

# MiDA NEWS



The official newsletter for Ghana Compact II

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## MARKETS TO BENEFIT FROM ELECTRICITY UPGRADES UNDER ACCESS PROJECT

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- MiDA SUPPORTS ECG WITH 12(4X4) VEHICLES & EQUIPMENT



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## NEDCo: BUILDING CAPACITY FOR DEVELOPMENT IN THE NORTH

One lesson Ghanaians ought to have learnt from the extended power crisis suffered in the recent past is that the pace of our country's development will be slow and uncompetitive, if it is not supported by a strong and efficient power sector. Ghana is today set on an industrial development path; propelling improvements in the economic and social lives of Ghanaians. It is for this reason that Government has taken bold initiatives aimed at arresting what had become perennial power availability challenges and the value-destroying phenomenon of dumsor.

### Energy as a Catalyst for Development

There is no doubt that the energy sector is the engine for development. In Ghana, power has been identified as a binding constraint to business growth and socio-economic activities. Economists point to a correlation between a nation's economic development and the amount of power it consumes. There is evidence to show that this is the case with Ghana.

According to the Institute of Statistical Social and Economic Research (ISSER) Ghana's economy lost over \$24 billion as a result of "dumsor", between 2010 and 2016. To paint a vivid picture, the lack of sufficient and reliable power costs each citizen access to good roads, quality health care, education and other important infrastructure and social amenities that would improve the quality of our living standards. The Ghana Employers Association (GEA) has reported that over 13,000 people lost their jobs during the power crisis in 2015. Those hardest hit by "dumsor" were small-scale businesses and operators in economic enclaves, encompassing food vendors,

carpenters, market women, artisans and other small and medium size enterprises.

In discussing the power sector and its role as a catalyst for accelerated development, the potential and capacity of the northern regions of the country to emerge as the food basket and industrial hub of Ghana assumes a priority position.

### Government's Policy to Develop the North

The relevance of the MCA Power Compact Program to the Northern Sector is more heightened when the Government's policy drive for the accelerated development of the northern regions comes into mind. Over the years, several initiatives and development interventions have been introduced into the Northern half of Ghana, many of which have not yet yielded the intended outcomes and impacts due to several factors, among which is sustainable and effective power. Many parts of the north of Ghana have lacked electricity for decades, and the three regions of the North collectively average no more than 50% access to electricity, compared to over 95% penetration in the Greater Accra Region alone.

### Power and Agriculture

While agriculture remains the dominant economic activity in The Northern Electricity Distribution Company's (NEDCo) operational area, the recurrent inadequacies in the supply of water and the lateness of rains to enable farmers to till the farmlands and harvest crops all-year-round to feed Ghanaians and industries contribute to the endemic poverty situations in the northern regions. For this reason, every intervention that supports policy reforms and facilitates projects such as the One-Village-One-Dam



Tamale central business district  
photo credit-<http://savannahnewsblogspot.com.blogspot.com>

**NEDCO: Building Capacity For Development In The North**

(OVOD) and the One-District-One Factory (ODOF) policies present excellent commercial opportunities capable of lifting the people out of poverty and improving their economic situations. To be efficient and effective, these irrigation schemes would require reliable and sufficient power supply, while factories will need sustainable power.

These policies and projects could be facilitated better by NEDCo, which was weaned off the VRA in 2005 to develop and manage the distribution of power in the Upper East, Upper West, Brong Ahafo and Northern Regions of Ghana. It is the recognition of the absence of significant investments into NEDCo's operations over the years, that the NEDCo Financial and Operational Turnaround (NFOT) Project under the Power Compact Program, was conceptualised. The MCA Ghana Program is therefore a God-sent intervention for the provision of power for development.

**The NEDCo Project, MiDA's Timely Intervention**

The NEDCo Financial and Operational Turnaround Project, one of six Projects under the Power Compact Program being implemented by MiDA, with a budget of US\$65.7 million, consists of four Sub-Project Activities. They include improvement in electricity services to the Central Business Area of Tamale, the commercial capital of Northern Ghana; and also improving the customer mix in NEDCo's operational area by attracting and serving more commercial customers.

Ultimately, MiDA's interventions under the Project seek to develop NEDCo into an efficient and self-sustaining power utility that will spearhead economic growth in the northern part of Ghana, by building the capacity of the Utility Company to recover its operational costs and provide quality service to customers at affordable prices.

NEDCo, as the counterpart of the Electricity Company of Ghana (ECG) in the South, is no doubt a critical electricity distributor. Central to its financial and operational viability is the role of an MCC-funded Services Provider, in the form of a world class private sector energy services Consultant. The Consultant will work with the Management of NEDCo to build their capacity and embed operational efficiencies over a three year time span. At the end of the Consultant's engagement, NEDCo's potential to operate as a self-sustaining company with capacity to offer secured employment and sustain profitability will be evident.

**Anticipated Impact of the NEDCo Project**

The MCA's US\$65.7million grant funds, being invested into the NEDCo operations, is timely. The entire NEDCo network area, which covers vibrant commercial centres such as Techiman, Sunyani, Kintampo, Wa, Bolgatanga and Sawla will all benefit from these interventions. The four proposed Projects have the potential to increase NEDCo's electricity sales by an average of approximately US\$11 million per year, between 2018 and 2025, (representing approximately 4 percent of total electricity sales and will increase total annual revenue by approximately 9 percent per year). Sustainable power will lead to an expanded customer base that would include a significant number of industrial customers; a major boost to NEDCo's sustainability.

**Commercial Zone Development; the AgDevCo Connection**

Besides improving the efficiency of their operations in the Tamale Metropolis, the Compact's intervention will particularly support the agricultural industry by providing power to factories, agribusiness processing operations and farms. It will provide reliable medium voltage electricity to the newly-established 5,700 hectare AgDevCo Farming Hub, located close to Babator in the Bole District of the Northern Region.

When this is done, AgDevCo, which seeks to raise agricultural productivity, increase farmer incomes, create employment for the youth and, ultimately reduce food insecurity, hunger and poor nutrition in rural communities, would attract many other commercial farming businesses in the form of out growers, thereby offering more employment opportunities to the people in the District. Feasibility Studies on the Project indicate that over 150,000 farmers are likely to benefit from the AgDevCo connection. This will be a major complement to the Government's Planting for Food and Jobs Program.

Local farmers can also take advantage of the electrical infrastructure provided and benefit from the irrigation resources available through the AgDevCo Program. With relatively cheaper, reliable and high quality electric power, AgDevCo would be assured of cost competitiveness in the commercial agricultural market space in Ghana and will in turn provide improved economic opportunities for all businesses related to the AgDevCo project.

In line with the national agenda to ensure universal electricity access by the year 2020, the village of Babator and some other villages along the road from Bamboi to the AgDevCo Site will benefit directly from some 37km of LV power to be extended under

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## SUPPORTING MiDA'S ENERGY GAME CHANGER

**D**ue to higher levels of economic growth and anticipated improvements in the quality of life over the years, many developing countries, including Ghana, will likely see a rapid increase in power demand.

Ghana's second five-year Millennium Challenge Compact involving US\$498 million of grant funds and signed between the Government of Ghana and the US Government, in August 5, 2014, is designed to improve the country's power sector.

Energy demand in Ghana, has been growing. Although there is currently sufficient power generation capacity to meet existing energy demand, planning for associated investments into new technology and other infrastructure which will sustain the developments in the energy sector has not kept pace with expectations of consumers and players in the energy sector.

This trend, if not attended to, can result in a significant gap between energy supply and demand, as experienced in recent years (i.e. dumsor). The planning and investment gaps situation, could hinder economic growth; and consequently the Government's industrial transformation agenda will remain a pipe dream.

Meeting the country's long-term energy goals will require significant and well timed investments into energy efficiency systems, renewable energy and cogeneration. While all these are critical to ensuring adequate and reliable power supply, the role of any energy efficiency intervention, as a least-cost energy resource, is critical. The price of power is one of the most relevant drivers of a country's competitive advantage and its citizen's welfare.

That is why the 'Energy Efficiency and Demand Side Management (EEDSM)' Project, one of six major Projects under the Compact Programme, is an important intervention that needs to be widely supported by Ghana's energy sector Regulators.

This intervention has the potential to reduce overall demand, decrease the need for expensive peak capacity and allow electricity supply to be expanded to meet increasing demand in a timely, low-cost, and sustainable way.

The key Activities under the EEDSM Project are: The Development and Enforcement of Standards and Labels; Improved Energy Auditing; Education and Public Information and Demand Side Management Infrastructure.

Under the "Development and Enforcement of Standards and Labels" Activity, MiDA is supporting the Ghana Standards Authority (GSA) with approximately US\$5.5 million, to undertake various activities aimed at promoting energy conservation and its efficient usage.

The component activities include, the revision and adoption of various Standards and the promulgation of LI's for twenty (20) energy consuming products. In addition, the Compact is investing in the construction and installation of test facilities to assist in validating the efficiency of standard energy consuming products imported into the country.

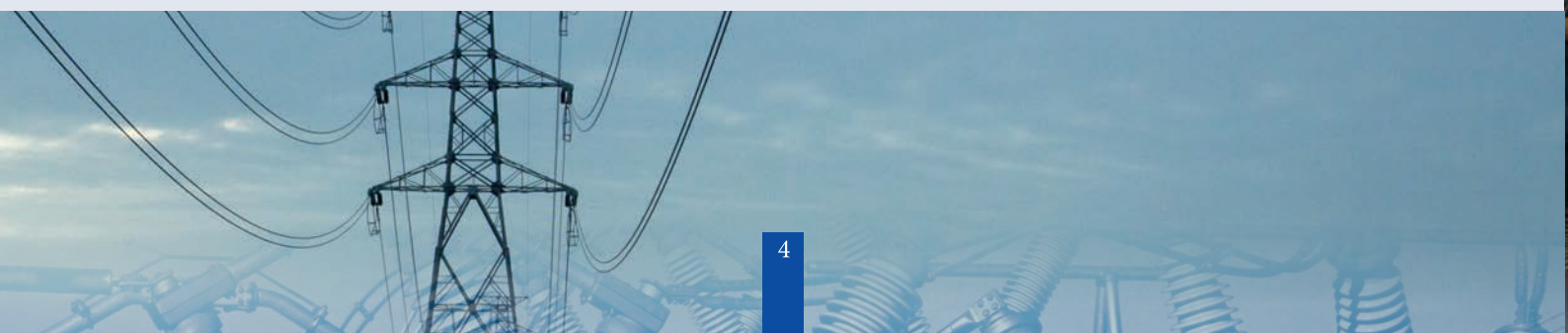
According to a USAID Report, titled - Examining Energy Efficiency Issues in Sub-Saharan Africa - "One example of energy efficiency activities that is making a difference in overall energy demand, is Ghana's Appliance Labeling Programme, (labeling appliances to show consumers the energy consumption and efficiency levels of the product) and the associated Regulations. These efforts, according to Reports, have resulted in an estimated peak energy savings of over 120 megawatts (MW)".

The Report further states: "thus, as a result, this Programme has displaced the need for \$105 million (USD) in generation investment and reducing carbon dioxide emissions by over 110,000 tonnes annually". It is these gains which MiDA's support will assist in increasing and sustaining.

To get the full benefit of the interventions being supported by the Ghana Power Compact, there is the need for the strict enforcement of standards by the GSA, backed by sustained public education and training.

We are convinced that the decision to adopt the GSA's minimum-efficiency standards for local and imported products will go a long way to save for consumers, energy and money. This is why this Paper is advocating for all to adopt and embrace the appliance labelling Programme.

*Also published as an editorial in B&FT newspaper*



## GSA COLLABORATES WITH MiDA TO DEVELOP ENERGY EFFICIENCY STANDARDS

The Ghana Standards Authority (GSA) is collaborating with the Millennium Development Authority (MiDA) to develop standards which will help ensure the usage of higher efficiency appliances, aimed at significant saving of energy consumption.

These include the upgrading and adoption of standards for 20 energy consuming products and appliances in Ghana.

Speaking at an Awareness Creation Workshop to promote the usage of efficiency standards and labels in Accra, Mr. Martin Eson-Benjamin, MiDA CEO said MiDA and GSA had made good progress.

He explained that work had been completed on upgrading existing standards and adopting new ones for the first group of products: refrigerators, air conditioners, ceiling fans and regulators, television sets, satellite decoders and TV signal boxes, and lighting (i.e. domestic/commercial lighting/street lighting).

Additional work, he said, would soon commence on the second group of products, namely: solar panels, solar batteries, inverters,

distribution transformers, and pre-paid energy meters.

He said: "It is important to educate the public about the essence and benefits of ensuring the use of high energy efficiency products to us as individual households, and to the Nation as whole."

One of the six projects under the Ghana Compact II Programme is the Energy Efficiency and Demand-side Management (EEDSM) Project, which is aimed at promoting energy efficiency interventions in the use of power, he explained.

He noted that the interventions, including the "Development of Standards and Labels" would assist in ultimately reducing energy wastage by consumers, thereby increasing the reserve margin between electricity supply and peak demand.

It would also make electricity available to more consumers at a lower cost than that of developing new generation capacity.

"The Standards and Labelling Programme will provide information on the performance of selected appliances and products available on the Ghanaian



Mr. Martin Eson-Benjamin, MiDA CEO addressing Participants at the Workshop



Professor Alex Dodoo, Director General, GSA

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Cross section of Participants at the Workshop

# GENDER INEQUALITY IS A CONSTRAINT TO ECONOMIC GROWTH - MiDA CEO



MiDA CEO speaking at the launch of the Gender and Energy Working Group

Mr. Martin Eson-Benjamin, the CEO of the Millennium Development Authority (MiDA), has said that gender inequality is a constraint to economic growth and urged the media to educate the citizenry on gender equality to change their perception about women and their contribution to the economy. He said that women had made strides in exercising their rights, but there was the need to make extra efforts to entrench those rights. "Some of the women are still involved in primitive traditions, which inhibit them from achieving their potentials," he said.

Mr. Eson-Benjamin made the call at the launch of the Compact Gender and Energy Working Group (GEWG) in Accra on March 8.

The goal of the Ghana Power Compact is to reduce poverty through economic growth in Ghana. The Compact recognizes that gender inequality is one of the major constraints to economic growth and has therefore made Gender and Social Inclusion a major requirement in the design and implementation of various projects under the Compact. The Compact thus required of MiDA to develop a Social and Gender Integration Plan (SGIP) which would ensure that there is systematic gender and social inclusion in the Compact Project and activities. It also made provision for the institution of a Gender and Energy Working Group (GEWG) whose role would be to support the implementation of the Social and Gender Integration Plan (SGIP) and institutionalize gender responsiveness in the operations of our country's power players.

The GEWG was established in May 2017 by MiDA to support the implementation of the Ghana Power Compact.

The inauguration of the GEWG coincided with the

celebration of the International Women's Day. The global theme for the commemoration was "Press for Progress" MiDA identified four messages for its campaign, two focused on national issues and the others on gender and social inclusion activities in the Compact namely;

- Press for a clean Ghana;
- Stop Human Trafficking;
- Promote Girls and Women in STEM; and
- Ensure an enabling workplace environment.

Expounding on the messages, Mr. Eson-Benjamin stressed the need for women to keep the market neat because most of them sell in the markets compared to their male counterparts regards to sanitation and environmental cleanliness, saying that; "Just as they would keep their homes clean, they should try and brighten their corners in the market"

"There is a lot of effort being made to ensure that women play a role in the energy sector. If a lot of people all over the world have gathered in various places to commemorate International Women's Day, it should tell you that women key roles in the progress of society," he noted.

He added that, "Ghana's population has more women than men, therefore if our women are science driven, the chances of our economy growing rapidly is high. "For many reasons, the intervention of energy makes a woman a happier person. Energy is very important to women because a lot of things they do at home require power and energy, and it makes life easier" he said. Mr. Eson-Benjamin therefore, encouraged all and sundry to be ambassadors for women by creating awareness of the need to put women at the forefront.

Dr. Cherub Antwi-Nsiah, the Director for Gender and Social Inclusion at MiDA said that the GEWG comprises of Gender Focal Persons (GFPs) from the Compact Implementing Entities; Gender and Energy Experts from Government agencies, Energy organizations, Gender and Women's Rights organizations, the Private Sector, Universities, and Individual Consultants; as well as a representative from the Ministry of Gender, Children and Social Protection (MoGCSP) and the Gender and Social Inclusion team at MiDA.

She said that the Gender Focal Persons will coordinate and steer the implementation of the Gender and Social Inclusion activities outlined in the SGIAP for the particular Compact project that their organization is implementing. The Gender Experts will monitor and review activities in the SGIP; support capac-



## Gender inequality is a constraint to economic growth

ity building of the Gender Focal Persons and female employee associations of the Electricity Company of Ghana (ECG) and the Northern Electricity Distribution Company (NEDCo).

Dr. Antwi-Nsiah concluded with the how the work of the Gender and Energy Working Group would impact on improving the lot of women and on all Ghanaians. She said that the successful implementation of the Social and Gender Integration Plan (SGIP) would enable more women and disadvantaged groups to participate in the energy sector, enhance

employment opportunities for them in the power sector, which would improve their earnings and empower them. There would be reliable and stable delivery of electricity to traders, market women and other artisans, safe and secure work environments, particularly in markets and economic enclaves leading to a reduction of violence against women. There will be a greater recognition of women's contributions to the energy sector and ultimately all of these outcomes and impact will contribute to economic growth and to reducing poverty in Ghana.



Participants in a group shot

## GSA collaborates with MiDA

*Continuation from page 5*

market and also to help curb the use of high energy consuming appliances," Mr Eson-Benjamin said.

"Increased public knowledge and use of energy efficiency products, through such Workshops, will result in savings for households and businesses," he added.

He said the goal of the \$ 498.2 million-Ghana-Compact II programme, was to reduce poverty in Ghana through sustainable economic growth, with a focus on ensuring adequate and reliable power supply for Ghana's development initiatives.

"For us in MiDA, it is a privilege to serve as the Accountable Entity, and we are committed to collaborating with all our Implementing Entities to deliver the Compact's objectives," he stated.

"The Government and high level decision and policy makers will benefit from a better sense of direction and renewed impetus to drive the energy efficiency agenda," he said.

He said the Compact Programme was funding the construction of a-state-of-the-art AC Testing Facility and installing two additional testing laboratories

for the GSA; declaring: "this will enable the GSA to test energy consuming appliances imported into the country to ensure that they meet minimum energy efficiency standards".

He appealed to other implementing entities under the Compact Programme, to emulate the GSA by signing the requisite Agreement for accessing the fund to accelerate Ghana's socio-economic development for the good of the people.

Professor Alex Dodoo, the Director General, GSA, said the Workshop related to Development and Enforcement of Standards and Labels Activities, which would develop the regulation and enforcement of the use of higher efficiency appliances, aimed at saving overall energy consumption. He said the Workshop will also focus on the Education and Public Information Activity - which was expected to sensitise the public about newly developed standards.

Prof Dodoo said the GSA had already adopted, revised and gazetted more than 100 energy efficiency standards for use in trade.

*Revised, Source: GNA*

# MIDA CELEBRATES INTERNATIONAL WOMEN'S DAY

## Staff reflect on Gender issues

### Event in pictures



## MiDA-NEDCo SIGN IMPLEMENTING ENTITY AGREEMENT (IEA)

The Millennium Development Authority (MiDA) and the Northern Electricity Distribution Company (NEDCo) have signed an Agreement which paves the way for MiDA to release funds for four key project activities in the distribution company's operational area. The activities come under the NEDCo Financial and Operational Turnout (NFOT) Project, one of six Projects that make up the Ghana Power Compact Programme.

The Implementing Entity Agreement (IEA), enables the Government of Ghana and Stakeholder institutions to meet their responsibilities and obligations under Compact II. It allows for an operational agreement between NEDCo and MiDA, and also serves as a mechanism to channel Compact funds to eradicate poverty through economic growth.

The heads of the two institutions signed the Agreement for their respective Organizations at a Ceremony in Accra on 15th March, 2018.

Martin Eson-Benjamin, Chief Executive Officer of MiDA said after the Signing Ceremony that, "NEDCo is a critical electricity distributor for the northern parts of Ghana and Government is committed to applying the Compact funds to turn NEDCo around, as its financial and operational viability is essential to the various development projects currently ongoing and anticipated for the northern part of our country."

He added that, "MiDA is ready to roll out the NFOT Project to meet the requirements of Government's District-level rural industrialization programme and support other social services."

He thanked the Staff, Management and the Board of NEDCo for their cooperation and participation in earlier engagements between the two Organizations.

On his part, Frank Akligo, Managing Director of NEDCo said, "NEDCo, as the Implementing Entity and MiDA the accountable entity for the Compact Programme have committed to a historic Agreement which will pave the way for the implementation of the earmarked Projects, which support NEDCo's vision to be an economically viable and self-sustaining Organization, with the capacity to attract additional resources to finance its operations. It will also significantly benefit the broad masses of the people in our



(R)MiDA CEO in a handshake with (L) Mr. Frank Akligo, NEDCo MD

operational coverage area."

The \$65.7million grant will fund four NEDCo Project Activities, which will provide among others; modern information technology systems, vehicles, tools and relevant quipment for NEDCo's operating staff, represents 14% of the Compact II Funds, provided by the US government through its Agency the Millennium Challenge Corporation (MCC) and the Government of Ghana.

Economic activities such as agribusinesses, commerce and the industrialization of the northern parts of Ghana are expected to pick up with the injection of Compact funds into NEDCo's operations. Villages will be connected to the grid as part of the expansion of electricity services to the AgDevco Farming Hub, located close to the village of Babator in the Bole District of the Northern Region.

The Government of Ghana recognises the potential of the NEDCo Project as a catalyst to placing the Northern parts of Ghana on an accelerated industrial development path. For Government, the one district-one factory intervention can be sustainable only with a strong NEDCo providing efficient power to the factories to be sited in the northern parts of the country.

It is estimated that between 1.4 million and 2.2 million Ghanaians will benefit from the MiDA supported NEDCo Project during and well after the Project.

## NEDCO: Building Capacity For Development In The North

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the Program. This has the potential to ignite various small-scale business activities, such as sheanut processing and enhance the potential of the Mole National Park as a tourism destination.

**Empowering Men and Women by Enhancing Access to Power**

The provision of reliable power to markets and other economic enclaves will yield several economic benefits to communities working at getting out of poverty. The Tamale Central Market and the Tamale Timber Market are earmarked to benefit directly from the intervention to provide reliable and quality power to these important commercial hubs in the Tamale Metropolitan Assembly.

The long overdue Tamale Project will involve changing the old transformers that feed these social infrastructure, replacing the very old and sagging electrical cables and providing security lighting for the markets. Traders, both male and female, can now look forward to extended business hours. Cold Storage businesses, which offer services for the preservation of meat, fish and other items, can look forward to their trade fortunes rising. Mechanics, seamstresses, hairdressers, carpenters, barbers and other artisans can be sure that access to reliable and quality electricity, which impacted negatively on their businesses, will eventually be no more.

### Partnering MiDA

Every programme that the Government has successfully implemented has called for strong partnership and commitments from Government Agencies and the citizenry. The US Government funded Compact I Program delivered a successful agricultural programme, through the collaboration of Ministries, Departments and Agencies such as Roads and Highways, Food and Agriculture, Lands Commission, Ghana Irrigation Development Authority (GDA), Environmental Protection Agency (EPA), Ministry of Education and some Metropolitan, Municipal and District Assemblies.

### Implementing Entity Agreement (IEA)

An IEA is a condition precedent to the release and the channelling of Compact funds to a Project Implementer through the Accountable Entity. As with all MCC-funded projects, NEDCo will be required to sign an IEA with MiDA to facilitate the implementation of the project. The progress of work on the Projects envisaged under the NEDCo IEA will require the commitment and collaboration of the Accountable Entity, which is the Millennium Development Authority (MiDA), and other entities such as the Volta River Authority (VRA), Environmental Protection Agency (EPA), Lands Commission, PURC etc.

## GHANA POWER COMPACT - NFOT PROJECT ACTIVITIES AT A GLANCE

### Private Sector Participation Activity

The Private Sector Participation Activity will provide support for the design and execution of an Acceptable NEDCo PSP Transaction. It is aimed at procuring a Management Contractor for NEDCo to assist in making it a self-sustaining Utility independent of corporate and operational support from VRA over time.

### Modernizing Utility Operations Activity

Modernizing NEDCo Operations will implement a series of initiatives designed to result in improved revenue recovery, loss reduction and improved service quality that will provide benefits throughout the NEDCo service territory.

### Tamale Service Area Improvement Activity

The proposed investments under the Tamale Service Area Improvement Activity are focused on improvement of service quality, loss reduction, and outage reduction in the Tamale Service Area, the largest commercial center in northern Ghana, within the larger NEDCo service territory.

### Commercial Development

The Commercial Development Activity seeks to improve the customer mix of NEDCo by focusing on adding higher-value customers who pay tariffs that cover the cost of service and cross subsidize lifeline customers who receive service at below-cost tariffs.

# ECG THIRD PARTY SERVICE PROVIDERS ENGAGED ON ECG PSP ACTIVITY

By the close of the First Quarter of the year 2019, a private entity will take over the electricity distribution business of the Electricity Company of Ghana (ECG) under a Concession contract. The selection process to identify an Acceptable Concessionaire should close by September 6 this year.

In line with the anticipated change, the Management of ECG invited MiDA to present to Executive Members of ECG's key Third Party Service Providers on the Private Sector Participation (PSP) Transaction and any likely impact on the businesses of those Third Party Service Providers. The engagement with these key stakeholders is part of ECG's internal and external stakeholder management activities to ensure the Distribution Company's smooth transition into the Concession arrangement.

MiDA's presentation, delivered by Julius Kwame Kpekpena - Chief Operating Officer, traced the historic background of the two Compact Agreements signed between the Government of Ghana and the United States Government, represented by the Millennium Challenge Corporation (MCC). It highlighted the similarities and differences between the two treaties and discussed key aspects of the PSP Transaction. Mr. Kpekpena assured the Service Providers of the Transaction's sensitivity to Ghana's Local Content Law and how it would support the viability of local businesses. Martin Eson-Benjamin, MiDA CEO, thanked ECG for the opportunity to engage with the Service Providers and praised ECG's management for their collaboration.

Service Providers present at the engagement include Independent Power Producers (IPPs); equipment



Julius Kwame Kpekpena, MiDA COO delivering his presentation on Compact II

and distribution material manufacturers; Ghana Grid Company, Volta River Authority, civil, electrical and electro-mechanical contractors, third party vendors of electricity, banks, and suppliers of other goods and services.

The ECG PSP Activity is one of five Activities forming the ECG Financial and Operational Turnaround (EFOT) Project under the Compact II programme. Over US\$350 million is being invested in infrastructure and reform projects all aimed at strengthening ECG to: i) Reduce implicit subsidies (created by losses, underpricing and under-billing), ii) Ensure that ECG runs on sound commercial principles to become creditworthy and serve as a credible off-taker under power purchase agreements and iii) Ensure that ECG recovers its costs and invests in maintenance and expansion without requiring regular financial support from the Government.



A cross section of participants at the meeting

## MiDA SIGNS IEAs WITH LANDS COMMISSION AND PURC



**MiDA-Lands Commission IEA signed on 7-01-2018**

(L)MiDA CEO in a handshake with Dr. Wilfred Anim-Odame, Executive Secretary of Lands Commission



**MiDA-PURC IEA signed on 7-03-2018**

MiDA CEO in a handshake with Ms. Mami Dufie Ofori, Executive Secretary, PURC after the Signing

## MiDA AND LANDS COMMISSION HOLD IMPLEMENTATION WORKSHOP

The Environment and Social Performance (ESP) Directorate of MiDA, together with the Lands Commission, have organised an Implementation Workshop for Staff of both Institutions to review lessons and experiences garnered from their collaborations during the implementation of the Compact I Programme. The two day Workshop, held from March 15-16, followed the signing of an Implementing Entity Agreement (IEA) between the two Organisations on February 8.

Mr. Benjamin Opoku, Director of ESP, highlighted the expected areas of collaboration between MiDA and Lands Commission. He said the Lands Commission, under Compact II, would assist MiDA in the preparation of site plans, land acquisitions, publication of instruments and payment of compensations to deserving land owners who would be impacted by the Compact projects. MiDA has received support from the Lands Commission for the acquisition of a 15.6 acre land in Pokuase, through the statutory acquisition process, for the construction of the largest Bulk Supply Point (BSP) Substation in Ghana. Again, through the Commission's support, ECG has been granted formal right-of-entry to the Site in Pokuase to commence preparatory

work towards the design and construction of the BSP. Mr. Opoku said MiDA would ensure that the Power Compact II projects are executed in accordance with the Lands Commission Act, 2008, (Act 767). In return, MiDA will support the Lands Commission with a vehicle, office equipment, computers and total station survey equipment. An amount of approximately 1 million Ghana Cedis has been set aside to support the commission's work on the Compact II Programme.

Mr Amos Wunta Wuni, the Deputy Executive Secretary in charge of Operations at the Commission, said the successful execution of Compact II would bolster the operations of the Electricity Company of Ghana, the Northern Electricity Distribution Company and other power distribution institutions to engender economic growth. He reiterated that investments in the ECG and NEDCo would make Ghana a power distribution hub in West Africa and position the country to offer technical advice to countries in the sub-region. The US Government, through the Millennium Challenge Corporation, in August 2014, signed an agreement with the Government of Ghana, to support the country's power distribution efforts.

# GRIDCo: BUILDING THE CAPACITY OF OPERATING TECHNICIAN ENGINEERS IN QUALITY DATA MANAGEMENT & REPORTING FOR EFFECTIVE POWER TRANSMISSION DECISIONS

Data has become fundamental in nearly every aspect of life. Data is used to gauge whether programs, projects or policies are on track to meeting their development or policy objectives and targets (i.e. performance monitoring). In contemporary development practice, development practitioners and policy makers have relied on data not only for accountability to key stakeholders, but also for learning about what works and what does not for purposes of future programming. Public and private organisations today use data to make decisions that either improve or worsen the outcome, which is a function of the quality of the data used for decision making.

Ghana's second Millennium Challenge Account Compact, the Power Compact, which has Millennium Development Authority (MiDA) as the Accountable Entity and a number of Government Ministries, Departments and Agencies (MDAs) as Implementing Entities (IEs), with funding from the United States Government (USG) and Government of Ghana (GOG), entered into force in September 2016. The Compact will support the country's Power Sector Reform, which started in 1994, to hasten the process of poverty reduction through sustainable economic growth. Any compromise in the quality of data to track progress towards the achievement of the overarching goal will not only mislead stakeholders, but also make the achievement of the goal of the power sector reform, a mirage.

## Background to the Training of GRIDCo Operators

Under the Power Compact, Monitoring and Evaluation (M&E) data serves as the key source of information on progress towards the achievement of results, and supports decision making by Program Managers. Ensuring that the underlying data are of good quality is essential to maintain a high level of confidence in the decisions that are made before, during and after Compact implementation. MiDA's data quality strategy, independent Data Quality Reviews (DQRs) are fundamental to ensuring the quality of reported data on Indicators of Compact performance. One of such reviews was completed prior to the Compact's Entry-Into-Force (EIF).

The Ghana Grid Company (GRIDCo) is one of the Power Sector entities from whom MiDA collects secondary data to measure some intermediate results. These results are composed of four outcome level indicators namely; (i) total system load shed [in megawatt hours], (ii) frequency of load shed, (iii) duration of load shed [in hours], and (iv) generating plant availability [in percentage]. The four outcome level indicators were among the lot whose processes for collecting data were reviewed during the DQR by the Independent Consultant. In the review process, a number of data quality issues were identified and recommendations made to improve the quality of data. One distinctive recommendation by the Independent Consultant was to train all GRIDCo staff in transmission management data reporting trail, from the Sub-stations to the Systems Control Center (SCC), on effective data management. It is upon this backdrop that MiDA, in collaboration with GRIDCo, has been organizing training workshops for the aforementioned category of GRIDCo Staff since November 2017.

## Training of GRIDCo Operating Technician Engineers

### *Training Goal & Objectives*

The overall goal of these Workshops in Effective Data Management and Reporting is to improve the quality of data reported on the four outcome indicators to MiDA as well as reporting to GRIDCo to enhance management decisions. To achieve this the Workshops seek to provide Operating Technician Engineers (OTEs) with the necessary skills and tools to enhance their capacity for: (i) quality data reporting to headquarters, (ii) effective logging of events, including outage identification and proper classification of outages, (iii) effective communication amongst them and dispatchers for information consistency and completeness, and (iv) retrieving accurate energy meter data for billing and error identification to minimize transmission losses to internationally acceptable levels.

### *Workshops*

The training sessions are targeted at Operators in the seven (7) Operational Areas and the SCC at the

## **GRIDCo: Building the Capacity of Operating Technician Engineers**

GRIDCo Head Office. Four (4) training sessions had been organized as at 25th January, 2018.

The maiden Workshop was for OTEs from the Volta Operational Area, and was held at the Accra City Hotel on 20th and 21st November 2017. Similar workshops for OTEs stationed at the SCC, and from the Akosombo, Takoradi and Prestea Operational Areas were successfully completed at GRIDCo Head Office in Tema on 23rd November 2017, Volta Serene Hotel in Ho on 29th November 2017, Akroma Plaza in Takoradi on 25th January and NODA hotel on 16th February 2018 respectively.

Three (3) outstanding training sessions, which will cover Techiman and Tamale Operational Areas are scheduled to be completed by the end of May 2018.

### **Training Content and Facilitation**

A well-crafted training content was drawn up with the GRIDCo System Operations Department, and the training was delivered by a team of facilitators from the Department who are based at GRIDCo Headquarters in Tema. The training content comprises three key modules developed around the Standard Operating Procedures (SOPs) normally provided to OTEs following their employment by GRIDCo. The modules include effective communication, effective events logging, accurate energy meter reading, metering data recording process and error identification. The team of facilitators was led by Mr. George Coleman and Mr. David Dadzie, Chief Technician Engineers, with about 30 years of experience in Power Transmission Operations in Ghana. The other facilitators were Mr. Isaac Owusu Danquah (Supervisor Technician Engineer), Mr. Stephen Debrah (Principal Electrical Engineer) and Mr. Patrick Yin (Senior Statistician).

### **Workshops Output and Outcome**

The capacity building workshops have so far trained 97(68.3%) of the 142 OTEs targeted in the seven (7) Operational Areas across the country and the SCC.

The Workshops also offered a unique opportunity for OTEs from sub-stations and master stations to meet and directly iron out issues with regards to their roles and responsibilities, and interact with their counterparts from the other operational areas, thereby enhancing mutual cooperation and common understanding of the Workshop Modules. Participants expressed satisfaction with facilitators' handling of data quality issues associated with their op-

erations thus, requesting that GRIDCo management incorporate data quality in their planning agenda and training modules for operators. Also, OTEs at all the four training centers actively participated in the discussions that ensued after the presentations and went further to recommend that similar workshops with same training content be organised for some other categories of GRIDCo staff that they directly interact with in the course of their operations. One key outcome that the GRIDCo facilitators, who on a day-to-day basis relate to OTEs for purposes of reporting, have already observed is that, much more descriptive information is provided in operators' communications and events logging, hence making power outage events' classification and reporting a lot more easier. This has boosted the trust of the Senior Statistician of GRIDCo in the quality of underlying data on load shedding events reported to MiDA and other stakeholders in the Power Sector.

### **Conclusion**

So far, it is clearly evident from the workshops that effective communication and logging of events in the power transmission system (e.g. dates and times of power outage and restoration) affect the consistency of reported data between the SCC (i.e. aggregation point) on one hand and the Sub-stations and Master Stations on the other hand on total system load shed, duration and frequency of load shed.

Beyond improving the quality of reported data on the four (4) outcome level Power Compact indicators, the work of OTEs at the Sub-stations, Master Stations and SCC is a serious enterprise that will substantially enhance transparency and accountability among GRIDCo's bulk customers like ECG, NEDCo and the mining companies, and minimize transmission losses thereby improving the financial health of GRIDCo, if knowledge acquired at these workshops is effectively applied in their daily operations.

***DQR is a mechanism to review and analyze the usefulness, objectivity, and integrity of performance information or data, largely driven by indicators.***

***AN INDICATOR is a variable that provides indications of progress toward objectives and the achievement of intermediate results throughout the project or program implementation period.***



## MONITORING & EVALUATION 5 DATA QUALITY STANDARDS

### VALIDITY

Are indicators defined well and reported in an appropriate format?

### RELIABILITY

Do data values give conflicting information?

### TIMELINESS

Are data collected and reported as regularly as is relevant?

### PRECISION

Is the margin of error reported?

### INTEGRITY

Are data subject to political or personal manipulation?

## MiDA SIGNS IEA WITH ATTORNEY GENERAL

26-04-2018



(L)MiDA CEO and (R)Gloria Afua Akuffo(Ms.), Attorney General signing the Agreement

## MiDA RECEIVES PROPOSALS FROM ECG PSP BIDDERS

The Millennium Development Authority, MiDA, received two (2) Proposals for the Concession for the Management of, Operation of, and Investment in the electrical distribution business of the Electricity Company of Ghana (ECG). The ECG Private Sector Participation Activity is one of five Activities under the ECG Financial and Operational Turnaround Project of the Ghana Power Compact Programme.

As at the Proposal submission deadline of 4.00 pm on 26th March, 2018, MiDA received Proposals from the following Consortia:

- BXC Ghana
- Manila Electric Company (MERALCO)

MiDA opened the Proposals in the presence of the representatives of the Bidders.



The Proposals are being evaluated by independent evaluation panel composed of local and international experts. MiDA expects the Panel to complete evaluations of the Proposals by mid-April 2018.

Other milestones to be reached in the process by September 6, 2018 are: Negotiations with the Preferred Bidder, Cabinet Review and Recommendation of the Concession Agreement and Parliamentary Ratification of the Concession Agreement.

# MiDA GENERAL PROCUREMENT NOTICE NO. 8

The Procurement Program for the period 1st April 2018 to 31st March 2019

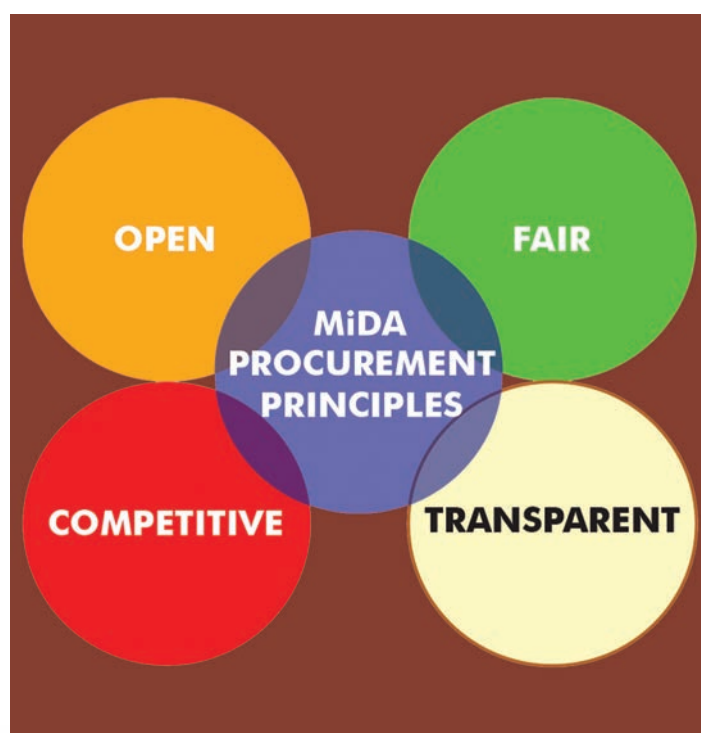
## TOTAL ESTIMATED VALUE US\$ 84,798,272

Procurement of Goods in:	Status
<b>Component 2: NEDCo Financial And Operational Turnaround (EFOT): Activity 2.2 – Modernization Utility Operations - which include:</b>	
* Procurement of Operations and Maintenance Materials for NEDCo	IFB yet to be released
* Procurement of Vehicles for NEDCo Operations	IFB yet to be released
* Procurement of Tools and Equipment for NEDCo Operations	IFB yet to be released
* Procurement of Office Equipment, Furniture & Fittings for NEDCo Secretariat	RFQ yet to be released
* Procurement of Vehicles for NEDCo Secretariat	IFB yet to be released
* Procurement of Office Equipment for Volta River Authority (VRA) Desk	RFQ yet to be released
<b>Component 6: Energy Efficiency &amp; Demand Side Management Project: Activity 6.2 Improved Energy Auditing - which include:</b>	
* Procurement of Mobile Test Labs	RFQ yet to be released
<b>Component 6: Energy Efficiency &amp; Demand Side Management Project: Activity 6.3 Education &amp; Public Information - which include:</b>	
* Procurement of Office Equipment & Furniture for Ministry of Education Secretariat	RFQ issued
<b>Component 8: Programme Administration &amp; Oversight: Activity 8.1 - MiDA Administration - which include:</b>	
* Vehicle Accessories	RFQ yet to be released
* Office Equipment	RFQ yet to be released
* Computers	RFQ yet to be released
Procurement of Works in:	Status
<b>Component 1: ECG Financial And Operational Turnaround (EFOT): Activity 1.4 – Technical Losses Reduction - which include:</b>	
* Deployment of Low Voltage Bifurcation at Ablekuma District	IFB yet to be released
* Deployment of Low Voltage Bifurcation at Achimota District	IFB yet to be released

Cont'd Procurement of Works in:	Status
<b>Component 1: ECG Financial And Operational Turnaround (EFOT): Activity 1.4 – Technical Losses Reduction - which include:</b>	
* Supply and Installation of Pokuase sub-Transmission Interconnecting Circuits	IFB yet to be released
* Procurement of the Works Contractor for the Fence Wall	RFQ yet to be released
<b>Component 4: Access Project: Activity 4.1 – Improved Electricity Supply to MSMEs and Social Institutions - which include:</b>	
* High Voltage Distribution System - Work Package 1 (First 3 Market & Economic Enclaves in Accra)	IFB yet to be released
* High Voltage Distribution System - Work Package 2 (Second 3 Market & Economic Enclaves in Accra)	IFB yet to be released
* High Voltage Distribution System - Work Package 3 (2 Market & Economic Enclaves in Tamale)	IFB yet to be released
* Security Lighting Package 4 (All Market & Economic Enclaves)	IFB yet to be released
<b>Component 6: Energy Efficiency &amp; Demand Side Management Project: Activity 6.1 – Development And Enforcement of Standards &amp; Labels - which include:</b>	
* Procurement of AC Test Facility and Additional Test Laboratory Contractor(s)	IFB yet to be released
<b>Component 6: Energy Efficiency &amp; Demand Side Management Project: Activity 6.2 – Improved Energy Auditing - which include:</b>	
* Procurement of Contractor for the Race to Retrofit and Renewables" Program	IFB yet to be released
<b>Component 6: Energy Efficiency &amp; Demand Side Management Project: Activity 6.4 – Demand Side Management Infrastructure - which include:</b>	
* Procurement of Contractor for the Street-lighting Replacement	IFB yet to be released

Procurement of Consulting Services in:	Status
<b>Component 1: ECG Financial And Operational Turnaround (EFOT):</b>	
<b>Activity 1.2 – Modernization Utility Operations - which include:</b>	
* Services of an Individual Consultant for Gender Internship & Mentoring Programme for ECG and NEDCo	LOI yet to be released
<b>Component 1: ECG Financial and Operational Turnaround Project:</b>	
<b>Activity 1.4 - Technical Losses Reduction - which include:</b>	
* Services of an Environmental and Social Performance (ESH&S) Consultant. (IDIQ)	RFP yet to be released
<b>Component 1: ECG Financial and Operational Turnaround Project:</b>	
<b>Activity 1.5 - Outage Reduction - which include:</b>	
* Services of an Individual Consultant for the Installation of Outage Management System/Advanced Distribution Management System	RFP yet to be released
<b>Component 2:NEDCO Financial and Operational Turnaround Project:</b>	
<b>Activity 2.1 - Private Sector Participation - which include:</b>	
* Consultancy for Transaction Advisory Services	RFP yet to be released
<b>Component 2:NEDCO Financial and Operational Turnaround Project:</b>	
<b>Activity 2.2 – Modernization Utility Operations - which include:</b>	
* Consultancy for Customer Census	RFP yet to be released
* Services of an Individual Design Consultant for the Installation of CIS System and integration with AMR and Pre-pay Metering Systems	LOI yet to be released
<b>Component 3: Regulatory Strengthening &amp; Capacity Building Project:</b>	
<b>Activity 3.1 - Sector Performance Monitoring Capacity Building - which include:</b>	
* Consultancy Services for Capacity Building in Respect of CAPSCAN Outcome	RFP yet to be released
<b>Component 4: Access Project:</b>	
<b>Activity 4.2 – Institutional Partnership and Collaboration - which include:</b>	
* Consultancy Services for Customer Information Campaign & Stakeholder Coordination	RFP yet to be released

Cont'd Procurement of Consulting Services in:	Status
<b>Component 6: Energy Efficiency and Demand Side Management Project:</b>	
<b>Activity 6.2 - Improved Energy Auditing - which include:</b>	
* Consultancy Services for the setting-up of two Training Centers for Energy Auditors	RFP yet to be released
<b>Component 6: Energy Efficiency and Demand Side Management Project:</b>	
<b>Activity 6.3 – Education &amp; Public Information - which include:</b>	
* Consultancy Services for Energy Efficiency Pre-Tertiary School Curriculum Updates	RFP yet to be released
<b>Component 7: Monitoring and Evaluation:</b>	
<b>Activity 7.1 – Monitoring &amp; Evaluation - which include:</b>	
* Consultancy services for External Data Quality Review	RFP yet to be released
<b>Procurement of IT Services in:</b>	
<b>Component 1: ECG Financial and Operational Turnaround Project:</b>	
<b>Activity 1.2 - Modernization Utility Operations - which include:</b>	
* Services of a Supplier for the Upgrade of ECG Data Center & Communication Network	IFB yet to be released
<b>Component 1: ECG Financial and Operational Turnaround Project:</b>	
<b>Activity 1.3 - Reduction in Commercial Losses And Improvement of Revenue Collection Rates - which include:</b>	
* Services of a Supplier for a Meter Management System	IFB yet to be released



## MiDA SUPPORTS ECG WITH VEHICLES & EQUIPMENT TO IMPROVE OPERATIONS

The Millennium Development Authority (MiDA) has handed over 12 brand new Pick-Up vehicles to the Electricity Company of Ghana (ECG) to support its operations and to reduce commercial losses.

The vehicles, procured at the cost of US\$480,000 will go to support operations of the Loss Control Unit of the ECG, ensure regular patrols and reduce commercial losses. The package formed part of the Ghana Power Compact II programme aimed at ensuring the financial and operational turnaround of the ECG and enhance efficiency.

ECG loses a significant amount of money each year because of theft, illegal connections, meter tampering and other irregularities, which cause inaccurate count of the energy used by a consumer.

At the handing-over ceremony at the ECG Project Office in Accra, Chief Executive Officer (CEO) of the MiDA, Mr Martin Eson-Benjamin said Ghana's power sector had experienced its fair share of challenges, which had significantly impacted on the national economy. He said in recent past, power consumers had witnessed power outages due to a number of factors, including insufficient power generation, transmission capacity constraints and inefficient distribution system.

Therefore, he said, it was Ghanaian power consumers' expectation to see the end of such unfortunate phenomenon.

Mr Eson-Benjamin said in view of that collective desire to access and enjoy sustainable power, the US\$ 535 million Ghana Power Compact II, signed

between the Government of Ghana and the US Government in August 2014, sought to ensure that, those challenges were systematically addressed through the various Projects outlined in the Compact.

The CEO of MiDA said the activities outlined under the ECG Financial and Operational Turnaround Project include, modernising utility operations, commercial loss reduction and technical loss reduction, as well as outage reduction.

Those projects, he said, upon completion would improve the volume, quality and reliability of electricity within the ECG's operational areas.

"This will be achieved through reduced outages and cost-effective service delivery, reduced aggregate technical, commercial and collections losses.

"They will improve revenue inflow and enable ECG to operate as a credible off-taker from VRA and the many organisations, which have Power Purchase Agreements with it," Mr Eson-Benjamin assured.

He said the MiDA was working closely with the ECG to ensure the speedy implementation of those projects.

For instance, he said under the commercial loss education, it had identified the need to improve and strengthen capacity of the existing ECG-Loss Control Unit (LCU).

"In keeping with this understanding, MiDA has procured the services of technical advisors from the private sector, who are working with the ECG to de-

The 12 (4x4) Vehicles presented by MiDA to the Loss Control Unit of ECG.



## MiDA supports ECG with vehicles to improve operations

“vise strategies to strengthen the Unit to make it more effective in reducing commercial losses,” he stated.

As part of capacity-building plans and ensuring the mobility of ECG’s technicians, Mr Eson-Benjamin said the MiDA was making available to the ECG Loss Control Unit, 12 Cross Country Vehicles, made up of 10 4x4 Double Cabin Pick-up Trucks, with a Tool Box installed in the bucket and two 4x4 Double Cabin Pick-up Trucks.

He said it was the expectation that those vehicles and equipment, procured with the Compact funds, would support the ECG’s Loss Control Unit, to improve the specific areas with the highest commercial losses and curtail losses.

Source: *thefinderonline.com*; Published March 29

## BENEFICIARY MARKETS AND ECONOMIC ENCLAVES FOR ACCESS PROJECT IDENTIFIED

**E**ight (8) sites made up of six markets and two economic enclaves have been selected to benefit from the Ghana Power Compact’s US\$-10million Access Project. The Agbogboloshie I, Madina, Dansoman, Kaneshie, Makola and Accra Timber Markets make up the list of beneficiary markets and economic enclave in the Greater Accra Region for the Project, whilst the Tamale Central Market and the Tamale Timber Market from the Northern Region complete the list of beneficiary markets and economic enclaves.

The list of beneficiary markets and economic enclaves was announced at a Stakeholder Engagement forum held in Accra on February 26, 2018. Officials from the Accra Metropolitan Assembly, La Nkwantang, Madina Municipal Assembly, Electricity Company of Ghana (ECG), media personnel and the leadership of Markets Associations were present at the meeting.

Mr. Samuel A. Afram, the Access Project Manager at MiDA also announced that the next steps of the Project would commence with detailed engineering design for each beneficiary market and enclave. This, he disclosed, is likely to commence between April and May this year, whilst the infrastructure works are scheduled to commence by November 2018. Mr. Afram urged Assemblies with jurisdiction over the beneficiary markets to support the project by facilitating the issuance of permits or licenses for works to commence.



Mr Samuel A. Afram, Access Project Manager at MiDA

The Access Project, on completion, is expected to increase the number of new electricity connections in the selected markets and economic enclaves by reducing the barriers micro, small and medium business owners confront in obtaining legal access to electricity. The Project will also contribute to curtailing the incidence of fire outbreaks in the markets, an estimated 90 percent of which is caused by poor electric wiring. According to Mr. Afram old distribution transformers, over-aged wires and poor wiring present health and safety challenges in the respective markets.

Mr. Samuel Abbey, Project Manager at ECG lauded the proposed interventions, saying the provision of security lighting in the markets, for instance, would reduce thefts. He announced that ECG had deployed technology that would prevent people from stealing power warning that offenders caught stealing power would be prosecuted.

## COOPERATE WITH WORKERS WHEN PROJECT BEGINS; LEADER URGES

Traders in markets and economic enclaves selected to benefit from electricity infrastructure upgrades through the Access Project have been urged to collaborate with Project Personnel engaged to work in their markets, when the civil works begin. Madam Mercy Nee Djan, President of the Greater Accra Markets Association, admitted that some vendors may be inconvenienced during the construction phase, but encouraged them to be accommodating and patient during these times.

She made the call at a Stakeholder Engagement Forum organised by MiDA to announce beneficiary markets and economic enclaves for the Access Project's intervention. "I urge you all to be understanding and collaborate with project personnel and construction workers who will be working in our markets. If you have to move your business, please do so. The inconveniences will only be for short term" she said.

Nearly US\$10million is to be expended to provide security lighting within the respective markets and economic enclaves to deter theft and other criminal activities, and make it possible for traders and artisans in the market to extend their business hours. The Project will also improve low voltages, reduce commercial losses through the installation of legal meters and also remove unsafe connections created from poor wiring and overloaded networks; these being the attributing causes to incidences of fire outbreaks in the markets.

The Agbogboloshie I, Madina, Dansoman, Kaneshie, Makola and the Accra Timber Market in Accra have been selected, as well as the Central Market and the Timber Market in Tamale .



Ms. Mercy Nee Djan, President of the Greater Accra Markets Association addressing traders in Accra

"I urge you all to be understanding and collaborate with project personnel and construction workers who will be working in our markets. If you have to move your business, please do so. The inconveniences will only be for short term,"





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