AN AMAZING 50 YEAR TRAIN RIDE

The documentation of history has become a vital tool in connecting generations with milestone events that took place at varying points in time.

Through research and compiling history we are able to have reference points to guide our present day lives, as well as a foundation on which to make informed decisions about our futures.

Swaziland Railway is one organisation that has recognized the importance of documenting its history to share with its stakeholders. This is more important now that the organisation is turning 50 years old.

Over the next few pages ,we have compiled researched articles collected from various sources over a long period to give you a picture of how we got to be the Swaziland Railway you see today.

Suffice it to say, as you read on, you will note that not all journeys are smooth but it is the rough curves of the ride that help inform you on ways to tackle the situations you encounter the next time.

It is such lessons learnt over time that have strengthened SR into one of the leading oganisations in the country.

Today SR is not only a regionally celebrated brand, but it is also internationally accredited for its systems.

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We trust you will enjoy the research section of our publication!

Surveying the land, in SR's early years.
OPPOSITE PAGE: TOP: 1965 Maloya Station. BOTTOM: 1963, bridge 15, looking north.

SWAZILAND RAILWAY

THE BRIGHT CHILD THAT GREW INTO A WISE MAN

In 1963, an iron ore mine was opened at Bomvu Bridge and, in 1964, Swaziland Railway commenced operations. These projects were linked; one could not proceed without the other, since rail was the only suitable mode of transporting the ore to the port of Lourenco Marques (now Maputo in Mozambique). However, with the mine closure in 1978, and the last shipments of stockpiled iron ore being made in 1980, the government reeled that the line needed to attract new traffic to remain viable. Access to a new port became imperative.

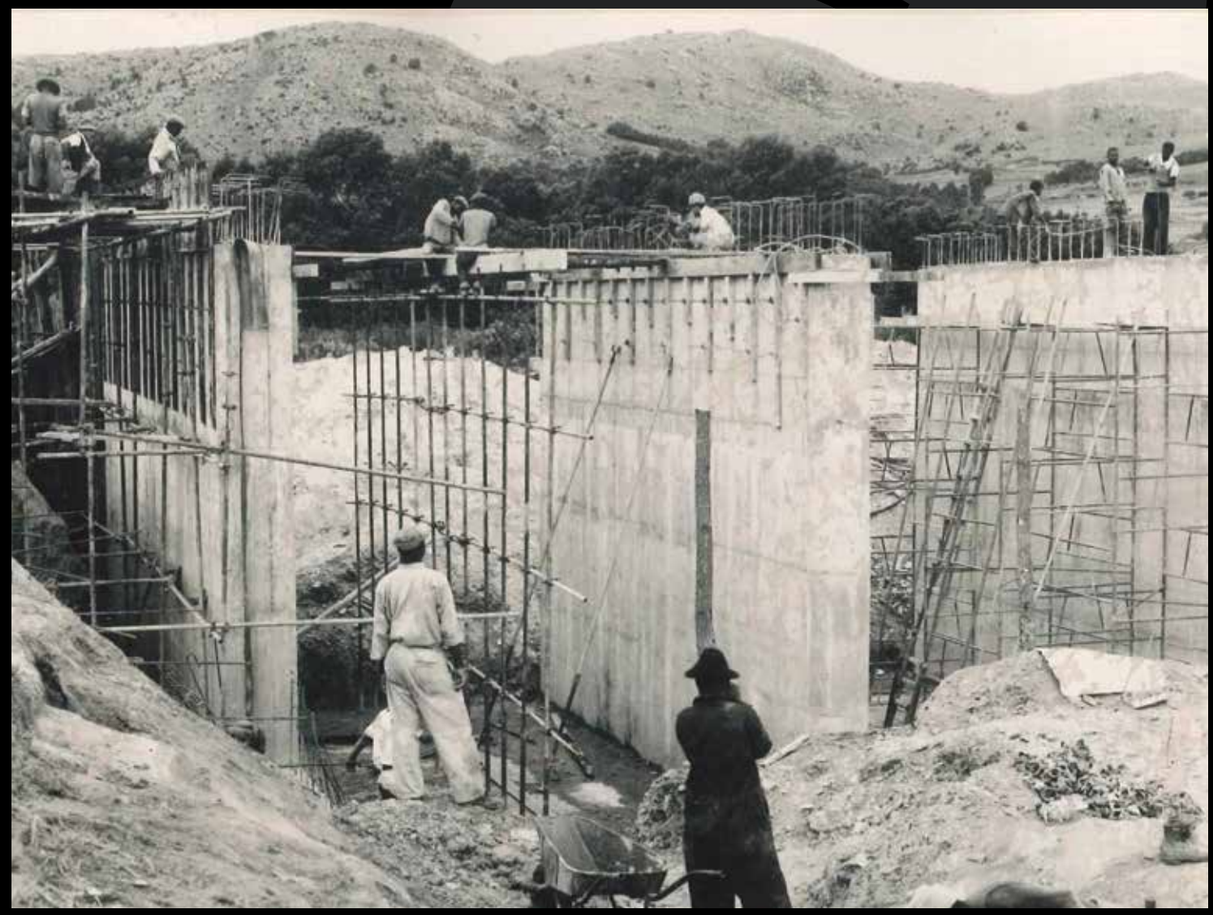
Swaziland Railway is a parastatal organization that provides transport services for import and export commodities as well as transit cargo. It is considered one of the best in the SADC region, in terms of transit time, reliability, and predictability and links Swaziland's main industrial centers with the railway system of Mozambique and other SADC countries. Since Swaziland is a landlocked country, the railway plays an important role by becoming the link to the sea and the rest of the world.

In 1978,the southern link to Golela was opened, followed by the Northern link to Komartiport in 1986. With these connections in place, Swaziland Railway changed from being a short term single commodity line to becoming the backbone of Swaziland's export-oriented economy.

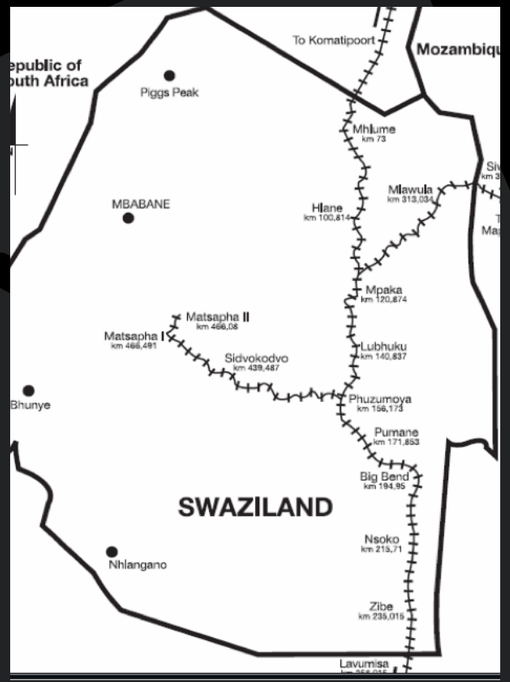
Swaziland's economy had developed rapidly in the ten years (1994-2004) and investments in rail infrastructure were an essential component.

A dry port at Matsapha railway station has been in operation since 1994 and a credit agreement between the governments of the Italian republic and the kingdom of Swaziland was signed in 1997.This was to finance the engineering services and the rehabilitation works of the east-west railway lines in Swaziland.

Swaziland Railway was also connected through satellite with Johannesburg for the purpose of



TOP: 1995 Double header approaching Maloya. BOTTOM: 1964 Carving the mountain for tracks, looking west



LEFT: One of the eary trains in Swaziland. RIGHT: Swaziland Railway syestem.
OPPOSITE PAGE: TOP: 1995 Double header approaching Maloya. BOTTOM: 1964 Carving the mountain for tracks, looking west

capturing and tracking train movements, both inside and outside Swaziland. Customers were able to be updated on the location of their goods destined to and from Swaziland and South Africa and on time monitoring of cargo gives value added status to train service. Swaziland Railway also introduced hotbox detectors at strategic points along the line, with the aim of reducing axle hot box related incidents. Alarms were raised and some serious accidents have been avoided.

SWAZILAND RAILWAY BEFORE AND TODAY

Swaziland Railway has 301 km of main line. This consists of:

(i) The East-West section of 156 km between Matsapha Industrial Estate and the Mozambique border; and

(ii) The North-South section of 189 km between the South African (Mpumalanga province) border in the north and the South African (KwaZulu-Natal) border in the south.

Swaziland Railway system is shown in the diagram above.

The original Swaziland Railway line was built mainly to convey iron ore from a mine at Kadake on the western border with South Africa to Maputo (then Lourenco Marques) for export to Japan. This line to Mozambique Ports and Railways (CFM) railhead at Goba was opened in 1964 and was 219 km in length in Swaziland. A 5.6km spur to the new Industrial Estate was constructed in 1965. The commercial iron-ore deposits were exhausted by 1978 and the mine was closed, but the railage of the stockpiled ore was completed only in 1980. Thereafter, no traffic was carried on the line

"Swaziland's economy had developed rapidly in the ten years between 1994-2004 and investments in rail infrastructure were an essential component."

between Kadake and Matsapha, and the rails were eventually lifted in 1993-94 for use on the rehabilitation of the east-west line between Mpaka and Goba.

In the meantime, a Southern link from Phuzumoya to the South African railhead at Golela was opened in 1978 in order to provide Swaziland with direct access to another port. This link was 93km in length. Swaziland was now directly linked to the South African rail system as well as the eastern side of the country to Mozambique, but the South African link was more favourable for export than import traffic since the main supply area of the country's imports was the Witwatersrand centered around Johannesburg.

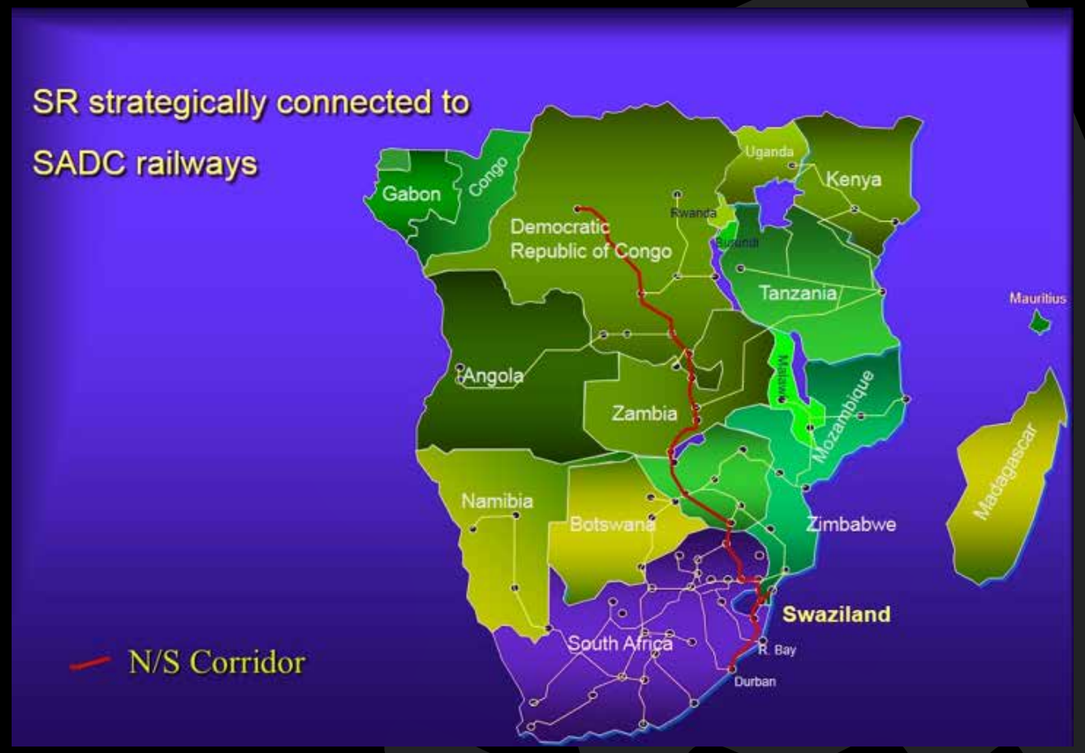
A northern link from Mpaka to Komatipoort on the Johannesburg-Maputo line was opened in 1986. Of the total distance of 121.4 km, 58.6km is in Swaziland. The border crossing is at Mananga. The construction of this link led to the completion of a north-south line through Swaziland, and enabled Swaziland Railway to capture the important mineral ore traffic from Phalaborwa in the then Eastern Transvaal to Richards Bay as well as some traffic from Zimbabwe to the Natal ports. This through traffic immediately became by far the most important source of Swaziland Railway traffic, and enabled the railway to operate at a profit.

There has been no further rail construction since 1986. The position today, therefore, is that Swaziland has good rail connections to the north, south and east but no direct one to the west. All rail traffic between Swaziland and points to the west is routed via Komatipoort – a circumlocutous route involving movement in three directions on any trip – whereas road traffic moves direct. The absence of a direct link to the west is a lacuna in Swaziland Railway system, placing it at a distinct disadvantage in competing with road transport for Swaziland's export and import traffic to and from the Witwatersrand and points beyond.

THE MAPUTO DEVELOPMENT CORRIDOR

During the last few years, the idea of development corridors, especially those linking inland cities to seaports, has gained currency in Southern Africa. A particularly high profile has been achieved by the Maputo Development Corridor – a development axis between Johannesburg and Maputo which, it was agreed in 1995 by the Ministers of Transport of South Africa and Mozambique, should be the focus of a special initiative. The Maputo Corridor Company (incorporated in Mozambique) has been established to coordinate the different elements of development. The main focus has been on the rehabilitation of the physical infrastructure (port, road, rail, border posts, telecommunications and electricity) and the promotion of investment in manufacturing industry, agriculture, mining, and tourism. The Maputo Corridor Company is a joint public-private sector entity, its shareholders being the governments and private sectors of South Africa and Mozambique. The intention is that

	Year	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
TRANSIT TRAFFIC	E.000	162 622	117 031	97 794	92 192	76 619	67 089	60 219	51 471	54 679	52 703
EXPORTS TRAFFIC	E.000	52 514	51 722	22 543	21 538	16 566	14 399	16 513	19 461	22 084	26 699
IMPORTS TRAFFIC	E.000	26 238	22 130	17 180	20 999	21 008	20 899	21 410	20 724	18 665	16 498
OPERATIONAL INCOME	E.000	241 374	190 883	137 517	134 729	114 193	102 387	98 142	91 656	95 428	95 900
SUNDRY INCOME	E.000	17 506	11 614	10 590	11 571	12 053	15 491	16 627	17 976	14 740	21 260
GROSS INCOME	E.000	258 880	202 497	148 107	146 300	126 246	117 878	114 769	109 632	110 168	117 160
GROSS EXPENDITURE	E.000	175 753	150 439	152 314	123 536	112 894	112 605	105 523	124 895	95 512	95 674
PROFIT BEFORE INCOME TAX	E.000	83 127	52 058	(4 207)	22 764	13 352	5 273	9 246	(15 263)	14 656	21 486
INCOME TAX EXPENSE	E.000	23 005	13 974	(1 039)	6 764	17 085	-	-	-	-	-
PROFIT/LOSS FOR THE YEAR	E.000	60 122	38 084	(3 168)	16 000	(3 733)	5 273	9 246	(15 263)	14 656	21 486



Swaziland Railway is a 100 year old dream come true, for it was in the last century that a rail route from Swaziland to the coast was first sought.

both sectors in Swaziland, Zimbabwe and Botswana should also become shareholders because these countries are users of the port, rail and road network of the corridor.

In the manufacturing sector, the largest investment to date (USD 1.3 billion) has been in the Mozal aluminium smelter plant in Maputo. This project is necessitating the construction of a 400kv electricity line from the Camden power station in South Africa to Maputo via Swaziland.

However, as Map 1.2 below indicates, Swaziland lies to the south of the defined Maputo Development Corridor. With all the attention being devoted to the main road as well as the railway along a northern (Johannesburg-Pretoria-Witbank-Nelspruit-Komatipoort) axis, the alternative, namely, to develop a southern route from Johannesburg to Maputo via Springs-Ermelo-Swaziland, has been neglected.

It is because Swaziland, geographically and from the point of view of transport routes, is an integral part of the Mpumulanga province, Southern Mozambique sub-region that Swaziland Railway and the Swaziland government have been concerned that the country might be sidelined by the development of the axis through Witbank and Nelspruit. The latter has received considerable impetus since the creation of the new province of Mpumulanga and its designation as the provincial capital. A toll road between Witbank and Maputo is being constructed; mining, agricultural and tourism projects have been identified; and Spoornet has a significant share in the concessioning of the CFM line between Maputo and the South African border. To counter the threat

LEFT/RIGHT: Scenes from the early operations of Swaziland Railway.
OPPOSITE PAGE: 1989 Bridge construction for Nsoko Station.

of being sidelined, Swaziland is keen to develop a southern axis between Ermelo and Maputo, parallel, but complementary, to the Maputo Development Corridor. This idea has received the support both of the Mpumalanga provincial administration and organized commerce and industry in the Ermelo area. The construction of a western rail link would form an integral part of such a development axis.

Swaziland is involved with South Africa and Mozambique in the trilateral Lubombo Spatial Development Initiative, which is concentrating on the development of trans-national projects in agriculture and tourism in those parts of the three countries astride the Lubombo Mountains. In terms of transport, Swaziland Railway has already opened a passenger service between Durban and Maputo. However, a new main road from KwaZulu-Natal to Maputo is being built along the coast rather than through the Swaziland Lowveld, and, for Swaziland, it is the Ermelo-Maputo axis which offers greater scope for investment in economic activity along the route.

The Maputo Development Corridor has been conceived with the specific aim of involving the private sector to the maximum and, as a corollary, of minimizing the impact on the fiscals in the participating countries. This concept could well be the principle behind a western rail link: instead of each of the railway administrations operating the service in its country, the link could be built and operated by a company on concession.

PREVIOUS PROPOSALS & STUDIES

In 1864, two British pioneers in Swaziland proposed building a railway from Delagoa Bay up, either the Usutu, or Mbuluzi valleys to the Transvaal border. Yet it took a full 100 years – until 1964 – before Swaziland got its first line. This was not for a lack of proposals to connect railheads in the Transvaal with the coast via Swaziland, and this period has been treated in detail (see diagram on previous page).

Railway construction in Southern Africa has been strongly influenced by mining development since the opening of the diamond mines at Kimberley in the 1870s, and Swaziland has been no exception. Most of the earlier proposals involved the transportation of Transvaal or Swaziland coal to one or the other east coast port for export, although in the immediate post-World War II period the growth of a 'modern sector' (notably afforestation and irrigation schemes) in the Swaziland economy also provided a rationale for railway proposals. However, it was the discovery of high-grade iron ore at Bomvu Ridge near the country's western border which provided the ultimate justification for the railway.

Ironically, when Swaziland did get its railway it did not fulfil the dreams of the early schemes: the line ran to the coast only and not to the Witwatersrand.

1989 Bridge construction for Nsoko Station.

PROPOSALS UP TO 1960

These are divided by Best (1966) into two periods, namely, one of conflict and adjustment between 1864-1902 and one of indecision between 1902-1960.

1864-1902

The development of a modern transport system in Swaziland was an integral part of maneuvering between Britain and the South African Republic (the ZAR) in the sub-continent. The ZAR, i.e., the Transvaal, wished to obtain a route to the sea through non-British territory, while Britain attempted to thwart this objective. From 1860 onwards, a number of ZAR proposals were aimed at securing an outlet to a port at Delagoa Bay, Kosi Bay or Sodwana Bay. However, the first proposal involving a line through Swaziland was that of two British pioneers who, in 1864, suggested a line from Delagoa Bay through Swaziland to the Transvaal border, and in fact conducted a rudimentary survey of part of the line.

For the remainder of the nineteenth century, proposals involving Swaziland were all related to ZAR links to a port. The following developments occurred:

1874

The ZAR was granted a concession by King Mbandzeni to build a railway line, and a mile-wide strip of land on either side of the Usutu River was specified for this purpose in the concession document.

1879

The Transvaal, temporarily under British rule, surveyed a route through central Swaziland from Pretoria to Delagoa Bay. This was the first detailed and completed survey of a line through Swaziland. The line followed the easiest route down the Great Usutu valley to a point south of Bremersdorp (present-day Manzini) before proceeding north-eastwards to the Mbuluzi River and the coast. Britain did not endorse this project.

1887

The ZAR was granted another concession to build a railway.

1890

In terms of the First Swaziland Convention between Britain and the ZAR, Britain recognized the ZAR's concession relating to a corridor three miles wide across Swaziland for the construction of a railway to Kosi Bay. Britain then thwarted the ZARs's plans by annexing territory in Northern Zululand and later Tongaland in 1895, thus reducing Swaziland's real value to the ZAR. This, in fact, had already declined as a result of the construction of the Witwatersrand-Lourenco Marques line via Komatipoort, which is now called Resano Garcia Line.

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1902-60

When the Anglo-Boer War ended in 1902, Britain assumed responsibility for the administration of Swaziland. The Union of South Africa was formed in 1910, and thereafter Swaziland Railway issue became inseparable from that of incorporation of the territory into the Union. South Africa's stance was that it would build a line only if Swaziland were incorporated, but Britain would not agree to incorporation against the wishes of the population of Swaziland. Numerous railways proposals and several surveys marked this period.

1902-03

An Australian entrepreneur proposed building a line from Lourenco Marques along the Mbuluzi Valley to Ermelo and Johannesburg. This project was to develop coalfields in the Swaziland Lowveld. Portugal and the High Commissioner for South Africa, Lord Milner, agreed to the proposal, but negotiations collapsed and were resumed with a German syndicate. The route passed through Goba, Mbuluzipoort and then along the Great Usutu River to Ermelo, Bethal, Springs and Johannesburg and, at 361 miles, was in fact 39 miles shorter than the existing route via Komatipoort. Portugal began construction in 1906 and completed its line to Goba

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Like the words of Dr Martin Luther King Jr, movement forward is essential. The Board of Directors , Management and Staff of Royal Swazi National Airways pays tribute to Swaziland Railway for moving the Swazi economy for the past 50 years. We wish you many more years of prosperity!

" If you can't fly, run, if you can't run, walk, if you cant walk, crawl. Whatever you do keep moving forward "

- Dr Martin Luther King Jr

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Congratulations on transporting Swaziland towards 2022!

Phaphamani Maswati SACCO is awake to the amazing contributions that have been made by Swaziland Railway in developing the country. We extend hearty congratulations to Swaziland Railways on the celebration of 50 years of business. Like the strong networks you build, continue to carry us to Vision 2022.

PHAPHAMANI MASWATI
Savings & Credit Co-operative Society Ltd

Email: phaphamani@swazi.net
PO Box 176, Sidvokodvo M216, Swaziland
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When business is done right it lasts long, well done!

The key to the longevity of any business is ensuring that all systems and strategies are sound and implemented accordingly. Swaziland Railway is evidence of an Organisation that does its business right. We congratulate you on 50 years of service to the nation.

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in 1912. However, the new British government refused to acknowledge Milner's actions and, in addition, maintained that coal traffic was not sufficient to warrant the line and that the Swaziland economy was not diversified enough. The period 1905-15 saw massive railway building in the Transvaal, and the line through Swaziland did not feature in this programme.

1914

European farmers in Swaziland requested Mozambique and South Africa to resume discussions. Portugal offered to extend the Goba line 50 miles into Swaziland.

1917

At the request of European farmers in Swaziland, the Minister of Railways in South Africa investigated the possibility of a connection between the Union and Mozambique along the Great Usuthu and Mbuluzi rivers. A detailed survey in 1918 recommended a route from Breyten-Lake Chrissie-Lothair-Great Usutu Valley to the confluence with the Ngwempisi south of Bremersdorp, then north-eastwards to the White Mbuluzi River and on to Goba. Another alternative route surveyed was from Breyten through Lake Chrissie to Warburton, Lochiel and Oshoek, essentially following the main Swaziland-Witwatersrand road. South Africa was not prepared to build unless traffic (through and local) justified the line and Swaziland was incorporated. The incorporation issue was discussed by the South African and British governments in 1919.

1922

South Africa undertook a rail survey in response to the needs of coal mines around Witbank. The line surveyed was from Ermelo through Lothair and the Great Usutu Valley to Kosi Bay, Sodwana Bay or Durban. (In 1921 and 1924, South Africa conducted surveys of other routes to these three coastal points).

1924

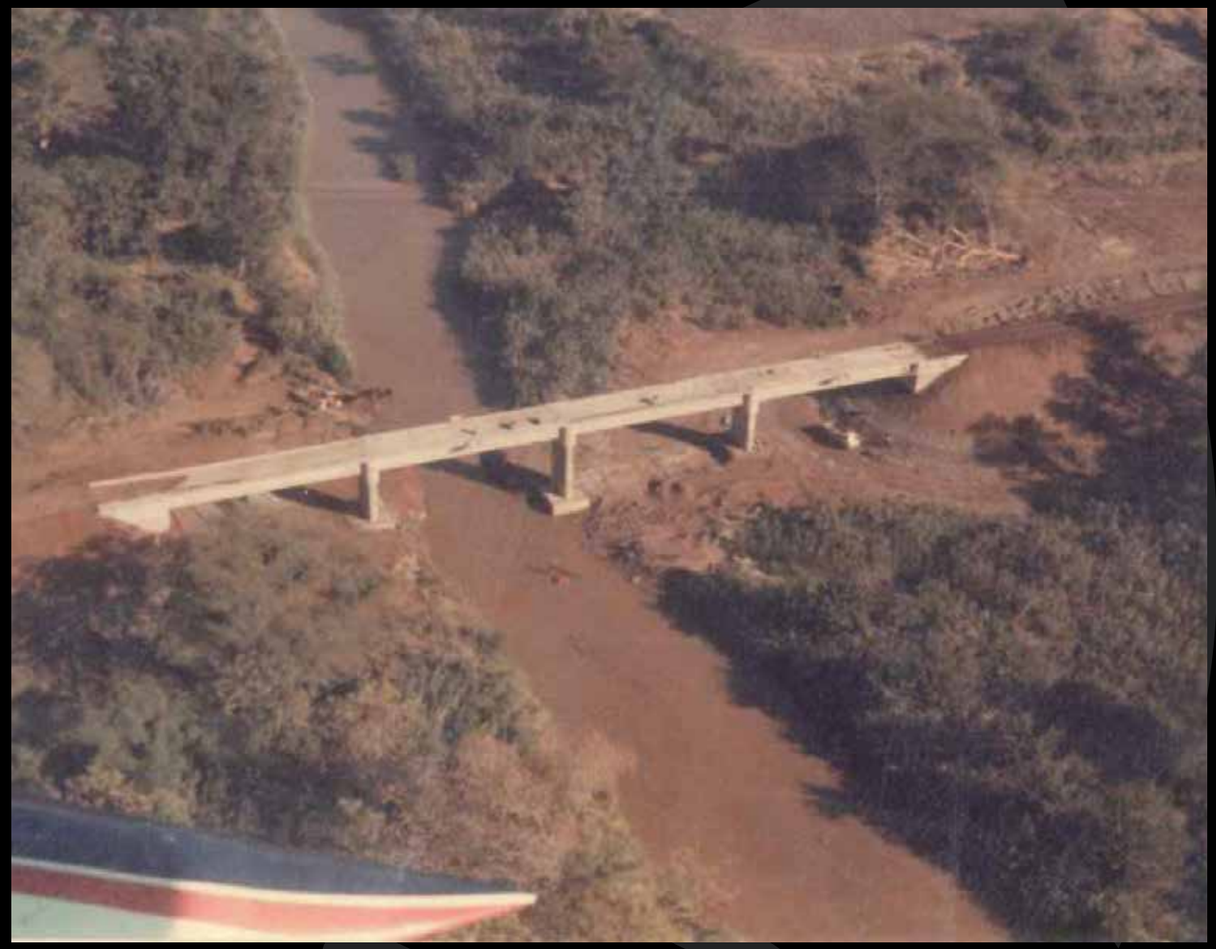
The South African Prime Minister stated that his country would not build an east-west line from Piet Retief or Ermelo to Goba because it would not be a payable proposition.

1925

The South African Prime Minister assured a deputation from the European Advisory Council in Swaziland that incorporation would mean rail development without delay. Britain supported the idea of railway development, but not at the cost of incorporation.

1928

The South African Railways introduced its Road Motor Services into Swaziland. This was a



1989 Bridge construction for Nsoko Station.

1989 Completed bridge for Nsoko Station.

"... at the end of 1998, goods handled at the depot increased by 38% over a two month period and an E8.8 million expansion took place."

compromise to Swaziland's request for a railway, and greatly lessened the chances of an east-west line being built.

1929

The European Advisory Council did a survey of freight potentials and rates, and the South African and British governments re-examined a Johannesburg-Swaziland-Kosi Bay line.

1946

Swaziland and Eastern Transvaal commercial interests held the Ermelo Railway Conference. A committee was formed on which the Swaziland Farmers' Association was represented, and was the first to systematically examine all aspects of a link through Swaziland to Goba. The routes identified were Lothair-Great Usutu Valley and Breyten-Lake Chrissie-Lochiel. Swaziland was provided with an opportunity to restate its case for a rail link.

1952

In order to serve the proposed Usutu pulp mill and Malkerns irrigation scheme, the Swaziland administration surveyed a line from the Transvaal border down the Great Usutu valley, as well as two alternative routes from the border down the Mpulusi and Metuli valleys. The idea was to connect with Lothair and Goba. While the proposals were acceptable in principle to South Africa and the Swaziland administration, no working agreement was reached because of costs.

1953

South Africa refined the conditions on which it would construct a line and possibly even operate a railway through Swaziland. The route recommended was Lothair-Usutu pulp mill-Usutu Valley-Golela, but Swaziland was to guarantee that it would never link with Goba or any point in Mozambique. This was not acceptable to either Swaziland or Britain.

POST-1960

In 1961, a contract was signed to construct a line from Kadake on the Transvaal border, to Goba to carry iron ore for export through Lourenco Marques. The idea of a link westwards to the South African system was not pursued at this stage.

1969

Preliminary talks were held between Swaziland Railway and the South African Railways (SAR) concerning the possible establishment of a rail link. It was agreed that the two railway administrations would prepare a joint paper for submission to their respective governments. After detailed analysis of the routes the two Railway administrations could not agree and the study was ignored.

1970/71

(Maasdorp et al, 1971) estimated traffic volumes for 1975/76, which was assumed to be the first full year of operation of a rail link, and 1980/81. Through traffic was estimated at approximately 155,000 metric tons in 1975/76 and 210,000 tons in 1980/81, and there was no difference in volumes between routes 'A' and 'C'.

Since the study revealed that route 'A' could not be justified on economic grounds for either party, or that route 'C' could be justified only for Swaziland Railway, it is not surprising that the idea of a western link was abandoned.

The 1992 Study

No further work on the feasibility of a western rail link was done for the next 20 years until, in 1992, at the request of Swaziland Railway, Spoornet undertook a rough pre-feasibility study of a Lothair-Kadake line (Spoornet, 1992).

Both railway administrations would need to investigate the possibility of achieving the traffic levels required for

viability, and Spoornet would not be prepared to invest in the project unless it had substantial guarantees.

2010 THE LAST LEG

After the introduction of Continental Vision 2025 for 35, African Railways agreed on Connectivity and Operability between the countries so that there would be trade between the countries in Africa. As is the case even in Swaziland the Author of this document ,Dr. Gideon Mahlalela Ex- CEO of Swaziland Railway was marketing the Vision in the whole continent. Libya was the first country to pledge USD10 billion for the dessert Railway connecting with Algeria and Egypt. The Chairman of the Vision was the CE of TFR and the two officials agreed that charity begins at home and the Kingdom of Swaziland and the Republic of South Africa agreed on the western connection which, unfortunately, does not follow the Kadake/ Matsapha route but Lothair/ Sidvokodvo. By coincidence the distance from Kadake to Sidvokodvo is 92 Kms and the new line for Lothair to Sidvokodvo is also 92 kms. The only difference is that train size is 40 wagons on the Kadake Sidvokodvo and is 100-200 wagon train on the new line, which is at its final stage of feasibility.

2014 THE RETURN

Due to unbecoming accidents along Malagwane, which are caused by trucks, a Royal Decree was announced that with immediate effect the line from Kadake to Matsapha be restored ("rehabilitated") to move the road trucks from Malagwane in order to minimize accidents.

The scope of work will include, but, will not be limited to, rehabilitation of bridges and tunnels, minor earth works and re-railing of the line

Due to the building of the new line the Sidvokodvo, it makes economic sense to upgrade the 40 kg line from Matsapha to Sidvokodvo, which is 21 kms to the above standard.

There is only one tunnel in this short line which from Matsapha to Sidvokodvo, will bring the project to a total of 92 kms of line.

SWAZILAND RAILWAY TODAY

Swaziland Railway moves a wide diversity of traffic including Swaziland's export commodities of sugar, coal, wood pulp and timber, as well as imported goods, such as petroleum products.

The 300 km network extends east from Matsapha industrial site to Phuzumoya, where it links with Lavumisa in the south to access the South African ports of Durban and Richards bay. The Mananga link to the north provides access to Johannesburg and Zimbabwe via Komatipoort, while the Siweni line connects with Maputo in Mozambique. Traffic between Durban and the Northern countries, such as Zimbabwe, Zambia, Malawi and Zaire can be economically routed along the North/ South line.

Among the most recent developments within Swaziland Railway is the E60 million rehabilitation of the 110 km east/west line which links Swaziland to the port of Maputo, the most widely used exit point for the kingdom's export commodities. The new line has continuously welded rail and concrete sleeper, making it possible to run trains at speeds of up to 60kph. Customers who export and import their goods via Maputo are benefitting from faster transit times and increased security of their goods.

OPENING OF THE RAILWAY

The railway was officially opened by the Ingwenyama king Sobhuza II. It was opened at the same time as the iron ore mine at Ngwenya. At the end of his speech, he blew a silver whistle and a gaily-decorated locomotive flying the flags of the six countries connected with the railway. These are the Union Jack for Swaziland and Britain, South Africa, Portugal, Japan, U.S.A. and Norway. Since Swazis were not experienced on railway work, Swaziland Railway was given to the Mozambique ports and railways (CFM) from the beginning up to 1978 and they were responsible for the operation and maintenance of the railway.

(Ibid).

1969 TALKS ON SR LINK CONTINUING

A team of British railway experts were in Swaziland to study the present rail routes set up in the country and offer advice to SR concerning the future. Advices was based on staff training and equipment development they faced which includes the crisis faced, when Mozambique was in a war. The further deliberated on possible

1989 Track construction for Nsoko Station.

1989 Completed track approaching Nsoko Station.

development of the rail road network. The line to the south looked at the traffic possibilities as they were commodities transported by road which could be transported by rail, such as livestock, manufactured goods and fertilizers.

Speculation of the line on the north to Komartiport from a point in the region of Mlawula, which was to be a great benefit to Swaziland as it would affect the sugar industry in the north and could influence decisions on exploiting the coal which is believed to be present in large quantities. The British experts were interested in just future possibilities as they were commissioned by the Swaziland Government and the European Development Fund, gathered by Trans Mark a wholly owned subsidiary of British railway. The head of the team, Mr. David Cobbett, who was to determine whether SR was to be closed down or expanded, proposed new investments in equipment such as rolling stock, tracks, maintenance equipment, and signal equipment and, most important, what technical assistance and training should be given both inside and outside Swaziland. The Trans Mark team included David Cobbett, Ian Cooper, Michael Newsome, Roy Bens, and James Charters.

(Times of Swaziland February 6 1978).

1976 SWAZIS MOVING INTO TOP RAILWAY JOBS

Over 50 SR employees received their certificates after 18 months of training in different occupations. These include locomotive, firemen and steam locomotives drivers, trolley drivers marked another step in the railway management plan to qualify Swazis to take over important positions previously held by CFM personnel. Appointments ranked from head of departments and assistants, first class station masters were Swazis.

(Times of Swaziland 1976 November 19).

UNDERSTANDING THE STRUCTURE & MANDATE OF SR

As a parastatal organisation, Swaziland Railway operates under the control of the Board of Directors appointed by the Minister for Public Works and Transport, provides Cargo transport service for imports and exports commodities. In linking Swaziland's main industrial center's within railway systems of SA, Mozambique, other SADC countries and those overseas, it is responsible for the movement of goods, the infrastructure, rolling stock and operation of the country's 300 km long railway system.

Other specific services include the Lubombo express train (No. 2706), which provides a 19-hour transit time for general goods traffic bound to or from Durban and Matsapha. A block train is available for the movement of petrol, oil and lubricants- this provides a high quality transport service characterized by shorter transit time and reliability, resulting in reduced pressure on storage requirements.

Swaziland Railway is a 100 year old dream come true, for it was in the last century that a rail route from Swaziland to the coast was first sought. But it was not until the Ngwenya Iron ore deposits were investigated in the 1950's that the building of a railway became feasible. It was realized at the start that if the iron ore deposits were to be exported, a railway could be essential. Surveys of various possible routes were started in 1955 and, by 1958 the 136 mile route from Ngwenya on the western border, through the middle of Swaziland to Mozambique. The construction of the line began from Ngwenya to Goba. The following month, the Swaziland Iron Ore Development Company signed an agreement with 2 Japanese steel producers for a sale of 12 million tonnes in a period of 10 years. The finance of construction of the line was between Anglo-American Corporation- companies in Swaziland (the Commonwealth Development Cooperation, Swaziland Development Cooperation and Swaziland Government) financed E 10 million. The contract to build the line was awarded on May 9, 1962 with a time speculation of 25 months.

Mr. Hawkins marked this as one of the few projects in the world these days to have been on time and within estimates. The chairman of the board, Mr. Coyon Hawkins in 1965 issued a statement of the total at both which were up to 200,000 tonnes of iron ore which had been over the SR from KaDake station on its way to Lourenco Marques, while 160,000 tonnes had already been shipped en route to Japan. In the last month of 1965, Swaziland Railway carried more than 1200,000 tons of goods:

- 61 000 tonnes were exported
- 1 000 000 tonnes for iron ore
- Imports 49 000 tonnes
- Local traffic 13 000 tonnes

(The Official SADC Trade, Industry and Investment Review).

2004 THE YEAR SR STARTED FINANCIAL FORTUNES TURNED AROUND

According to the Times of Swaziland, dated June 8, 2005, page 18. SR is no longer functioning at a loss but, is instead a profit making company. The company turned around from making a huge loss of E27, 5 million in the year 2003 to post a profit of E7, 5 million in 2004. "The entity took a quantum leap in its performance during the year under review. It is encouraged that the right size strategy, where about 344 employees were retrenched in 2003, is beginning to bear fruits. One should be quick though to mention that the year was characterized by strained cash flows, continued locomotive down time and limited wagon supply". Sithebe explained.

Elaborating, he highlighted that there were two major events that took place in the history of SR. He said the first was the completion the East-West line rehabilitation that cost E124 million. The second one was the pension scheme that converted from defined benefit to a defined contribution.

The newer line would enable the entity to reduce its transit times, accidents and repair costs. And, above all bring about operational efficiency and competitiveness.

HISTORICAL SURVEY OF SWAZILAND RAILWAY

Construction of the first railway line in Swaziland began in 1962 and was completed in September 1964.this line was from Kadake to the Mozambique border, a distance of 270km. It was constructed for mainly transporting 12 million tonnes of iron ore from a mine near Kadake to the port of Maputo from where it was shipped to Japan.

The iron ore mine had a limited life span and ore transportation seized in June 1980. However, at that time traffic other than iron ore was attracted and it was not possible to close down the line completely. The 77km section between kaDake and Matsapha became inoperative. At one stage, a western link between Swaziland and Witwatersrand was considered but was never built because of insufficient traffic to justify the investment.

Although Maputo is geographically Swaziland's best access to the sea, the rail link between Swaziland border and Maputo became extremely risky with the coming of independence of Mozambique, the line was dislocated for considerable periods. It was feared that dependence on Maputo alone for Swaziland's exports during periods of insecurity could lead to large scale diversion of Swaziland's exports from rail to road which would require the government to make heavy expenditure on road maintenance. Consequently, it was decided to construct a line to the southern border of Swaziland to link up with South Africa transport services at Golela. This would provide a rail connection with the ports of Richard bay and Durban. The new section from Phuzumoya junction to Lavumisa, a distance of 91 km, was opened to traffic in November 1978.

In order to capture transit traffic originating from the eastern Transvaal and destined for Richards bay and Durban, it was decided to build a northern link line. This line was commissioned in February 1986 and reduced the distance for eastern Transvaal customers by about 250km. The success of the Northern link line, however depended primarily on customers and economic developments outside Swaziland for its revenue. It also depended on the good will of south African transport system (SATS) to supply locomotives, wagons and other services at reasonable costs even while the main SATS line to the west was its primary competitor.

Swaziland was originally conceived as a short term single commodity railway, it expanded first to the south to gain more than one access to the sea for Swaziland's exports and imports and then to the north to become part of the South African Transport System (SATS), competing with other south African trading system routes and dependent on the economic growth and exports markets associated with South Africa.

"During the second half the 1990s, the peace process in Mozambique was completed and the 113 km railway line was subsequently rehabilitated through Italian funding."

1955 SURVEYS ON POSSIBLE ROUTES OF THE RAILWAY

Surveys on the possible routes began in 1955. In 1958 it was realized that the 136 miles route from Ngwenya on the western border, through the middle of Swaziland to the Mozambican border near Goba was suitable for building the railway. Before it was chosen in September 1960, Sir Arthur Griffin who was an advisor on economic development. Mr. L.A.W. Hawkins who became the chairman and Chief Officer of the SR opened discussion on behalf of the Swaziland government with the Portuguese government in Lourenco Marques. They were based on the need for the Mozambique railway to extend their line from Goba to the Swaziland border in order to complete the rail link to Lourenco Marques.

(TH 385.5 DLA swaziana).

SOME MILESTONES FOR SWAZILAND RAILWAY

THE ESTABLISHMENT OF A COOPERATIVE

The establishment of a cooperative by the name Phaphamani Maswati where employees joined as a way of encouraging them to save for the future. The existence of this cooperative was supported by management and I quote the C.E.O's comments "this will help with the ever increasing debts among our employees." A happy and problem free workforce yields good results.

(Swaziland railway achieves file no 35-600-11A)

PHAPHAMANI SAVING HAS E3 MILLION EXCESS IN RESERVE

Since its inception, the Phaphamani Savings Society has made an excess of E3 million in reserves. The membership of the society is made of employees and management of SR. A member and CEO of SR, Dr. Gideon Mahlalela, congratulated the executive committee for achieving this. Mahlalela advised members to save more and seek fewer loans. On another note Mahlalela officially opened the society's strategic plan workshop.

Times of Swaziland, 22 January 2001, pg. 13

CONTAINERISATION

Containerization is the transport system of the future, revolutionary in concept and making an impact on everyone and everything associated with the transport industry. It is a transport method combining various items into one standard unit, bound for the same destination, offering a convenient intermodal service between rail and sea.

- Solution to eliminate labour intensive transfer function
- Containerized cargo may be manifested to or dispatched from the three ports which are connected to all the major ports in SA by means of express unit trains

Above 80% of goods worldwide are transported by sea and containerization is the most widely used means of safely and conveniently storing all types of cargo while in transit.

The concept of moving goods by containers originated in 1956 when the sea land company initiated a service between New York and Puerto Rico. Malcom Mclean, the founder of sealand, believed that transport costs could be reduced only if the distribution process was streamlined by eliminating excess handling from one mode of transport to another.

A major step in the development of containerization was taken in Moscow in 1967, when the International Standards Organization (ISO) agreement was signed and container sizes and other features were standardized. The increasing global trend towards containerization inevitably had an impact on trade to and from south Africa and in March 1974,the country's government announced that a fully cellular container service would be introduced on the trade routes by mid-1977.this heralded one of the biggest projects ever undertaken by transnet. Close to E2000 million capital investment was required and within three years, newly built container terminals at the three major ports, as well as rail terminals in Durban and Johannesburg were commissioned by July 1997.

FREIGHT

Until the late 1990's, SR carried only freight with the occasional exception of holding passenger excursions and the repatriation of Mozambique refugees during the mid-1990. In 1998 ,the railway established a regular passenger service between Mpaka and Durban, and announced plans to initiate similar service to Johannesburg. During the 1980's new rail lines were added, mainly to service the coal and Agribusiness industries.

SA rail traffic cuts distance and eliminates steep gradients by transiting through Swaziland. Dry Port completed at Mastapha in 1993, making it an International port of entry and exit. During 1992-93, SR transported 4.2 million tonnes of freight, of which 3.2 million was transit traffic.

(Historical Dictionary of Swaziland 2nd Edition).

TECHNICAL ASSISTANCE AND MAN POWER DEVELOPMENT

A USAID funded technical assistance scheme was in place for three years and it ran until the end of March 1994. The project was to rationalize and stabilize SR management, both operational and financial. Studies in technical and operational and financial areas resulted in changes of the tariff structure, more effective marketing and the introduction of new services. The benefits manifested themselves with increase in quality of service, reduced transport cost and a better financial position for the railway. Swaziland Railway implemented a track maintenance management system which was implemented on 1 April, 1993. Personnel received intensive training through the technical assistance program, qualifying them to occupy the senior positions.

(Times of Swaziland 1992, National Archives)

MATSAPHA INLAND CLEARANCE DEPOT

The worldwide growth of containerization as a mode of transporting goods and the expansion of Swaziland export industries made the establishment of an inland container depot a logical development. Following the feasibility study which took place in 1988 under the auspices of SADCC,

Swaziland's inland clearance depot was established at Matsapha Industrial Site during 1993 to provide importers and exporters with streamlined services that are both time and cost effective.

Within the opening of the Inland Container Depot in Matsapha, Swaziland was placed on the International Maritime map. The new dry port provides infrastructural support to importers and exporter who are located away from the sea ports. The dry port provides a single window package or services to importers or exporters from picking up the cargo from business premises to its carriage to the final destination. It ensures safety and timely delivery of cargo because it has been linked with almost all the major ports of neighboring countries through Port Net computer systems. This facilitates the smooth flow of documentation and custom.

The depot is effectively a dry port and ideal for a landlocked country such as Swaziland, incorporating all the services associated with a seaport. These include:

- Handling equipment for 3,6,and 12 metre containers
- A door to door service
- Customs clearance to facilitate through bills of lading
- Communications facilities and tracking containers

His Majesty King Mswati III with other guests during the opening of the Matsapha Dry Port.

- A bonded warehouse on the premises
- Storage of empty containers in the Matsapha area

The containers are moved by road to the ICD and progress by rail to the seaport, from where they are transferred on to ships. The facility has been upgraded and expanded to accommodate the ever increasing traffic. At the end of 1998 i.e., goods handled at the depot increased by 38% over a two month period and an E 8.8 million expansion took place. The ICD has been upgraded to a hard surface and is equipped with a mobile container reach stacker for the safer, more effective handling of traffic, which increased from 600 containers in 2002 to 800 a month in 2003.

(Swaziland Railway 40th Anniversary)

TAIWAN AGREES TO SUPPORT UPGRADING SR PROJECT

The government of the Republic of China on Taiwan has agreed to support the upgrading project planned by SR. Ambassador of the Republic of China on Taiwan to Swaziland Mr. Jin-Gou Chang, presented the minister of Economic planning and development Majozi Sithole with a cheque of E313.OOO.OO, (US$44715), being the contribution for the past three months in that year of the first phase of the Dry Port project.

In his address, Chang said that the government of the Republic of China on Taiwan has agreed to support the upgrading project as planned by SR, so as to cope with the need and increasing demand of the railway services in the country.

According to the proposed plan, the project will be implemented in two phases with a total budget of around E8 million. When completed, the handling capacity and services of the dry port will be greatly enhanced to the benefit of shippers; particularly the companies of the Matsapha Industrial site and the economic development of Swaziland, said the Ambassador. Chang added that they believe the dry port upgrading project will effectively and remarkably archive its project goals for the years ahead.

Extracted from the Times of Swaziland, 16 June 2000, pg. 14

CONTAINERS INCREASE BY 15% IN THE 90'S

Containers handled through the Matsapha ICD between 1996 to 1999 increased by 59% and a growth of not less than 10% was expected in the future, after the upgrading of the dry port. The former CEO of SR, Dr. Gideon Mahlalela said the Republic of China on Taiwan companies based in the country account for about 40% of the traffic handled at the ICD. Mahlalela said in 1995/96 a total of 3442 containers were handled, 3701 were handled in 1996/97, in 1997/98 5112 containers were handled, 1998/99 and a total of 5474 containers cleared at the ICD.

This upgrade will help the transporting of goods coming from overseas. "We thank his excellency Mr. Chang and his government for financing the project".

"The railway company dedicateditselfinproviding school in the communities where their railway stations are located."

EAST-WEST REHABILITATION: MAJOR RAILWAY LINK

Since Swaziland is a landlocked country, efficient rail links to seaports are vital. For many years, the kingdom's imports and exports were transported via Richards Bay or Durban in South Africa, even though Maputo is much closer. This was due to the previously unstable situation in Mozambique, as well as to the poor state of the east –west railway line, which connects Maputo with Matsapha industrial area.

During the second half of the 1990s, the peace process in Mozambique was completed and the 113 km railway line was subsequently rehabilitated through Italian funding. Thus it once more became feasible to channel Swaziland's traffic via the port of Maputo.

This project was one of government's main objectives, in order to assure a reliable and affordable transport system to support the country's economy. An engineering study financed by the Italian government had been carried out in 1987. This recommended the complete rehabilitation of the line with new track material and it was noted that Swaziland was eligible for a soft loan, subject to a material procurement restriction. In view of this, a further study was undertaken with European Union funding in 1990. This emphasized the urgency of the rehabilitation if Swaziland Railway was to continue operating safely and reliably.

In 1992, a request for financial support was made to the Italian government and in April 1994, the Italian consultants produced a rehabilitation program that made use, as much as possible, of existing, materials and resources. In November 1997, a credit agreement involving 9,440,987 Euros (in excess of E 70 million) was signed between the Italian and Swaziland governments and a concrete agreement for the works was made in October 2001.

Swaziland's contribution to the project included the supply of concrete sleepers and elastic fastenings, fresh ballast and minor works, such as replacing rails, cleaning cuts and digging drainage ditches.

The activities of the consultant's staff during construction were carried out under a certified quality control system. These included a local engineer, a track manager and two track inspectors, trained in track rehabilitation and administrative procedures and were seconded by Swaziland Railway to the supervision staff.

SARA was established on 4 April 1995 during a meeting of the SADC railways chief executives at the same venue and formally constituted on 27 April 1996 at the following meeting, which was held in Durban. Braam Le Roux, the CEO of Spoornet, was elected the first SARA president. Mahlalela commented that SARA was conceived in Swaziland, born in South Africa and started crawling in Botswana, to where the presidency moved the following year. Since then, SARA has been instrumental in coordinating all aspects of the operations and lobbying for and promoting the development of the railway industry.

A study of railways in the SADC region indicated that a considerable market share was lost between 1981 and 1990. This was because despite significant investment, long and erratic transit times, poor communication in tracing shipments from point to point, lack of information exchange between the railways and poor response to problems encountered. The SADC railway system is an essential commodity, as the roads could not cope with all the traffic.

"Accident free period which dated nine in the year 2009, reflecting on an achievement and challenges which have been overcome."

Technical assistance was based on a number of activities:

- On-the-job-training of one engineer and one technician for the duration of the project
- Training locomotive drivers
- Various subsidiary work
- Drafting a track maintenance manual

(Swaziland Railway 40th anniversary pg. 7)

SOUTHERN AFRICAN RAILWAY ASSOCIATION MEMBERSHIP

According to former Swaziland Railway CEO, Mr. Gideon Mahlalela SARA has always occupied a special place in the company.

Thus, in lobbying for increased business, the house must be in order.

Problem solving is achieved when the railways assist each other on the cross-border operations of locomotives and cruise. The objective of SARA is to deliver a cost effective, regionally integrated seamless and predictable railway transport service to all international customers, and to advocate for a sustainable fair surface transport policy in the SADC region. This is achieved through a number of channels, which include:

- Coordinating, operating and technical practices for the ever increasing number of railway service providers.
- Developing benchmark service standards and levels of maintenance for infrastructure and equipment.
- Raising awareness of the economic importance of rail and its place within a rationalized transport system.
- Forming a strong, objective and effective lobby group.
- Assisting in the formulation and implementation of sustainable measures based on the user pays principle and total infrastructure cost recovery regime for all surface modes of transport.
- Market a positive rail image.
- Establish and maintain a forum for the sharing of ideas, expertise and for information plus joint problem solving.
- Monitor and inform regarding law enforcement.
- Undertake training to regional proficiency levels to guarantee comparable minimum standards.

(Swaziland railway 40th anniversary pg. 16).

UNION OF AFRICAN RAILWAY

Official opening of the union of African Railway 3rd documentation and information committee meeting in Ezulwini Holiday Inn. Dr. Nxumalo said Africa was looking forward to the day when the whole continent will be linked by Railway system. He also noted that Swaziland was a small landlocked country, but this type of corporation is what will free them from peculiarities of the past and present, and re-unite them with neighboring countries. This will aid in terms of being levelled in being updated about specifications of equipment standardization, uniformity in the acquisition of spare parts and statistics of operation.

(Times of Swaziland June 26 1978)

2005-2008 SOME OF THE KEY MILESTONES

Swaziland Railway made great strides in 2005-2008, implementing the periodic strategic plan of that window. The burning issue at hand, then, was; normalizing business that was seriously threatened by lack of equipment, which was locomotives and wagons. The organization negotiated with Transnet Freight Rail (TFR) formally Spoornet to inject better performing locomotives on Swaziland Railways lease fleet as the old fleet was a liability to the organization and had utilization of +/- 50%. TFR agreed to Swaziland Railways request and a 5 year agreement was

signed in 2005, hence a better performing fleet injected on the Swaziland leased fleet.

The situation was normal until early 2006, when the organization started experiencing a number of major accidents that reversed the organization's good long term standard safety records at regional level (SADC). Swaziland Railway has been vigilant in the effort to restore its good performance record and safety. In the introduced process, the organization has introduced mitigating initiatives such as:

- Setting up the SHEQ review committee
- Review of SHEQ policy
- Review of Swaziland Railway substance abuse policy
- Introduction of the personnel/profiling policy and concepts
- Introduction of the family/spouse initiative for accidents prevention policy
- Setting up a platform for sugar farmers and transporters for level crossing road/rail interface accidents
- Mobilizing communities residing along the railway network support accidents prevention initiative
- Introduction of fatigue management initiatives

The focus for Swaziland Railway during this period was to: acquire core business assets(rolling stock) to sustain current business, shifting business focus to customer demand, reducing operational costs, business process reengineering (BPR), improving management information system (MIS) to information communication technology (ICT), addressing HIV/AIDS adequately and other emerging chronic diseases to mitigate the impact of such on productivity and to increase the level of safety for business sustenance.

Successful projects that emanated from the formal planning were:

- Change management project
- Upgrading the ACCPAC software system, launch of Swaziland Railway website
- The purchase of 20 fuel tank wagons
- Business reengineering such as strategically placing cruise at Matsapha, Komatopoort and Golela
- Magnetite traffic development bearing fruit

In what would surely put Swaziland on the International map, SR has been declared as having the best railway services in the Southern African Development Community (SADC) region.

This pronouncement was made during the SARA Board of Directors' bi-annual meeting held in Zambia. The aim of the meeting was to look into operations of railway systems in the SADC region. The meeting was attended by the CEO's from several countries including, D.R.C, Zambia, Zimbabwe, Tanzania, Mozambique, Namibia and Botswana. Swaziland former CEO Dr. G. J. Mahlalela represented the country.

It was stated that, "SR has maintained an average of 150kms/day speed seaward for the two periods (February 3 to August 3 and September 3 to February 4) for the upland and there has been an increase of 150kms to 850kms/day. All other SR corridor services exceeded 60km/day. Transit train detention at interchange yards on all SR routes was less than six hours."

As a result of this good performance by SR, SARA has been prompted to convene its forthcoming corridors performance review workshop in SD, to enable other railways to appreciate the basis for the success of the venture. In an interview, SR's CEO attributed his company's good record to hard work by the company's employees. "This does not mean that we did not have problems". On another note, Mahlalela revealed that for the first time in its history, the meeting elected a woman to be its vice president.

Dolly Mokgatle, the CEO at Spoornet (S.A), was elected. She will be the first female president in May 2005 when Mr. Shaaetonhodi of Namibia steps down.

Extracted from the Times of Swaziland, May 25, 2004, pg. 19.

TRACK WARRANTY INSTALLATION

In 2004, a track warranty system was installed. This was to help improve the safety level of train management systems and reduce human error and risk of arranged head-on collisions. The engineering department, through the signals and telecommunications section, was the natural custodian or implementer of this project.

(Swaziland Railway 40th Anniversary Dr.G.J.Mahlalela's Interview line18).

PASSENGER TRAIN

Rail passenger on Lubombo spatial initiative corridor was opened in July 1998. The service runs from Maputo in Mozambique to Durban in South Africa via Mpaka in Swaziland. The service has introduced a new level of cooperation among the railway administrations of the three countries. The trains are run on Spoornet equipment and run by Swazi drivers in the section between Lavumisa and Maputo. The first time that drivers of one administration are able to run in another in the region. This seamless service was made possible because Swaziland Railway crews can speak Portuguese. The Shongololo express performed well during the years and railway was able to contribute to tourism in the country by bringing international visitors. The total of E509, 465 was collected as revenue from passenger trains in 1998.

(Historical Dictionary of Swaziland 2nd Edition).

SWAZILAND RAILWAY 2014 EXPORT, IMPORT PERFORMANCE

EXPORTED COMMODITIES

SUGAR: performance was tremendously good as the organization managed to perform 12% above budget. This emanated from being able to rail sugar as per the shipping schedule provided by the customer, which entails being able to fully utilize resources at the company's disposal efficiently. If this will be the trend, additional orders are anticipated from the client.

COAL: the organization performed below budget by 6%, this was due to the decline of customer orders. However, at the beginning of the year (April and May) the company had budgeted for an order of 4.524 tonnes, while the customers ordered 13.358 tonnes. The company still satisfied its customers, although it was under pressure.

IRON ORE: only 61% of the budget was performed. The deficit was caused by the stoppage of hematite railing from Sidvokodvo to Richards Bay by the client due to problems encountered at the port of Richards Bay.

CANNED FRUITS: there was under-performance by 1% against set targets. The reason was that the client had taken some of the business to road haulers.

ICD EXPORTS: 79% was managed against the budgeted tonnages. Under performance was caused mainly by the fact that other clients opt for alternative modes of transport soon after shipping dates open, while the organization waits for a full train load. This may be overcome by increasing clientele base so that a full train load is promptly realized.

Swaziland has a need to shift a significant proportion of freight transported on road to rail.

A large proportion of Swaziland's trade with its African partners is via road. (85%)

CEMENT: budgeted tonnages were exceeded by 5%. This shows great improvement and there is still room for more improvement, that is, if tankers will not have blockages.

WHEAT: there was underperformance since the organization achieved 64% of the budgeted tonnes. Due to lack of equipment, the organization could not provide the service to the client, who later opted for the road haulers. There was also no wheat orders from Durban to Matsapha after 6 months.

FUEL: the organization performed 54% above budgeted tonnages. However, there are still challenges in supplying fuel due to the shortage of tankers and other logistics. Demand is increasing, therefore there is dire need to sort out the challenges to avoid losing clients to competition.

ICD IMPORTS: performance was 11% above budgeted tonnages. This was caused by the improvement on import clientele, especially. Grey business, full utilization of Swaziland Railway representatives/agents in South Africa/Mozambique and efficient service delivery.

TRANSIT TRAFFIC: it is safe to say the company performed extremely exceptionally since it achieved 28% above budget. The target was 4.9 million tonnages, however 6.3 million tons were in transit, excelling by over 1.4 million tonnages. The major contributor of positive performance was the ability to transit over 4.4 million magnetite against 2.6 million budgeted tonnages.

(LOLIWE June 2014 pg. 8).

PLANS FOR BUILDING A RAILWAY

The first idea of building a railway in Swaziland came forth in 1865 with Alexander McCorkindale. He was one of the concessionaires, that came from Scotland, who were allocated land by the South African Republic (SAR), following King Mswati's request to the SAR to settle their people in some part of the kingdom. He planned to form a powerful company in Glasgow (Scotland) and realized that in order for him to succeed, a railway line from Swaziland to Delagoa Bay was needed. This is why he therefore pursued the idea of building a railway line in Swaziland.

However, he did not succeed and died of fever in Lourenco Marques in May 1871. Since then, there have been many plans from concessionaires to build` a railway. This request was mainly from the mining prospectors drawn into Swaziland by the discovery of gold in 1871. After McCorkindale's death, President Pretorius of the SAR continued to pursue the idea of building a railway line across Swaziland and saw Swaziland as the SAR's route to the sea. In 1866 he commissioned David Forbes to set up for suitable harbors in Swaziland. However, Pretorius could not prosper because SAR had little finances and they owed cattle to the Swazi's since 1855. Therefore, whenever they tried to secure further concessions, the Swazi's could demand the balance of the cattle owed to them first. These are the issues that resulted in the establishment of a railway line in Swaziland to take so many years before it was finally approved in 1961 when a project approved to transport products from the KaDake iron ore mine.

(TH 385.5DLA swaziana)

COST IN BUILDING OF THE RAILWAY

Several companies and the Swaziland Government funded the construction of the Railway line. The total cost for the construction amounted to E16 000 000 and the rolling stock cost amounted to about E 2 000 000.The funds were made available through the Anglo-American cooperation, the Commonwealth Development Cooperation, Swaziland development cooperation and the Swaziland government. With the finance available, the construction of the railway line in Swaziland began in 1962. Three South African companies were contracted to build the railway. They were known as the Roberts Construction, Murray and Stewart Construction and the Rand Earthworks. In September 1964, the construction of the railway was completed.

(TH 385.5 DLA swaziana)

THE SOCIO-ECONOMIC IMPACT OF SWAZILAND RAILWAY ON NEARBY COMMUNITIES

(GUNDVWINI & NHLAMBENI)

Communities benefitted socially and economically from the establishment of Swaziland Railway station in Matsapha. They were able to secure jobs and their roads, bridges and telecommunication systems improved. They had educational and health assistance as well as business opportunities.

SR has been a major employer of labour. During its construction its total workforce comprised 2000 persons, of whom 1900 were inhabitants of Swaziland. Since commencing operations, its highest employment has been 1063 persons in 1985. In 1982, the company contributed 1,3% of all wage employment in the country. It had an active program of education and training, e. g, on the job training and apprenticeship. SR, in fact, has been one of the leading agents in technical and administrative training, and its trainees have filtered into other sectors of the economy.

However, the establishment of the railway line and its stations also had disadvantages. People complained that when the railway was established and constructed, most of the homesteads and graves were removed and relocated in other areas. They also complained about accidents that occurred along the line which resulted in the death of human and livestock.

The railway company dedicated itself to providing schools in the communities where their railway stations are located. It constructed a school at the railway station at Mpaka and, also, at Sidvokodvo. The schools are maintained by the company. Swaziland Railway also gives incentives to the teachers, even though they are paid by government.

A clinic was built by Swaziland Railway Company at Sidvokodvo, although it is no longer owned by the company. The company also introduced a medical insurance scheme in 1994, which is complimentary to the medical aid scheme in the company.

(Ibid).

"... we are more than ready for this latest development of transporting vehicles from Durban into the country."

HOUSE BUILDING ASSISTANCE

Swaziland Railway introduced a housing loan scheme for its employees. The railway pension fund housing loan scheme was introduced in 1995 in order to enable its employees to build and improve their homes.

(Ibid)

ACCIDENTS THAT OCCUR ALONG THE RAILWAY LINE

One of the most common negative effects in the whole world is the accidents that occur along the line, especially at level crossings. In 2011, there were 4 accidents that occurred at level crossings from a total number of 35 train accidents. Livestock is being crushed to death by trains when it crosses the railway un-monitored. However, the CEO of SR stated that the trend had been that about 90% of rail accidents were due to human error. According to the company, people could avoid accidents by obeying rail crossing signs and signals.

In addressing this issue, SR embarked on level crossing safety awareness campaign aimed at changing people's attitudes and mentality in the hopes that it would educate people to respect signs at level crossings.

(Ibid)

SR CELEBRATES ACCIDENT FREE YEAR

In 2009, Swaziland Railway celebrated an accident free period of 9 (nine) years.

(SWAZIRAIL NEWS MAY 2009 pg. 7)

SR-SPOORNET BUSINESS AGREEMENT ANALYSIS

SR presently hires all locomotives and most good wagons from Spoornet in addition, significant payments are made to Spoornet for the joint use of Komartiport and Golela stations. In 1992-1993, the locomotive hire charges amounted to E8, 94 million, the wagon hire E6, 47 million and the contributions to joint station at E3, 20 million.

(A 385.065 6887 MAA)

INSTALLATION OF UPS'S

UPS's were installed at the main operations station which is Mpaka. This was a solution to the ever occuring power interruptions. The installation of the uninterrupted power supply was a major improvement at the station since power cuts meant that operations came to a standstill.

(1998/1999 Annual Report).

EXCHANGE OF LAND & CONSTRUCTION OF OFFICESS AT MATSAPHA

Swaziland Railway was given the go-ahead by the Ministry of Commerce, Industry and Tourism to purchase land for residential purposes in Matsapha during the year 1987. This was a milestone, since the land was used for the expansion of the company. Offices and, later, in 1990, staff houses were constructed. In 1995, the traffic department constructed offices and, later, in the years the Inland Clearance Depot was established again in Matsapha. This achievement helped widen the business horizons of the company.

Steam locos were phased out in 1992. It was a milestone for the company to have such development, since steam locos demand additional motive power. Before 1992, Swaziland Railway had a fleet of ten diesel electric locos, so as to meet the traffic demands Swaziland railway hired from neighboring Railways. The first phase of this was to add six diesel electric locos, plus maintenance facilities and this was established at a cost of $19 million.

(Swaziland Railway Crchieves file no 100-000-00 vol 1)

2008 ISO: 9001 ACCREDITATION

ISO 9001:2008 is all about producing consistent standards of quality in your processes in order to meet your customer requirements, and is a recognized standard against which to evaluate and audit the quality management system of any business. The accreditation comes with a number of advantages for the company and these include:

- Saving a lot of money, since compliance means lesser wastage on material and human resources.
- It also opens doors to tenders that were normally restricted to certified suppliers; this is because most purchasing departments are insisting on ISO 9001:2008 compliant suppliers for quality products or services.

(Swaziland Railway Internal Launch ISO9001:2008)

"... E60 million rehabilitation of the 110 km east/west line which links Swaziland to the port of Maputo, the most widely used exit point for the kingdoms export commodities."

SOUTHERN AFRICAN RAILWAY AUTHOURITY (SARA)

The objective of SARA is to deliver a cost-effective regionally integrated seamless and predictable railway transport service to all international customers, and to advocate for a sustainable fair surface transport policy in the SADC region. This is achieved through a number of channels, which include:

- Coordinating, operating and technical practices for the ever-increasing number of railway service providers.
- Develop benchmark service standards and levels of maintenance for infrastructure and equipment.
- Raising awareness of the economic importance of rail and its place within a rationalized transport system.
- Form a strong ,objective and effective lobby group
- Assisting in the formulation and implementation of sustainable measures based on the user pays principle and total infrastructure cost recovery regime for all surface modes of transport.
- Market a positive rail image
- Establish and maintain a forum for the sharing of ideas, expertise and information, plus joint problem solving.

- Monitor and inform regarding law enforcement
- Undertake training to regional proficiency levels to guarantee comparable minimum standards.

(Relaunch of SARA October 2007)

CHALLENGES OF SR

The organisation continues to face challenges like:

- Shrinking business and export traffic
- Short supply of equipment due to accidents
- Falling away of trade preferences in international markets e.g. AGOA
- Chronic and life threatening illnesses affects productivity
- Safety
- Diversion of transit traffic to Maputo
- Transit traffic attracted to coastal shipping

Swaziland Railway is faced with challenges such as shortage of equipment. This is due to accidents experienced in the past and also due to the scarcity and high cost of rail equipment. The SADC region and Africa at large is faced with a shortage of rail equipment due to lack of capital investment in the industry since post colonialism, hence, Swaziland Railway is not spared.

- The impact of HIV/AIDS is affecting productivity as the country continues to battle fighting the pandemic that increases the cost of doing business. The organization is continuing to look at strategies of mitigating such.

- Discontinuation of trade preferences by the international markets such as AGOA 3 and the maturity of the European Union (EU), Africa Caribbean Pacific (ACP) sugar protocol also affects export business as traffic volume decreases, however the organization is monitoring the Swaziland sugar increased entry into the EU and is looking at handling more traffic volumes as the EU demands for Swaziland sugar increases.

- The uncertainty of the production of pulp after the loss of timber through forest fires (2008) is a major concern for Swaziland railway.

- The uncertainty of the production of pulp after the loss of timber through forest fires (2008) is a major concern for Swaziland Railway.

- The Maputo corridor, which is an alternative route to the Musina/Phalaborwa/Richards bay corridor, has been gaining momentum as rehabilitation of the line and the upgrading of the Maputo route has been completed. Swaziland Railway has been monitoring developments to identify accruing opportunities for Swaziland's import/exports as well as evaluating the risk of traffic diversion to the port since the port is an alternate route with a short distance.

- The fuel industry supply chain is dynamic and as a result Swaziland Railway is not certain how it will play out. The establishment of a strategic fuel storage facility by the Swaziland Government should smooth out the sporadic supply of fuel.

- The relocation of textile firms to other countries poses a threat to the sustainability of Swaziland Railway's business. Some of the factors are; the volatility in the labour environment that has resulted in the loss of competitive advantage with the liberalization of trade; the cutting of Swaziland from AGOA participation is a threat to the organization, since these textile firms are relying on AGOA market for consumption of their products.

Despite all these challenges, the oganisation is committed to devising sound strategies that can mitigate every challenge faced; hence it has been able to be sustainable over the years.

SWAZI RAIL LINK

In 2011, a concept study was commissioned to investigate the provision of a rail link from Lothair in South Africa to a suitable location in Swaziland. On the 2nd of August 2012, the Swaziland rail link project was formalized through the signing of the inter-governmental memorandum of understanding between the governments of the republic of South African and the Kingdom of Swaziland.

On the 22nd of November 2012, the signing of the inter-rail memorandum of understanding between Transnet and Swaziland Railway cemented the relationship at business and technical levels. In March 2013 a pre-feasibility study of the possibility of building a rail link from Lothair to Swaziland was completed.

Swaziland has a need to shift a significant proportion of freight transported on road to rail. A large proportion of

"As SR, we are more than ready for this latest development of transporting vehicles from Durban into the country."

Swaziland's trade with its African partners is via road.85% of the imports from South Africa are transported by road. Swaziland railway is tasked by the ministry of public works and transport to:

- Explore mechanisms for improving access to markets
- Explore business opportunities emanating from outside the country
- Regionally integrate the railway with South Africa and Mozambique as its primary focus.

The Brazzaville Declaration of 2006 committed African States to inter alia prioritize integrating railway programs, particularly geared towards the interconnection of national railway networks. Swaziland Railway is working towards this commitment.

(LOLIWE June 2014 pg 10).

SWAZILAND RAILWAY IN SPORT

SOUTHERN AFRICAN SPORTS & CULTURAL ORGANISATION (SARSCO)

SR successfully hosted the SARSCO biannual games. After the entire furor associated with preparing for games of this magnitude, Kwaluseni accommodated over 400 athletes from different railways across the SADC region. The local team provided tough competition for the visiting countries. SR won several medals, like gold in tug-of-war and netball, as well as in pool and darts. SR outclassed the SA counterpart 4- 0. However, the senior management team lost 3-2 to Botswana

and Mozambique, featuring Mr. Stephenson Ngubane, the CEO and Mr. Timothy Ndlovu the Director of Engineering. Minister of Public works and Transport officially opened the event. The games unify the staff and encourage social interaction as SR's employees work in different stations across the country and do not often get together. The games afford them a platform where they come together in an environment where they don't get to discuss work related issues but social.

(SWAZIRAIL NEWS 2009 October)

SWAZILAND RAILWAY IN THE NEWS!

SR TO INTRODUCE A "MOBILE RESTAURANT"

Taking advantage of the opportunities in the Lubombo Spatial Development Initiative (LSDI), SR is looking at introducing a restaurant train (mobile restaurant). The CEO said this train will attract mainly tourists. He said it was also targeted at locals who love nature or outdoor life. He said the train will be introduced immediately after the rehabilitation of the iron ore rail line.

(Times of Swaziland, 12 December, 2000 pg. 13)

"Government has decided to privatize the operations of SR in order to allow a more efficient private sector. "

SR HAS ATTRACTED A HOTEL ON WHEELS

SR has been able to attract a new rail operator called Safari, which is a hotel on wheels. According to the CEO, the hotel on wheels will start coming to Swaziland in October 2011. The Jambo Safari will target the South African Market, which is growing rapidly fast. With successful marketing, tourist trains will increase from 4 to 7 trains.

(Times of Swaziland, 5 June, 2000 pg. 13)

SARA AGREES TO COUNTERACT IN RAIL MARKERT SHARE DECLINE

SARA and rail equipment suppliers agreed to counteract the trend in rail market share decline during a seminar held in Roodepoort, Johannesburg. The president of SARA, Gideon Mahlalela, officiated the seminar. Other things that were agreed by SARA and the rail equipment suppliers are as follows;

- To adopt a holistic approach to evaluation of surface transport projects with the view to determining the most cost-effective option of investment in infrastructure, be it road or rail.
- SARA and Rail Road Association of South Africa (RRA) to formulate a joint programme of action to implement their common objectives.
- To promote private sector participation in various facets of the railway business in line with the provisions of the SADC Transport protocol.
- To lobby the SADC governments for urgent removal of locomotive fuel levy following the successful example of Australasian Railway Association.

(Times of Swaziland, 1 September, 2000 pg. 14)

SARA PRESIDENT APPRECIATES MOZAMBIQUE SUCCESS IN RAILWAY DEVELOPMENT

CEO of SR and also president of SARA Gideon Mahlalela, urged the committee of ministers from the SADC region to ensure full cost recovery by road hauliers as well as railway operators, for use of road and rail infrastructure, in line with SADC transport protocol to facilitate fair competition between rail and road. He said that the railway industry feels that users, unlike road operators, do not pay enough for use of road infrastructure and as a result, fair competition between the two modes does not exist. This has given rise to loss of rail market share in favour of roads.

(Times of Swaziland, 4 July, 2000 pg. 13)

He also re-affirmed the commitment of SARA to play its role and assist the committee of ministers through the implementation of the provisions of the SADC Transport protocol by coordinating the SATCC (Southern African Telecommunication Council) Rail Infrastructure Sub-committee, the Rail Transport Sub-committee and the creation of an efficient regional integrated, cost effective and predictable seamless service.

(ibid)

E100 MILLION FOR RAILWAY REHABILITATION PROGRAMME

In a bid to improve the use of Railway in the country, the SR has set aside E 100 million for rehabilitation of the railway line from Matsapha to Siweni. "This is a very busy line hence the need to rehabilitate it first. Sugar transported to Mozambique uses this line, thus, am very pleased that the process was initiated there," said the Public Relations officer, Lizzy Mbhokane. The completion of the latter will see the rehabilitation of another line, the Mpaka-Matsapha line, that is also busy. Mbhokane also said that the state of the line was not too good and, as a result the speed limit has to be reduced from 60 km/h to 25 km/h.

(Times of Swaziland, 16 October, 2003, pg18)

SR TO EFFECT FURTHER RETRENCHMENTS

SR is approaching the final phase of the retrenchment process and, according to general secretary, Bhutana Nkonde, this month will see the release of the last group of employees. The company was looking at laying off at least 333 of its workers out of the 624 people that were previously employed by the company. The CEO, Mr. Gideon Mahlalela, revealed that the process was a peaceful one, as the workers had to voluntarily apply for retrenchments.

He stated that as a way of securing the livelihood of the people affected by the process, the company budgeted E 100 000 to conduct a counseling programme with the hope of assisting them to establish companies. SR will use these companies as they will be outsourcing some of their operations in the near future.

(Times of Swaziland, 16 October, 2003, pg. 18)

SR READY TO TRANSPORT IMPORTED VEHICLES

SR is ready for the business of transporting imported vehicles from the Durban Sea Port to the Matsapha Dry Port, according to the CEO Mr. Gideon Mahlalela. "As SR, we are more than ready for this latest development of transporting vehicles from Durban into the country. However, the business of transporting vehicles into the country is not new to us. We are, therefore, glad that this is going to bring in more business and activity for the railway," Mahlalela said.

(Times of Swaziland, 4 April 2005, pg. 15)

SR PRIVATISED

The Government has decided to privatize the operations of SR in order to allow a more efficient private sector. The process aims to bring in the capital necessary to modernize and expand the company's operations, competitiveness and overall level of service. Section 13 of the Railway Act empowers the Board of SR "to enter into partnership or any arrangement for sharing profits, union of interest, joint venture, reciprocal concession or co-operation."

(Times of Swaziland, 18 June, 2004, pg. 17)

SR's involvement in joint venture concessions may subscribe to shareholding in a project company, and will further endeavor to ensure that the private sector partner holds a majority in the joint venture concession. A report on Regulatory Institutional Framework Study for the SR sector has been submitted, outlining the regulatory strategy for the creation of an independent railway regulator for the government of Swaziland.

Phase two of the report involves assessment of the existing institution related to regulation, organizational recommendations and capacity requirements of a proposed railway regulator to support the privatization of the company.

The concessions, according to the report, will promote non-monopolistic services, improve quality levels of service providers to establish rates and also ensure non-discriminatory treatment of users and other service providers.

PRIVATIZATION OF SR WILL BRING NEW INVESTMENTS

The CEO, Gideon Mahlalela said the privatization of SR will bring new investments which had been lacking in the past. Mahlalela, during the SARA meeting held by delegates from a number of African railways institutions, told the delegates that the local station is indeed going through a process of privatization, which he described as inevitable.

He pointed out that the process should bring some improvements in the system as they have identified a shortage in locomotives and wagons and the deterioration of the track, as well as communication systems. He said, without railway services, the economy would decline, adding that, not only can road transport fail to meet the demand, but it is inappropriate for bulk transportation.

The management and staff of SR held a meeting whereby the intention to privatize the station was made known. Although this has received mixed feelings from a number of affected people, ,mainly the workers who complain of being left out in the process, consultants indicated that this process will ensure that the company brings in capital needed to modernize and expand the company's operations, competitiveness and overall level of service.

(Times of Swaziland, 18 June, 2004, pg18)

SWAZILAND RAILWAY INITIATIVES

Together with Spoornet (South Africa) and CFM (Mozambique), Swaziland Railway is involved in a number of initiatives aimed at improving the shared international corridor working. These include:

- Improved transit and turnaround times by agreeing to that one Railway Authority operates the route from Maputo to Mlawula and without interchanging trains at Siweni.
- The wagon contribution to services between Spoornet and CFM should be in proportion to the distance and revenue in line with equity principles.
- Swaziland Railway is online with sprint and is able to to view from its premises the incoming Spoornet traffic and, therefore, adopt advanced planning based on synchronized services at Komatipoort and Golela.
- Swaziland Railway hires locomotives for all Spoornet transit traffic on an hourly basis. The same Spoornet locomotives bringing traffic to the Spoornet/ Swaziland Railway interchange points are used for transit on Swaziland Railway network. Swaziland Railway aims that such traffic be hauled as quickly as possible to reduce hire charges as well as to optimize efficiency and add value for customers.

(Swaziland Railway 40th Anniversary).

ENVIRONMENTAL OVERVIEW

Swaziland Railway is the sole national Rail operator; however, the organisation does not enjoy any monopolistic position as it competes head on with road. The small economic size of Swaziland is such that road and rail aggressively compete for the attention of the same client. Worsening the situation has been the slow economic growth of the country that has been below the regional average trend.

Swaziland has been struggling to attract reasonable foreign direct investments (FDI) for the past fifteen years as it found itself competing head on for FDI in the global village. The railway business is driven by economic activities, hence less gross domestic product (GDP) means less business as traffic volumes shrink.

WE WOULD LIKE TO HEAR FROM YOU!

The railway story like a train ride is almost never ending. We trust that there are many other issues you would like us to highlight in the history of this organization and we invite to to share them with us as we continue documenting our history everyday.

You can contact us at gift@swazirail.co.sz OR sive@swazirail.co.sz

SWAZILAND RAILWAY MAPS STRATEGY FOR NEXT FIVE YEARS

World renown strategist, Steven Covey, of Seven Habits of Highly Effective People notes, "Start with the end in mind." In strategic planning for the next five years, Swaziland Railway has developed a 2014/19 Strategic Plan (SP).

This is a practical action-oriented guide, based on an examination of internal and external factors, which will direct goal-setting and resource allocation to achieve meaningful results over the next five years. The structure of the SP is turnaround based and it is influenced by the following factors:

a) Migration from being reactive to proactive orientation;

b) Change of business approach from leasing of key assets, (locomotives and wagons) to acquisition and ownership;

c) Diversifying services from rail streamlined to a focus on total logistics.

The strategic plan has developed a clear statement of the mission and vision, identifies a set of goals and objectives and formulates key strategies that address those factors that are essential to Swaziland Railway's success in carrying out its functions and mandate. Key strategies also indicate the major undertakings that will position Swaziland Railway for the future in line with the turnaround strategy.

This SP is a management tool which forms the basis upon which Swaziland Railway will derive its anual work plans, partnerships and performance contracts. It will guide the implementation of programmes and projects and, as a result, address Swaziland Railway's re-engineering toward the improvement of the balance sheet, through adoption of a business approach to operations, effective branding and marketing, as well as investment in staff, to name a few. This engineering is the search for, and implementation of, radical changes in management processes that will result in optimal deployment of resources.

This SP sets out the approaches and structures to fully operationalize Swaziland Railway, with the objective to fully operationalize its mandate. The underlying themes of the plan are to: transform the issues of investment and to negate the effects of the current economic crisis through institutionalizing the process of setting and aligning priorities to available resources and, improving supervision for effective delivery of services. All these are important in order to realize the needs and aspirations of all the stakeholders and especially for the attainment of the objectives set out.

There are risks inherent in the implementation of the SP, hence, mitigating measures will be taken and contingent actions drawn up in good time to prevent any possible threats to the achievement of set objectives and targets. Some of the risks/ risk factors identified in the course of the risk management analysis include issues of the right political will, availability of resources, information flow, and ownership of the SP, as well as such matters as resistance to change.

The identification of risks started during the SP development, and the number of risks will increase as the SP matures through its lifecycle. Risk registers will be kept by all organizations and project management teams to ensure that risks are identified, registered and managed through the recommended Risk Management Process.

Swaziland Railway is guided by core values which define the basic essential beliefs of the organisation, and are the building blocks of the various policies, actions and strategic initiatives to be undertaken. To produce tangible results, SR will ensure proper alignment in all the processes of Swaziland Railway as an entity, including the strategic, holistic, operations, people, and leadership alignment. Implementation of this Strategic Plan will require innovativeness, commitment and teamwork among the Swaziland Railway Board, management as well as stakeholders such as government ministries, financial institutions, private sector, strategic partners etc whose co-operation and reciprocity are critical.

Swaziland Railway will achieve its strategic objectives by strengthening financial control systems, making good use of information, communication and technology, and developing a well-trained and professional team that is of high integrity, transparent and accountable.

The SP will enable Swaziland Railway to examine the new contextual environment in which it operates; explore the factors and trends that affect the way it will perform its core functions; seek to meet its mandates and fulfil its vision and mission; frame strategic issues which must be addressed; and craft and implement strategies for responding to the pertinent issues.

STRATEGIC GOALS

1. ADVOCACY
2. INFRASTRUCTURE DEVELOPMENT
3. HUMAN RESOURCE CAPACITY DEVELOPMENT
4. INCOME GENERATION & SUSTAINABILITY
5. ORGANIZATIONAL DEVELOPMENT

Ukhulile Swaziland Railway

The Council, Management and Staff of Swaziland Sugar Association congratulate Swaziland Railway on celebrating 50 years. We acknowledge the important role you have played in the growth of our industry and the economy. We wish you continued success. Halala Swaziland Railway!!

The Swaziland sugar industry plays an important multifunctional role in the development of the Swaziland economy, through being a top contributor to many economic facets e.g. employment creation, rural development, poverty reduction, foreign exchange earnings, social services provisions, investments, agriculture development and taxation. The sugar industry is heavily reliant on railway for its productivity and transportation of goods. The partnership with the SR has been a very good one over the years and we express our gratitude to your commitment to serving us with dedication.

Swaziland Sugar Association

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Email: info@ssa.co.sz | Website: www.ssa.co.sz

Congratulations on your 50 year milestone

The Board, Management and Staff of CMAC congratulate Swaziland Railway on this 50 year milestone. We wish you many more years of success as you continue to move the economy. Congratulations!

1st Floor, Asakhe House, Mbabane
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HAPPEN

Congratulations on your 50 year milestone! We feel privileged to count Swaziland Railways amongst our most successful business associates, and are looking forward to continued successes in the future. Best wishes.

NOTES