

出品方：中国交建肯尼亚标轨铁路项目总经理部  
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中国交建肯尼亚标轨铁路项目 2018/2019 社会责任报告

CCCC Kenya SGR Project Social Responsibility Report 2018/2019



2018/2019

中国交通建设股份有限公司  
 China Communications Construction Company  
 中国路桥工程有限责任公司  
 China Road & Bridge Corporation

# 肯尼亚标轨铁路项目 社会责任报告

Kenya SGR Project  
 Social Responsibility Report 2018/2019





## 构建中肯发展共同体

中肯两国友谊源远流长，互联互通沟通交流始终是两国务实合作的坚实基础。600多年前中国伟大的航海家郑和下西洋，中肯两国开始了早期的文化交流。5年前，肯尼亚标轨铁路破土动工，两国之间的互利合作迈上新的台阶。

作为肯尼亚标轨铁路的建设者和运营商，我们始终秉承“共商、共建、共享”的原则，坚持高标准、惠民生、可持续，倾力支持“中肯发展共同体”建设，致力于成为肯尼亚经济社会发展的责任担当者、区域经济发展的深度参与者、公共服务的优质提供者，积极助力肯尼亚“2030远景规划”和“四大发展目标”。

我们攻克了东非大裂谷地质断裂带的铁路设计施工技术难题，秉承绿色环保的可持续发展原则，注重履行社会责任，积极造福当地，致力于将肯尼亚标轨铁路打造成增强中肯两国人民伟大友谊的合作共赢之路、深入推进肯尼亚工业化进程的发展之路、实现人与自然和谐相处的生态环保之路、不断提升肯尼亚人民生活水平的幸福之路。

我们相信，建设高质量、可靠、抗风险、可持续的基础设施，有利于促进发展和繁荣。肯尼亚标轨铁路将通过促进交通基础设施的互联互通，带动资金融通、贸易畅通，增强价值链、产业链、供应链的合作，促进经济走廊和贸易合作区的形成，让中肯两国民心相通，助力于打造中肯两国同呼吸、共命运的“中肯发展共同体”。



**责任引领**  
Responsibility fulfillment

**奉献至上**  
Commitment foremost

**诚信基础**  
Integrity oriented

**创新动力**  
Innovation-driven momentum

**融合共赢**  
Win-win cooperation

**跨越发展**  
Leapfrog development

## Build a China-Kenya Community of Shared Development

The friendship between China and Kenya goes back to ancient times, and communication always lays a solid foundation for pragmatic cooperation between the two countries. Over 600 years ago, the great Chinese navigator Zheng He made his voyages to the Western seas, which marked earlier cultural exchanges between China and Kenya. Five years ago, construction of Kenya Standard Gauge Railway (SGR) commenced, which marked a new step in the mutual beneficial cooperation between the two countries.

As the constructor and operator of Kenya SGR, we always stick to the principle of “wide consultation, joint contribution and shared benefits”, adhere to high standards, put people’s benefits first, and pursue sustainable development. We spare no efforts to support building of a China-Kenya Community of Shared Development, and devote ourselves to becoming a responsibility sharer of Kenya’s economic and social development, an in-depth participant in the regional economic development, and an excellent provider of high-quality public services, so as to actively contribute to Kenya’s “Vision 2030” and “Big Four Agenda”.

We solved technical problems in railway design and construction in the East African Great Rift Valley area, stick to green, eco-friendly and sustainable development principles, value social responsibility practices, and actively bring benefits to local people. We commit ourselves to making Kenya SGR a railway of win-win cooperation which enhances the great friendship between Chinese and Kenyan people, a railway of development which further promotes Kenya’s industrialization process, a railway of ecosystem conservation which realizes harmonious co-existence between human and nature, and a railway of happiness which continuously raises Kenyan people’s living standards.

We believe that building high-quality, reliable, resilient and sustainable infrastructure could facilitate development and prosperity. Through promoting connectivity of transport infrastructure, Kenya SGR will facilitate unimpeded trade and financial cooperation, strengthen cooperation along the value chain, industrial chain and supply chain, help formation of economic corridors and trade cooperation zones, and enhance people-to-people bonds between the two countries, and thus contribute to building a China-Kenya Community of Shared Development where the two peoples truly share the same air and destiny.



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# 领导致辞

## Messages from the Leadership

### 中国交建

China Communications  
Construction Company



中国交通建设股份有限公司  
党委书记、董事长 **刘起涛**  
Liu Qitao, Chairman of CCCC



中国交通建设股份有限公司  
党委副书记、总裁 **宋海良**  
Song Hailiang, President of CCCC

当前，高质量、可持续已成为全球基础设施发展的共识和方向，高质量可持续的基础设施是一个国家经济社会发展的重要支柱和基础。联合国《2030年可持续发展议程》将发展优质、可靠、可持续和有抵御灾害能力的基础设施作为重要目标；中国“一带一路”倡导建设高质量、可持续、抗风险、价格合理、包容可及的基础设施，希望基础设施能够充分发挥各国资源禀赋，在经济发展和人类福祉提升方面起到更好的支撑作用。

作为共建“一带一路”的重要参与者和建设者，中国交建在基础设施投资、建设和运营等全过程中，始终坚持共建、共商、共享的原则，积极传递人类命运共同体的正能量，通过提供包容、可及、可负担的公共服务，有效促进了当地的经济的发展，改善了当地人民的生活质量，真实践行着我们“固基修道，履方致远”的使命和“让世界更畅通、让城市更宜居、让生活更美好”的愿景。

在肯尼亚的长期发展过程中，我们践行企业社会责任，与当地合作伙伴一起，高质量、可持续地建设和运营肯尼亚标轨铁路。通过肯尼亚标轨铁路的建设和运营，全力以赴推动肯尼亚“2030远景规划”与“一带一路”倡议的对接，服务于肯尼亚经济社会发展，服务于东非乃至整个非洲大陆的互联互通和工业化进程，为经济发展和人民福祉贡献“中交智慧”、“中交方案”和“中交样本”。

Presently, high quality and sustainability have become a consensus and direction for global infrastructure development. High-quality and sustainable infrastructure is a crucial pillar and foundation to a country's economic and social development. The UN 2030 Agenda for Sustainable Development listed "Developing high-quality, reliable, sustainable and resilient infrastructure" as one important goal. The Belt and Road Initiative proposed by China also advocates for building high-quality, sustainable, resilient, affordable, inclusive and accessible infrastructure, and hopes that infrastructure could enable countries to give full play to resource reserves and better support economic development and increase human well-being.

As an important participant and constructor in the implementation of the Belt and Road Initiative, CCCC always sticks to the principle of consultation, contribution and shared benefits, passes on the positive energy of being a part of a community with a shared future for mankind in the full process of investing in, building and operating infrastructure. Through providing inclusive, accessible and affordable public services, CCCC effectively promotes local economic development, improves local people's living quality, and practically fulfills our corporate mission of "Only Solid Foundation, Good Morality and Proper Behavior Lead to a Better Future" and corporate vision of "Build a More Connected World, Create a More Habitable City, Live a Better Life".

During Kenya's long-term development process, we have practiced our corporate social responsibilities, and joined hands with the local partners to build and run the Kenya SGR with high quality and sustainability. Through building and running the SGR, we spare no efforts to match the Kenya Vision 2030 with the Belt and Road Initiative, serve Kenya's economic and social development, serve the connectivity and industrialization process of East Africa and even entire Africa, and contribute "CCCC Wisdom, Scheme and Sample" to local economic development and people's well-being.

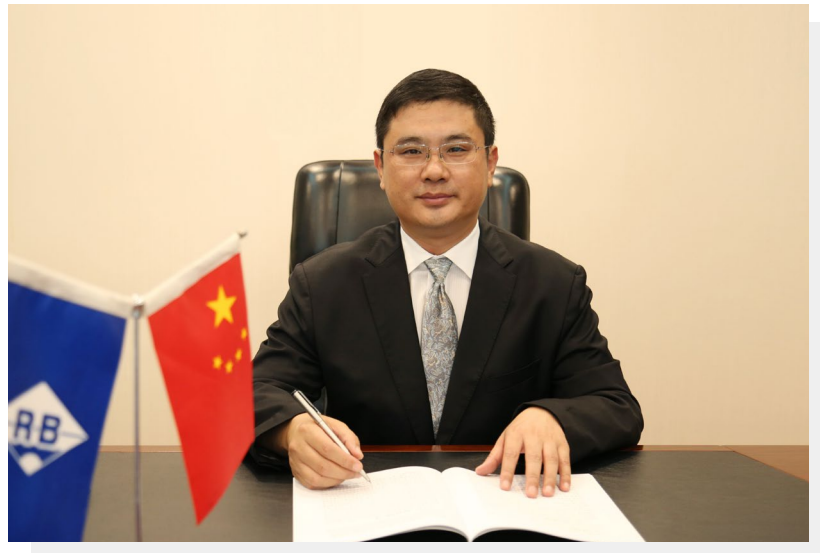


## 中国路桥

China Road and  
Bridge Corporation



中国路桥工程有限责任公司  
党委书记、董事长 卢山  
Lu Shan, Chairman of CRBC



中国路桥工程有限责任公司  
总经理 杜飞  
Du Fei, General Manager of CRBC

中国路桥致力于成为肯尼亚经济社会发展的亲密伙伴。1984年以来，我们在肯尼亚建设连心桥、致富路、发展港，便捷当地民众出行，服务当地经济发展。

2014年12月，肯尼亚蒙内标轨铁路建设拉开帷幕，距今已超过5年时间。我们很高兴地看到，肯尼亚标轨铁路的建设和运营为肯尼亚繁荣发展的梦想持续注入了新的动力，在服务肯尼亚经济社会发展方面起到了积极作用。

为了更好地服务于肯尼亚标轨铁路的建设和运营，中国路桥不断完善铁路全产业链的协同能力和价值创造能力，为当地创造经济、社会和环境的综合价值。在肯尼亚标轨铁路建设和运营的过程中，我们尽可能提供更多的就业机会，悉心培育当地人才，加强当地采购和当地合作，开展各类社区项目，让铁路建设更多惠及当地。今年，蒙内铁路迎来通车两周年，不仅铁路客货运输服务满意度超过预期，而且铁路运营本地化也系统化地稳步推进，获得了各方认可。

肯尼亚标轨铁路是东非铁路网的重要组成部分，对于促进肯尼亚经济社会发展、东非地区互联互通、推进非洲工业化进程具有重要意义。内马铁路一期已开通客运服务，并即将开通货运服务，铁路沿线的工业园区也将逐步建成，这一切将带动铁路及沿线地区经济的繁荣发展，造福人民百姓，成为中非产能合作的成功典范。

我们期待肯尼亚标轨铁路可持续地服务当地，创造美好的未来！

China Road and Bridge Corporation (CRBC) has been dedicated to becoming a close cooperation partner to promote economic and social development in Kenya. Since 1984, we have been building bridges, roads and ports in Kenya, which has facilitated local people's transport and served Kenya's economic development.

It has been more than five years since the Kenya SGR Project began in December 2014. We are delighted to witness the SGR Project injecting new momentum to Kenya's dream of prosperity, and playing a positive role in serving Kenya's economic and social development.

To better serve the construction and operation of the Kenya SGR, CRBC continuously improves the coordination and value creation capabilities of the whole railway industrial chain, and creates overall value including economic, social and environmental value for the local society. During the process of building and running the Kenya SGR Project, we do our best to create more jobs, cultivate local talents, strengthen local procurement and cooperation, and carry out all kinds of community projects, to bring more benefits to local people. This year, the SGR Phase 1 has been put into service for two years. The satisfaction rate towards railway passenger and freight transport is higher than the initial expectation, and the localized railway operation is progressing in a systematic manner, winning the recognition of various parties.

Kenya's SGR Project is an important component of the East Africa Railway Network, and has great significance to promote Kenya's economic and social development as well as inter-connectivity in East Africa, and facilitate Africa's industrialization process. The SGR Phase 2A has started transporting passengers and will soon transport freight, and the construction of industrial parks along the railway is nearing completion, which will drive the development of the railway and economic prosperity of areas along the railway, benefit local people, and become a successful example of the productive cooperation between China and Africa.

We hope that the SGR Project will serve the local society in a sustainable way and create a bright future!

## 肯尼亚标轨铁路项目

Kenya SGR Project



感谢社会各界对肯尼亚标轨铁路的关心和支持！正是你们的关注和支持，激励着我们不断超越和创造，建设一条高质量、可持续发展的百年铁路。

We are grateful for the attention and support from all walks of life for Kenya SGR Project! It is your constant attention and support that encourages us to achieve breakthroughs and innovation, and thus be able to build a high-quality and sustainable railway that can last a century or even longer.

我们以服务“中肯命运共同体”建设为目标，将命运共同体思维融入到铁路全产业链建设和运营的全过程。系统培养当地铁路建设和运营人才，扩展当地合作的范围和深度，助力当地产业发展；保护当地生态环境，与当地野生动物和自然环境和谐相处；认真倾听和回应当地社区诉求，为所在社区民众提供力所能及的支持和服务，提升人民福祉。

我们坚持高质量、可持续发展，坚持“一带一路”倡导的共商共建共享原则，在“五商中交”战略的指引下，用新思路和新方法建设肯尼亚标轨铁路。2018年，内马铁路一期项目建立科技创新管理体系，在东非铁路全产业链技术、穿越东非大裂谷铁路设计和建造技术等方面开展系统研究，解决技术难题，为建设高质量、可持续的铁路奠定基础。我们根据肯尼亚的实际情况，开展“集约化、标准化、信息化、专业化、精益化、属地化”管理，努力打造国际一流工程项目管理典范，展现“交融天下，建者无疆”的本色。

未来，我们将不遗余力地推动肯尼亚标轨铁路在肯尼亚“2030远景规划”和“四大发展计划”的实现过程中进一步释放价值，为东非铁路网的建设和发展作出贡献！

With a view to serving and building a China-Kenya community of shared development, we integrate the thought of “community of shared future” into all links of railway construction and operation. We cultivate local railway construction and operation professionals in a systematic way, and expand business with local partners to drive the development of local industries. We protect the local ecological environment, and live in harmony with wildlife and nature. We listen and respond to the demands of the local communities, spare no effort to provide local people with support and services, and increase people's well-being.

We stick to high-quality and sustainable development, adhere to the principle of consultation, contribution and shared benefits against the backdrop of the Belt and Road Initiative. Guided by the strategy of “Featured CCCC in Five Fields”, we adopt new mindset and methodology in completing Kenya SGR Project. In 2018, the SGR Phase 2A Project established a management system for technological innovation achievements, carried out systematic research in the technology along the whole East Africa railway industry chain, and the design scheme and construction technology for crossing the East African Great Rift Valley, and tackled technological problems, thus laying a foundation for building high-quality and sustainable railway. Based on the Kenyan society, we also carried out “intensified, standardized, digital, professional, streamlined and localized” management for the project, and strived to forge a world-class example in engineering project management, so as to demonstrate our corporate spirit of “Transportation Integrates the World, The Builder's Field Is Boundless”.

In the future, we will do our utmost best to promote Kenya SGR Project to create more value for realizing the Kenya Vision 2030 and four major development plans, thus contributing to the construction and development of the East Africa Railway Network.

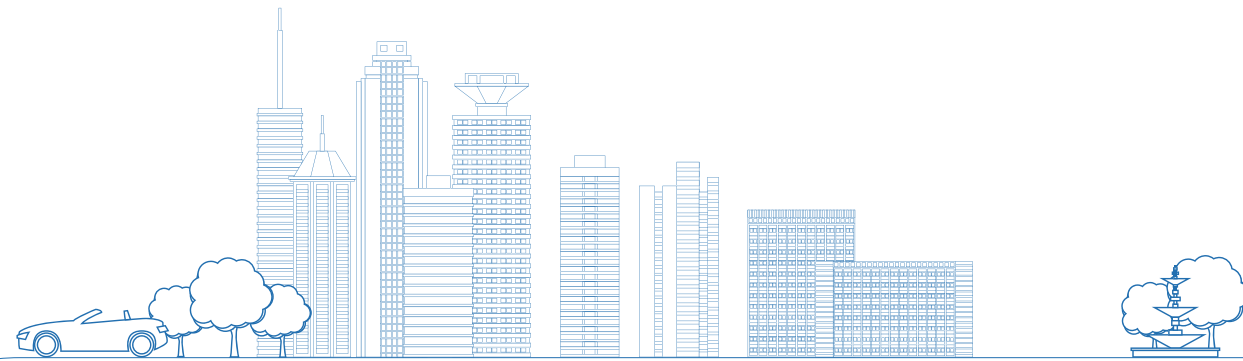
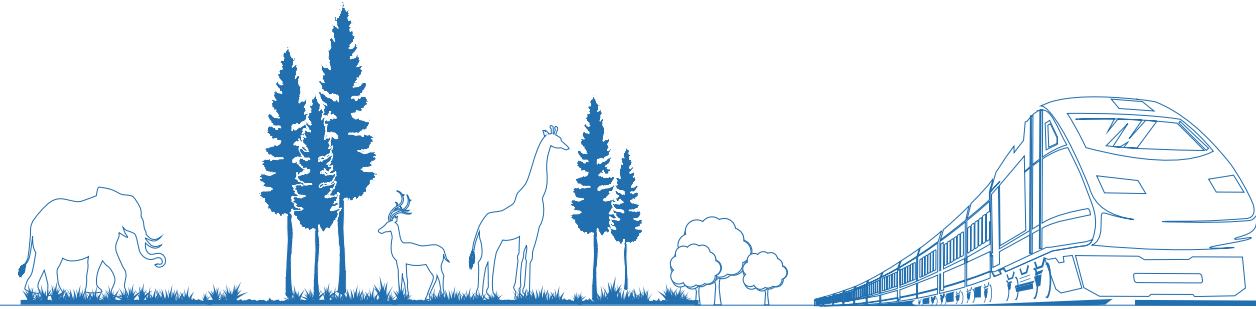


# 关于我们

## About Us

中国交建和中国路桥是肯尼亚标轨铁路项目的建设者和运营商。我们秉承“共商、共建、共享”原则，倾力支持“中肯发展共同体”建设，致力于成为肯尼亚政府和经济社会发展急所的责任分担者、区域经济发展的深度参与者、公共服务的优质提供者。

CCCC and CRBC are both constructors and operators of the Kenya SGR Project. We stick to the principle of "consultation, contribution and shared development", spare no efforts to support "the China-Kenya Community of Shared Development", and devote ourselves to sharing the responsibility of the government and economic & social development, engaging in regional economic development, and providing good public service for the government.



我们紧密对接当地建设现代化铁路的需求和肯尼亚“2030 远景规划”，解决“急”的问题，制定可行性和规划设计方案，为肯尼亚提供最符合当地社会经济发展需要的解决方案。

We have responded to the local demand for building modern railways and Kenya Vision 2030 to solve urgent problems, and carried out feasibility research and design planning to provide Kenya with transportation solutions suitable for local development.

做政府和经济社会发展急所的责任分担者

Be a sharer of the responsibility of the government and economic & social development

做区域经济发展的深度参与者

Be an in-depth participant in regional economic development

我们主动参与肯尼亚区域经济发展，解决“深”的问题，通过建营肯尼亚铁路多方撬动当地发展活力，发挥优势积极参与和支持铁路沿线经济发展、未来铁路建设与运营。

We actively participate in the course of Kenya's regional economic growth. The construction and operation of the SGR has triggered the local development vigor. We use our advantage to actively take part in and support the economic prosperity along the railway and the construction and operation of future railways.



我们全面落实“334”工程，坚持高质量建设、高品质运营，全力解决“优”的问题，为肯尼亚政府提供优质高效的公共产品和服务，以优质的产品和服务树立品牌。

We comprehensively implement the "334" Project, stick to high-quality construction and operation, and try every means to tackle the "quality" issue, so as to provide high-quality and efficient products and services for the Kenyan government and build our brand at the same time.

做政府购买公共服务的优质提供者

Be an excellent provider of high-quality public services for the government





# 中国交通建设股份有限公司 China Communications Construction Company

中国交通建设股份有限公司（以下简称“中国交建”）是全球领先的特大型基础设施综合服务商，主要从事交通基础设施的投资建设运营、装备制造、房地产及城市综合开发等，为客户提供投资融资、咨询规划、设计建造、管理运营一揽子解决方案和一体化服务。

China Communications Construction Company Limited (hereafter referred to as "CCCC") is a global leading comprehensive service provider of super-large infrastructure. CCCC mainly specializes in investment, construction and operation of transport infrastructure, equipment manufacturing, urban comprehensive development, etc., providing customers with a package of solutions and integrated services in terms of investment and financing, consultation and planning, design and construction, management and operation.



港珠澳大桥青州航道桥  
The Qingzhou Channel bridge of Hong Kong-Zhuhai-Macao bridge



京沪高速铁路  
Beijing-Shanghai High-speed Railway

中国交建盈利能力和价值创造能力在全球同行中处于领先地位。  
CCCC takes the lead among its global peers in profitability and the ability of value creation.

2019年，中国交建居《财富》世界500强第93位  
在《工程新闻纪录》“全球最大250家国际承包商”排名第3位

第 **93** 位  
In 2019 CCCC ranked the 93<sup>rd</sup> in Fortune Global 500

第 **3** 位  
CCCC ranked the 3<sup>rd</sup> in ENR's 2019 Top 250 International Contractors

# 中国路桥工程有限责任公司 China Road and Bridge Corporation

中国路桥工程有限责任公司（以下简称“中国路桥”）是中国最早进入国际工程承包市场的企业之一，主要从事道路、桥梁、港口、铁路、机场、房地产、工业园等领域工程承包及投资、开发、运营业务，在亚洲、非洲、欧洲、美洲近60个国家和地区设立了分支机构，形成了高效快捷的全球市场开发网络。

China Road and Bridge Corporation (hereafter referred to as "CRBC") is one of China's first batch of enterprises with a presence in international project contracting markets. CRBC specializes in contracting, investing in, developing and operating domestic and international projects for roads, bridges, ports, railways, airports, real estate, and industrial parks. CRBC has spread its branches in approximately 60 countries and regions in Asia, Africa, Europe and America, and has formed an efficient global market development network.



肯尼亚内罗毕南环公路  
Kenya Nairobi Southern Bypass



卜平大桥  
The Bridge Pupinov Most in Serbia

2005年，中国路桥成为中国交通建设股份有限公司的全资子公司。中国路桥（英文简称“CRBC”）承建了巴基斯坦喀喇昆仑公路改建工程、毛里塔尼亚友谊港改扩建工程、塞尔维亚泽蒙-博尔察大桥、肯尼亚内罗毕南环路、蒙内标轨铁路、匈塞铁路等一批标志性工程，荣获了多项国内、国际大奖。“CRBC”作为国际工程承包界的知名品牌，享誉世界。

In 2005, CRBC became a wholly-owned subsidiary of CCCC. CRBC has contracted a batch of landmark projects with regional or international awards, such as the KKH Reconstruction Project, the Nouakchott Friendship Port Extension Project, the Zemun-Borča Bridge in Serbia, Kenya Nairobi South Ring Highway, the SGR Phase 1, and the Hungary-Serbia Railway. As a renowned brand in the international engineering contracting industry, CRBC wins global reputation.

中国路桥坚持以“让世界更畅通、让城市更宜居、让生活更美好”为愿景，始终秉承“筑路架桥，奉献社会；以人为本，追求卓越”的企业宗旨，愿与各国各界朋友携手共赢，创造更加辉煌的明天。

CRBC upholds the vision of "Build a More Connected World, Create a More Habitable City, Live a Better Life", and adheres to the principle of "building roads and bridges and contributing to society, putting people first and pursuing excellence". CRBC is willing to join hands with you to build a brilliant future for all.

# 肯尼亚标轨铁路项目 Kenya SGR Project

肯尼亚标轨铁路是东非铁路网的重要组成部分，其中蒙巴萨至内罗毕标轨铁路项目和内罗毕集装箱内陆港扩建项目已竣工并投入运营，内罗毕至纳瓦沙标轨铁路项目的建设也已完成。

肯尼亚标轨铁路将为当地客货运输提供更安全便捷的服务，拉动沿线经济和产业发展，增加肯尼亚对外资的吸引力，助推肯尼亚实现经济转型。

The Kenya SGR Project is an integral part of the East Africa Railway Network. The SGR Phase 1 and the Nairobi Inland Container Depot (ICD) Expansion Project have been completed and put into operation, and the construction of SGR Phase 2A has also been completed.

The Kenya SGR Project will provide safer and more convenient passenger and freight services, drive economic and industrial growth along the railway, and attract more foreign investment to Kenya, thus boosting Kenya's economic transformation.

## 蒙内铁路 SGR Phase 1



蒙内铁路连接东非最大港口城市蒙巴萨和肯尼亚首都内罗毕，铁路主线全长471.65km，呈东南至西北走向，穿越肯尼亚东部地区八郡，途经沃伊、姆蒂托安代、苏丹哈姆德、艾玛利等重要城镇及察沃野生动物保护区。  
The SGR Phase 1 extends 471.65km from Mombasa to Nairobi (the capital of Kenya), crossing eight counties from southeast to northwest. The railway passes through important towns like Voi, Mito Andei, Sultan Hamud and Emali as well as Tsavo Conservation Area.



- 2013/08/19  
August 19, 2013  
中国国家主席习近平与肯尼亚总统乌胡鲁·肯雅塔共同见证蒙内铁路项目融资备忘录签署;  
Chinese President Xi Jinping and Kenyan President Uhuru Kenyatta jointly witnessed the signing of the MOU on financing the SGR Phase 1;
- 2014/12/12  
December 12, 2014  
蒙内铁路正式开工建设;  
Construction of SGR Phase 1 officially commenced;
- 2014/05/11  
May 11, 2014  
中国国家总理李克强与肯尼亚总统乌胡鲁·肯雅塔见证项目融资协议签署;  
Chinese Premier Li Keqiang and Kenyan President Uhuru Kenyatta jointly witnessed the signing of the MOU on financing the SGR Phase 1;
- 2017/05/31  
May 31, 2017  
蒙内铁路开通客运业务;  
SGR Phase 1 officially opened passenger transport service;
- 2017/12/01  
December 1, 2017  
蒙内铁路开通货运业务;  
SGR Phase 1 officially launched freight transport service;
- 2017/12/16  
December 16, 2017  
蒙内铁路配套工程内罗毕 ICD 项目正式交付;  
Nairobi ICD Project, as an auxiliary project to SGR Phase 1, was officially completed and delivered;
- 2018/11/06  
November 6, 2018  
蒙内铁路顺利通过终验并签署履约证书, 蒙内铁路建设画上圆满句号;  
SGR Phase 1 successfully passed the final inspection, and the performance certificate was signed, marking the official completion of the construction of SGR Phase 1;
- 2018/11/09  
November 9, 2018  
“非洲之星铁路运营公司”正式成为蒙内铁路运营商;  
"Africa Star Railway Operation Company Limited" officially became an operator of the SGR Phase 1;



**内马铁路**  
SGR Phase 2

内马铁路位于肯尼亚西北部, 连接首都内罗毕和边境城市马拉巴, 是蒙内铁路向西北部的延伸, 分二期建设。

内马铁路一期项目从内罗毕至纳瓦沙, 全长 120 公里, 合同工期 54 个月, 目前已开通客运列车并即将开通货运列车。

The SGR Phase 2, located to the northwest of the Republic of Kenya, connects Nairobi, the capital of Kenya and Malaba, a border city in Uganda, and is the extension line of SGR Phase 1 to the northwest of Kenya. The construction of SGR Phase 2 is divided into three phases.

The SGR Phase 2A extends 120km from Nairobi to Naivasha with a contracted construction period of 54 months. Currently, SGR Phase 2A has started transporting passengers, and will soon transport freight.

**重点数据**  
Key Data

蒙内铁路项目建设期间为当地创造就业 **4** 万多个, **1000** 多家当地企业参与项目建设合作; 截至 2019 年 8 月 31 日, 蒙内铁路持续安全运营, 累计运送旅客 **340** 万人次, 平均上座率 **96.4%**, 累计运送货物 **312** 万余吨。

During the construction of SGR Phase 1, over **40,000** local jobs were created, and more than **1,000** local companies participated in the process. As of August 31, 2019, the SGR Phase 1 Project has been safely and continuously operated, transporting **3.4 million** passengers in total with an average seat occupancy rate of **96.4%**, and over **3.12 million** tons of freight in total.



2014/11/14  
November 14, 2014

中国交建与肯尼亚铁路公司签署了内马铁路谅解备忘录;  
CCCC signed the MOU on SGR Phase 2 with Kenya Railways Corporation (KRC);

2015/12/4  
December 4, 2015

中国国家主席习近平和肯尼亚总统乌胡鲁·肯雅塔见证了内马铁路(纳瓦沙-基苏木-马拉巴段) 框架协议的签署, 同时中国进出口银行与肯尼亚政府签署了内马铁路一期融资协议;  
Chinese President Xi Jinping and Kenyan President Uhuru Kenyatta jointly witnessed the signing of the framework agreement on SGR Phase 2 (Naivasha-Kisumu Malaba); Export Import (EXIM) Bank of China signed the financing agreement on the SGR Phase 2A with the government of Kenya;

2018/1/12  
January 12, 2018

内马铁路一期项目全线开工建设;  
The construction of the whole line of SGR Phase 2A commenced;



2018/6/18  
June 18, 2018

内马铁路一期项目铺轨架梁启动;  
The SGR Phase 2A track-laying and bridge building commenced;

2018/9/18  
September 18, 2018

内马铁路一期项目内罗毕国家公园特大桥梁架梁施工顺利完成;  
The erection of the super-bridge girder of the Nairobi National Park in SGR Phase 2A was successfully completed;

2018/9/24  
September 24, 2018

内马铁路一期项目恩贡山隧道贯通;  
The Ngong Hill tunnel in SGR Phase 2A was drilled through;

2019/8/10  
August 10, 2019

内马铁路一期项目全线铺轨贯通;  
Track-laying of the SGR Phase 2A was completed;

**重点数据**  
Key Data

截至 2019 年 8 月 31 日, 内马铁路项目为当地创造就业近 **25000** 个, **157** 家当地企业参与工程分包合作。

As of August 31, 2019, SGR Phase 2A has created nearly **25,000** local jobs, and **157** local companies participated in sub-contracting and cooperation in the project.



2019/12/17  
December 17, 2019

内马铁路一期开通货运列车, 纳瓦沙内陆集装箱货场建成运营。  
The freight transportation services of SGR Phase 2A have been operationalized together with the Naivasha Inland Container Depot.

2019/10/16  
October 16, 2019

内马铁路一期项目建成并试运营;  
The SGR Phase 2A was built and open to passenger traffic;



# 共商

## 当地所需的发展方案

Extensive Consultation:  
Exploring a Local Development  
Plan

做政府与经济社会发展急所的责任分担者，推动加强政策沟通、设施联通、贸易畅通、资金融通和民心相通。我们充分发挥综合优势，紧密对接当地建设现代化铁路的需求和肯尼亚“2030 远景规划”，按照“建营一体化”的思路，开展可行性和规划设计，为肯尼亚提供适合当地发展需求的交通解决方案，打造一条推动当地经济社会发展的大动脉。

We are dedicated to sharing the responsibility of the government's economic & social development. We aim to promote policy coordination, facility connectivity, unimpeded trade, financial integration and people-to-people bonds. We give full play to our comprehensive strength, and meet the local demand for building a modern railway and promoting Kenya Vision 2030. Based on the thought of "integrating construction and operation", we have carried out feasibility research and design planning to provide Kenya with transportation solutions that are suitable for local development, and build a main artery that drives local economic and social prosperity.



马泽拉斯特大桥 陈诚 摄  
Mazeras Super Major Bridge (Photo by Chen Cheng)



## 提供当地所需的 交通解决方案

Providing Locally Needed  
Transportation Solutions

我们关切肯尼亚政府与经济社会发展急所，致力于提供最符合当地实际的综合解决方案。在肯尼亚标轨铁路项目策划阶段，我们充分发挥在当地 30 多年发展积累的经验和优势，与肯尼亚铁路公司及相关方进行广泛、深入的沟通，结合当地的经济状况，充分调研评估，为当地提供切实可行的交通解决方案。

We consider the Kenyan government's need for economic and social development, and are dedicated to providing comprehensive solutions that are most suitable for local practical conditions. In the planning stage of the Kenya SGR Project, we gave full play to the experience and strength we gained locally over the last three decades, made extensive and in-depth communication with Kenya Railways Corporation (KRC), took into consideration the local economic situation, made adequate investigation, research and evaluation, thus providing practical and feasible transportation solutions to the local people.

### 符合当地发展现状

Meeting the local development situation

从当地能源发展现状和经济性方面综合考虑，提出最适合当地发展的单线、120km/h 铁路，同时采用内燃牵引。以中国铁路一级标准为设计标准，保障铁路质量。

Considering the local energy development progress and economic efficiency, we put forward a most suitable plan of building a single-train 120km/h railway with diesel traction. When designing the railway, we looked up to China's first-class railways standard to ensure quality.

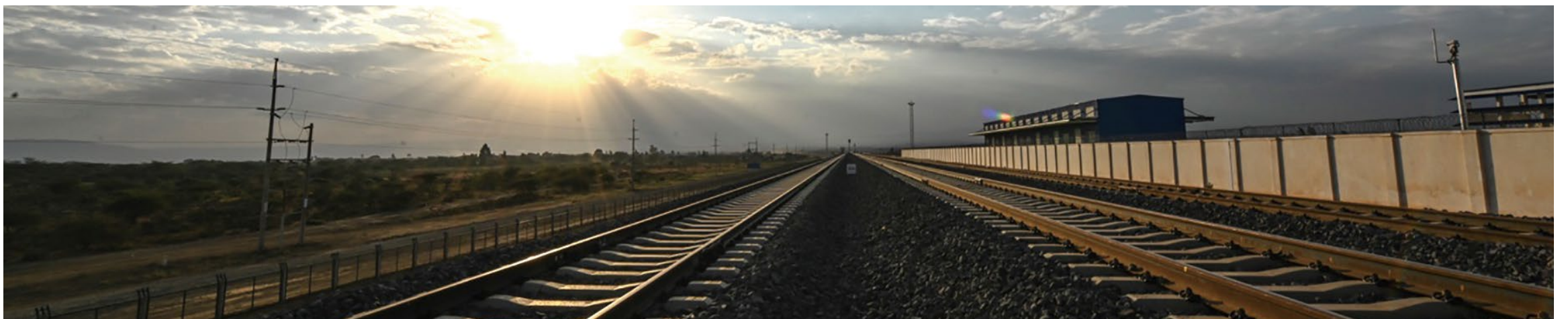


### 预留未来发展空间

Reserving development space for the future

预留双线和电力机车配套接口，等条件成熟后可升级为双线电气化铁路。在建筑限界、线路平面条件、站坪长度、路基/桥梁线下基础设施、站场布置等多方面预留了进一步提速、扩能的条件。

We plan to make a provision for double-train tracks and interfaces for connecting electric locomotive, so that the railway can be upgraded to a double-train electric one in the future, when there are abundant resources and proper technologies. We will also leave room for the future speeding up and capacity improvement in the building line, planar conditions, length of the station site, infrastructure under the roadbed/bridge line, and station yard arrangement.



### 推行港铁联运

Promoting port-railway multi-modal transport

建设蒙内铁路向蒙巴萨港区内延伸的铁路支线工程，实现蒙巴萨港和蒙内铁路“港铁联运”；建设内罗毕集装箱内陆港扩建项目，配备完备的铁路装卸、到发设施和集装箱装卸搬运设备，缩减集装箱的运输周期。

We built a railway branch extended from SGR Phase 1 to Mombasa Port area, realizing "port-railway multi-modal transport" between Mombasa Port and SGR Phase 1. We carried out Nairobi Inland Container Depot Expansion Project, established complete railway arrival and dispatching and cargo-handling facilities, as well as container handling equipment, to shorten the transport cycle of containers.



### 衔接城市交通

Connecting urban transportation

充分考虑与现有米轨铁路、内罗毕轻轨和内罗毕乔莫·肯雅塔国际机场接驳的条件，倾力打造内罗毕综合交通无缝衔接一体化枢纽。

We took into full consideration the current conditions for connecting the SGR Project into the existing meter-gauge railway and Nairobi's Jomo Kenyatta International Airport, and tried our best to build a complex, seamless and integrated transportation hub in Nairobi.



### 未来铁路规划

Future railway plan

内马铁路二期（纳瓦沙至基苏木）和三期（基苏木至马拉巴）的建成，将使肯尼亚境内的标轨铁路和乌干达境内的铁路接轨，推动东非区域互联互通和一体化进程。

The completion of SGR Phase 2B project (Naivasha – Kisumu) and SGR Phase 2C project (Kisumu– Malaba) will connect the standard gauge railway in Kenya with the railway in Uganda promoting inter-connectivity and integration process in East Africa.





## 坚持以人为本

### Adhering to People Oriented

肯尼亚标轨铁路坚持以人为本的设计理念，注重沿线居民便利，旅客安全、方便、舒适，建筑物与当地环境、文化相融等要素，在满足当地人民生活需求的同时，赋予人们和谐相融的视觉美感。

Kenya SGR Project sticks to the design philosophy of "putting people first", pays attention to the convenience of residents along the line, the safety, convenience and comfort of passengers, and merging of buildings into the local environment and culture, so as to deliver harmony and beauty while meeting local people's production and living demands.

#### 线路设计

##### Route design

贯彻节约用地的原则，尽量减少对耕地和林地的占用，在沿线农田区域有排灌需要的地方均设置排灌桥涵。

Following the principle of land conservation, we avoid occupying original arable land and forests as much as possible, and set up drainage and irrigation bridges and culverts in necessary spots in farmland along the railway.



#### 施工设计

##### Construction design

对沿线受铁路噪声、振动影响的30米内的敏感点，采取拆迁措施。合理安排施工作业时间，避免夜间进行高噪声作业。尽量采用低噪声、振动设备并采取必要的消声减震措施，减少施工噪音对沿线居民的影响。

We demolished buildings in the area that were within 30 meters from the railway, which might be affected by noise and vibration. We properly arranged the construction schedule to avoid high levels of noise at night. We used low-noise, low-vibration devices and adopted necessary noise- and vibration-absorbing measures to reduce the impact of construction noise on residents along the line.



#### 安全设计

##### Safety design

针对跨线公路桥和人行天桥，除在双侧设置人行道栏杆外，还在跨越铁路的孔跨设置屏蔽防护网，确保行人安全。

For cross-line highway, bridges and pedestrian overpasses, we set up not only sidewalk railings on both sides, but also protective nets at hole spans crossing the railway, so as to ensure the safety of pedestrians.



#### 车站设计

##### Station design

车站设计注重旅客安全、方便、舒适、美观等方面的需求，融入大量当地元素。对内罗毕、蒙巴萨地区的旅客疏解方案进行系统规划，考虑与城市轨道交通系统的同站换乘，方便旅客乘车和疏散。站台设计考虑遮挡阳光和雨水，同时提供更大公共空间。

Our railway stations address passengers' demands for safety, convenience, comfort and aesthetic value, and integrate some local features. We have made systematic plans to transport passengers in Nairobi and Mombasa. Passengers can get a transfer directly from the railway station to the urban rail transit system, and enjoy more convenient trips. The platforms are designed to have larger space free from the hot sun and rainfall.

蒙巴萨车站采用现代风格地标性建筑设计手法，以“灯塔”、“水波”、“海景”等寓意为题，展现当地海洋特色，打造蒙巴萨标志性建筑，引领本区域的发展和提升城市形象。

Mombasa Terminus was designed to be a modern landmark. The "beacon", "ripple" and "ocean view" features of the terminus coincide with local characteristics, making the building a landmark in Mombasa that drives local growth and improves the city image.



内罗毕车站设计采用“桥梁”、“门户”、“火车头”的元素，展现“两国友好合作”和“经济发展加速”的含义，打造内罗毕标志性建筑，提升肯尼亚首都形象。

Nairobi Station integrates local elements such as "bridge", "portal" and "locomotive", to refer to "friendly cooperation between two countries" and "speeding up the economic growth", striving to be a landmark in Nairobi and improve the image of the capital of Kenya.

基布韦齐车站坡屋顶充分融入肯尼亚传统元素，展现非洲的标志性形象，生动诠释当地建筑的特点；扩展的钢结构也是一个优良的遮阳系统，它可以阻止热量进入建筑内部，实现节能和环保的效果。

The sloping roof of Kibwezi Station fully adopts traditional Kenyan elements, displaying the iconic image of Africa and vividly interpreting characteristics of local buildings. The expanded steel structure, acts as a sun-screening system, that prevents heat from entering the building, thus saving energy and protecting the environment.





荣盖车站外部装饰通过人字形的悬挑结构，突出立面的层次感，三角形坡屋面的造型与当地民居文化实现了有机的融合。

The "inverted V"-shaped roof structure of Rongai Station shows different layers of facades. The slopping roof perfectly matches local folk residence culture.



恩贡车站结构主体采用混凝土框架结构。正立面造型顶部突起，两侧悬挑，犹如一只在非洲草原上展翅高飞的雄鹰。

The main body of Ngong Station is a concrete frame structure. The front facade, with the highest point in the middle and two stretching "wings" on both sides, looks like an eagle spreading wings on an African prairie.



麦马修车站的设计采用立面竖向符号，寓意东非大裂谷文化，又犹如非洲斑马的条纹。从正立面看高度错落，中间区域采用大V字形装饰并连接，实现了建筑风格的多样化。

Mai Mahiu Station highlights vertical elements to indicate features of the East African Great Rift Valley and also African zebra stripes. Looking from the front, different heights of the buildings and V-shaped decorations in the middle deliver a more diversified and vibrant architectural style.



### 定制机车

Tailor-made locomotives

针对肯尼亚的独特地理特点和气候特点，为肯尼亚铁路量身定制客运、货运、调车机车，如针对沙尘较大区域改进空气过滤装置，针对当地紫外线较为强烈的情况，对车外门窗玻璃、窗胶条等车外非金属部件的防紫外线进行了特殊改进。

根据当地旅客需求进行客车设计，提供硬座、软座、餐车等 10 个品种；根据当地人体型调整座椅空间，桌板可以调整，获得更大空间；设置一、二等座位，满足不同旅客的需求。

Considering Kenya's unique geography and climate, we have tailor-made passenger, freight and shunting locomotives for the SGR Project. For example, we have installed air filters for dust-prone areas, and adopted specific improvements for regions with higher ultraviolet radiation levels, like strengthening the anti-UV capacity of non-metal parts out of the locomotives, including outer doors, window glass and window seals.

We design passenger locomotives according to local people's needs, and provide 10 types of carriages including hard-seat, soft-seat and dining cars. The seats and tray tables can be adjusted to fit different people and spare larger seating space. First-class and second-class seats are provided to meet different demands.



### 定制服务

Tailor-made services

- 在火车站的信息和公告服务中，以英语为主，部分采用斯瓦西里语；
- 遵从当地风俗，设置男女分开的安检入口；
- 加强旅客乘降无障碍设施的建设；
- 在传统窗口售票方式的基础上增加了市内移动售票、电话订票、MPESA 支付等方式，方便旅客购票。

- We provide information and announcements in English in most railway stations, and Swahili in some stations;
- We respect local traditions and set up separate security check entrances for male and female passengers;
- We provide more accessibility facilities;
- Apart from traditional ticket offices, we provide other channels for passengers to buy tickets conveniently, such as mobile ticket offices in downtown, telephone booking hotline and MPESA payment.





## 维持发展与环境的平衡

Maintaining the Balance Between Development and Environment

为了保护肯尼亚的野生动物，铁路在设计中严格遵循肯尼亚整体规划，注重保持原有自然风貌，尽量避免和减少对自然景观的改变，尽可能减少铁路对野生动物的影响。

To protect the wildlife in Kenya, we strictly follow the overall development plan of Kenya when designing the railway, maintain the original natural features, avoid and reduce changes to the natural landscape as much as possible, and endeavor to minimize the impact of the railway on the wildlife.

### 利用既有交通走廊，减少生态影响

Using existing transportation corridors to minimize ecological impacts

选线设计重点考虑合理利用既有交通走廊，以减少对保护区整体生态系统的二次分割，避免铁路对保护区环境的影响扩大，减少土地浪费。蒙内铁路项目大部分路段与既有铁路贴近并行。

In route selection and design, we try to put existing transportation corridors into full play to reduce secondary damage to the overall ecosystem of the protected area, thus avoiding greater impact on local environment and reduce land waste. Most sections of SGR Phase 1 are almost constructed in parallel to the existing railways.



### 设置野生动物通道，方便动物迁徙

Opening up specific migration passages for wildlife

铁路通过野生动物保护区时，根据沿线动物的迁徙种类和路线，以及生存饮水的需要，结合河流、沟渠设置了动物通道及引导设施。

In sections where the railway coincides with the wildlife conservation area, migration passages and guiding facilities are set up as a supplement to existing rivers and ditches to fit different migration types and routes of animals, meet different demands for drinking water.





### 延长加高桥梁，方便动物通行

Extending and elevating the bridge to let animals pass

根据大象、长颈鹿等大型动物的活动习性，在全线多处设置桥梁形式动物通道，在大河处适当延长跨河桥梁引桥，加高桥梁高度，方便动物通行。内罗毕国家公园特大桥全线高架跨越公园区域，满足各类动物通行需要。

We set up animal bridge passages for big animals like elephants and giraffes according to their living habits in various spots along the railway. At large rivers, we properly extend the approaches of cross-river bridges and elevate the bridges to let animals pass. The super bridge crossing through the whole Nairobi National Park is designed to be high-elevated to fit the passing needs of all kinds of animals.



### 设置电栅栏，避免动物进入铁路红线范围

Setting up electric fences to avoid animals from entering the railway corridor

在野生动物栖息区附近的线路两侧设置电栅栏，以避免动物直接横穿铁路，确保动物的通行安全和铁路的行车安全。

In wildlife habitats along the railway, we set up electric fences on both sides of the rails to stop animals from crossing, thus ensuring animal safety as well as the driving security of trains.



### 降低桥墩面积，减少公园土地的占用

Reducing the area of piers to occupy less park area

内罗毕国家公园特大桥桥台采用 T 型桥台，其中桥墩基础总占地约 0.55 英亩，最大程度减少了对公园土地的占用。

The abutment of the super bridge in the Nairobi National Park is T-shaped. The pier bases cover an area of about 0.55 acre, reducing the occupied space in the park to the greatest extent.



### 采取隔音措施，降低列车通过噪音

Adopting soundproof measures to minimize the noise of trains passing by

铁路穿过内罗毕国家公园特大桥采用了特殊工艺的声屏障梁，还在桥梁两侧安装了声屏障，降低列车通过时的噪音。

The special sound-proof beam and sound-proof barrier are both used in the super major bridge in Nairobi National Park for minimizing the noise of passing trains.



蒙内铁路全线共设置大型野生动物通道 **14** 处、桥梁 **79** 座及 **100** 多处涵洞式通道。

内马铁路一期全线共设置大型野生动物通道 **12** 处、桥梁 **29** 座及 **148** 处涵洞式通道。

SGR Phase 1 design has incorporated **14** passages, **79** bridges and over **100** culverts for large wild animals.

SGR Phase 2A design has incorporated **12** passages, **29** bridges and **148** culverts for large wild animals.





### 尽最大可能降低对内罗毕国家公园的影响

Minimizing the project's impact on the Nairobi National Park to the greatest extent

内马铁路穿越内罗毕国家公园线路和建设方案是经过对多种方案反复对比后做出的选择。

The SGR Phase 2 crosses through the Nairobi National Park as a route and construction plan which was decided after comparing various schemes over and over again.

“

我们尽可能在交通设施建设和公园保护中寻求最佳方案。内马铁路采用 6.5 公里特大桥穿越公园的方式，占地面积最少，园内动物可自由穿行，最大程度地减少了对野生动植物的影响。

——肯尼亚野生动物保护局内马铁路项目协调员布瓜尔

We tried our best to seek for the optimum plan that balances transport facilities construction and park protection. The SGR Phase 2 Project adopts the plan of building a 6.5km super-bridge that runs across the whole park, realizing the minimum occupied area. Animals in the park can still pass freely. The impact on wildlife is minimized.

—Mbugua, SGR Phase 2 Project Coordinator, Kenya Wildlife Service

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- 采用全线高架跨越公园区域，高架净空最低 **6** 米，最高 **42.5** 米，最低处都可以保证长颈鹿自由穿行；
- 特大桥桥梁孔跨样式采用 **200** 孔 **32** 米后张法预应力混凝土梁，其中公园内 **181** 孔采用声屏障梁；
- 安装声屏障，尽量降低列车通过时的噪音；
- 桥墩基础总占地约 **0.55** 英亩，最大程度减少对公园土地的占用。
- A high-elevated bridge crossing the national park is set up, with a minimum clearance of **6** meters, and a maximum of **42.5m**. Even the lowest spot can allow giraffes to pass freely;
- The hole span of the super bridge is a post-tensioned concrete beam with **200 32**-meter holes. **181** holes are equipped with sound barrier girders;
- Sound barriers are installed to minimize the noise of trains passing by;
- The pier bases cover an area of about **0.55** acre, reducing the occupied space in the park to the greatest extent.





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# 共建

## 高质量的标轨铁路

Joint Contribution:  
Building High-quality Standard  
Gauge Railways

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做政府购买公共服务的优质提供者，促进区域交通基础设施联通。我们全面落实“334”工程要求，坚持高质量建设、高品质运营，保护生态环境，打造品牌文化，为肯尼亚政府提供优质高效的公共产品和服务，以质优产品和服务树立企业品牌，打造高品质、可持续的标轨铁路。

We aim to provide good public service for the government, and accelerate the connectivity of infrastructure for regional transport. We comprehensively implement “334” engineering requirements, stick to high-quality construction and high-standard operation, and protect the ecological environment. Building brand culture, we provide high-quality and high-efficiency products and services to the Kenyan government and aim to build a brand with high reputation and deliver high-quality, sustainable standard gauge railways.



内马铁路铺架  
Track laying and girder erecting



## 打造项目管理典范

### Building a Project Management Model

肯尼亚铁路项目围绕中国交建“建设世界一流企业”的总体目标，固本强基、提质增效，切实做好“334”工程和目标管理，结合项目实施重点和难点，健全项目管理体系，倾力打造“世界一流企业项目管理典范”。

Focusing on CCCC's overall goal of becoming "a world-class enterprise", Kenya SGR Project consolidates the foundation, improves quality and enhances efficiency, and practically ensures "334" project and objective management. Based on the key points and difficulties in project implementation, we improve the project management system to build a world-class project management model.

## 全面落实“334”工程

### Comprehensive implementing "334" Project

内马铁路一期项目全面推进“334”工程的目标要求，在蒙内铁路成功经验的基础上进一步提升管理，通过“三基”、“三全”、“四化”和目标管理全面系统提升管理品质。在落实“四化”要求的基础上，进一步将管理责任具体化、目标明确化、过程精细化，提出“集约化、标准化、信息化、专业化、精益化、属地化”管理手段，倾力打造项目管理典范。

The SGR Phase 2A Project comprehensively implements and improves performance on the objective and requirements of "334" Project, and further improves management level based on the current success in SGR Phase 1. Through following "three basics", "three overalls" and adopting "four management methods" and objective management, we improve the management quality in a comprehensive and systematic manner. Based on meeting the requirements of "four management methods", we have further specified management responsibilities, clarified goals and refined work procedures. We put forward and implement "intensified, standardized, digital, professional, streamlined and localized" management, aiming to build exemplary project management.



内马铁路一期恩贡山隧道  
Ngong Tunnel of SGR Phase 2A

## 项目管理目标 Project Management Objectives

### 打造世界一流项目管理典范 Building world-class project management model

### 全面落实“三三四”要求 Comprehensively implementing "334" requirements

#### 落实“三基” Three Basics

重基层，强基础，苦练基本功，扎根生产一线，强化现场技术管控，扎实做好项目基础管理工作

Paying attention to grassroots (basic-level) staff, strengthening the basis, practicing hard basic skills, working hard on the production front line, strengthening on-site technology management and control, and bettering basic project management

#### 落实“三全” Three Overalls

持续强化全面预算管理、全成本核算、全面绩效考核工作，提高项目管理效率

Continuously strengthening the overall budget management, overall cost accounting, and overall performance assessment to improve the project management efficiency

#### 落实“四化” Four Management Methods

技术保障体系、物资装备保障体系、安质环保控制体系、项目进度管理体、人力资源管理、公共安全保障、公共关系维护、财务税务管理、合同成本控制和项目文化建设体系

Ten management systems covers technical, materials and equipment, safety, quality and environmental control, construction progress, human resources, public security, public relations, finance, contract planning and team building.

## 项目创新管理 Project Innovation Management

### 责任引领 奉献至上 诚信基础 创新动力 融合共赢 跨越发展

Responsibility fulfillment, Commitment foremost, Integrity oriented, Innovation-driven momentum, Win-win cooperation, Leapfrog development

#### 管理方法 Management methods

有思路、重方法；建团队、扬激情；担责任、讲奉献；塑文化、促和谐

Valuing innovative thinking and methods; arousing enthusiasm through team building; assuming responsibility and making contributions; developing corporate culture and promoting harmony

#### 管理模式 Management pattern

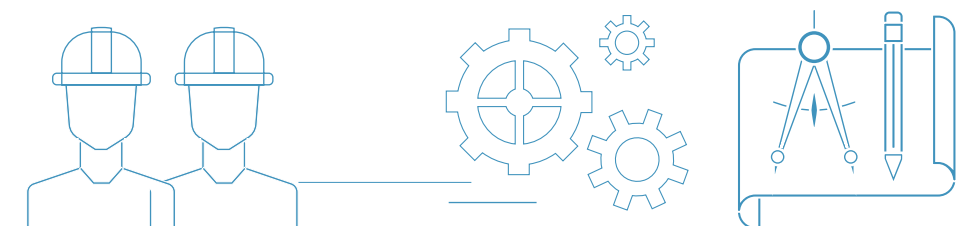
体系完善、管理科学、文化和谐、合作共赢、价值创造

Improved system, scientific management, harmonious culture, win-win cooperation, value creation

#### 管理体系 Management system

技术保障、物资装备保障、安质环保控制、项目进度管理、人力资源管理、公共安全保障、公共关系维护、财务税务管理、合同成本控制和项目文化建设十大体系

Ten management systems covers technical, materials and equipment, safety, quality and environmental control, construction progress, human resources, public security, public relations, finance, contract planning and team building







## 打造国际品牌

Building an international brand

肯尼亚标轨铁路项目以中国交建“全面建设具有国际竞争力的世界一流企业”的总目标为引领，积极践行“五商中交”战略，做所在国“政府与经济社会发展急所的责任分担者”、“区域经济发展的深度参与者”、“政府购买公共服务的优质提供者”，把肯尼亚标轨铁路建成经得起运营考验和历史检验的百年不朽工程，建成具有国际先进管理水平的标准化示范项目。

Guided by the CCCC's overall goal of becoming "a world-class enterprise with global competitiveness", Kenya SGR Project practically implements the strategy of "Featured CCCC in Five Fields", and is dedicated to sharing the responsibility of the government and economic & social development, engaging in regional economic development, and assisting the government in providing good services to the people. We aim to build Kenya SGR Project into a long-lasting engineering works that can stand the test of operation and historical examination, and become an exemplary project with global advanced management level.

肯尼亚标轨铁路项目实施设计、施工、运营的全产业链一体化，把适合当地发展的铁路标准、技术装备引入肯尼亚，在服务当地经济社会发展的同时，增强了“中国交建”和“中国路桥”品牌的核心竞争力。

The Kenya SGR Project introduces the whole industrial chain including design, construction and operation, introduces railway standards and technologies that fit local development to Kenya, and enhance the core competitiveness of CCCC and CRBC while serving the local economic and social growth.



## 建设项目文化

Building project culture

我们在尊重当地文化传统，坚持合规经营的基础上，从中国传统文化中汲取养分，将优秀传统文化融入到企业文化体系中，在继承和发扬传统文化过程中，让传统文化滋养全体员工的精神世界、指引全体员工的行为规范。

While respecting local culture and traditions and sticking to compliant operations, we learn from the essence of Chinese traditional culture, and integrate it into our corporate culture system. During the process of inheriting and further promoting the traditional culture, the culture can nourish every employee's mind and guide the code of conduct of all staff members.



我们传承中国交建百年文化传统，牢记责任为重，以“让世界更畅通、让城市更宜居、让生活更美好”为愿景，秉承“交融天下、建者无疆”的企业精神，建立了“责任引领、奉献至上、诚信基础、创新动力、融合共赢”的核心文化理念，为建设品质标轨铁路奠定了深厚的基础。

We adopted CCCC's century-old culture and traditions, and remind ourselves of the responsibilities we bear all the time. Upholding the vision of "Build a More Connected World, Create a More Habitable City, Live a Better Life", we stick to the corporate spirit of "Transportation Integrates the World, The Builder's Field Is Boundless" and develop a core culture of "Responsibility fulfillment, Commitment foremost, Integrity oriented, Innovation-driven momentum, Win-win cooperation, Leapfrog development", laying a solid foundation for building high-quality standard gauge railways.

企业使命 Corporate Mission	企业愿景 Corporate Vision	企业核心价值观 Corporate Core Values	企业精神 Corporate Spirit
固基修道 Solid Foundation 履方致远 Good Morality and Proper Behavior Lead to a Better Future	让世界更畅通 Build a More Connected World 让城市更宜居 Create a More Habitable City 让生活更美好 Live a Better Life	公平 Fairness 务实 Practicality 包容 Inclusiveness 创新 Innovation	交融天下 Transportation Integrates the World 建者无疆 The Builder's Field Is Boundless



## 高质量建设

High-quality Construction

### 确保质量与安全

Ensuring quality and safety

我们以打造“百年精品工程”为目标，深化“专业化、精细化、标准化、数字化”工作，编制各项质量和安全管理制度并严格落实，加强员工质量、安全培训，确保各施工工序质量可控。

With an aim to build a “long-lasting railway”, we have enhanced our work on “professionalism, refinement, standardization and digitization”, compiled quality and safety management regulations strictly put into practice. We also strengthen employee training on quality and safety, and ensure all links of construction are under quality control.

我们建立全方位科技创新管理体系，联合研究院、高等院校等专业科研机构，开展“东非铁路全产业链成套技术”“穿越东非大裂谷设计和建造关键技术”等方面的技术研究，促进项目高质量、绿色、可持续发展。

We set up an all-round scientific and technological innovation management system, collaborate with professional scientific research institutes like research institutes and colleges & universities, and carry out technological research in “packaged technology for the whole industry chain of East African railway”, “key design and construction technologies for overcoming the challenging geological conditions of the East African Great Rift Valley”, etc., to promote high-quality, green and sustainable development of the project.

#### 多措并举，降低东非大裂谷地壳活动对铁路的影响

Adopting multiple measures to reduce the impact of crustal motion at the East African Great Rift Valley on the railway

内马铁路一期项目穿越地壳活动活跃的东非大裂谷。我们采取多种措施，尽可能降低地壳断层活动对铁路带来的安全隐患。在项目规划阶段，邀请来自中国地震局的地质专家，对铁路沿线地震带进行全面的地质勘察，并按照大大高于可能损害的强度进行抗震设防。为减轻地震影响，将车站的墙壁和屋顶像一个巨大的鸟巢一样捆绑在一起，通过跨越连接转移力量，并建设良好的地基，将建筑物与潮湿和柔软的土壤隔离；建设更高、更宽的路基和边坡，在铁轨下铺设橡胶垫板，减少列车震动；桥梁建设采用大跨度连续梁桥，加装阻尼器，并用钢筋网片加固桥墩。通过以上措施，尽可能减少地壳活动对铁路的影响。



内马铁路横跨东非大裂谷  
SGR Phase 2 stretches over the East African Great Rift Valley

Since SGR Phase 2A passes through the East African Great Rift Valley with active crustal activities, we adopted multiple measures to minimize the possible hazardous impact of faulting on railway. In the planning phase, geological experts from China Earthquake Administration were invited to make a comprehensive geological survey of seismic zones along the railway to ensure much higher earthquake fortification level than the potential damaging level. To reduce the impact of earthquakes, the walls and roofs of railway stations are designed like a giant tied-up bird nest to relieve physical pressure; a sound foundation is established to segregate the building from moist and soft soil; higher and wider roadbeds and side slopes are built, and rubber tie-plates are installed beneath the rails to reduce vibration; large-spanned continuous beam bridges are established with dampers and the piers are strengthened with reinforcing fabric pads. Through adopting the above measures, the potential impact of crustal activities on the railway is minimized.

#### 内马铁路一期项目质量管理工作

Quality Management of the SGR Phase 2A Project

##### 健全质量管理体系

Improving the quality management system

编制《内马铁路项目质量管理体系》以及多项质量管理办法和质量管控文件，涵盖项目各施工阶段和工序，为保障工程建设质量奠定制度基础。

Compile *Project Quality Management System for the SGR Phase 2 Project* and a number of quality management regulations and documents to cover all construction stages and processes of the project, thus laying an institutional foundation for the quality of engineering construction.

##### 加强关键工程信息化管理

Strengthening IT-based management of key engineering links

搭建混凝土搅拌站信息化监控系统、路基过渡段回填信息管理平台、隧底虚渣清理信息管理平台，实时监控相关生产过程的施工质量，及时纠正偏差。

Build a monitoring system for the concrete batching plant, an information management platform for backfilling roadbed transition sections, and an information management platform for clearing dreg at the bottom of tunnels, to monitor and control the construction quality of relevant processes and correct deviations simultaneously.

##### 加强员工培训

Strengthening employee training

编制工程施工工序质量检查要点及检查方法，组织员工学习每道工序的施工作业、质量标准及作业细则，并进行考试，提高质量意识及操作技能。

Issue key points and methods of quality inspection in all processes of the project, organize staff to learn the construction techniques, quality standards and detailed requirements of each link, and test them with an exam, to raise the quality awareness and train the working skills of employees.

##### 坚持“样板引路、试验先行”

Upholding the principle of “leading role of model and pilot project first”

施工之前先开展试验段施工，探索完善标准化的工艺工法，制定和颁布相应的作业标准和工艺流程，以点带段，以段带线，全线推广，促进规范和标准化施工，提高施工质量。

Conduct trial construction in different construction sections before formal construction, determine the model project, unify standards and technology, and publicize project construction experience of typical construction points, sections and lines to comprehensively elevate construction quality.

##### 加强过程控制，落实质量奖惩制度

Strengthening process control and implementing a rewards and correction system to ensure quality

每天开展巡检工作，检查施工质量情况，一旦发现质量隐患，及时下发问题通知单、检查通报、发牌，并限期整改。

Conduct inspection every day, check the construction quality; once quality hazards are identified, timely send problem notifications, conduct inspections and report the results, issue different levels of warnings and request rectification within a specified period.

##### 开展“质量月”活动

Organizing “Quality Month” series campaign

2018年9月开展“质量月”活动，进行质量管理培训34次，累计培训1594人次；开展19次质量巡查，实时完善质量，并促进质量管理水平进一步提高。

Carried out “Quality Month” campaign in September 2018, organized 34 quality management trainings with 1,594 participants in total, conducted 19 quality inspections to improve quality in real time, and push further improvement in the quality management level.



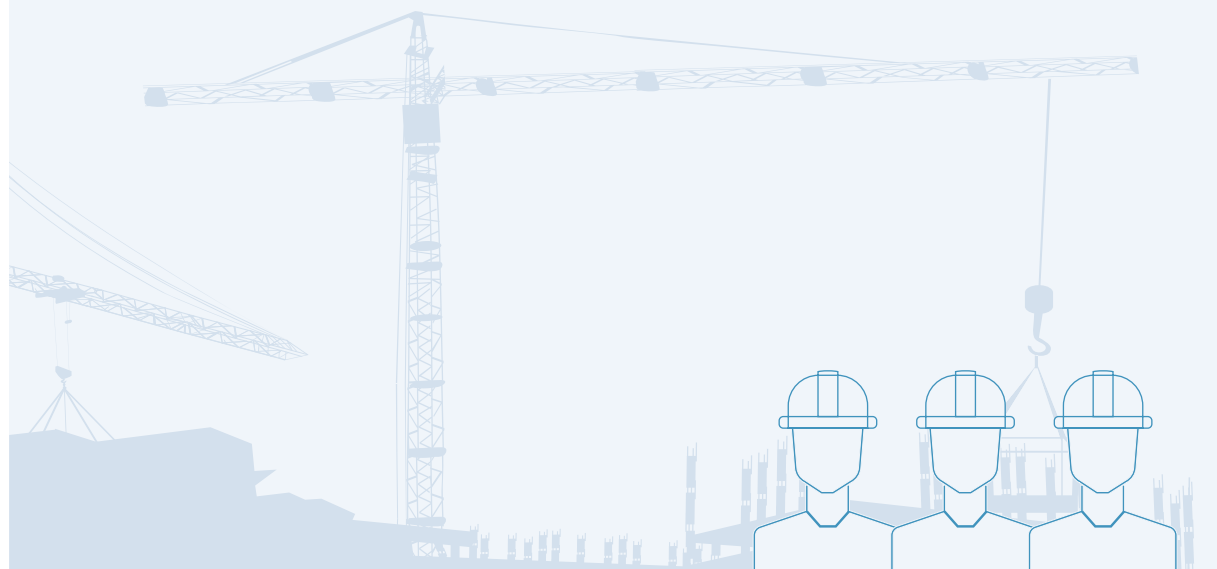
**精益化生产，细节彰显品质**  
Lean production and details show quality

内马标轨铁路一期项目始终坚持高标准规范，对全线 11 座拌和站和 19 套拌和机进行实时监控，通过信息化系统实现了生产数据实时上传的动态管理，高效确保了高质量混凝土的生产。

The SGR Phase 2A Project always sticks to high standards. 11 mixing units and 19 mixers along the whole line are monitored in real time. The IT-based system realizes dynamic management of real-time production data uploading, thus ensuring production of high-quality concrete with high efficiency.

特种许可的埃马力、纳罗克两个铁路预制场和轨枕厂通过国家铁路产品质量监督检验中心 CRCC 认证，并严格按照标准和工艺生产预制梁枕，认真做好每一个细节，保证了产品的优秀品质。

The specially-approved Emali and Narok precast yards and sleeper plants pass the certification of China Railway Test and Certification Center Limited (CRCC), and produces precast beams and sleepers in strict accordance with relevant standards and processes, to ensure that every detail is perfect in quality.



**内马铁路一期项目安全管理工作**  
Safety Management of the SGR Phase 2A Project

开展专项治理活动  
Carrying out specific governance activities

开展安全教育培训、责任制落实、风险辨识和管控、交通安全管理、文明施工、应急管理等方面的督导工作，提高安全意识，完善安全管理体系，提升施工现场安全管理水平。

Supervise and advise safety trainings, accountability system, risk identification, management and control, traffic safety management, civilized construction, emergency management, etc.; raise safety awareness, improve the safety management system and enhance the on-site safety management level.

加强员工通勤安全管理  
Strengthening commuting safety management of employees

购置或租赁性能优良、符合当地要求的通勤巴士，辅以发放交通补贴、提供住宿等方式，解决肯方员工通勤问题。严禁非乘用车运送员工。

Buy or rent high-performance commuting buses according to local requirements, offer complementary transport allowances or provide accommodation to solve the commuting difficulties of Kenyan employees and strictly forbid transporting employees in non-passenger cars.

加强雨季施工安全管理  
Strengthening construction safety management in rainy season

加强雨季施工管理，建立防洪应急机制，做好防汛物资储备。雨季期间未造成人员伤亡，未出现因雨季施工造成水流不畅影响当地居民的情况。

Strengthen construction management in rain season, set up an anti-flood emergency response mechanism, and prepare enough supplies to prevent flood, with zero casualties and no impact of ponding on local residents due to construction during rainy season.

开展“安全生产月”活动  
Carrying out “Work Safety Month” series activities

开展系列安全活动，不断凝聚安全发展共识，提升员工安全责任意识，建设安全文化，落实全员安全生产责任制。

Organize series safety activities to reach a consensus on safe development, raise employees' awareness of safety responsibility, promote safety culture and fully implement the work safety responsibility system.

保障重点工程安全完工  
Ensuring the safe completion of key engineering projects

内马铁路一期重点监控的三条隧道和四座特大桥安全完工。

Three key projects in SGR Phase 2A, i.e. three tunnels and four super-large bridges, are completed safely.

及时开展安全检查  
Timely carrying out safety inspections

每周开展四次以上安全巡查，每月组织安全综合考评，并不定期开展安全专项检查。针对发现的安全问题及时督促整改落实。

Not less than four safety inspections are carried out each week. A comprehensive safety examination and evaluation is organized every month. Specific safety checks are carried out randomly. Identified safety issues are timely supervised and urged to be rectified.



第三项目经理部开展安全生产月活动  
“Work Safety Month” campaign of the Section 3



第九项目经理部开展安全检查  
Safety Inspection conducted by the Section 9



## 落实环境保护

Protecting the environment

肯尼亚标轨铁路项目建立绿色施工管理体系，精心策划施工组织方案，加强野生动植物保护，开展节能环保研究，积极参与环保公益活动，实现了项目经济效益、社会效益和环境效益的统一，走出了一条绿色发展之路。

Kenya SGR Project has established a green construction management system to provide well-plan construction schemes and strengthen wildlife protection, carried out energy-saving and environmental-friendly research and actively participated in environment-protecting activities for public benefit, so as to unify economic, social and environmental benefits as a whole, thus embarking on a development path of green growth.

### 绿色施工

Green construction

聘请专业的环评公司，为标段环保管理和环评提供业务咨询，同时积极采纳肯方环保监理的意见，遵从当地环保惯例，做好降尘、降温、减震、隔声、排污等环保工作。

We hire professional environmental impact assessment companies to evaluate the impact of our project sections on local environment and water resources, adopt the suggestions of the Kenyan environment supervisors and follow local traditions in environmental protection to reduce dust pollution, cooling the temperature, reduce vibration and noise, and discharge sewage properly.



隧道通风降尘设备  
Tunnel ventilation and dust control equipment



轨枕自动喷淋系统，减少水资源浪费  
Automatic spraying system installed on sleepers to reduce the waste of water

### 恢复治理

Ecological restoration

项目边坡防护以植被防护为主，6米以下路基采取植草护坡，6米以上路基采用人字型骨架护坡。严格按照环评证书要求落实环保措施，对取弃土场进行回填和植被恢复。

We mainly adopt vegetation slope protection and set herringbone roadbed slope protection structure for roadbeds less than six meters, and grass slope protection for those over six meters. We implement environmental protection measures in strict accordance with requirements of the EIA certificate to back-fill the damaged grounds and restore the vegetation cover.



## 保护野生动物

Wildlife protection

禁止购买、捕杀、食用野生动物，施工时不得干扰野生动物。响应当地动物保护组织的请求，救助野生动物。参加环保公益活动，宣传节能减排和环境保护。

Buying, hunting and eating wild animals is strictly forbidden. The construction process did not disturb the life of wild animals. We responded to the call of local animal protection organizations to rescue and help wildlife, and participate in public welfare activities to advocate energy-saving, emission-reduction and environmental protection.



救援被困野生大象  
Rescuing trapped wild elephants



赞助并参与“世界野生动植物日”当天察沃国家公园内的垃圾清理活动  
Sponsoring and participating in the garbage cleaning activity in Tsavo National Park on World Wildlife day



2018年至2019年10月31日，肯尼亚标轨铁路项目  
From 2018 to October 31, 2019, Kenya SGR Project

开展环评工作

**114**项  
Finished 114 EIA tasks

取得环评许可证

**114**张  
Obtained 114 EIA licenses

项目环评通过率

**100**%  
Passed 100% of EIAs



### 减少对海域动植物的影响

Reducing the impact on marine animals and plants

蒙内铁路港支二期跨海大桥施工需要跨越蒙巴萨港区内相关海域，项目部聘请当地专业团队，使用水下机器人每月定期对施工海域内的海洋生物进行一次监测，有针对性地做好环保措施，有效保护了施工海域的动植物。



Since the cross-sea bridge in SGR Phase 1 Port Project needs to span a sea area in Mombasa Port, the project department recruits a local professional team to monitor and test the marine life in the affected area monthly by using remote operated vehicles (ROV), to take targeted measures to protect the environment and effectively protect affected animals and plants.



### 保障建设过程中河道畅通

Ensuring unblocked river channels during construction

内马铁路第一项目经理部工程建设经过内罗毕国家公园区域河流。项目部在旱季河流断流时进行河道低洼处施工，施工前合理制定河道处施工方案，施工后及时疏通河道，设置管涵，保证河道畅通。

The Section 1 of SGR Phase 2 passes through the river in Nairobi National Park. The Section carried out construction at the lower end of the river during dry season when the flow was cut off, and made a proper construction plan for the affected river channels before construction. The team timely cleaned up the river channels after completing construction, and set up pipes and culverts to ensure smooth flow in the area.

## 高品质运营

High-quality Operation

2017年6月蒙内铁路开通运行以来，旅客上座率已达90%，并每月增加一对货车。非洲之星铁路运营有限责任公司（简称“运营公司”）根据肯尼亚实际情况，参考中国铁路管理理念和管理体系，建立蒙内铁路管理体系，为肯尼亚民众带来“便捷、高效、安全、舒适、准时”的客货运服务。内马铁路一期运营各项工作也在有序推进。

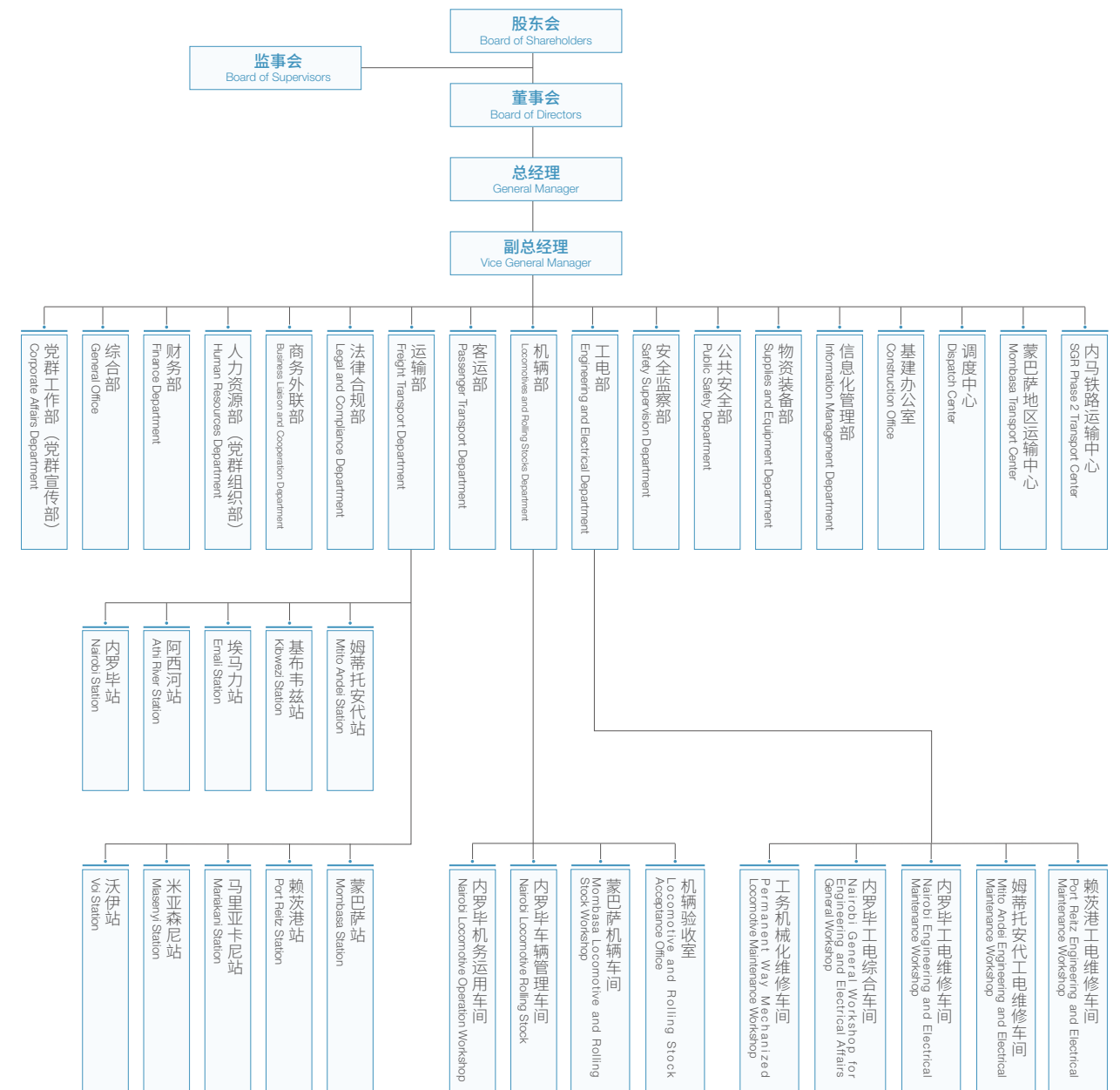
Since SGR Phase 1 was officially put into service in June 2017, the seat occupancy rate has reached 90%. One set of freight trains is increased monthly. Guided by China's railway management philosophy and system, African Star Railway Operation Company ("the Operating Company" in short) established a management system for SGR Phase 1 based on the reality in Kenya, and thus has brought "convenient, highly efficient, safe, comfortable and punctual" passenger and freight transport services to Kenyan people. The work for the operation of SGR Phase 2A is also being advanced in order.

## 体制创新

Institutional innovation

运营公司采用中国成熟的铁路管理模式，创新铁路运营管理体制和架构，综合利用资源，为蒙内铁路提供直接、有效的一体化运输经营服务。运营公司压缩运营管理层级，采用两级管理，将“车务、机务、工务、电务、车辆”五大专业管理体系按照“扁平化、矩阵式”模式进行优化，并采用统一集中的“综合站区管理”。

The Operating Company adopts a mature railway management model in China, innovates in railway operation management system and structure, and comprehensively utilizes resources to provide direct and effective integrated transportation operation services for SGR Phase 1. It compresses and streamlines operation management levels, adopts a two-level management structure, optimizes the management structure for employees specializing in five major systems including train operation and station management, locomotive maintenance, permanent way maintenance, signaling equipment maintenance, and rolling stock maintenance into a more "flattened and matrix" one, and carries out unified and centralized "comprehensive station area management".





## 技术创新

Technological innovation

运营公司根据肯尼亚在法律、运输环境、人文因素、气候条件、物资供应等方面的特点，对中国标轨铁路的技术管理标准体系进行创新，以更好地适应肯尼亚实际情况。

Considering Kenya's local features in the legal system, transport environment, culture, climate, supplies and resources, the Operating Company innovates in the standard technological management system of Chinese SGR to better adapt to the local situation.

针对蒙内铁路沿线气温变化小的实际情况，我们积累气候条件对车辆和线路产生磨损的数据，分析研判后调整设备的修程修制和运用周期。开展车载热成像防撞研究，开发自动报警功能，减少车辆行驶过程中行人或动物入侵，提升运行安全。

Considering the temperature varies slightly in different areas along SGR Phase 1, we accumulate and analyze the data on vehicle and rail abrasions caused by specific weather conditions, and then adjust the maintenance and repair system of equipment as well as the utilization cycle. We also conduct vehicle-mounted thermal-imaging anti-collision research, and have developed an automatic alarm function to avoid passengers or animals from running into trains and thus improved operational safety.



## 管理创新

Managerial innovation

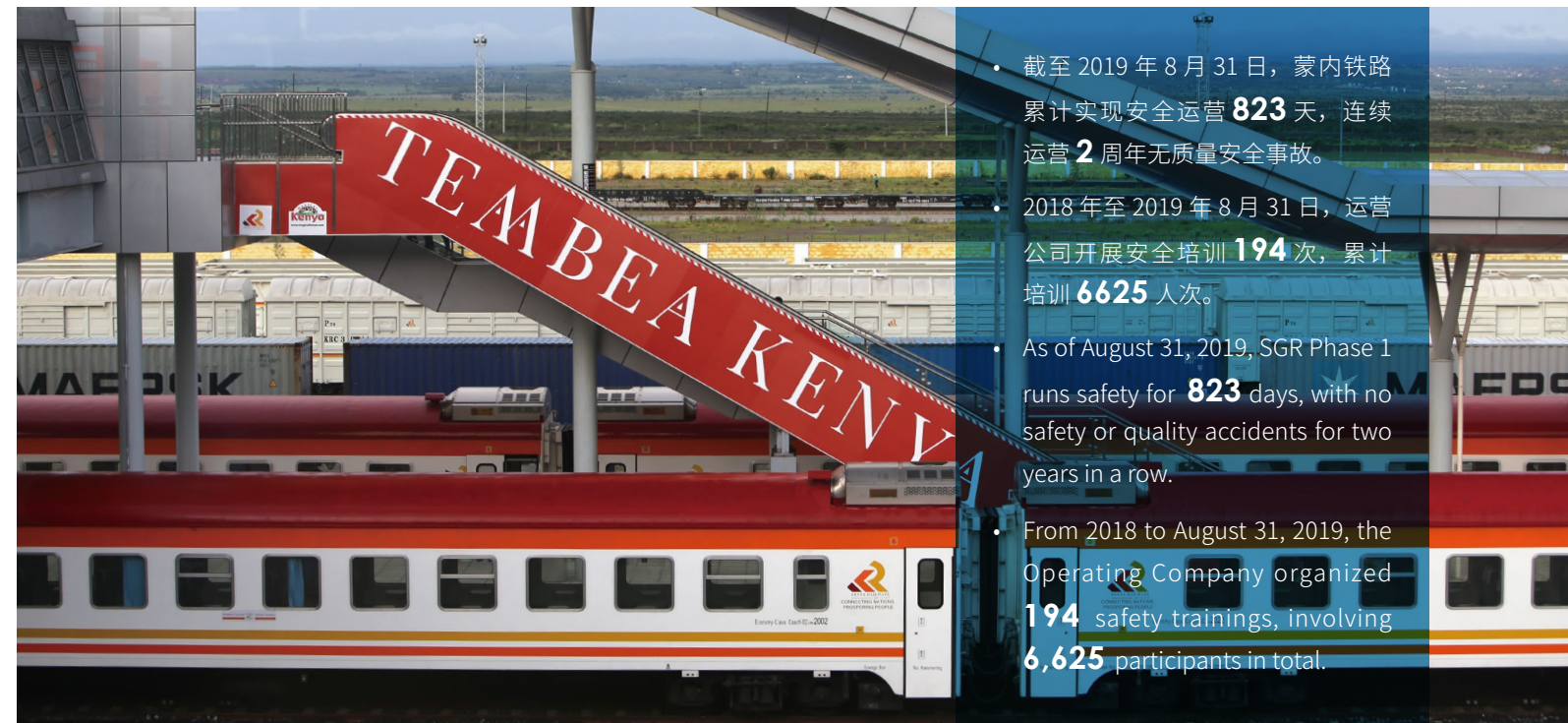
我们根据肯尼亚当地实际，不断修订和调整铁路运营管理制度，以更好地适应当地员工的思维方式及工作习惯。公司在中国铁路规章管理体系的基础上，在安全、规章、制度等方面创新性构建了400余万字的管理体系。

We have constantly revised and adjusted the railway operation management system based on the local conditions to better adapt to the thinking mode and work habits of local employees. On the basis of China's railway regulatory management system, we have innovatively built a management system of more than 4 million words in terms of safety, regulations and systems, etc.



安全是蒙内铁路运营的第一要务。运营公司成立安全生产委员会，每月召开安全生产分析会，配备专职安全监察11名。根据铁路运营实际情况健全安全管理相关制度，已发布安全管理制度30项。每年组织安全主题教育讲座，定期进行安全教育知识普及，开展安全应急演练活动，并通过制度落实安全责任，制定奖惩措施，有效提升了员工的安全生产意识和能力。

Safety is the top priority for SGR Phase 1. The Operating Company set up the Work Safety Committee with 11 full-time safety inspectors to hold monthly work safety analysis meetings. The Committee improves safety management regulations according to the operation, and has issued 30 relevant regulations. The Committee organizes lectures on safety education each year to popularize safety knowledge on a regular basis, carries out emergency drills, fully implements the safety accountability system, and formulates rewards and punishment measures, to effectively raise employees' awareness and ability of work safety.



- 截至2019年8月31日，蒙内铁路累计实现安全运营**823**天，连续运营**2**周年无质量安全事故。
- 2018年至2019年8月31日，运营公司开展安全培训**194**次，累计培训**6625**人次。
- As of August 31, 2019, SGR Phase 1 runs safety for **823** days, with no safety or quality accidents for two years in a row.
- From 2018 to August 31, 2019, the Operating Company organized **194** safety trainings, involving **6,625** participants in total.

为有序推进员工属地化进程，我们从铁路专业院校培训、在职培训、现场实践培训等方面加强肯尼亚员工的全面培训，并采取员工技能竞赛、职业技能晋升等创新机制，确保员工快速掌握铁路运营相关技能。

截至2019年10月31日，基础服务类、班组管理类岗位已基本实现属地化，其中：客运专业属地化率98%，运输专业属地化率82%，机辆专业属地化率75%，工电专业属地化率78%。

To improve the proportion of local employees, we have strengthened comprehensive training of Kenyan employees from providing training by schools and institutes on railway affairs to job training, field exercise, etc. We also create new mechanisms like organizing work skill competition and skill improvement activities to ensure that employees can master railway operation skills in a short time.

By October 31, 2019, fundamental service and team management personnel have been basically localized. 98% of passenger transport staff, 82% of freight transport staff, 75% of vehicle management staff and 78% of engineering and electrical staff were local.





## 服务创新

Service innovation

为旅客提供安全便捷的客运服务，是我们始终不变的追求。我们创新软硬件服务，为旅客创造更加“安全、方便、快捷、舒适”的乘车体验。我们开展涵盖“购票、进站、候车、乘车、出站、出站后接驳”等各个环节的完整旅行链设计和建设，将服务国际化与本土化相结合，不断提供多元化、个性化、品牌化的服务产品。

It is our everlasting pursuit to provide safe and convenient passenger transport services. We innovate in software and hardware services to provide “safer, more convenient, faster and more comfortable” travel experience. We also design and improve all links of travel, including “buying tickets, entering the station, waiting for the train, travel, leaving the station and transit afterwards”, to combine internationalization and localization, and provide diversified, personalized and brand services and products from time to time.



为了更好地方便旅客节假日出行，我们统筹安排整体运力，加强周末、节假日客票预售情况分析，动态调整周末加挂客列车厢方案，拟定 2018 年圣诞节和 2019 年复活节客列车厢加挂方案，满足旅客的乘车需求。根据我们每月开展的旅客满意度调查结果，2018 年至 2019 年 8 月 31 日，旅客满意度为 82%。

To allow passengers to travel during holidays and festivals with more convenience, we plan the overall transport capacity as a whole, strengthen the analysis of pre-sold tickets, and increase carriages dynamically during weekends. We have made plans in advance on increasing carriages for Christmas in 2018 and Easter in 2019, to meet the need of passengers. According to our monthly passenger satisfaction survey, the passenger satisfaction rate reached 82% from 2018 to August 31, 2019.

网上购票、手机 USSD 购票  
Online booking and booking via USSD

**全心全意服务，提升旅客乘车体验**  
Serving wholeheartedly to improve the travel experience of passengers

- 2018 年 6 月成立蒙内铁路客服中心，快速受理旅客投诉、帮助旅客寻人寻物、为特殊重点旅客提供全程服务。
- We set up a customer service center for SGR Phase 1 in June 2018 to quickly respond to customer complaints, help passengers find people or missing items, and provide services to special or prioritized passengers during the whole trip.
- 在购票方式上，开通网上购票、手机 USSD 购票、电话订票以及售票窗口买票等多种方式。
- We open up multiple channels for buying tickets, including online platform, USSD mobile platform, telephone booking and offline ticket offices.
- 提升车站服务设施，包括在蒙巴萨车站一楼候车厅增设 600 个座椅，增加自动取票机，指导终点站乘客使用快速通道进出站，在室外自动扶梯增设遮雨罩等。
- We improve service facilities at stations, including increasing 600 seats in the waiting hall on the first floor of Mombasa Station, increasing automatic ticket machines, guiding passengers at the terminal station to enter and exit by taking the express lane, and installing rain shades for outdoor escalators.
- 针对肯尼亚旅客行李多、孩子多等特点，提供更加充裕的乘降时间，并从始发车站外广场到终到站外广场提供行李推车、残疾人轮椅等免费全流程服务。
- Since Kenyan passengers always brings luggages and children with them, we provide more abundant time for travel, and provide free luggage carts and wheelchairs all the way from the square of the outgoing station to the square of the terminal station.
- 在内罗毕终点站增设哺乳室，在列车上为需要哺乳的女性乘客提供乘务室使用。
- We set up nursing rooms at the terminal station in Nairobi, and allow passengers with nursing needs to access the conductor room for the convenience of female passengers.
- 为一等座旅客提供更多增值服务，包括在候车区提供报纸杂志，提供免费咖啡和奶茶等。
- We provide more value-added services to first-class passengers, including newspapers and magazines in the waiting zone, and free coffee and milk tea, etc.



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# 共享

## 区域发展的最新成果

Joint Benefits: Sharing Regional Development Fruits

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做区域经济发展的深度参与者，从设施联通到贸易畅通、民心相通，为区域经济发展带来活力。我们建设并运营肯尼亚标轨铁路，努力让铁路在服务当地经济社会发展中发挥更大价值。我们深度参与肯尼亚的基础设施建设，提供大量工作岗位，倾力培养当地铁路人才，拉动上下游产业发展，带动铁路沿线区域经济发展。

We aim to engage in regional economic development, and vitalize regional economic growth by promoting policy coordination, facility connectivity, unimpeded trade, financial integration and people-to-people bonds. We build and run Kenya SGR Project to make it play a bigger role in serving local economic and social development. We are deeply engaged in Kenya's infrastructure construction, cultivating local railway professionals, promoting the development of upstream and downstream industries, and driving the regional economic prosperity along the railway.





## 快速带动运输发展

Quickly Driving Transportation Development

### 人便其行

Convenient passenger travel

蒙内铁路将蒙巴萨至内罗毕的通行时间缩短至4个半小时，内罗毕站、蒙巴萨西站等沿线9大车站的开通，拉近了沿线城市和地区之间的时空距离。我们致力于提供安全、便捷、舒适的铁路运输服务，从细节入手，全面提升客运服务质量，不断提升旅客的乘车体验，让肯尼亚人民的出行更加方便快捷，让人们互通来往更加频繁。

SGR Phase 1 shortens the trip from Mombasa to Nairobi to 4.5 hours. The opening of nine major stations along the way, including Nairobi Station and Mombasa West Station, shortens the distance between cities and regions along the line. We are devoted to providing safe, convenient and comfortable railway transport services. Starting from details, we comprehensively improve passenger transport service quality, continuously improve passengers' travel experience, bring more convenience to Kenyan people, and enable more frequent communication and exchange between Kenyan people.

### 平安出行

Safe travel

自开通运营以来，蒙内铁路始终把“安全第一，预防为主”的安全生产管理方针落实在行动上，强化每一名员工的安全责任意识，探索安全管理新模式，确保运输安全。蒙内铁路自开通以来，无一例行车安全事故。截至2019年8月31日，蒙内铁路安全运行879.4万公里。

Since SGR Phase 1 was put into service, we have always practiced the work safety management principle of "safety first, prevention foremost", strengthened every employee's awareness of safety responsibility, and explored new safety management models to ensure safe transportation. There has been no driving accident since the operation of SGR Phase 1. As of August 31, 2019, trains in SGR Phase 1 have run 8.794 million km safely.



进站前的安全检查  
Security check before entering the railway station

### 方便出行

Convenient travel

我们采取措施不断优化售票、取票、安检、进出站、候车等各个环节，开通网上购票、手机 USSD 购票、电话订票以及售票窗口买票等多种方式。自2017年11月1日，增开第二对客运列车，全部开通沿线9个站点，客运能力提高42.74%，每日最高可发运旅客4248人次，让更多的乘客体验蒙内铁路带来的方便快捷。截至2019年8月31日，累计开行2978列客车，累计发送旅客340万人次。

We adopt measures to continuously optimize key links including ticket sales, ticket picking, security check, entering and leaving the station, and waiting for trains. We provide online booking, booking via mobile USSD, telephone booking and ticket offices for passengers to choose freely. Since November 1, 2017, we have increased the second set of passenger trains to all nine stations along the line, improving 42.74% of passenger capacity. We can transport 4,248 passengers at most each day, bringing the convenience and speed of SGR Phase 1 to more passengers. As of August 31, 2019, we have opened up 2,978 passenger trains to transport 3.4 million passengers in total.



### 温馨出行

Heart-warming travel

我们结合当地民众的出行心态和出行习惯，将服务国际化与本土化相结合，提供多元化、个性化、品牌化的服务产品，提供更加充裕的乘停时间，提供行李推车、残疾人轮椅等免费全流程服务。在旅客遇到突发事件时伸出双手，为旅客的旅途增添温情。

We consider the travel preference and habits of local residents, provide both internationalized and localized services, offer diversified, personalized and brand services and products, and provide more abundant time for travel, free luggage carts and wheelchairs all the way. In case of emergency, we give passengers a hand and make their journey heart-warming.



舒适的乘车环境  
Comfortable travel environment



运营公司开通残疾人出行陪同服务  
The Operating Company's service for accompanying people with disabilities



### 当地人出行的不二选择

The best traveling choice for local people

“蒙内铁路开通前，我很少回老家 Kitui，因为坐公共汽车的旅程很长，也很累。但火车开通后，我经常回去，与机动车相比，火车舒适、方便、安全。

“Before SGR Phase 1 was built, I seldom went back to my hometown Kitui, because the bus journey was too long and tiring. After the railway opened, I often go back to Kitui. Trains are safer, more comfortable and convenient compared to motor vehicles.”

——肯尼亚乘客朱玛·马乐亚  
—Juma Maleye, Kenyan passenger

蒙内铁路给我们带来了福音，以前我们只能坐长途汽车去蒙巴萨，现在坐火车方便多了。

“SGR Phase 1 brings us benefits. We could only take long-distance buses to Mombasa in the past. Now it's much more convenient to take trains.”

——肯尼亚乘客巴瓦齐尔·穆罕默德·谢里夫  
—Bawazir Mohammed Sherif, Kenyan passenger

蒙内铁路已成为我们出行的不二选择，蒙内铁路的列车既舒适、卫生、快捷、准点、安全，票价还实惠。

“SGR Phase 1 has become our best traveling choice. The trains are comfortable, clean, fast, punctual, safe and inexpensive.”

——肯尼亚当地乘客  
—A local passenger in Kenya

### 为当地商人带来福音

Bringing benefits to local businessmen

基梅乌在阿西里弗经营五金店，自县际列车沿途停靠阿西里弗站后，基梅乌收入节节升高。

Kimeu runs a hardware store in Athi River. Since the SGR train stops at Athi River Station, Kimeu's income has been steadily increasing.

我从来没有想过，会有客户从 300 公里以外的沃伊镇来我这采购钢板。两地乘坐火车用时不到 3 个半小时，又省时又安全。

I never had thought that customers might come to buy steel plates from my store from Voi town, which is 300km away. It takes only less than 3.5 hours to travel between the two places by train. It's time-saving and safe.

——肯尼亚阿西里弗五金店老板基梅乌  
—Kimeu, the owner of Athi River Hardware Store, Kenya

苏菲亚·哈米斯在内罗毕和蒙巴萨都经营着小型企业，蒙内铁路的开通使她更方便照顾她在两座城市的生意。

Sofia Hamisi runs small businesses in Nairobi and Mombasa. SGR Phase 1 enables her to take care of her businesses in the two cities.

目前我的生意做得很好，蒙内铁路的开通使我更加方便照顾两边的生意。以前，坐飞机往返成本很高，而坐公共汽车是一个漫长而累人的旅程。现在有了铁路，我甚至可以一个月去三次，感谢中国给了我们这些便利。

Now my business has gone so well. SGR Phase 1 enables me to better take care of our businesses in the two cities. In the past, it was expensive to travel by plane, while taking buses could be too long and tiring. Now, with railway, I can even travel to the other city three times a month. I want to thank China for giving us these benefits.

——肯尼亚商人苏菲亚·哈米斯  
—Sofia Hamisi, a Kenyan business woman

### 优质服务获多方好评

High-quality services win wide recognition

“每一天，我们都努力为客户提供优质的服务。在今天的肯尼亚，我们可以有把握地说，蒙内铁路客运服务作为一种首选的运输方式正在迅速流行起来。

Every day, we strive to provide high-quality services to our customers. Today in Kenya, we are confident to say that SGR Phase 1 passenger transport services are popular as the best traveling choice.

——肯尼亚铁路公司前董事长瓦韦鲁

—Waweru, Former Chairman, Kenya Railways Corporation

2018 年，肯尼亚总统乌胡鲁·肯雅塔在圣诞元旦假期及其前后，两度乘坐蒙内铁路列车出行，对蒙内铁路的优质服务大加赞赏。

In 2018, Kenyan President Uhuru Kenyatta took SGR Phase 1 trains twice during, before and after the Christmas and New Year's Day Holiday, and spoke highly of the high-quality services of the trains.

“今天早些时候，我乘坐 SGR 的火车从内罗毕到蒙巴萨，在这段时间里，我遇到了一些通勤者，他们分享了关于这项服务的有趣经历。我很高兴 SGR 列车服务提高了两地人民的出行便捷度。

Earlier today, I took an SGR train from Nairobi to Mombasa. I met some commuters in the journey, who shared interesting experiences about this railway service. I'm glad SGR Phase 1 enables people in both cities to travel more conveniently.

——肯尼亚总统乌胡鲁·肯雅塔

—Uhuru Kenyatta, President of the Republic of Kenya

2018 年 2 月，肯尼亚总统乌胡鲁·肯雅塔的母亲恩吉娜夫人乘坐蒙内铁路，对乘务人员全程提供的专业、优质、温馨和体贴服务给予感谢。

In February 2018, Mama Ngina, mother of Kenyan President Uhuru Kenyatta, travelled by SGR Phase 1 train, and showed gratitude to train attendants for their professional, high-quality, heart-warming and considerate services all the way.

“恩吉娜夫人一行在列车上感受到了超乎寻常的旅行体验和细心接待，由衷感谢蒙内铁路运营公司对细节的重视和超出预想的优质服务。

Mama Ngina and her delegation enjoyed extraordinary travel experience and thoughtful reception on the train, and would like to thank the Operating Company for their attention to details and the perfect services beyond expectations.

——恩吉娜夫人的陪同者卡罗尔

—Carol, a friend of Mama Ngina



2018年2月，中国徽商王错的父亲乘坐蒙内铁路，老人患有气管类疾病，乘务员为其配备轮椅，一路贴心服务。抵达蒙巴萨西站后，乘务员推着轮椅将老人送上接他的汽车。

In February 2018, father of Wang Cuo, a businessman of Huizhou, China, took a SGR Phase 1 train. Since he had bronchitis, the train attendants provided a wheelchair for him and offered caring services all the way. After arriving at Mombasa West Station, a train attendant helped him with the wheelchair and escorted him to the car to pick him up.

王错  
Wang Cuo

中国徽商  
A businessman in Huizhou, China

“我们真诚地感谢贵公司的乘务员们，今天是一路呵护家父约480公里，直至将家父平安地护送到蒙巴萨西站，避免了意外的发生，令我们全家非常感动。

We sincerely thank all the train attendants in your prestigious company. Today they showed care to my father to finish the journey of about 480km, and safely escorted my father to Mombasa West Station, avoiding any accident from happening. My family is deeply touched. ”

2017年9月，当地乘客侯赛因因股骨头坏死要去内罗毕医院看病，乘务员将其带到一层候车厅服务台进行特殊重点旅客登记，并用轮椅将他送上列车。

In September 2017, a local passenger Hussein was about to see a doctor in Nairobi due to ONFH (osteonecrosis of the femoral head). The train attendants took him to the service desk in the waiting hall on the first floor to check in as a key passenger who needs special care, and escorted him to the train in a wheelchair.

侯赛因  
Hussein

当地乘客  
Local passenger

“没想到蒙内铁路的服务这么好，这么到位！真是太谢谢你们了！  
I didn't expect such good services, so considerate! Thank you so much! ”

### 连接双城生活的肯尼亚夫妻

Connecting a Kenyan couple living separately in two cities



萝丝·姆博戈女士生活在肯尼亚港口城市蒙巴萨，她的丈夫伊沙梅尔则生活在首都内罗毕。伊沙梅尔先生说，过去夫妻俩很久才能见一面。而蒙内铁路的开通解决了这一难题。

Ms. Ross Mbogo lives in Kenyan port city Mombasa, while her husband Ishamel lives in capital Nairobi. Mr. Ishamel said, in the past, they could only see each other once in a long time, and SGR Phase 1 solved the difficulty of distance.

“在蒙内铁路开通之前，我们见面是一个大问题。从内罗毕到蒙巴萨，乘坐巴士往返需要24个小时。蒙内铁路的开通缩短了时间，而且特别舒适。现在每周可以见面三次了。

Before SGR was put into service, we could hardly see each other. It took 24 hours to travel from Nairobi to Mombasa and back by a bus. SGR shortens the travel time, and is pretty comfortable. Now we can meet each other three times a week. ”

——肯尼亚乘客萝丝·姆博戈  
—Ross Mbogo, Kenyan passenger

### 乘坐火车旅行成为对孩子们的奖励

Train travel becomes a reward for children

从马瓜尼到内罗毕只需要40分钟，在马瓜尼工作的记者保罗·莫恩德说，县际列车的开通使他能够定期带孩子们参观内罗毕，而且乘火车去内罗毕旅行已经成为他激励孩子们在学校表现良好的手段之一，三个孩子如果都表现得很好，就会组成一个团队乘坐火车去旅行。

It took only 40 minutes to travel from Makueni to Nairobi. Paul Maundu, a journalist working in Makueni said, SGR trains allowed him to bring children to visit Nairobi every now and then, and the train travel to Nairobi had become a reward for the children. If the three children all behave well at school, he will bring them to travel by train together.

保罗·莫恩德  
Paul Maundu

肯尼亚乘客  
Kenyan passenger

“这是一个40分钟而且很舒服的旅程，每三个月我会带我的孩子去一次内罗毕。

It's a pleasant journey that only takes 40 minutes. I bring my children to Nairobi every three months. ”

### 2年中乘坐222次列车

Traveling 222 times by train in two years

迪米·基莫尼住在首都内罗毕，而他工作的地点则位于离蒙巴萨不太远的沃伊镇，自从蒙内铁路2017年5月31日开通运营以来，他每个周末都要乘坐蒙内列车往返于内罗毕和沃伊之间。在蒙内铁路运行两年间，他竟然乘坐了222次蒙内铁路列车。除了能享受干净、舒适、便捷、安全的服务，乘坐列车给了他一个结交朋友的机会。在222次乘车经历中，他平均每次可以结交6个新朋友，两年下来，他一共结交了1300多个朋友。

Dimmy Kimoni lives in capital Nairobi, but he works in Voi, a town not far from Mombasa. Since SGR Phase 1 started operation on May 31, 2017, he travelled between Nairobi and Voi by train every weekend. During two years of operation, he took 222 times of SGR trains. Apart from providing clean, comfortable, convenient and safe services, SGR trains give him opportunities to meet new friends. During the past 222 times of travel, he made six new friends each time on average, and had 1,300 new friends after two years.





### 内马铁路一期通车

The SGR Phase 2A is open to traffic

当地时间 2019 年 10 月 16 日 12 时，内马一期标轨铁路首班列车从内罗毕站驶出，标志着该段铁路正式建成通车，也标志着肯尼亚标轨铁路运营里程进一步延长，更标志着东非铁路网建设又迈出重要一步。

At 12 o'clock on October 16, 2019, the first train of the SGR Phase 2A pulled out from Nairobi Station, marking the official completion of the the SGR Phase 2A. It also marked the further extension of the operation of the Kenya SGR Project and also another important step of the construction of the East Africa Railway Network.



肯尼亚总统乌胡鲁·肯雅塔在内罗毕火车站挥手发车  
Kenyan President Uhuru Kenyatta was waving the Kenyan flag to inaugurate SGR Phase 2A at Nairobi South Railway Station



肯尼亚总统乌胡鲁·肯雅塔、肯尼亚交通、基础设施、住房、城市发展和公共工程部部长马查里亚、肯中媒体及肯尼亚各界来宾近千人出席通车庆典  
Kenyan President Uhuru Kenyatta, Kenya's Cabinet Secretary for Transport, Infrastructure, Housing, Urban Development and Public Works, James Macharia, Chinese and Kenyan media and Kenyan guests from all walks of life attend the opening ceremony



肯尼亚总统乌胡鲁·肯雅塔在麦马修站对通车纪念碑进行揭牌  
Kenyan President Uhuru Kenyatta unveils the monument to celebrate the opening of SGR Phase 2A in Mai Mahiu Station

乌胡鲁·肯雅塔  
Uhuru Kenyatta

肯尼亚总统  
President of the Republic of Kenya

“内马铁路一期的通车将会为肯尼亚内陆地区以及周边乌干达、南苏丹和布隆迪等内陆国家带来更多发展机遇，也会巩固肯尼亚作为地区交通和物流枢纽的地位。

When the SGR Phase 2A is put into operation, it will bring more development opportunities to the inland areas of Kenya and the surrounding landlocked countries such as Uganda, South Sudan and Burundi, and will also strengthen Kenya's position as a regional transportation and logistics hub.”



吴鹏  
Wu Peng

中国驻肯尼亚大使  
Chinese Ambassador to Kenya

“随着蒙内铁路和内马铁路联动效应的显现，肯尼亚标轨铁路建设带来的经济社会效益将进一步提升，由其承载的中肯合作的成果将逐步呈现于肯尼亚经济社会发展的每一个角落。

When the linkage effect between the SGR Phase 1 and the SGR Phase 2 becomes apparent, the economic and social benefits brought by the Kenya SGR Project will be further enhanced. The results of the China-Korean cooperation carried by the project will gradually be seen in every corner of Kenya's economic and social development.”





## 物畅其流

Unblocked freight transportation

蒙内铁路货运的开通，为肯尼亚商业发展提供安全、高效、物美价廉的物流服务，对提升货物运输效率、降低货运成本、疏解公路运输压力、提升蒙巴萨港吞吐能力起到越来越大的作用。

The running of the SGR Phase 1 provides safe, efficient, high-quality and affordable logistics services to the commercial development of Kenya, and plays an increasingly important role in improving freight transport efficiency, reducing freight cost, relieving pressure of highway transportation, and improving the handling capacity of Mombasa Port.

从 2019 年 1 月 1 日到  
2019 年 8 月 31 日  
From January 1, 2019 to August  
31, 2019

蒙内铁路已开行列货运列车

**3348** 列

3,348 freight trains have been operated

运送标箱

**27.3** 万个

Transporting 273,000 TEUs

运送货物

**276.7** 万吨

Transporting 2.767 million tons of goods

目前日均开行货车

**13.8** 列

At present, 13.8 trains are operated each day on average

### 提高运输效率，降低运输成本

Improving transport efficiency and reducing transport costs

蒙内铁路运营公司建立运输组织协作机制，加强与肯尼亚铁路公司和肯尼亚港务局的沟通，通过改造敞车满足运输需求、提前准备运输设备、做好调度指挥等措施，为肯尼亚港务局提供最大的便利条件；通过新开通 3 条货物列车线路、增加智能化装车设备等方式，提高运输效率；开通粮食、钢材、化肥、危险品及双层集装箱运输，较常规的单层集装箱列车，运输效率提高近 30%。

The Operating Company established a transportation organization and collaboration mechanism, to strengthen communication with Kenya Railways Corporation and the Port Office. It meets transport demands by transforming open wagons, preparing transport facilities in advance, and improving dispatch and command, to provide the greatest convenience to the Port Office. Through opening three new freight transport lines, increasing intelligent loading equipment, the transport efficiency is improved. Through transporting grain, rolled steel, chemical fertilizers and hazardous goods in two layers of containers, and other regular goods in single layer of containers, the company has increased nearly 30% of transport efficiency.



双层集装箱列车开通

Trains with double layers of containers put into service



卷钢运输

Transporting rolled strip steel

### 带动蒙巴萨港吞吐能力提升

Driving the improvement of Mombasa Port's handling capacity

蒙内铁路货运开通后，港口货物经铁路运输的比例由过去货运总量的 2% 升至 20%，改善了蒙巴萨港船舶周转时间、停泊前等待时间和船舶生产率，推动了蒙巴萨港的业务增长。2018 年，蒙巴萨港口标准集装箱吞吐量为 131 万标准箱，同比增加 10%，利润达到 453.5 亿肯先令，同比增长 9.7%。蒙内铁路货运量的增加推动港口扩大规模，包括疏浚港口航道、建造泊位、升级设备和信息通信技术系统进行现代化改造等，以满足客户需求。肯尼亚北方走廊运输协调管理局预测，在蒙内铁路货运效率的带动下，蒙巴萨港的业务增长将会更快。



蒙内铁路货运

SGR Phase 1 freight transport trains

After the running of the SGR Phase 1, the proportion of goods transported from the port to other cities via railway has increased from 2% to 20%, reducing the turnaround time of ships at the Mombasa Port as well as waiting time before berthing, and increasing the production rate of ships, thus driving the development of Mombasa Port. In 2018, the TEU handling capacity of Mombasa Port was 1.31 million TEUs, increasing 10% year on year; the port earned 45.35 billion Kenya Shillings, with a year-on-year growth of 9.7%. The increase in the volume of freight transported by SGR Phase 1 drives the port's growth and expansion, including promoting the modernization of port and waterway dredging project, building berths, and upgrading equipment and the information communication technology system, to meet the demand of customers. According to the prediction of Northern Corridor Transit and Transport Coordination Authority (NCTTCA) of Kenya, Mombasa Port's business will grow even faster driven by the improving freight transport efficiency brought by SGR Phase 1.

### 改善公路交通状况

Improving the traffic on highways

目前蒙内铁路每天运输 1100 个标准箱，相当于每天在公路上减少了至少 700 辆重型货车，极大地释放了公路长期的拥堵压力，整个走廊公路网的不良道路总长度下降了 24%。

Currently, SGR Phase 1 transports 1,100 TEUs every day, equivalent to reducing at least 700 less heavy trucks on the highways each day, greatly relieving the congestion on the highways for a long time. The overall length of congested roads in the corridor highway network has reduced 24%.

#### 本拉德

Benard

乌米特出口贸易公司业务员  
a salesman at Umit Export Trade  
Corporation

“蒙内铁路的运行比较稳定，对公司的物流成本、库存管理起到了很大帮助。汽运可能会经常受到一些天气影响，使得产品交付时间不确定，这就导致企业必须备货，从而占用资金。但蒙内铁路运输比较稳定，几乎不会受到其他影响，由此我们可以降低库存，保持在下限水平就可以。”

That SGR Phase 1 runs steadily is very helpful to control the logistics cost and storage management of our company. Bus transport may often affected by weather conditions, making the product delivery time uncertain. We have to stock up, and capital will thus be tied up. But SGR Phase 1 runs steadily and is hardly affected, so we can reduce inventory and keep it at the minimum level. ”

#### 马肯加

Makenga

Cargocare 国际物流公司  
总经理  
General Manager of Cargocare  
International Logistics Company

“蒙内铁路货运比公路运输更加安全可靠。而货物清关地从蒙巴萨转至内罗毕集装箱内陆港，也将大大减少公司的运作成本。”

Transporting goods through SGR Phase 1 is safer and more accountable than by bus. That the customs clearance spot moved from Mombasa to the Nairobi Inland Container Depot (ICD) will also greatly cut our company's operating costs. ”



### 扩建港支线，缩短蒙巴萨港船舶周转时间

Building new port branches to shorten the turnaround time of ships at Mombasa Port

随着蒙巴萨港铁路支线一期和二期的逐步建成，蒙内铁路延伸至米轨铁路之前覆盖的蒙巴萨港1号到10号泊位。蒙巴萨港无缝接通蒙内铁路，打破了港区内单一的运输方式，将集装箱直接送上前往内罗毕的列车上，缩短卸船周期，大大降低了船舶靠岸停留期间的成本，缓解了蒙巴萨港的疏港压力。

As the railway branch Phase 1 and Phase 2 at Mombasa Port are gradually finished, the SGR Phase 1 is now extended to No. 1 to No. 10 berths at Mombasa Port, which was covered by meter-gauge railways in the past. Mombasa Port is seamlessly connected to SGR Phase 1 and thus ends the single transportation means in the port area. Containers are directly loaded to trains heading to Nairobi, shortening the discharging cycle and greatly lowering the costs during berthing, thus relieving the pressure for evacuating cargoes from ports.



## 培育当地运营能力

Nurturing Local Operation Capacity

建设一方，造福一方。在肯尼亚标轨铁路建设和运营中，我们尽可能雇用当地员工，加强对当地员工铁路技能和铁路管理能力的培训，为当地经济社会发展注入新的活力和动力，助力肯尼亚实现现代化的“铁路梦”。

We hope to benefit the regions where we carry out construction projects. During the construction and operation of Kenya SGR Project, we hire local employees as many as possible, and strengthen training and education on railway skills and management for local employees, so as to inject new momentum and vitality to local economic and social growth, and support Kenya to realize the dream of building modern railways.

## 促进当地就业

Creating jobs for local people

我们在项目建设和运营过程中加大当地员工的录用和培养，为当地创造大量就业岗位，提高当地就业率，培育专业技术人才，为当地铁路建设和经济发展奠定坚实的人才基础。

We have increased the proportion of hiring and cultivating local employees in construction and operation of the project. We have created a lot of jobs for local people and thus have improved local employment rate. By training railway professionals, we have also laid a solid talent foundation for building local railways and driving economic growth.

截至 2019 年 8 月 31 日  
As of August 31, 2019

### 肯尼亚标轨铁路项目 Kenya SGR Project

累计雇用当地员工

**24785** 人

24,785 local employees have been hired in total

劳工合同签订率

**100** %

100% labor contract signing rate

社会保障覆盖率

**100** %

100% social insurance coverage

在岗员工

**7235** 人

7,235 employees

其中在岗当地员工

**6379** 人

6,379 are from local

管理人员

**274** 人

274 management personnel

技术人员

**3564** 人

3,564 technical professionals

普通工人

**2541** 人

2,541 workers

### 运营公司

The Operating Company

中方员工

**657** 人

657 Chinese employees

当地员工

**2206** 人

2,206 local staff

整体员工属地化率达到近

**80** %

The local staff takes 80%

通过培训和技术转移，公司现已培训车间班组长及以上当地管理人员

**267** 人

Through training and cultivating technical talents, the company now has 267 local workshop heads or higher

蒙内铁路运营维护大部分基础服务类及班组管理类岗位已基本实现属地化。

Most basic services and team management personnel for running and maintaining SGR Phase 1 are local employees.



### 政府声音

Voice of the government

#### 詹姆斯·马查里亚

James Macharia

肯尼亚交通、基础设施、住房、城市发展和公共工程部部长

Kenya's Cabinet Secretary for Transport, Infrastructure, Housing, Urban Development and Public Works

“ 我们被视为非洲基础设施建设的标杆和领头羊，这让我们非常自豪 ..... 蒙内铁路建设不仅为肯尼亚创造了大量就业机会，还为我们培养了大批本地技术和管理人才，使我们能够自己运营铁路。这些工程师、技术员、驾驶员等都是肯中友好合作的见证者。

We feel very proud to be regarded as an outstanding example and leader in African infrastructure construction...SGR Phase 1 not only creates a lot of jobs for Kenya, but also trains a large number of local technical and management talents, enabling us to run the railways by ourselves. The engineers, technicians and train drivers are all witnesses of the friendly cooperation between Kenya and China. ”

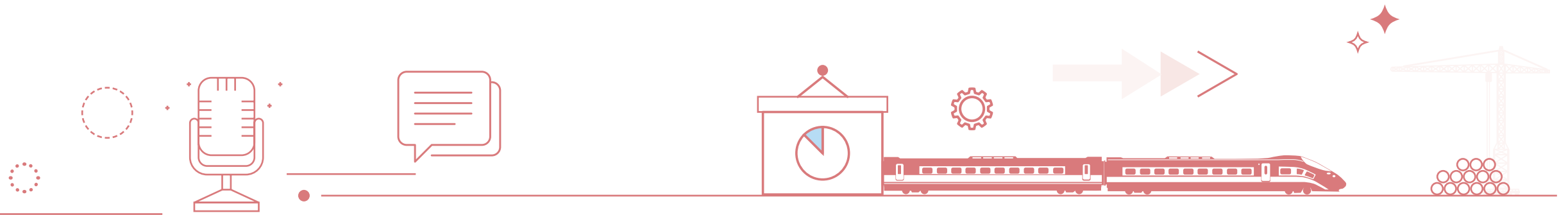
#### 迈克尔·瓦韦鲁

Michael Waweru

Former Chairman, Kenya Railways Corporation

“ 内马铁路项目在建设期间为肯尼亚创造了大量工作岗位，培养了大量施工技术人员，带动水泥、钢材、运输等行业发展，提高了肯尼亚工业化水平，推动了肯尼亚经济增长。

SGR Phase 2 has created a lot of jobs for Kenya during its construction, and cultivated a large number of construction professionals and technicians to drive the development of cement, rolled steel and transportation industries, improve the industrialization level of Kenya, and promote Kenya's economic prosperity. ”



### 建设队伍

Construction team

#### 查尔斯·梅纳

Charles Maina

建筑工地工人

A construction worker

“ 我很感激能在这个项目中找到一份工作。这份工作不但帮助我养家糊口，还让我获得了铁路建设的技能。工友们大多以前没有工作，我们感谢 CRBC 雇用了我们。

I am grateful to find a job in this project. Due to this job, I can earn money to support my family, and learn how to build railways. Most of my colleagues didn't have a job before. We appreciate CRBC for hiring us. ”

#### 威利

Willie

内马铁路一期司机

A driver of SGR Phase 2A

“ 没有现在的这份工作和中国同事的帮助，今年这么长的雨季，想都不敢想家里该怎么办！

I never thought how to survive the long rainy season this year without this job and the help of Chinese colleagues! ”

#### 帕特里克·姆博亚

Patrick Mboya

内罗毕国家公园特大桥施工现场当地工人

A construction worker at the super-large bridge in Nairobi National Park

“ 标轨铁路项目太好了！给我们带来了很多东西，带动了经济，也为很多人创造了就业。

The SGR Project is super! It brings us a lot of benefits, mobilizes the economy, and creates jobs for many people. ”

#### 麦克穆里

McMullen

内马铁路一期工人

A worker in the SGR Phase 2A

“ 中国公司对待我们肯尼亚人友好、和善，像兄弟一样。我觉得在中国公司工作最大的收获是能够学到东西，我做过很多工种，都是中国师傅手把手教的。

Chinese companies treat us Kenyans nice and friendly, like we are brothers. Learning things is the best benefit I can get from working in a Chinese company. I've taken many types of jobs under the patient tutorage of my Chinese mentors. ”

#### 利文斯通·奥加达

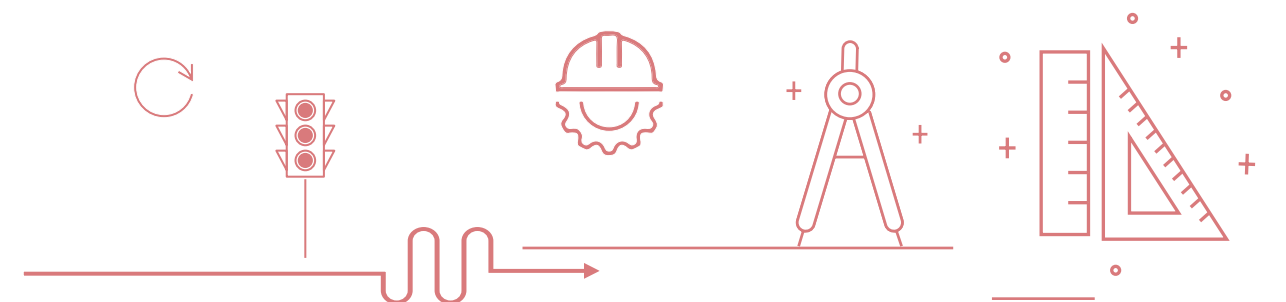
Livingstone Ogada

内马铁路一期安全员

A safety officer of SGR Phase 2A

“ 我所在的工地有 1000 多名肯尼亚工人，很多人像我这样摆脱了贫困。更重要的是，我从中国同事那里学到了宝贵的技术。希望有一天我能成为中国同事那样的工程师。

There are more than 1,000 Kenyan workers in the construction site where I work. Many people get rid of poverty just like me. More importantly, I learn precious technologies from Chinese colleagues. I wish one day I can become an engineer like my Chinese colleagues. ”





**运营队伍**  
Operation team

**哈里森·基马尼**  
Harrison Kimani

蒙内铁路指导列车长  
Railway conductor for SGR Phase 1

“蒙内铁路建设运营给肯尼亚当地青年带来了就业机会，我们每一个部门当地员工数量都占了很大比重。只要你来到这儿就会接受培训，这是一个全新生活的开始。肯尼亚标轨铁路事业有待发展，而中国正是把这样的技术带给了我们。”

The construction and operation of SGR Phase 1 brings local youth jobs. Local employees take up a large proportion in every department. You will receive training as long as you get here, and start a brand new life. Kenya's SGR industry needs development, and it is China who brings the technologies to us. ”

**肯西莉亚·欧维尔**  
Concilia Owire

蒙内铁路机车司机  
A trainman for SGR Phase 1

“我们有 24 名中级驾驶员，35 名初级驾驶员和 128 名受训驾驶员。有 15 名肯尼亚司机可以独立驾驶机车往返内罗毕和蒙巴萨，其中 4 名是女性。要想成为一名合格的机车司机，需要五年的培训……开火车头的感觉真好，我很感激有这个机会。”

We have 24 mid-level drivers, 35 junior drivers and 128 drivers under training. 15 Kenyan drivers can drive locomotives independently between Nairobi and Mombasa, four of which are female. It takes five years of training to be a qualified trainman...It's so cool to drive the locomotive. I deeply appreciate this opportunity. ”

**皮特森·基同加**  
Peterson Gitonga

蒙内铁路内罗毕总站乘客运营团队负责人  
Manager of the passenger service team, Nairobi Terminus, SGR Phase 1

“很高兴得到了为这条铁路工作的机会，成为带领肯尼亚进入铁路时代的主要团队成员之一。在这里，我每天都和很多人打交道，也学到了很多，获得了新的技能。”

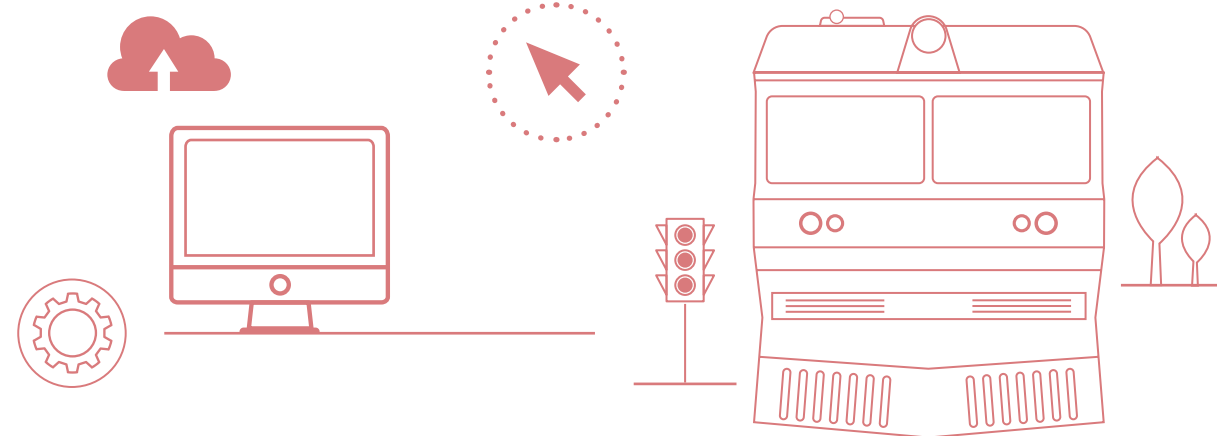
I'm glad to get the chance to work for the railway, and become one of the key members of the team leading Kenya into the railway era. I meet a lot of people here every day, learn a lot of new things, and acquire new skills. ”

**哈里森·金扬久伊**  
Harrison Kinyanjui

蒙内铁路调度中心经理  
Manager of the dispatching center of SGR Phase 1

“蒙内铁路是肯尼亚历史上最大的项目，也是非洲最具变革性的项目，我很自豪能够参与其中。通过这个工作机会，我们致力于建设和改善生活，这是我们许多人的梦想。很感谢中国专业人员把技能和专业知识转移给我们，培养我们成为杰出的专业人才。”

SGR Phase 1 is the largest project in Kenya's history, and the most revolutionary project in Africa. I'm proud to be a part of it. To create a better life is the dream of many of us. I am very grateful that Chinese professionals could share with us skills and expertise, and train us to be excellent railway professionals. ”



**培养铁路人才**  
Cultivating railway talents

我们多角度、全方位地加强当地员工培训和培养，为铁路建设和运营提供充足的人才保障，确保肯尼亚标轨铁路可以由当地员工可持续地运营和维护。

We have strengthened all-round training of local staff to secure talents for railway construction and operation, and to ensure that Kenya SGR Project can be continuously run and maintained by local staff.

我们为当地员工提供从基层到管理层的多层次工作岗位。在项目建设过程中，我们定期选拔、培养一批责任心强、有管理能力的当地员工作为工长，提升其项目管理能力。项目各施工点一般只派一名中方管理人员，其余均为当地员工，并按定额配置各类管理、操作人员，形成以工长为核心的分级管理制度，努力为当地培养技术水平高、管理能力强的复合型人才。

We provide different levels of posts for local employees from grassroots to the management level. In the construction process, we regularly promote some of the local staff with a sense of responsibility and management talent to be section chiefs, to further improve their project management abilities. Each construction spot of the project is generally equipped with one Chinese manager, and the rest are local staff. Management and operation personnel are allocated according to specific quota, forming a hierarchical management system with section chiefs as the center, so as to train local staff into versatile talents with high technical skills and strong management abilities.

2018年1月1日至2019年8月31日  
From January 1, 2018 to August 31, 2019

**肯尼亚标轨铁路项目建设**  
Kenya SGR Project



**运营公司**  
The Operating Company





## 铁路建设人才培养

Training talents in railway construction

我们注重培养工程技术人员，通过举办专业培训班、“一对一，师带徒”、现场讲解演示、选拔业务骨干代表到中国培训等方式，为当地培养铁路建设技术型人才。与此同时，着力培养一批管理能力强、执行效率高的管理人才，建设当地工程建设领域人才梯队。

We pay attention to cultivating engineering technicians. Through holding professional training courses, organizing "one on one (one tutor to one apprentice)" teaching and helping, providing on-site presentation, and selecting business backbones to receive training in China, we are dedicated to cultivating railway construction professionals with strong technical background for the local society. Meanwhile, we strive to cultivate a batch of talents with strong management abilities and high executive efficiency, aiming to build a local talent team in engineering construction.

**肯尼亚标轨铁路建设人才培养**  
Construction Talent Cultivation of Kenya SGR Project

<p style="text-align: center;">常规培训 Regular training</p>	<p style="text-align: center;">技术人员 Technical staff</p>	<p style="text-align: center;">管理人员 Management staff</p>
<p>组织各类常规培训，介绍员工依法享有的权益及义务、文化沟通、工作纪律、个人理财等实用性内容，帮助当地员工融入职场生活。</p> <p>We organize various regular training sessions, providing local employees with information including their legal rights and obligations, cultural communication, work disciplines, personal wealth management, etc., to help them adapt to the workplace.</p>	<p>中方技术人员通过“传”“帮”“带”的方式，开展相对应的专业技能培训，使当地员工掌握相关的专业技能；与当地专业培训机构联合办学，建立人才培训基地。</p> <p>By adopting the "teaching", "supporting" and "guiding" approach, Chinese technicians provide local employees with professional training to make sure that they can master professional skills better. We also cooperate with local professional training institutions in the establishment of a talent training base.</p>	<p>邀请专家开展人事管理提升类培训，选派优秀当地员工到中国参加学习，力争培养出一批合格的肯方管理人员。</p> <p>We invite experts to carry out personnel management improvement training and select excellent local employees to study in China, aiming to cultivate a group of qualified Kenyan management staff.</p>



第七项目经理部欢送当地人事专员赴中国培训学习  
The Section 7 sends off local HR personnel to China to receive training



组织当地员工到中国接受培训  
Sending local employees to China for training

### 优秀的机械设备管理者——艾萨克

Isaac, outstanding mechanical equipment manager

艾萨克于2014年开始在肯尼亚标轨铁路项目工作，在“师带徒”技能人才培养计划下，艾萨克从最初蒙内铁路的普通工人，走上了项目管理层岗位，在内罗毕集装箱内陆港扩建项目和内马铁路一期项目中，艾萨克成为了项目机械设备调度员。

Isaac started working for Kenya SGR Project since 2014. Benefiting from the "tutor helps apprentice" talent training program, Isaac became a project manager from a common worker in the beginning. Later in Nairobi ICD Expansion Project and SGR Phase 2A, he became a mechanical equipment dispatcher.

**艾萨克**  
Isaac

内马铁路一期项目机械设备调度员  
A mechanical equipment dispatcher in the SGR Phase 2A Project

“我能有今天的成就，完全得益于项目的辛勤培养以及中国同事们的指导和帮助。像我一样在项目中一步步成长的人还有很多，能成为其中的一分子，我感到很荣幸。我也要像中国同事一样，把自己学到的东西传递给更多的人，帮助他们成长成才！”

My achievements today should be fully attributed to the project's cultivation, the tutorship and help from Chinese colleagues. There are many people just like me in the project, who grow mature step by step. I feel honored to be one of them. I hope to be like my Chinese colleagues to pass my knowledge on to more people, and help them grow into talents. ”



### 焊工组组长——尼克森

Nickson, Head of the welder team

尼克森在2016年入职时仅是一名抬钢筋的力工，在“师带徒”过程中，钢筋加工棚负责人刘师傅手把手指导他点焊、平焊、角焊等实际操作，传授他专业的焊工技能。现在他已经成为第三项目经理部钢筋加工棚的焊工组组长。

Nickson is just a worker lifting rebar in 2016 when he first started to work. His tutor, head of the rebar processing workshop, taught him ways of spot welding, downward welding and angle welding, and professional welding skills. Now he has become the head of the welder team in the rebar processing workshop at the Section 3.

**尼克森**  
Nickson

第三项目经理部钢筋加工棚焊工组组长  
Head of the welder team in the rebar processing workshop at the Section 3

“如果不是刘先生，我可能只能做力工，感谢他传给我焊工的技能，标轨铁路给了我工作，刘先生给了我技能。”

Without Mr. Liu's help, I might end up as only a common worker. Thanks to the welding skills he taught me, I found a job in SGR project. He taught me how to do it. ”





### 优秀的工程部技术员——邓肯 Duncan, excellent technician in the Engineering Division

邓肯是内马铁路一期第二项目经理部工程部技术员，在项目建设期间主要负责协助中方路基技术员完成内马铁路一期全线最高填方段（DK40+200-DK40+820）的施工。

Duncan is a technician in the Engineering Division, the Section 2 of SGR Phase 2A. During the construction, he is mainly in charge of assisting the Chinese roadbed technician to finish the highest filling section (DK40+200-DK40+820) in SGR Phase 2A.

入职以来，第二项目经理部加强对邓肯等入职员工的专业技术培训培养，通过师父指点、现场讲解、到中国参加铁路管理培训等方式，邓肯逐渐获得过硬的专业知识，成为中方技术员的得力帮手。2018年，他被评为中国路桥年度优秀外籍员工。

Since he joined the project, the Section 2 strengthened the professional training and cultivation of Duncan and other employees. Duncan gradually obtained a strong professional background by receiving the guidance of tutors, listening to on-site presentation and receiving railway management training in China, and has become a competent assistant to the Chinese technician. In 2018, he was awarded "CRBC Kenyan Employee of the Year".



### 铁路运营人才培养

Training talents in railway operation

运营公司十分注重铁路运营人才培养，明确“广招聘、强培训、严考核、快晋升”的思路，引导当地员工规划职业发展，帮助其逐步成长为专业的铁路运营管理人才。

The Operating Company attached great importance to cultivating talents in railway operation. Following the principle of "wide recruitment, intensive training, strict examination, fast promotion", the company guides local employees to plan career development, and help them gradually grow into professionals in railway operation and management.

目前，蒙内铁路调度指挥中心已有4名当地员工参与调度指挥工作；11名高级副司机通过技能测试并获得驾驶资格证，能独立驾驶列车；33个车站中已有25个车站的运输管理工作全由当地员工负责；客运站的列车服务和客运管理人员属地化率达90%以上，全面属地化运营的管理目标正逐步实现。

Currently, the dispatch and command center of SGR Phase 1 has four local employees involved in dispatch and command, 11 senior assistant drivers have passed the examination and obtained driver's license, so that they can drive trains independently. Among 33 stations, 25 are fully run and managed by local employees. The employee localization rate in train service and passenger transport management at stations reaches over 90%. The management goal to realize 100% localization is gradually achieved.



肯尼亚首批获得标轨铁路机车司机驾驶证的司机颁证典礼  
Awarding ceremony for Kenya's first batch of drivers who obtained SGR locomotive driving license

### 蒙内铁路属地化运营措施 Localized Operation Measures of SGR Phase 1

#### 加强顶层设计，做好统筹规划 Strengthening top design and improving overall planning

按照运营协议、肯尼亚铁路公司的要求和运营结束后移交的内容安排各项具体运营工作。We arrange operation tasks according to the operation agreement, requirements of Kenya Railways Corporation and the transferred content after operation ends.

#### 深入推进属地化管理 Deepening localized management

围绕人员比重、人员层级、管理方式三个层级，不断推进属地化管理。We continuously deepen localized management from three levels, i.e. employee proportion, employee level and management method.

#### 加强培训和技术转移 Strengthening training and technical transfer

制定《专业技能竞赛管理办法》《员工技能晋升管理办法》《员工教育培训管理办法》《展示技术转移成果，深入推进以肯培肯模式指导意见》等制度；抓好铁路培训学院培训、在职接续培训、现场实践培训等基础培训；强化专项培训，创新培训模式。

We formulate regulations including Management Measures of Professional Skill Competition, Management Measures for Employees' Skill Promotion, Management Measures for Employee Education and Training, Guiding Opinions on Presenting Achievements of Technical Transfer and Further Implementing the Management Model of Developing Kenya by Training Kenyan Employees; we fully implement the training by Kenya Railway Training Institute, on-the-job continuing training, on-site practical training and other fundamental trainings, strengthen specific trainings and innovate in training patterns.



运营公司代表参加中国路桥资深员工颁奖典礼  
Representatives of the Operating Company attend the awarding ceremony for senior Kenyan employees in CRBC



客运系统技术竞赛  
Competition on Passenger Transport System Technology



机务专业内燃机现场检修作业培训  
On-site internal combustion engine overhauling training for mechanical maintenance professionals



实践教学  
Practical training



### 蒙内铁路列车上的明星乘务员 Star attendants on SGR Trains

费斯和德蕾莎是蒙内铁路列车上的乘务人员，她们经过运营公司 5 个月的培训后，在蒙内铁路开通当天正式开始在列车上工作。两年来，她们认真工作，取得了很大的成绩，在众多当地员工中脱颖而出，被评为 2018 年度优秀员工，也因此应邀在第二届“一带一路”国际合作高峰论坛分论坛参加节目表演，展现一条铁路带来的变化和友谊。

Faith and Teresa are attendants on SGR trains. After five months of training given by the Operating Company, they started working on the train from the day SGR Phase 1 was put into operation. In the past two years, they worked hard and achieved success. Standing out of a number of local employees, they were awarded Outstanding Employees of Year 2018, and thus were invited to give a performance in a parallel session in the Second Belt and Road Forum for International Cooperation, to show the changes and friendship brought by the railway.

费斯  
Faith

肯尼亚标轨铁路乘务人员  
Attendant of Kenya SGR trains

“我们穿着工作制服，打扮时尚，经常会有乘客向我们打听是如何获得这份工作的，还有乘客向我们咨询如何才能成为蒙内铁路的员工。”

We wear uniforms and dress in style. Other passengers often ask us how to get this job. And some ask us how to become employees of SGR. ”

### 加强运营人才培养 Strengthening the cultivation of operation talents

2018 年 7 月 17 日，4 名来自肯尼亚标轨铁路的乘务人员到中国武汉客运段实训基地参加服务技能培训。通过中国培训老师在模拟车厢中的讲解，肯尼亚乘务员学习到了中国动车组乘务员的作业标准、作业流程以及服务礼仪，为蒙内铁路运营注入更好的人才动力。

On July 17, 2018, four attendants of Kenya SGR Project received service and skill training at the training base in Wuhan passenger transport section, China. By listening to the instructions of Chinese training lecturers in the mock-up train carriage, Kenyan attendants learnt the operating standards, work flow and customer service etiquette of Chinese attendants on CRH trains, which cultivates talents for and inject momentum to the operation of SGR trains.

莎伦  
Sharon

肯尼亚标轨铁路乘务人员  
Attendant of Kenya SGR trains

“我们很珍惜这次培训的机会，中国是礼仪之邦，我们要将学到的服务技能带回肯尼亚，让更多的人感受中国的美。”

We highly value this training opportunity. China is known as a state of etiquette and ceremonies. We will bring the services and skills learnt here back to Kenya, so that more people can feel the beauty of China. ”



### 未来铁路人才培养 Cultivating future railway talents

中国路桥已全额资助 100 名肯尼亚留学生到北京交通大学学习通信工程、轨道交通信号与控制、铁道工程、工程管理等专业知识。同时，与肯尼亚铁路公司及内罗毕大学会谈并达成初步共识，由中国路桥为内罗毕大学修建铁路专业教学楼，并在中国寻找优秀的大学帮助内罗毕大学建立铁路工程专业，为肯尼亚培养更多铁路工程专业人才。

CRBC has fully sponsored 100 Kenyan students to Beijing Jiaotong University to study communication engineering, rail transit signal and control, railway engineering, engineering management and other professional knowledge. Meanwhile, CRBC has met with Kenya Railways Corporation (KRC) and the University of Nairobi and basically reached consensus that CRBC would build a teaching building for the railway major of UoN, and seek outstanding universities in China to help University of Nairobi develop railway engineering major, so as to train more railway professionals for Kenya.



提供全额奖学金，派遣肯尼亚优秀毕业生到中国学习先进铁路运营技术  
Providing full scholarship and sending outstanding Kenyan graduates to China to learn advanced railway operation technologies maintenance professionals

我们编写当地实习生制度，组织实习生到各项目经理部实习，并与世界银行出资的肯尼亚青年技能提升培训项目达成实训协议，接收肯尼亚青年实习生到项目参与实训，为当地培养一批学习能力强、专业技术高的青年人才队伍。

We also formulate a local internship system to organize internship in our Section offices. We have also reached an agreement with the World Bank Kenya Youth Empowerment Project on organizing practical trainings to receive young interns from Kenya, thus reserving youth talent team with strong learning ability and strong professional expertise.



北京交通大学肯尼亚留学生到内马铁路一期实习  
Kenyan students at Beijing Jiaotong University participate in an internship program at SGR Phase 2A

2018 年，24 名在中国学习的肯尼亚留学生到内马铁路一期项目实习，用他们学习到的技术贡献家乡建设和发展。

In 2018, 24 Kenyan students studying in China took an internship at SGR Phase 2A, and contributed to the development of their hometown by using the technologies they learnt.



运营公司与多所院校紧密合作，为当地培养运营人才  
The Operating Company closely works with multiple universities to train operation talents for Kenya

李凯男  
Li Kainan

北京交通大学 2018 级  
轨道交通信号与控制专业  
肯尼亚留学生  
Kenya International Student,  
Class of 2018 Rail Transit  
Signaling and Control Major,  
Beijing Jiaotong University

“在肯尼亚的标轨铁路建设之后，我和同伴们获得了来中国学习的机会，可以在这里学习很多铁路方面的知识。而这次参加表演，有机会与来自世界各地的重要领导人坐在一起，聆听他们的智慧并分享他们的快乐，这是一种巨大的荣誉。”

After the construction of Kenya SGR Project started, my friends and I got the chance to study in China and learn much knowledge on railway. This time, it's a great honor for us to join the performance, sit next to state leaders from all over the world, listen to their insights and share their happiness. ”





## 肯中员工共同发展

Common growth of Kenyan and Chinese employees

不同国家、不同文化要“交而通”。我们不断促进肯中文化交流和融合，当地员工与中方员工相互尊重、互学互鉴，共同发展。

Different countries and cultures need to “communicate with and understand each other”. We continuously promote the exchange and integration of culture in Kenya and China. Local Kenyan and Chinese employees respect and learn from each other for common development.

我们对中方员工就当地语言、政治、文化、宗教、习俗、法律法规、环境保护、合同条款等方面展开培训，正确处理好当地员工与中国员工由于思维方式、行为习惯等的不同而引发的摩擦，拉近肯中员工之间的距离。

We train Chinese employees on local language, politics, culture, religion, customs, law and regulations, environmental protection and contract terms, teach them how to deal with conflicts between them and Kenyan employees due to different thinking pattern, behaviors and habits, thus making them closer to each other.

### 肯中员工，亦师亦友

Kenyan and Chinese employees are teachers and friends to each other

哈哈是一名当地员工，现在是内马铁路一期第五项目经理部的当地员工班组长。老张是第五项目经理部施工现场的中方负责人，由于英语基础不好，在向当地工人传授施工经验方面的挑战巨大。哈哈主动充当老张的翻译，帮忙制定英文施工标准，在闲暇时教给老张一些常用英文词汇，老张也把哈哈当接班人培养，毫无保留地传授工程经验。哈哈和老张既是工作中的最佳搭档，也是生活中的知心好友。

Haha is a local employee, and now the head of a group comprised of local employees in the Section 5 of SGR Phase 2A. Lao Zhang is the Chinese manager of the construction site of the Section 5. Due to poor English, Lao Zhang found it is much challenging to share his construction experience with local workers. Haha volunteered to become the translator of Lao Zhang, helped him develop construction standards in English, and taught some commonly used English words to Lao Zhang after work. Lao Zhang treated Haha as his successor and taught his engineering experience to Haha. They are the best partners at work, and best friends in life.

#### 哈哈

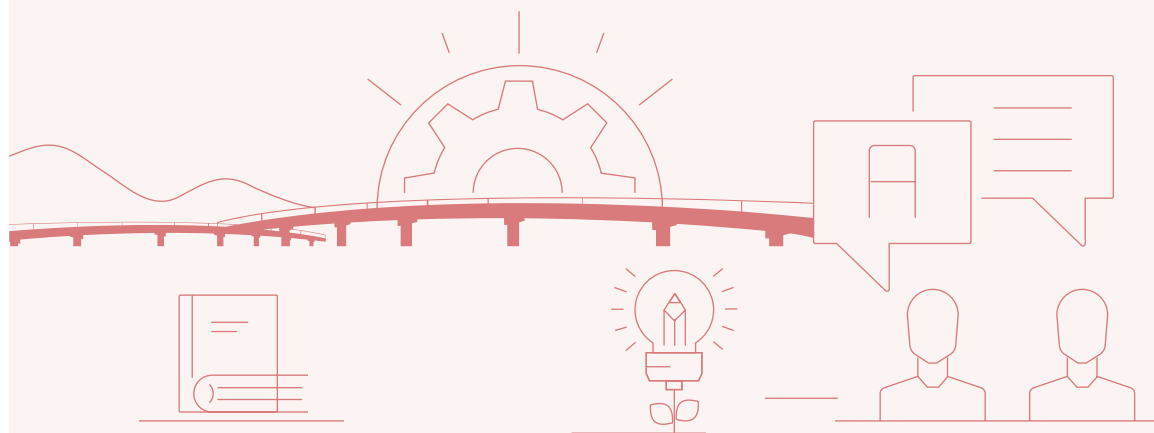
Haha

第五项目经理部当地员工班组长

Head of the local employee section in the Section 5

“因为内马铁路的修建，我认识了很多中国朋友，了解了很多铁路知识，并在内马铁路上组成了一个完美家庭。等内马铁路修完了，即使中国朋友走了，我也要继续投身于国家的铁路工作，把肯中之间的友谊铁路继续延续下去。

Thanks to the construction of SGR Phase 2, I know a lot of Chinese friends, know much knowledge on railway, and now have a perfect family along SGR. When the project is finished, even if my Chinese friends go back to their countries, I will continue to dedicate myself to our country's railway construction, keeping this railway of Sino-Kenyan friendship alive forever.”



## 文化交流，情感融合

Improving cultural exchange and promoting emotional integration

为加强当地员工和中国员工的交流沟通，让当地员工更加了解中国的传统文化，也让中国员工更加了解肯尼亚的传统文化，增强员工的凝聚力和向心力，内马铁路一期项目积极组织丰富多彩的文化交流活动，肯中员工交流感情，增进理解。

To strengthen communication and exchange between local and Chinese employees, help local staff know more about Chinese traditional culture and help Chinese staff know more about Kenya's traditional culture, and further unite all employees, SGR Phase 2A actively organizes cultural and entertainment activities for employees from Kenya and China, increase their friendship and improve mutual understanding.



项目经理部组织新春活动  
The Sections holds celebration activities for Chinese Spring Festival



第三项目经理部马赛员工表演当地舞蹈  
Maasai employees from the Section 3 perform local dance



第二项目经理部肯中员工共度生日会  
Kenyan and Chinese employees from the Section 2 celebrate birthday together



第一项目经理部中方员工代表参加当地员工婚礼  
Chinese employee representatives from the Section 1 attend the wedding ceremony of local employees



第五项目经理部组织员工家属探访日活动  
The Section 5 organizes CCCC Sections Excellent Employee Family Visiting Day campaign



第七项目经理部组织三八妇女节慰问  
The Section 7 shows care to female employees on International Working Women's Day (March 8)



标轨铁路运营公司在纳瓦沙湖举办“10人11足”比赛  
The Operating Company holds a “eleven-legged race” at Lake Naivasha



## 激发产业发展活力

Energizing Local Industries

我们通过本地采购和分包，带动当地水泥公司、钢材公司、油料企业、运输企业及其他中小企业业务发展，从资金、技术、管理等方面对供应商进行扶持，催化当地相关产业发展。铁路运输带动了当地旅游业、酒店业及相关产业发展，促进了沿线地区“一廊三圈”（东非经济走廊、蒙巴萨经济圈、内罗毕经济圈和维多利亚湖经济圈）的发展。

Thanks to local procurement and sub-contracting, we drive the development of local cement, rolled steel, oil, transport companies and other SMEs, support our suppliers from finance, technology and management, and energize relevant local industries. Railway transportation mobilizes the development of local tourism, hotel industry and other related industries, and drives the growth of regions along the line, i.e. One Corridor and Three Economic Circles (East Africa economic corridor, the Mombasa economic circle, the Nairobi economic circle and the Lake Victoria economic circle).

## 供应链发展

Supply chain

肯尼亚标轨铁路项目建设累计与 574 家材料供应商和工程服务公司开展合作，拉动了建筑材料、机械、通信、运输、人员培训等众多行业发展。随着内马铁路一期项目的推进，我们从资金、技术、管理等方面对供应商进行技术支持，催化当地产业的发展和升级。自 2017 年至 2019 年 8 月 31 日，与 157 家当地工程分包商开展合作，带动当地工程分包商 5984 人进场工作。

Kenya SGR Project has cooperated with 574 suppliers of material and engineering services in total, driving the development of building materials, machinery, communication, transport and personnel training industries. As SGR Phase 2A is pushed forward, we provide technical support to suppliers from finance, technology and management, and catalyze the development and upgrading of local industries. From 2017 to August 31, 2019, we cooperated with 157 local engineering sub-contractors and drove 5,984 employees from sub-contractors to work for us.

### 2018 年 1 月 1 日 - 2019 年 8 月 31 日，肯尼亚标轨铁路项目当地采购情况

Procurement of local materials for Kenya SGR Project (January 1, 2018 to August 31, 2019)

当地采购品种 Local Material	当地采购量 Purchase Quantity	当地采购率 Local Procurement Rate
水泥本地采购量 (吨) Cement (ton)	414,337	100%
钢筋本地采购量 (吨) Rolled steel (ton)	28,170	80%
柴油本地采购量 (吨) Diesel (ton)	50,587	100%
炸药本地采购 (吨) Explosives (ton)	1,819	100%
导火索本采购 (万米) Fuse (10,000 m)	138.9	100%
雷管本地采购 (发) Detonator (piece)	167,433	100%

### 迈克尔·瓦韦鲁

Michael Waweru

肯尼亚铁路公司前董事长  
Former Chairman, Kenya  
Railways Corporation

“内马铁路一期项目在建设期间为肯尼亚创造了大量工作岗位，培养了大量施工技术人员，带动了水泥、钢材、运输等行业发展，提高了肯尼亚的工业化水平，推动了肯尼亚的经济增长。

SGR Phase 2A has created a lot of jobs for Kenya during its construction, and cultivated a large number of construction professionals and technicians to drive the development of cement, rolled steel and transportation industries, improve the industrialization of Kenya, and promote Kenya's economic prosperity.”



### 技术合作，实现抗震钢筋当地生产

Realizing local production of anti-seismic steel bars through technological cooperation

内马铁路一期项目通过东非大裂谷断裂带，地处非洲板块和印度洋板块的交界处，特殊的地质条件，要求铁路必须满足一定的抗震条件。然而，肯尼亚当地并无钢材生产商可以生产符合中国标准的抗震钢筋。

Since SGR Phase 2A crosses the East African Great Rift Valley and is located in the intersection of African Plate and Indian Ocean Plate. The special geographical conditions require railways to meet certain anti-seismic standards. However, no local steel producer in Kenya could produce anti-seismic steel bars that meet up with Chinese standards.

为了提升当地元素的采购比重及当地钢材生产商的技术水平，我们与当地大型钢材生产商优质钢厂有限公司合作，派遣技术专家，与该公司组成联合技术团队，不断调整钢坯和提升生产工艺。经过双方的共同努力，现该公司已经能够稳定生产满足标轨铁路项目要求的抗震钢筋，带动了当地的技术提升，同时该公司也获得了更多的抗震钢筋采购订单。

To improve the procurement proportion of local materials and enhance the technological level of local steel producers, we collaborated with Prime Steel Mills Limited, a large local steel producer, sent technical experts and formed a joint technical team with the company to continuously adjust billets and improve production techniques. Through joint efforts of both parties, the company can now steadily produce anti-seismic steel bars that live up to the requirement of SGR project, driving local technical advancement and winning more orders on anti-seismic steel bars.

### 莫达克

Modac

优质钢厂有限公司  
市场部总经理

General Manager of the Marketing  
Department, Prime Steel Mills  
Limited

“因为我们能够生产抗震钢筋，其他在肯尼亚的中国公司也开始接触优质钢厂有限公司，打算转向当地采购抗震钢筋了。

Since we can produce anti-seismic steel bars, other Chinese companies in Kenya start to reach out to Prime Steel Mills Limited and plan to purchase anti-seismic steel bars locally.”



与当地供应商开展技术交流  
Having technical exchange with local suppliers



当地分包商培训  
Providing training to local sub-contractors



## 关联产业发展

Related industries

肯尼亚标轨铁路项目为沿线镇、社区的居民带来了工作机会。通车后，各个火车站周边出现大量商业设施，越来越多的肯尼亚人正从中受益，人民生活水平获得改善。

Kenya SGR Project brings job opportunities to residents in towns and communities along the railway. After the project was put into operation, a large number of commercial facilities emerged around railway stations. An increasing number of Kenyans are benefiting from the project. Peoples' lives have been improved.

### 盖里雄·伊基亚

Gerrishon Ikia

内罗毕大学国际经济学者  
Scholar In Global Economy,  
University Of Nairobi

“一带一路”项目近年来为非洲国家带来了看得见的变化。以肯尼亚为例，肯中合作的标志性项目蒙内铁路，不仅为肯尼亚人民的出行带来了巨大便利，也创造了大量就业机会，还为铁路沿线城镇经济发展带来了活力。

Belt and Road project has brought tangible changes to African countries. Taking Kenya as an example, SGR Phase 1, a landmark project marking the collaboration between Kenya and China, not only brings great convenience to the travel of Kenyan people, but also creates jobs and energizes the economy of towns and cities along the railway.”

## 内罗毕南站出租车司机

Taxi driver at Nairobi South Station

西蒙是在内罗毕南站工作的大约 60 名出租车司机中的一位。之前他只在乔莫·肯雅塔国际机场接送旅客到目的地。随着蒙内铁路的开通，更多乘客要求到内罗毕南站后，他开始意识到南站也有很多打车需求。如今他在车站附近已载客一年零三个月，每天为从蒙巴萨抵达内罗毕的乘客出大约三趟车，占他每天收入的三分之一或一半。

Simon is one of the 60 taxi drivers working around Nairobi South Station. In the past, he only picked up passengers from Jomo Kenyatta International Airport. After the SGR Phase 1 was opened, more passengers request him to pick them up at Nairobi South Station, and he notices the demand in the railway station. He has been working around Nairobi South Station for one year and three months. Every day, he picks up about three batches of passengers arriving in Nairobi from Mombasa. This part of earning takes up one third or half of his daily income.

## 图拉镇的大老板

Successful restaurant owner in Tuala town



随着内马铁路一期大规模建设的启动，大批当地雇员进入图拉镇。作为镇上为数不多的几家餐馆酒吧之一，阿妮塔餐吧的生意开始红火起来，餐吧一个月的营业额抵得上以前半年的收入。在内马铁路一期建设期间，图拉镇上迎来春天的还不止阿妮塔一个人。当地的小公共汽车司机们、工程零部件供销商们都像是候鸟一般，纷纷在镇上扎下根来，各式各样的旅馆，条件不一的临租房也像雨后春笋一样冒出来，使整个小镇变得生机勃勃。

Since the SGR Phase 2A was launched, the project has attracted a lot of local employees to Tuala town. Since there are not many restaurants and pubs in the town, Anita Canteen is growing popular. Anita's one-month revenue is now equivalent to that of six months in the past. During the construction of SGR Phase 2A, many other people in Tuala town are also running more successful businesses. Bus drivers and engineering component suppliers and distributors have gradually moved to and settled in the town. All kinds of hotels and apartments for rent have sprout out in the town, making Tuala full of vigor.

肯尼亚是非洲主要的旅游国家之一，蒙内铁路连接海滨城市蒙巴萨和首都内罗毕，将肯尼亚的多个著名景点串联起来，形成了一条新的旅游路线。快捷的交通减少了旅途交通时间，越来越多的游客通过蒙内铁路进入肯尼亚旅游景点，带动了当地沿线旅游业和酒店业的发展。

Kenya is a major tourist destination in Africa. SGR Phase 1 connects the coastal city Mombasa and the capital Nairobi, connecting multiple renowned scenic spots in Kenya and forming a new tour route. More tourists visit attractions using the SGR trains which are faster and more convenient, driving the development of tourism and hotel industry along the line.

“蒙内铁路项目的影响超出我们的预期，项目完工之后沿线国家的 GDP 会因此上升 2.5%，也会极大促进旅游业的发展，在内罗毕和蒙巴萨之间的客流量将有巨大的提升。

The influence of SGR Phase 1 is beyond our expectations. The GDP of countries along SGR will increase by 2.5% after the project finishes. Tourism will also be boosted. The passenger flow volume between Nairobi and Mombasa will increase dramatically.

——肯尼亚交通、基础设施、住房、城市发展和公共工程部部长 詹姆斯·马查瑞尔

—James Macharia, Kenya's Cabinet Secretary for Transport, Infrastructure, Housing, Urban Development and Public Works

“铁路开通后，肯尼亚旅游业将成为受益最大的行业之一。蒙内铁路沿线有很多旅游景点，旅客在列车上就能观赏沿途的原生态风光。

Kenyan tourism will be one of the industries benefiting most from the operation of SGR. There are many tourist attractions along SGR Phase 1. You can enjoy the beauty of nature along the way on the train.

——肯尼亚旅游部部长 纳吉布·巴拉拉

—Najib Balala, Kenya's Cabinet Secretary for Tourism

“标轨铁路的一个显而易见的受益者将是旅游业，特别是游客总体数量和国内旅游业的预期增长。

One obvious beneficiary of SGR will be tourism. We will see growth especially in the total number of tourists and the expected growth of the domestic tourism.

——肯尼亚《旗帜报》文章《SGR 是旅游、经济游戏规则的改变者》

—“SGR is a game-changer for Kenyan tourism and economy”, an article on *The Standard of Kenya*

## 赢得游客青睐

Winning tourists

蒙内铁路全长 472 公里，途经肯尼亚最大的野生动植物国家公园——察沃国家公园，形成了一道人类文明和自然环境相融的动人新风景，旅客在列车上就能观赏沿途的原生态风光，饱览非洲草原的壮丽景色。美国有线电视新闻网为肯尼亚旅游推出了一期特别报道，向全球游客推荐到肯尼亚最值得做的 20 件事，其中“乘坐蒙内铁路列车”排在了第五位。英国《每日电讯报》和肯尼亚《旗帜报》均报道了肯尼亚标轨铁路是世界十大最佳铁路之旅之一。

The SGR Phase 1 is 472km long. It passes through Kenya's largest wildlife national park—Tsavo National Park, and delivers a new charming view combining human culture and nature. Tourists can enjoy the beauty of nature and appreciate the magnificent African prairie along the way on the train. The American news-based pay television channel CNN made a special report for tourism in Kenya, and recommended 20 must-do things, the fifth among which is “take a SGR train”. *The Daily Telegraph*, British daily broadsheet newspaper and *The Standard of Kenya* both reported SGR as one of the ten best train rides in the world.



### 带动旅游业增长

Driving the growth of tourism

蒙内铁路途经内罗毕至蒙巴萨线沿线的几个旅游胜地。一方面，火车的便利性使肯尼亚人更容易进入铁路沿线的野生动物保护区以及蒙巴萨市的娱乐场所；另一方面，相比公路旅行，火车的安全性对肯尼亚国内的旅游业也带来了巨大影响。《2018年肯尼亚餐饮业报告》表明，2017年蒙巴萨地区24%的游客来自肯尼亚国内，高于2016年的16%，主要是由于蒙内铁路客运运营的开通。

There are popular tourist attractions along the SGR Phase 1 from Nairobi to Mombasa. On the other hand, convenient railway services make it easier for Kenyan people to enter the wildlife conservation area along the railway and the leisure and entertainment venues in Mombasa. On the other hand, compared with bus travel, safe train rides have more positive impact on Kenya's domestic tourism. According to *Hospitality Report Kenya 2018*, 24% of tourists in Mombasa area were from Kenya in 2017, 16% higher than the number in 2016, which should be mainly attributed to the opening of SGR Phase 1 services.

### 促进酒店业发展

Boosting the hotel industry

旅游业的火爆也带动了当地酒店业的迅速发展，察沃国家公园、蒙巴萨等地方的酒店入住率不断增长。在标轨列车开通前，蒙巴萨市内酒店的平均入住率是50%，而在运营两年后的今天，根据最新的统计数据，蒙巴萨市内的酒店平均入住率已经达到了90%。

The booming tourism also drives rapid growth of local hotel industry. Hotel occupancy rates in Tsavo National Park and in cities like Mombasa are increasing continuously. Before SGR was put into service, the average occupancy rate of hotels in Mombasa was 50%. After two years of operation, the number has reached 90% according to latest statistics.

“火车是很多游客旅行选择中不可缺少的一部分，可以为肯尼亚旅游业的发展增添很多亮点，只要有安排去蒙巴萨旅行的乘客，多半都会选择火车出行，为的是感受穿行在非洲草原上的独特体验。”

By train is an indispensable travel choice for many tourists. The railway industry can make Kenyan tourism more attractive. People who plan to travel in Mombasa mostly will choose travel by train, just for the unique experience of traveling on African prairies.

——肯尼亚旅行社负责人肖晨光  
—Xiao Chenguang, Head of Kenya Travel Agency

“自从2017年6月蒙内铁路通车以来，经常会有游客要求体验蒙内铁路之旅。”

Since SGR Phase 1 started operation in June 2017, many tourists would like to experience the train ride.

——肯尼亚中国旅行社工作人员李薇  
—Li Wei, staff member at Kenya China Travel Agency

来自美国缅因州的德文·科拉韦基奥第一次来肯尼亚旅游，听说有火车往返内罗毕和蒙巴萨，与8个美国同伴商量后放弃了长途汽车。

It was the first time Devin Colavecchio traveled from Maine, the US to Kenya. He heard there were trains between Nairobi and Mombasa, so he and his eight American friends decided to quit buses.

“

中国制造的列车空间大，舒服又方便。

Chinese-made' trains have larger space. They are comfortable and convenient.

”

——美国缅因州游客德文·科拉韦基奥

—Devin Colavecchio, a tourist from Maine, the US

### 海滨城市酒店业蓬勃发展

Prospering hotel industry in coastal cities

蒙巴萨不仅是著名的港口，也是一个热门的海滨度假地。蒙内铁路的开通让越来越多的人前往这座海滨度假胜地度假。尤其是“复活节”期间，该地区迎来了旅游热潮，蒙巴萨海滨度假酒店的入住率都是100%。据统计，2017年“复活节”黄金周运输7天，蒙内铁路累计发送旅客46584人次，同比增长42.4%。

Mombasa is not only a famous port, but also a popular coastal vacation spot. The opening of SGR Phase 1 attracts more and more people to this coastal resort. Especially during the Easter holiday, Mombasa witnessed a tourism surge. All coastal hotels in Mombasa had full occupancy rates. According to statistics, during seven days of the Easter holiday in 2017, SGR Phase 1 transported 46,584 passengers in total, increasing by 42.4% year on year.

#### 肯尼亚酒店餐饮业协会

Kenya Association of Hotelkeepers and Caterers

“目前海滨地区旅游迎来高峰期，主要是国内游客，一方面大选终于结束，另一方面蒙内铁路开通带来了积极影响，很多游客乘坐火车前往海滨地区。”

Now is the height of tourist seasons in coastal areas. Tourists are mainly domestic residents. Since the general election was finally finished and SGR Phase 1 plays a positive role, many tourists travel to coastal areas by train.

#### 肯尼亚沿海地区的酒店经营者

A hotelkeeper in the coastal area of Kenya

“入住的绝大多数是国内游客。越来越多的国内游客感受到基础设施的改善，包括蒙巴萨和内罗毕之间的标轨铁路列车服务。”

Most tourists are domestic. More and more domestic tourists now find the infrastructure is improving, including the super-fast SGR train services between Mombasa and Nairobi.

#### 弗朗西斯

Francis

“自蒙内铁路开始客运服务以来，酒店每天都要派车去蒙巴萨火车站迎接客人。现在每天平均订单数量比去年同期增加了10个，相信铁路增加运力后，酒店生意还会更上一层楼。”

Since SGR Phase 1 was open to passengers, our hotel sends shuttle buses to Mombasa Station to pick up customers every day. Now we receive 10 more orders every day compared with that of last year. I believe our business will be even better after the railway has higher transport capacity.

#### 蒙巴萨海岸边的旅行者度假

酒店客房预订部经理

Manager of Room Reservation, Travelers' Inn next to the sea in Mombasa



### 察沃国家公园游客剧增 Tourism surge in Tsavo National Park

察沃国家公园占地 2.07 万平方公里，是肯尼亚最大的野生动物保护区，分为东西两部分。蒙内铁路途经的沃伊站处于东、西察沃国家公园相对来说的中间位置，旅游资源比较丰富。火车通车后，方便了当地人乘坐火车去察沃国家公园，对旅游业有很大的促进作用。从客运统计数据来看，到沃伊站的旅客也是逐月增多，在旅游旺季更是呈现出井喷现象。

Tsavo National Park occupies an area of 20,700km<sup>2</sup>, and is the largest wildlife conservation area in Kenya. It is split into eastern and western parts. Voi Station on SGR Phase 1 is basically located in the middle of the two parts, so it's surrounded by tourism resources. After SGR Phase 1 was opened to the public, it's easy for local people to take a train to Tsavo National Park, so the local tourism is greatly promoted. According to passenger traffic statistics, the number of passengers to Voi is also increasing every month, and almost rocketing in peak seasons.

沃伊旅游局工作人员  
An official at Local Tour Guide

“蒙内铁路开通近两年来，察沃国家公园的旅客人数增长为原来的两倍，从 3 万人次提升到目前的 6 万~7 万人次。”

After SGR Phase 1 has been operated for nearly two years, the number of tourists in Tsavo National Park has doubled from 30,000 to the current 60,000 to 70,000. ”

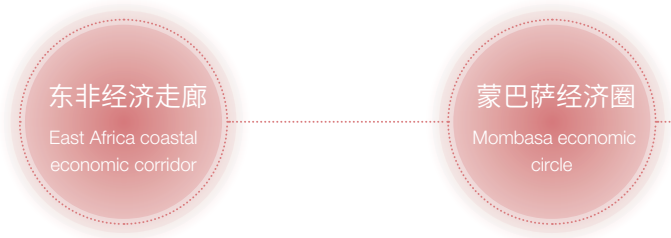
内马铁路一期项目穿过许多著名的自然景观，如内罗毕国家公园、恩贡山脉和东非大裂谷。铁路正式开通后，人们可以更加方便地走进旅游胜地，欣赏气势磅礴的百万动物大迁徙，领略壮美的东非大裂谷。标轨铁路将促进肯尼亚旅游业蓬勃发展。

SGR Phase 2A passes through a number of reknown natural scenic spots, including Nairobi National Park, Ngong Hills and the East African Great Rift Valley. After SGR Phase 2A was officially put into service, people can now travel to tourist attraction sites more conveniently to enjoy magnificent animal migrations and the gorgeous Great Rift Valley. SGR trains will boost the prosperity of Kenya's tourism industry.

### “一廊三圈”发展 “One Corridor and Three Economic Circles”

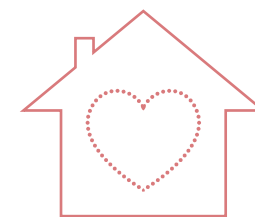
标轨铁路作为贯通东西的交通大动脉，改变了肯尼亚原来的交通布局，让物流更便利，增强了肯尼亚自主发展的“造血功能”。铁路与沿线工业园区建设共同推进，正在带动沿线地区“一廊三圈”（东非经济走廊、蒙巴萨经济圈、内罗毕经济圈和维多利亚湖经济圈）经济社会发展，实现大型基础设施建设同当地产业发展的良性互促。

As an artery connecting the west and east of Kenya, SGR Project has changed the original transport layout, made logistics more convenient, and enhanced Kenya's capacity for independent development. The construction of railway and industrial parks along the line is being advanced together, driving the economic and social prosperity of One Corridor and Three Economic Circles (East Africa economic corridor, the Mombasa economic circle, the Nairobi economic circle and the Lake Victoria economic circle) along the railway, and realizing the mutual promotion of large infrastructure construction and local industrial development.



### 用心支持社区发展

Supporting Community Development



蒙内铁路的开通，极大便利了内罗毕与蒙巴萨之间的物流和人员往来，进一步巩固了蒙巴萨作为东非第一大港的优势地位，为打造蒙内铁路、蒙巴萨港、蒙巴萨经济特区“三位一体”的格局奠定基础。

The opening of SGR Phase 1 greatly facilitates logistics and people-to-people exchange between Nairobi and Mombasa, and further consolidates Mombasa's position as the largest port in East Africa, laying a foundation for developing SGR Phase 1, Mombasa Port and Dongo Kundu Special Economic Zone as a whole.

目前，内马铁路一期（内罗毕至纳瓦沙）已全线贯通，将为纳瓦沙工业园提供便利的交通条件。

The SGR Phase 2A (Nairobi to Naivasha) has been fully completed. It will provide convenient traffic for Naivasha Industrial Park.

未来，内马铁路二期（纳瓦沙至基苏木）和三期（基苏木至马拉巴）的推进将进一步与规划中的乌干达境内标轨铁路连为一体，推动基苏木经济特区和东非北部走廊建设。

In the future, SGR Phase 2B (Naivasha to Kisumu) and Phase 2C (Kisumu to Malaba) will be further extended to connect the Uganda SGR under planning to promote the construction of Kisumu Special Economic Zone and Northern Corridor.

共建和谐社区，共促社区发展。我们在项目建设过程中主动履行社会责任，积极考虑项目施工对当地社区发展的影响，及时了解当地社区的需求，发挥项目优势，深入参与铁路沿线社区的建设与发展。

We are dedicated to building a harmonious community together and promoting community development hand in hand. During the construction process, we take the initiative to fulfill social responsibilities. We take the impact of construction on local community development into consideration, timely identify the demand of the local community and give full play to the project's strengths, deeply participating in the development of communities along the railway.

2018年1月1日至2019年8月31日  
From January 1, 2018 to August 31, 2019

肯尼亚标轨铁路项目共开展百余项社会责任项目，其中包括道路修缮、水源分享、社区设施、文化教育、医疗卫生、应急救援等援助项目，累计投入资金超过百万美元。

Kenya SGR Project is involved in over 100 social responsibility programs, including assistance in road repairing, water sharing, community facilities, culture and education, medical care, emergency response and rescue, and has invested over USD one million in such programs.



## 尊重与沟通

Respect and communication

我们建立高层对接、政府沟通、地方协调的三级社区沟通体系，加强公共关系维护和内外信息沟通。我们秉承“全力配合、积极服务、回馈社会”的核心理念，加强与当地社区的沟通交流，主动向肯尼亚媒体披露项目建设进展，积极提供真实准确详细的信息，主动回应媒体和社区居民的关切和质疑，赢得当地公众的信赖与支持，实现与当地社区的民心相通。

We have established a three-tier communication mechanism combining communication with top management, Kenya's national government and local government. Practicing the CSR philosophy of "full cooperation, active service, and contribution to society", we strengthen communication with local communities, regularly disclose construction progress updates to Kenyan media, provide true, accurate, and detailed information, and respond to questions and concerns of media and residents, so as to win the trust and support of local people and create bonds with local communities.

### 加强社区沟通，赢得居民信赖

Strengthening communication with local communities to win the trust of residents

为加强与当地社区的交流沟通，让社区居民及时了解铁路施工情况，第二项目经理部于2018年6月22日组织基姆伽社区代表到恩贡隧道观摩，向社区代表详细介绍隧道的工程概况、施工管理、铁路建好后的效果图以及为社区居民带来的便利等情况。现场观摩活动不仅加深了当地社区居民对隧道施工的了解，赢得了他们对铁路项目的认可和支持，也为项目部与当地社区合作奠定基础。

To strengthen communication and exchange with local communities and to inform residents of the current progress of railway construction, the Section 2 organized representatives of Kimuka Community to visit Ngong Tunnel on June 22, 2018, where the personnel introduced the overview, construction management and possible benefits to local people, and showed the architectural renderings. The field visit not only deepened local people's understanding of the tunnel, but also won support and recognition, laying a foundation for the cooperation between the Section Office and local community.

#### 当地村长

A local village head

“恩贡隧道是肯尼亚首条隧道，也是我见过的第一条隧道。项目部在此次隧道建设中，不仅为我们提供了大量就业，也为肯尼亚的经济发展做出巨大贡献。

Ngong tunnel is the first tunnel in Kenya, and the first one I've ever seen. During construction, the Section Office provides us with a lot of work opportunities and contributes significantly to the economic prosperity of Kenya.”



第七项目经理部走访马赛社区，主动了解社区期望和诉求，并为社区老人送上中国农历新年礼物

The Section 7 officials visit the Maasai community to know local expectations and demands, and send Chinese New Year's gifts to elderly people in the community



第二项目经理部组织员工并出动设备为基姆伽社区居民丹尼斯家铺造宽敞的新路，并主动送水和饮料，保证婚礼顺利进行

The Section 2 instructed staff and provided equipment to construct a new wide road for Dennis' home, a resident in Kimuka community, and also prepared water and drinks for a successful wedding

## 水源分享

Water resources sharing

水是生命之源。我们在肯尼亚标轨铁路项目的建设过程中，主动了解当地水源情况，开展一系列水利援助项目，帮助社区解决水源问题，保障居民日常用水，构建和谐友好的社区关系。

There is no life without water. Throughout the construction of Kenya SGR project, we get to know the reserve of local water resources and carry out water conservancy and aid projects, so as to help residents solve the problem of water shortage, secure daily water use, and maintain harmonious and friendly people-to-people relationship.

#### 道格拉斯

Douglas

马赛社区代表

A representative of the Maasai community

“在肯尼亚大旱期间，社区牲畜饮水困难，第七项目经理部了解情况后，立即调动挖掘机和装载机等设备，为社区开挖大水塘，并安装水泵，同时出借发电机并提供柴油，以便抽水抗旱，极大地解决了社区牛羊饮水困难的问题。

During the severe drought season, there was nearly no water for livestock in the community. After learning about the situation, the Section 7 immediately sent excavators and loaders to dig large water ponds and installed water pumps, lent electricity generators and provided diesel for local people to pump water, which greatly helped solve the drinking water shortage for livestock.”

#### 约瑟夫

Joseph

奥洛肖奥伊布尔社区主席

Chairman of Olosho oibor Community

“项目部已经不是第一次给学校送水了，他们送来的水不仅能及时缓解学校用水需求，也使学校能专心教学。再一次衷心感谢你们为学校 and 女童援助中心送水。

It's not the first time that the Section Office sent water to local schools. Their water meets the water demand timely and enables the school faculty and students to concentrate in learning. Thank you again for providing water to our schools and girls' aid center, sincerely.”

### 开启基姆伽水利公益项目，惠及上千名社区居民

Launching Kimuka hydraulic engineering program for the benefit of thousands of local residents

内马铁路一期项目第二项目经理部在恩贡山隧道施工期间发现了裂隙水，经检测，这些裂隙水达到饮用标准，这对于长期严重缺水的社区居民来说是最宝贵的资源。项目部研究决定将合理利用裂隙水，通过开渠引流、建设水池，为下游基姆伽居民解决缺水的问题。基姆伽水利公益项目预计可解决当地5000名居民的用水问题。

The Section 2 of SGR Phase 2A found crack water during the construction of Ngong Tunnel. The crack water met the standards for drinking water according to examination, and was thus the most precious resource for community residents in constant severe water shortage. The Section decided to properly use the resource. Through opening up channels and building water ponds, the Section solves the problem of water shortage for downstream Kimuka people. The non-profit hydraulic engineering program is expected to meet the water demand of 5,000 local residents.

#### 乌胡鲁·肯雅塔

Uhuru Kenyatta

肯尼亚总统

President of the Republic of Kenya

“该项目的建设有效改善了当地社区长期以来的‘供水难’问题，感谢中国政府及企业积极帮助肯尼亚改善基础设施建设。

The project has effectively alleviated the long-standing "water supply difficulties" in local communities, and thanked the Chinese government and enterprises for their active help in improving the Kenyan infrastructure construction.”



#### 约瑟夫·奥勒·伦库

Joseph Ole Lenku

卡贾多郡郡长

Governor, Kajiado County

“目前卡贾多郡只有约35%的家庭能够获得清洁水。基姆伽水利项目将会彻底改变这一状况，对居民生活、公共服务都有着重要意义。

Currently, only about 35% of families in Kajiado are able to get clean water. Kimuka hydraulic program will completely change the situation. It is of great significance to residents and public services.”







第七项目经理部为爱玛丽镇居民送水  
The Section 7 provides water to residents of Emali town



第一项目经理部为卡贾多郡送水  
The Section 1 provides water to Kajiado county

### 支持教育 Education support

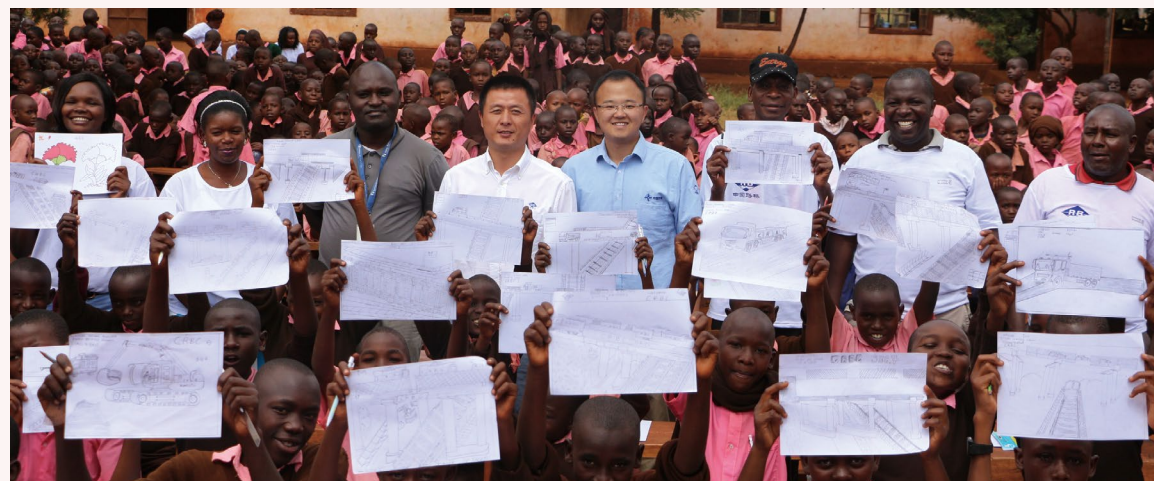
教育是社区向好发展的不竭动力。我们十分注重当地社区的文化教育发展，不断帮助当地社区提升教育水平和教育质量，与社区一起共同推动当地人才培养。

Education is the everlasting momentum driving a community to grow better. We highly value the development of culture and education in local communities, continuously helping them improve the level and quality of education, and strengthen local talent cultivation along with communities.

#### 建设“丝路书屋”，助力当地教育 Building “Belt and Road Library” to support local education

内马铁路一期项目在建设过程中非常关注当地社区的教育情况，积极帮助社区改善教育环境。2018年7月底，第一项目经理部开始帮助当地社区建设“丝路书屋”。该书屋位于恩贡路上的 Embulbul 校园内部，不仅为当地学生提供了阅读和学习的场所，改善了教育条件，也增进了肯中文化的交流和认同。

Throughout the construction process, SGR Phase 2A paid special attention to local education, and actively helped improve the learning environment of local communities. In the end of July 2018, the Section 1 helped build a “Belt and Road Library” in Embulbul school on Ngong Road, Kenya. The library not only provided local students with a place to read and learn and enriched local education resources, but also facilitated exchange and mutual recognition between Kenyan and Chinese cultures.



第四项目经理部联合麦马修镇镇长及克东农场马赛社区主席为凯特马赛小学的孩子免费送去油、面包、饼干、砂糖等生活用品及黑板、桌椅等学习用品

The Section 4 also cooperated with heads of Mai Mahiu town, Kedong farm and Maasai community to send free food, drinking water as well as classroom supplies like blackboards, tables and chairs to kids in AIC Kitet Christian Academy



第六项目经理部为当地学生捐赠书本  
The Section 6 donates books to local students



运营公司组织马赛学生首次体验火车  
The Operating Company organizes Maasai students to have the first train ride



## 改善医疗

Health-care improvement

医疗卫生事业是社区居民健康生活的重要保障。在标轨铁路建设过程中，我们主动关注社区医疗情况，积极组织医疗下乡活动，为社区居民免费义诊，促进传统社区和现代医疗的交融。

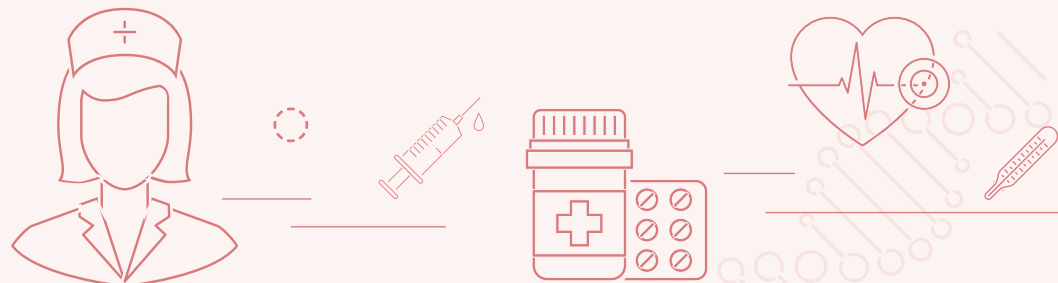
Medical services are an important guarantee for the healthy life of the community. During the construction of SGR, we actively paid attention to the medical care service of local communities, offered health-care services in rural areas, provided free clinic to local people, and promoted the integration of traditional communities and modern health-care.

### 医疗下乡，助推社区健康事业

Offering health-care services in rural areas to support the health of communities

我们与肯尼亚当地公益机构联合举办“苏苏瓦免费医疗营下乡活动”，为内马铁路一期项目沿线的马赛地区居民义诊。据不完全统计，本次义诊活动为一千多位马赛居民进行了免费的现代化体检，同时也让更多的当地居民了解到铁路将给未来生活带来的便利。

We jointly held "Suswa Free Health-care Camp" activity with a local public welfare agency in Kenya to provide free clinic services to Maasai people along SGR Phase 2A. This non-profit health-care activity brought free and modern physical examination to over 1,000 Maasai people, and enabled more local people to know the convenience and benefits that the railway might bring them in the future.



## 应急救援

Emergency rescue

我们密切关注当地社区的发展，主动参与到社区建设中，帮助社区居民解决生活中遇到的困难和问题，与社区居民共同应对自然灾害、抢灾救险，共建社区美好生活。

We pay close attention to the development of local communities. By actively engaging in community building, helping residents solve difficulties and problems in life, and fighting natural disasters with local people, we hope to create a better life for them.

### 急社区之所急，帮社区之所需

Responding to the emergency and need of the Maasai community

第七项目经理部营地所在马赛社区连日暴雨，社区居民无法捡拾柴禾，生火做饭受到影响，项目部分拣出一批废旧木材，捐赠给当地社区居民，帮助居民解决燃眉之急。

第七项目经理部建立社会责任管理小组，积极开展维修社区道路、修缮水窖等社会责任活动，协助地方政府改善民生，使 8000 余名社区居民、师生受益，与社区共同建设美好幸福家园。

Maasai community, the place where the Section 7 is based in, was hit by rainstorm for a couple of days in a row. Local people couldn't pick firewood to make fire and cook. The Section sent some waste wood to local people for free to help them solve the urgent problem.

The Section 7 set up a social responsibility management team and have provided some public welfare services for local communities, including building roads, repairing water cellars and organizing other, so as to help local governments improve the people's life.



第三项目经理部为马赛社区修缮大雨冲垮的道路，方便社区居民出行

The Section 3 repairs roads destroyed by rainstorm in the Maasai community for the convenience of local people



纳罗克郡石场附近发生客车翻车坠河事故，第五项目经理部积极组织吊车设备参与交通事故救援

When a bus overturned and fell into the river near Narok County, the Section 5 organized crane equipment to participate in the rescue operation



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# 共期

## 更加美好的发展前景

Common Expectation: Looking Forward to Better Development Prospects

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如今，东非铁路网脉络初现，宏伟蓝图徐徐展开。我们将抓住中肯合作发展的良好机遇，发挥工程技术和资源整合优势，加强技术转移，与当地合作伙伴共同为创造东非“新时速”贡献力量，助力东非区域经济走廊发展，为肯尼亚人民带来美好生活，携手共建中肯发展共同体。

The East Africa Railway Network was initially formed, and the grand picture is gradually unfolded. We will seize the good opportunity for Sino-Kenyan partnership and prosperity, give full play to our strengths in engineering technologies and resource integration, strengthen technology transfer, and contribute to creating "new speed" of East Africa together with local partners. We will be dedicated to supporting the development of the East African economic corridor, creating better life for Kenyan people, and building a China-Kenya community of shared development.





## 从肯尼亚标轨铁路到东非铁路网

From Kenya SGR to the East Africa Railway Network

东非铁路网始于肯尼亚的蒙巴萨港，途经肯尼亚首都内罗毕，抵达乌干达首都坎帕拉，主线全长约 1233 公里。另有 4 条支线分别通往南苏丹、刚果（金）、布隆迪和坦桑尼亚，主、支线全长约 3238 公里。东非铁路网建成后，将承担肯尼亚、乌干达、卢旺达、布隆迪、南苏丹、刚果（金）等国的客货运输任务，大大降低物流成本，同时创造大量就业岗位。

The East Africa Railway Network extends from Mombasa Port, Kenya to Nairobi, capital of Kenya, and then to Kampala, capital of Uganda. The main line lasts about 1,233km. Four branch lines are extended to South Sudan, D.R. Congo, Burundi and Tanzania, with a total about 3,238km of main and branch lines. After completion, the network will be used to transport passengers and freight in Kenya, Uganda, Rwanda, Burundi, South Sudan, D.R. Congo, etc., greatly saving logistics costs and creating a lot of jobs.

蒙内铁路是东非铁路网的龙头，也将成为肯尼亚经济发展的主动脉。我们将继续发挥蒙内铁路的运输优势，进一步提升客运能力与货运能力，满足区域旅客出行及货物运输需求，加快释放蒙巴萨港集装箱吞吐能力。

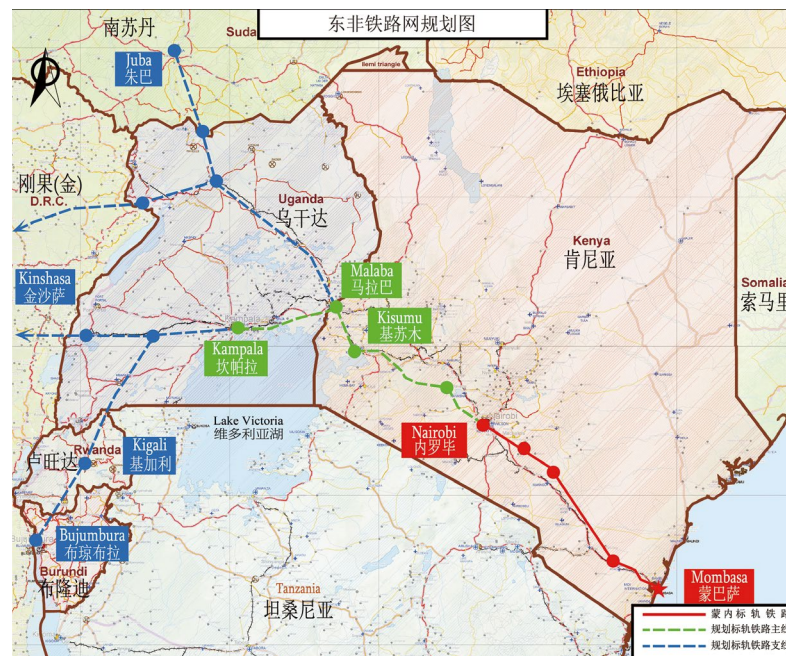
SGR Phase 1 is a flagship project in the network, and will become the artery of Kenya's economic growth. We will continue to give play to transport advantages of SGR Phase 1, further improve passenger and freight transport capacities to meet the local travel and freight transport demand, and enhance the handling capacity of Mombasa Port.

内马铁路是蒙内铁路的进一步延伸，起点位于首都内罗毕，终点位于西部边境城镇马拉巴。内马铁路一期（内罗毕至纳瓦沙）已全面贯通，我们将延续蒙内铁路的高效平稳运营，进一步释放铁路运营的积极影响，为肯尼亚人民提供更加优质的客货运输服务。

SGR Phase 2 is a further extension of Phase 1 stretching from Nairobi to Malaba, a border city to the west of Kenya. The SGR Phase 2A (Nairobi to Naivasha) has been finished. We will maintain the efficient and smooth operation we secured in SGR Phase 1 and further release the positive impact of railway operation, to provide more high-quality passenger and freight transport services to the people of Kenya.

内马铁路二期（纳瓦沙至基苏木）和三期（基苏木至马拉巴）的建成，将使肯尼亚标轨铁路和乌干达境内铁路接轨，不仅能降低跨境物流运输成本，而且将进一步推动东非区域互联互通和一体化进程。

After the completion of SGR Phase 2B (Naivasha to Kisumu) and Phase 2C (Kisumu to Malaba), Kenya SGR will be connected to Uganda railways, which will not only reduce the costs of cross-border transport, but will also accelerate the inter-connectivity and integration process of East Africa.



## 当地运营能力建设和铁路专业人才培养

Local Operation Capacity Building and Cultivation of Railway Professionals

肯尼亚标轨铁路是一条中国标准的铁路。我们给当地留下的不仅是一条现代化的铁路，更是自主发展铁路事业的技术和能力。我们将加快开展铁路全产业链技术转移，通过铁路建设培育肯尼亚产业工人、技术人才和管理人才，与当地携手完善铁路相关高等教育体系。

Kenya SGR is a railway that follows Chinese standards, we will leave the community with not only a modern railway, but also the technologies and capacities needed for running the railway on their own. We will accelerate the technology transfer of the whole railway industrial chain, cultivate workers, technicians and managers for Kenya through involving them in railway construction, and improve the higher education system related to the railway industry hand in hand with local society.

### 年送百名肯尼亚学生赴中国学习铁路技术

A hundred Kenyan students sponsored to study in China

2018 年 4 月 20 日，由中国路桥资助的第三批肯尼亚赴华留学生送行仪式在内罗毕举行。40 名当地学生于当月底启程前往中国接受为期 4 年的铁路相关专业本科教育。该项教育资助活动由肯尼亚政府和中国路桥共同开展，中国路桥在 3 年内分三批次全额资助 100 名肯尼亚优秀高中毕业生赴华留学。前两批共 60 名留学生正在北京交通大学接受铁路相关专业的本科教育。通过 4 年理论与实践相结合的本科学习，他们将全方位地提高综合能力素质，全面学习中国铁路技术。

On April 20, 2018, the farewell ceremony for the third batch of Kenyan students to study in China under CRBC scholarship program was held in Nairobi. In late April that year, 40 local students departed for China, where they were going to study for the Bachelor's Degree in majors related to railway construction and operation. The scholarship program, jointly initiated by the Kenyan government and CRBC, has sponsored 100 outstanding Kenyan high school graduates in 3 batches to study in China. The previous two batches of 60 students are now taking undergraduate courses in Beijing Jiaotong University. Throughout the four years of undergraduate study combined with theory and practice, the students will fully study China's railway technology and enhance their comprehensive competence in all aspects.

詹姆斯·马查里亚  
James Macharia

肯尼亚交通、基础设施、住房、城市发展和公共工程部部长  
Kenya's Cabinet Secretary for Transport, Infrastructure, Housing, Urban Development and Public Works

“感谢中国路桥长期以来对肯尼亚铁路专业人才的培养，希望留学生在华努力学习先进的铁路技术，回国后积极投身肯尼亚乃至东非铁路网的建设运营。”

Thanks CRBC for their long-term commitment to cultivating railway professionals for Kenya. I hope that these Kenyan students would study hard to master advanced railway technologies in China and devote themselves to the construction and operation of the railway network in Kenya and even in East Africa after they return to their motherland.

刘显法  
Liu Xianfa

前任中国驻肯尼亚大使  
Former Chinese ambassador to Kenya

“此次留学生资助活动的开展体现了中国路桥致力于转移技术、培养人才、支持肯尼亚发展、实现中非合作共赢的责任与担当。”

The scholarship program reflects the commitment of CRBC to technology transfer and talent cultivation, as well as their support for Kenya's development and the win-win cooperation between China and Africa.





围绕标轨铁路运营属地化管理的硬指标，我们将继续与肯尼亚铁路培训学校联合开展培训，加强现场实操培训，通过模拟故障练、师带徒弟练等实践培训形式，培养铁路运营人才，确保合同期限内达到属地化管理的硬指标。

Putting emphasis on "hard" indicators in SGR localized management, we will continue to organize joint training sessions with Kenya Railway Training Institute, strengthen on-site practical training, train workers through fault simulations, and implement a mentoring training system, so as to cultivate railway operation talents and ensure that fixed targets on localized management can be achieved within the contract period.



实操培训  
Practical training

我们将继续选拔当地优秀雇员前往中国进行短期的访问交流，组织肯方运营培训教师赴中国铁路职业技术学院深造学习，同时也组织中国铁路教师来肯尼亚开展铁路专业教学，加强国际化培训。

We will continue to select local employees with outstanding performance to China for short-term visit and exchange, organize operation Kenyan trainers to visit railway vocational and technical colleges in China for further studies, and invite Chinese lecturers on railway affairs to visit Kenya to provide professional education, so as to strengthen internationalized training.



交流学习  
Exchange and learning

我们将继续资助肯尼亚学生赴中国学习铁路知识，为肯尼亚乃至东非铁路网未来的运营输送高端人才。帮助肯尼亚一些大学建立铁路工程系以培养铁路专业工程师。

We will continue to sponsor Kenyan students to learn railway knowledge in China, so as to cultivate high-end skills for the future operation of Kenya SGR and even the East Africa Railway Network. We will also help universities in Kenya to set up railway engineering schools and nurture railway engineers.



## 区域经济走廊 发展

### Development of the Regional Economic Corridor

标轨铁路将持续推动沿线地区产品加工基地、物流园区、产业开发区等各类工业园区的开发建设，并对肯尼亚经济社会产生积极深远的影响。

The SGR is driving the development of manufacturing, logistics, trade along the railway line overall it will influence the economy of Kenya positively and continuously.

#### 东非铁路北部走廊 The Northern Corridor of the East Africa Railway Network

东非铁路北部走廊始于肯尼亚蒙巴萨港，途经肯尼亚首都内罗毕，止于乌干达首都坎帕拉，主线全长约 1233 公里。另有 4 条支线分别通往南苏丹、刚果（金）、布隆迪和坦桑尼亚，项目规划的主线和支线全长约 3238 公里。

The Northern Corridor of the East Africa Railway Network is extended from Mombasa Port, Kenya to Nairobi, capital of Kenya, and then to Kampala, capital of Uganda. The main line lasts about 1,233km. Four branch lines are extended to South Sudan, D.R. Congo, Burundi and Tanzania, with a total of 3,238km of main and branch lines.

北部走廊的建设对东非各国的经济发展有巨大的推动作用，它将提升港口物资疏散能力和吞吐能力，以及向内陆国家运送进口物资的能力，促进工业、农业、能源、矿产等一系列产业链的发展和完善，是增强东非共同体竞争力的有效手段。未来东非铁路网将继续向西延伸，横跨非洲中部，贯通东西非多国，形成连接印度洋与大西洋的两洋铁路，将极大促进赤道经济带的发展。

The construction of the Northern Corridor could greatly motivate the economic growth of countries in East Africa. The corridor will enhance the freight evacuation and handling capacities of the port as well as the ability to transport imported goods to inland countries, promoting the development and improvement of industrial chains of industry, agriculture, energy and mineral resources, etc. It will be an effective tool to strengthen the competitiveness of the East African community. In the future, the East Africa Railway Network will be further extended to the west, cross central Africa and connect multiple countries in East and West Africa. The railway connecting the Indian Ocean and the Atlantic will greatly facilitate the development of the equator economic belt.





### 蒙巴萨经济特区 Dongo Kundu Special Economic Zone

蒙巴萨经济特区项目位于蒙巴萨南岸，总投资约 15 亿美元，占地 3000 英亩（约 12 平方公里），具有港口装卸、保税物流、转口贸易、金融服务等多种功能。

Dongo Kundu Special Economic Zone is located in the south bank of Mombasa, with a total investment of about USD 1.5 billion. It occupies 3,000 acres (about 12km<sup>2</sup>), and has multiple functions including freight loading and discharge, bonded logistics, carrying trade, and financial services.

以蒙内铁路为牵引，推进建设路港一体化的产业经济走廊，打造蒙内铁路、蒙巴萨港、蒙巴萨经济特区“三位一体”合作新格局。

Led by SGR Phase 1, we will accelerate building an integrated economic corridor connecting railway and port, so as to develop SGR Phase 1, Mombasa Port and Dongo Kundu Special Economic Zone as a whole.



### 内罗毕机场高架路项目 Nairobi Expressway Project

我们致力于提供最符合当地实际的综合解决方案，积极参与内罗毕机场高架路等基建项目的开发建设，为肯尼亚的繁荣发展贡献力量，用心构筑“中肯发展共同体”。

We are devoted to providing various and practical infrastructure solutions for the locals. Through participating in developing Nairobi Expressway Project and some other infrastructure projects, we will continue to fulfill our commitment of prospering Kenya and building a China-Kenya Community of Shared Development.



### 纳瓦沙工业园 Naivasha Industrial Park

纳瓦沙工业园毗邻肯奥卡瑞地热电站，可获得稳定且低廉的电力供应。在内马铁路的助力下，交通条件也将获得极大改善。在享有能源和交通便利的优势下，该工业园有望吸引中国纺织、电子产品组装等行业企业的入驻，将成为中肯产能合作项目落地的新平台，全面促进当地制造业的发展。

Being adjacent to Olkaria Geothermal Power Plant in Kenya, Naivasha Industrial Park has access to stable and affordable power supply. With the boost of SGR Phase 2, traffic conditions will be greatly improved. With advantages in energy and transportation, the Industrial Park will attract textile, electronics assembling plants to settle in and it will become a new platform for implementing Sino-Kenyan capacity cooperation projects and thus support the development of local manufacturing.



### 基苏木经济特区 Kisumu Special Economic Zone

维多利亚湖是非洲最大的淡水湖，位于肯尼亚、坦桑尼亚和乌干达三国交界处，基苏木港是维多利亚湖的重要港口之一，也是该地区的重要物流集散中心，辐射范围覆盖周边国家。内马铁路二期也将在基苏木建设重要站点。

Located at the intersection of Kenya, Tanzania and Uganda, Lake Victoria is the largest freshwater lake in Africa. Kisumu Port is one of the important ports in Lake Victoria, and a key logistics distribution center in the region, with an influence on surrounding countries. Besides, an important station of SGR Phase 2B will be built in Kisumu.

基苏木经济特区将面向大湖区内陆国家，重点发展水泥、化工、钢铁生产及鲜活农产品加工等产业。经济特区、港口和铁路将使基苏木成为铁路运输与湖港运输的转运站，通过铁路加水运的方式先期实现东非地区的互联互通。

Kisumu Special Economic Zone will target inland countries in the larger lake area, and prioritize cement production, chemical engineering, steel production and the processing of fresh agricultural products and other industries. The economic zone, port and railway will empower Kisumu, making it a transfer station for railway and port transport that connects different places in East Africa.



# 社会责任管理

## CSR Management

### 社会责任管理模式

#### CSR Management Mode

我们深入分析肯尼亚经济、社会、环境发展的特点和需求，以助力构建“中肯发展共同体”为核心，在实践中不断丰富和加深对履行社会责任的理解，完善社会责任管理模式，与肯尼亚政府、人民、企业共同发展，共享价值。

We made an in-depth analysis of Kenya's features and demands in economic, social and environmental development. By focusing on building a China-Kenya community of shared development, we continuously enrich and deepen our understanding of CSR in practice, improve our CSR management model, and grow together and share value with the government, people and companies in Kenya.



### 社会责任管理架构

#### CSR Management Structure

我们根据中国交建、中国路桥的管理要求，建立由项目领导统筹决策、外联部组织协调、多部门具体管理的社会责任管理架构。

We have established a CSR management system according to the requirements of CCCC and CRBC on CSR management. The project leader of Kenya SGR Project is responsible for the overall decision-making of CSR operations, while Head Departments are in charge of managing specific CSR topics within their respective responsibilities.

外联部作为社会责任工作的归口管理部门，主要负责制定社会责任规划和专项管理制度、组织开展社会责任实践项目、进行社会责任对外交流和信息披露、编制发布社会责任报告等工作。

The Liaison and Cooperation Department, as the management authority for the CSR work, is mainly responsible for drafting CSR work plans and management systems, organizing CSR practices as well as communicating with external parties, disclosing information and compiling CSR reports, etc.

### 利益相关方沟通

#### Stakeholder Engagement

履行社会责任的基础是沟通和参与。我们不断完善与利益相关方的沟通管理，对政府、业主、乘客、员工、合作伙伴、社会和环境组织、媒体等利益相关方采取适当的沟通方式，将利益相关方的诉求真正落实到肯尼亚标轨铁路的建设和运营中，实现情感认同、价值认同，建立中肯发展共同体的纽带。

Communication and engagement are the basis for CSR fulfillment. We continuously improve the communication with stakeholders, and guarantee that the needs of stakeholders, including the government, project owners, employees, partners, social and environmental organizations and the media, are truly practiced in the construction and operation management of the Kenya SGR Project through proper communication methods, so as to achieve shared emotions, values and destiny.

我们建立沟通机制，加强与肯尼亚政府机构、业主方、媒体、公众等相关方的沟通交流，了解他们的期望与诉求并及时回应。通过肯尼亚当地媒体和国际化社交媒体网络，更新项目进展信息，及时回应关于项目的关切，提高项目透明度。

We have established communication mechanisms to strengthen exchange with the government, project owners, the media, the public and other stakeholders in Kenya, to get to know their expectations and demands and make timely response. Via the local media and international social media network, we timely update construction progress, respond to concerns about the project, and improve the transparency of the project.

利益相关方 Stakeholders	沟通实例 Communication Cases
肯尼亚政府、业主 Kenyan government, project owners	<ul style="list-style-type: none"> <li>建立公司与肯尼亚政府主管部门的定期高层会晤机制。 Establish a high-level meeting mechanism between the Company and the competent department in the Kenyan government.</li> <li>搭建与肯尼亚交通、基础设施、住房、城市发展和公共工程部、肯尼亚铁路公司等政府部门的全天候沟通机制。 Set up a 7/24 communication mechanism with government departments including the Kenyan Ministry of Transport and Kenya Railways Corporation (KRC).</li> <li>建立与沿线各地方政府的日常沟通协调机制。 Establish a regular communication and collaboration mechanism with local governments along the railway.</li> </ul>



利益相关方 Stakeholders	沟通实例 Communication Cases
<b>当地合作伙伴</b> Local partners	与当地供应商开展技术交流。 Have technical exchange with local suppliers. 
<b>乘客</b> Passengers	举办发送旅客突破 200 万人次庆祝活动。 Hold an activity to celebrate the total number of passengers reaching two million. 
<b>当地员工</b> Local employees	组织当地员工到中国接受培训。 Organize local employees to receive training in China. 

利益相关方 Stakeholders	沟通实例 Communication Cases
<b>当地媒体</b> Local media	委托当地媒体公关公司联络肯尼亚各大主流媒体记者、编辑和总编，建立起与肯尼亚主流媒体的及时联系网络。 Entrust local media and public relations companies to contact journalists, editors and chief editors in mainstream media of Kenya, to establish a timely communication network with mainstream media of Kenya.
<b>研究机构</b> Research institutes	2019 年 6 月 20 日，由哈佛商学院教授和杰出工作人员组成的代表团在考察肯尼亚公共和私营部门时乘坐肯尼亚标轨铁路。代表团负责人卡罗琳·埃尔金斯教授期待将肯尼亚标轨铁路纳入他们大学的教学。 On June 20, 2019, a delegation of professors from Harvard Business School and outstanding staff members were traveling by the Kenya SGR when visiting public and private sectors of Kenya. Professor Caroline Elkins, head of the delegation, was looking forward to integrating SGR into their teaching plan.

## 社会责任基金及项目管理

### CSR Fund and Project Management

为推进社会责任工作的规范化、常态化管理，我们编制《肯尼亚标轨铁路项目社会责任管理办法》，加强社会责任与项目建设运营的融合，并设立了项目社会责任专项基金，为社会责任和公益活动开展提供资金保障。

In order to promote the standardized and normalized management of CSR work, we have compiled the *Measures for the Management of CSR Work of Kenya SGR Project* ("the Measures") to strengthen the integration of CSR with project construction and operation, and set up a special fund for CSR programs and public welfare activities.

2018 年，我们加强《肯尼亚标轨铁路项目社会责任管理办法》的进一步落实，规范社会责任专项基金的使用，推进各标段更加扎实、系统地开展社会责任项目。

In 2018, the Kenya SGR Project further implemented the *Measures, standardized the use of the CSR Fund*, and promoted every section to carry out CSR programs in a most practical and systematic manner.



# 报告说明

本报告是中国交通建设股份有限公司肯尼亚标轨铁路项目发布的第四份社会责任报告。希望您通过这份报告，系统、全面地了解我们建设运营肯尼亚标轨铁路的责任理念、责任实践和责任绩效。

## 时间范围

本报告时间范围为 2018 年 1 月 1 日至 2019 年 10 月 31 日，部分内容有所延伸。

## 报告范围

以肯尼亚标轨铁路项目建设和运营为主体，以内马铁路一期项目建设为重点。

## 参考依据

国际标准化组织《社会责任指南》（ISO 26000: 2010）；

中国国家质量监督检验检疫总局和国家标准化管理委员会《社会责任报告编写指南》（GB/T 36001-2015）

中国商务部《中国对外承包工程行业社会责任指引》（2012）；

全球可持续发展标准委员会（GSSB）《GRI 可持续发展报告标准》（GRI Standards）。

## 内容说明

报告中的内容和数据来自正式文件、统计和新闻报道，不存在任何虚假记载、误导性陈述或重大遗漏。报告以中英文对照版本发布，如有歧义，请以中文版本为准。

## 称谓说明

为了便于表述和阅读，

“肯尼亚标轨铁路”在本报告中也以“我们”表示；

“蒙巴萨至内罗毕标轨铁路”以“蒙内铁路”表示；

“非洲之星铁路运营有限公司”以“运营公司”表示；

“内罗毕至马拉巴标轨铁路”以“内马铁路”表示；

“内罗毕至纳瓦沙铁路”以“内马铁路一期”表示；

“内罗毕集装箱内陆港扩建项目”以“内罗毕 ICD 项目”表示。

## 联系方式

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# About the Report

The Report is the fourth corporate social responsibility report released by Head Office of the Kenya SGR Project under CCCC. We hope that the Report can help you fully understand our CSR philosophy, practice and achievements during the construction and operation of the Kenya SGR Project.

## Reporting Period

January 1, 2018 to October 31, 2019; part of the content goes beyond the stated period.

## Reporting Scope

Mainly focusing on the construction and operation of the Kenya SGR Project, especially the construction of the Kenya Phase 2A.

## Compilation Conformance

*Guidance on Social Responsibility (ISO 26000: 2010)* issued by International Organization for Standardization;

*Guidelines on Social Responsibility Reporting (GB/T 36001-2015)* published by the General Administration of Quality Supervision, Inspection and Quarantine of the People's Republic of China (AQSIQ) and the Standardization Administration of the People's Republic of China;

*Guide on Social Responsibility for Chinese International Contractors (2012)* published by China Ministry of Commerce;

*The GRI Sustainability Reporting Standards (GRI Standards)* published by Global Sustainability Standards Board (GSSB).

## Content Description

Contents and data of the Report are extracted from related documents, statistics and news. There is no false information, misleading statement or material omission in the Report. The Report is released in Chinese and English versions. In case of any ambiguity, the Chinese version shall prevail.

## References

For better readability,

“Kenya Standard Gauge Railway Project” is also referred to as “Kenya SGR Project” or “we” in the Report;

“Mombasa-Nairobi Standard Gauge Railway Project” is also referred to as “SGR Phase 1”;

“African Star Railway Operation Company Limited” is also referred to as “the Operating Company”;

“Nairobi-Malaba Standard Gauge Railway Project” is also referred to as “SGR Phase 2”;

“Nairobi-Naivasha Railway Project” is also referred to as “SGR Phase 2A”;

“Nairobi Inland Container Port Expansion Project” is also referred to as “Nairobi ICD Project”.

## Contacts

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