



MILLENNIUM DEVELOPMENT AUTHORITY (MiDA)

GHANA COMPACT II

Annual Performance Report, 2021

Ghana Compact II Theme

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

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LIST OF ACRONYMS

CED	Compact End Date
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
FAT	Factory Acceptance Testing
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
HVDS	High Voltage Distribution System
ICC	Interconnecting Circuits
IE	Implementing Entity
IEA	Implementing Entity Agreement
KBTH	Korle Bu Teaching Hospital
LED	Light Emitting Diode
LVB	Low Voltage Bifurcation
MCC	Millennium Challenge Corporation
M&E	Monitoring and Evaluation
M&EEs	Market and Economic Enclaves
MiDA	Millennium Development Authority
MMS	Meter 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
PSS	Primary Sub-Station
PURC	Public Utilities Regulatory Commission
RCE	Resettlement and Community Engagement
RMU	Ring Main Unit
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
TLMs	Teaching and Learning Materials
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.

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

The achievements are in relation to activities implemented under the second five-year Millennium Challenge Compact (also referred to as the Ghana Power Compact) between the Republic of Ghana and the United States of America, which was signed on August 5, 2014, and entered into force on September 6, 2016. It ends on June 6, 2022 because of a 9-month extension of the Compact End date (CED) following the impact of COVID-19 on completion of some of the major infrastructure.

The following are the major achievements.

1. Work on a Geographic Information System (GIS)-based Distribution Management System was completed, but additional tasks to enhance the system for ECG was 28% complete.
2. The Meter Management System (MMS) installation was 100% completed, commissioned and inaugurated.
3. A cumulative total of 549 Females have so far benefited from the Science, Technology, Engineering and Mathematics (STEM) Internship and Mentoring Program. This meets the Sustainable Development Goal No. 5 that relates to achieving gender equality and empowering all women and girls.
4. Low Voltage Bifurcation (LVB) Works in Achimota, Dansoman, Kaneshie, Mampong and Kwabenya Districts of the ECG were completed. LVB Works in ECG Legon lot 1 and Legon lot 2 were 42% and 12% completed respectively.
5. The Pokuase Bulk Supply Point (BSP) Construction Works was completed, technically commissioned, and formally, inaugurated by the President of Ghana on October 20, 2021.
6. The Kasoa BSP was 94% completed as against planned progress of 100%.
7. The construction of two Primary Substations (PSS) at Kanda and Legon was 99% complete, and the Interconnecting Circuits (ICC) 100% complete,.
8. Works on the High Voltage Distribution System (HVDS) in 10 Markets and Economic Enclaves (M&EEs) in Accra and Tamale progressed as follows:
 - a. 714 out of planned 731 12-meter Class 4 Wooden Poles planted (97.7%);
 - b. 18,509.76 meters out of planned 17,887 meters of low voltage (LV) conductors strung (103.5%);
 - c. 3,695.6 meters out of planned 6,174 meters of Medium Voltage (MV) conductors strung (59.9%);
 - d. Installed 34 out of 40 planned 200 kVA Transformers (85%); and
 - e. Installed all nine (9) planned Ring Main Units (RMU).
 - f. Manufacturing of Prepayment Energy Meters and Security Lights for installation in the 10 M&EEs commenced.
9. Owners and/or operators of 2,013 out of 8,271 Stalls and Stores (with sub-standard wiring) in the 10 M&EEs have rewired to the standards prescribed by the Energy Commission (24%).

10. Completed the Regulatory Partnership Program by the National Association of Regulatory Utility Commissioners (NARUC). In total, 116 staff members (35 females) of PURC, EC, GRIDCo, ECG, NEDCo, VRA and selected IPPs benefitted from the training.
11. Drafted Regulations on Standards and Labels for 20 Electrical Appliances, packaged in four lots. So far, draft regulations on three (3) of the 20 Electrical Appliances have been reviewed and approved by the Parliamentary Subsidiary Legislation Committee (PSLC).
12. Completed, commissioned and inaugurated the AC and Refrigerator Test Laboratory at the Ghana Standards Authority (GSA). Laboratory handed over to the GSA.
13. Completed the retrofitting of one (1) building for the Ghana Education Service. This brings the total to 13 Buildings for seven (7) Public Institutions, namely the Department of Urban Roads (DUR), Ministry of Health (MoH), Adabraka Polyclinic, Ministry of Education (MoE), University of Ghana (UG), Korle Bu Teaching Hospital (KBTH) and Ghana Education Service.
14. Completed the setting up of Sustainable Energy Services Centers (SESCs) at Accra Technical University (ATU), Kwame Nkrumah University of Science and Technology (KNUST) and the University of Energy and Natural Resources (UENR). Also, commenced the process to procure and supply vehicles, audio-visual and office equipment for the three centers to complete the establishment process.
15. The update of Pre-Tertiary School Energy Efficiency and Conservation (EEC) Curriculum was completed in the 30-pilot schools across the Southern, Middle and Northern zones of the Ghana. Stakeholder Engagement Workshop organized to disseminate Monitoring and Endline Evaluation Reports of the intervention held.
16. Cumulatively installed 12,759 LED Luminaires and constructed 3,118 Poles (18.8% with double arm brackets and the rest single arm brackets) under the Street Lights Replacement Works.

Challenges

The COVID-19 pandemic remained a major challenge in the implementation of the Action Plan for 2021.

1. The pandemic and the resulting travel restrictions caused delays to the following:
 - i. Factory Acceptance Tests (FATs).
 - ii. Availability of some critical experts to work on the BSPs and PSS.
 - iii. Roll out of Energy Efficiency and Conservation (EEC) programmes, targeting Pre-Tertiary Schools.
2. Further delays and costs were 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.

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”.

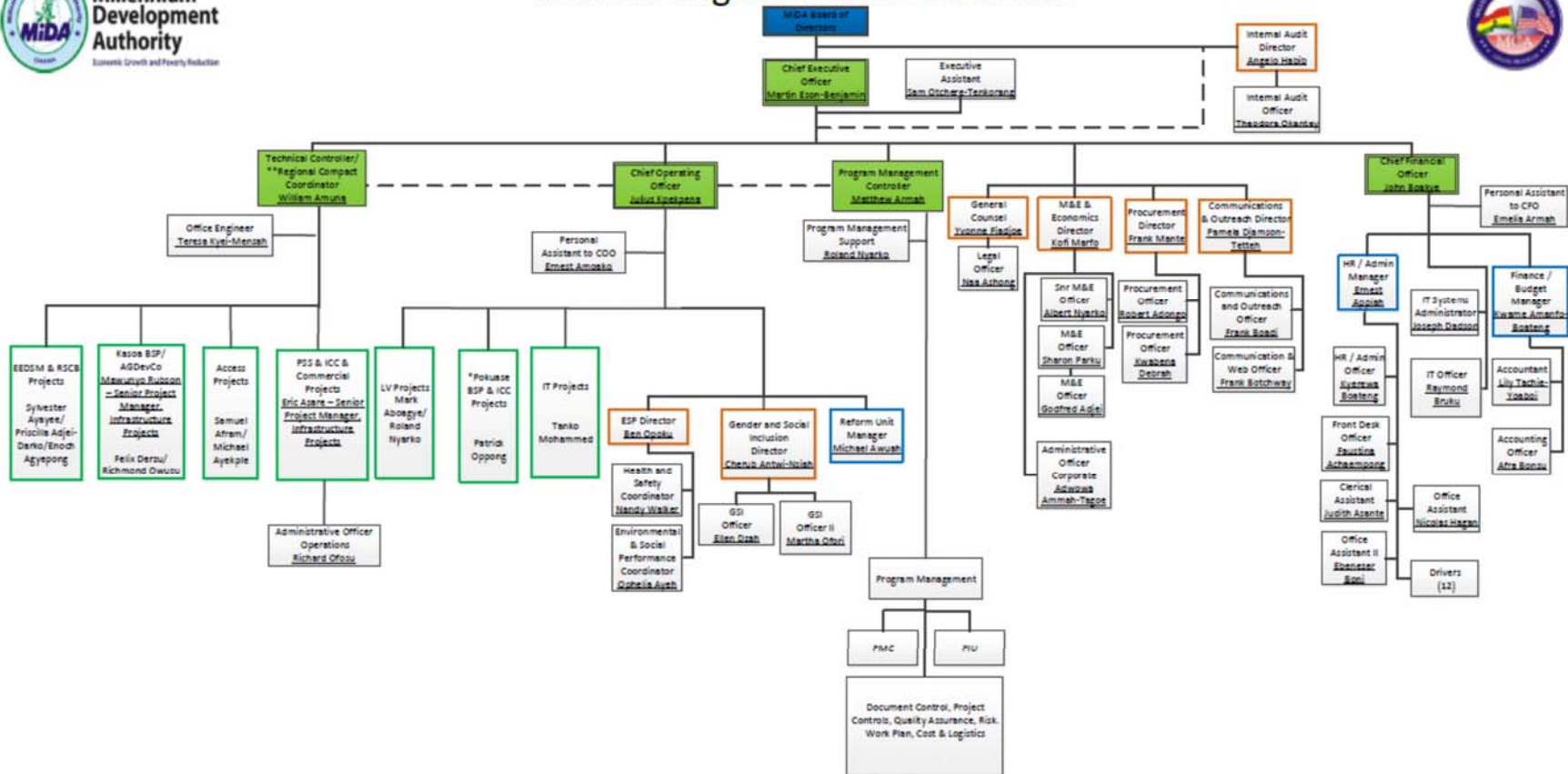
Core Values

- 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
- Reform

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 achievements are in relation to activities implemented under the second five-year Millennium Challenge Compact (also referred to as the Ghana Power Compact) between the Republic of Ghana and the United States of America, which was signed on August 5, 2014, and entered into force on September 6, 2016. It ends on June 6, 2022 because of a 9-month extension of the Compact End date (CED) following the impact of COVID-19 on completion of some of the major infrastructure.

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. However, GoG cancelled the Agreement citing irregularities with some of the documents submitted by PDS in fulfilment of certain conditions precedent to transfer.

MCC has granted a nine-month extension to the Compact, following the impact of COVID-19 on completion of some of the major infrastructure. This has extended the Compact End Date (CED) from September 6, 2021 to June 6, 2022. MCC has made an additional contribution of \$7,651,395 to cover the extension.

Overall, MCC has contributed a total of \$315,851,395 for the Compact, while total GoG contribution is \$29 million.

The Policy and its intended Objectives

The Compact 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 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 – from development, implementation and post-Compact – to focus interventions 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 reaches the public domain.

Expected Outputs, Baseline, Targets, Implementation and Results in 2021

The expected Outputs in 2021, in relation to the Annual Action Plan, are summarized in the Table below.

Expected Outputs, Baseline, Target, Implementation and Results for 2021

Programmes & Sub-Programmes	Activities (Operations)	Expected Output	Baseline (Target as at Dec 2020)	Target for 2021	Implementation in 2021	Actual Results in 2021 (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	The GIS achieved Operational Acceptance in March Maintenance of the System begun on April 1, 2021 MiDA expects ECG to provide a date for the GIS inauguration in January 2022	The GIS System is 100% complete. Add-on features to enhance the system requested by ECG is also 28% complete
	Meter Management System	Meter Management system in place	Not Applicable	Complete Works for the Meter Management System	System Inauguration Event and handing over of the MMS System to beneficiary (ECG) completed successfully on September 22, 2021.	Activity is 100% complete
	Number of females participating in STEM Internship and Mentoring Program	Total number of females to benefit from the STEM Internship	200 Females covered by the Program	600 Females covered by the Program	Capacities of Interns built in Personal Development and Career Planning, Leadership,	549 (91.5%)

Programmes & Sub-Programmes	Activities (Operations)	Expected Output	Baseline (Target as at Dec 2020)	Target for 2021	Implementation in 2021	Actual Results in 2021 (as at Dec 15)
		Program each year			Mentorship, Anti-Sexual Harassment, Communication, and the Workplace Environment and Human Resource issues.	
	LV Bifurcation	717.2 Km of distribution lines upgraded or built	Not Applicable	Complete LV Bifurcation works in Accra East and East Regions	Work has been completed for Achimota Mampong, Kaneshie, Dansoman and Kwabenya LV Bifurcation & Network Improvement works. Works are ongoing in Legon District.	LV Works is 100% complete in ECG Achimota and Mampong Kaneshie, Dansoman and Kwabenya Districts. Progress made in Legon District (lot 1) is 42% while (lot 2) is 12%
	Construction of Bulk Supply Points (BSPs)	Two (2) BSPs built	Not Applicable	Continue with construction works for BSPs	The Pokuase Bulk Supply Point (BSP) Construction Works is complete. Formal Inauguration of the Pokuase BSP took place on October 20, 2021	The Pokuase Bulk Supply Point (BSP) Construction Works is 100% complete. The Kasoa BSP is also 94% complete

Programmes & Sub-Programmes	Activities (Operations)	Expected Output	Baseline (Target as at Dec 2020)	Target for 2021	Implementation in 2021	Actual Results in 2021 (as at Dec 15)
					The construction of the Kasoa BSP is ongoing	
	Construction of Primary Sub-stations (PSS) and Interconnecting Circuits (ICCs)	Two (2) PSS built at Legon and Kanda	Not Applicable	Complete construction of Two (2) PSS built at Legon and Kanda	Energization of the various outgoing feeders has been completed on both the Kanda and Legon sites. Works on Snag list developed with stakeholders, is ongoing	The installation of two Primary Substations (PSS) at Kanda and Legon is 99% complete while the Interconnecting Circuits (ICC) is 100% complete
	Customer Outreach , Facilitation Assistance for New Connections & Normalization	owners/operators of stores and stalls at 10 Markets and Economic Enclaves (M&EEs) assisted through outreach for Electricity connection	Not Applicable	Complete assistance to owners/operators at the 10 M&EEs to rewire and normalize connections	Assisted owners/operators of stores and stalls to rewire and reconnect to the grid.	Only 24% of owners/operators of stores and stalls completed rewiring process and ready for reconnections. Re-wiring of stores and stalls started slowly, but it picked up prior to the December festive period.

Programmes & Sub-Programmes	Activities (Operations)	Expected Output	Baseline (Target as at Dec 2020)	Target for 2021	Implementation in 2021	Actual Results in 2021 (as at Dec 15)
	High Voltage Distribution System (HVDS) & Security Lighting (Infrastructure)	7,200 kVA Transformer capacity installed	Not Applicable	100% completion of works	Installed 200 kVA Transformers and Ring Main Units (RMUs)	6,800 kVA [i.e. 34 out of the 36 planned 200 kVA Transformers] (85%) and nine (9) RMUs installed No formal connections and/or reconnections of stores and stalls done yet
		17,887 meters of secondary LV cables installed	Not Applicable	100% completion of works	Strung low voltage (LV) conductors at the 10 M&EEs Strung Medium Voltage (MV) conductors at the 10 M&EEs	18,509.76 meters of low voltage (LV) conductors strung (103.5%) at the 10 M&EEs 3,695.6 meters out of planned 6,174 meters of Medium Voltage (MV) conductors strung (59.9%) at the 10 M&EEs No formal connections and/or

Programmes & Sub-Programmes	Activities (Operations)	Expected Output	Baseline (Target as at Dec 2020)	Target for 2021	Implementation in 2021	Actual Results in 2021 (as at Dec 15)
						reconnections of stores and stalls done yet
		10,360 pole mounted prepayment meters installed	Not Applicable	100% completion of works	Planted 12-meter Class 4 Wooden Poles at the 10 M&EEs	714 out of planned 731 12-meter Class 4 Wooden Poles planted (97.7%) at the 10 M&EEs No formal connections and/or reconnections of stores and stalls done yet
		924 Security Lights installed	Not Applicable	100% completion of works	Delivered all security lighting fixtures for the 10 M&EEs at the contractor's warehouses	All security lighting fixtures required for the installations in the 10 M&EEs made available Safety and security of vendors and their wares yet to be assured

Programmes & Sub-Programmes	Activities (Operations)	Expected Output	Baseline (Target as at Dec 2020)	Target for 2021	Implementation in 2021	Actual Results in 2021 (as at Dec 15)
Investment Promotion and Management/ Pro-poor Interventions	Tariff Review and Regulatory Activity		Commence implementation of Regulatory Partnership Program (RPP).	Complete implementation of Regulatory Partnership Program (RPP).	Completed implementation of the Regulatory Partnership Program (RPP) on tariff setting and other regulatory matters.	Capacity of 116 staff members of the PURC, EC, ECG, NEDCo, VRA and selected IPPs on tariff setting and other regulatory matters enhanced
	Development & Enforcement of Standards & Labels Activity	Standards and labels developed for 20 Electrical Appliances along with Legislative Instruments passed by Parliament to ensure compliance	Standards and Labels developed for 15 Electrical Appliances	Standards and Labels developed, Regulations drafted, and LIs passed by Parliament for 20 Electrical Appliances	Completed the drafting of Regulations for 20 Electrical Appliances. Facilitated the process for review by the Parliamentary Subsidiary Legislation Committee (PSLC)	Regulations drafted for 20 Electrical Appliances (packaged in 4 lots). Draft regulations on three (3) of the 20 Electrical Appliances have been reviewed and approved by the Parliamentary Subsidiary Legislation Committee (PSLC), but yet to be laid before the House

Programmes & Sub-Programmes	Activities (Operations)	Expected Output	Baseline (Target as at Dec 2020)	Target for 2021	Implementation in 2021	Actual Results in 2021 (as at Dec 15)
	Construction of AC Test Laboratory Containment Building, and Installation of Additional Test Labs at Ghana Standards Authority (GSA)	One (1) Appliance Test Laboratory established at GSA	Not Applicable	100% completion of works	Completed the construction of AC Test Facility Containment Building and the installation of Test Equipment	Completed and technically commissioned the AC and Refrigerator Test Laboratory at the Ghana Standards Authority (GSA). Laboratory inaugurated by the Deputy Minister for Trade and Industry and handed over to the GSA on November 18, 2021.
	Race to Retrofit and Renewables	Key Electrical Appliances in Seven (7) public institutions retrofitted.	Key Electrical Appliances in Six (6) Public Institutions retrofitted.	Key Electrical Appliances in Six (6) Public Institutions retrofitted.	Completed retrofitting of the Ghana Education Service headquarters.	Retrofitted a total of 13 buildings for seven (7) Public Institutions, namely the Department of Urban Roads (DUR), Ministry of Health (MoH), Adabraka Polyclinic, Ministry of Education (MoE),

Programmes & Sub-Programmes	Activities (Operations)	Expected Output	Baseline (Target as at Dec 2020)	Target for 2021	Implementation in 2021	Actual Results in 2021 (as at Dec 15)
						<p>University of Ghana (UG), Korle Bu Teaching Hospital (KBTH) and Ghana Education Service</p> <p>Through a Measurement & Verification (M&V) process a total of 1,650,698.8 kWh of energy per annum was estimated to have been saved</p>
	Setting-up Training Centers for Energy Auditors	Establish two (2) Energy Auditing Centers at two (2) Tertiary Institutions	Not Applicable	2	<p>Set up three (3) Sustainable Energy Services Centers (SESCs)</p> <p>Commenced process to procure and supply vehicles, audio-visual and office equipment to the three centers</p>	<p>Completed the setting up of three (3) Sustainable Energy Services Centers (SESCs) at Accra Technical University (ATU), Kwame Nkrumah University of Science and Technology (KNUST) and the</p>

Programmes & Sub-Programmes	Activities (Operations)	Expected Output	Baseline (Target as at Dec 2020)	Target for 2021	Implementation in 2021	Actual Results in 2021 (as at Dec 15)
						University of Energy and Natural Resources (UENR) Commenced the process to procure vehicles, audio-visual and office equipment to the three centers to complete the establishment process
	Pre-Tertiary School Curriculum Update on Energy Efficiency and Conservation (EEC)	84 Teachers and Head Teachers from the 30 Pilot Schools trained on the use of EEC Teaching and Learning Materials (TLMs)	Complete training of 48 Teachers and Head Teachers from the 30 Pilot Schools	Not Applicable	Completed Pre-Tertiary School Energy Efficiency and Conservation (EEC) Curriculum update sub-activity with EEC Festivals and Fairs, Monitoring of use of EEC Materials in classrooms, and a Stakeholder Engagement Workshop.	Stakeholder Engagement Workshop organized to disseminate Monitoring and Endline Evaluation Findings on the Activity in the 30-pilot schools across the Southern, Middle and Northern zones.
		9,575 Pre-Tertiary students	Reach 5,000 Pre-Tertiary	9,575 Pre-Tertiary students	Rolled out the EEC Curriculum TLMs in	Science and other Clubs in all 30-

Programmes & Sub-Programmes	Activities (Operations)	Expected Output	Baseline (Target as at Dec 2020)	Target for 2021	Implementation in 2021	Actual Results in 2021 (as at Dec 15)
		(46% females) in the 30-Pilot schools reached with the EEC TLMs	students (46% females) in the 30-Pilot schools with the EEC TLMs	(46% females) in the 30-Pilot schools reached with the EEC TLMs	the 30-pilot school through direct classroom instruction and EEC Festivals and Fairs Conduct Monitoring Exercises on the roll out of the EEC curriculum TLMs	pilot Pre-Tertiary Schools across the three zones of Ghana spearheaded EEC Festivals and Fairs 9,416 Pre-Tertiary students (44% females) in the 30-Pilot schools reached with the EEC TLMs
Investment Promotion and Management/ Pro-poor Interventions	Street Light Replacement	14,558 Light Emitting Diode (LED) lights installed and	Install 14,558 LED lights	Install 14,558 LED lights	Continued with Street Lights replacement Works [new installations of LED Lamps, replacement of High Pressure Sodium (HPS) with LED Lamps] on 525 km of in ECG Accra East & West Regions	Installed a cumulative total of 12,759 LED Luminaires
		11,305 Streetlight Poles newly	Construct and refurbished 11,305	Construct and refurbished 11,305 streetlight poles	Refurbished existing Poles, constructed new Poles, and installed and refurbished	3,118 Poles (18.8% with double arm brackets and the rest single arm

Programmes & Sub-Programmes	Activities (Operations)	Expected Output	Baseline (Target as at Dec 2020)	Target for 2021	Implementation in 2021	Actual Results in 2021 (as at Dec 15)
		constructed and refurbished	streetlight poles		Cubicles on same roads as required.	brackets) constructed.

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 continued with the implementation of a number of measures instituted 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.

- Virtual Private Network (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 2021, are in relation to the COVID-19 pandemic.

The pandemic and the resulting travel restrictions 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. Delays and costs associated with developing COVID-19 Mitigation Plans: 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.
3. Suspension of in-person training Programmes and Meetings since year 2020 to minimize COVID-19 infections.

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 Platforms for Training Programmes and Meetings.

PART FOUR: FINANCIAL PERFORMANCE

The Financial Performance for 2021 is presented below.

The Financial Performance for 2021, MiDA

1 GOG				
SOURCE	APPROVED BUDGET (GHS)	ACTUAL RECEIPTS (GHS)	ACTUAL EXPENDITURE (GHS)	VARIANCE (GHS)
Compensation of Employees	-	-	-	-
Goods and Services	257,426.00	133,240.00	133,240.00	124,186.00
CAPEX	-	-	-	-
GoG Total	257,426.00	133,240.00	133,240.00	124,186.00
2 IGF				
	-	-	-	-
3 Dev't Partner: Millennium Challenge Corporation				
Description	APPROVED BUDGET (GHS)	ACTUAL RECEIPTS (GHS)	ACTUAL EXPENDITURE (GHS)	VARIANCE (GHS)
Goods and Services	116,094,338.60	108,332,928.94	108,285,643.66	47,285.27
CAPEX	464,377,354.41	433,331,715.74	431,360,657.79	1,971,057.95
MCC Total	580,471,693.01	541,664,644.68	539,646,301.45	2,018,343.22

Note: Exch. Rate: US\$1.00 = GHS 5.91

PART FIVE: PROGRAMMES & PROJECTS 2022

The Strategic/Key Priority Areas for 2022 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

- Complete construction and commission the Kasoa Bulk Supply Point.
- Complete construction and commission Low Voltage (LV) Bifurcation Works in Legon District of ECG

Access Project

The Key Activities to normalize and formalize connections of stores and stalls in the 10 selected M&EEs in Accra and Tamale to enhance power quality and reliability and reduce risks of fire and theft of vendors' wares are as follows:

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

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 the national grid are as follows.

- Facilitate Parliament's passage of Draft Regulations on Appliances Standards and Labels into LIs.
- In collaboration with the Energy Commission, roll out public education campaigns on the use and benefits of energy efficient appliances. This will be a sequel to Parliament's promulgation of Draft Regulations into LIs.
- Supply vehicles, audio-visual and office equipment to complete the establishment of the three (3) Sustainable Energy Services Centers (SESCs) at ATU, KNUST and UENR.
- Complete the Street Lighting Replacement Works in ECG Accra East and West Regions.
- Conduct Measurement and Verification studies to estimate energy savings due to the replacement of HPS with LED Lamps under the Street Lighting Activity.