



**MILLENNIUM DEVELOPMENT AUTHORITY (MiDA)**

**GHANA COMPACT II**

**Annual Report, 2018**

**Ghana Compact II Theme**

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

## CONTENTS

PART ONE: EXECUTIVE SUMMARY	1
A. Introduction	1
B. Highlights of 2018 Achievements	1
C. Challenges	3
PART TWO: PLANNED SECTOR ACTIVITIES AND DELIVERY	4
2.1 INTRODUCTION	4
2.2 PROGRAM ACTIVITIES	5
2.2.1 Procurements	5
2.2.2 Distribution Projects	6
2.2.3 Generation Projects	10
2.2.4 Environment and Social Performance	12
2.2.5 Gender and Social Inclusion	13
2.3 MONITORING AND EVALUATION	14
2.4 COMMUNICATIONS AND OUTREACH	14
PART THREE: CHALLENGES	16
3.1 CRITICAL ISSUES	16
3.2 PROJECT-SPECIFIC CHALLENGES	16
3.2.1 Distribution Projects Challenges	16
3.2.2 Generation Projects Challenges	17
PART FOUR: FORWARD LOOK FOR THE NEXT YEAR	18
APPENDIX 1: RESULTS MATRIX	20

## 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
M&EEs	Market and Economic Enclaves
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 year 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 year 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 2018 Achievements**

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

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

- Evaluation of Bids for the Installation of Outage Management System (OMS) Consultancy was completed in June, 2018, and the Contract was signed in July 2018.
- Contract for the supply of Portable Test Equipment to the ECG Loss Control of ECG was signed in May 2018.
- Contract was awarded for the Enterprise Resource Planning (ERP). Work on the Program Governance Structure, Core ERP Team and In Scope Modules Teams was completed.
- Land for the proposed Primary Substation at Korle-Gonno, Kotobabi, Kanda and Legon were acquired and Right-of-Entry was granted to the Kotobabi, Korle Gonno, Kanda and Legon Sites.
- MiDA acquired the Land and Right of Entry construction of Pokuase Bulk Supply Point (BSP). The Bid for the construction of the BSP was launched in July 2018, and the evaluation of Proposals was completed in December 2018.
- The implementation of the Geographic Information System (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.
- Work commenced on the preparation of the Solicitation Documents for the procurement of a Contractor for the Upgrade of Data Centre and Communication Networks.

- The Evaluation of Bids for the Supply and Installation of the Metering Management System (MMS) was completed.
- Contract for the installation of Outage Management System (OMS) Consultancy was signed on July 3, 2018.

#### NFOT Project

- Commencement of Work by the Programme Management Consultant (PMC) for the NFOT Project, with a Kick-off Meeting held in Tamale on April 19, 2018.

#### Regulatory Strengthening and Capacity Building Project

- The Tariff Plan was completed in June 2018.
- The Master Tariff Study Final Report, Tariff Models including a Manual, and Training Report were completed in September 2018.
- Met the Tariff Substantial Compliance Condition Precedent (CP)

#### Access Project

- The Engineering Designs of High Voltage Distribution System (HVDS) and Security Lighting for 10 selected Markets and Economic Enclaves (M&EEs) completed.

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

- Development and upgrade of standards for the first three (3) Lots of Electrical Products completed and gazetted. The following are the products in each Lot.
  - Lot 1: Refrigerators (upgrade), Air conditioners (upgrade), Ceiling Fans & Regulators, Television Sets, Satellite Decoders/TV Signal Box and Lighting.
  - Lot 2: Solar Panels, Batteries, Inverters, Distribution Transformers, and Pre-paid Energy Meters.
  - Lot 3: Microwave, Washing Machine, Computers, Electric Motors and Standing Fans
- Field Metering and Monitoring Studies (FMMS): Household Energy Consumption and Appliances Use Survey methodology, design specifications for metering equipment and sample design for the FMMS finalised.
- Completed Preliminary Designs for Air conditioner Test Laboratory.
- Completed Preliminary Energy Audits (PEAs) and Investment Grade Energy Audits (IGEAs) for seven (7) GOG institutions under the Race to Retrofits and Renewables Sub-activity.
- Contract for the Pre-Tertiary School Curriculum Update on Energy Efficiency was awarded, and the Inception Report was submitted.
- Completed the Evaluation of Proposals for the Energy Auditing Centers Consultancy Services.
- Completed Baseline Street Lighting Survey, Market Survey, Procurement Strategy and Technical Specifications for the Design-Build of Lighting Retrofits Services.

#### Environment and Social Performance

- Completed an Environmental and Social Impact Assessment (ESIA) for the Pokuase Bulk Supply Point and its Interconnecting Links.
- Issued a Task Order for a Resettlement Action Plan (RAP) Indefinite Delivery Indefinite Quantity (IDIQ) Consultant for RAP and Community Engagement Services for the Pokuase BSP and Interconnecting Circuits.
- Resumed Health, Safety, Environment and Social Capacity Assessment for NEDCo.

#### Gender and Social Inclusion

- MiDA contracted an Individual Consultant to support ECG to develop a workplace Gender and Social Inclusion Policy and an accompanying Gender and Social Inclusion Action Plan.
- Launched the Internship and Mentoring Program for the first cohort of 50 Female Science Technology Engineering and Mathematics (STEM) Students who were selected from five Universities and one Technical Institute.
- Launched the Gender and Energy Working Group (GEWG).

#### Communications and Outreach

- Contract was awarded to the successful Bidder for the Outdoor Visibility Campaign following the evaluation of Proposals.
- Produced a Documentary Video on the Ghana Power Compact

#### **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.

## 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 Detailed Design of the Access Project has just been completed, 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 Annual 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 and MCC Guidance Papers. These Guidelines are further elaborated in the Procurement Operations Manual and Contract Administration and Management Manual.

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 year under review.

- **Debriefing:** Responded to requests by unsuccessful Bidders to be debriefed on the outcome of Technical Evaluations.
- **Updates to Compact Procurement Plan:** The Procurement Plans was updated each Quarter in line with the requirement by MCC that each Procurement Plan shall be at least 12 months in duration, and shall be updated, at a minimum, Quarterly.
- **Pre-proposal / Site Inspection and Briefing Meetings:** Pre-proposal Meetings were held for selected Procurements.
- **Submission and Opening of Proposals and Evaluations:** Submissions of Bids and Proposals were received and Evaluations were carried out thereafter.

### 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 year 2018 is summarized in the Table below.

Activity	Sub-Activity	Current Year (2018) Progress
<b>EFOT Project</b>		
ECG PSP Transaction		<ul style="list-style-type: none"> <li>The ECG Concession Contract between the winning consortium (PDS) and ECG was signed on July 3. The Transaction has since been in the transition stage, which requires the Parties to satisfy 45 Conditions Precedent (CPs) to the transfer.</li> <li>Transfer of operations from ECG to PDS is planned to occur on February 1, 2019.</li> </ul>
Modernizing ECG Operations	Geographic Information System (GIS)	<ul style="list-style-type: none"> <li>The Hardware List was finalized in October, 2018.</li> <li>The Medium Voltage (MV) Data Modelling, Mapping and Metadata Field Validation process were finalised at the end of November 2018.</li> <li>Six staff of IT and Engineering departments of ECG undertook a two-week Training in G/Designer, in Munich during the period December 10 - 22.</li> </ul>
	Upgrade of Data Centre & Communication Network (DCCN) Consultancy	<ul style="list-style-type: none"> <li>The Data Centre &amp; Communication Network (DCCN) Consultant commenced work on the preparation of the Solicitation Documents for the procurement of a Contractor by MiDA.</li> <li>IFB was published on November 19 and Pre-bid Conference was held on December 11, 2018. Deadline for the submission of Bids is February 15, 2019.</li> </ul>
	Enterprise Resource Planning (ERP)	<ul style="list-style-type: none"> <li>Work on the Program Governance Structure, Core ERP Team and In Scope Modules Teams was completed in September.</li> <li>MiDA is expected to complete the Task on the ERP Infrastructure by the end of December 2018.</li> </ul>
Commercial Loss Reduction	Strengthening the Loss Control Units (LCU) of ECG	<ul style="list-style-type: none"> <li>Handed over to ECG on March 23, 2018, 12 4x4 vehicles procured for the Company's Loss Control Unit.</li> <li>Six Portable Test Equipment were procured and delivered to ECG on August 7. Testing of the Equipment was completed on August 30.</li> </ul>

Activity	Sub-Activity	Current Year (2018) Progress
	Replacement of Legacy Meters with Prepayment Meters and Normalization of Service Connections	<ul style="list-style-type: none"> <li>The Evaluation of Bids for the Supply and Installation of the Metering Management System (MMS) was completed and there were Negotiations with the winning Bidder on November 19 - 20.</li> </ul>
	Installation of AMR Meters at Critical Distribution Network Nodes	<ul style="list-style-type: none"> <li>Revised Designs, Bill of Quantities, Specifications and Scope of Works were completed on August 24. MiDA and ECG commenced review of the revised Designs.</li> </ul>
Technical Loss Reduction	Low Voltage Bifurcation and Network Improvements	<ul style="list-style-type: none"> <li>Designs for Achimota, Dansoman and Kaneshie Districts were being finalised as at the end of December, 2018.</li> <li>Survey and Designs works were on-going during the month of December, for most of the Accra East Districts, namely Mampong, Dodowa, Legon, Kwabenya, Roman Ridge, Teshie and Mokola Districts.</li> </ul>
	Construction of Korle-Gonno, Kotobabi, Legon & Kanda Primary Substations & Interconnecting Circuits	<ul style="list-style-type: none"> <li>Land Acquisition for the Kanda Primary Substation was completed.</li> <li>A two-day Stakeholder Workshop was held in September to review the Technical Documents for Kanda, Kotobabi, Legon and Korle Gonno Primary Substations. The final Technical Documents were submitted to MCC on November 26, 2018.</li> </ul>
	Construction of Pokuase Bulk Supply Point & Interconnecting Circuits	<ul style="list-style-type: none"> <li>Bid for the Pokuase Bulk Supply Point (BSP) was launched on July 6, 2018.</li> <li>A Stakeholder Workshop was held in September 2018 to review the Technical Documents for the Pokuase BSP Interconnecting Circuits.</li> <li>The evaluation of Bids for the Pokuase BSP was completed in December 2018.</li> </ul>
Outage Reduction	Installation of Outage Management System (OMS)	<ul style="list-style-type: none"> <li>Consultancy Contract was signed on July 3, 2018.</li> <li>Bidding documents for the procurement of Bucket Trucks launched by the end of December 2018.</li> </ul>

Activity	Sub-Activity	Current Year (2018) Progress
<b>NFOT Project</b>		
Redesign of the NFOT Project		<ul style="list-style-type: none"> <li>• MiDA and SMEC executed the Option II Phase of the PMC Contract on February 13, 2018 to begin the implementation of the NFOT Project.</li> </ul>
Modernizing Utility Operations	NEDCO Implementing Entity Agreement	<ul style="list-style-type: none"> <li>• The NEDCo IEA was executed on March 15, 2018, while that for the VRA was executed on March 19, 2018</li> <li>• The Terms of Reference (TOR) for the Customer Information Systems and the Customer Census Activity has been finalised.</li> </ul>
	Program Management	<ul style="list-style-type: none"> <li>• Kick-off Meeting was held with SMEC on Program Management Consultant (PMC) Services for the NEDCo Project in Tamale on April 19, 2018, following clearance by NEDCo to proceed with NFOT Project Implementation.</li> <li>• The Program Management Consultant (PMC) commenced preparation of Specifications for Operations &amp; Maintenance Materials.</li> </ul>
Tamale Service Area Improvement	Primary Substations/ MV Interconnecting Lines and Feeder Conversion	<ul style="list-style-type: none"> <li>• The Draft Technical Package (Designs, Specifications and Scope) for Fuo and Lamashegu Primary Substations was completed.</li> <li>• Preliminary Designs for MV Interconnecting Circuits, including Islamic Feeder were completed.</li> <li>• Geotechnical studies for the two Primary Substations in Tamale was undertaken.</li> </ul>
	High Voltage Distribution System/ Replacement of Underground Cables	<ul style="list-style-type: none"> <li>• Preliminary Designs for HVDS and Replacement of Underground Cables were completed.</li> </ul>
Commercial Development		<ul style="list-style-type: none"> <li>• MiDA informed the Ministry of Energy of the intention to repair the Bamboi – Babator Line as part of the Compact Activities to extend Power to the AgDevCo Farming Facilities.</li> </ul>

Activity	Sub-Activity	Current Year (2018) Progress
		<ul style="list-style-type: none"> <li>• Preliminary Designs (Drawings, Specifications, Draft Scope and Bill of Quantities) for the AgDevCo Project were completed on Aug 29, 2018.</li> <li>• Revised Preliminary Designs were completed; this is to be followed by final review prior to preparation of Final Designs.</li> <li>• Commenced Load Flow Study for Power extension to AgDevCo.</li> </ul>
<b>Access Project</b>		
High Voltage Distribution System (HVDS) and Security Lighting in Markets and Economic Enclaves (M&EEs)	Stakeholder Consultations	<ul style="list-style-type: none"> <li>• Held series of Stakeholder Engagements to provide updates on Project Activities to Leadership of 10 selected M&amp;EEs and their respective Metropolitan, Municipal and District Assemblies (MMDAs), the Utilities, and other Key Stakeholders.</li> <li>• Held a Meeting with ECG on August 29, 2018 to discuss coordination of Project implementation, particularly on issues related to Revenue Protection, Customer Engagement and HVDS and Security Lighting Infrastructure Interventions in the M&amp;EEs.</li> <li>• Reviewed and provided comments on Final Drafts of the TORs for (i) Customer Outreach, Facilitation Assistance for New Connections and Service Normalization, and (ii) Institutional Assessment and Engagement for Streetlights Sustainability in the M&amp;EEs.</li> <li>• Commenced processes to engage RAP Consultant to undertake review of Engineering Designs, RAP Development and Implementation.</li> </ul>
	Engineering Designs, Technical Specifications and Terms of References.	<ul style="list-style-type: none"> <li>• The Engineering Designs for HVDS and Security Lighting for M&amp;EEs was completed.</li> </ul>

### 2.2.3 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.

Activity	Sub-Activity	Current Year (2018) Progress
Tariff Review and Regulatory Activity	Tariff Study and Tariff Plan	<ul style="list-style-type: none"> <li>• Fichtner, the Tariff Study and Tariff Plan (TSTP) Consultant, submitted the Tariff Implementation Plan (TIP) on January 17, 2018. The TIP was reviewed and approved by PURC on June 13, 2018.</li> <li>• Training on Tariffs Financial &amp; Economic Modules was organized for PURC Staff on July 3-6, 2018.</li> <li>• 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.</li> <li>• MiDA worked with respective GoG Entities to obtain the required Documentation as evidence of Substantial Compliance for the Tariff Condition Precedent (CP).</li> <li>• The TSTP Consultancy was completed on September 25, 2018. The final deliverables included Master Tariff Study and Tariff Plan Final Report, Tariff Models including a Manual, and Training Report.</li> </ul>
Sector Performance Monitoring Capacity Building Activity	CAP-Scan	<ul style="list-style-type: none"> <li>• The following Deliverables from, CRISIL, the CAP-Scan Consultant were received and approved: Final Report on In-Country Working Sessions and Action Plan; and Monitoring and Evaluation.</li> <li>• MiDA exercised the Optional Phase of the CAP-Scan Contract on February 1, 2018 to enable the Consultant develop TORs for the procurement of some other Consultants to implement proposed interventions in Prioritized Action Plan (PAP).</li> <li>• MiDA approved the TORs. The Contract ended on March 16, 2018.</li> <li>• The Energy Commission is leading the process of the implementation of the Priority Action Plan (PAP).</li> </ul>

Activity	Sub-Activity	Current Year (2018) Progress
Development & Enforcement of Standards & Labels	Development of Standards and Labels;  Drafting of Legislative Instruments Consultant	<ul style="list-style-type: none"> <li>• In collaboration with Ghana Standards Authority (GSA), MiDA completed developing, adopting and gazetting Standards for the first two (2) Lots of Household Electrical Appliances. Lot 1 covered Refrigerators (upgrade), Air conditioners (upgrade), Ceiling Fans &amp; Regulators, Television Sets, Satellite Decoders/TV Signal Box and Lighting; while Lot 2 covered Solar Panels, Batteries, Inverters, Distribution Transformers, and Pre-paid Energy Meters</li> <li>• GSA has completed developing and adopting Standards for Lot 3 Products (covering Microwave, Washing Machine, Computers, Electric Motors and Standing Fans); gazetting is ongoing.</li> <li>• Issued a Request for Proposal (RFP) for the Services of a Legal Entity to draft Legislative Instruments for Household Electrical Appliance Standards developed and gazetted by the GSA.</li> </ul>
	Field Metering and Monitoring Studies (FMMS)	<ul style="list-style-type: none"> <li>• Field Metering and Monitoring Studies (FMMS) Contract was awarded.</li> <li>• Household Electricity Consumption and Appliance Use Survey Methodology, Appliance Metering Equipment Specifications and Sample design for the FMMS were finalized.</li> <li>• Work on the Technical Specifications and Bidding Documents for Metering Equipment was completed.</li> </ul>
	Test Facilities	<ul style="list-style-type: none"> <li>• Following an initial failed procurement for the Test Facility Consultancy Services, a new Design-Build Air-Condition (AC) Test Laboratory TOR was developed. Preliminary Designs for Building to house the AC Test Laboratory were completed and approved by GSA.</li> </ul>
Improved Energy Auditing	Race to Retrofits	<ul style="list-style-type: none"> <li>• Completed Preliminary Energy Audits (PEAs) and Investment Grade Energy Audits (IGEAs) of the Buildings of seven (7) GOG Institutions (Korle-Bu Teaching Hospital, University of Ghana, Adabraka Polyclinic, Department of Urban Roads, Ministry of Health, Ministry of Education and the Ghana Education Service) under the Race-to-Retrofits and Renewables Sub-activity.</li> <li>• Received Report on Selection of Measures and Development of an Implementation Plan (Energy Efficiency Strategy and Action Plan), Technical Specifications and Bill of Quantities (BOQ) for Phase 1</li> </ul>



Activity	Sub-Activity	Current Year (2018) Progress
		<p>Works from the Race-to-Retrofits Consultant. Bidding documents for Phase 1 Works was issued.</p> <ul style="list-style-type: none"> <li>Completed Combined Evaluations (Technical and Financial) for Consultancy Services to set up two Energy Auditing Centers and design a Strategy to roll out the activities of the Centers.</li> </ul>
Education & Public Information	Update of Pre-Tertiary Curriculum on Energy Efficiency & Conservation	<ul style="list-style-type: none"> <li>Organized a working session with MoE/GES/NaCCA to develop Energy Efficiency and Conservation Guidelines for Pre-Tertiary Schools and factored in TOR for Consultancy Services.</li> <li>Awarded Contract for the Pre-Tertiary School Curriculum Update on Energy Efficiency and Conservation Consultancy, and commenced implementation.</li> </ul>
Demand-Side Management	Street Lighting	<ul style="list-style-type: none"> <li>Received from the Street Lighting Consultant the Report on “Market Survey and Energy Efficient Street Light Case Studies for Energy Efficient Street Light Suppliers”.</li> <li>Received and approved Final Reports on i) the Baseline Survey; ii) Procurement Strategy and iii) Technical Specifications.</li> </ul>

#### 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 year under review.

**Environmental and Social Impact Assessment (ESIA) for Pokuase BSP:** The ESIA and Stakeholder Engagement Plan (SEP) for the Pokuase BSP finalized.

**Resettlement Action Plan and Community Engagement:** Task Orders for Resettlement and Community Engagement Services on the following Activities were issued to Consultants who had been procured.

1. Pokuase BSP and Interconnecting Offloading Circuits
2. Installation of High Voltage Distribution System (HVDS) and Security Lighting in the following Market LOTS
  - a. Dansoman, Kaneshie, Makola and Nii Boiman



- b. Accra Timber, Agbogbloshie, Madina
  - c. Tamale Timber, Tamale Central and Lamashegu
3. Installation of Low Voltage (LV) Bifurcation and Network Improvement in Achimota District.
  4. Construction of Primary Substations and Interconnecting Circuits in Kotobabi and Korle Gonno.
  5. Construction of Primary Substations and Interconnecting Circuits in Kanda and University of Ghana Medical Center (UGMC), Legon.

**Procurement of Health, Safety, Environment and Social (HSES) Consultant:** MiDA has procured the services of an Environment, Social, Health and Safety (ESHS) Consultant for the Power Compact. First Task Order for ESHS Service, which related to the construction of the four Primary Substations, was awarded.

**Environmental Protection Agency (EPA) Permits for Construction of Primary Substations:** MiDA has 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 facilitated the acquisition of Lease for the 15.61 Acre Land in Pokuase for the construction of the Bulk Supply Point Substation. Lease applications has been made for land at Kotobabi, Korle Gonno and Kanda.

**Health, Safety, Environment and Social Capacity Assessment:** MiDA commenced 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 year covered the following:

**Institutionalizing Gender Responsiveness in ECG & NEDCo:** With the support of a Consultant, Workshops were held with ECG in August-September 2018 to develop and validate a Draft Gender and Social Inclusion Policy for ECG. A Gender and Social Inclusion Action Plan was developed for the Policy. In addition, MiDA piloted an Internship and Mentoring Program for Female Students in Tertiary Institutions pursuing STEM courses. The Program was launched on June 20, 2018 at the Best Western Premier Hotel in Accra. This was

followed by an Orientation Session. The total of 50 Interns who participated in the Program were selected from the Kwame Nkrumah University of Science and Technology; University of Mines and Technology; the Koforidua, Accra and Kumasi Technical Universities; and the Akwatia Technical Institute.

**Gender and Energy Working Group:** MiDA launched its Gender and Energy Working Group, as part of the International Women’s Day Celebrations, on March 1, 2018. The theme for this year’s celebration was *#PressforProgress*. MiDA developed four messages out of the theme that focused on national issues and on GSI activities in the Compact. They were *Press for a Clean Ghana; Stop Human Trafficking; Promote Girls and Women in STEM; and Ensure an Enabling Workplace Environment*.

### 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. In September 2018, MiDA carried out a Data Verification Exercise in selected ECG Regions and Districts. In addition, MiDA engaged the services of a Data Quality Audit Consultant in October 2018 to carry out an independent assessment of the results reported in the Indicator Tracking Table (ITT).

### 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.

**Compact Video Documentary:** The Compact II Video Documentary was finalized and launched. Since November 2018, the Documentary has been shown on a number of Television Networks.

**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.

## **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.

Ghana has been classified under Tier 2 for Child Slavery for three (3) consecutive years. Ghana could lose US funding if it does not make maximum efforts to address issues of human trafficking.

### **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.
- The Transaction Advisory Services under the NFOT Project could not commence due to NEDCo Staff Unions' opposition to the Management Contract. As part of continuous efforts to resolve the impasse, there were several MiDA/GoG engagements where the Vice President outlined Government's strategic direction on the Private Sector Participation (PSP) in NEDCo, and called for the support and commitment of NEDCo Management and Staff. However, MiDA was yet to secure firm commitment from NEDCo.
- Inadequate GOG Budget allocation for MiDA in the 2018 National Budget and the difficulties encountered in accessing the Funds that have been approved in the Budget and bottlenecks in accessing Government of Ghana Funds.

### **3.2.2 Generation Projects Challenges**

For the Regulatory Strengthening and Capacity Building RSCB Project, the Prioritized Action Plan (PAP), a major output from the Capacity Scan Consultancy which was completed nine months ago, was yet to be implemented.

## **PART FOUR: FORWARD LOOK FOR THE NEXT YEAR**

The following activities have been planned to be accomplished in the year 2019.

### **EFOT Project**

By the end of December, 2019, the Works Contracts for the following projects would have been signed and implementation would have commenced:

- Pokuase Bulk Supply Point
- LV Bifurcation in both Accra West and Accra East
- Enterprise Resource Planning
- Outage Management System
- Primary Substations at Kotobabi, Korle Gonno, Kanda and Legon (University of Ghana Teaching Hospital)
- Data Centre and Communication Network
- Geographic Information System.

### **NFOT Project**

- Prepare RFP and launch Bid for the following:
  - Customer Information System (CIS)
  - Customer Census
- Complete Preliminary and Detailed Designs for key Infrastructure Projects
- Launch Bid for selected Goods, Tools and Equipment.

### **Access Project**

- Complete Final Tender Documents for HVDS and Security Lighting for M&EEs, launch Bidding Documents and commence works on HVDS and Security Lighting in selected M&EEs.
- Finalize and issue RFPs and commence work on the following Consultancy Services:
  - Customer Outreach, Facilitation Assistance for New Connections and Service Normalization
  - Institutional Assessment and Engagement for Streetlights Sustainability in the M&EEs.

### **RSCB Project**

- Commence implementation of Regulatory Partnership Program (RPP).

### **EEDSM Project**

- Complete development, adoption and gazetting of Standards for Lot 4 Household Electrical Appliance (i.e. Blender, Electric Water Heater, Rice cooker and Kettle) in collaboration with GSA. This is the final Lot.
- Sign Consultancy Contract and commence the development of Legislative Instruments (LIs) for the revised/new Standards developed, adopted and gazetted by the GSA.
- Collaborate with the Energy Commission, Attorney General's Department and Parliamentary Sub-committee on Subsidiary Legislation to lay the LIs in Parliament

for the promulgation and enforcement of the Standards.

- Commence construction of AC Test Laboratory Building and the install Test Equipment.
- Commence installation of Additional Test Laboratory Equipment for testing selected Electronic Appliances.
- Complete Field Metering and Monitoring Studies Consultancy Services.
- Complete Voltage Stabilization/Optimization Study at three (3) GOG Institutions - Korle-Bu Teaching Hospital, Adabraka Polyclinic and Ghana Education Service (GES).
- Complete Structural Integrity Study of roofs at seven (7) GOG institutions - Korle-bu Teaching Hospital, Adabraka Polyclinic, GES, Ministry of Health (MoH), Ministry of Education (MoE), University of Ghana (UG) and Department of Urban Roads (DUR).
- Sign Works Contracts and commence Phase 1&2 Works on Race-to-Retrofits and Renewables Program.
- Sign Consultancy Contracts and commence the Setting-up of two Energy Auditing Centers in two (2) selected Tertiary Institutions.
- Continue with implementation of the Pre-Tertiary School Curriculum Update on Energy Efficiency and Conservation.
- Sign Works Contracts and commence works for Street Lighting Replacement.

#### Environment and Social Performance

- Award Ten (10) Task Orders for Resettlement and Community Engagement Services for Infrastructure Activities
- Award Five (5) Task Orders for Environmental, Social, Health and Safety services for Infrastructure projects
- Acquire Leases for Lands for Infrastructure Activities
- Identify and acquire new Sites for the construction of additional Infrastructure
- Identify and acquire Site for installation of a second Bulk Supply Point
- Implement Resettlement Action Plans (RAPs), and hand over Sites to Contractors to commence Works.

### APPENDIX 1: RESULTS MATRIX

PLANNED PROGRAMMES	ACTIVITIES	EXPECTED OUTPUT(S)	TARGET FOR 2018	START DATE	END DATE	ACTUAL RESULTS AS AT 31-DEC-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 (ERP) 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.



PLANNED PROGRAMMES	ACTIVITIES	EXPECTED OUTPUT(S)	TARGET FOR 2018	START DATE	END DATE	ACTUAL RESULTS AS AT 31-DEC-2018	CHALLENGES	STRATEGIES
		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 the BSP for which procurement was launched in July 2018.
		Number of medium voltage offloading circuits - ECG	TBD	19/Mar/2019	25/Jul/2020	0	None, Activity on track	
	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	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	Drafted LIs to be sent to Parliament for approval in bulk instead of the initial plan to send in succession.

PLANNED PROGRAMMES	ACTIVITIES	EXPECTED OUTPUT(S)	TARGET FOR 2018	START DATE	END DATE	ACTUAL RESULTS AS AT 31-DEC-2018	CHALLENGES	STRATEGIES
and Demand-Side management							changed after several months of deliberations with MCC.	
		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.
	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