



MILLENNIUM DEVELOPMENT AUTHORITY (MiDA)

GHANA COMPACT II

Annual Report, 2020

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

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LIST OF ACRONYMS

CIF	Compact Implementation Funding
CIOP	Customer Information and Outreach Program
CP	Condition Precedent
DUR	Department of Urban Roads
ECG	Electricity Company of Ghana Ltd
EEDSM	Energy Efficiency and Demand Side Management
EPA	Environmental Protection Agency
ESP	Environmental and Social Performance
GES	Ghana Education Service
GIS	Geographic Information System
GoG	Government of Ghana
GSA	Ghana Standards Authority
GSI	Gender and Social Inclusion
HPS	High Pressure Sodium
IE	Implementing Entity
IEA	Implementing Entity Agreement
LED	Light Emitting Diode
KBTH	Korle Bu Teaching Hospital
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
MoU	Memorandum of Understanding
NaCCA	National Council for Curriculum and Assessment
NARUC	National Association of Regulatory Utility Commissioners
NEDCo	Northern Electricity Distribution Company Ltd
NFOT	NEDCo Financial and Operational Turnaround
PIA	Program Implementation Agreement
PMC	Program Management Consultant
PSP	Private Sector Participation
PURC	Public Utilities Regulatory Commission
RCE	Resettlement and Community Engagement
RPP	Regulatory Partnership Program
RTRR	Race to Retrofits and Renewables
SDGs	Sustainable Development Goals
SESCs	Sustainable Energy Services Centers (SESCs)
STEM	Science, Technology, Engineering and Mathematics
VPN	Virtual Private Network

EXECUTIVE SUMMARY

Profile of MiDA

The Millennium Development Authority (MiDA) was established by an Act of Parliament (Act 702, 709 & 897 as amended). MiDA was established to oversee and manage the implementation of the Programmes under the Millennium Challenge Account for poverty reduction through economic growth, and other national development programmes of similar nature funded by the Government of Ghana, Development Partners or by both.

On 5th August 2014, the second Millennium Challenge Compact (also referred to as the Ghana Power Compact) was signed between the Republic of Ghana and the United States of America.

Key Achievements, Reforms and Sustainable Development Goals (SDGs) of the Sector

1. Work on a GIS-based Distribution Management System for ECG is 96% complete, and that of Meter Management System is 93% complete.
2. A total of 232 Females have so far benefited from the Science, Technology, Engineering and Mathematics (STEM) Internship Program. This meets the Sustainable Development Goal of achieving gender equality and empowering all women and girls.
3. LV Bifurcation Works almost completed (99% progress) in Achimota, Dansoman and Kaneshie Districts of the ECG.
4. Construction Works is 89% complete (as against planned progress of 88%) for the Pokuase Bulk Supply Point (BSP); and 40% complete (as against planned progress of 48%) for the Kasoa BSP.
5. The installation of two Primary Substations at Kanda and Legon is 48% complete, as against a planned progress of 52%; while the Interconnecting Circuits (ICC) is 59% complete, as against planned progress of 61%.
6. Completed the development of Standards for 22 Electrical Products, and drafted Legislative Instruments (LIs) for 16 of these Products.
7. Completed the retrofitting) of 12 Buildings belonging to six (6) Public Institutions, namely the Department of Urban Roads (DUR), Ministry of Health (MoH), Adabraka Polyclinic, Ministry of Education (MoE), University of Ghana (UG) and Korle Bu Teaching Hospital (KBTH).
8. Overall progress of works on the AC Test Laboratory at Ghana Standards Authority (GSA) is 28% as against planned progress of 27%; and the actual progress for the Containment Building is 80%, as against planned progress of 83%.
9. A total of 8,006 LED Luminaires have been installed under the Street Lights Replacement Works.

Challenges

The COVID-19 pandemic was the major challenge encountered in implementing the Action Plan for 2020.

1. The pandemic and the resulting travel restrictions and, in some cases, the Lockdown announced by Governments caused delays to the following:
 - i. Factory Acceptance Tests (FATs).
 - ii. Availability of some critical experts to work on the BSPs and PSS.
 - iii. Capacity Building Workshops.
 - iv. Roll out of Energy Efficiency and Conservation (EEC) programmes, targeting Pre-Tertiary Schools.
2. Further delays and costs associated with the need to develop and implement COVID-19 Mitigation Plans.

PART ONE: PROFILE OF MiDA

The Millennium Development Authority (MiDA) was established by an Act of Parliament (Act 702, 709 & 897 as amended). MiDA was established to oversee, manage and implement the Programmes under the Millennium Challenge Account for poverty reduction through economic growth as set out in each agreement between the Government of Ghana and the Millennium Challenge Corporation acting for and on behalf of the Government of the United States of America and for any other national development programme of similar nature funded by the Government of Ghana, a Development Partner or both and to provide for related matters.

The first 5-Year Millennium Challenge Compact was signed between the United States of America, acting through the Millennium Challenge Corporation (MCC) and the Government of Ghana (GoG) in August 2006. The Compact implementation started on 16th February 2007 and ended on 15th February, 2012, and utilized approximately US\$547.009m grant funds

On 5th August 2014, the second Millennium Challenge Compact (also referred to as the Ghana Power Compact) between the Republic of Ghana and the United States of America was signed.

The Power Compact Program originally had 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, was contingent on meeting a number of Conditions Precedent (CPs), the principal one being Private Sector Participation (PSP) in ECG. MiDA worked with relevant GoG entities to meet the CPs. In particular, the operations of ECG was handed over to a private sector entity, Power Distribution Services Limited (PDS) on March 1, 2019 under a 20-year Concession Agreement. However, GoG cancelled the Agreement because PDS did not fully comply with the requirements for the take-over. Thus, the US\$190 million Tranche II Funds are no longer available to be utilized under the Compact.

Vision, Mission and Values of MiDA

Vision: “The preferred national development organization implementing public and donor funded programs to reduce poverty through economic growth”

Mission: “To oversee, manage and implement national development programs funded by the Millennium Challenge Corporation, Government of Ghana and development partners in an effective and sustainable manner”.

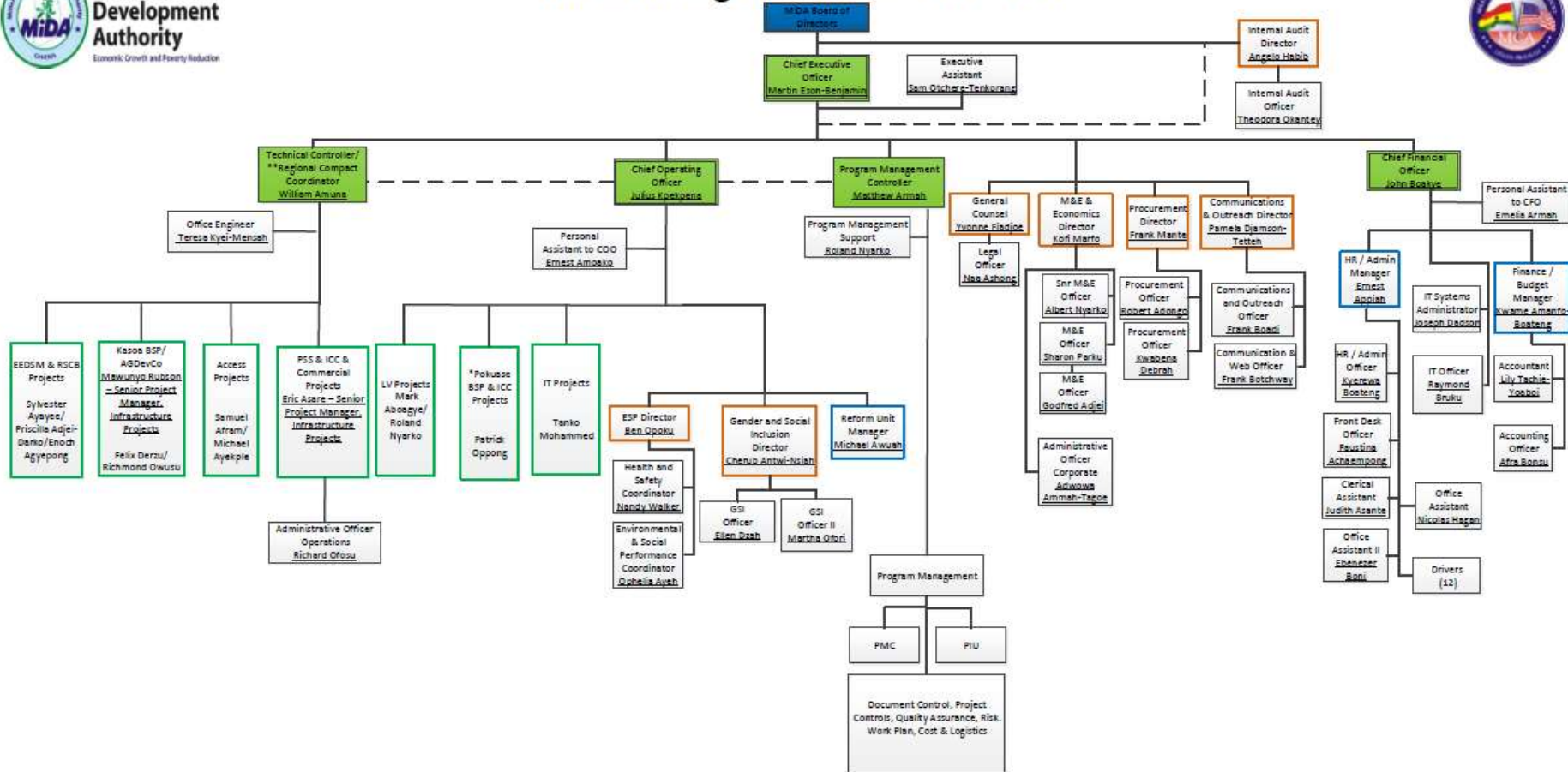
Core Values

- A. **Excellence:** We embrace excellence in fulfilling our mission.
- B. **Integrity:** In working to advance our mission and vision, we conduct all our affairs with integrity.
- C. **Transparency and Accountability:** We are guided by transparency in all our dealings, ensuring upward and downward accountability to our stakeholders.
- D. **Inclusion:** We are committed to inclusion, ensuring that vulnerable groups, including women, have equal rights and that there is no discrimination.
- E. **Collaboration:** We value collaboration with our stakeholders to promote a culture of continuous engagement.

Organizational Structure

The Organizational Structure of MiDA is shown in the figure below. MiDA is governed by a Board of Directors, comprising some members of the Cabinet, the Private Sector and the NGO Community.

MiDA II Organizational Structure



List of Departments, Public Boards and Corporations

The Departments in MiDA are as follows.

Corporate

- Finance and Administration
- Internal Audit
- Procurement
- Monitoring and Evaluation and Economics
- Communications and Outreach

Operations

- Distribution Projects
- Generation Projects
- Environment and Social Performance
- Gender and Social Inclusion

POLITICAL AND ADMINISTRATIVE HEADS OF MIDA

i Political and Bureaucratic Heads

Office of the President	Political Head	Deputy Political Head(s)	Bureaucratic Head
Name	Hon. Akosua Frema Osei-Opare		Mr. H.M. Wood
Period of Office	Jan 2017 to Date		

ii Heads of Department at the National Level*

Name of Department	Name of Bureaucratic Head	Substantive Grade	Period of Office

* Not applicable

PART TWO: KEY ACHIEVEMENTS, REFORMS AND SUSTAINABLE DEVELOPMENT GOALS (SDGs) OF THE POWER SECTOR

2.1 KEY ACHIEVEMENTS

The Policy and its intended Objectives

The Programme which MiDA is pursuing is to reduce poverty through private sector led economic growth.

The intended 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 Specific Programme/Projects being pursued under the 5-Year Compact Program

The specific Programme being pursued by MiDA is the Ghana Power Compact. MiDA is the Accountable Entity, and there are a number of Implementing Entities that are working with MiDA to implement the Programme.

The Ghana Power Compact seeks to address identified challenges in Ghana's Power Sector by providing an overall framework for strengthening the Ghana Electricity Distribution System. This was to be achieved by helping the Electricity Company of Ghana (ECG) and the Northern Electricity Distribution Company (NEDCo) to 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 the Distribution Companies and relevant Energy Sector Agencies.

The Compact Program originally consisted of the following 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

Following the Mid-Term Review of the Program in February 2019, the NFOT and PGSI Projects were de-scoped. Some sections of the NEDCo Staff were opposed to the Management Contract component of the Project, thus stalling the work on the NFOT Project. In the case of the PGSI Project, most of the Activities planned under the Compact are being funded by the United States Agency for International Development (USAID).

With the termination of the PDS concession by the Government of Ghana in 2019, the ECG PSP Activity was discontinued. In addition, some planned interventions, such as the Enterprise

Resource Planning (ERP) and the development of an Outage Management System for ECG, were de-scoped due to the de-obligation of the Tranche II Funds.

The Project Teams work closely with the Environment and Social Performance (ESP), Gender and Social Inclusion (GSI), Monitoring and Evaluation and Economics (M&E&E) and Communication and Outreach (CO) Teams to ensure that the activities are compatible with best practices.

Working with the ESP Team ensures that all Projects are implemented in line with MCC's Environmental Guidelines, the International Finance Corporation's Performance Standards on Environmental and Social Sustainability, and Ghana's Laws, Regulations, Licenses, and Permits. MiDA is therefore mandated to ensure such compliance.

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.

M&E is integrated into all the Phases of the Compact – development, implementation and post-Compact – to focus on results.

Communication and Outreach, among other functions, develops and implements broad-based policies and plans to ensure meaningful public participation and liaison with the Media to ensure that accurate information about the Compact reach the public domain.

Expected Outputs, Baseline, Targets, Implementation and Results in 2020

The expected Outputs in 2020, in relation to the Annual Action Plan, are summarized in the Table below.

Expected Outputs, Baseline, Target, Implementation and Results for 2020

Programmes & Sub-Programmes	Activities (Operations)	Expected Output	Baseline (Target as at Dec 2019)	Target for 2020	Implementation in 2020	Actual Results in 2020 (as at Dec 15)
Investment Promotion and Management/ Pro-poor Interventions	Geographic Information System	GIS-based distribution management system in place	Not Applicable	Complete Works for Geographic Information System	Operational acceptance of the GIS system with ECG was completed on December 4, 2020. The consultant is mopping up and tightening any loose ends.	Activity is 96% complete
	Meter Management System	Meter Management system in place	Not Applicable	Complete Works for the Meter Management System	Resolution of defects identified during Operational Acceptance Tests (OAT) ongoing. Report to be provided by end of December 2020	Activity is 93% complete
	Number of females participating in STEM Internship and Mentoring Program	Total number of females to benefit from the STEM Internship Program each year	200 Females covered by the Program	400 Females covered by the Program	Capacities of Interns built in Personal Development and Career Planning, Leadership, Mentorship, Anti-Sexual Harassment, Communication, and the Workplace Environment and Human Resource issues.	232 (58%)

Programmes & Sub-Programmes	Activities (Operations)	Expected Output	Baseline (Target as at Dec 2019)	Target for 2020	Implementation in 2020	Actual Results in 2020 (as at Dec 15)
	LV Bifurcation	717.2 Km of distribution lines upgraded or built	Not Applicable	Complete LV Bifurcation works in Accra East and East Regions	Work to be completed at the end of December 2020 for Achimota and Mampong ECG Districts. Kaneshie/Dansoman LV Bifurcation & Network Improvement was intended for completion on 13 November 2020 but currently behind schedule.	LV Works 99% complete, as against target of 100% in ECG Achimota and Mampong Districts, with Kaneshie, Dansoman Districts 86% complete.
	Construction of Bulk Supply Points (BSPs)	Two (2) BSPs built	Not Applicable	Continue with construction works for BSPs	Construction works ongoing at the Pokuase BSP. Procurement and manufacturing of Equipment for the Kasoa BSP were carried out within November 2020.	Works is about 89% complete for Pokuase BSP; and 40% for the Kasoa BSP.
	Construction of Primary Sub-stations (PSS) and Interconnecting Circuits (ICCs)	Two (2) PSS built at Legon and Kanda	Not Applicable	Rebar works and Formwork completed for Legon PSS Formwork for the control	Casting of concrete for grid/ground beams and rebar works for the basement floor was completed on December 11, 2020 for the Legon PSS.	PSS is 48% complete, as against a planned progress of 52% ICC is 59% complete, as

Programmes & Sub-Programmes	Activities (Operations)	Expected Output	Baseline (Target as at Dec 2019)	Target for 2020	Implementation in 2020	Actual Results in 2020 (as at Dec 15)
				building also completed for Kanda PSS	Formwork for the Control Building foundation and concrete blinding for the Kanda PSS were completed on December, 11, 2020.	against planned progress of 61%.
Investment Promotion and Management/ Pro-poor Interventions	Tariff Review and Regulatory Activity		Not Applicable	Commence implementation of Regulatory Partnership Program (RPP).	Implementation of Regulatory Partnership Program (RPP) in progress.	Discussions are ongoing between Public Utilities Regulatory Commission and NARUC, the RPP Consultant, on the Terms of Reference for the Tariff Model Training.
	Development & Enforcement of Standards & Labels Activity	Standards and labels developed for 20 Electrical Appliances along with Legislative Instruments passed by	Standards and Labels developed for 10 Electrical Appliances	Standards and Labels developed and LIs drafted for 15 Electrical Appliances	Legislative Instruments (LIs) on Standards and Labels for Electrical Appliances (packaged in four lots) was drafted and reviewed by a Committee comprising representatives from the Energy Commission and the Attorney General's Office.	Standards developed for 22 Electrical Products LIs drafted for 16 of the 22 Electrical Products, of which six (6) are

Programmes & Sub-Programmes	Activities (Operations)	Expected Output	Baseline (Target as at Dec 2019)	Target for 2020	Implementation in 2020	Actual Results in 2020 (as at Dec 15)
		Parliament to ensure compliance			The first Lot (covering six Electrical Products) forwarded to the Ministry of Energy for consideration and presentation to the Parliamentary Committee on Subsidiary Legislation (PCSL).	with the Ministry of Energy.
	Construction of A/C Test Laboratory Containment Building, and Installation of Additional Test Labs at Ghana Standards Authority (GSA)	Two (2) Appliance Test Labs established at GSA	Not Applicable	Not Applicable	<p>Contract for the construction of the AC Test Facility Containment Building was awarded and Civil Works commenced.</p> <p>Contract for the Supply and Installation of AC Test Laboratory and Refrigerator Test Equipment was awarded. Material sourcing and manufacturing of various components are ongoing.</p>	<p>Overall progress of the AC Test Laboratory is 28% as against planned progress of 27%.</p> <p>Overall progress for the Containment Building is 80%, as against planned progress of 83%.</p>
	Field Metering and Monitoring Studies (FMMS)	Final Report on Household	Not Applicable	Complete FMMS	Conducted a Survey of 1,000 Households in 11 Municipal and Metropolitan	Studies to understand Household

Programmes & Sub-Programmes	Activities (Operations)	Expected Output	Baseline (Target as at Dec 2019)	Target for 2020	Implementation in 2020	Actual Results in 2020 (as at Dec 15)
		energy consumption and appliance ownership and use pattern.		Consultancy Services.	capitals, to measure energy consumption, ownership and use patterns of Household Electrical Appliances.	Electrical Appliances Ownership status and Energy Consumption patterns in Ghana completed.
	Race to Retrofit and Renewables	Key Electrical Appliances in Seven (7) public institutions retrofitted.	Not Applicable	Key Electrical Appliances in Seven (7) Public Institutions retrofitted.	Completed the Works Contracts (retrofitting) for 12 Buildings belonging to six (6) Public Institutions. These include the Department of Urban Roads (DUR), Ministry of Health (MoH), Adabraka Polyclinic, Ministry of Education (MoE), University of Ghana (UG) and Korle Bu Teaching Hospital (KBTH). Retrofitting works on the Ghana Education Service (GES) HQ Building is ongoing.	A total of 12 Buildings covering six (6) Public Institutions retrofitted. Through a Measurement & Verification (M&V) process a total of 1,498,866.54 kWh of energy per month was estimated to have been saved.

Programmes & Sub-Programmes	Activities (Operations)	Expected Output	Baseline (Target as at Dec 2019)	Target for 2020	Implementation in 2020	Actual Results in 2020 (as at Dec 15)
	Setting-up Training Centers for Energy Auditors	Establish two (2) Energy Auditing Centers at two (2) Tertiary Institutions	Not Applicable	Not Applicable	<p>Trained 26 Faculty Members on the Core Course Programme for Sustainable Energy Audit Professional (SEAP), Sustainable Energy Management Professional (SEMP), and Energy Audit Practical (EAP).</p> <p>High-level Business Plan and Operational Manual completed for three (3) Sustainable Energy Services Centers (SESCs), namely the Accra Technical University (ATU), University of Energy and Natural Resources (UENR), and Kwame Nkrumah University of Science and Technology (KNUST).</p>	<p>The Activity has recorded 93% actual progress, as planned.</p> <p>Three (3) Tertiary Institutions qualified to host the Training Centres, as against a target of two (2).</p>
	Pre-Tertiary School Curriculum Update on Energy Efficiency and Conservation (EEC)	84 Teachers and Head Teachers from the 30 Pilot	Not Applicable	Complete training of 48 Teachers and Head Teachers	TLMs developed, reviewed and tested by Curriculum Development Experts and Teachers and Head Teachers.	90 Teachers and Head Teachers trained.

Programmes & Sub-Programmes	Activities (Operations)	Expected Output	Baseline (Target as at Dec 2019)	Target for 2020	Implementation in 2020	Actual Results in 2020 (as at Dec 15)
		Schools trained on the use of EEC Teaching and Learning Materials (TLMs)		from the 30 Pilot Schools	Teachers, Head Teachers and GES Administrators trained on the use of the TLMs developed and tested. Representatives from National Council for Curriculum and Assessments and Alliance for Change were the Facilitators.	
		9,575 Pre-Tertiary students (46% females) in the 30-Pilot schools reached with the EEC TLMs	Not Applicable	Reach 5,000 Pre-Tertiary students (46% females) in the 30-Pilot schools with the EEC TLMs	A number of JHS 2 and SHS 2 Students have so far been engaged. This has been possible due to the re-opening of Schools for this group of Students after the COVID-19 related closure of Schools.	Number covered yet to be confirmed
Investment Promotion and Management/	Street Light Replacement	14,558 Light Emitting Diode	Install 6,000 LED lights	Install 14,558 LED lights	Street Lights Replacement Works (new installations of LED Lamps, replacement of High Pressure	8,006 Luminaires installed

Programmes & Sub-Programmes	Activities (Operations)	Expected Output	Baseline (Target as at Dec 2019)	Target for 2020	Implementation in 2020	Actual Results in 2020 (as at Dec 15)
Pro-poor Interventions		(LED) lights installed and			Sodium (HPS) with LED Lamps, construction and refurbishment of Streetlight Poles) on 110 Urban Roads in ECG Accra East & West Regions commenced.	
		11,305 Streetlight Poles newly constructed and refurbished	Not Applicable	Construct and refurbished 11,305 streetlight poles	Refurbishment of existing Poles, construction of new Poles, and installation and refurbishment of Cubicles just commenced.	
	Customer Outreach , Facilitation Assistance for New Connections & Normalization	Vendors in 10 Markets and Economic Enclaves (M&EEs) assisted through outreach for Electricity connection	Not Applicable	Not Applicable	Completed Customer Census to establish the number of Vendors that will require assistance for Electricity connection in the 10 M&EEs completed.	Phase 1 of Customer Information and Outreach Program (CIOP) implementation completed.
	High Voltage Distribution System	7,200 MVA Transformer	Not Applicable	Not Applicable	Funding challenges were resolved, through GoG	

Programmes & Sub-Programmes	Activities (Operations)	Expected Output	Baseline (Target as at Dec 2019)	Target for 2020	Implementation in 2020	Actual Results in 2020 (as at Dec 15)
	(HVDS) & Security Lighting (Infrastructure)	capacity installed			provision of the required Budget.	
		17,887 km of secondary LV cables installed	Not Applicable	Not Applicable	The Works Contract was signed on August 14, 2020.	
		10,360 pole mounted prepayment meters installed	Not Applicable	Not Applicable	Thus, the HVDS and Security Lighting Works commenced in all 10 M&EEs EEs in Accra and Tamale.	
		924 Security Lights installed	Not Applicable	Not Applicable	Pre-construction Assessment, Health & Safety and Environmental Impact and Resettlement Action Plan (RAP) Assessments completed.	RAP completed

2.2 REFORMS

Not applicable.

2.3 SUSTAINABLE DEVELOPMENT GOALS

MiDA is working towards the following Sustainable Development Goals (SDGs).

- *SDG 5: Achieve gender equality and empower all women and girls.*
- *SDG 7 - Ensure access to affordable, reliable, sustainable and modern energy for all.*

The Compact has a focus on improving the quality and reliability (frequency and duration of Outages) of Power. There is also a focus on minimizing energy wastage by consumers through energy efficiency and demand side management.

MiDA has a strong emphasis on Gender and Social Inclusion (GSI) in its activities. GSI at MiDA is aimed at ensuring a gender responsive and socially inclusive Electricity service delivery and enhancing the quality of gender within the organization. MiDA also contributes towards improving gender equality in Ghana.

2.4 IMPACT OF FLEXIBLE WORKING HOURS (FWH) INITIATIVE

Introduction

Following the outbreak of COVID-19 MiDA Management have implemented a number of measures in March 2020 to minimize the spread of the virus at the workplace in accordance with Ghana Government directives and best practice. The objective was to significantly reduce the number of Staff who may be required to work or meet in the Office at any point in time.

Flexible Working Arrangements

A flexible working arrangement schedule was prepared to ensure that very few Staff members (on average a maximum of 10 Employees) from the following Departments/Units were in the Office at any point in time, to ensure that the recommended social distancing protocol was maintained:

- Executives
- Human Resource/Administration
- Finance
- Information Technology
- Procurement

Most of the Project Staff were encouraged to work from home and at the Project Sites.

For those working from home, the following measures have been put in place to facilitate their work:

- Electronic Signatures for all the relevant Staff Members have been set up to facilitate the signing of official Documents.

- VPN access have been provided to MiDA Staff to enable them access MiDA Corporate Network and resources on the Network whilst working from home.
- Electronic platforms, such as Zoom and WhatsApp, have been set up to facilitate e-conferences and virtual Meetings.
- All Staff travel plans in respect of Factory Acceptance Test (FAT) were cancelled with immediate effect; arrangements made to get Third Parties to conduct the FAT on behalf of MiDA, or conduct virtual FATs.
- Arrangements have been put in place for ongoing electronic communication with our Key Stakeholders (i.e. the Fiscal Agent and Procurement Agent) to ensure uninterrupted work during the partial Lockdown. All other Stakeholders have been advised to reach MiDA Management through this designated email address info@mida.gov.gh.
- We have implemented a Leave Management System during this period to ensure that we have maximum staff availability towards the end of the year when we expect the pandemic to have abated.

Challenges with Flexible Working Hours Implementation

Collaboration among Staff has been affected to some extent, even though technology has been deployed to facilitate that. Glitches in the use of technology has affected the quality of teamwork and collaboration. It has also made some people redundant because of the nature of the work they do.

PART THREE: CHALLENGES

The major challenges encountered in implementing the Action Plan for 2020, are in relation to the COVID-19 pandemic.

The pandemic and the resulting travel restrictions and, in some cases, the Lockdown announced by Governments has caused delays to the following.

1. Factory Acceptance Tests (FATs): Overseas travel restrictions prevented MiDA Teams from travelling to participate in FATs at manufacturing facilities.
2. Field activities, involving the presence of foreign-based Personnel: At the height of the pandemic, foreign-based Personnel were unable to travel to Ghana to carry out assigned tasks.
3. Capacity Building Workshops: The ban on Meetings prevented MiDA from carrying out planned programmes that required bringing together personnel of IEs and other Stakeholders.
4. Roll out of Energy Efficiency and Conservation (EEC) Programmes for targeted Pre-Tertiary Schools: The closure of Schools has prevented MiDA from reaching Students.
5. Delays and costs associated with developing COVID-19 Mitigation Plans: Activities were put on hold, pending the development of COVID-19 Mitigation Plans by Consultants and Contractors. The implementation of these Plans had cost implications, as funds were required to cover Personal Protection Equipment (PPE) and private transportation for personnel of Consultants and Contractors, among others.

The following are the Mitigating Strategies that were pursued.

1. Use of Third Parties and Virtual Meetings for the FATS
2. Development of COVID-19 Risk Mitigation Plans by Consultants and Contractors to minimize the risk of COVID-19 infection and spread in the field.
3. Use of Virtual Meetings.
4. Engagement with and permission from GoG to make specific arrangements to bring in critical expatriate experts

PART FOUR: FINANCIAL PERFORMANCE

The Financial Performance for 2020 is presented below¹.

The Financial Performance for 2020, MiDA

1 GOG				
SOURCE	APPROVED BUDGET (GHS)	ACTUAL RECEIPTS (GHS)	ACTUAL EXPENDITURE (GHS)	VARIANCE (GHS)
Compensation of Employees	-	-	-	-
Goods and Services	254,250	-	-	-
CAPEX	100,000,000	100,000,000	100,000,000	-
GoG Total	100,254,250	100,000,000	100,000,000	
2 IGF				
	-	-	-	-
3 Dev't Partner: Millennium Challenge Corporation				
Description	APPROVED BUDGET (GHS)	ACTUAL RECEIPTS (GHS)	ACTUAL EXPENDITURE (GHS)	VARIANCE (GHS)
Goods and Services	101,332,822	101,332,822	91,408,088.66	9,924,733
CAPEX	405,331,287	405,331,287	365,632,353.73	39,698,933
MCC Total	506,664,109	506,664,109	457,040,442.39	49,623,667

Note: 1. Capex for the GoG Source was provided from Ministry of Energy (MoEn) Budget.

2. Exch. Rate: US\$1.00 = GHS 5.71

3. Actual Expenditure is captured from Jan.1, 2020 to Nov. 30, 2020

¹ The MS Excel Version is attached as a separate document.

PART FIVE: PROGRAMMES & PROJECTS 2021

The Strategic/Key Priority Areas for 2021 are as follows.

ECG Financial and Operational Turnaround Project

The strategy is to continue with investments to modernize ECG operations, reduce technical losses and ensure reliability of Power Supply.

The following are the planned Key Activities

- Fully complete and hand over the GIS for Accra East and West Regions to ECG.
- Complete, test and commission Meter Management System to ECG.
- Complete construction and commission the Kanda and Legon Primary Substations and Interconnecting & Offloading Circuits.
- Complete construction and commission the Pokuase Bulk Supply Point and Interconnecting & Offloading Circuits.
- Complete construction and commission the Kasoa Bulk Supply Point.
- Complete construction and commission Low Voltage (LV) Bifurcation Works in three (3) ECG Districts – Kaneshie, Dansoman and Kwabenya.

Regulatory Strengthening and Capacity Building Project

The strategy is to strengthen the regulatory functions of PURC and EC.

The following are the planned Key Activities.

- Complete the Partnership Exchange on Tariff Review and Communication
- Complete the Peer Review on Performance Monitoring and Quality of Service
- Complete Job Shadow on Technical Performance and Quality of Service
- Finalise the Partnership Exchange on Key Considerations for Wholesale Electricity Market Design.
- Complete the PURC/World Bank International Leadership Training Program.
- Prepare Monitoring and Evaluation and Closeout Reports (including Closeout Mission to Ghana by NARUC).

Energy Efficiency and Demand Side Management Project

The Key Activities to achieve energy efficiency and manage the demand for Power, thereby reducing the pressure on Power that is generated are as follows.

- Facilitate Parliament's passage of Draft LIs on Appliances Standards and Labels.
- Complete and commission the AC Test Facility (i.e. the Containment Building and installed Test Equipment for ACs and Refrigerators) at Ghana Standards Authority.
- Complete the implementation of the Race-to-Retrofits and Renewables (RTRR) Works Contract on the GES building.
- Supply Mobile Test Equipment and conduct Energy Audit Training to complete the establishment of three (3) Sustainable Energy Services Centers (SESCs) at three Tertiary Institutions in Ghana.
- Facilitate the usage and monitoring of the updated EEC Curriculum TLMs in the 30 Pilot Pre-Tertiary Schools.

- Complete the Street Lighting Replacement Works in ECG Accra East and West Regions.

Access Project

- Complete the implementation of the remaining Phases of the CIOP.
- Complete and commission the HVDS and Security Lighting in 10 M&EEs in Accra and Tamale.