



**MILLENNIUM DEVELOPMENT AUTHORITY (MiDA)**

**GHANA COMPACT II**

**June - September 2018 Performance Report**

**Ghana Compact II Theme**

***"Powering Ghana for Accelerated and Sustainable  
Economic Growth"***

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## GLOSSARY OF ABBREVIATIONS

AG	Attorney General
BCS	Bid Challenge System
CAP-Scan	Capacity Scan
CIF	Compact Implementation Funding
CP	Condition Precedent
DMS	Document Management System
ECG	Electricity Company of Ghana Ltd
EEDSM	Energy Efficiency and Demand Side Management
EPA	Environmental Protection Agency
ERP	Enterprise Resource Planning
ESMS	Environmental and Social Management System
ESH	Environment Social and Health
ESP	Environmental and Social Performance
ESIA	Environment Safety and Impact Assessment
GIS	Geographic Information System
GoG	Government of Ghana
GSA	Ghana Standards Authority
GSI	Gender and Social Inclusion
HSESCA	Health Safety Environment Social Capacity Assessment
IDIQ	Indefinite Delivery Indefinite Quantity
IE	Implementing Entity
IEA	Implementing Entity Agreement
IFB	Invitation for Bids
IFC	International Finance Corporation
IPM	Integrated Planning Model
IPP	Independent Power Producer
LCU	Loss Control Unit
MCC	Millennium Challenge Corporation
M&E	Monitoring and Evaluation
MiDA	Millennium Development Authority
MMS	Metering Management System
MoEn	Ministry of Energy
MoE	Ministry of Education
MoF	Ministry of Finance
MoU	Memorandum of Understanding
NaCCA	National Council for Curriculum and Assessment
NEDCo	Northern Electricity Distribution Company Ltd
NFOT	NEDCo Financial and Operational Turnaround
PAP	Prioritized Action Plan

PIA	Program Implementation Agreement
PMC	Program Management Consultant
PSP	Private Sector Participation
PSWU	Public Services Workers Union
PURC	Public Utilities Regulatory Commission
PUWU	Public Utility Workers Union
RCE	Resettlement and Community Engagement
RfP	Request for Proposals
RFTOPs	Request for Task Order Proposals
RPP	Regulatory Partnership Program
SGIP	Social and Gender Integration Plan
SoW	Statement of Works
STEM	Science Technology Engineering and Mathematics
TA	Technical Assistant
TOR	Terms of Reference
TP	Tariff Plan
TVET	Technical and Vocational Education Training
VRA	Volta River Authority

## PART ONE: EXECUTIVE SUMMARY

### A. Introduction

This Report covers Program performance for the period from July 1 to September 30, 2018, and captures Activities undertaken by the Millennium Development Authority (MiDA) toward the implementation of the Ghana Power Compact Program.

The Report also identifies challenges to the successful execution of the Compact and Strategies put in place to ensure successful implementation of Activities.

In the Quarter under review, MiDA took strides to move the Program implementation process forward. Expected support from Implementing Entities was forthcoming, and there was good progress in the procurement of Service Providers and in the implementation of Contracts that have already been awarded.

### B. Highlights of July-September 2018 Achievements

During the reporting period, MiDA achieved significant milestones. Below is a summary of major milestones:

#### ECG Financial and Operational Turnaround (EFOT) Project

- Geographic Information System (GIS) - The implementation of the GIS progressed with the Procurement of the Hardware for the MV and LV Pilot Data Migration and the commencement of MV and LV Pilot Data Migration.
- Enterprise Resource Planning (ERP) - Work on the Program Governance Structure, Core ERP Team and In Scope Modules Teams was completed.
- Upgrade of Data Centre and Communication Networks - Work commenced on the preparation of the Solicitation Documents for the procurement of a Contractor.
- Replacement of Legacy Meters with Prepayment Meters & Normalization of Customer Connection - The Evaluation of Bids for the Supply and Installation of the Metering Management System (MMS) was completed.
- Construction of Pokuase Bulk Supply Point (BSP) - Bid for the Pokuase Bulk Supply Point Substation was launched on July, 6, 2018.
- Installation of Outage Management System (OMS) - Consultancy Contract was signed on July 3, 2018.

#### Access Project

- Stakeholder Review Workshop on Consultant's proposed 65% Engineering Designs of HVDS and Security Lighting was organized to discuss and reach agreement with ECG and other Key Stakeholders on the Design Criteria.

### Energy Efficiency and Demand Side Management (EEDSM) Project

- Development and upgrade of standards for the first two Lots of Electrical Products was completed.
- Contract was signed for Field Metering and Monitoring Studies (FMMS).
- Evaluation of Proposals for the Pre-Tertiary School Curriculum Update on Energy Efficiency and Conservation Consultancy Services was completed.

### C. Challenges

The major challenge facing the implementation of the Compact is how to ensure that Power Sector Agencies (including the Workers Unions) whose functions are critical to the successful implementation of Compact Activities work with MiDA to meet critical Timelines.

The following are critical issues in the implementation of Compact Activities.

- Slippage in approving the LV Design Criteria has delayed the completion of Designs for Achimota and other Accra West Districts as well as Accra East Districts LV Works.
- Delay in completing designs and procurement of Pokuase BSP Phase II, second BSP and four (4) new Primary Substations and their associated interconnecting circuits shall delay completion of these projects (possibly beyond Compact completion date).
- Delayed deployment of MMS may lead to delayed implementation of Prepayment Metering project in Kaneshie district and AMI metering at critical distribution network nodes.
- Delay in launching Solicitation Documents for procurement of DCCN vendor due to poor deliverable from the Consultant
- The support of Staff of the Implementing Entities, particularly ECG and NEDCo, is necessary for the success of the Compact. MiDA needs to continue to work with Government and the Leadership of the Workers Union (PUWU and PSWU) to ensure the smooth implementation of the Compact Activities. Currently, work on the NFOT Project has stalled because of opposition of some sections of the NEDCo Staff to the Management Contract component of the Project.

## PART TWO: PLANNED SECTOR ACTIVITIES AND DELIVERY

### 2.1 INTRODUCTION

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

- Increase Private Sector Investment and the productivity and profitability of Micro, Small, Medium, and Large Scale Businesses.
- Increase employment opportunities for men and women.
- Raise earning potential from Self-employment and improved social outcomes for men and women.

The Power Compact Program has a Budget of US\$ 498.2 million consisting of two Tranches of Program Funding amounting to US\$ 469.3 million and a Compact Implementation Funding (CIF) of US\$ 28.9 million. In addition, there is a Government of Ghana (GoG) contribution of not less than 7.5% (i.e. US\$ 37.4 million), bringing the total Compact Funds to US\$ 535.6 million. The Tranche II Funds, which amounts to US\$ 190 million of the total, are available from September 6, 2018 and is contingent on meeting a number of Conditions Precedent (CPs)

The Compact Program consists of six (6) Projects:-

- Distribution Projects
  - ECG Financial and Operational Turnaround (EFOT) Project
  - NEDCo Financial and Operational Turnaround (NFOT) Project
  - Access Project
- Generation Projects
  - Regulatory Strengthening and Capacity Building (RSCB) Project
  - Power Generation Sector Improvement (PGSI) Project
  - Energy Efficiency and Demand Side Management (EEDSM) Project

Implementation of Activities under the Access and PGSI Projects are yet to commence; the Access Project is currently at the Detailed Design Stage, while a decision is yet to be taken on the future of the PGSI Project.

The Compact Program seeks to address identified challenges in Ghana's Power Sector by providing an overall framework for strengthening the Ghana Electricity Distribution System. This will be achieved by helping the Electricity Company of Ghana (ECG) and the Northern Electricity Distribution Company (NEDCo) reduce their Technical and Commercial Losses and attract needed investment. The Compact is also providing Technical Assistance in the areas of Corporate

Governance, Technical Capacity of Sector Regulators, and the integration of Gender issues into the operations of relevant Sector Agencies.

The expected outcome for the Compact Program is the modernization of the Power Distribution Companies and Capacity Building within the Power Generation Institutions in Ghana and to present the Power Distribution Companies as credible Off-takers for prospective Independent Power Producers (IPPs).

This Quarterly Performance Report captures Activities related to the following.

- Program Activities
  - Procurements
  - Distribution Projects
  - Generation Projects
  - Environment and Social Performance (ESP)
  - Gender and Social Inclusion (GSI)
- Monitoring and Evaluation
- Communications and Outreach

## 2.2 PROGRAM ACTIVITIES

### 2.2.1 Procurements

Procurement implemented by the Millennium Development Authority (“MiDA”) is in accordance with Compact requirements, the Program Implementation Agreement as well as MCC Program Procurement Guidelines (“PPG”) and MCC Guidance Papers. These Guidelines are further elaborated in the Procurement Operations Manual (POM) and Contract Administration and Management Manual (CAMM).

In addition to facilitating the issuing of Requests for Proposals and Bids, as well as signing of Contracts, the following are the achievements during the Quarter.

- **Debriefing:** Ghana Institute of Management and Public Administration (GIMPA) and Institute Soumare of Finance requested to be debriefed on the outcome of Technical Evaluations for Data Quality Audit.
- **Updates to Compact Procurement Plan:** In line with this directive by MCC that each Procurement Plan shall be at least 12 months in duration, and shall be updated, at a minimum, Quarterly, and be submitted as part of the Quarterly Disbursement Request, a third update to the Compact Procurement Plan No.4 (Oct 2018 - September, 2019) is under preparation and finalization for submission to MCC for their No Objection.
- **Pre-proposal / Site Inspection and Briefing Meetings:** Three (3) Pre-proposal Meetings were held within the Third Quarter of the year as enumerated below:
  - i) Development of Energy Efficiency Pre-Tertiary School Curriculum – 3rd July 2018



- ii) Supply and Installation of Bulk Supply Point Pokuase – 26th July 2018
- iii) Environmental Social Health & Safety IDIQ Consultant – 4th September 2018

- **Submission and Opening of Proposals and Evaluations:** Submissions of Bids and Proposals were received in respect of the following activities, and Evaluations were carried out thereafter:
  - i) Bulk Supply Point
  - ii) Environment, Social, Health & Safety (ESH&S) IDIQ Consultant
  - iii) Request for Task Order Proposals (RFTOPs) 3-5 for Access Project; and RFTOP 6 for LV Bifurcation, Achimota.
  - iv) Lands Commission Office Equipment
  - v) Lands Commission Survey Equipment
  - vi) PURC Vehicle
  - vii) Data Quality Audit
  - viii) MiDA Tyres
  - ix) MiDA Office Partitioning

### 2.2.2 Distribution Projects

The Power Distribution Sector Projects consist of the ECG Financial and Operational Turnaround (EFOT) Project, the NEDCo Financial and Operational Turnaround (NFOT) Project and the Access Project. Progress made in these areas during the reporting period is summarized in the Table below.

## Status and Progress of Ongoing Program Activities, Distribution Projects

Activity	Sub-Activity	Current Quarter Progress
<b>EFOT Project</b>		
Modernizing ECG Operations	Geographic Information System (GIS)	The MV Data Modelling, Mapping and Metadata Field Validation process were finalised by the GIS Contractor.  The Hardware List was finalized.
	Upgrade of Data Centre & Communication Network (DCCN) Consultancy	The DCCN Consultant commenced work on the preparation of the Solicitation Documents for the procurement of a Contractor.
	Enterprise Resource Planning (ERP)	Work on the Program Governance Structure, Core ERP Team and In Scope Modules Teams was completed by the ERP Consultant.
Commercial Loss Reduction	Strengthening the Loss Control Units (LCU) of ECG	The Portable Test Equipment were delivered to ECG on August 7, 2018.  Testing of the Equipment was completed on 30 <sup>th</sup> August, 2018.
	Replacement of Legacy Meters with Prepayment Meters and Normalization of Service Connections	The Evaluation of Bids for the Supply and Installation of the Metering Management System (MMS) was completed
	Installation of AMR Meters at Critical Distribution Network Nodes	Revised Designs, Bill of Quantities, Specifications and Scope of Works was completed on August 24, 2018 by the Program Management Consultant.  MiDA and ECG commenced review of the revised Designs
	Construction of Korle-Gonno, Kotobabi &	Land Acquisition for the Kanda Primary Substations was completed.  A two-day Stakeholder Workshop was held in September

Activity	Sub-Activity	Current Quarter Progress
	Kanda Primary Substations & Interconnecting Circuits	2018 to review the Technical Documents for Kanda, Kotobabi, Legon and Korle Gonno Primary Substations.
	Construction of Pokuase Bulk Supply Point & Interconnecting Circuits	Construction of Pokuase Bulk Supply Point (BSP) - Bid for the Pokuase Bulk Supply Point Substation was launched on July, 6, 2018. A Stakeholder Workshop was held in September 2018 to review the Technical Documents for the Pokuase BSP Interconnecting Circuits.
Outage Reduction	Installation of Outage Management System (OMS)	Installation of Outage Management System (OMS) - Consultancy Contract was signed July 3, 2018.
<b>NEDCo Project</b>		
Modernizing Utility Operations		<p>Comments from NEDCo and MCC were incorporated in the Terms of Reference for Customer Census and Customer Information System (CIS).</p> <p>The Program Management Consultant (PMC) commenced preparation of Specifications for Operations &amp; Maintenance Materials.</p>
Tamale Service Area Improvement	Primary Substations	<p>NEDCo acquired from the Catholic Church in Tamale, a new Site for the Banvim Primary Substation (PSS) at Lamashegu.</p> <p>The Draft Technical Package (Designs, Specifications and Scope) for Fuo and Lamashegu Primary Substations was completed.</p> <p>SMEC commenced preparation of Preliminary Designs (Route Maps, Drawings, Scope of Work, Specifications and Bill of Quantities) for MV Interconnecting Circuits to Primary Substations.</p> <p>Conducted initial Site Assessment for the Islamic Feeder Conversion.</p>

Activity	Sub-Activity	Current Quarter Progress
	High Voltage Distribution System	Design Criteria for HVDS in Tamale was prepared. A Base Map for HVDS in Tamale was prepared, validated and shared with NEDCo.
	AMR Metering	Synopsis for a complete AMR Metering System was completed and reviewed.
Commercial Development		Preliminary Designs (Drawings, Specifications, Draft Scope and Bill of Quantities) for the AgDevCo Project were completed on Aug 29, 2018.
<b>Access Project</b>		
High Voltage Distribution System (HVDS) and Security Lights in Markets and Economic Enclaves (M&EEs)	Stakeholder Consultations	A Meeting was held with ECG on August 29, 2018 on how to coordinate project implementation, particularly on issues related to Revenue Protection, Customer Engagement and implementation of the Infrastructure Interventions.  Provided updates on Project activities to Leadership of M&EEs, MMDAs, the Utilities, and other Stakeholders.
	Engineering Designs, Technical Specifications and Terms of References.	MiDA, the PMC, ECG, NEDCo, MCC and their Consultants reviewed and commented on the Draft TORs for proposed Institutional Activities.  The Draft TORs were revised by Jacobs, the Design Consultant and the Final TORs were completed on August 31.  The Jacobs submitted Draft (65%) Designs for the HVDS and Security Lighting Activities on July 20.  A Design Review Workshop was held on September 19 to discuss and reach Agreement with ECG on the Design Criteria to enable the Consultant proceed with the 100% Engineering Designs.

### 3.2.2 Generation Projects

The Generation Sector Projects consist of the Energy Efficiency and Demand-Side Management

(EEDSM) Project, Regulatory Strengthening and Capacity Building (RSCB) Project, and the Power Generation Sector Improvement (PGSI) Project. The Report below covers progress made in the EEDSM and RSCB Projects.

### Status and Progress of Ongoing Program Activities, Generation Projects

Activity	Sub-Activity	Current Quarter Progress
Tariff Review and Regulatory Activity	Tariff Study and Tariff Plan	<p>Training on Tariffs Financial &amp; Economic Modules was organized by Fichtner, the Tariff Study and Tariff Plan (TSTP) Consultant, for PURC Staff on July 3-6, 2018.</p> <p>The TSTP Consultancy was completed and the Final Report submitted by Fitchner.</p> <p>MiDA issued RFP for the Regulatory Partnership Program (RPP) on July 4, 2018. A Proposal (Technical &amp; Financial) was received from the National Association of Regulatory Utility Commissioners (NARUC) of USA and reviewed.</p> <p>MiDA worked with respective GoG Entities to obtain the required Documentation as evidence of Substantial Compliance for the Tariff Condition Precedent (CP). MCC accepted the documentation, and confirmed that the related CP had been met.</p>
Sector Performance Monitoring Capacity Building Activity	CAP-Scan	<p>Decision to reach out to the Ministry of Energy (MoEn) made, and formal communication to be delivered, and to selected Stakeholders.</p>
Development & Enforcement of Standards & Labels	Development of Standards & Legislative Instruments	<p>The Ghana Standards Authority (GSA) completed revising and adopting supplementary standards for Lot 2 Products (covering Solar Panels, Batteries, Inverters, Distribution Transformers, and Pre-paid Energy Meters).</p> <p>GSA completed gazetting Standards for the above-mentioned Lot 2 Products that have been revised and adopted.</p> <p>GSA constituted Technical Committee and selected Standards for Lot 3 Products (covering Microwave, Washing Machine, Computers, Electric Motors and Standing Fans).</p>

Activity	Sub-Activity	Current Quarter Progress
	Field Metering and Monitoring Studies (FMMS)	Contract was signed for the Field Metering and Monitoring Studies (FMMS)  Implementation of the FMMS commenced.
Improved Energy Auditing	Race to Retrofit	The Race to Retrofit Consultant submitted the following Reports: <ul style="list-style-type: none"> <li>• Selection of Measures and Development of an Implementation Plan Report (EE Strategy and Action Plan).</li> <li>• Technical Specifications &amp; BOQ for Phase 1 Works.</li> </ul> Finalized TOR and drafted RFP for “Setting-up of two Energy Auditing Centers.
Education & Public Information	Update of Pre-Tertiary Curriculum on Energy Efficiency	Completed Evaluations for School Curriculum Consultancy Services.
Demand-Side Management	Street Lighting	The Street Lighting Consultant submitted the Final Reports on i) the Baseline Survey and ii) Procurement Strategy.

#### 2.2.4 Environment and Social Performance

The Compact requires that all Projects are implemented in line with MCC’s Environmental Guidelines, the International Finance Corporation Performance Standards on Environmental and Social Sustainability, and Ghana’s Laws, Regulations, Licenses, and Permits. MiDA is therefore mandated to ensure such compliances.

The following were achieved during the Quarter:

**Task Orders for Resettlement and Community Engagement Services for Infrastructure Projects:** MiDA awarded four (4) Task Orders to Resettlement Consultants for Resettlement and Community Engagement services for the following Projects:

- HVDS and Street Lighting Activity under the Access Project: Task Orders awarded to Messrs. Colan Consult, DevtPlan and Binserkoms for HVDS and Street Lighting Activity in the following Market Categories:
  - a. Accra Timber, Agboglobshie and Madina Markets – Colan Consult
  - b. Dansoman, Kaneshie and Makola Markets – DevtPlan Ltd
  - c. Tamale Timber and Tamale Central Markets – Binserkoms Ltd

- Low Voltage (LV) Bifurcation and Network Improvement activity – Achimota District: Task Orders for Resettlement and Community Engagement Services awarded to Colan Consult to provide Resettlement and Community Engagement for the LV Bifurcation and Network Improvement Activity.

**Procurement of Health, Safety, Environment and Social (HSES) Consultant:** Procurement of HSES Consultant commenced within the Quarter. Five (5) Bids were received from the following Firms;

- a. SAL Consult
- b. EEMC
- c. HS+E Consult
- d. JIK Consult
- e. UDC in association with Binserkoms.

Evaluation of Bids commenced within the period

**Environmental Protection Agency (EPA) Permits for Construction of Primary Substations:** MiDA secured Environmental Assessment Permits from the EPA for the construction of Primary Substations in the following areas: Kanda, Korle Gonno, Kotobabi and the University of Ghana Medical Center (UGMC), Legon.

**Lease Application for Lands for Infrastructure Activities:** MiDA has applied for lease for lands acquired for the construction of infrastructure activities including the Bulk Supply Point and Primary Substations. The Applications are being processed by Lands Commission.

**Health, Safety, Environment and Social Capacity Assessment:** MiDA completed engagements with NEDCo to develop the HSESCA with NEDCo. The HSESCA for NEDCo is a Condition Precedent (CP) for Program Funding for the NFOT Project.

## 2.2.5 Gender and Social Inclusion

Gender and Social Inclusion (GSI) in MiDA is aimed at ensuring a Gender responsive and socially inclusive electricity service delivery and enhancing the quality of gender and gender responsiveness in MiDA.

In addition to assisting the various Project and Cross-cutting Units within MiDA to incorporate GSI issues in their TORs and Project Deliverables. The GSI Activities in the Quarter covered the following:

**Institutionalizing Gender Responsiveness in ECG & NEDCo:** Work was focused on Gender Audit and Gender Policy, and Internship and Mentoring as follows:

Gender Audit & Gender Policy in ECG and NEDCo

- ECG Gender Audit Workshops: The Consultant for the Gender Audit/Policy and Institutional Strengthening for ECG & NEDCo conducted the Gender Audit Workshops for ECG. The Consultant submitted the Draft Gender Audit Report and a Report on the Need

Assessment of the Power Queens Association.

- Validation Workshop on Draft Gender Audit Report: The ECG Gender Audit Consultant presented the Findings of the Audit for validation in three workshops organized for a cross-section of ECG staff.

Design and Detailing of the Internship and Mentoring Program for ECG and NEDCO

- Field Monitoring of Interns undertaken:
- Leadership training and mentoring session for the Interns organized:.
- Forum for Employers and Education Institutions organized:

*Promoting Institutional Development of Gender and Energy Organizations and Institutions:* The GSI Team participated in the Launch of the ECG Women in Engineering (WINE) Chapter on September 6, 2018 at the ECG Head Office.

## 2.3 MONITORING AND EVALUATION

Modification Memo to the Monitoring and Evaluation (M&E Plan), which provides the framework for the Monitoring and Evaluation of Compact Activities, was approved by the MiDA Board. The revision was mainly on the Baselines and Targets for Performance Indicators to reflect the situation at Entry-into-Force.

For the purpose of ensuring Quality Data reporting as required by the M&E Plan, MiDA continued to provide Training and Orientation to Power Sector Implementing/Reporting Entities to build their Capacity to collect, manage and report Quality Data. In July 2018, MiDA facilitated the Training for GRIDCo Field Operators in Sunyani. This was the Final Phase of the Training for Master Station and Sub-station Operators. In August 2018, MiDA provided Orientation on Compact II M&E to selected NEDCo Staff. The M&E Team also carried out Field Verification on Data reported by NEDCo.



## 2.4 COMMUNICATIONS AND OUTREACH

**Government Relations:** MiDA developed a Stakeholder Engagement Strategy to engage with the Legislature in order to ensure their cooperation and in facilitating understanding and buy-in on the ECG PSP Transaction. Meetings were held with the key leaders in Parliament ahead of formal consultations.

**Press Release and Publications:** MiDA widely circulated in the media a press release announcing MCC's release to Ghana Compact Tranche II funds of US\$190 million. The release was subsequently published in various news channels; print and online, and also received favorable radio mentions. In the bid to heighten awareness and inform the general public about the Ghana Power Compact Internship and Mentoring Program, the Communication and Outreach Unit developed an infomercial to be placed as a double spread colored advert in the Daily Graphic. The advert basically showed photos of interns engaged in various field assignments in their respective Implementing Entities. The advert also included a supporting narrative.

**Media Mentions:** In total the Unit tracked 72 Recorded Mentions and Publications about MiDA and Compact II Program and Projects in all media during the quarter. The Unit will continue to implement the strategy to create increased visibility of MiDA and its Compact activities.

**Compact Video Documentary:** The Compact II Video Documentary has been finalized and launched. Discussions are currently ongoing to finalize arrangements for viewing the documentary on television in the month of November.

**Outdoor Visibility Campaign:** The mock-up designs and the models submitted by Innova DDB were approved by MiDA. A Photoshoot to develop the visuals has commenced.

**Website Activity:** At the end of the 3rd quarter 2018, the total number of site visits since website launch in November 2016 was 63,531 which reflects 11% growth (6,277 visits) as compared to the total visits as at end of previous quarter; 57,254).

**Summary - Results, Outcomes:** A total of three (3) Interviews were held between August 1, and September 2, 2018. The total number of Publications during the Quarter were as follows: Online - 44; Print - 10; Radio - 13; and TV - 5.

## PART THREE: CHALLENGES

### 3.1 CRITICAL ISSUES

The major challenge facing the implementation of the Compact is how to ensure that Power Sector Agencies (including the Workers Unions) whose functions are critical to the successful implementation of Compact Activities work with MiDA to meet critical Timelines. Delayed response to requests slows down the pace of finalizing and issuing Request for Proposals (RFPs). This invariably delays the award of Contracts and, consequently, the disbursement of Compact Funds, as these Disbursements are linked to Deliverables.

MiDA relies on the support of Beneficiary Institutions in developing Procurement Specifications and reviewing Deliverables within specific Timelines. The support of ECG, particularly with regards to providing prompt responses to requests, is critical to the smooth implementation of the ECG Financial and Operational Turnaround Project.

The support of Staff of the Implementing Entities, particularly ECG and NEDCo, is necessary for the success of the Compact. MiDA needs to continue to work with Government and the Leadership of the Workers Union (PUWU and PSWU) to ensure the smooth implementation of the Compact Activities. Currently, the Workers Union of NEDCo have demonstrated opposition to the proposed Management Contract, and this has limited engagements between MiDA and NEDCo.

### 3.2 PROJECT-SPECIFIC CHALLENGES

#### 3.2.1 Distribution Projects Challenges

The challenges that have hindered the achievement of Targets are in relation to the EFOT Project, and they are as follows.

The following are critical issues in the implementation of Compact Activities.

- Slippage in approving the LV Design Criteria has delayed the completion of Designs for Achimota and other Accra West Districts as well as Accra East Districts LV Works.
- Delay in completing Designs and procurement of Pokuase BSP Phase II, and four (4) new Primary Substations and their associated Interconnecting Circuits.
- Delayed deployment of MMS may lead to delayed implementation of Prepayment Metering project in Kaneshie district and AMI Metering at Critical Distribution Network Nodes.
- Delay in launching Solicitation Documents for procurement of DCCN vendor due to poor deliverable from the Consultant

### **3.2.2 Generation Projects Challenges**

For the Regulatory Strengthening and Capacity Building RSCB Project, a decision was yet to be taken on the way forward for the implementation of the Prioritized Action Plan (PAP), a major output from the Capacity Scan Consultancy, which has been completed.

For the EEDSM Project, the implementation of the Energy-Saving Street Lights Activity was yet to recover from delays encountered with the Consultancy. The plan to increase the number of Lots for the Works Contracts is expected to mitigate this delay to some extent.

## PART FOUR: FORWARD LOOK FOR THE FOURTH QUARTER OF 2018

The following have been planned for completion by the end of next Quarter (i.e. December 2018).

### EFOT Project

- Complete Evaluation of Bids for Data Center, Data Recovery Site and Communication Network Upgrade.
- Sign Contract for MMS.
- Complete Bid Evaluation and Negotiation with winning Bidder for Pokuase BSP Substation.
- Finalize Designs for LV Bifurcation & Network Improvement in Achimota, Kaneshie and Dansoman Districts.
- Launch Bid for Kotobabi, Korle-Gonno, Kanda and Legon Primary Substations.
- Designs for Kotobabi, Korle-Gonno, Kanda and Legon Interconnecting Circuits completed.
- For OMS – Task 1: ADMS Vision Workshop Report and Action Plan & Budget.

### NFOT Project

- Prepare RFP and launch Bid for the following:
  - (a) Customer Information System (CIS).
  - (b) Customer Census
- Complete Preliminary Designs for HVDS in Tamale.

### Access Project

- Complete 95% Design, Constructability Report, and Costing for HVDS and Security Lighting for Market and Economic Enclaves in Accra.
- Complete Final Tender Documents for HVDS and Security Lighting for Market and Economic Enclaves in Accra.

### RSCB Project

- Commence implementation of Regulatory Partnership Program (RPP).

### EEDSM Project

- Launch RFP for Consultancy Services to develop Legislative Instruments (LIs) for the revised/developed Standards.
- Launch RFP for Contractor for AC Test Laboratory Building (Enclosure).
- Launch RFP for Design-Build Contractor for AC Test Laboratory.
- Launch RFP for Design-Build Contractor for Additional Test Laboratories.
- Commence IGEA at GES.
- Commence Voltage Optimization Studies and Structural Integrity Studies at Korle-Bu Teaching Hospital, Adabraka Polyclinic and GES respectively.
- Issue RFP and commence Evaluation for “Setting-up of two Energy Auditing Centers” Consultancy Services.
- Sign Contract for School Curriculum Consultancy Services.

## Environment and Social Performance

- Award Four (4) Task Orders for Resettlement and Community Engagement Services for Infrastructure Activities
- Acquire Leases for lands for Infrastructure Activities
- Procure the Services of a HSES Consultant.
- Identify and acquire new Sites for construction of additional Infrastructure
- Identify Sites for installation of a second Bulk Supply Point
- Reached agreements with and Resettled Project Affected Persons at the Boundary of the BSP Site in Pokuase.

## APPENDIX 1: RESULTS MATRIX

PLANNED PROGRAMMES	ACTIVITIES	EXPECTED OUTPUT(S)	TARGET FOR 2018	START DATE	END DATE	ACTUAL RESULTS AS AT 30-SEP-2018	CHALLENGES	STRATEGIES
Investment Promotion Management: ECG Financial and Operational Turnaround	Modernizing Utility Operations (ECG)	GIS-based distribution management system in place - ECG		30/Jun/2017	24/Dec/2019	Implementation Ongoing	Delays in the Procurement and subsequent Bid Challenge slowed down process	Tasks being done concurrently to expedite activities.
		Enterprise Resource Planning System in place - ECG	N/A	22/Mar/2018	3/Jun/2021	Implementation Ongoing	None, Activity on track	Consultancy services to undertake assessment of ECG systems ongoing
	Kilometers of distribution lines upgraded or built - ECG	Kilometers of distribution lines upgraded or built - ECG	2050	25/Aug/17	3/Mar/2020	Implementation Ongoing	Targets are not expected to be achieved as a result of delays in agreeing on selected Districts for Bifurcation	Procurement process for the Bifurcation to be finalized by September 2018
		Distribution substation capacity added - ECG	750					
		Number of capacitor banks installed at primary substations/ lines - ECG	0	25/Aug/2020	2/Jun/2021	0	Delays in the Procurement and subsequent bid challenge slowed down process	Tasks being done concurrently to expedite activities.
		Number of Bulk supply points (BSPs) - ECG	0	14/Jan/2019	30/Sep/2020	0	None, Activity on track	Procurement for Supply and installation of this activity launched on July, 5, 2018.
		No. of Interconnecting sub-transmission links - ECG	TBD	19/Mar/2019	25/Jul/2020	0	None, Activity on track	This activity is part of Second Tranche of Compact activities (effective September 6, 2018) for

PLANNED PROGRAMMES	ACTIVITIES	EXPECTED OUTPUT(S)	TARGET FOR 2018	START DATE	END DATE	ACTUAL RESULTS AS AT 30-SEP-2018	CHALLENGES	STRATEGIES
		Number of medium voltage offloading circuits - ECG	TBD	19/Mar/2019	25/Jul/2020	0	None, Activity on track	the BSP for which procurement was launched in July 2018.
	ECG Commercial Loss Reduction	Number of automated reading meters - ECG	1050	30/Aug/2019	10/Feb/2021	0	Change in implementation strategy has shifted this activity to 2019	Implementation of this activity will be in 2019
		Outage management system in place - ECG	N/A	15/Nov/2017	24/Nov/2020	Implementation Ongoing	None, Activity on track	Contract for Outage Management System was signed on July 4, 2018.
Investment Promotion Management: Regulatory Strengthening and Capacity Building	Sector Performance Monitoring Capacity Building Activity	Capacity Needs Assessment	TBD	20 Oct 2015	15/Mar/2018	Implementation Ongoing	Decision on implementation of Prioritize Action Plan (PAP) as per TORs developed yet to be crystalized	Finalize decision on way forward for implementation of PAP
	Tariff Review and Regulatory Activity	Cost-reflective tariff regime	TBD	15 June 2015	01/Feb/2021	Implementation Ongoing		
Investment Promotion Management: Energy Efficiency and Demand-Side management	Development and Enforcement of Standards and Labels	Number of products with standards developed and passed	5	Sep 2016	Dec 2020	0	Initial procurement method for a consultant to draft the Legislative Instruments (LIs) to enforce new electrical appliances standards changed after several months of deliberations with MCC.	Drafted LIs to be sent to Parliament for approval in bulk instead of the initial plan to send in succession.
		Number of appliance test labs established	2	Aug 2017	Jul 2021	0	First procurement could not secure a successful Bidder because they seem to lack requisite expertise.	MCC to assist to find potential Bidders with the requisite expertise.

PLANNED PROGRAMMES	ACTIVITIES	EXPECTED OUTPUT(S)	TARGET FOR 2018	START DATE	END DATE	ACTUAL RESULTS AS AT 30-SEP-2018	CHALLENGES	STRATEGIES
	DSM Infrastructure	Number of energy saving streetlights	6,000	Mar 2017	Feb 2021	0	Delays in procuring Contractors for works.	Increase the number of Lots so as to engage more Contractors concurrently.

N/A Not applicable  
TBD: To be determined