



**MILLENNIUM DEVELOPMENT AUTHORITY (MiDA)**

**GHANA COMPACT II**

**Quarterly Progress Report**

**October – December 2015**

**Ghana Compact II Theme**  
***"Powering Ghana for Accelerated and Sustainable  
Economic Growth"***

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## **GLOSSARY OF ABBREVIATIONS**

ACEP	Africa Center for Energy Policy
AFD	Agence Francaise De Development
AgDevCo	Africa Agricultural Development Company
CAP-Scan	Capacity Scan
CIF	Compact Implementation Funding
CP	Condition Precedent
DQR	Data Quality Review
EC	Energy Commission
ECG	Electricity Company of Ghana Ltd
EOI	Expression of Interest
EIF	Entry-into-Force
ESMS	Environmental and Social Management System
ESS	Employee Self-Service
ESP	Environmental and Social Performance
FAP	Fiscal Accountability Plan
FASA	Financial Advisory Services Agreement
GIMPA	Ghana Institute of Public Administration
GIS	Geographic Information System
GMP	Gas Master Plan
GoG	Government of Ghana
GPN	General Procurement Notice
GSI	Gender and Social Inclusion
IEA	Implementing Entity Agreement
IFC	International Finance Corporation
IPP	Independent Power Producer
IRP	Integrated Resource Planning
IWAD	Integrated Water Management & Agricultural Development
KPI	Key Performance Indicator
LNG	Liquefied Natural Gas
LoI	Letter of Invitation

LPO	Local Purchasing Order
MCA	Millennium Challenge Account
MCC	Millennium Challenge Corporation
MEE	Market and Economic Enclave
MiDA	Millennium Development Authority
MIS	Management Information System
MoF	Ministry of Finance
MoGCSP	Ministry of Gender, Children and Social Protection
MoP	Ministry of Power
MoPe	Ministry of Petroleum
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NEDCo	Northern Electricity Distribution Company Ltd
NFOT	NEDCo Financial and Operational Turnaround
PEF	Private Enterprise Federation
PIA	Program Implementation Plan
PIP	Project Implementation Plan
PMC	Project Management Consultant
PPP	Public-Private Partnership
PSP	Private Sector Participation
PURC	Public Utilities Regulatory Commission
PUWU	Public Utility Workers Union
RFP	Request for Proposals
SADA	Savannah Accelerated Development Authority
SAP	System Application Product
SIC	Selection of Individual Consultant
GSEP	Global Sustainable Electricity Partnership
SGIP	Social and Gender Integration Plan
SPN	Special Procurement Notice
TA	Technical Assistant
TEN	Tweneboa, Enyenra, and Ntomme
TOR	Terms of Reference

TP	Tariff Plan
QCBS	Quality and Cost-Based Selection
RfEOI	Request for Expression Interest
RFQ	Request for Quotation
TSR	Transaction Structure Report
VAT	Value Added Tax
VRA	Volta River Authority
UNDB	United Nations Development Business

## EXECUTIVE SUMMARY

### Introduction

This Progress Report covers the period from October 1 to December 31, 2015 and captures activities that have been undertaken by the Millennium Development Authority (MiDA) in respect of the implementation of the Compact. These include activities related to the following:-

1. Conditions Precedent to Entry into Force (EIF) and First Disbursement of Program Funding
2. Program Activities
3. Environment and Social Performance
4. Gender and Social Inclusion
5. Monitoring and Evaluation
6. Communications and Outreach
7. Procurement
8. Financial Management
9. Legal and Governance

The report also identifies critical issues / risks to the successful execution of Ghana's Second Compact and highlights Government approvals required. It concludes with projections for the next quarter.

### Conditions Precedent to Entry into Force

The status of Conditions Precedent to Entry into Force and First Disbursement are given in the tables below.

Status of CPs to Entry Into Force	
Condition Precedent	Status
The Program Implementation Agreement must have been signed	Complete
GoG must deliver letter confirming that all domestic requirements necessary for EIF are complete.	Pending
GoG must produce a signed legal opinion from the Attorney General	Pending. Action initiated
GoG must give to MCC complete, certified copies of governmental documents necessary for Compact and PIA to Enter-into-Force	Partly Complete/Pending
The Government must not have engaged in actions inconsistent with the eligibility criteria for MCC Funding	On track.
The tender documents for an Acceptable ECG PSP Transaction have been released for selection through an open and transparent process	Pending. Action in progress

Substantial compliance with the Gas Action Plan	Pending. Action in progress
A long term Gas Sector Master Plan has been approved by GoG	Pending. Action in progress
Substantial compliance with the Electric Distribution Utility Payment Action Plan	On track
Approval and implementation of quarterly tariff adjustments	On track

<b>Status of CPs to First Disbursement (Program Funding)</b>	
<b>Condition Precedent</b>	<b>Status</b>
The Compact should have entered into force	EIF anticipated to be March 2016
Key Staff Members should have been engaged	Completed
MiDA is conducting its operations and management in accordance with the Governing Documents	On track.
MiDA must have an approved Fiscal Accountability Plan	Completed
MiDA must have an approved M & E Plan	Pending. Action in progress
MiDA must have a Program Implementation Plan	Pending. Action in progress

### **Program and Related Activities**

MiDA achieved significant progress in respect of all the activities it must complete before Entry into Force of Compact II, which is expected to occur in March 2016. Specific achievements include:

- The submission by IFC of final Communication Plan, final Due Diligence Reports, the Transaction Structure Report (and Market Sounding Report), and the Memo for the submission of the Feasibility study to the PPP unit of the Ministry of Finance
- The completion of a draft Environmental and Social Management System, ESMS, which has been sent to MCC for review, to guide the entire program
- Launch of the RFP for a Consultant to formulate a Gender and Social Inclusion Plan for the project. Bid submission closed on 21<sup>st</sup> December 2015
- The signing of a contract with CRISIL, the Data Quality Review consultant, who will assist MiDA to finalize the M&E Plan
- Engagement with traditional Authorities, power sector entities, and other key stakeholders

- Substantial progress in preparation of TORs for three (3) consulting jobs and the launch of the RFP for a Social and Gender Integration Plan Consultant
- Financial commitments of \$9,917,347 to date representing 34.3% of the total CIF funds
- A number of internal policy documents were developed during the quarter. These include Vehicle Usage and Safety Policy and the Harassment Policy
- A draft Implementing Entity Agreement (IEA) with PURC was completed and forwarded to them for review pending negotiations. Negotiations were also completed with ECG with respect to their IEA. It is expected that the document will be placed before MiDA's board at its first meeting in 2016

### Financial Management

Commitments and Disbursements for CIF Qtr. 4 were as follows:-

	CIF Qtr 3	CIF Qtr 4	% Increase	CIF Inception to Date	% CIF Funds
	US\$	US\$		US\$	
Commitments	1,944,082	1,190,923	(38.7)	9,917,347	34.3
MCC Disbursements	2,391,239	2,548,395	6.6	6,511,278	22.5
Cash in Hand ( <i>end-Qtr</i> )	311,478	279,556	-	-	-

Receipts from GoG to date - GHC 29, 847,133.37

Disbursement Request (CIF Qtr.5) - \$ 2,496,744

### Critical Issues

The following are critical issues that demand attention in the next quarter:

- A number of the Conditions Precedent to EIF are still outstanding. In order to meet these Conditions and be fully prepared to Enter into Force in March 2016, MiDA will require the Government's assistance and support. Of particular importance will be
  - Cabinet approval of the Transaction Structure Report for the PSP in ECG
  - Cabinet approval of the Gas Master Plan by MoPe and/or a letter from MoPe indicating GoG's approval of the Plan
  - A letter from MoPe approving the Gas Action Plan and confirming GoG's compliance with it
- Collaboration from PURC is required to ensure the development and implementation of the tariff plan
- In order to assure the Ghanaian public of Government's commitment to the Ghana Power Compact, there is a critical need for key GoG officials such as the Ministers of Power and Finance and other senior public officials to consistently communicate GoG's support for the PSP and the Compact in general



## **Projections for Next Quarter**

The following are projected for first quarter of 2016:-

- The Transaction Structure Report would have been approved by Cabinet (January 2016) and IFC would have submitted a draft RFP with RFQ included (February 2016) which would be approved by all stakeholders for issuance by mid-March 2016. The Compact would also have entered into force.
- All IEAs, which are Conditions Precedent (CPs) to disbursement of Program Funding would have been signed by the end of the quarter. Indeed all CPs for initial disbursement would have been met

Project activities will also continue to gather momentum as the Compact enters into force. Key focus areas include the following goals:

- Contracts with GIS Individual Consultant and SGIP Consultant signed
- Procurements launched for
  - Project Management Consultant
  - Data Center and Communications Network Design Consultant
  - Access Project Consultants
  - Consultant on Streetlight design and specification development
  - Tariff Study
  - CAP-Scan
- NEDCo Project re-design completed
- Draft SGIP submitted by consultant
- The Final Data Quality Review Report complete and Final Draft of M&E Plan and Semi-Annual Review Guidelines complete
- All initial arrangements required to facilitate Compact implementation completed
-

## **GHANA COMPACT II**

### **Progress Report**

**October – December 2015**

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#### **1.0 INTRODUCTION**

On 5<sup>th</sup> August 2014, the Millennium Challenge Corporation Compact between the Republic of Ghana and the United States of America was signed. The goal of the Compact is to reduce poverty through economic growth in Ghana; and its objectives are to:

- a. increase private sector investment and the productivity and profitability of micro, small, medium and large scale businesses
- b. increase employment opportunities for men and women
- c. raise earning potential from self-employment and improved social outcomes for men and women.

The Compact Program has a budget of \$498.2 million consisting of two Tranches of Program Funding amounting to \$469.3 million and a Compact Implementation Funding (CIF) of \$28.9 million. In addition, there will be a Government of Ghana (GoG) contribution of no less than 7.5% (i.e. \$23.115 million at the Tranche I stage and an additional \$14.250 million upon satisfaction of the Conditions Precedent to the initial Tranche II Funding Disbursement).

Following the signing of the Compact and having met certain Conditions Precedent (CPs) to Implementation Funding, the Millennium Development Authority (MiDA) as the designated Accountable Entity for the implementation of the Compact entered the Compact Implementation Funding (CIF) period. In this reporting period, which marks the 4<sup>th</sup> Quarter of CIF, key activities have been undertaken. These include activities related to Conditions Precedent to Entry into Force of the Compact and First Disbursement of Program Funding; Program Activities; Environment and Social Performance; Gender and Social Inclusion; Monitoring and Evaluation; Communications and Outreach; Procurement; Financial Management; and Legal and Governance. Specific details are provided herein.

As in the previous quarter, the most significant program activity in the 4<sup>th</sup> quarter relates to the Financial Advisory Services Agreement with the International Finance Corporation (IFC) to provide Transaction Advisory Services to the Government of Ghana in relation to Private Sector Participation (PSP) in ECG. In November 2015 the IFC submitted Final Due Diligence reports, the Transaction Structure Report (TSR) and the Memo for the submission of the Feasibility study to the PPP unit of the Ministry of Finance. Key stakeholders provided comments on the TSR which informed the MiDA Board's recommendations to Cabinet. A Cabinet Memorandum was prepared by MiDA and sent to MoP for processing and forwarding to Cabinet.

## **2.0 CONDITIONS PRECEDENT TO ENTRY INTO FORCE AND FIRST & SECOND DISBURSEMENT**

The key Conditions Precedent (CPs) to EIF are that before Entry into Force, the Government of Ghana must have delivered to MCC evidence:

1. That the tender documents for an Acceptable ECG PSP Transaction have been released for selection through an open and transparent process
2. Of substantial compliance with the Gas Action Plan
3. That a long term Gas Sector Master Plan has been approved by GoG
4. Of substantial compliance with the Electric Distribution Utility Payment Action Plan
5. Of approval and implementation of quarterly tariff adjustments

### **2.1 ECG PSP Transaction**

MiDA achieved significant progress under the Transaction Advisory Services contract with the IFC during the quarter under review. A Request for Expression of Interest was published on September 30, 2015 and in November 2015 the IFC submitted Final Due Diligence reports, the Transaction Structure Report (TSR), and the Memo for the submission of the Feasibility study to the PPP unit of the Ministry of Finance. Key stakeholders including ECG, Ministry of Power, Ministry of Finance, Attorney General's Department, Energy Commission, and PURC provided comments on the TSR which informed the MiDA Board's recommendations to Cabinet. A Cabinet Memorandum was prepared by MiDA and sent to MoP for processing and forwarding to Cabinet. It is expected that the TSR will be approved by Cabinet in January 2016, and, barring any unforeseen glitches, the tender documents will be launched in March 2016.

### **2.2 Gas Action Plan**

Key milestones contained in the GAP, such as completion of the Jubilee infrastructure and the signing of Commercial Gas Agreements have been achieved. However, the Jubilee post-foundation and TEN agreements were not executed by close of 2015 as expected. New timelines are now being set for achieving these milestones.

During the reporting period, MoPe issued a GoG letter to MiDA on the GAP. The letter however did not specifically address the following critical issues:

1. GoG's approval of the plan
2. the essential completion of the key gas action items
3. the provision of relevant information in relation to executed agreements

MiDA sent a letter to the Ministry, outlining the specific issues that the GoG letter must address.

### **2.3 Gas Master Plan**

The Gas Master Plan (GMP) was completed by Economic Consulting Associates and submitted to the Ministry of Petroleum in the last quarter of 2014. GoG stakeholders reviewed the GMP and held a workshop in September, 2015 to collate and consolidate comments. It is MiDA's

understanding that MoPe will present the updated GMP to Cabinet shortly for adoption and approval. Cabinet approval or a letter from the Ministry of Petroleum endorsing the Plan is required for this CP to be met.

#### **2.4 Utility Arrears Plan**

In October 2015, the Ministry of Finance submitted the Final Electric Distribution Utility Payment Action Plan to MCC, satisfying this Condition Precedent. The Ministry of Finance also continued to make required payments as stipulated in the Plan. GoG remains in compliance with this CP.

#### **2.5 Quarterly Tariff Adjustments**

The PURC undertook a tariff review and announced increases effective 14<sup>th</sup> December 2015. The timing of the announcement makes automatic adjustment in January unlikely.

#### **2.6 MiDA Staffing**

On 19<sup>th</sup> October 2015, Mr. Angelo Habib reported as MiDA's Director of Internal Audit. His appointment concludes the hiring of Key Staff Members, a Condition Precedent to initial program disbursement.

As at the 31<sup>st</sup> December, 2015, a total of fifty eight (58) staff had been engaged by MiDA and fifty-one (51) were at post.

#### **2.7 Preparation of Required Plans and Agreements**

The Plans and Agreements required to be in place before the disbursement of Program Funding include:-

- **Fiscal Accountability Plan (FAP)**

FAP was completed and is being used

- **Project Implementation Plan (PIP)**

The PIP consists of the following:

- |       |                         |   |                               |
|-------|-------------------------|---|-------------------------------|
| (i)   | Work Plan               | - | Draft completed               |
| (ii)  | Detailed Financial Plan | - | Draft completed               |
| (iii) | Audit Plan              | - | Completed and approved by MCC |
| (iv)  | Procurement Plan        | - | Draft completed               |

- **Monitoring and Evaluation Plan (M&E Plan)**

A second draft of the Compact 2 M&E Plan, incorporating informal comments from MCC was prepared, and the proposed monitoring indicators reviewed with GoG entities that have reporting responsibilities. The entities provided feedback on their ability to report on their respective indicators.

In November 2015, a Data Quality Review (DQR) Consultant contract was signed with CRISIL. Since then an initial Stakeholders workshop was held and CRISIL's Inception

Report received and reviewed. MiDA has submitted to the Consultant the draft M&E Plan. It is expected that the Consultant will refine this plan as part of the DQR and also incorporate Key Performance Indicators from the work of the PSP Transaction Advisor (IFC).

- **Tariff Plan (TP)**

Within a year of EIF, GoG is expected to put in place a Tariff Plan (TP) after a comprehensive tariff review or study.

During the quarter, a draft RFP was finalized and forwarded to PURC for comments. By December 31, 2015, comments were being awaited from PURC.

- **Environmental and Social Management System (ESMS)**

MiDA completed work on the final draft of the ESMS and shared the document with MCC for comments. MCC's formal No-objection is expected by end of January 2016.

- **Integrated Resource Plan (IRP)**

MiDA, MCC, and USAID agreed that USAID would undertake this Compact activity. ICF submitted a proposal to USAID to undertake the study. USAID Technical Evaluation Committee (with MiDA representation) concluded its technical and cost evaluation of ICF proposal. A revised proposal is expected from ICF.

In response to a directive from the Board of Directors, MCC reviewed copies of Energy Commission's existing "IRP" and "IPP Solicitation Plan." The review concluded that the two documents do not meet the CP's requirements. MiDA would continue to work with USAID to develop the IRRP and IPP Solicitation plans envisioned in the Compact.

- **Social and Gender Integration Plan (SGIP)**

During the reporting period a Request for Proposals (RFP) was launched for a Consultant to develop the Social and Gender Integration Plan (SGIP). The bid submission closed on 21<sup>st</sup> December 2015.

- **IPP Solicitation Plan**

Please see comment under Integrated Resource Plan above.

- **Implementing Entity Agreements (IEAs)**

Eight (8) Implementing Entity Agreements are at draft stage. MiDA has begun negotiations with PURC with respect to their IEA and concluded negotiations with ECG with respect to theirs. It is expected that the ECG IEA will be finalized and prepared for Board approval in January 2016.

### **3.0 PROGRAM ACTIVITIES**

#### **3.1 ECG Financial Operational Turnaround Project (EFOT)**

##### **(a) Private Sector Participation Activity**

- IFC submitted the Transaction Structure Report (including Market Sounding Report) and the Memo for the submission of the Feasibility study to PPP Unit of the Ministry of Finance on November 9, and the Final Due Diligence reports on November 20, 2015.
- The final Communication Plan submitted by the IFC was accepted and corresponding Acceptance Certificate issued on November 26, 2015.
- A Government of Ghana (GoG) team drawn from the relevant Ministries, Departments, and Agencies including MiDA was constituted to review the TSR and submit comments and advise on GoG key decisions. Two separate off-site meetings were held, 29th November – 1<sup>st</sup> December and 9<sup>th</sup> – 11<sup>th</sup> December 2015 at Akosombo and Sogakope, respectively, to discuss and consolidate a GoG position on the key decisions identified in the TSR.
- Key stakeholders provided comments on the TSR which informed MiDA Board's recommendations to Government
- A Cabinet Memorandum was prepared by MiDA and sent to MoP for processing and forwarding to Cabinet.

##### **(b) Modernizing Utility Operations**

- *Individual Consultant for GIS Work*

A Letter of Invitation (LOI) for the procurement of an Individual Consultant to assist in developing GIS scope of work was issued. The closing date for Expression of Interest was set for October 16, 2015. Unfortunately, none of the bidders scored a passing mark. The SPN was then re-issued to the original eight bidders and new bidders. Bids were submitted on 30<sup>th</sup> November 2015. The bids were evaluated and negotiations concluded with the highest-scoring consultant.

- *Project Management Consultant (PMC)*

Draft Terms of Reference for procurement of Project Management Consultant was developed. MCC was invited to provide preliminary comments. These comments were provided and work continued on finalizing the TOR.

- *Data Center and Communications Network Design Consultant*

Draft Terms of Reference developed and shared with key stakeholders for comments.

### **3.2 NEDCo Financial Operational Turnaround Project (NFOT)**

An MCC mission was in Ghana within the period 20<sup>th</sup> September - 1<sup>st</sup> October 2015 to conduct an initial assessment on the NEDCo Project redesign. Meetings were held between MCC team/MiDA and SADA, NEDCo, IWAD, AgDevCo, AFD to discuss candidate projects and data for economic analysis. Preliminary Data gathered on NEDCo's financial and quality of service performance was submitted to MCC. MiDA assisted NEDCo in compiling the set of Data required by MCC to complete the Economic modelling.

### **3.3 Regulatory Strengthening and Capacity Building Project**

#### **(a) Sector Performance Monitoring Capacity Building Activity**

Draft TOR for the CAP-Scan continued to be reviewed. The one outstanding issue to be resolved relates to the most appropriate procurement strategy that can deliver value for the Compact. MCC and MiDA Procurement Units continued to seek resolution of the matter.

#### **(b) Tariff Review and Regulation Activity**

During the quarter, a draft RFP was finalized and forwarded to PURC for comments. By December 31, 2015, PURC had still not submitted any comments. MiDA continued to follow up with PURC.

### **3.4 Access Project**

The scope of the project and the specific project sites had not been defined. MCC and MiDA therefore agreed to use available 609(g) funds to procure consultants to complete preparatory work. The following consultants would be appointed:

- Survey Consultant
- Technical Audit Consultant
- Institutional Strengthening Consultant

Within the reporting period, MiDA carried out a Rapid Field Appraisal of Markets and Economic Enclaves (MEEs). 47 markets and 5 economic enclaves were visited within the defined area of the Compact. Evaluation criteria was also developed and applied for preliminary assessment/evaluation of MEEs for inclusion in the Consultants' TOR. 25 Markets and 5 Economic Enclave were selected following the evaluation exercise and forwarded to MCC for inclusion in the final TOR.

Visits to stakeholders in the ECG Accra Regions and Tamale Metropolitan Area were also undertaken.

### **3.5 Power Generation Sector Improvement Project**

During the quarter, meetings were held with MoPe to discuss Gas Sector programs that the Compact could support as part of the "Operationalize the 'Gas to Power' Value Chain" Activity.

### **3.6 Energy Efficiency and Demand Side Management Project**

Work commenced on the TOR for Tranche I Streetlight consultant.

## **4.0 ENVIRONMENTAL & SOCIAL PERFORMANCE**

On September 30, 2015, an initial draft of the Environmental and Social Management System (ESMS) was submitted to MCC ESP for review. MiDA received MCC comments and worked to complete a final draft ESMS documents. The final draft document was submitted to MCC for formal No-Objection.

## **5.0 GENDER AND SOCIAL INCLUSION**

During the period under review, GSI Directorate worked with the Procurement Directorate on the procurement of a Consultant to develop the SGIP, held training workshops for MiDA staff, undertook stakeholder engagement and drafted a Memorandum of Understanding (MoU) with the Ministry of Gender, Children and Social Protection (MoGCSP). The MoU was shared with the MoGCSP and comments received, pending negotiations.

## **6.0 MONITORING AND EVALUATION**

- A second draft of the Compact II M&E Plan, incorporating informal comments from MCC was prepared, and the proposed monitoring indicators reviewed with GoG entities that have reporting responsibilities. The entities provided feedback on their ability to report on the indicators.
- The Data Quality Review (DQR) contract was signed, the Draft Inception Report submitted, and an initial Stakeholders Workshop held. The workshop provided the opportunity for stakeholders to discuss the study objectives, work plan, methodology, and the requirements that were proposed in the Draft Inception Report. The Workshop was followed by separate meetings between the Consultants and the implementing/reporting entities, which provided insight into the systems for data collection, storage and retrieval in the respective organizations.
- The first draft of the Semi-Annual Review Guidelines was prepared. This version will be finalized after the determination of the PSP Key Performance Indicators (KPIs).

## **7.0 COMMUNICATION AND OUTREACH**

The following describes the communication and outreach activities led by the Communications and Outreach department within the period under review.

### **7.1 Communication**

#### **7.1.1 Press Conference**

MiDA held a Press Conference on October 7, 2015 following the International and local publication of the REOI for the ECG PSP. The purpose of the Press Conference was to update the local media on the milestones to Entry-Into-Force (EIF) and the ECG PSP transaction



process. The event was very well attended and the event gave MiDA extensive media exposure, featuring articles and reports in the press, radio, television, and online. Additionally, the CEO of MiDA and other executives were invited to participate in various interviews on radio and television, thus extending MiDA's key messages extensively.

### **7.1.2 Editors Forum**

MiDA held an Editors Forum on November 6, 2015 at the Tang Palace Hotel, Accra, to engage with editors of key media houses including the press, radio, and television houses. The strategy was to ensure that the editors as key decision makers in their selective institutions understood MiDA's key messages and were in a position to cascade those messages positively and supportively. The event was a resounding success. Following this event, MiDA received very positive media editorial coverage and requests for interviews on television, and radio. MiDA achieved the planned objectives for this activity and continued to implement an aggressive media campaign.

### **7.1.3 Redesigned MiDA Website**

MiDA launched a re-designed website in November, 2015. The event was synchronized with the re-launch and introduction of MiDA on social media platforms such as Facebook, Twitter, and YouTube. These communication channels will enable wider external coverage of MiDA's activities. MiDA has received many positive reviews.

### **7.1.4 Radio and Television Interviews**

During the reporting period, MiDA executives participated in numerous radio and television interviews.

## **7.2 Outreach**

### **7.2.1 Engagement with Traditional Authorities**

As part of identified activities in the Communications Plan to engage with key stakeholders and opinion leaders in the communities and seek their support as advocates for MiDA's activities, MiDA engaged with some key traditional authorities. On October 14, 2015 MiDA executives, led by the CEO, visited the Okyenhene, Osagyefo Amoatia Ofori Panyin II, at Ofori Panyin Fie to update him on MiDA's activities. MiDA also engaged with Nana Asantehene, Otumfuo Osei-Tutu II, on October 16, 2015 at Manhyia Palace and the Agbogbomefia of the Asogli State & President of the Volta Regional House of Chiefs, Togbe Afede XIV, on November 4, 2015 at his palace in Ho. The traditional Kings all gave their support and encouraged MiDA to ensure the success of Compact II and the PSP in ECG for the benefit of all Ghanaians. A full colour page insertion of these visits was to be featured in the Daily Graphic in January 2016.

## **7.2.2 GIMPA, USAID, IMF, EC, MoP, and Parliament’s Select Committee on Mines & Energy**

In October 2015, MiDA engaged extensively with various key stakeholders. The CEO gave a presentation to each key stakeholder on the goals of Compact and specifically the activities under the PSP, and the relevance to each stakeholder group.

- At GIMPA, MiDA engaged with 50 Engineers from VRA, GRIDCo, and other public sector institutions undertaking an Advanced Management Course.
- On October 12, MiDA engaged with the USAID at the US Embassy in a “Brown Bag” meeting. This engagement was at the instance and request of USAID.
- On October 15, 2015, the IMF Resident Representative, Natalia Koliadina paid a courtesy call on the CEO of MiDA at MiDA’s offices.
- On October 27, 2015, MiDA engaged with the Energy Commission. A detailed presentation was delivered by the CEO. In attendance were the COO, General Counsel, Director Communications & Outreach and the Reform Unit Manager.

At the request of the Chairman of the Select Committee for Mines and Energy of the Parliament of the Republic of Ghana, Hon. Alhaji Ahmadu Sorogho, MiDA visited Parliament during the reporting period. The Chairman was concerned about certain misleading comments in the media and rumours that ECG was to be privatized. He also wished to know how MiDA was progressing with its agreed milestones following an earlier engagement with the committee at Berekuso in April. The CEO assured the Committee of MiDA’s timelines and confirmed that MiDA’s activities were progressing well.

## **7.2.3 ACEP, PEF, AGI and Military High Command**

On December 9, 2015, MiDA engaged with the Africa Center for Energy Policy (ACEP). The purpose of the meeting was to update the Executive Director, Mohammed Amin Adam, and his team on the status of MiDA’s activities and to seek ACEP’s support as advocates for MiDA and where necessary lead the discussions/debates on the benefits of the ECG PSP. As a credible civil society organization, the strategy was to enlist ACEP to endorse the benefits of the PSP in ECG.

As part of MiDA’s planned strategy to engage with the Trade associations, on December 18, 2015, MiDA engaged with the Executive Committee of the Private Enterprise Federation (PEF) at their offices at GIMPA. The COO led the MiDA delegation and delivered the presentation to the members. Members of PEF requested that MiDA should visit their individual associations to update them on Compact II, the PSP in ECG, and contracting opportunities available under the Compact.

On December 21, 2015, MiDA engaged with the Association of Ghana Industries (AGI). The MiDA delegation was led by the COO. Following MiDA’s presentation, members of AGI engaged MiDA in lengthy discussions. Matters arising included the need for vigilance to ensure that the Ghanaian private sector benefit from the Compact and the Concession in ECG. AGI members were concerned about the possibility of some Ghanaian companies and individuals fronting for foreign companies and taking opportunities away from what was

described as “true Ghanaian” companies. Additionally, AGI members would wish to engage with MiDA further on procurement opportunities in the Compact. They complained that under Compact 1, AGI members did not have the opportunity to win much of the contracts and were hopeful that the situation might improve under Compact II. AGI also lamented the absence of large consulting or contracting firms in Ghana, a situation they attributed to lack of trust among Ghanaian entrepreneurs.

#### **7.2.4 Working with ECG to Plan a Communications & Outreach Schedule**

MiDA engaged with ECG on several occasions in the period under review to discuss the critical need to engage the entire workforce of ECG - Management, Staff, and Unions - on the PSP in ECG. Following fruitful deliberations between the Director Communications & Outreach and the GM Public Relations of ECG, ECG submitted a draft outreach schedule on December 21, 2015. The engagement of the staff will commence in January 2016 with outreach to the nine (9) regional offices.

### **8.0 PROCUREMENT**

During the reporting period, Charles Kendall and Partners Ltd, the Procurement Agent, continued to provide technical support to MiDA Procurement as Procurement Agent.

#### **8.1 General Procurement Notice (GPN) - Compact Implementation Fund (CIF)**

The following GPN was issued in both the print and electronic media including **Local Dailies** (Daily Graphic, Ghanaian Times and Business and Financial Times Newspapers) and **Online** (MiDA website, MCC website, Invest in Africa and UNDB Magazine):-

- GPN No. 3 for CIF Procurement Plan No.2 for the period October, 2015 – March, 2016

#### **8.2 Specific Procurement Notice (SPNs)**

During the quarter, SPN was issued for the following procurements:

- SPN No. 2 was issued on November 9, 2015 reopening the LOI for the selection of the GIS Individual Consultant requesting resubmission of technical and financial proposals or confirmation of original technical and financial proposals no later than November 30, 2015.
- The SPN for the Social & Gender Integration Plan (SGIP) Consultant was issued on November 10, 2015.

These were advertised in:

**Local Dailies** (Daily Graphic, Ghanaian Times and Business and Financial Times Newspapers);

**Online** (MiDA website, MCC website, Invest in Africa, dg Market and UNDB Online Magazine).

### 8.3 Procurements Undertaken

MiDA signed a contract with CRISIL Risk and Infrastructure Solutions, India on November 16, 2015 to carry out the Data Quality Review assignment. The contract sum was *Two Hundred and Thirty-Five Thousand, Two Hundred and Thirty-Seven United States Dollars (USD 235,237.00)*.

Local Purchase Orders to the tune of USD 15,924.47 were signed during the 4<sup>th</sup> Quarter, 2015 (See Annex 2 for details).

### 8.4 On-going Procurements

See Annex 1 for details

#### Procurements at TOR Stage include:-

- i. Tariff Study and Plan
- ii. Project Management Consultant.
- iii. Capacity Scan
- iv. Data Center and Communications Network Design Consultant
- v. Consultant on Streetlight design and specification development

#### Selection of PSP Provider for ECG

Thirty Nine (39) Expressions of interest in the ECG PSP were received by December 31, 2015. The breakdown is as follows:

	<u>Foreign firms</u>	<u>Local Firms</u>
Firms that have submitted EOIs	24	15

## 9.0 FINANCE

### 9.1 CIF Funds – (Commitments and Disbursements)

Commitments and Disbursements for CIF Qtr. 4 were as follows:-

	CIF Qtr 3	CIF Qtr 4	% Increase	CIF Inception to Date	% CIF Funds
	US\$	US\$		US\$	
Commitments	1,944,082	1,190,923	(38.7)	9,917,347	34.3
MCC Disbursements	2,391,239	2,548,395	6.6	6,511,278	22.5
Cash in Hand ( <i>end-Qtr</i> )	311,478	279,556	-	-	-

Receipts from GoG to date - GHC 29, 847,133.37

Disbursement Request (CIF Qtr.5) - \$ 2,496,744

## ***Notes on Funding***

### **9.2 Commitments**

Commitments of \$9,917,347 to date represented 34.3% of the total CIF funds. These funds represented signed contracts and payments under three areas, the ECG Financial and Operational Turnaround (EFOT) Project, Monitoring and Evaluation and Program Administration. The signed contract under the EFOT Project is for the ECG PSP Transaction Advisory Services and for M&E is the Data Quality Review.

### **9.3 Disbursements**

Actual Disbursements in the Quarter showed a modest increase of 6.6%, this is as a result of increase in the set-up of the office as well as the payment for expenses related to the SAP implementation as well as that of the Fiscal and Procurement Agents. There were also payments for the Completion of the Communication Plan under the ECG PSP Transaction Advisory Services.

### **9.4 Next Quarterly Disbursement Request**

The Disbursement Request for the 5th CIF Quarter (January – March 2016), representing Commitments to Contracts and amounting to \$ 2,496,744 was submitted to MCC on the due date of December 10, 2015 and approval received on December 30, 2015.

### **9.5 Ghana Government Payments and Budgets**

MiDA received the second tranche of the annual budget amount of GHC 86, 182 as well as an amount of GHC 29,745,923 being the cedi equivalent of US \$7,705,000 for Ghana Government's contribution towards the Compact. MiDA was also present in Parliament to defend the Budget inputs provided for the 2016-2018 MTEF budget statement submitted by the Ministry of Finance. Through MiDA's intervention, Parliamentary Committee on Finance requested the Ministry of Finance to increase the second tranche GoG contribution to the Compact from US \$5,100,000 to the required amount of US \$ 7,705,000.

### **9.6 Administration/Human Resources**

MiDA's current staff strength as at the end of the quarter was fifty-one (51) representing 88% of the total staff recruited (58). Two additional staff were expected to join in January 2016.

Two internal policy documents were developed, namely the Vehicle Usage and Safety Policy and the Harassment Policy. A third, MiDA Employee Handbook, was also substantially completed.

Internal training on Gender and Social Inclusion was held for all drivers and officers during the quarter. The employee Performance Management System (PMS) was submitted and approved by the Board. All employee probation evaluations would use the approved PMS.

## **9.7 ICT Interventions**

ICT Unit worked with the SAP team to help with the training to users and administrators as well as User Acceptance Testing. The Unit also worked with MCC to set up the MCA MIS collaborative software.

The Unit was involved in the re-launch of the MiDA website and participated in the Content Management training with Communication. Data entry continued following the re-relaunch.

The Persol HR/Payroll and the Employee Self-Service (ESS) system was fully completed and operational.

## **10.0 LEGAL / GOVERNANCE**

### **10.1 Ratification of the Compact as a Treaty**

Section 6.4 of the Compact provides that the Compact is an international agreement and as such will be governed by the principles of international law. In order for the Compact to be ratified as an international agreement/treaty, it must be approved under Article 75 of the Constitution. Article 75 of the Constitution provides the following:

*(1)The President may execute or cause to be executed treaties, agreements or conventions in the name of Ghana. (2) A treaty, agreement or convention executed by or under the authority of the President shall be subject to ratification by (a) Act of Parliament; or (b) a resolution of Parliament supported by the votes of more than one-half of all the members of Parliament.*

In accordance with Article 75 of the Constitution therefore, the Compact will need to be ratified under Article 75 in order to have the status of an international treaty.

During the quarter, MiDA had discussions with staff from the Ministry of Finance, Parliament and the Attorney General's Department on the process for ratification of the Compact as a treaty. There was no resolution during the period under review.

### **10.2 Delegation of Authority**

In accordance with Section 6.4 of the Compact which provides that the compact is an international agreement which is governed by the principles of international law, MiDA has been advised that a Delegation of Authority was prepared by the President authorizing the Minister of Finance to sign the Agreement. MiDA is required to provide a copy of the Delegation of Authority to MCC prior to 'Entry into Force' of the Agreement. MiDA has been unable to obtain the copy of the delegation. By email correspondence dated December 17, 2015, MCC indicated that they do not have a copy of the Delegation of Authority.

MiDA wrote a letter dated August 3, 2015 to the Attorney General concerning the issues raised above on the ratification of the treaty and the delegation of Authority. MiDA followed up from the office of the Attorney General on the response to its letter. There was no resolution during the quarter and follow up would be made in January 2016.

### **10.3 Internal Policy Development**

Two internal policy documents were developed, namely the Vehicle Usage and Safety Policy and the Harassment Policy.

### **10.4 Implementing Entity Agreements**

In accordance with the terms of the Compact and the Program Implementation Agreement, MiDA is required to execute a number of Implementing Entity Agreements. During the quarter, MiDA drafted all the IEAs required by the Compact. The ECG IEA was negotiated with ECG and will be submitted to the next MiDA Board meeting for approval. MiDA also commenced IEA negotiation with the PURC. The other IEAs will be negotiated with the respective Implementing Entities early 2016.

### **10.5 Implementation Letter**

The Legal Department informed MCC about the need for an implementation letter (s) which addresses the following issues:

- I. VAT Policy Changes by the Government of Ghana;
- II. Establishment of the Ministry of Power and the Ministry of Petroleum which replaced the Ministry of Energy;
- III. Requirement to have a Reform Unit Director as one of the Key Staff at MiDA.

### **10.6 Board Matters**

Three Board Meetings were held during the quarter namely the following: the 4th Special Meeting was held on November 5<sup>th</sup>, 2015, the 5<sup>th</sup> Special Meeting which took decisions on the ECG PSP Transaction Structuring Report (TSR) was held on December 17, 2015 and the 8<sup>th</sup> Meeting of the Board of Directors was held on December 2<sup>nd</sup>, 2015.

### **10.7 Law Suit**

On November 4<sup>th</sup> 2015, the Office of the Attorney General was served with a writ of summons and statement of claim in which the Plaintiffs (5 members of the Convention People's Party (CPP)) *inter alia* state:

- (i) that electricity is a security asset of grave national importance to Ghana therefore its control by a foreign or private company is likely to jeopardize the security of Ghana,
- (ii) the action is being brought as citizens of Ghana independently and collectively regarding the privatization of ECG by MiDA, and
- (iii) the Divestiture and Implementation Committee, under the Divestiture of State Interests Act and not MiDA should carry out the privatization of ECG.

The basis of the statement of claim lies in an erroneous publication in the Daily Guide newspaper of October 8, 2015, which alleges that ECG is being privatized.

The Defendants in the matter are the ECG, Ministry of Power, and the Attorney General's Department. MiDA is not listed as a Defendant in the matter.

MiDA's Legal Department assisted the Attorney General's Department in preparing its defense to the law suit. Essentially, the key arguments raised were the following:

**1. Locus Standi**

In order for the applicants to have a legal right to bring this action and seek redress in the high court, they must have a right which is infringed directly or is threatened with infringement. Being a citizen of Ghana alone is insufficient to provide them with the requisite locus standi to assert any right. Their right to bring the action ought to be beyond the general interest of the public. They currently have not adequately demonstrated any interest which is over and above the interests of the ordinary Ghanaian citizen.

**2. Government Policy**

Government Policy ought not to be litigated, otherwise this will cripple the operations of government. Where a constitutional mandate exists for the Government to implement various policies, such mandate cannot be litigated by the citizenry especially when the Government is clothed with the executive authority under the Constitution to make decisions through Cabinet.

**3. Privatization and Divestiture**

The process of obtaining a concessionaire for ECG is not a privatization as the ownership of the assets of ECG will continue to remain with the Government of Ghana. Therefore the Divestiture Committee has no legal jurisdiction over this matter.

**4. Newspaper Article**

The Plaintiffs assert that the basis of their information is the newspaper article which stipulates that the transaction is a privatization. The information in the paper is not only inaccurate but clearly provides inaccurate assertions on the transaction. The newspaper ought not to be the legal basis for official information concerning the concession. Only official documents will suffice, for example the Compact Agreement. Therefore, the Plaintiffs have no legal grounds for bringing the action.

**5. Speculative Conclusions**

The conclusions, which are drawn from the analysis, are speculative in nature and Courts of law do not deal with speculation but concrete issues/matters for determination.

**11.0 CRITICAL ISSUES**

The following are critical issues or risk points, going into the next quarter.

- The Law Suit (please refer to Section 10.7) may potentially present delays to the Entry Into Force of the Compact
- Implementation Letter needed to address some policy and other changes within the terms of the Compact and the PIA



- Conditions Precedent to EIF, particularly those regarding the Generation Sector Improvement Project (such as the Tariff Study, the Gas Action Plan and the Gas Sector Master Plan), have seen little progress over the reporting period. MiDA will require the Government's assistance and support in order to meet this CP
- Cooperation from our stakeholders like ECG, PURC, MoP, MoF and AG remains critical. Key stakeholders continue to give mixed messages about their intentions and attitudes towards the PSP Activity. MiDA will continue to engage them at all levels to foster buy-in
- IEAs with some Implementing Entities (ECG, PURC, EC, MoP & MoPe) are CPs to program funding. A close and collaborative working relationship with these entities will be essential in the coming quarter
- With respect to the NEDCo project, concerns have been raised about whether irrigation projects by AgDevCo and IWAD would be considered Associated Projects of the Compact and therefore require additional due diligence and Environmental and Social Performance issues
- There is the need to manage closely relationships with our MCC technical counterparts to avoid delays in project delivery. The NEDCo Project re-design and the TORs for the Access Project have seen serious slippage in timelines over the last few months

Government intervention and/or approval will be needed in the following areas:

- Approval of the Transaction Structuring Report by Cabinet. It is critical for EIF in March 2016 that the TSR receives Cabinet approval in January
- The issuance of relevant letters and/or the undertaking of actions from the Minister of Petroleum confirming GoG's approval of and compliance with the Gas Action Plan and the Gas Sector Master Plan

## **12.0 PROJECTIONS FOR THE NEXT QUARTER**

The following milestones are projected for next quarter:-

- The Compact is expected to reach EIF in March 2016. This implies that the Transaction Structure Report must be approved by Cabinet in January 2016, IFC must submit a draft RFP with RFQ included in February 2016, and the RFP/RFQ must be approved by mid-March 2016
- All IEAs which are Conditions Precedent to disbursement of Program Funding will be signed
- MCC no-objection to the ESMS will be received
- The letter from the Minister of Petroleum confirming GoG's approval of and compliance with the Gas Action Plan will be received

- Cabinet approval of the Gas Sector Master Plan or letter from MoPe confirming approval of the Plan will be received

Project activities will continue to gather momentum as the Compact enters into force. Key focus areas include the following goals for next quarter:

- Contract with GIS Individual Consultant signed
- Procurements launched for
  - PMC
  - Data Center and Communications Network Design Consultant
  - Access Project Consultants
  - Consultant on Streetlight design and specification development
  - Tariff Study
  - CAP-Scan
- NEDCo Project re-design completed
- Draft SGIP submitted by consultant
- The Final Data Quality Review Report complete, and
- Final Draft of M&E Plan and Semi-Annual Review Guidelines completed

## Annex 1: On-going procurements

Contract ID	Description	Category	Method	Status	Projections
<b>Project Procurement</b>					
<b>7100101/RF P/QCBS/06/15</b>	Data Quality Review	Consultancy	Quality and Cost-Based Selection (QCBS)	Contract was signed on 16 November, 2015. A kick-off meeting was held via video on 20 November, 2015.	Field work to commence 11 January, 2016.
<b>1200109/LO I/SIC/09/15</b>	GIS Individual Consultant	Consultancy	Selection of Individual Consultant (SIC)	Ten (10) EOI's were evaluated. Three (3) Consultants obtained the qualifying score on their technical proposals. Contract negotiations were held with the highest-ranked Consultant	Request MiDA Board's approval to increase the contract sum and sign contract
<b>8100106/RF P/QCBS/11/15</b>	<b>Development of Gender and Social Integration Plan</b>	Consultancy	QCBS	Request for Proposals was launched on 10 <sup>th</sup> November, 2015 with a deadline of 21 <sup>st</sup> December, 2015. There were twenty eight (28) requests for the RFP but only four (4) submissions were received.	Evaluation of Technical Proposals to commence 11 January, 2016.
<b>1200102</b>	<b>Project Management Consultant (PMC)</b>	Consultancy	QCBS	TOR currently being finalized for submission to MCC for formal clearance	Prepare RFP and submit to MCC for no objection. Publish RFP.
<b>1200105</b>	<b>Data Center and Communications Network Design Consultant</b>	Consultancy	QCBS	MiDA sent draft TORs to the PA for review and the PA responded with revisions and comments. Final draft under review by COO before submission to MCC for clearance.	Prepare RFP and submit to CEO for approval. Publish RFP.
<b>3100101</b>	<b>Capacity Scan for EC and PURC</b>	Consultancy	QCBS	MiDA in conjunction with the PA and MCC reviewed the TOR. MiDA to determine the appropriate method of procurement to use in light of market research on number of capable firms that could bid for this assignment.	Prepare RFP for approval. Publish RFP

<b>Contract ID</b>	<b>Description</b>	<b>Category</b>	<b>Method</b>	<b>Status</b>	<b>Projections</b>
<b>Programme Administration &amp; Oversight</b>					
<b>8100404/RF P/NCS/07/15</b>	MiDA Website Development	Non-consulting Services	Shopping	The new website went live on 20 November, 2015. Amendment was made to the contract to extend the completion date to 30 November, 2015 MiDA still receiving comments on layout and content from staff.	Consultant to continue to provide technical support during the contract period.
<b>8100401/RF Q/05/05</b>	MiDA Payroll and HR Software System	Non-consulting Services	Shopping	Full integration with other MiDA software to be carried out.	To provide technical support.
<b>8100303/03/ RFQ/04/15</b>	MiDA UPS and Inverter	Goods	Shopping	Installation completed. Amendment made to contract to 30 November, 2015 for payment to be made to supplier. The Warranty period begun 1 December, 2015 and would run for 3 months.	None.

## Annex 2: Summary of LPOs signed during the 4<sup>th</sup> Quarter, 2015

No.	LPO/Contract No.	Date	Description	Supplier	Contract Sum (GH¢)	Status of Delivery
1	MiDA/COMPACT 2/015	20 <sup>th</sup> October 2015	Swivel Chairs	Expert Office Furnish Company Limited	7,100.48	Delivery Completed
	MiDA/COMPACT 2/016	21 <sup>st</sup> October 2015	Office Safe	Kingdom Books & Stationery Ltd	3,000.00	Delivery Completed
	MiDA/COMPACT 2/017	23 <sup>rd</sup> October 2015	Office Sofa	Expert Office Furnish Company Ltd	7,800.00	Delivery Completed
	MiDA/COMPACT 2/018	26 <sup>th</sup> October 2015	Stationery	All Brothers Books & Stationery Limited	3,479.18	Delivery Completed
	MiDA/COMPACT 2/019	27 <sup>th</sup> October 2015	Office Sofa	Expert Office Furnish Company Ltd	7,380.00	Delivery Completed
	MiDA/COMPACT 2/020	3 <sup>rd</sup> November 2015	ADOBE Master Collection Suit Software	OfficePal Ghana Ltd	5,150.00	Delivery Completed
2	MiDA/COMPACT 2/021	6 <sup>th</sup> November 2015	L-Shaped Desk & Coffee Table	Kingdom Books & Stationery Ltd	3,840.00	Delivery Completed
3	MiDA/COMPACT 2/022	9 <sup>th</sup> November 2015	Swivel Chair	Expert Office Furnish Company Ltd	6,086.12	Delivery Completed
4	MiDA/COMPACT 2/023	13 <sup>th</sup> November 2015	Coffee Table	All Brothers Books & Stationery Limited	3,479.18	Delivery Completed
5	MiDA/COMPACT 2/024	19 <sup>th</sup> November 2015	Conference Table	Kingdom Books & Stationery	4,440.00	Supplied yet to be assembled
6	MiDA/COMPACT 2/025	22 <sup>nd</sup> December 2015	2 Units Refrigerator	Compu-Ghana	2,600.00	Delivery period
	MiDA/COMPACT 2/026	22 <sup>nd</sup> December 2015	250 - Newsletters	Lema Press Ltd	5,600.00	Delivery period
	Total				<b>59,954.96</b>	
<b>Approximately (USD1 = GHS3.76)</b>					<b>USD 15,924.47</b>	