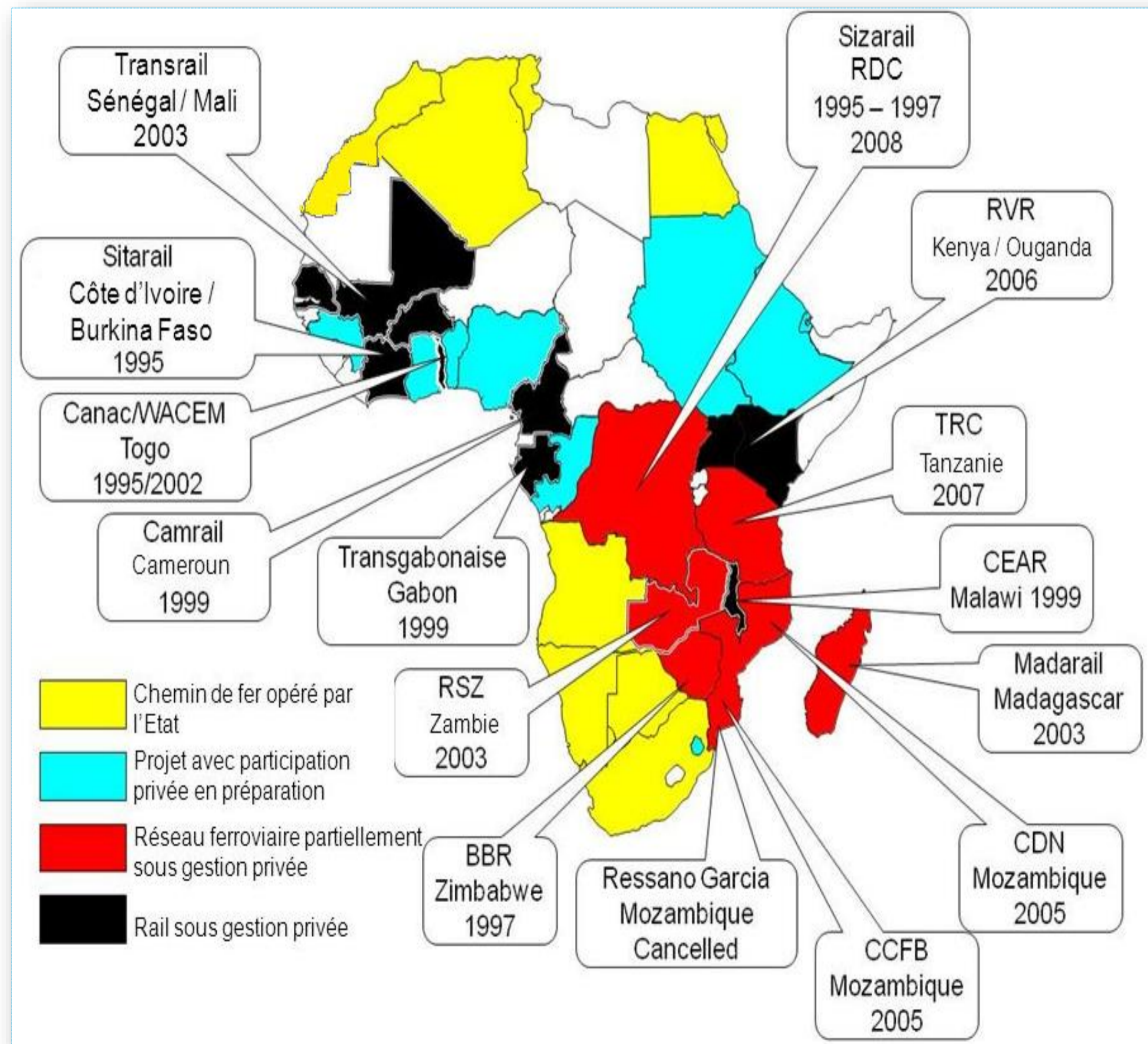
Specific challenges and objectives ...



- Faster construction
- Optimal management
- Investment smoothing
- Use of the latest innovations

- Risk sharing
- Acceleration of rhythms
- Improve service quality
- Due date for results

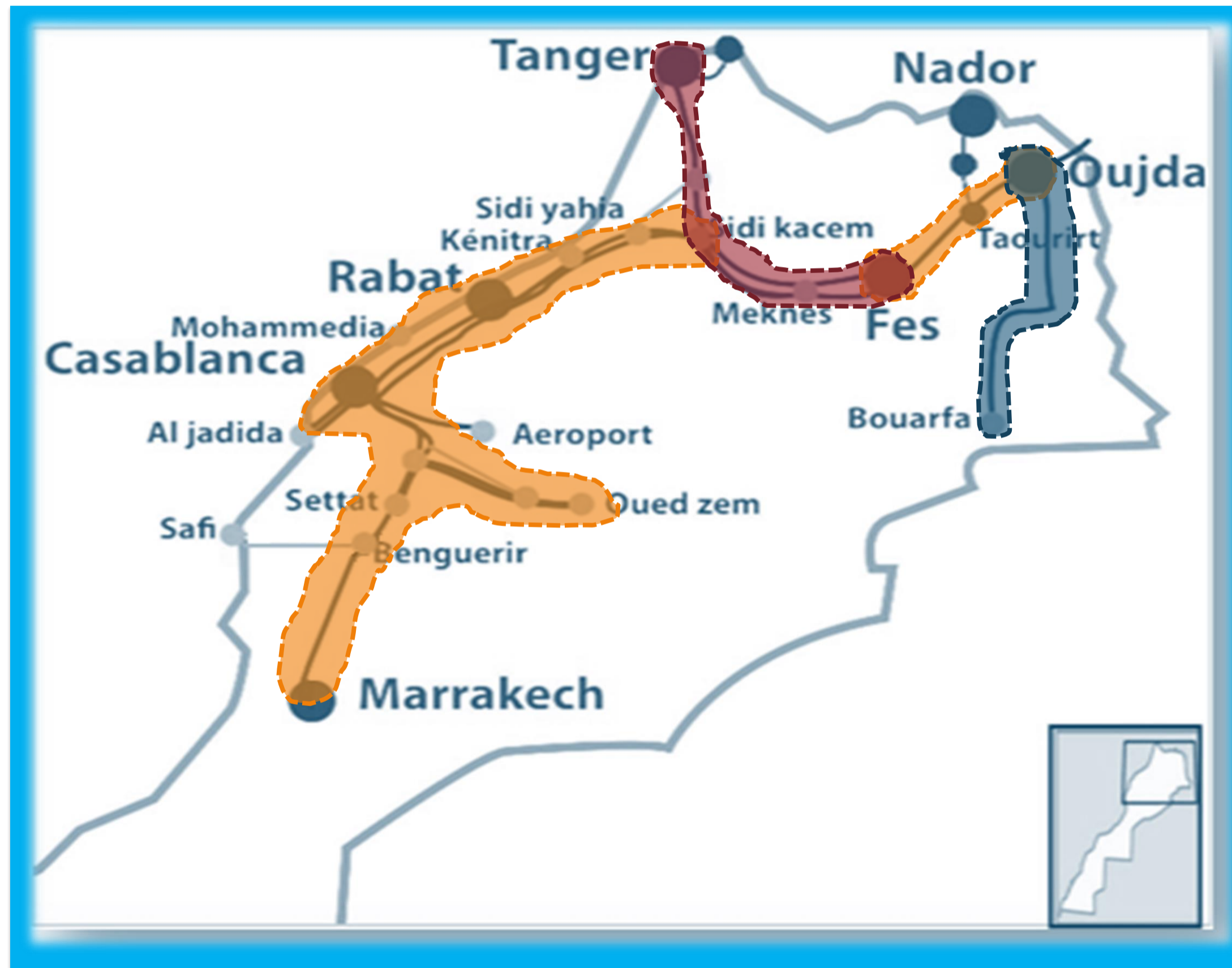
Multiple models implemented



- Different results
- No one-size-fits-all solution
- Need to reposition the rail

- Restructuring and sanitation
- Contracting with the State
- Partial privatization
- Total private management

Some historical landmarks



- Franco - Spanish Company of the Tangier - Fes Railway (TF)

- Moroccan Railways Company South line from S. Kacem and from Fès-Oujda line

- Oriental Moroccan Railways Company (CMO): Bouarfa – Oujda line

The construction of the railways was entrusted at the beginning of the century to three private concessionary companies

Various areas of partnership



SERVICES

- Cleaning
- Guarding
- Station ticket office
- Call Center
- Car park
- Printing jobs ...



TELECOMMUNICATIONS

- Partnerships with private
- Deployment 1,500 km Optic Fibr
- Annual fee
- Investments



MAINTENANCE

- Catenary lines
- Site safety
- Rolling stock: JV Creation



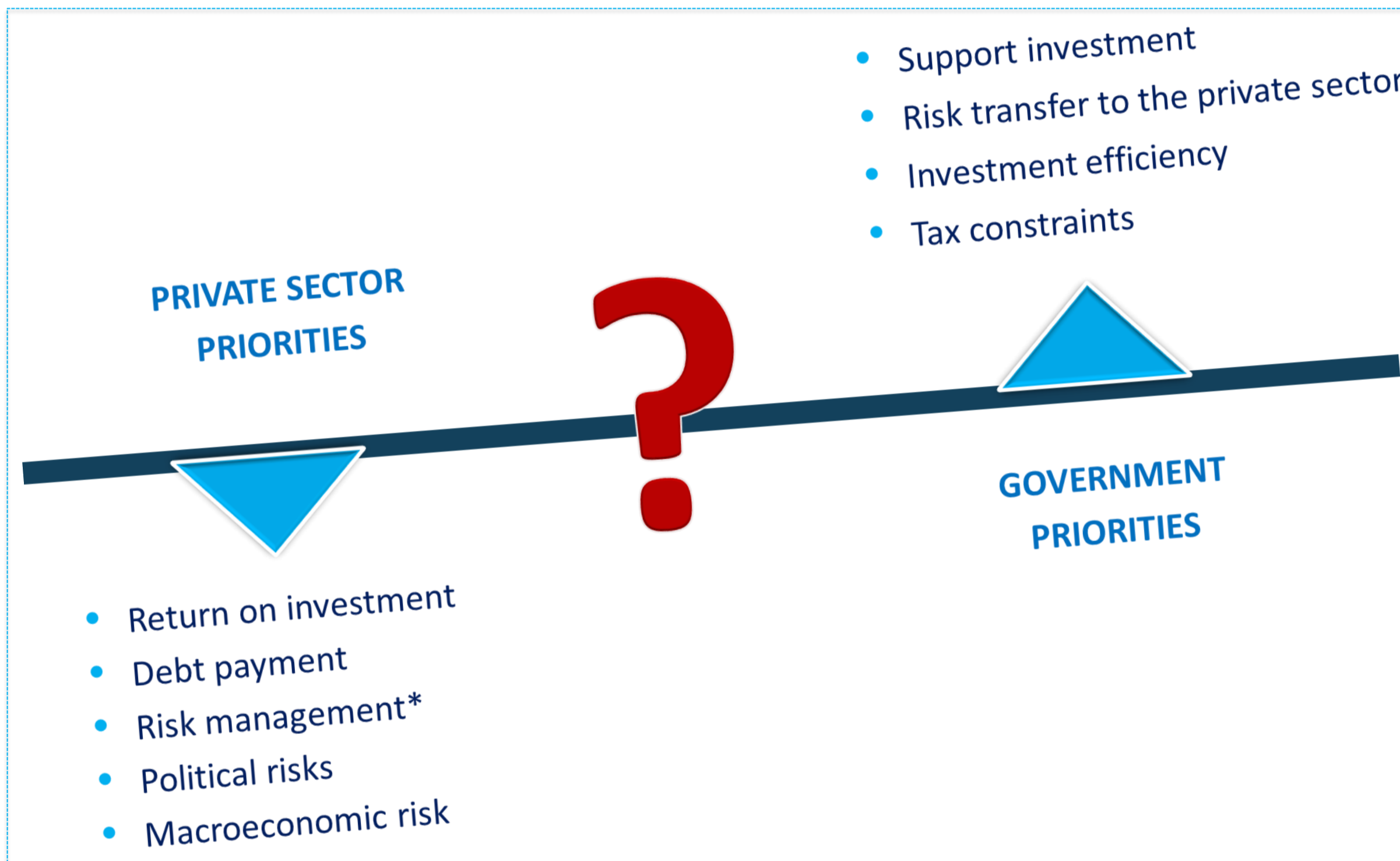
RAILWAY STATION VALORIZATION

- Relocation of non-passenger activities
- New generation stations
- Land valuation
- Adoption of different modes of partnership

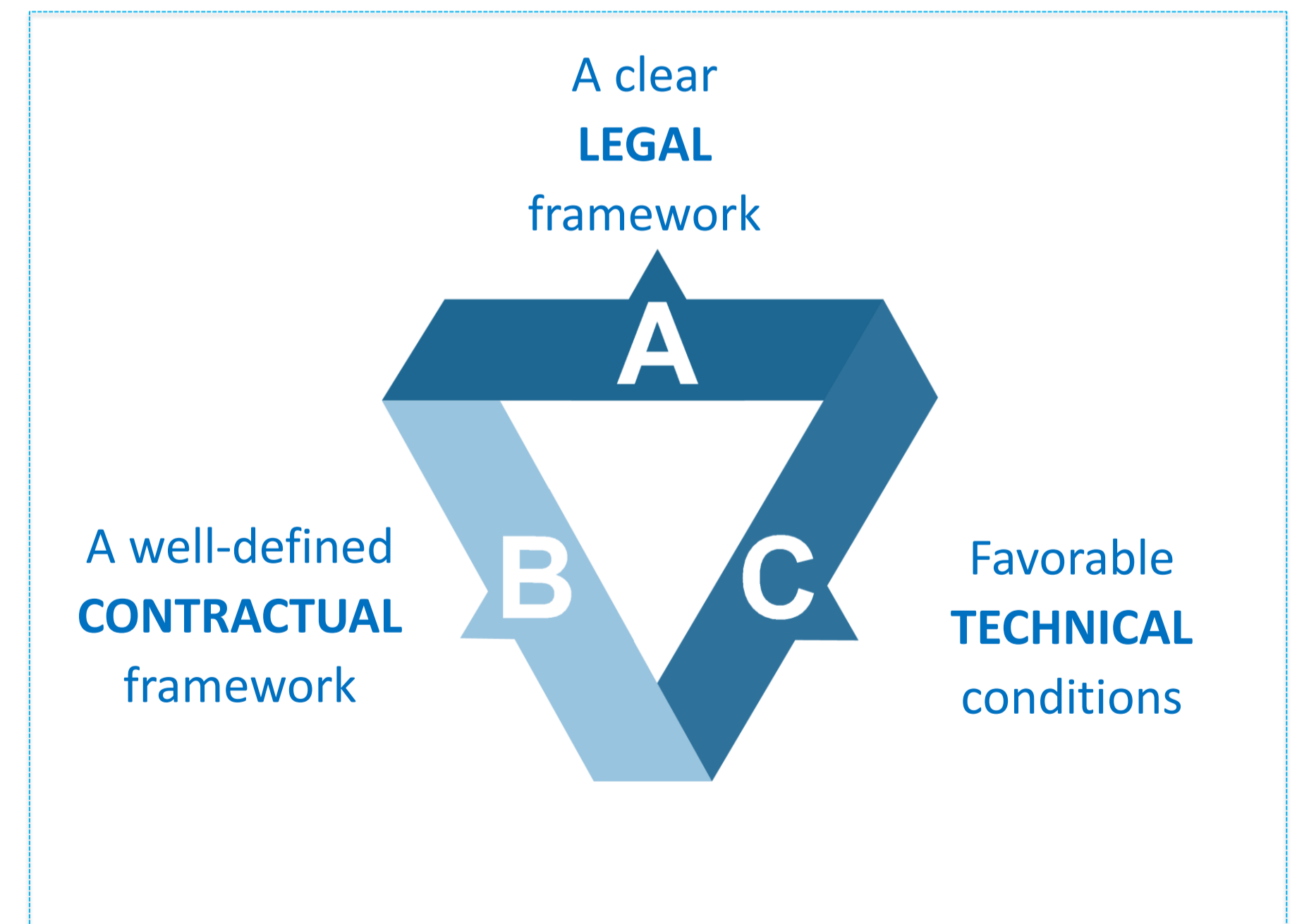
- **Improve performances**
- **Generate new resources**
- **Develop know-how**
- **Promote the productive fabric**

KEY SUCCESS FACTORS FOR A WIN-WIN PARTNERSHIP

A DIFFICULT PARTNERSHIP TO BALANCE...



THREE PRINCIPLES TO MONITOR





INTERNATIONAL UNION
OF RAILWAYS

**AFRICAN
RAILWAY
THURSDAYS**

THANK YOU FOR YOUR KIND ATTENTION





François
DAVENNE

Welcome Message of the UIC Director General



Tilahun

SARKA

Welcome Message of the EDR Director General

FINANCING OF ROLLING STOCK AND RAIL-PORT COORDINATION



Soteri
Gatera

Moustapha Idriss
Nour



Soteri
Gatera

The Luxembourg Rail Protocol: A New Rail Rolling Stock Financing Tool



United Nations
Economic Commission for Africa

Railway Thursdays: 3rd Webinar

Railway Partnership Models in Africa

25th Feb. 2021

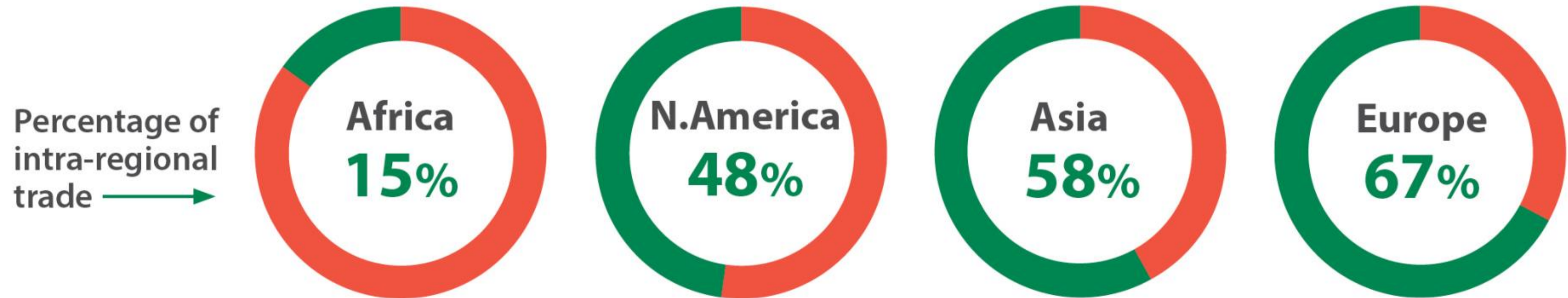


The Luxembourg Rail Protocol: A New Rail Rolling Stock Financing Tool

Why are Railways important for Africa?

Africa has a low level of intra-regional trade ...

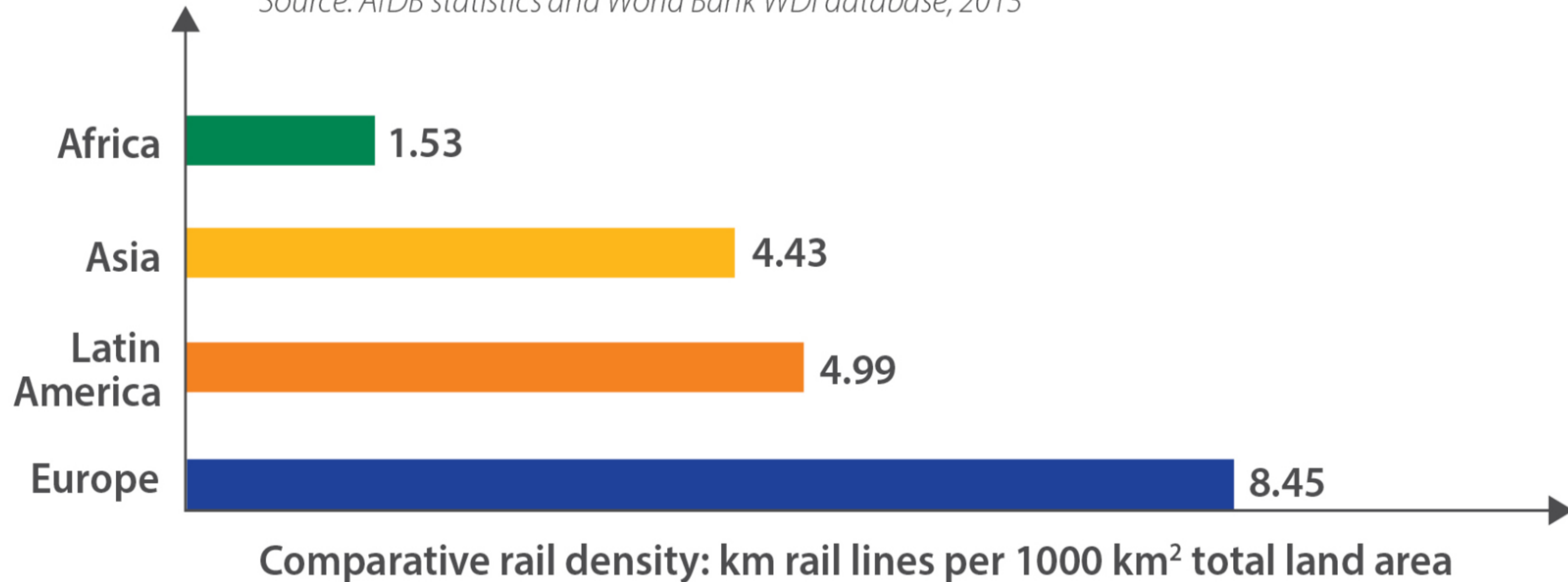
Source: UN Economic Commission for Africa



Africa Needs More Railways

... and too little rail infrastructure

Source: AfDB statistics and World Bank WDI database, 2013





The potential benefits of the African Continental Free Trade Area depends on an effective rail system facilitating transport services within Africa and supporting intra-African trade. In addition, railways have become an essential tool in combating climate change and, in Africa, congestion and pollution in the cities such that Railways are an essential part of the sustainable development agenda for Africa going forward.

Africa Needs More Railways

- Railways are essential for sustainable development
- The lack of integrated African rail networks is holding back growth and intra-continental trade – including the AfCFTA
- Roads cannot take the strain from increased trucking
- Cities are strangled by congestion and pollution
- Moving passengers and freight onto rail is vital for environmental, social and economic reasons (1 train can transport the freight carried by 40 trucks)

But this requires \$billions of investment in infrastructure and rolling stock but states' resources are limited

Current Financing models

- State funds – taxation and debt
- Development Aid
- Foreign state/state agency loans and grants
- World Bank and multilateral development bank loans and guarantees
- However
 - the government resources are limited
 - debt burdens can be too onerous
 - and soft loans and aid come with conditions

But the Private Sector Can Help.....

- Rolling stock procurement accounts for about 1/3 of a rail project
- Funds available from banks, pension funds, private equity funds, and other investors.
- Aim is to commercialise, not necessarily privatise
- Rolling stock is an excellent long-term asset

New Financing models

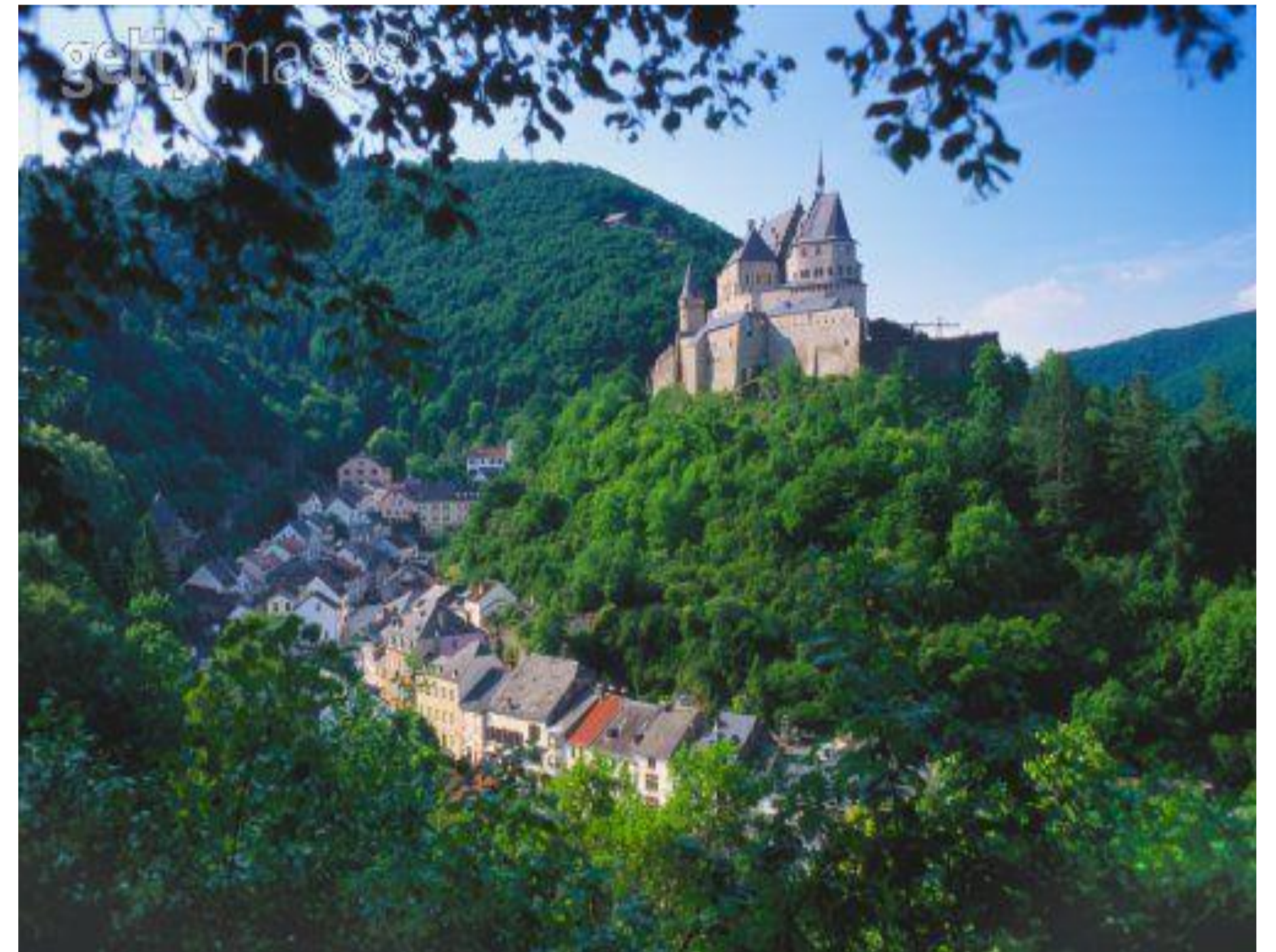
- Rolling stock can be financed by the private sector through debt or equity
- Investors can bring in capital either through direct equity investments in operators
- Or finance operators' procurement of rolling stock through structured secured debt or leasing
- But without (sound) state guarantees the private sector is reluctant to finance rolling stock – or the cost of credit is too high. Why?

Common risks for private capital

- No national title or security registry
- Identifiers unstable (from a creditor's perspective) and inconsistent across the sector
- Limited legal infrastructure domestically and internationally
- Repossession issues for creditors on debtor default or insolvency
- Public Policy and Public Interest
- Banks' capital requirements and Basel II, III (and soon IV?)
- Limited commercial tracking of assets
- Conflict of laws and cross border risks

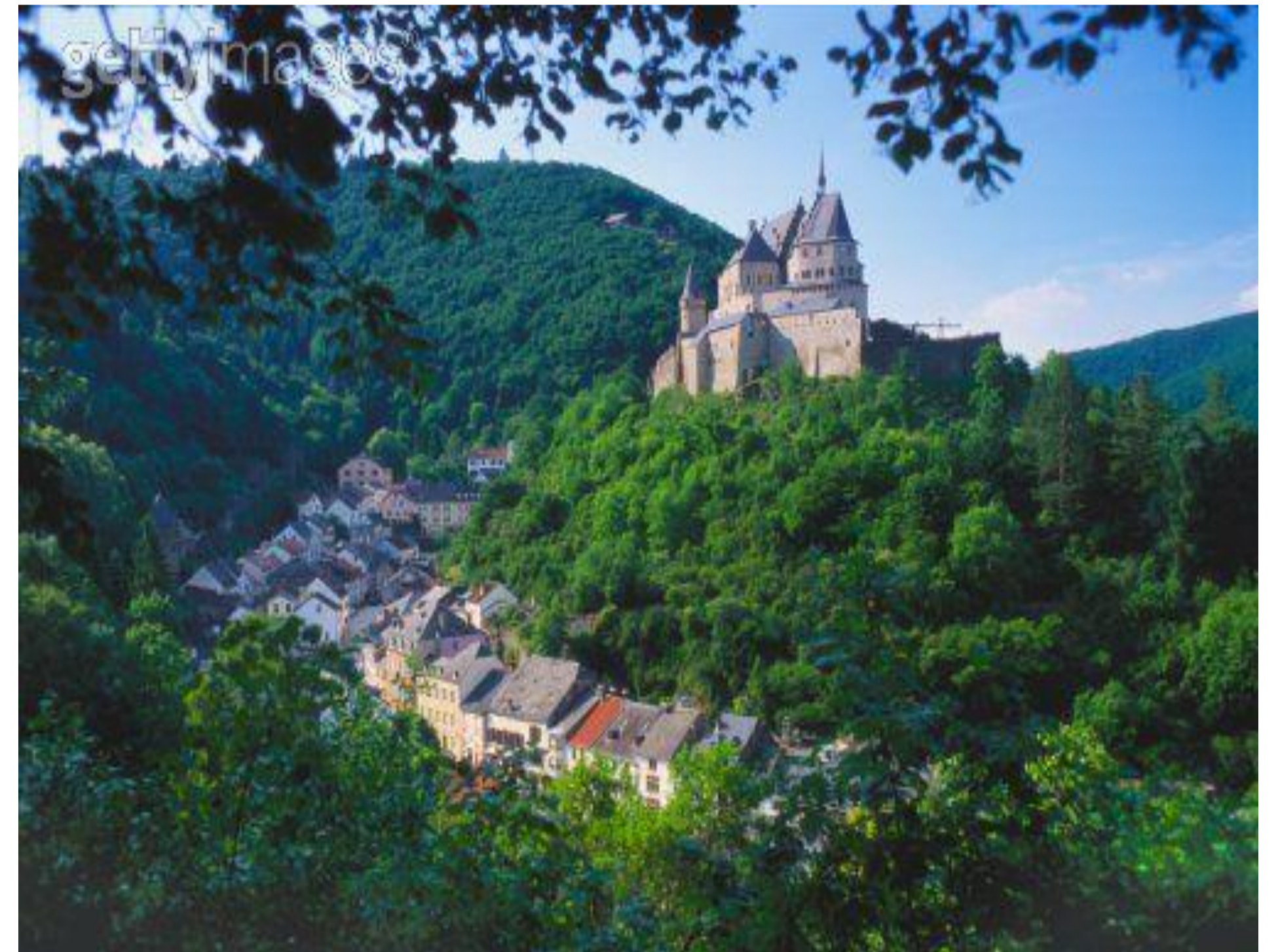
A new solution: Rail Protocol

- Diplomatic Conference in Luxembourg in 2007:
- Attended by 42 states and 11 international organisations including 7 African States and SADC
- Sponsoring intergovernmental organisations UNIDROIT and OTIF – both with African members



Rail Protocol

- Applies the Cape Town Convention to rolling stock when debtor is located in a contracting state
- International registry in the Cloud (operated from Luxembourg)
- Registrar responsible to contracting states
- Will introduce global unique identification system for all railway equipment



The Protocol's Status

- Adopted in 2007 (4 ratifications and active registry required to enter into force – expected during 2020)
- Appointment of Regulis SA (SITA subsidiary) as Registrar in December 2014
- Ratified by Gabon, Luxembourg and Sweden (and the EU)
- Signed by Italy, Germany, France, Mozambique, Switzerland and UK - all moving towards ratification
- Under review in Africa, by South Africa, Mauritius, Burkina Faso, Egypt, Uganda, Senegal, Namibia and Ethiopia

Conclusion

- Expansion and rehabilitation of the railways are a critical component of a sustainable development agenda for Africa
- Railways are the key to open and free trade across Africa
- States cannot carry this burden alone: private entrepreneurs and private capital are needed – and will be available to finance rolling stock if the security conditions are right
- The Rail Protocol creates a new global legal regime for securing creditors, with minimal cost, facilitating more and cheaper asset based financing of railway equipment **without state support**

Conclusion

- The Rail Protocol to the Cape Town Convention will support African economic integration and high speed rail networks through the provision of common rules covering cross border operation of rolling stock
- For public and private operators, the Protocol opens up new capital sources and new ways of doing business – operating leasing leading to a larger, more dynamic, efficient, transparent and competitive industry
- As such it will be a game changer and will help Africa achieve its economic potential

The way forward

- ❖ The Rail Protocol should be operating in contracting states in late 2021 or shortly thereafter: Africa should not be left behind
 - ❖ Resolutions by:
 - Conference of African Ministers of Finance and Economic Planning (COM 2019) in Marrakech, Morocco
 - African Union Commission's Specialised Technical Committee meeting of Ministers of Transport in Cairo, Egypt (November 2019) during PIDA Week
- to encourage AU member States to adopt, sign and ratify the Rail Protocol
- ❖ **Lead the way, endorse the Rail Protocol**

For more information:

***Soteri Gatera* (UN ECA) – gatera@un.org**

***Howard Rosen*, howard.rosen@railworkinggroup.org**

THE 2001 CAPE TOWN CONVENTION
ON INTERNATIONAL INTERESTS IN MOBILE EQUIPMENT



RAIL WORKING GROUP



New Port Operations Djibouti

Moustapha Idriss
Nour





DEBATE

Concession Models in Africa & Vision 2063



Said
Chandid



Younes
Touitha



Tilahun
SARKA

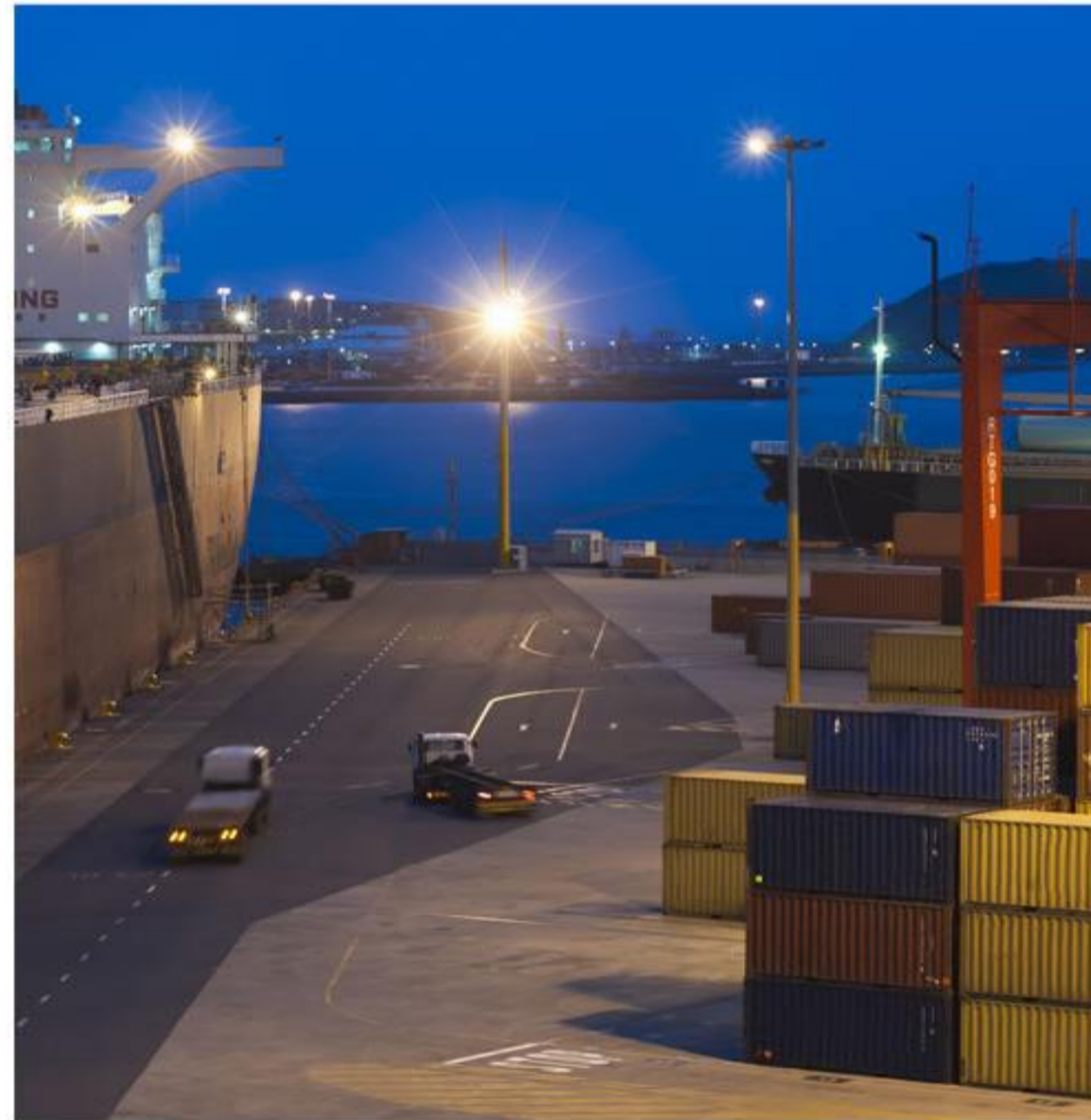


Charles
YOMBO



Younes
Touitha

Rail partnership models in Africa and development prospects : Vision 2063



Railway partnership models in Africa and development perspectives: Vision 2063

25/02/2021

Younes Touitha
Infrastructure Technical Expert AUDA-NEPAD

General context and Problem Analysis

- Africa faces multiple developmental challenges;
- The continent suffers deep infrastructural deficit;
- Her Railways is one of the most under-developed in the world;
- Connectivity among Africans and African countries is very low;
- Enhancing Africa's connectivity is critical in addressing its low trade integration and its fragmentation into small-scale economies;
- Connectivity can boost economic growth through facilitation of trade and tourism, and improve transport services, mobility and accessibility.
- The African market remains highly fragmented and trade integration is low.
- Addressing connectivity issues from a corridor perspective rather than a national or segmented perspective has proven more effective over the years.

AGENDA 2063 VISION

- Agenda 2063 is a response of Africans to her developmental challenges
- Its conception acknowledges past successes and challenges and rededicated to building an integrated, prosperous and peaceful Africa.
- It is a strategic framework for the socio-economic transformation of the continent over the next 50 years
- The AU Agenda 2063 defines converging voices of Africans of different backgrounds and interests, adopting future they want for Africa in 2063:
- The Agenda lists flagship projects on world class infrastructure that criss-crosses the continent, connects all major cities and supports Africa's growth, trade, development and structural transformation.
- The project comprise high speed African train services connecting all the major cities/capitals of the continent.
- The African express railway network will have adjacent highways and pipelines for gas, oil, water, as well as ICT Broad Band Cables

PIDA's Integrated Development Approach

- To better align continental Programme to regional development plans and priorities of Regional Economic Communities (RECs), the Programme for Infrastructure Development in Africa (PIDA) was approved by the NEPAD HSGOC (Heads of State and Government Orientation Committee).
- In the framework of Agenda 2063, PIDA, railway network development is part of the development of the African Regional Transport Infrastructure Network (ARTIN)
- The ARTIN consists of the 9 Trans-African Highways (TAH) plus 40 key corridors carrying 40% of Africa's international trade, 19 ports handling 70% of the continent's international trade, and 53 airports handling 90% of the continent's air traffic;
- In that context, they are primarily for facilitating regional integration in accordance with the vision of the Abuja Treaty of a growing, self-sustained, competitive and regionally-integrated continent;
- Under PIDA, 11 ARTIN corridors have been determined to require modernization of existing railway lines and construction of new, modern rail lines

African Railway Scene

- African railways clearly lag behind those of most other regions in the world.
- They have been affected by the same drawbacks and rigidities found elsewhere, aggravated by poor economic, technological and institutional conditions.
- The result has been neglected infrastructure, sometimes approaching a point of no return, and operations clearly below international standards.
- Concessions introduced in the 90s due to the impulse of the World Bank and other donors have halted the decline.
- In recent years, national efforts have seen a revivalist movements across the countries;
- Several modernisation and rail expansion projects are presently ongoing;
- Agenda 2063 has also spurred new impetus in the railway sector



African Railway Scene – DSS Study

- In 2014, a Technical Coordinating Team (TCC) was set up by the African Union Commission, including the NEPAD Agency, to give guidance to the formulation of the technical feasibility process: i.e., the Detailed Scoping Study (DSS), and Master Plan.
- In 2016, the technical oversight responsibility of the DSS, was assigned to NEPAD Agency, by the African Union - Department of Infrastructure and Energy.
- In December 2018 - the Study terms of reference (TOR), was finalized by NEPAD Agency, and a “Call-for-tender” process was launched, for the procurement of Consultants – to prepare the Strategic Framework Document (i.e., DSS leading to full Feasibility Studies, Detailed Designed, and Procurement of Tender Documents) of the AIHSRN Initiative.

African Railway Scene – DSS Study

- The study reviewed a total of 75 links comprising Origin-Destination (O-D) nodes covering a total of 73,921 kilometers spread across Africa. They consisted of ten (4x6) primary transport arterial corridors of which four corridors run in the longitudinal North-South direction and six corridors run in latitudinal East-West direction. The AIHSR Master plan covers the 50-year plan period implementable in two 20- year plan periods as summarized below:

Master plan 2033

Master Plan 2033 comprises of a total of 19 links (O-D nodes) (25% of total links identified) covering 16, 970 kilometers or 23% of the total route kilometers in the plan were proposed to be undertaken within this period. This includes 2 Accelerated pilot flagship programs and an additional 11 pilot projects as listed in Table 1 below:

Accelerated Pilots

| No. | Project | Countries Involved | REC Ownership |
|-----|--|-----------------------------------|--------------------------------|
| 1 | Dar es Salaam-Kigali combined with Kampala-Bujumbura | Burundi, Rwanda, Tanzania, Uganda | COMESA, EAC, ECCAS, IGAD, SADC |
| 2 | Johannesburg-Gaborone-Windhoek-Walvis Bay | Botswana, Namibia, South Africa | SADC |

Additional Pilots

| No. | Project | Countries Involved | REC Ownership |
|-----|---|------------------------------------|-----------------------|
| 1 | Nairobi-Kampala | Kenya, Uganda | COMESA, EAC, IGAD |
| 2 | Abidjan-Ouagadougou | Burkina Faso, Ivory Coast | CEN-SAD, ECOWAS |
| 3 | Tunis-Algiers-Sidi Bel Abbes-Casablanca | Algeria, Morocco, Tunisia | UMA, COMESA, CEN-SAD |
| 4 | Cotonou-Niamey | Benin, Niger | CEN-SAD, ECOWAS |
| 5 | Alexandria-Khartoum | Egypt, Sudan | COMESA, CEN-SAD, IGAD |
| 6 | Addis Ababa-Asmara | Eretria, Ethiopia | COMESA, CEN-SAD, IGAD |
| 7 | Beira-Lusaka | Mozambique, Zambia, Zimbabwe | COMESA, SADC |
| 8 | Douala-Bangui | Cameroon, Central African Republic | CEN-SAD, ECCS |
| 9 | N'Djamena-Bangui | Chad, Central African Republic | CEN-SAD, ECCS |
| 10 | Dakar- Bamako | Mali, Senegal | CEN-SAD, ECOWAS |
| 11 | Lamu-Juba | Kenya, South Sudan | COMESA, EAC, IGAD |

- The Master Plan 2034-2063 comprises the remaining 56 links but includes the 19 links covered under Master Plan 2033. It therefore covers the total track route of 73,921. However, the actual track routes to be implemented over the period 2034-2063 are 56,951 kilometers or 77% of the entire high speed railway footprint.
- For island countries such as Madagascar, Seychelles, Cape Verde amongst others, which cannot be cost effectively connected by the land-based railway network, the study proposed that they be linked with both shipping lines to main ports for freight and cities on mainland through aviation networks for passenger traffic to form an integrated multimodal transport network.

HSR and PIDA PAP 2

The following rail projects have been selected in the list of priority projects of the second phase of PIDA (PIDA PAP2, 2021-2030):

- Construction of Standard Gauge railway from Mtwara – Mbamba Bay railway with/and spurs to Liganga, and Mchuchuma.
- Rehabilitation, modernization and improvement of certain sections of the Trans Maghreb railway line for the North region.
- Regional loop project abidjan ouagadougou-niamey cotonou-lome railway.
- Construction of Central Corridor Standard Gauge Rail (SGR) of the Dar es Salaam – Isaka – Mwanza and Isaka – Kigali / Keza – Gitega – Musongati / Tabora - Kigoma/Uvinza - Musongati - Gitega (with extension to Eastern DRC).
- LAPSSET RAILWAY (IGAD).
- Construction to standard gauge of the Mombasa – Nairobi – Malaba – Kampala - Kigali line (with Malaba – Nimule – Juba spur).

Railway Partnership Models

Different partnership Models exist in the African railway sector. Various variants and structures :

State Regulated Entities Integrated single entity

- Infrastructure ownership, including its planning, finance, implementation and, potentially, maintenance;
- Rolling stock ownership, including its finance, procurement and, potentially, maintenance; and
- Operation, including revenue collection and maintenance of the above if not maintained by their owners.

Railway Partnership Models

Organizational Models

Above could take various forms:

- Integration of the above in one entity or separation in several entities;
- Different forms of risk allocation (particularly revenue risks under gross and net contracts);
- Different levels of governmental influence or control; and
- A great variety of allocation of duties and responsibilities

Vertical Integration versus Separation

- Single company owns and maintains fixed infrastructure and also operates trains and owns/maintains rolling stock
- One company (typically government-owned) owns and maintains fixed infrastructure; and another operates trains and owns/maintains rolling stock

Railway Partnership Models

Types Administered Public Monopoly;

- Administered Public Monopoly :

A government owned vertically integrated railway owns and operates the railway; could be self-regulating or regulated by a separate government entity

- Regulated Private Monopoly
- A private sector-owned vertically integrated railway owns and operates the railway typically with regulation by government

Regulated Access versus Regulated Competition

- Regulated Access

Rail services are unbundled from infrastructure ownership and one operator is given the exclusive right to provide all the train service on government-owned infrastructure (e.g. African rail concessions)

Railway Partnership Models

Regulated Competition

- Rail services are unbundled from infrastructure ownership and multiple operators are given rights to provide all the train service on government owned infrastructure (Passenger rail franchises in the UK)

Rolling Stock Ownership Model

Three main models of rolling stock ownership exist within the world:

- Ownership by the railway operator (be it. the private sector or government);
- Ownership by the shipper;
- Ownership by third party.

In Africa, ownership by railway operator(government or private sector) is the most common)

Implementation of AIHSRN

The implementation of AUC HSR is hinged on public private partnership . This reflects in:

- AUC structures for Public-private partnership
- Development of Open Access/Competition
- Active promotion of Continental Business Network
- Review and reform of existing concessions

Conclusion

African Railway scene is sure to embrace :

- A PPP model
- An enhanced private sector involvement and
- A gradual ceding of space to private operators under government surveillance
- A commitment to strengthen cooperation between AU / AUDA-NEPAD / UIC to involve RECs and member countries for the implementation of HSR
- A commitment to a regional and continental vision of all African countries
-

شكرا

MERCI

OBRIGADO

THANK YOU



Said
Chandid

OVERVIEW OF CONCESSION MODELS IN AFRICA

1 POSITIONING OF THE RAIL CONCESSION

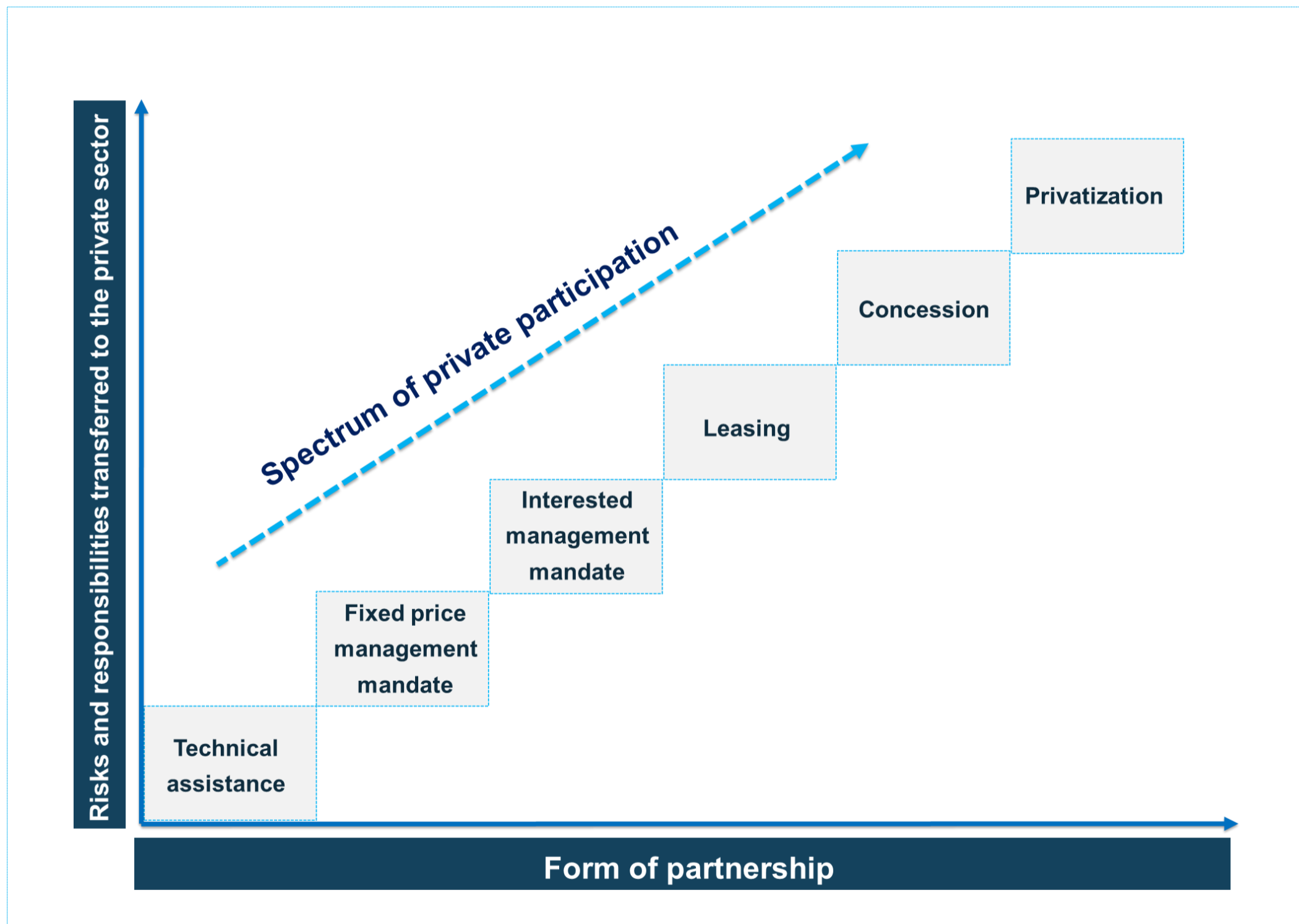
Perimeter



*Levels of responsibilities shared between the
Concessionaire and the Licensor*

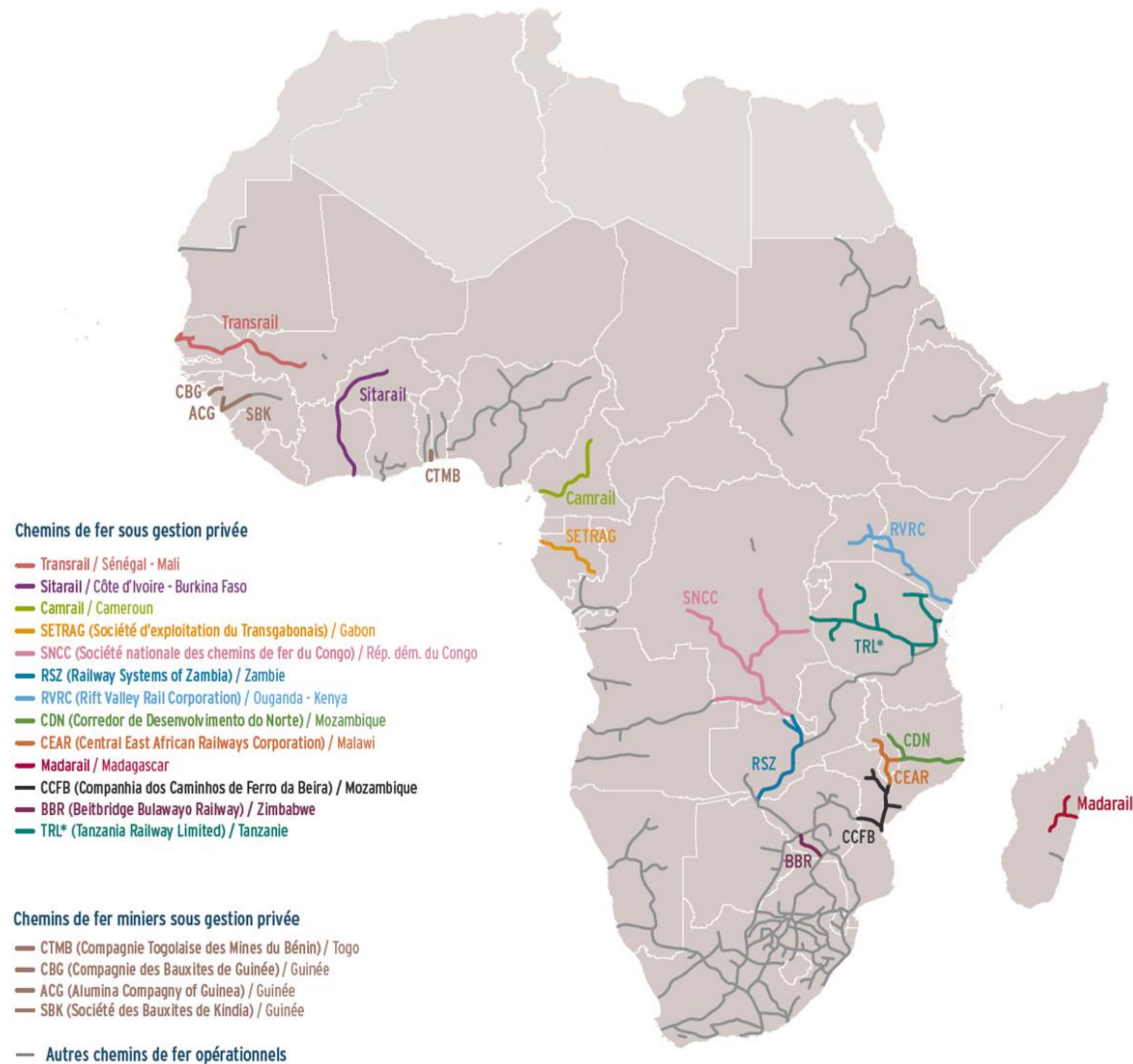
1 POSITIONING OF THE RAIL CONCESSION

Characteristics of concession operations



| | Form of partnership | | | | | |
|-------------------------------|----------------------|--------------------------------|-------------------------------|---------|------------|---------------|
| | Technical assistance | Fixed price management mandate | Interested management mandate | Leasing | Concession | Privatization |
| • Direction of operations | Public | Private | Private | Private | Private | Private |
| • Commercial risks | Public | Public | Shared | Private | Private | Private |
| • Operations risks | Public | Public | Shared | Private | Private | Private |
| • Investment risks | Public | Public | Private | Public | Private | Private |
| • Ownership of rolling stock | Public | Public | Private | Public | Private | Private |
| • Ownership of infrastructure | Public | Public | Private | Public | Public | Private |

Legend:
■ Public
■ Private
■ Shared

Development**MOTIVATIONS**

- Structural adjustment program
- Management problem
- Economic and financial deficit
- Repositioning of the railway

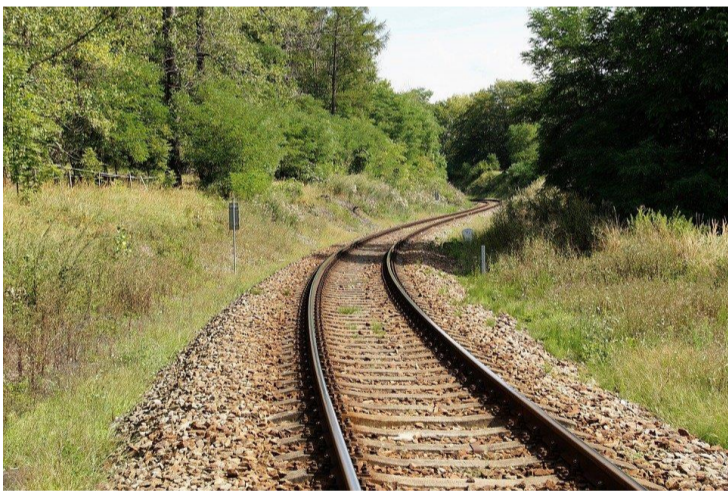
**CARACTERISTIQUES**

- Nature: Exploitation concession
- Duration: 25 to 30 years
- Predominance of foreign private capital
- Integrated management (infrastructure and operations)

**ACTIVITÉ**

- Transport Freight mainly
- Passenger transport in the 2nd row

Highlights of a study from a panel of African networks



Poor performance

- Low density of freight traffic
- Marginal passenger traffic
- Dilapidated infrastructure*
- Low productivity rate of Rolling stock
- Poor operating conditions
- Slowness in investment programs



Sources of instability

- Underperformance
- Underestimation of investment needs
- Not taking into account the competitive environment
- Heavy legacy of the past (public service obligations)
- Delimitation aspect Renewal / maintenance
- Unpopularity of the private sector
- Renewed confidence in the public sector

**Almost general conviction to explore more
sustainable concession models**

Three important levers

IDENTIFICATION AND SELECTION OF PROJECTS

- Good project evaluation
- Prioritization of projects relating to identified markets generating traffic
- Consideration of the entire logistics chain for freight projects
- Importance of the profitability and risk analysis aspect

1

2

SUSTAINABILITY AND ECONOMICO-FINANCIAL PERFORMANCE

- Equitable risk sharing
- Taking into account the maintenance component
- State involvement in financial arrangements according to different mechanisms
- Rigorous estimation of investments
- Monetization and consideration of external effects linked to projects
- Need for a new approach to passenger transport

INSTITUTIONAL AND REGULATORY FRAMEWORK

- Strong political support
- Existing and precise legal framework
- Policy of transfer of traffic to rail
- Strong concession management bodies
- Independent regulator
- Professionalization of public authorities
- Promotion of cross-border rail

3



Only "good" projects are likely to be carried out
in Partnership!



Word given to some African rail networks who have taken this route to share their specific experiences



Tilahun
SARKA

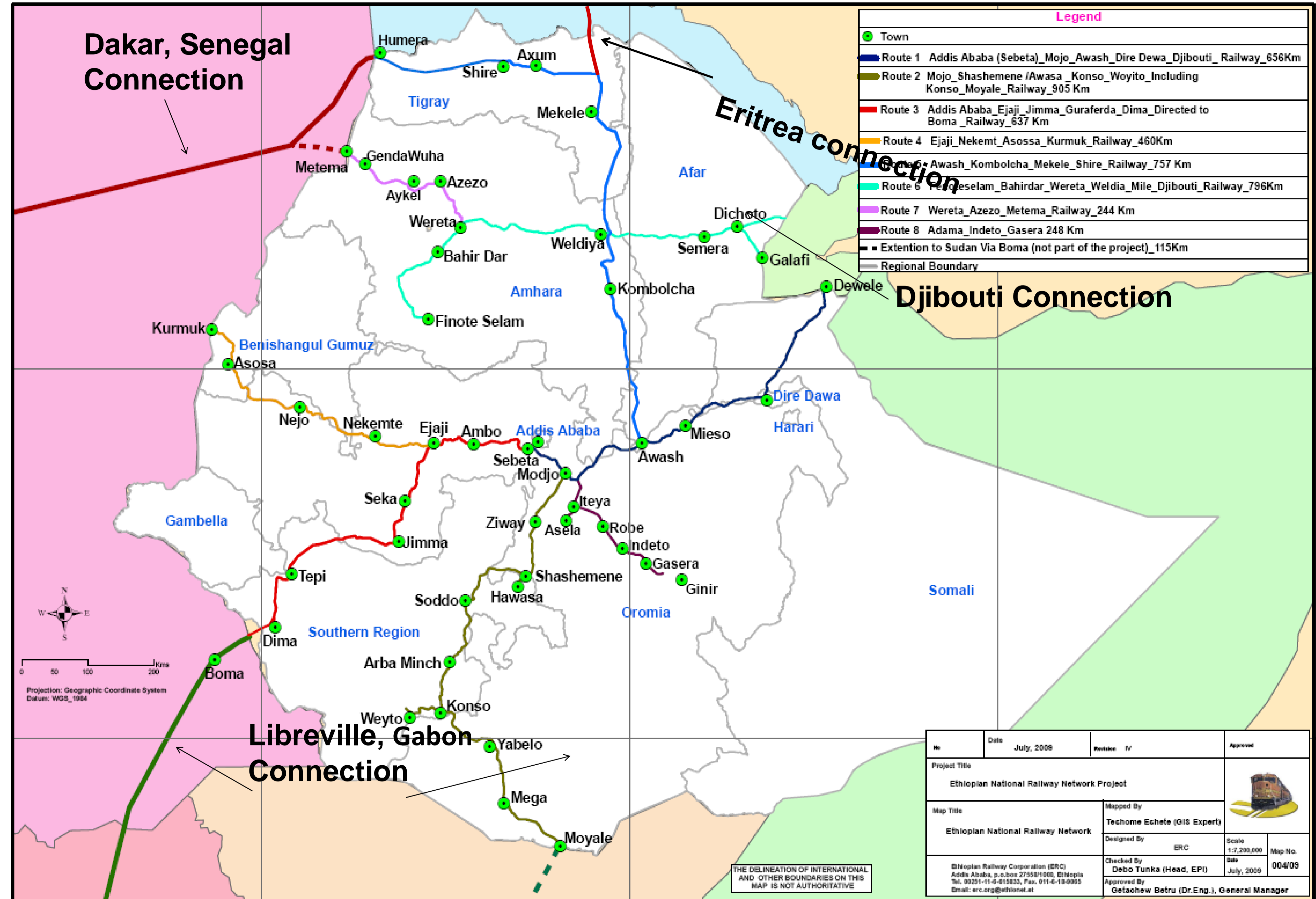
EDR CASE

EDR Briefing and Concession Highlights

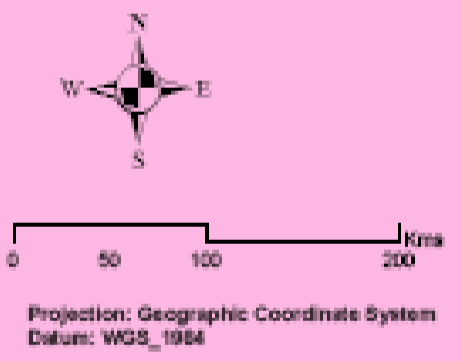
February 25, 2021



Ethiopian National Railway Network



| Legend | |
|---|---|
| ● | Town |
| — | Route 1 Addis Ababa (Sebeta)_Mojo_Awash_Dire Dawa_Djibouti_Railway_656Km |
| — | Route 2 Mojo_Shashemene /Awasa_Konso_Woyito_Including Konso_Moyale_Railway_905 Km |
| — | Route 3 Addis Ababa_Ejaji_Jimma_Guraferda_Dima_Directed to Boma_Railway_637 Km |
| — | Route 4 Ejaji_Nekemt_Asossa_Kurmuk_Railway_460Km |
| — | Route 5 Awash_Kombolcha_Mekele_Shire_Railway_757 Km |
| — | Route 6 Finote Selam_Bahirdar_Wereta_Weldia_Mile_Djibouti_Railway_796Km |
| — | Route 7 Wereta_Azezo_Metema_Railway_244 Km |
| — | Route 8 Adama_Indeto_Gasera 248 Km |
| - - - | Extention to Sudan Via Boma (not part of the project)_115Km |
| | Regional Boundary |



Dakar, Senegal Connection

Eritrea connection

Djibouti Connection

Libreville, Gabon Connection

| | | | |
|---|------------|--|----------|
| No | Date | Revision | Approved |
| | July, 2008 | IV | |
| Project Title | | Ethiopian National Railway Network Project | |
| Map Title | | Ethiopian National Railway Network | |
| Mapped By | | Tachome Echete (GIS Expert) | |
| Designed By | | ERC | |
| Checked By | | Debo Tunka (Head, EPI) | |
| Approved By | | Getachew Betru (Dr.Eng.), General Manager | |
| Scale | | 1:1,200,000 | |
| Date | | July, 2008 | |
| Map No. | | 004/09 | |
| <small>© Ethiopian Railway Corporation (ERC) Addis Ababa, p.o.box 27558/1000, Ethiopia Tel. 00251-11-4-815833, Fax. 011-4-13-0065 Email: erc.org@ethionet.et</small> | | | |

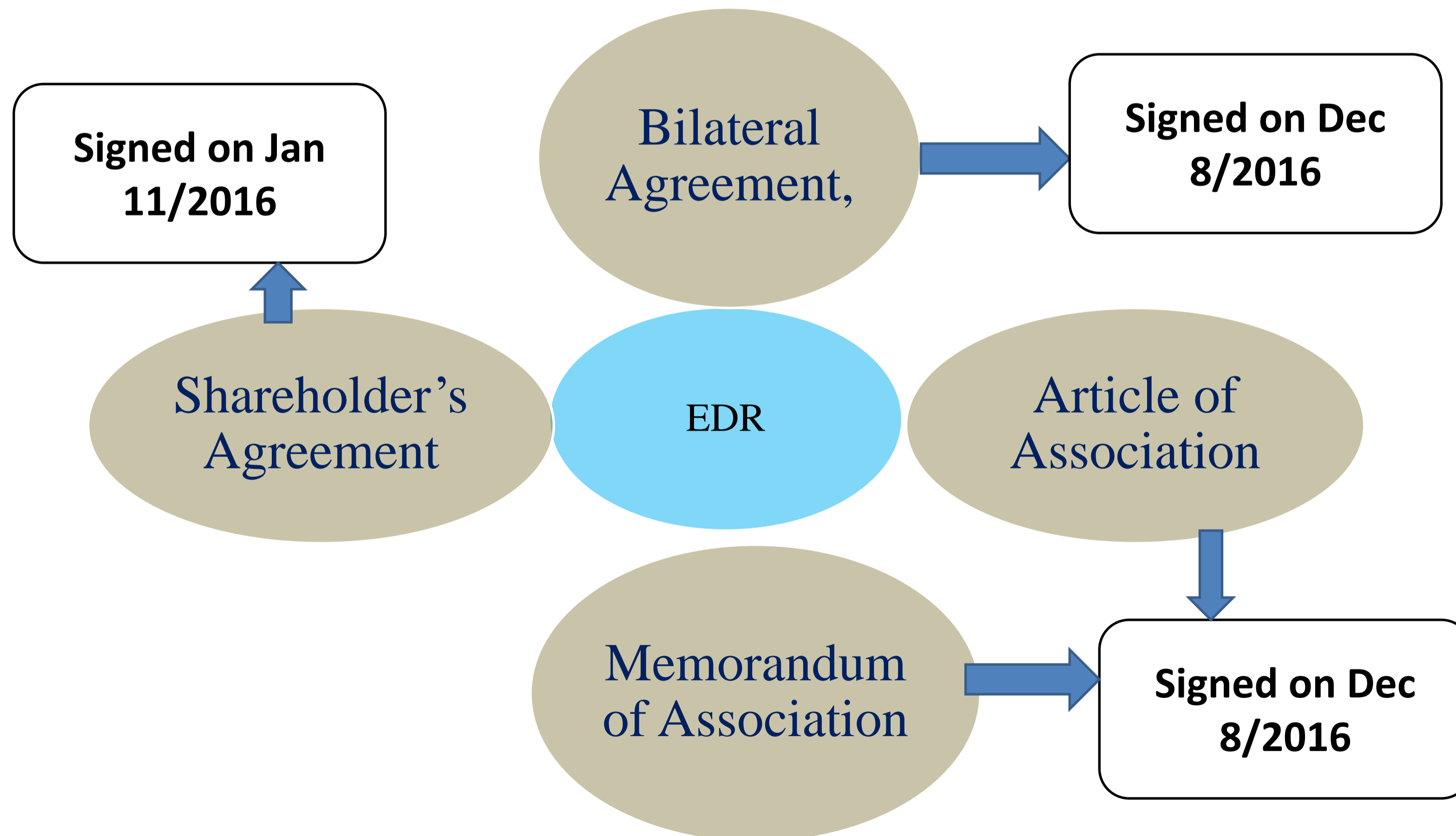
THE DELINEATION OF INTERNATIONAL AND OTHER BOUNDARIES ON THIS MAP IS NOT AUTHORITATIVE

| Name | Length of the Line (km) | Length of the Line (km) | Status |
|---|-----------------------------------|--------------------------------|--|
| The Ethio-Djibouti Standard Gauge Railway. (EDR) | 656 (Ethiopian Section) | 100 (Djibouti Side) | commercially Operational Since January 1/2018 |

Historical Milestones.



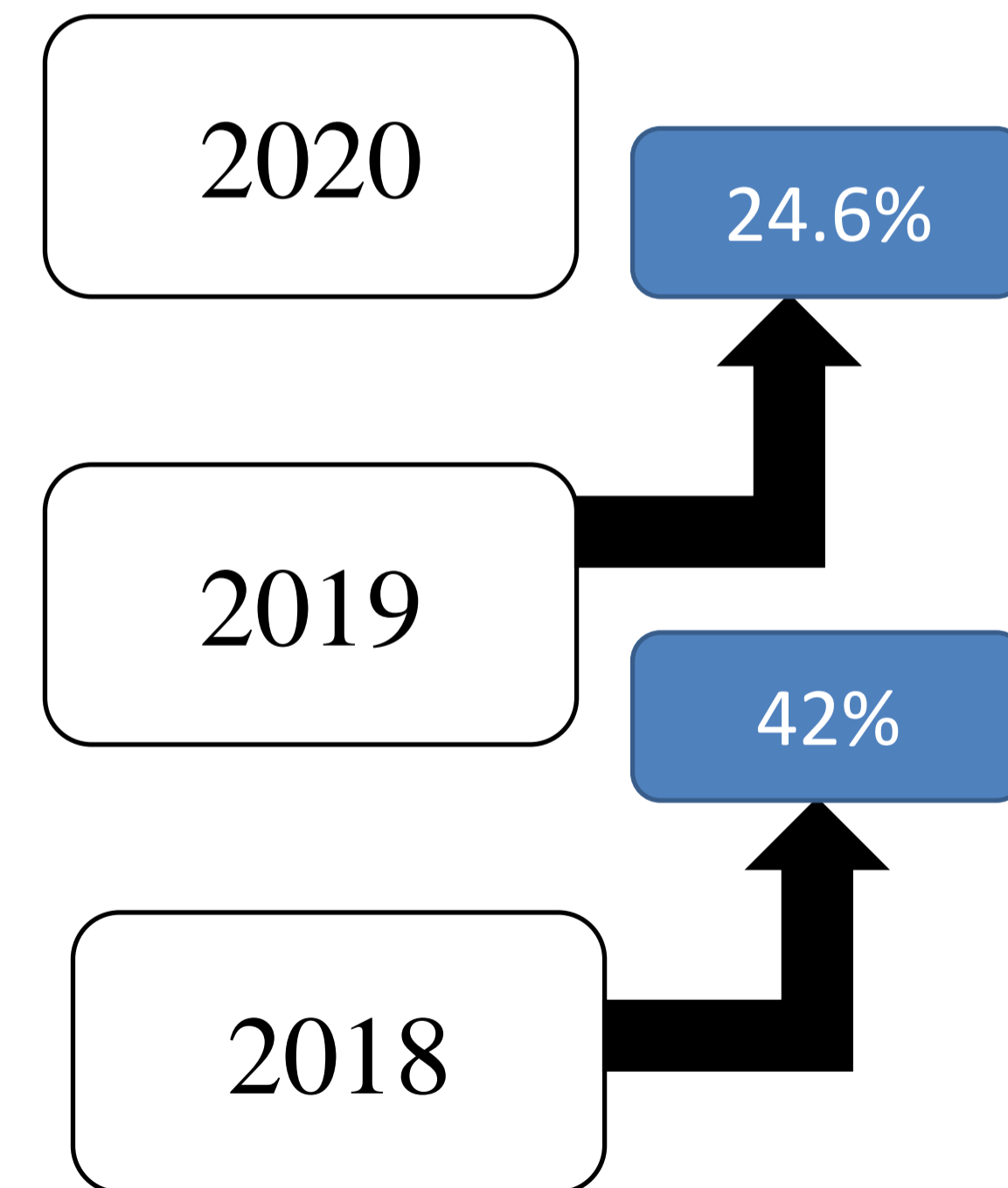
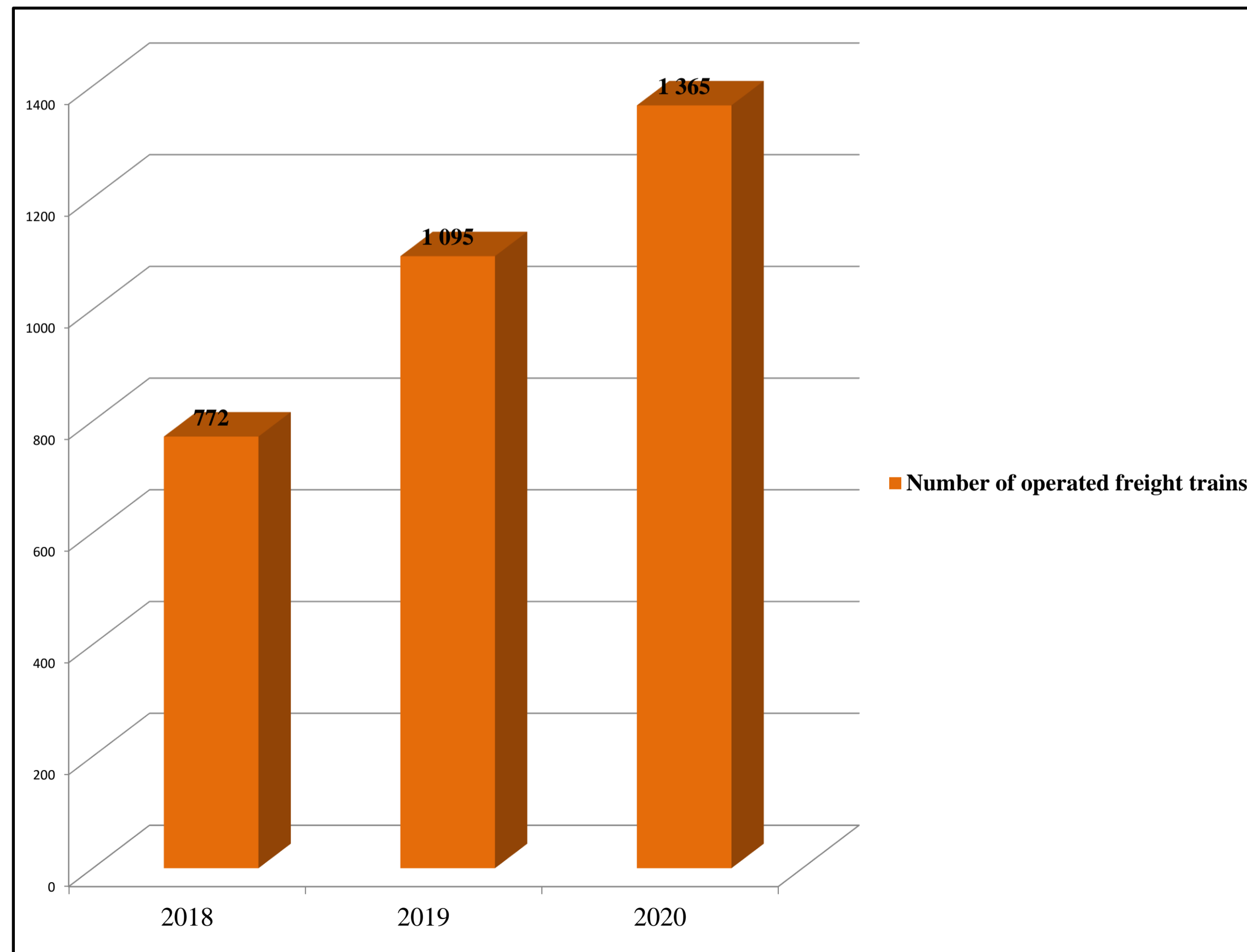
- Legal founding documents for the establishment of EDR;



EDR's Operation is 90% Rail Freight Transport.



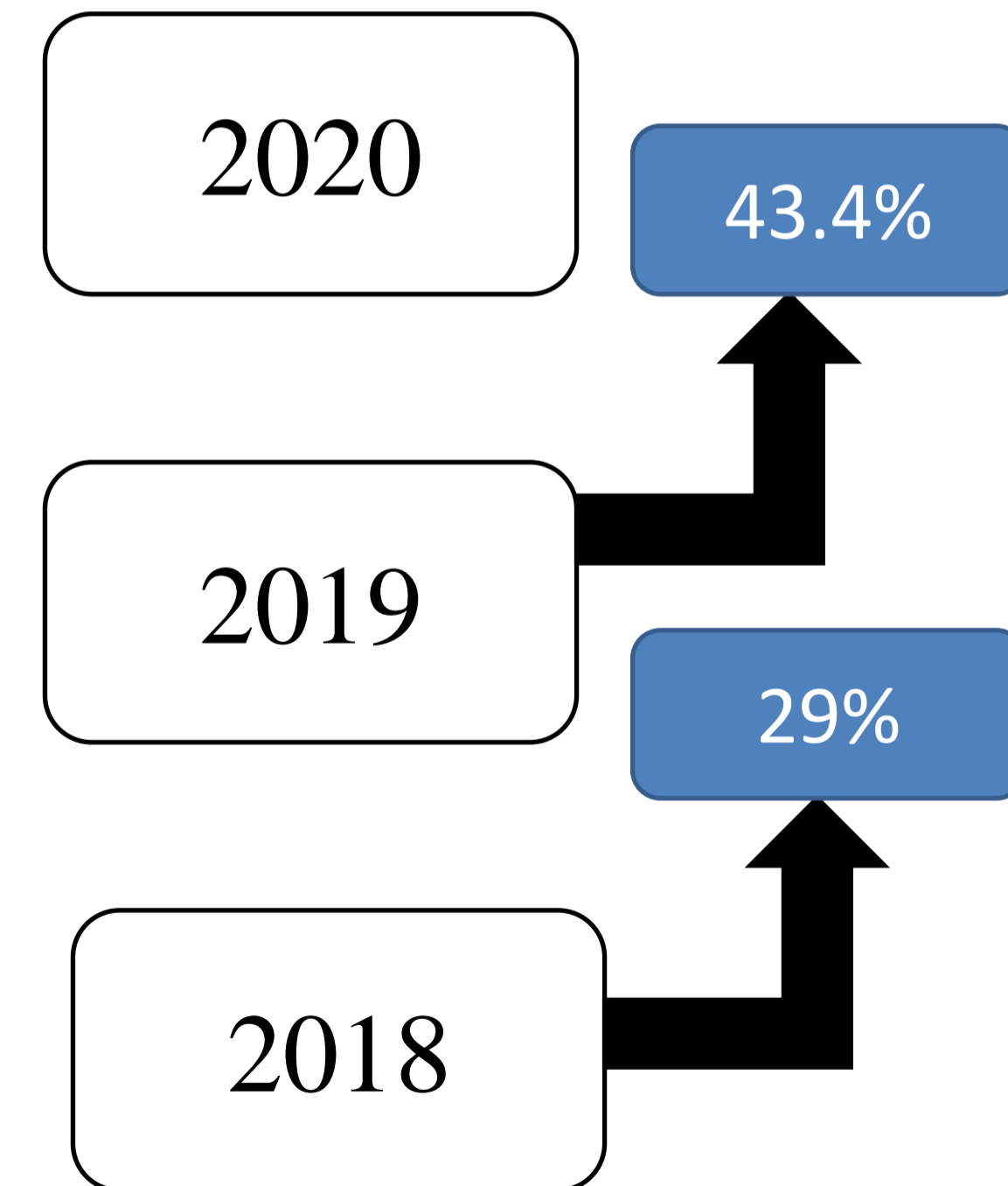
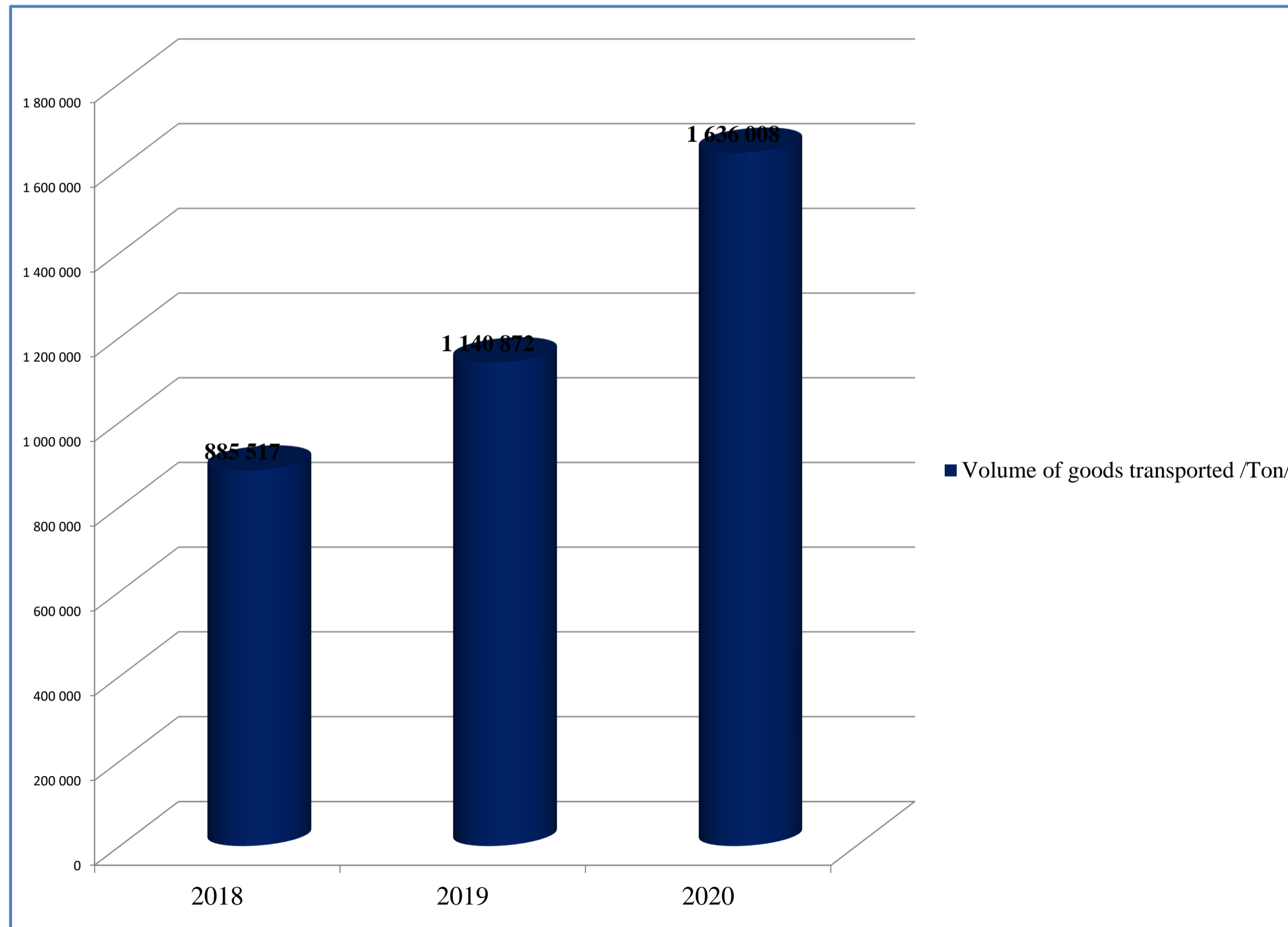
Number of freight trains operated along the line;



Freight Contd...

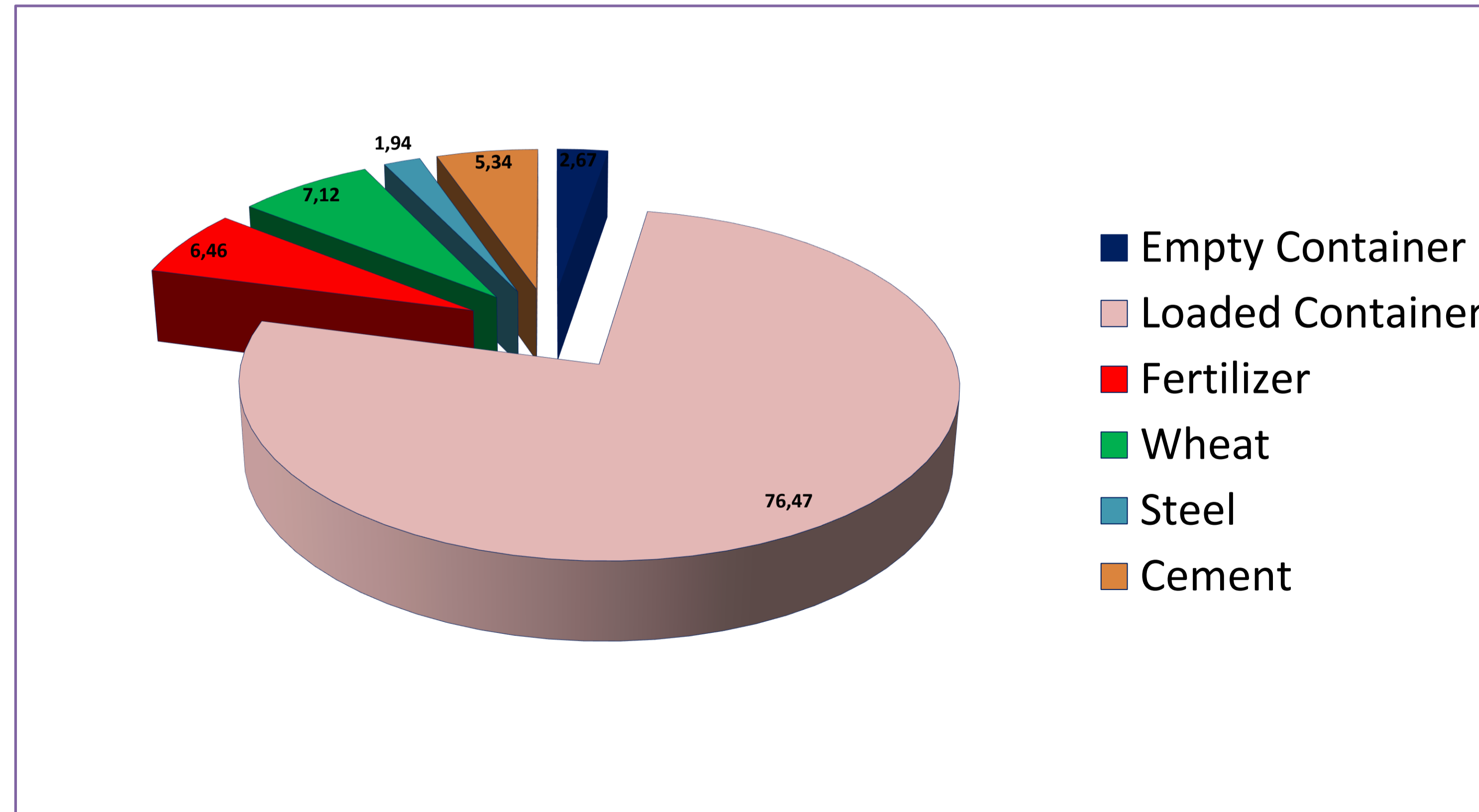


Volume of freight transported;



Freight Contd...

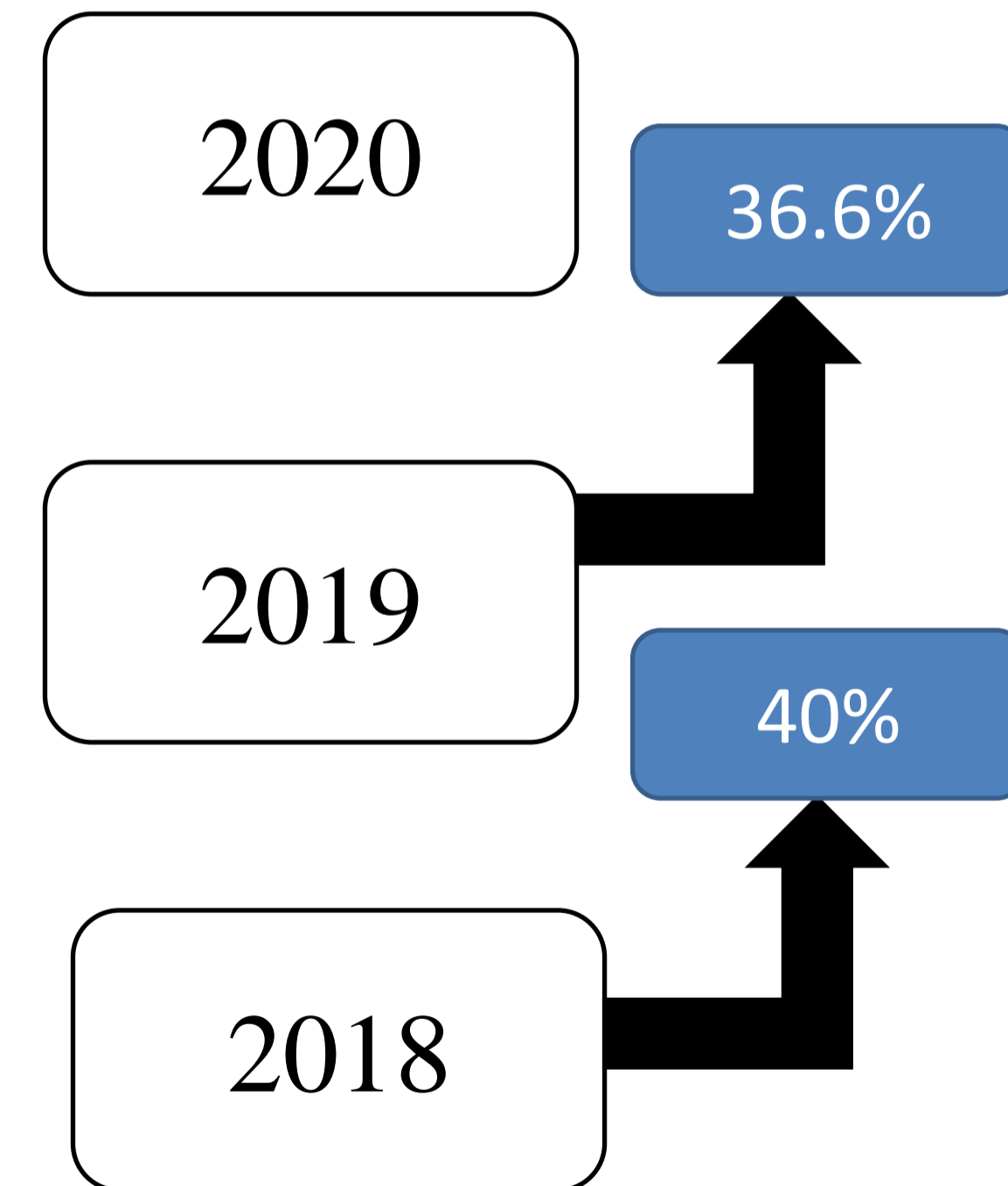
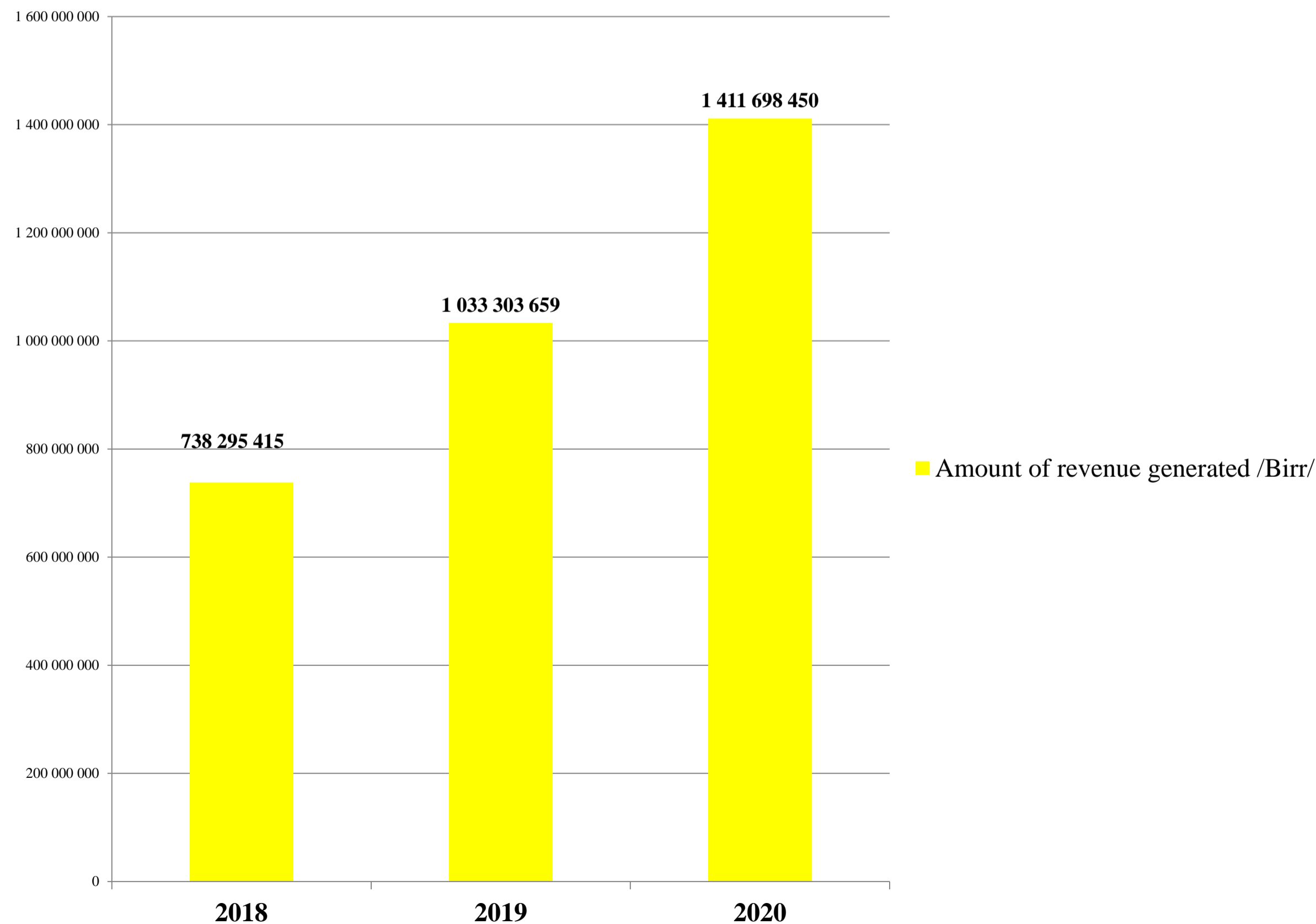
Percentage share of cargo types



Revenue outlook of 3 years.



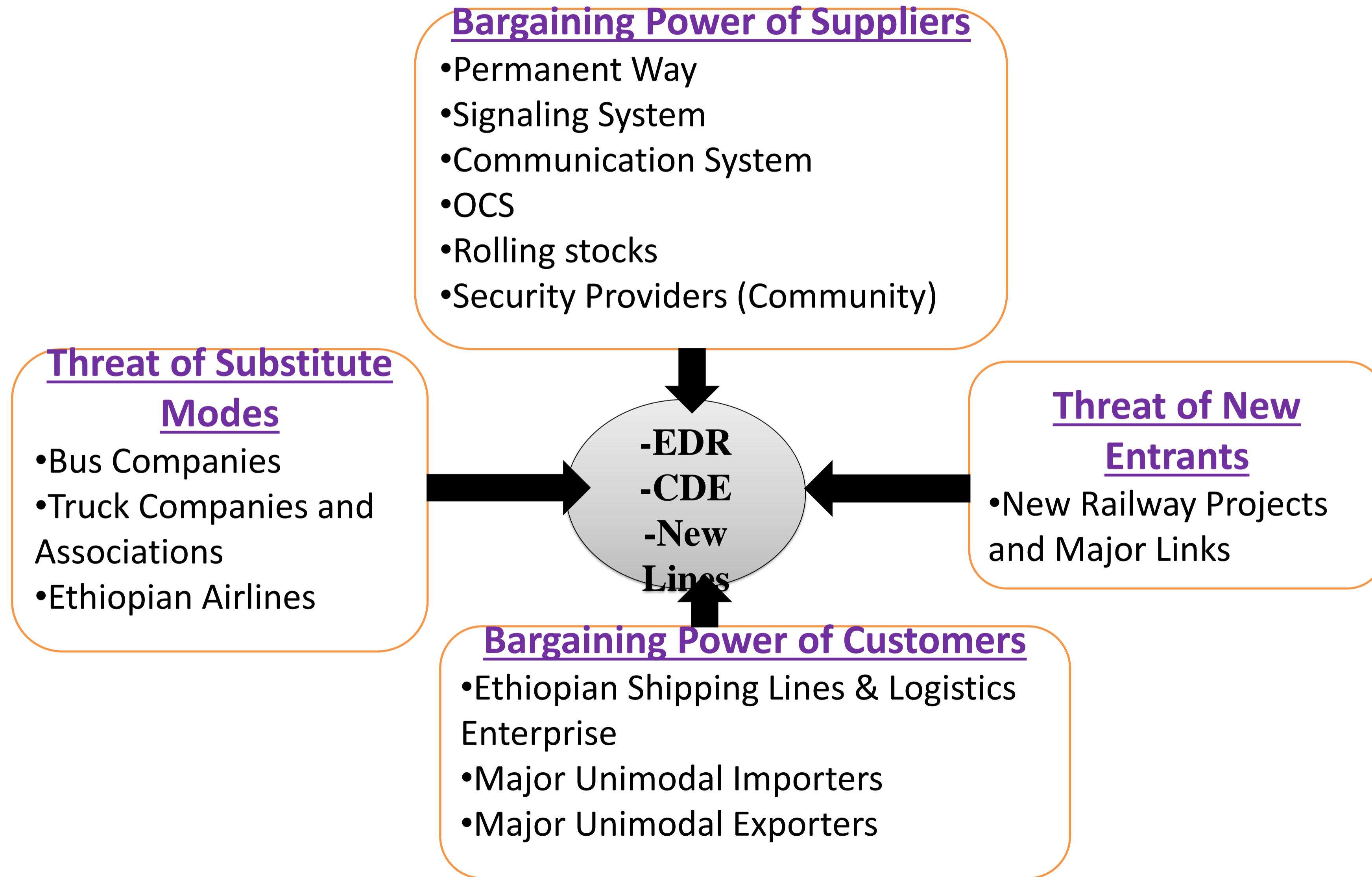
Amount of revenue generated;





ETHIO-DJIBOUTI RAILWAY

EDR: From the Perspective of Michael Porter's Industry Structure Analysis



Possibilities of Concession and forms of PPP from EDR's perspective.

- Definition:-

A **railway concession** may be **defined** as a form of public-private partnership under which the operation of **railway** activities on a network is entrusted to a concessionaire, while the owner-ship of the **railway** infrastructure is directly or indirectly retained by the State, the conceding authority.

- Duration of Concession agreements frequently is from 20-30 Years.

Possibilities of Concession and forms of PPP

Cont...

- Currently EDR by itself plays the role of a Concessionaire because EDR has been trusted by ERC and SDCF to operate and maintain this particular Railway.
- Again EDR employed a Management Contractor for a short period of time in order to operate, maintain and knowledge transfer to local staff for take overing.
- Therefore the strategy looks like a concession with in Concession.

Possibilities of Concession and forms of PPP

Cont...

What can be done to better utilize the untapped resources along the Railway Line???

- 1. Full Concession: This could be Expensive but a certain Investor can come up with fresh injection of Capital so that the line shall be complete to the standards.
- 2. Partial Concession:
 - 2.1 Buy out of excess slots
 - 2.2 last mile Logistics
 - 2.3 Capturing land Values around Stations



**Many Thanks for your kind
Attention!!!**

**Mercy Beaucoup pour Votre
aimable attention!!!**



ETHIO-DJIBOUTI RAILWAY



YOMBO
Charles

CAMRAIL CASE



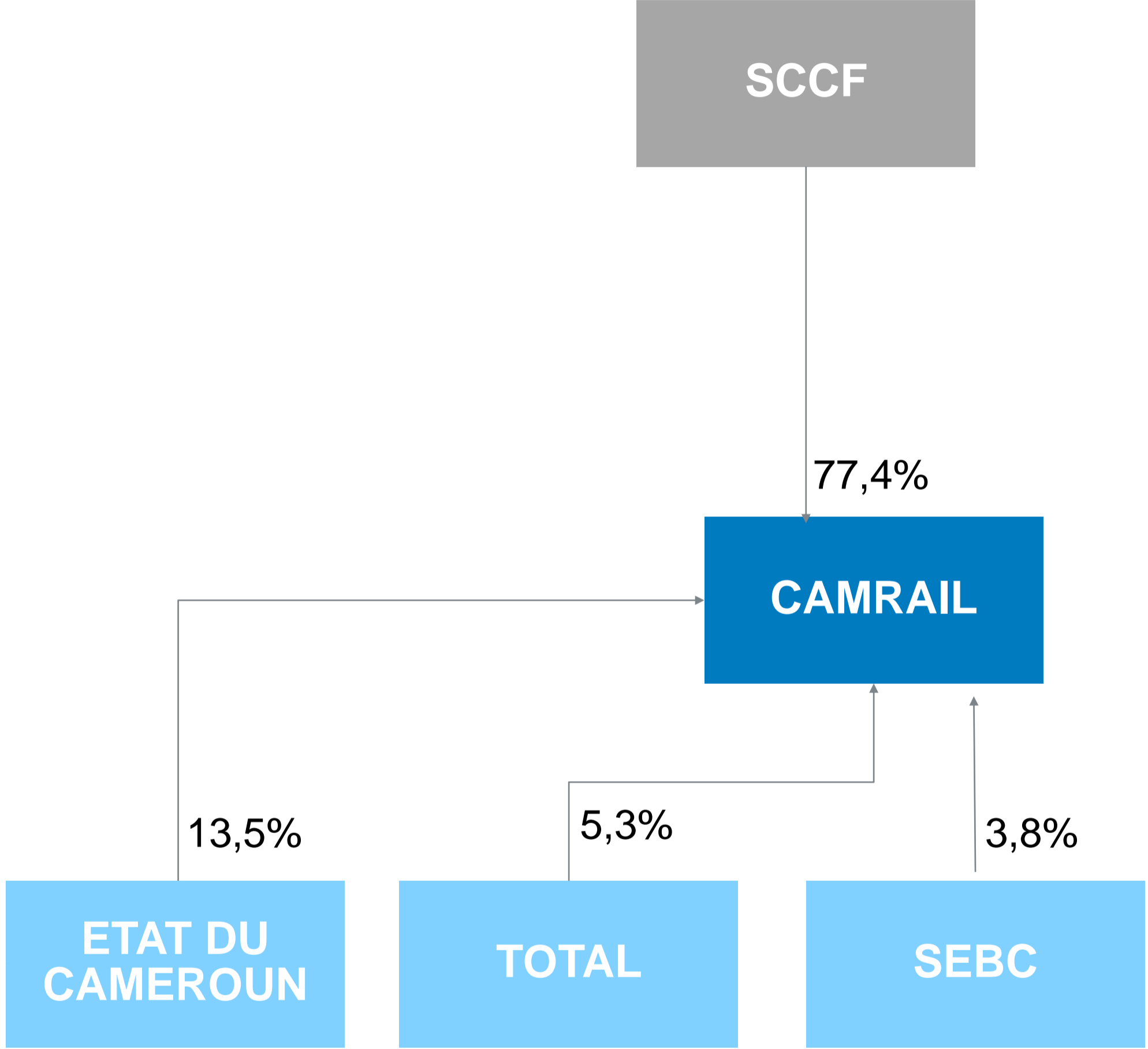
Les Jeudis du Rail Africains (UIC Région Afrique) « des modèles de partenariats ferroviaires en Afrique » Le 25 février 2021

UNE CONCESSION FERROVIAIRE DE REFERENCE EN AFRIQUE*



* ILLUSTRATION DES RAPPORTS D'AUDIT DILIGENTE PAR L'ETAT ET LA BANQUE MONDIALE

REPARTITION DU CAPITAL



CONTRAT DE CONCESSION

- **Durée : Convention de concession signée en 1999** échéance 2034
- **Type de contrat :** Partenariat Public Privé

REPARTITION DES RESPONSABILITÉS

- L'Etat assure les opérations de renouvellement de la voie ferrée, le financement des **acquisitions du matériel roulant voyageurs**.
- Les investissements du concessionnaire et du concédant sont encadrés par des **plans quinquennaux d'investissements ferroviaires**.
- Deux structures assurent la mise en cohérence de la politique des chemins de fer au Cameroun : le **COMIFER et le CTV**.
- **CAMRAIL est le maître d'ouvrage délégué et le maître d'œuvre** des investissements de l'Etat dans le secteur ferroviaire.

NOTRE RESEAU...

CAMRAIL se positionne comme transporteur sur 3 marchés principaux que sont :

- Le transport d'hydrocarbures (trois dépôts principaux : Yaoundé, Bélabo, N'Gaoundéré)
- Le marché national pour la partie du pays desservi par le rail : Yaoundé, Nord Cameroun, Est Cameroun
- L'hinterland : corridors Douala – Tchad / Douala – RCA / Douala - Nord Congo

Le réseau ferroviaire s'étend jusqu'à Ngaoundéré et implique un transport multimodal rail-route, jusqu'au nord du Cameroun, Tchad, RCA et Nord Congo.

CAMRAIL dispose de deux terminaux à Bélabo et Ngaoundéré qui permettent de desservir ses clients sur le plan national et sous régional (Tchad, République centrafricaine et Congo)



SUPERSTRUCTURES

- > **Ecartement de la voie** : 1 m (voie métrique)
- > **Types de rail** : 30 kg - 36 kg – 54 kg/ml
- > Gabarit des obstacles : 4,20m hauteur et 4,18 largeur
- > **Types de traverses** : Métalliques (20%) – Bois (60%) – Béton Bi-blocs (20%)
- > **Travelage** : entre 1.500 traverses/km et 1.700 traverses/km
- > **Charge à l'essieux** : 17 t voie et 20t ouvrages d'art (hors PQ1 20t)
- > **Signalisation** :
 - Lumineuse + bloc de voie unique + poste d'aiguillage sur le Transcam I (Douala-Yaoundé)
 - Cantonnement téléphonique sur le Transcam II (Yaoundé-Ngaoundéré)
- > **Vitesse maximum** : 70 (fret) - 90 km/h (voyageurs)

VOIES PRINCIPALES

Voie unique

Du PK 0+00 au PK 884+400 = 884 400 ml

Double voie

Du PK 03+000 au PK 08+750 = 5 750 ml

Ligne Ouest

Port amont - Bonabéri = 7 000 ml

Bonabéri - Mbanga = 65 000 ml

Mbanga - Kumba = 29 000 ml

991 150 ml

> OUVRAGES D'ART

Buses hydrauliques : 2250

Pont dalle en béton armé : 91

Pont en béton précontraint : 1

Pont métalliques : 30

Viaducs : 3

Tunnels : 4

> CANTONS

Transcam 1 (Douala-Yaoundé – 253 km) : 15

Transcam 2 (Ydé-Ndéré – 632 km) : 18

Ligne Ouest (Dla-Mbanga-Kumba – 99 km) : 3

INSTALLATIONS



- › La Carrière d'Ebaka dans l'Est du Cameroun assure la production du ballast, des traverses en béton armé bi-blocs,
- › **Les Ateliers centraux à Bassa-Douala pour la maintenance du matériel roulant ferroviaire et le traitement des traverses en bois ,**
- › 4 dépôts entretien pour la maintenance courante du matériel sur l'ensemble du réseau,
- › Une artère de transmission par faisceau hertzien ,
- › Un système de téléphonie générale,
- › **7 centres médicaux internes le long du réseau.**



MATERIEL ROULANT MOTEUR

- > **Locomotive CC3300** : Diesel électrique 3300 cv (C0C0), Trains marchandises
- > **Locomotive CC2600** : Diesel électrique 2600 cv(C0C0), Trains marchandises
- > **Locomotive CC2500** : Diesel électrique 2500 cv(C0C0), Trains marchandises
- > **Locomotive CC2200** : Diesel électrique 2200 /2400 cv (C0C0), Trains marchandises et voyageurs
- > **Draisine (DONELLI)** : 106cv (hydromécanique), Chantiers Voie
- > **Draisine (CEMAFER)** : 176cv (hydromécanique), Chantiers voie
- > **Autorails de contrôle et autres matériels : bourreuses, régaleuses, grues.**

| DESIGNATION | EFFECTIF |
|--------------------------------|-----------|
| LOCOMOTIVES DE LIGNE | |
| Locomotive CC2200 | 14 |
| Locomotive CC2500 | 6 |
| Locomotive CC2600 | 2 |
| Locomotive CC et AC 3000 | 8 |
| | 30 |
| LOCOMOTIVES DE MANŒUVRE | |
| Locomotive BB1100 | 12 |
| | 12 |
| DRAISINES | |
| Draisine DONELLI | 4 |
| Draisine CEMAFER série 40 | 4 |
| Draisine CEMAFER série 60 | 6 |
| | 14 |
| GRUES | |
| Grue 60 tonnes | 1 |
| Grue 80 tonnes | 1 |



MATERIEL ROULANT REMORQUE

- › **Voitures voyageurs Parc SOULE et Parc Dietrich** : voitures couchettes, 1^{ère} et 2^{ème} classe, bar Restaurant, fourgon générateurs, fourgons collecteurs
- › **Wagons marchandises** : couverts, tombereaux, plateformes, citernes, bestiaux...
- › **CAMRAIL exploite un parc de 1 302 wagons**

| DESIGNATION | EFFECTIF |
|-----------------------------------|--------------|
| WAGONS VOYAGEURS | |
| Voit. 1ère Cl. Lits et couchettes | 7 |
| Voit 1ère Cl Assises | 2 |
| Voitures 2è Classe | 12 |
| Voitures Bar Restaurant | 2 |
| Fourgons Générateurs | 1 |
| Fourgons Collecteurs | 1 |
| | 25 |
| WAGONS COMMERCIAUX | |
| Couverts | 224 |
| Tombereaux | 82 |
| Plateformes | 761 |
| Citerne | 82 |
| | 1 277 |



SECURITE DES CIRCULATIONS

CAMRAIL met en œuvre une série de mesures techniques et opérationnelles visant à améliorer la sécurité sur son réseau.

La mise en œuvre d'un plan d'investissements complémentaires affectés à la sécurité portant aussi bien sur la voie, sur les équipements de signalisation que sur le matériel roulant avec notamment :

- Un renforcement de la surveillance de la voie avec la rénovation de 3 draisines ;
- Des campagnes de prévention des fissures de rails détectées par le contrôle ultra sons avec remplacement de rails;
- Un traitement permanent des anomalies de géométrie de la voie ;
- La constitution de stocks supplémentaires de pièces de rechange pour la signalisation lumineuse et les postes d'aiguillage ;
- L'amélioration de la protection des systèmes de pesage électronique ;
- Le renforcement de la sécurité en cabine de conduite
- Une surveillance accrue et un renforcement de la fiabilisation des organes de sécurité des wagons (frein, roulements, attelages) etc..... (Plan de maintenance évoqué)



SECURITE DES CIRCULATIONS

- La réalisation d'un audit de procédures et d'organisation de la sécurité, couvrant les domaines essentiels de la sécurité ferroviaire (voie, signalisation, gares, PCC.....). Cet audit initié dès le mois de mars 2017 a conduit à :
 - La prescription de 48 fiches - actions fixant les objectifs à atteindre, le calendrier de mise en œuvre, les actions à engager
 - La mise en place d'un suivi des actions à entreprendre
 - L'élaboration d'un SGS (Système de Gestion Sécurité) en accompagnement des politiques d'investissements et d'exploitation du Concessionnaire (traction, wagons, maintenance ...) et du Concédant (voitures voyageurs et voie) ;
- L'engagement d'une démarche interne à l'entreprise avec :
 - La mise en place d'un Comité de pilotage
 - La mise sous surveillance des grands risques opérationnels comme :
 - Les circulations des chargements d'hydrocarbures ;
 - Les circulations nocturnes des trains de chantier ;
 - Les envahissements et empiètements sur les emprises ferroviaires ...





- CAMRAIL emploie environ 3 000 personnes (1 528 employés directs et 1 155 personnels de la sous-traitance) : 31.000 personnes vivent directement et indirectement des activités de CAMRAIL
- Plus de 300 PME installées au Cameroun travaillent en sous-traitance pour CAMRAIL
- Outil d'intégration nationale, CAMRAIL assure les échanges économiques entre le Nord et le Sud du Cameroun et développe une politique singulière de proximité avec les riverains du rail.
- Levier de l'intégration régionale, le chemin de fer du Cameroun est un maillon essentiel des corridors Douala-Bangui et Douala-N'Djamena

Empreinte auprès des fournisseurs

- ▶ 265 emplois créés chez les intérimaires
 - ▶ + 3070 environ chez les prestataires et sous-traitants analysés
 - ▶ + 1363 emplois pérennisés grâce aux dépenses d'investissement valorisées
 - ▶ + 190 emplois dans les villages traversés grâce à la politique de proximité
- = 4888 emplois créés chez les fournisseurs directs**
- ▶ 450 emplois permis grâce à l'activité générée par CAMRAIL dans les gares traversées /
 - ▶ 85% de fournisseurs locaux.

Contribution au système éducatif local et à la formation interne

- ▶ **Effort très important de formation des salariés CAMRAIL**
 - ▶ 1214 collaborateurs formés en 2017 (77% des effectifs totaux).
 - ▶ Un budget moyen de formation de 200 millions de FCFA par an (1,7% masse salariale).
- ▶ **Contribution au système éducatif local et régional**
 - ▶ 750 stagiaires en moyenne par an (pré-emploi, académiques, vacances).
 - ▶ Formation des alternants: 27 élèves ingénieurs de l'ISTAC depuis 2006 .
 - ▶ **Diffusion des compétences au niveau régional:** + de 300 personnes formées et provenant de COMILOG, SETRAG, SITARAIL.
 - ▶ **Convention avec le Collège de la salle à Douala** pour la formation de 150 jeunes camerounais aux métiers ferroviaires.



Contribution de CAMRAIL au budget de l'Etat

- ▶ 12 milliards en moyenne d'investissements par an ;
- ▶ 11 milliards en moyenne d'impôts et taxes versés chaque année.



La politique de santé CAMRAIL englobe les populations locales

• Accès aux soins

- Prise en charge de 80% des soins (coûts de l'assurance maladie) pour une population de **6.000 personnes** environ (familles et ayant droits) et prise en charge à 100% pour les malades atteints du VIH
 - **32 214** consultations annuelles
- Campagne de dépistage annuelle du VIH pour les agents, ayants droits, et sous-traitants
 - Coûts de l'ensemble des **mesures contre le SIDA: 55 M FCFA** (soit **7% des dépenses** de santé)
- Campagne de vaccination des femmes enceintes et nouveaux nés, ouverte aux populations locales
 - **776 hommes, femmes et enfants vaccinés en 2017**
- 51 employés médicaux et paramédicaux, pour des dépenses de santé totales de **621 M FCFA**, soit 0,1 % des dépenses d'exploitation courantes
 - Montant des dépenses annuelles par bénéficiaire : **0,15 KFCFA** par an et par bénéficiaire



La politique de proximité le long du rail

Contribution à l'amélioration des conditions de vie des communautés locales vivant le long du chemin de fer, et sécurisation des voies de chemin de fer

Dépenses (désherbage, abattage, nettoyage): 450 millions FCFA en moyenne par an, avec près de 1.100 touchées par cette activité

La politique de proximité touche près de 250 000 personnes dans les 163 villages traversés par le rail, et donne accès à environ 15.000 personnes pour l'eau potable



ET DEMAIN LE RAIL AU CAMEROUN : UN AVENIR RADIEUX



- Extension de 1.000 km de voie
- Amélioration de la compétitivité de l'économie du Cameroun
- Développement d'une sous-traitance de qualité dans le secteur ferroviaire national

- Amélioration du transport et du transit des marchandises
- Renforcement de la mobilité des personnes et des biens dans la sous-région Afrique centrale

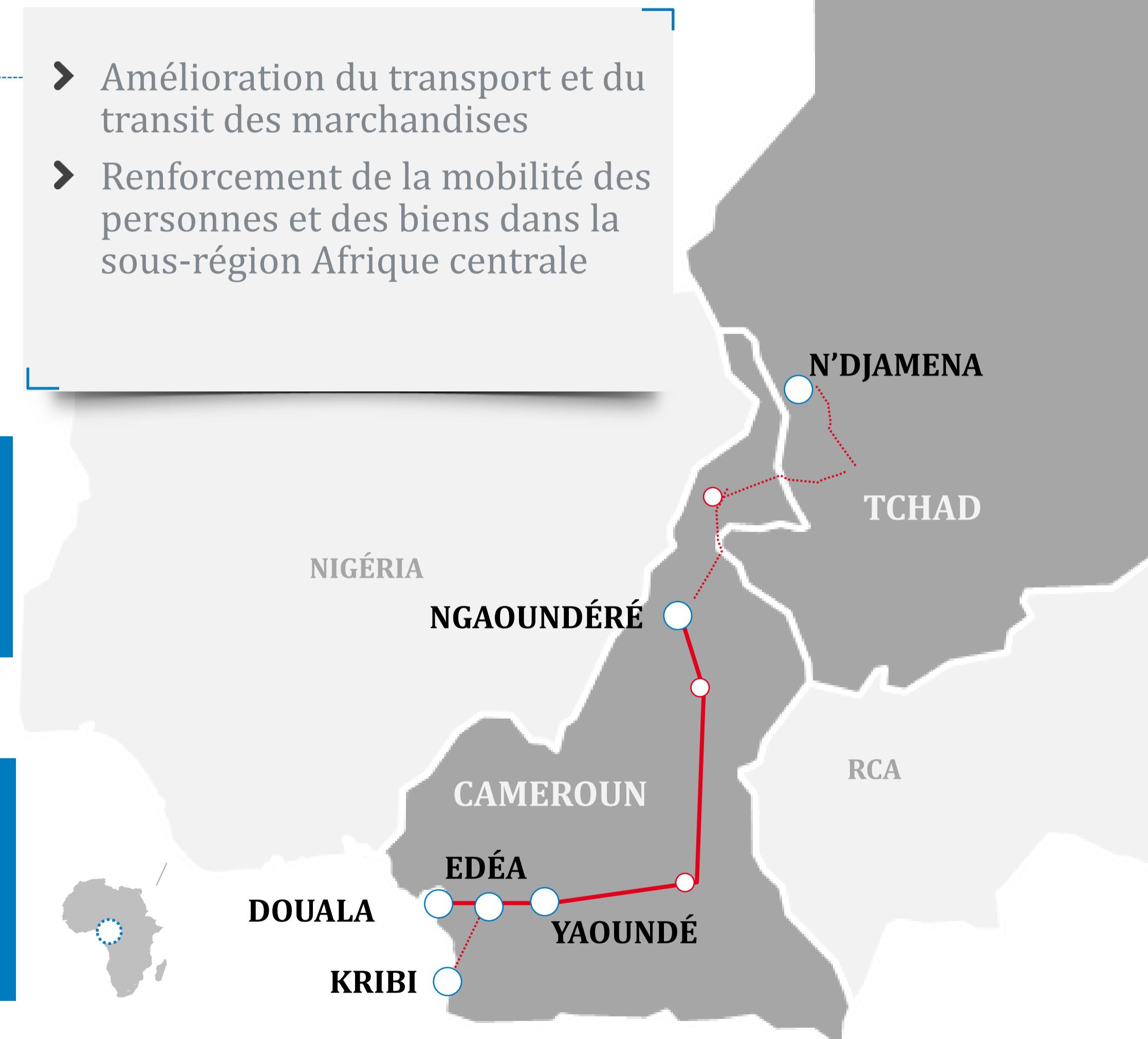
PROJET D'EXTENSION VERS LE TCHAD

Ngaoundéré (Cameroun) - N'Djamena (Tchad) - 800 km

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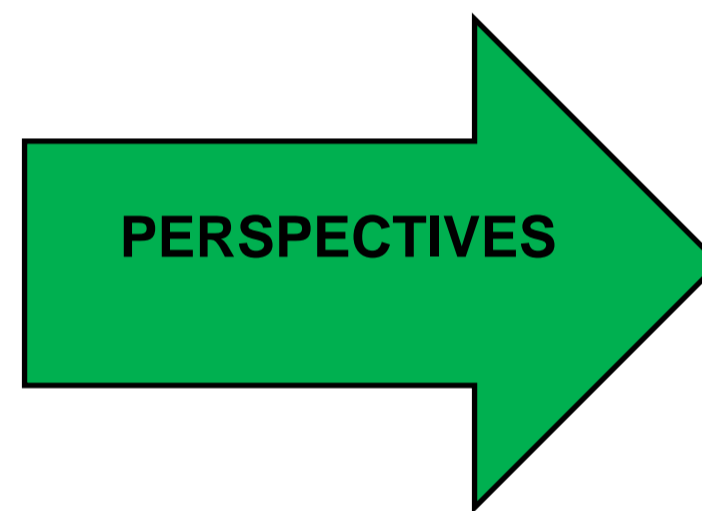
PROJET D'EXTENSION VERS LE NOUVEAU PORT DE KRIBI

Edéa-Kribi - 140 km



SITUATION FRAGILE

- Baisse des volumes à destination du Tchad et de la RCA ;
- L'activité fret, est désormais confrontée à une rude concurrence routière ;
- Le service voyageurs subventionné par l'État, présente depuis toujours des performances économiques faibles, avec un impact important sur l'image de l'entreprise, et sur le développement économique du pays



- Situation économique générale déprimée du fait de la pandémie au COVID-19
- Finalisation du Programme quinquennal d'investissements ferroviaire n°1
- Obtenir le règlement des dettes de l'Etat (montant à donner par la DAF) ;
- Lancement du Programme quinquennal d'investissements ferroviaire n°2
 - Tronçon Douala-Yaoundé
 - Tronçon Belabo-Ngaoundéré
- Pas encore de desserte ferroviaire du Port de Kribi
- Poursuite des efforts visant à réduire la subvention voyageurs ;
- Relance du train Inter-city et amélioration de l'offre couchettes.

Le redressement actuel est encore fragile car l'environnement économique global n'est pas très porteur



CAMRAIL, PARTENARIAT PUBLIC/PRIVE DE REFERENCE



The image features a solid blue background. In the top-left and bottom-right corners, there are decorative clusters of overlapping, semi-transparent geometric shapes in various shades of blue, white, and dark blue. The word "DEBATE" is centered in the middle of the page in a bold, white, sans-serif font.

DEBATE



CONCLUSIONS