



REPUBLIC OF GHANA



# 2021 ANNUAL REPORT ON PUBLIC PRIVATE PARTNERSHIP PROJECTS



Submitted to  
Parliament on  
Thursday, 31st March 2022

By

**Ken Ofori-Atta**  
Minister for Finance





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## ACRONYMS AND ABBREVIATIONS

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AFC	Africa Finance Corporation
AfCFTA	African Continental Free Trade Area
ATMA	Accra Tema Metropolitan Area
ATMP	Accra-Tema Motorway and Extensions Project
ATS	Atlantic Terminal Services
BDDG	Befesa Desalination Development Ghana
BILT	Boankra Inland Logistics Terminal
BIP	Boankra Inland Port
BoG	Bank of Ghana
BOOT	Build, Own, Operate and Transfer
BOT	Build, Operate and Transfer
CA	Contracting Authority
CARES	COVID-19 Alleviation and Revitalisation of Enterprises Support
CAGD	Controller and Accountant General’s Department
CFS	Container Freight Station
CP	Complaints Panel
CP <sup>3</sup> P	Certified Public Private Partnerships Professional
CPI	Consumer Price Index
DBFOM	Design, Build, Finance, Operate and Maintain
DBFOT	Design, Build, Finance, Operate and Transfer
DBOT	Design, Build, Operate and Transfer
DVLA	Driver and Vehicle Licensing Authority
DWT	Deadweight Tonnage
EC	Electoral Commission
ECOWAS	Economic Community of West African States
EU	European Union
FCTC	Fiscal Commitment Technical Committee
FET	Fruit and Export Terminal Limited





FIMS	Foreigner Identification Management System
FTC	Fruit Terminal Company
GCA	Global Center on Adaptation
GIFEC	Ghana Investment Fund for Electronic Communications
GIIF	Ghana Infrastructure Investment Fund
GIPC	Ghana Investment Promotion Centre
GIS	Ghana Immigration Service
GoG	Government of Ghana
GPHA	Ghana Ports and Harbours Authority
GRA	Ghana Revenue Authority
GSA	Ghana Shippers' Authority
GWCL	Ghana Water Company Limited
ICAO	International Civil Aviation Organisation
ICD	Inland Container Depot
IDA	International Development Association
IGF	Internally Generated Funds
IMS	Identity Management System
IPSAS	International Public Sector Accounting Standards
KPI	Key Performance Indicator
LNG	Liquified Natural Gas
LPG	Liquified Petroleum Gas
MCN	Minimum Commencement Number
MDA	Ministry, Department and Agency
MGD	Million Gallons per Day
MMDA	Metropolitan, Municipal and District Assembly
MoF	Ministry of Finance
MPS	Meridian Port Services
MSWR	Ministry of Sanitation and Water Resources
NCA	National Communications Authority



NHIA	National Health Insurance Authority
NIA	National Identification Authority
NIP	National Infrastructure Plan
NIS	National Identification Systems
NISMOD	National Infrastructure Systems Modelling
O&M	Operations and Maintenance
PDF	Project Development Facility
PFM	Public Financial Management
PIAD	Public Investment and Assets Division
PIM	Public Investment Management
PIU	Public Investment Unit
PMD	Prime Meridian Docks Ltd
PPIAF	Public Private Infrastructure Advisory Facility
PPP	Public Private Partnership
PPPC	Public Private Partnership Committee
PPPO	Public Private Partnership Office
PURC	Public Utilities Regulatory Commission
RGD	Registrar General's Department
SDGs	Sustainable Development Goals
SIFT	Sustainable Infrastructure Financing Tool
SLTF	Students Loan Trust Fund
SOE	State Owned Enterprise
SPV	Special Purpose Vehicle
SSNIT	Social Security and National Insurance Trust
TEU	Twenty-Foot Equivalent Unit
TLBT	Takoradi Liquid Bulk Terminal
VGf	Viability Gap Facility
WACOMP	West Africa Competitiveness Programme
WAPPP	World Association of PPP Units and Professionals



## TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS .....	II
LIST OF TABLES .....	VI
LIST OF FIGURES.....	VII
FOREWORD .....	01
EXECUTIVE SUMMARY.....	04
SECTION 1: INTRODUCTION .....	06
SECTION 2: OVERVIEW OF PUBLIC PRIVATE PARTNERSHIP PROJECTS IN THE PRE-INVESTMENT PHASE .....	07
Administration Sector .....	09
Economic Sector. ....	11
Social Sector .....	13
Infrastructure Sector .....	16
Public Safety Sector. ....	23
SECTION 3: PUBLIC PRIVATE PARTNERSHIP PROJECTS IN THE INVESTMENT PHASE .....	25
Projects in the Pre-Construction Phase .....	26
Takoradi Ship Repair Facility Project .....	26
Boankra Integrated Logistics Terminal Project .....	27
Projects at the Construction Phase .....	29
Takoradi Integrated Container And Multi-Purpose Terminal .....	29
Tema LNG Terminal .....	30
Projects at the Operations And Maintenance Phase .....	31
Takoradi Liquid Bulk Terminal .....	31
Takoradi Off-Dock Car Terminal .....	36
Tema Terminal 3 Project .....	38
Fruit and Export Terminal .....	40
Tema Off-Dock Car Terminal .....	42
Teshie Nungua Desalination Project .....	44
NIA Foreigner Identification Management System Project .....	49
National Identification System Project .....	54
SECTION 4: IMPLEMENTATION OF THE PPP ACT, 2020 .....	61
SECTION 5: FINANCIAL REPORT ON THE PROJECT DEVELOPMENT FACILITY .....	63
Statement of Financial Position as at 31 <sup>st</sup> December 2021 .....	64
Statement of Revenue and Expenditure for the Year ended 31 <sup>st</sup> December 2021 .....	65
Statement of Receipts and Payments for the Year ended 31 <sup>st</sup> December 2021 .....	66
Notes to the Account. ....	67
SECTION 6: INTERNATIONAL COLLABORATION .....	71
SECTION 7: CONCLUSION.....	74



LIST OF TABLES

Table 1: Administration Project in the Pre-Investment Phase ..... 10

Table 2: Economic Sector Projects in the Pre-Investment Phase ..... 12

Table 3: Social Sector Projects In The Pre-Investment Phase..... 14

Table 4: Infrastructure Sector Projects in the Pre-Investment Phase ..... 17

Table 5: Public Safety Projects in the Pre-Investment Phase ..... 24

Table 6: Key Performance Indicators of Takoradi Liquid Bulk Terminal ..... 32

Table 7: Key Performance Indicators – Takoradi Inland Container Depot..... 35

Table 8: Key Performance Indicators – Takoradi Off-Dock Car Terminal..... 37

Table 9: Key Performance Indicators- Tema Terminal 3 Project..... 39

Table 10: Key Performance Indicators- Fruit and Export Terminal..... 40

Table 11: Key Performance Indicators- Tema Off-Dock Car Terminal ..... 43

Table 12: Transactions made on Desalination Project Operations..... 46

Table 13: Government Support to the Teshie Nungua Desalination Project ..... 47

Table 14: Key Performance Indicators-Teshie Nungua Desalination Project ..... 47

Table 15: Revenue Projections and Variance for the FIMS project (2013-2021) ..... 51

Table 16: 2019-2020 Project Revenue Performance..... 56

Table 17: 2021 Project Revenue Performance Table..... 57

Table 18: Government Support to NIS..... 58

Table 19: Tax Exemptions utilized by IMS II ..... 58





## LIST OF FIGURES

---

Figure 1: Value of Projects in the Pre-investment Phase .....	07
Figure 2: Number of Projects at various stages of the Pre-Investment Phase .....	08
Figure 3: Number of Administration Sector projects at various stages of the Pre-Investment Phase.....	09
Figure 4: Number of Economic Sector projects at various stages of the Pre-Investment Phase..	11
Figure 5: Number of Social Sector projects at various stages of the Pre-Investment Phase.....	13
Figure 6: Number of Infrastructure Sector projects at various stages of the Pre-Investment Phase.....	16
Figure 7: Number of Public Safety Sector projects at various stages of the Pre-Investment Phase.....	23
Figure 8: Proposed view of Takoradi Ship Repair Facility .....	26
Figure 9: Artist Impression of the Boankra Integrated Logistics Terminal.....	27
Figure 10: Ongoing Construction Works of Multi-Purpose Terminal .....	29
Figure 11: Aerial View of Tema LNG Terminal .....	30
Figure 12: The Takoradi Liquid Bulk Terminal .....	31
Figure 13: Night Operation at the ICD.....	34
Figure 14: Aerial view of Safebond Company Limited Off-Dock Car Terminal.....	36
Figure 15: Aerial view of the Container Terminal- Terminal 3 .....	38
Figure 16: Refrigerated trucks delivering cargo at the FET.....	40
Figure 17: Aerial view of the operations area of the Safebond Car Terminal Ltd .....	42
Figure 18: Aerial view of Teshie Nungua Desalination Project .....	44
Figure 19: FIMS Registration Exercise.....	49
Figure 20: NIS Registration Exercise at Ridge Hospital.....	54





## FOREWORD



The Government of Ghana in the early 2000s identified Public Private Partnership (PPP) arrangements as a mode of procuring and financing infrastructure projects and services.

In 2011, the government of the day developed and published a PPP Policy which was in place till the enactment of the Public Private Partnership Act, 2020 (Act 1039). Though the policy was in place, compliance was not effective. It did not have the force of law and therefore did not provide the private sector and investors with the comfort and the conducive framework for the procurement and implementation of PPP projects.

At the onset of the COVID-19 pandemic, Government under the leadership of H.E. President Nana Addo Dankwa Akufo-Addo developed and launched the GH¢100 billion Ghana COVID-19 Alleviation and Revitalization of Enterprises Support Programme (the Ghana CARES Obaatanpa Programme) to revitalize the economy and accelerate our transformation towards a Ghana Beyond Aid.

The Ghana CARES programme comprises two phases: Phase 1, which spanned from July to December 2020, focused on stabilizing the economy, while Phase 2, is on the Revitalization and Transformation of the Economy (2021-2023).

Out of the GH¢100 billion required to finance the Ghana CARES Programme, GH¢30 billion is to be provided from an expected increase in tax revenue from 13 percent to 20 percent of GDP. The remaining GH¢70 billion will be provided by the private sector mainly through Foreign Direct Investments (FDIs) and PPPs.

Specifically, a minimum of US\$3 billion in PPP investments is expected from 2021 to 2023. The Government promulgated a PPP law on 29<sup>th</sup> December, 2020 as one of the major initiatives in the stabilisation phase to facilitate the PPP investment inflows.

The PPP Act 2020 (Act 1039) requires that an Annual Report on all Public Private Partnership projects undertaken and plans of the contracting authorities for the ensuing year be presented to Parliament to enhance the transparency, accountability and credibility of Ghana's PPP programme.

With the coming into force of the Act 1039, all the existing PPP projects in the Pre-Investment Phase have been aligned to the PPP Act to ensure compliance. As at the end of 2021, the expected



total PPP investments for a pipeline of 27 projects (at the pre-investment phase) is estimated at US\$23.37 billion.

Seventy-four (74) percent of the projects in the pipeline are solicited, while 26 percent are unsolicited. Sixty-three (63) percent of the pipeline projects are in the feasibility stage.

There are 13 PPP Projects at the Investment Phase. The total initial investment for the 13 PPP Projects is estimated at US\$2,750.3 million. Two (2) out of the 13 PPP projects have challenges reaching financial close. The status of actions taken and the results with respect to the two (2) projects will be communicated to Parliament in the 2022 Annual Report on PPP projects.

The 2021 Annual Report provides information on tax exemptions and waivers as well as other payments in terms of government support in relation to projects in the Investment Phase. Though Government is committed to de-risking and making PPP projects commercially viable and affordable to end-users, concerns have been raised about the excessive application for tax exemptions. The Tax Exemption Bill in Parliament will seek to cure these abuses.

Section 82 of the Public Private Partnership Act, 2020 (Act 1039) provides the policy direction that all contracting authorities must follow to qualify for government support in viability gap funding. Subsection (5) of Section 82 states that Viability Gap Facility support with or without tax exemptions shall be determined in a transparent manner through an open competitive bidding process and not exceed thirty percent of the capital cost of the project. It further states in subsection (6) of Section 82 that despite subsection (5), the Viability Gap Facility support may exceed thirty percent of the capital cost of the project, as may be determined by the Minister but shall not exceed fifty percent of the capital cost of the project.

This report highlights some capacity issues at all levels of government which must be addressed quickly to facilitate PPP projects and transactions. Capacity in the pre-investment, investment, monitoring, and evaluation areas require upgrading. The sensitization of stakeholders on Act 1039 will continue as well as technical capacity building for Public Investment Units (PIUs) of contracting authorities. Public Investment Units (PIUs) were established by the Public Financial Management (Public Investment Management) Regulations, 2020 (L.I. 2411) to be focal units for PPPs in contracting authorities.

Capacity building programmes will be organized for oversight institutions of PPPs to enable them to exercise their oversight mandate efficiently and effectively. Furthermore, I have asked the PPP Office to establish a Contract Management Desk to improve contract management in general. This desk will assist contracting authorities in contract management as well as their role in monitoring and evaluating PPP projects.

The Viability Gap Facility (VGF) has been operationalized and will be funded in the ensuing years. As an immediate measure, allocation of funds will be made in the fiscal framework and budget in line with Act 1039. In the medium term, a design of a revenue instrument solely for the funding of the Viability Gap Facility to support the affordability and commercial viability of PPP projects would be considered, among other options.

This report, among others, presents the financial report on the Project Development Facility (PDF) as part of the measures the Ministry is putting in place to ensure transparency and accountability





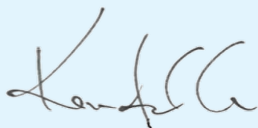
in the receipt and management of funds for the facility. This practice will also be extended to the VGF in subsequent reports.

The focus of my Ministry going forward will be to enhance the legal framework for PPPs by further facilitating the development of the PPP Regulations. Also, part of the agenda for my Ministry for the year 2022 is the development of a Medium-Term Plan with a credible pipeline of projects. This will be consistent with the Public Investment Plan, the Medium-Term Fiscal Framework, and the National Infrastructure Plan in accordance with my mandate under Section 25 of Act 1039. The plan will be published to incentivize and encourage private sector investors and lenders, among other stakeholders, to participate in Ghana's PPP Programme and Projects.

On the international front, Government will continue to work with ECOWAS to facilitate and promote Regional and Transnational infrastructure projects. Also, Government will collaborate with other international institutions to facilitate learning and promote the PPP agenda.

Now to the investor community, lenders and other stakeholders, Government has shown its commitment to the PPP agenda by promulgating the Public Private Partnership Act, 2020 (Act 1039). Therefore, our collective duty is to establish Ghana as the Continental investment hub in Africa.

The added benefit of the African Continental Free Trade Area (AfCFTA) headquarters in Ghana should create an even more robust and suitable investment ecosystem for all PPP actors. We are excited about the future of PPPs and investments in Ghana as we build on the now clear legal, institutional and policy framework that should provide the conducive and right business environment for investments through financing of PPP projects in Ghana.



**KEN OFORI-ATTA**

**MINSTER FOR FINANCE**



## EXECUTIVE SUMMARY

The 2021 Annual Report on Public Private Partnership Projects is the maiden annual report on PPP projects and arrangements in Ghana. It is a requirement of Section 84 of the Public Private Partnership Act, 2020 (Act 1039).

Ghana's PPP projects, for the purposes of this report, are categorized into the Pre-Investment Phase (i.e. pipeline projects or projects at the preparation stage) and the Investment Phase (i.e. projects at the implementation stage).

There are 27 projects in the Pre-Investment Phase with a total estimated initial investment cost of US\$23.37 billion.

The PPP Projects at the Investment or Implementation phase are 13. The projects are made up of nine (9) partnership projects with the Ghana Ports and Harbours Authority (GPHA), two (2) partnership projects with the National Identification Authority (NIA) and one (1) project each with the Ghana Shippers' Authority (GSA) and the Ghana Water Company Ltd (GWCL).

Two (2) out of the 13 PPP projects have challenges reaching financial close, while two (2) projects are under construction, and the remaining nine (9) are in the operations and maintenance phase. The total initial investment for the 13 PPP projects is estimated at US\$2,750.3 million.

Four (4) projects, namely, Takoradi Integrated Container and Multipurpose Terminal, Tema Terminal 3 Project, Teshie Nungua Desalination Project and the National Identification Systems Project, were granted tax waivers and exemptions from their inception to the tune of US\$1,146.88 million. To date, US\$256.77 million has been utilised, leaving a balance of US\$890.11 million.

Two (2) projects (Teshie Nungua Desalination Project and the National Identification Systems Project) in the implementation phase benefitted from Government support. The two projects have so far received US\$76.91million, with US\$24.38 million being the amount paid for 2021. An outstanding bill of US\$57.87 million for the two projects is expected to be paid from Government Support, comprising US\$6.62 million and US\$51.25 million for the Teshie Nungua Desalination Project and the National Identification Systems Project, respectively. In the case of the NIS Project, the outstanding amount of US\$51.25 million is mainly due to user agencies' default in payment for the NIS service, the deferment of overseas registration and the Government's decision to make the SIM Re-registration free, among others.

Concession Fees of US\$23.37 million accrued to only six (6) of GPHA's PPP projects for 2021, while the sum of US\$6.80 million in Upfront Fees remained outstanding due to liquidity challenges of the said concessionaire.

Generally, the projects under implementation are on track to deliver against their objectives and expected benefits. However, there were some challenges to the implementation of some of the projects for which the contracting authorities have made recommendations for redress in this report.



To create awareness and ensure compliance with the Public Private Partnership Act, 2020 (Act 1039), a nationwide sensitization programme on the Act was carried out in 2021. A total of 2,101 persons from government and stakeholder institutions participated in the programme.

The Public Private Partnership Office (PPPO), the Fiscal Commitment Technical Committee (FCTC), the Complaints Panel and the Public Private Partnership Committee (PPPC) were established in 2021.

Development of drafting instructions for the PPP Regulations and the preparation and validation of a draft Standard Framework Agreement for PPPs, draft Request for Qualification, and draft Request for Proposal with their accompanying guidance notes to facilitate procurement of PPP projects in Ghana in line with Section 27(2)(g) of Act 1039 were embarked upon in 2021.

Nine (9) contracts from the Ghana Ports and Harbours Authority signed before the coming into force of Act 1039 were submitted to the PPP Office in line with Section 89 of the Act, which deals with savings and transitional provisions.

Accounts were also opened at the Bank of Ghana to operationalise the Viability Gap Facility.

The operationalization of the Project Development Facility (PDF) continued in 2021. The cash and cash equivalents as at 31<sup>st</sup> December, 2021 was GH¢14,678,740.22.

In terms of international collaboration, the Government of Ghana collaborated with ECOWAS to validate and approve the Regional PPP Policy, Regional PPP Guidelines, and draft ECOWAS Supplementary Act on Regional PPP. Furthermore, presentations of Ghana's new PPP Framework enshrined in the Public Private Partnership Act, 2020 (Act 1039) were made to two organizations, while some staff of government institutions benefited from professional training in PPPs organized by ECOWAS. Also, Ghana collaborated with the United Nations Office for Project Services (UNOPS) with technical support from the University of Oxford to develop SDG-related infrastructure projects which were showcased at an SDG Investment Fair on 14<sup>th</sup> April 2021 in addition to training Staff of the Ministry of Finance on some project assessment tools.

Phase 2 of the studies on the Abidjan-Lagos Corridor Highway, which comprised the Economic Feasibility Study and Preliminary Technical Studies, was completed in August 2021.

In 2021, the Ministry of Finance, together with the Global Center on Adaptation, the World Bank and the Public Private Infrastructure Advisory Facility (PPIAF), began engagements to support the operationalization of Ghana's Public Private Partnership Act, 2020 (Act 1039).



## SECTION 1: INTRODUCTION

1. Section 84 of the Public Private Partnership Act, 2020 (Act 1039) states that “the Minister shall, within the first quarter of every year after receipt of the report and plans of each contracting authority, submit to Parliament a report on all public private partnership projects undertaken and plans of the contracting authorities for the ensuing year”.
2. This report is presented in compliance with Section 84 of Act 1039 and is the maiden annual report to Parliament. The report also provides an update to Parliament on Government’s PPP Programme. It comprises seven Sections; Section 1 is the introduction to the report.
3. Section 2 presents the PPP projects in the Pre-Investment Phase by sectors. It covers a brief background of the projects, initial estimated investment cost, proposed locations, and the status of the projects, among others.
4. The PPP projects at the Investment Phase and their status are presented in Section 3. This section provides information on project background and description, project financials, project performance against the key performance indicators in the respective contracts, project benefits, implementation challenges and recommendations.
5. Section 4 provides an update on the extent of the implementation of Act 1039 since its enactment in December 2020, while Section 5 provides the 2021 Financial Report on the Project Development Facility.
6. Finally, Sections 6 and 7 cover International Collaboration and Conclusion, respectively.

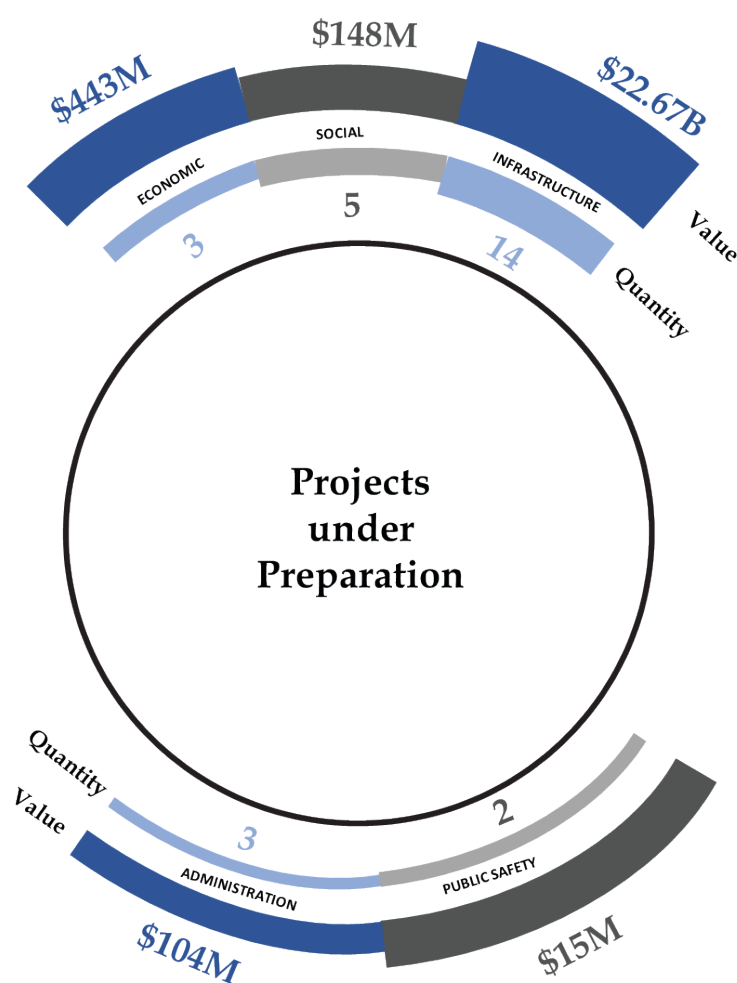




## SECTION 2: OVERVIEW OF PUBLIC PRIVATE PARTNERSHIP PROJECTS IN THE PRE-INVESTMENT PHASE

7. Currently, there are 27 PPP projects under preparation with an estimated value of US\$23.37 billion.
8. The portfolio has been organised broadly according to the five (5) budgetary classifications of contracting authorities, namely: Social, Infrastructure, Economic, Administration and Public Safety.
9. Of the 27 PPP projects under preparation, the Infrastructure Sector has 14 projects estimated at US\$22.67 billion; the Social Sector has five (5) projects estimated at US\$148 million; the Economic Sector has three (3) projects estimated at US\$443 million, the Administration Sector has three (3) projects estimated at US\$104 million and the Public Safety Sector has two (2) projects estimated at US\$15 million.

Figure 1: Value of Projects in the Pre-investment Phase

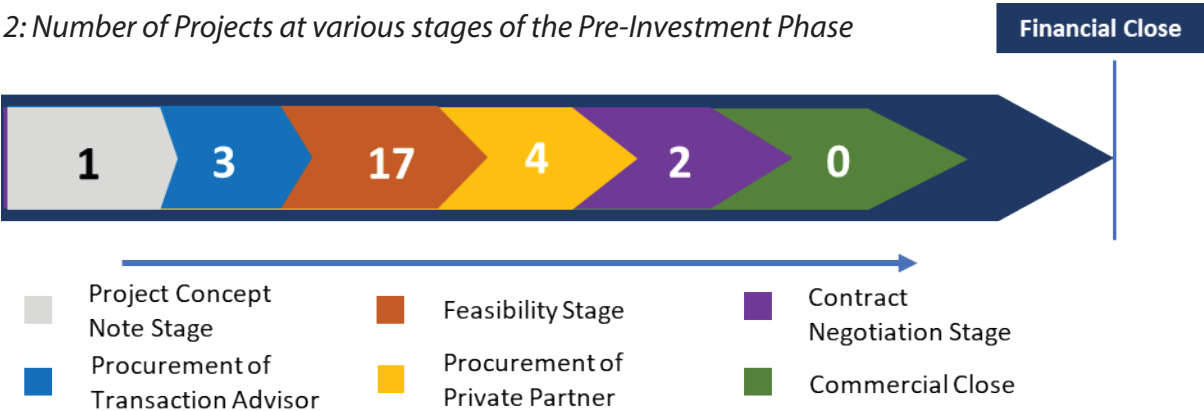


Source: Ministry of Finance



10. The Pre-Investment phase of the PPP process commences from the Project Concept Note stage through to Financial Close as depicted in Figure 2 below.

Figure 2: Number of Projects at various stages of the Pre-Investment Phase



**Source: Ministry of Finance**

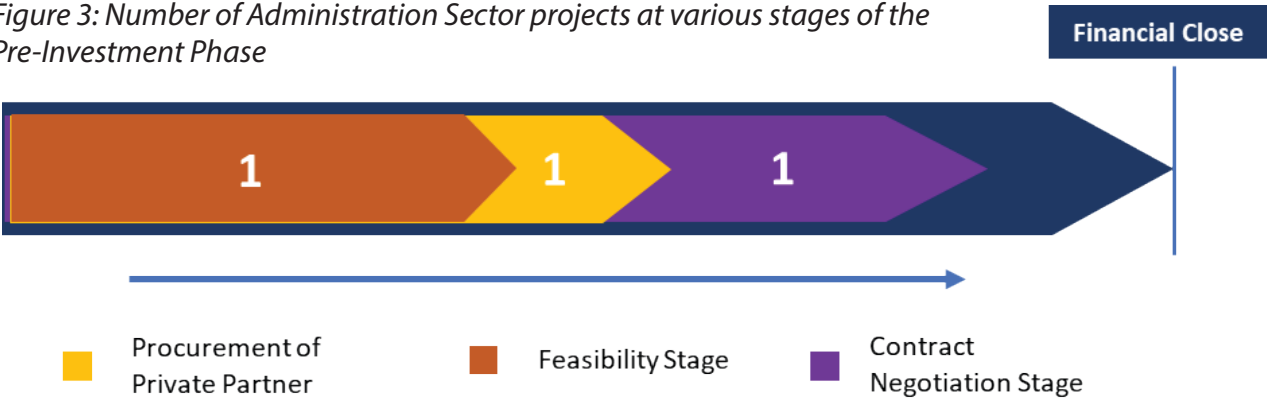
11. This Section details the projects under the various sectors. Tables 1-5 indicate the project name, project brief, location, procurement method as described in the PPP Act 2020 (Act 1039), the Contracting Authority implementing the project, preparatory status, estimated timeline of projects readiness for the market for solicitation of private partners and initial estimated cost of the projects.

ADMINISTRATION SECTOR

- 12. The focus of the Administration Sector is to ensure democratic governance, public financial management, local governance administration, public accountability, public policy management, international relations, development communications and civil society engagement.
- 13. The Administration Sector has three (3) projects under preparation with one (1) each under the Ministry of Finance, Ministry of Local Government, Decentralization and Rural Development, and the Ministry of Foreign Affairs and Regional Integration. The three (3) projects are solicited with an estimated total cost of US\$104 million.



Figure 3: Number of Administration Sector projects at various stages of the Pre-Investment Phase



Source: Ministry of Finance



Table 1: Administration Project in the Pre-Investment Phase

S/N	Project Name	Project Brief	Location	Procurement Method	Contracting Authority	Status	Estimated Date For Bidding	Estimated Cost (US\$)
ADMINISTRATION SECTOR								
1	Securities and Exchange Commission Office Accommodation Project	The project objective is to provide an ultra-modern office complex for the Securities and Exchange Commission	Greater Accra Region	Solicited	Securities and Exchange Commission	Procurement of private partner	2022	45,000,000
2	Upgrade of the Current Biometric Passport System	This project is to equip the Passports Office in Ghana and Ghana Missions abroad to issue ICAO compliant electronic passports and to implement the integrated system for automation of passport application to replace the current system	All Regions and the Ghana Missions Abroad	Solicited	Ministry of Foreign Affairs and Regional Integration	Contract Negotiation Stage	-	23,340,000
3	Model Markets Project	The project objective is to modernize and build new markets in Metropolitan, Municipal and District Assemblies (MMDAs) nationwide to create an efficient domestic market system for the development and distribution of products through a PPP arrangement	Tamale, Nkoranza South, Yilo Krobo and Upper Manya Krobo	Solicited	Min. of Local Gov't., Decentralisation & Rural Dev't.	Feasibility Stage	2022	35,951,000



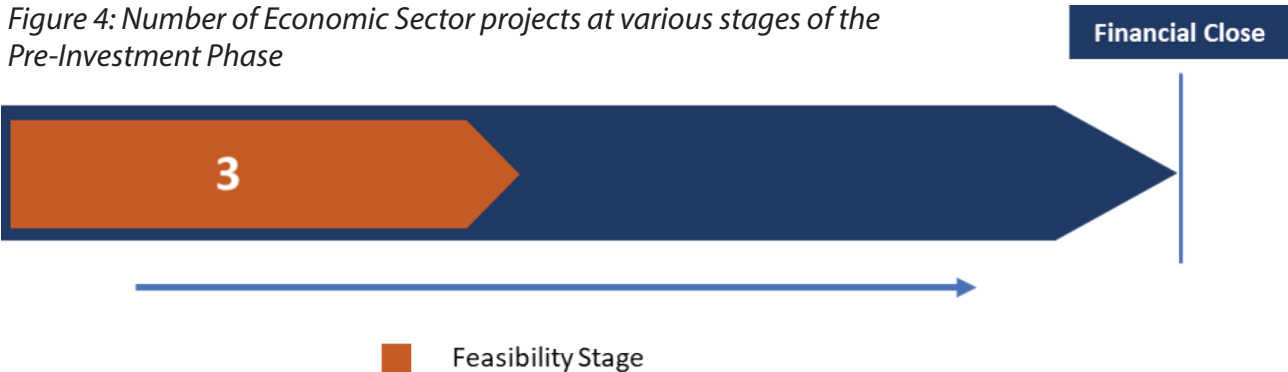
ECONOMIC SECTOR

14. The Economic Sector focuses on sustainable and reliable energy supply; agriculture and rural development; fisheries and aquaculture development; and tourism and the creative arts development.

15. As at December 2021, three (3) projects were under preparation in this sector. Two (2) of these projects are being prepared by contracting authorities under the Ministry of Lands and Natural Resources and one (1) under the Ministry of Food and Agriculture.

16. The estimated total value of the projects is US\$443 million. The Development of the World Cocoa Centre project is unsolicited, while the other two (2) are solicited. All the projects under this sector are in their feasibility stage.
- 

Figure 4: Number of Economic Sector projects at various stages of the Pre-Investment Phase



Source: Ministry of Finance




Table 2: Economic Sector Projects in the Pre-Investment Phase

S/N	Project Name	Project Brief	Location	Procurement Method	Contracting Authority	Status	Estimated Date For Bidding	Estimated Cost (Us\$)
ECONOMIC SECTOR								
1	Ecotourism Development in Sakumono Ramsar Site Project	This project will develop the Sakumono Ramsar Site to create jobs, support livelihoods and improve the ecological functions and conditions of the Lagoon and its immediate environment.	Greater Accra Region	Unsolicited	Forestry Commission	Feasibility Stage	2023	138,000,000
2	Land Administration Reform Project	This project intends to improve the services of the Lands Commission by providing maps and spatial data, strengthening the technology and ensuring good corporate governance of the Commission.	All Regions	Solicited	Lands Commission	Feasibility Stage	2022	165,000,000
3	Development of World Cocoa Centre	The project objective is to develop a new head office for Ghana Cocoa Board.	Greater Accra Region	Unsolicited	COCOBOD	Feasibility Stage	2022	140,000,000



SOCIAL SECTOR

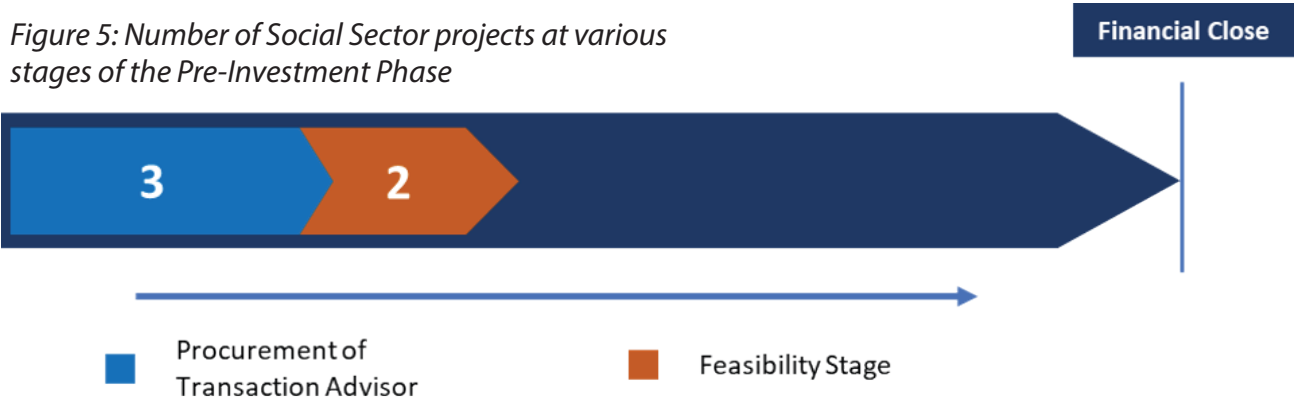
17.

The key focus areas of the Social Sector are: education, health; water and sanitation, sports and recreational infrastructure and services. Projects implemented under this sector are expected to improve education, health, water and sanitation infrastructure and services to reduce the existing infrastructure deficit and enhance the services with private sector efficiencies.
- 
18.

Five (5) projects are under preparation under this sector, four (4) of the projects are for educational purposes and the other one (1) a health project under the Ministry of Education and Health respectively. The estimated cost for the projects is US\$148m. All five projects are solicited, meaning they were initiated by the Contracting Authorities.
19.

Two (2) of the projects are in the feasibility stage, namely: Development of Hostel Facility and Lecture Hall Complex at Ghana Communication Technology University (GCTU) and the Clinical Laboratory Improvement Project (CLIP).

Figure 5: Number of Social Sector projects at various stages of the Pre-Investment Phase



Source: Ministry of Finance



Table 3: Social Sector Projects In The Pre-Investment Phase

S/N	Project Name	Project Brief	Location	Procurement Method	Contracting Authority	Status	Estimated Date For Bidding	Estimated Cost (US\$)
SOCIAL SECTOR								
1	Construction of 8 Storey 1000-Bed Hostel at Asokwa for Kumasi Technical University	Construction of a 1000-bed hostel to provide affordable accommodation for an additional 1000 students annually. Kumasi Technical University currently has a population of 13,000.	Ashanti Region	Solicited	Kumasi Technical University	Procurement of Transaction Advisor	2023	7,100,000
2	Construction of Students' Hostel Project by Ghana Institute of Management & Public Administration (GIMPA)	Development of a four-block students' hostel facility of 7-storey buildings with 256 rooms each coming to a total of 1,792 to provide affordable accommodation to students.	Greater Accra Region	Solicited	Ghana Institute of Management and Public Administration (GIMPA)	Procurement of Transaction Advisor	2023	5,000,000



S/N	Project Name	Project Brief	Location	Procurement Method	Contracting Authority	Status	Estimated Date For Bidding	Estimated Cost (US\$)
3	Development of Hostel Facility and Lecture Hall Complex at Ghana Communications Technology University (GCTU)	Development of 3000 bed capacity hostel facility and lecture hall complex comprising 2,000 for undergraduate students and 1,000 for graduate and international students.	Greater Accra Region	Solicited	Ghana Communications Technology University (GCTU)	Feasibility Stage	2022	28,000,000
4	Development of New Site for the Construction of Hostel Facilities at University of Mines and Technology (UMAT)	The project objective is to increase enrolment from the current 2,500 to 15,000 students by developing UMAT's 26km <sup>2</sup> piece of land into a new campus.	Western Region	Solicited	University of Mines and Technology (UMAT)	Procurement of Transaction Advisor	2023	100,000,000
5	Clinical Laboratory Improvement Project (CLIP)	This project intends to expand access to quality laboratory services nationwide, by refurbishing, and managing laboratories across 16 regions.	All Regions	Solicited	Ministry of Health	Feasibility Stage	2022	8,400,000





INFRASTRUCTURE SECTOR

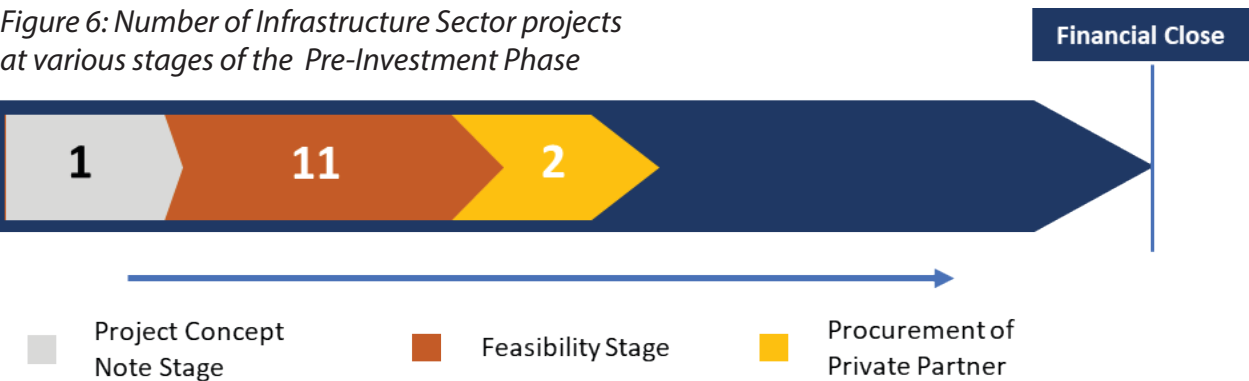
20.

This sector generally entails projects in the ports, roads, railways, water and communications, housing amongst others. Infrastructure Sector projects are most of the time important to the countries’ economic development and prosperity. Investments in this sector, facilitates movements, trade and connectivity and promotes higher productivity and economic growth.
21.

The Infrastructure Sector has 14 projects in total under preparation. This is made up of three (3) projects under the Ministry of Roads and Highways, six (6) projects under the Ministry of Railway Development, one (1) under the Ministry of Transport, three (3) projects under the Ministry of Sanitation and Water Resources and one (1) under the Ministry of Works and Housing. The estimated cost for the 14 projects is US\$22.67 billion. Four (4) of the projects are unsolicited projects (being initiated by the private party) with the remaining 10 projects initiated by the Contracting Authority, thus solicited.
22.

The list of projects includes: Accra-Tema Motorway and Extensions project; Accra-Takoradi Motorway project; the Cable Car Mass Transport System; the Eastern and Western Railway Line projects; the Central Spine Railway Line; Ghana-Burkina Rail Interconnectivity; Metro Rail/Light Rail Transit System in Kumasi and Accra respectively; the DVLA Upgrading of Computer Based Testing System; Sogakope-Lome Transboundary Water Supply; Government of Ghana Affordable Housing as well as the Liquid Waste Treatment Plants and the Integrated Recycling and Composting Plants projects. Majority of these projects are in the feasibility stage.
- 

Figure 6: Number of Infrastructure Sector projects at various stages of the Pre-Investment Phase



Source: Ministry of Finance



Table 4: Infrastructure Sector Projects in the Pre-Investment Phase

S/N	Project Name	Project Brief	Location	Procurement Method	Contracting Authority	Status	Estimated Date For Bidding	Estimated Cost (US\$)
<b>INFRASTRUCTURE SECTOR</b>								
1	Accra - Tema Motorway and Extensions Project	This project intends to upgrade and extend the Accra-Tema Motorway to enhance the efficiency of the new Tema port.	Greater Accra Region	Solicited	Ghana Highway Authority	Procurement of Private Partner	Procurement through GILF	570,000,000
2	Accra-Takoradi Motorway Project	This project is envisaged as a 4-lane dual carriageway with full access control along a largely greenfield alignment including link roads and overpasses connecting to township along the 208 km corridor between Mallam Junction/ Kasoa and Inchaban/ Takoradi.	Greater Accra/Central and Western Regions	Solicited	Ghana Highway Authority	Feasibility Stage	2022	994,000,000
3	Cable Car Mass Transport System	The project objective is to develop and operate a cable mass transport system in Accra through unsolicited proposal.	Greater Accra Region	Unsolicited	Ministry of Transport	Feasibility Stage	2023	296,413,800



S/N	Project Name	Project Brief	Location	Procurement Method	Contracting Authority	Status	Estimated Date For Bidding	Estimated Cost (US\$)
4	Eastern Railway Line Project	The reconstruction of the Eastern Railway line would include development, financing and operation of the 330 km line and the provision of rolling stock, station upgrades, signalling and communication equipment	Across Regions	Solicited	Ghana Railway Development Authority	Update of Feasibility study Report	2023	1,930,000,000
5	Western Railway Line	The project objective is to redevelop and modernise the Dunkwa-Awaso-Nyinahin-Kumasi sections of the existing Western Railway line on standard gauge for safe and efficient transportation of minerals and other bulk commodities as well as passengers, and concessioning of the whole Western Railway line	Across Regions	Solicited	Ghana Railway Development Authority	Update of Feasibility study Report	2023	2,900,000,000



S/N	Project Name	Project Brief	Location	Procurement Method	Contracting Authority	Status	Estimated Date For Bidding	Estimated Cost (US\$)
6	Central Spine Railway Line	The project entails the expansion of Railway line from Kumasi to Paga (central spine). The project objective is to build a modern railway network from the South to the Northern part of the country with associated infrastructure.	Across Regions	Solicited	Ghana Railway Development Authority	Feasibility Stage	2023	3,300,000,000
7	Ghana-Burkina Rail Interconnectivity Project	Project objective is to develop a Railway interconnectivity to improve the passenger and freight transport and logistic chain on the corridor to accelerate development and economic growth of both countries.	Across Regions	Solicited	Ghana Railway Development Authority	Procurement of Private Partner		4,980,000,000
8	Development of a Metro Rail / Light Rail Transit System in Kumasi and its Environs	The Kumasi Light Rail Transit System is expected to develop a modern Metro / Light rail transit system in order to provide an alternative, faster, safer and more efficient mode of transportation of passengers in Kumasi.	Ashanti Region	Solicited	Ghana Railway Development Authority	Feasibility Stage	2023	5,700,000,000



S/N	Project Name	Project Brief	Location	Procurement Method	Contracting Authority	Status	Estimated Date For Bidding	Estimated Cost (US\$)
9	Development of a Metro Rail / Light Rail Transit System in Accra and its Environs	The project is expected to develop a modern Metro / Light rail transit system to provide an alternative, faster, safer and more efficient mode of transportation of passengers within Accra and its environs.	Greater Accra Region	Solicited	Ghana Railway Development Authority	Feasibility Stage	2024	1,240,000,000
10	DVLA Upgrading of a Computer Based Testing System	The project is expected to upgrade the existing computer-based testing software to drastically improve the services of the Driver & Vehicle Licensing Authority.	All Regions	Unsolicited	Driver & Vehicle Licensing Authority	Feasibility Stage	2022	4,900,000
11	Sogakope – Lome Transboundary Water Supply Project	The project is intended to improve access to drinking water of the population of Lomé and certain Ghanaian communities by extracting and purifying water from the Volta River and delivering it through a system of water pipelines to the national water utility of each country.	Volta Region	Solicited	Ghana Water Company Limited	Feasibility Stage	2023	285,000,000



S/N	Project Name	Project Brief	Location	Procurement Method	Contracting Authority	Status	Estimated Date For Bidding	Estimated Cost (US\$)
12	Liquid Waste Treatment Plants Project <sup>1</sup>	The project aims to construct state-of-art faecal sludge Treatment plants to treat liquid waste in three cities namely; Takoradi, Kumasi, and Tamale.	Western Region, Ashanti Region, Northern Region	Unsolicited	Ministry of Water and Sanitation	Feasibility Stage		52,500,000
13	Integrated Recycling and Composting Plants Project <sup>2</sup>	This project is aimed at developing 16-number integrated waste processing and recycling plants to receive, resort, process and recycle municipal solid waste to produce organic compost for agronomic purposes in Ghana and the sub region.	All Regions	Unsolicited	Ministry of Water and Sanitation	Feasibility Stage		21,500,000

<sup>1</sup> These projects were initiated before the enactment of the Public Private Partnership Act 2020 (Act 1039), therefore steps are being taken to ensure there are aligned with the PPP Act.

<sup>2</sup> These projects were initiated before the enactment of the Public Private Partnership Act 2020 (Act 1039), therefore steps are being taken to ensure there are aligned with the PPP Act.



S/N	Project Name	Project Brief	Location	Procurement Method	Contracting Authority	Status	Estimated Date For Bidding	Estimated Cost (US\$)
14	Government of Ghana Affordable Housing Project	The Government of Ghana Affordable Housing Project seeks to increase access to adequate, safe, secure, quality and affordable housing. Accordingly, the project will see to the construction of multiple affordable units that will be scaled-up to development of entire communities. This will aid the integration of social infrastructure such as schools, hospitals, security as well as maximising the use of infrastructural services such as sewerage systems, road networks, water, drainage among others	Across Regions	Solicited	Ministry of Works and Housing	Project Concept Note Stage	2023	398,680,000



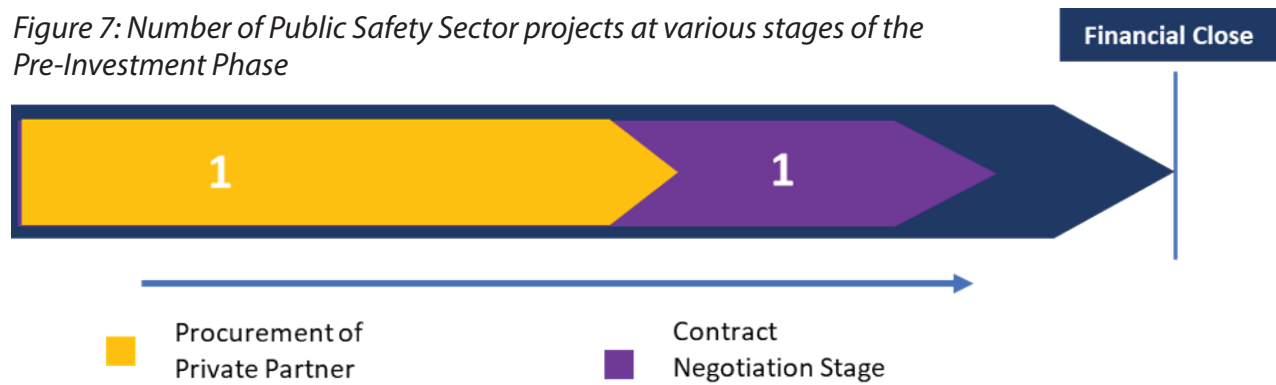


**PUBLIC SAFETY SECTOR**

23. The Public Safety Sector focuses on human security and public safety; and law and order. This sector has two (2) projects under preparation with a total project cost of US\$15 million. One is solicited, while the other is unsolicited. Both projects are under the Ministry of the Interior.



Figure 7: Number of Public Safety Sector projects at various stages of the Pre-Investment Phase



Source: Ministry of Finance



Table 5: Public Safety Projects in the Pre-Investment Phase

S/N	Project Name	Project Brief	Location	Procurement Method	Contracting Authority	Status	Estimated Date For Bidding	Estimated Cost (US\$)
PUBLIC SAFETY SECTOR								
1	Development of the Private Security Database Management Project (PSDMP)	The implementation of PSDMP will create a well-structured regulatory system for monitoring personnel of private security companies and facilitate the proper monitoring of activities in the sector.	Across Regions	Solicited	Ministry of the Interior	Procurement of Private Partner		5,600,000
2	Automation of Traffic Law Enforcement Operations (Traffitech-Gh) Project	The project will adopt an advanced automatic enforcement system to improve adherence to speed limits and other traffic laws and facilitate changing driver behaviour in order to achieve a measurable effect in the reduction of road traffic crashes and casualties.	All Regions	Unsolicited	Ministry of the Interior & the Ghana Police Service	Contract Negotiation Stage		9,900,000



## **SECTION 3: PUBLIC PRIVATE PARTNERSHIP PROJECTS IN THE INVESTMENT PHASE**

24. The PPP Projects in the investment or implementation phase based on records available to the PPP Office are 13. These are made up of 11 projects in the Infrastructure Sector comprising nine (9) partnership projects with the Ghana Ports and Harbours Authority (GPHA) and one (1) project each with the Ghana Shippers' Authority (GSA) and Ghana Water Company Ltd (GWCL).
25. There are also two (2) PPP projects in the Administration Sector which are currently being implemented by the National Identification Authority.
26. The individual projects are hereby presented.



## PROJECTS IN THE PRE-CONSTRUCTION PHASE

### TAKORADI SHIP REPAIR FACILITY PROJECT



Figure 8: Proposed view of Takoradi Ship Repair Facility

#### Project Background and Description

- 27. The Project involves the construction and installation of floating dock and ancillary facilities including a workshop and fitting out quays. The objective and purpose of the project is to enhance the attractiveness of the Port of Takoradi to contribute to the nation’s foreign trade and industrialization drive, as well as position the Port of Takoradi as the hub for maintenance and repairs of ships, rigs, vessels, and other marine craft in the West Africa sub-region.
- 28. The concession contract was executed in March 2014 between GPHA and Prime Meridian Docks Ltd and subsequently amended and restated in 2019 between GPHA and Prime Meridian Docks Ltd and PMD Assetco.
- 29. All necessary approvals are yet to be obtained. Likewise, the Conditions Precedent have not been met. The Project is yet to reach financial close.
- 30. The Concessionaire has however assured GPHA that they are seriously working with prospective lenders to reach Financial Close by end of April 2022. Physical construction is expected to commence by June 2022. GPHA has encouraged the Concessionaire to work towards the agreed date, else the Grantor (GPHA) will have no option than to invoke the termination clause.

## BOANKRA INTEGRATED LOGISTICS TERMINAL PROJECT



*Figure 9: Artist Impression of the Boankra Integrated Logistics Terminal*

### Project Background and Description

31. The Boankra Inland Port (BIP) Project subsequently designated as the Boankra Integrated Logistics Terminal (BILT) is expected to bring import and export services closer to the doorsteps of shippers in the middle and northern part of Ghana as well as the neighbouring landlocked countries of Burkina Faso, Mali and Niger. This project will require customs coordination protocols, clearance procedures, controls and tariff payment methods and other support services.
32. The project seeks to ease congestion at the seaports of Tema and Takoradi to enhance operational efficiency of both ports, create job opportunities for the people in and around Boankra, and reduce the aggregate transport cost of international cargo to importers and exporters from the middle and northern parts of Ghana.
33. The project is to facilitate the use of Ghana's Transit Trade corridor by the landlocked countries of Burkina Faso, Mali and Niger and promote the establishment of export processing zones in the vicinity of the inland port; as well as enhance and facilitate customs examination, duty payment and cargo clearance.
34. The proposed key features of the BILT Project include a container depot, a commercial complex, warehouses, custom bonded area, truck parking area, and administrative block among others.
35. The total land area for the Project is 413 acres. The first phase of the project will cover a land area of 64 acres whilst the second phase will cover the remaining 349 acres. The construction period will be three (3) years with an operational period of 27 years.
36. This project is based on a concession agreement between the Ministry of Transport acting through the Ghana Shippers' Authority (GSA) and Ashanti Port Services Limited (APSL) to develop Boankra Integrated Logistics Terminal Project with private financing through



a Public Private Partnership (PPP) arrangement. The agreement was entered into on 25<sup>th</sup> September 2020.

37. The initial investment for the project is US\$126 million. However, the Concessionaire will be expected to increase the investment up to US\$330 million over the concession period.
38. Per the Concession Agreement, Ashanti Port Services Limited (APSL) was expected to achieve financial close within Two Hundred and Seventy days from the signing of the Concession Agreement which expired at the end of June 2021.
39. An extension was granted to the Concessionaire to reach Financial Close by September 2021 based on an automatic extension clause in the contract for another Ninety days. The Concessionaire has subsequently submitted some documentation for the Financial Close to Ghana Shippers' Authority for due diligence.
40. The Ministry of Transport has scheduled a meeting between Ghana Shippers' Authority and the Concessionaire for April 2022 to finalise the processes.





## PROJECTS AT THE CONSTRUCTION PHASE

### TAKORADI INTEGRATED CONTAINER AND MULTI-PURPOSE TERMINAL



Figure 10: Ongoing Construction Works of Multi-Purpose Terminal

#### Project Background and Description

41. The Takoradi Container and Multi-purpose Terminal is a key component of the Takoradi Master Plan Development. The Project is designed to improve the outturn of container and conventional cargo operations in the Port of Takoradi through the modernization and expansion of port infrastructure, improved performance and efficiency of the port in order to enhance its attractiveness.
42. The Project is being executed as a Concession Contract between GPHA and Atlantic Terminal Services (ATS) Ltd. ATS Ltd is owned by GPHA (30 percent), Ibistek (35 percent) and Africa Finance Corporation (AFC) (35 percent).
43. The Concession Agreement was executed on 3<sup>rd</sup> September, 2019. Per the agreement the actual concession period begins from the date of commencement of commercial operations. Construction works started in December 2019.
44. The Phase 1 construction works is underway and total physical accomplishment of the project was 90 percent. This Phase will deliver 600m of quay and related furniture and terminal facilities.
45. Phase 1 of the project is estimated to cost US\$210 million. Government support to the project to enhance its viability, which is in the form of tax waivers and exemptions amounted to US\$65.25 million. Out of this amount, as of December 2021, US\$4.66 million of the amount had been utilized.



## TEMA LNG TERMINAL



**CONTRACTING AUTHORITY**  
Ghana Ports and Harbours  
Authority

**PRIVATE PARTNER**  
Tema LNG Terminal Ltd

**ESTIMATED PROJECT COST**  
US\$350 million

**CONCESSION PERIOD**  
25 Years

**PPP MODEL**  
Build, Operate and Transfer (BOT)

Figure 11: Aerial View of Tema LNG Terminal

### Project Background and Description

- 46. The Tema LNG Project is being implemented to meet Ghana’s growing energy demand and will also provide the domestic power generation industry with reliable, low cost and clean fuel supply to meet projected power and industrial needs for the next 20 years to support Ghana’s industrialization drive. It is also to expand the traffic base of the port by developing new business portfolio.
- 47. The Tema LNG facility will have the scalable ultimate capacity to receive, store, regasify and deliver roughly 3.4 million tonnes (Mt) of LNG a year, which is equivalent to approximately 500MMscfd (million standard cubic feet per day) of natural gas.
- 48. The contract for the project was executed on the 19th July 2018 between Tema LNG Terminal Ltd and the GPHA. The total physical accomplishment at the end of the reporting period of the project was 97 percent.

## PROJECTS AT THE OPERATIONS AND MAINTENANCE PHASE

### TAKORADI LIQUID BULK TERMINAL

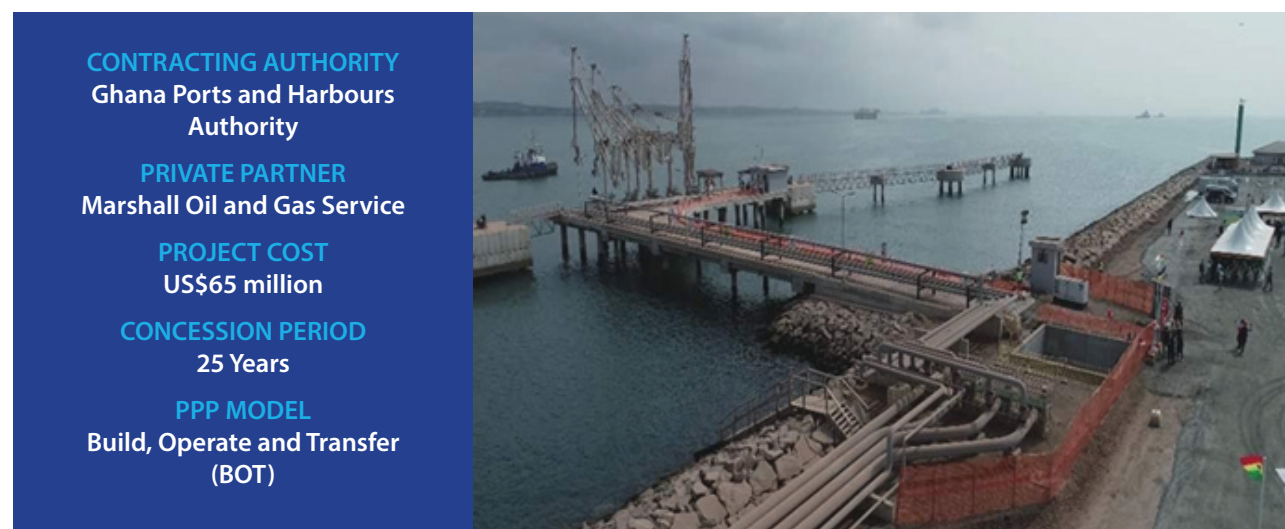


Figure 12: The Takoradi Liquid Bulk Terminal

#### Project Background and Description

49. The Takoradi Liquid Bulk Terminal (TLBT) is a modern facility designed to improve safety and efficient handling of Liquid Bulk Cargo (Crude Oil, Petroleum Products, LP Gas, Chemicals, Vegetable Oils, etc.). It is designed to handle a 50,000-dwt vessel. It has a throughput capacity of 5 million tonnes per annum. The project is designed to serve both domestic and transit customers.
50. The Concession Agreement was executed on 8<sup>th</sup> September 2020. The Project was fully financed by the Concessionaire at a cost of US\$65 million. The Terminal commenced commercial operations on 22<sup>nd</sup> July 2021, when the first commercial vessel docked to work.
51. It must be stated that the old liquid bulk jetty had not undergone any improvements since it became operational many years ago. Additionally, the location of the old liquid bulk jetty was within the new Multipurpose Terminal concessioned to ATS. There was the need to relocate the terminal as well as improve the handling (efficiency and safety) of liquid bulk cargo in the port. This gave birth to the Takoradi Liquid Bulk Terminal (TLBT).
52. All necessary statutory approvals were met prior to the commencement of construction works and operations. As at the end of December 2021, all necessary Conditions Precedent had been met prior to the commencement of construction and operations. The payment of an Upfront Fee of US\$6,797,000 by the Concessionaire to GPHA remains outstanding because the Concessionaire was facing serious cash flow constraints after completion of construction (this is not a CP but could be treated as a default).
53. The management of GPHA is working with the Concessionaire to ensure the payment of the Upfront Fees. The project has been completed, tested, and commissioned.



## Project Financials

54. The Project was fully financed by the Concessionaire without any government support.
55. The Gross Revenue for the entire Concession Period of 25 years is estimated at US\$618.86 million based on the final Financial Model annexed to the Concession Agreement. The Authority is expected to receive US\$178.41 million (28.83 percent) as Variable Concession Fees.
56. During the 2021 financial year, the Terminal posted revenue of US\$1,095,912.67 in the four (4) months of operations whereas the GPHA earned Variable Concession Fees of US\$141,997.44 as at December, 2021. The project has a lot of excess capacity to handle liquid bulk cargo. As a new Terminal, however, it will take some time to ramp up traffic.
57. The performance of the project based on the performance indicators in the Concession Agreement is presented in Table 6 below.

Table 6: Key Performance Indicators of Takoradi Liquid Bulk Terminal

Details of Non-Financial KPIs	Performance Standard	Actual Performance	Remarks
Average Time (Hours) of Vessels at Berth	48	57.88	Not achieved. Insufficient landside infrastructure
Annual Number of vessels	60	11	Not achieved Started mid-year
Cargo Traffic in tonnes (million)	1.21	0.2	Not achieved. Operations started in August.
Implementation of Health and Safety programmes	100 percent	100 percent	Achieved

**Source: Ghana Ports and Harbours Authority**

## Project Benefits, Implementation Challenges and Recommendations

58. The Takoradi Liquid Bulk Terminal (TLBT) has an annual throughput capacity of about 5 million tonnes of Liquid Bulk cargo. The project could potentially open up the Western Region of Ghana to become another hub for the production, storage and distribution of Crude Oil, Petroleum Products, LP Gas, Chemicals and Vegetable Oils among others.
59. There is an opportunity for GPHA to leverage on the proposed Petroleum Hub to be developed in Bonyere. It is recommended that engagements are held with the Petroleum Hub Development Corporation to ensure that there are crosscutting synergies working seamlessly to maximise revenue generation.



60. Development of landside infrastructure including Tank Farms for storage, access road to hinterland etc. are critical to the success of this project. The project to a very large extent has helped modernize the infrastructure of the Port of Takoradi and increased efficiency and attractiveness of the Port.
61. Some changes were also made to the initial design of the project to accommodate the requirements of GPHA. This affected the laying of the pipelines and location of the header and metering station.
62. The project has a lot of excess capacity to handle liquid bulk cargo. As a new terminal however, it will take some time to ramp up traffic. Some of the liquid bulk cargo (e.g. bitumen and LPG) continue to use the old Oil Jetty because the pipelines and tank farms to handle/ receive these products from the new terminal are not available. This will affect the traffic and financial performance of the project. However, it creates a business opportunity for investors to invest in the tank farms and pipelines.





TAKORADI INLAND CONTAINER DEPOT (ICD)



Figure 13: Night Operation at the ICD

Project Background and Description

- 64. The Takoradi ICD Project involves the construction of an off-dock container devanning and delivery terminal in Takoradi. The Project is an initiative to decongest the port and to optimize land use in line with the Master Plan.
- 65. The Takoradi ICD Terminal Project was procured by Ibistek Ltd, and the concession contract executed in January 2016. The project is modelled along the line of a typical Service Concession where the Concessionaire is granted the right to provide Container Receipt and Delivery Services. The assets constructed by the Concessionaire will not revert to the GPHA, but the Concessionaire shall cease to provide the services upon expiration of the term.
- 66. The Project has been in operation since April 2017 under the brand name TACOTEL.

Project Financials

- 67. During the 2021 financial year, the Terminal posted Gross Revenue of GH¢23,226,522.90 equivalent of US\$3,871,087.15. The Variable Concession Fees accruing to GPHA is 25 percent of Gross Revenue which is GH¢5,806,630.73 (US\$967,771.79). Due to low container traffic volumes through the Port of Takoradi, the Terminal handled only 40,259 TEU's in 2021.

Project Performance

- 68. Table 7 below shows the operational performance of the project in 2021 based on agreed KPIs.



Table 7: Key Performance Indicators – Takoradi Inland Container Depot

Details of non-Financial KPIs	Performance Standard	Actual Performance	Remarks
Customer Turnaround Time	Within 3 hours after payment	3.5 hours (Avg.)	Not achieved
Import Transfer to the Terminal	Within 12 hours after discharge	10 hours	Achieved
Export Transfer to the Port	24 hours after gate opening	20 hours	Achieved
Container Dwell time report	Monthly	Routine	Achieved

**Source: Ghana Ports and Harbours Authority**

### Project Benefits and Implementation Challenges

69. The project has helped to decongest the Takoradi Port area by relocating the operations outside the port to pave the way for other physical infrastructure to be developed.
70. The major challenge associated with the project is low container traffic volumes through the port of Takoradi. This exposes the project to financial and credit risk. It is hoped that the development of the Container multi-purpose Terminal will attract cargo traffic through the port of Takoradi in future.



## TAKORADI OFF-DOCK CAR TERMINAL

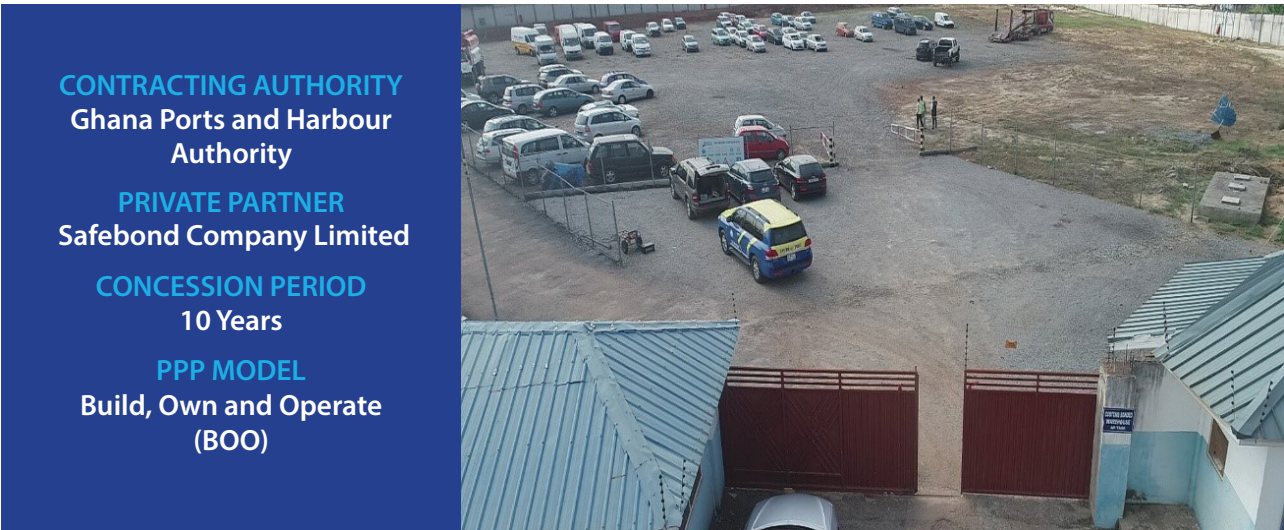


Figure 14: Aerial view of Safebond Company Limited Off-Dock Car Terminal

### Project Background and Description

71. The Takoradi Off-Dock Car Terminal is a 10-year service concession which was executed in April 2016. Under the contract, the Concessionaire is granted the right to provide Container Receipt and Delivery Services. The assets constructed by the Concessionaire will not revert to GPHA but the Concessionaire shall cease to provide the services upon expiration of the term.
72. The Project involves the development of an Off-Dock Car Terminal in Takoradi and the management and operation of Conventional Cargo Facilities in the Port. The Project is part of the initiative to optimize land use in the Port of Takoradi in line with the Master Plan.

### Project Financials

73. During the year 2021, the Project Gross Revenue amounted to GH¢5.15 million (US\$858,333.33) out of which GPHA earned GH¢1.72 million (US\$286,666.67) as Variable Concession Fees.

## Project Performance

74. Table 8 below shows the operational performance of the project in 2021 based on agreed KPIs.

Table 8: Key Performance Indicators – Takoradi Off-Dock Car Terminal

Project Performance	Standard	Actual	Status
Average Customer Turnaround	3 hrs	2 hrs	Achieved
Average Time between discharge and evacuation to off-dock	12 hrs	8 hrs	Achieved
Average number of days to process claims	10 days	15 days	Not Achieved
Average time to exchange Condition report	Immediate	Immediate	Achieved
Vehicle Dwell Time report	Daily	Daily	Achieved

**Source: Ghana Ports and Harbours Authority**

## Project Benefits and Implementation Challenges

75. The project has helped to decongest the Takoradi Port area by relocating the operations outside the port to pave the way for other physical infrastructure to be developed.
76. The major challenge associated with the project is low traffic volumes through the Port of Takoradi. This is exposing the project to financial and credit risk.
77. The development of the multi-purpose terminal poses another challenge to this project as shore handling services provided for general cargo overlap with the services of ATS limited. The management of GPHA is in the process of finding a remedy to cure the conflict.



## TEMA TERMINAL 3 PROJECT



Figure 15: Aerial view of the Container Terminal- Terminal 3

### Project Background and Description

- 78. The Terminal 3 Project of the Port of Tema is a successor to the Terminal 2 Project implemented in August 2004. The project will expand and improve container handling performance in Tema as part of the initiative to position Tema as the Leading Container Hub of West Africa. The Terminal has capacity to handle container vessels of 18,000 TEUs capacity. It also has an annual throughput capacity of 3 million TEUs.
- 79. The Terminal 3 Project Concession was executed on 12<sup>th</sup> June 2015 with Meridian Port Services (MPS). This was realized through an amendment (Deed of Amendment No. 1) to the Tema Terminal 2 Concession Agreement executed on 17<sup>th</sup> August 2004. GPHA has a 30 percent equity stake in MPS and has two representatives on its Board.
- 80. The Terminal commenced operations on two berths (1400m of quay) in July 2019. The Marine Works of the Terminal and back up area for three berths have been completed. The remaining works to be completed to deliver the full project scope includes paving the backup area for Berth 4 and the installation of additional cargo handling equipment. These works are expected to be completed in 2022.

### Project Financials

- 81. The project estimated Gross Revenue for the entire Concession Period of 35 years stood at US\$22.90 Billion based on the final Financial Model. The Authority is expected to receive US\$4.5 Billion (20 percent) as Variable Concession Fees. The traffic growth used in the Financial Model averaged 2.5 percent per annum. However, since the project implementation in 2019, container traffic growth in the Port of Tema has averaged about 20 percent per annum.
- 82. During the year 2021, the Terminal posted Gross Revenue of US\$380.3 million whereas GPHA earned US\$ 20.62 million as Variable Concession Fees. The project revenue was 34 percent higher than what was projected in the final Financial Model. However, the variance between the Budgeted and Actual Revenue for 2021 was 0.22 percent.
- 83. The Government of Ghana through Parliament granted Tax Exemptions, Concessions and Waivers worth US\$832million to help reduce the project risk. The waivers covered the

Construction and Operation Phase of this project. The project appeared highly viable with low-risk exposure after the tax waivers.

84. The GPHA is of the view that with hindsight, the tax waivers and exemptions are excessive and there is the need to review them as part of the overall reform of the tax exemption policy of government granted there was that possibility.
85. As at December 2021, US\$206.57 million of the approved amount has been utilized leaving a balance of US\$625.43 million.

### Project Performance

86. Table 9 below shows the operational performance of the project in 2021 based on agreed non-financial key performance indicators.

Table 9: Key Performance Indicators- Tema Terminal 3 Project

Details of non-Financial KPIs	Performance Standard	Actual Performance	Remarks
Gross crane productivity	23 moves	23 moves	Achieved
Gate turnaround time	60 mins	60 mins	Achieved
Gate turnaround time delivery of export containers	90 mins	90 mins	Achieved

**Source: Ghana Ports and Harbours Authority**

### Project Benefits and Implementation Challenges

87. The project to a very large extent has helped modernize the infrastructure of the Port of Tema and increased its efficiency and attractiveness. The project contributed to the significant increase in vessel and container traffic passing through the Port of Tema in recent times.
88. The Port of Tema continues to be the dominant port in Ghana, handling over 90 percent of the container traffic. Container traffic through the port has seen a surge following the implementation of the project.
89. GPHA is of the view that the operational and commercial terms in the Deed of Amendment are injurious to its Cargo Handling business and finances. The Contract effectively transfers all the Container business of GPHA to MPS. Secondly, the Concession Fees that MPS will pay to GPHA are very low.
90. It is estimated that the revenues GPHA earns on Full 20' Container will reduce by 84.1 percent, from US\$78.80 to US\$12.53. These developments have taken a heavy toll on the finances of GPHA, particularly on revenues, cash flows and profits.
91. The Terminal 3 project in the Port of Tema has caused disruption to the traditional role of Inland Clearance Depots as additional back up facilities for storage and delivery of containerized import consignments were developed as part of the project. Already all private ICDs have been forced to pull out of the business of Receiving and Delivering laden containers to customers since the commencement of operations of Terminal 3.





FRUIT AND EXPORT TERMINAL

**CONTRACTING AUTHORITY**  
Ghana Ports and Harbours  
Authority

**PRIVATE PARTNER**  
Fruit and Export Terminal Ltd.

**ESTIMATED PROJECT COST**  
US\$10 million

**CONCESSION PERIOD**  
20 Years

**PPP MODEL**  
Build, Operate and Transfer  
(BOT )



Figure 16: Refrigerated trucks delivering cargo at the FET

Project Background and Description

92. The Tema Fruit and Export Terminal Project is an initiative to diversify port traffic by growing the export of horticultural products produced locally and on transit. The project involves the rehabilitation of Shed 9 and the Old Container Freight Station (CFS) in the Port of Tema. It also involves the development of a new and modern facility to house the Central Stores and the Printing Section of GPHA.
93. The Tema Fruit and Export Terminal Project is a 20-year Concession contract between the Fruit and Export Terminal (FET) and the GPHA. The contract was executed in June 2015.

Project Financials

94. The project posted GH¢16.24 million (US\$2.70 million) as Gross Revenue in 2021. GPHA earned GH¢4.06 million (US\$676,667.00) as variable concession fees.

Project Performance

95. Table 10 below shows the operational performance of the project in 2021 based on agreed non-financial key performance indicators.

Table 10: Key Performance Indicators- Fruit and Export Terminal

Details of non-Financial KPIs	Performance Standard	Actual Performance	Remarks
Gross crane productivity	10 moves	12 moves	Achieved
Gate turnaround time	60 mins	58 mins	Achieved
Gate turnaround time delivery of export containers	90 mins	82 mins	Achieved

Source: Ghana Ports and Harbours Authority.



### **Project Benefits and Implementation Challenges**

96. The main benefit from this project is that it has helped in promoting the export of horticultural products in the Port.
97. Despite the benefits of the project, in recent times, Fruit Terminal Company (FTC) Ltd has raised issues regarding the Concession Agreement between GPHA and the Fruit and Export Terminal (FET) Ltd. The issue is being handled at the Ministerial level with the involvement of GPHA.





## TEMA OFF-DOCK CAR TERMINAL



Figure 17: Aerial view of the operations area of the Safebond Car Terminal Ltd

### Project Background and Description

- 98. The Tema Off-Dock Car Terminal Project is part of an initiative to decongest the Port and optimize land use in the Port of Tema. The project involves the construction of a Car Terminal outside the Port perimeter fence.
- 99. The Tema Off-Dock Car Terminal is a 25-year concession granted to Safebond Car Terminal Limited. The Concession Agreement was executed in February 2007 and has been in operation since 2008. The project is modelled along the line of a typical Service Concession where the Concessionaire is granted the rights to provide Receipt and Delivery Services.

### Project Financials

- 100. The project posted Gross Revenue of GH¢16.62 million (US\$2.77 million) in 2021. GPHA earned variable concession fees of GH¢4.05 million (US\$675,000.00) during year 2021.

### Project Performance

- 101. Table 11 below shows the operational performance of the project in 2021 based on agreed non-financial key performance indicators.

Table 11: Key Performance Indicators- Tema Off-Dock Car Terminal

Project Performance	Standard	Actual	Status
Average Customer Turnaround	3 hrs	2.5 hrs	Achieved
Average Time between discharge and evacuation to off-dock	12 hrs	10 hrs	Achieved
Average number of days to process claims	10 days	15 days	Not Achieved
Average time to exchange Condition report	Immediate	Immediate	Achieved
Vehicle Dwell Time report	Daily	Daily	Achieved

*Source: Ghana Ports and Harbours Authority.*

### **Project Benefits**

102. The project has helped to decongest the Port of Tema area by relocating the operations outside the port to pave way for development of Terminal 2 as the first container Terminal in the Port of Tema.



## TESHIE NUNGUA DESALINATION PROJECT



Figure 18: Aerial view of Teshie Nungua Desalination Project

### Project Background and Description

103. The Teshie-Nungua supply area is at the tail end of the water distribution network that is served by the Weija and Kpong headworks. This limitation creates inadequate water supply to these areas. Attempts to provide the Teshie-Nungua enclave with alternative sources of water supply failed.
104. The 40 million gallons per day (mgd) capacity Kpong Water Expansion Project which was ongoing and was due for completion in 2015 was not sufficient to bridge the estimated 60mgd demand deficit in the Metropolis, let alone provide water in sufficient quantities to reach the people of Teshie and Nungua to mitigate their hardship. This situation had resulted in some areas being deprived of the service while others were subjected to periodic rationing.
105. On 29<sup>th</sup> April 2010, Ghana Water Company Limited (GWCL) received an unsolicited proposal from Messrs. Befesa Desalination Development Ghana Ltd for the development of a 60,000m<sup>3</sup>/day (13 MGD) desalination plant for Teshie, Nungua and its environs which for 30 years have been experiencing acute water shortages. The objective of the project was to supplement the shortfall in water production in the Accra Tema Metropolitan Area (ATMA).
106. With tremendous improvement in the sea water desalination technology for potable water supply and increasing reduction in the production cost, water supply from sea water was considered a feasible option.
107. The project agreement which is a BOOT concession was executed on 20<sup>th</sup> February 2012 and it is for a period of 25 years. Construction works commenced in November 2012 and Commercial Operation Date was scheduled for 14<sup>th</sup> November 2014. However, this was achieved on 2<sup>nd</sup> February, 2015 due to some challenges encountered by the Special Purpose Vehicle (SPV) in the construction of the intake facility and land litigation on some portions of the project site. The project has been in operation since then.

### **Project Financials**

108. The project was financed solely by Messrs. Befesa Desalination Development Ghana Ltd. The projected Baseline Project Cost was US\$115 million. However, the actual project cost came to US\$125 million.
109. Payments for volumes delivered is to be made by GWCL every 60 days in accordance with the PURC approved tariffs and WPA.
110. Table 12 below shows that at the end of 2021 a total invoice of US\$186.4 million has been received from desalination operations. Out of this, US\$36.65 million is electricity cost and US\$149.79 million is Water Capacity and variable charges. A total payment of US\$106.5 million has been made with an outstanding debt of US\$6.62 million to be paid as at the end of 2021.



Table 12: Transactions made on Desalination Project Operations

Year	Water Supplied	Capacity Utilization (%)	Capacity Charge (US\$)	Water Variable Charge (US\$)	Delay Charges (US\$)	Electricity Charge (US\$)	Total Desal Cost (US\$)	Payment (US\$)	Mof Payment	Outstanding To BDDG (US\$)
2015	7,951,876	36.3	14,936,673	774,513	-	3,212,144	18,923,329	1,800,000	-	13,911,187
2016	8,745,636	39.9	17,005,905	853,703	133,410	7,263,148	25,256,166	17,713,911	6,000,000	8,190,294
2017	8,297,426	37.9	16,673,266	808,169	-	7,228,696	24,710,132	15,263,603	3,000,000	7,408,127
2018	-	0.0	17,047,800	-	668,951	1,762,542	19,479,293	3,000,000	7,000,000	15,124,878
2019	8,311,516	38.0	15,627,150	809,542	281,094	4,624,161	21,341,946	19,256,128	-	12,586,535
2020	12,113,558	55.3	13,633,558	1,179,861	151,773	5,405,819	20,371,010	19,944,054	-	7,607,672
2021	16,735,142	76.4	10,885,889	1,645,169	22,531	7,153,648	19,707,236	6,143,276	7,400,000	<b>6,617,984</b>
Total	<b>62,155,154</b>		<b>105,810,241</b>	<b>6,070,956</b>	<b>1,257,758</b>	<b>36,650,158</b>	<b>149,789,113</b>	<b>83,120,972</b>	<b>23,400,000</b>	

Source: Ghana Water Company Limited.



111. Owing to Ghana Water Company Ltd inability to meet its financial obligations with respect to the Water Purchase Agreement (WPA), government supported the project with the following sums of moneys from years 2016 to 2021. Table 13 below shows Government Support to Teshie Nungua Desalination Project.

Table 13: Government Support to the Teshie Nungua Desalination Project

Year	2016	2017	2018	2021	Total
<b>Amount (US\$)</b>	6,000,000	3,000,000	7,000,000	7,400,000	<b>23,400,000</b>

**Source: Ghana Water Company Limited**

112. The project also benefited from tax exemptions. The approved tax exemptions is US\$72,827,330. Out of this amount, US\$25,940,407 had been utilized as at the end of 2021 leaving a balance of US\$46,886,923.

### Project Performance

113. Table 14 below shows the level of achievement of KPIs in 2021.

Table 14: Key Performance Indicators-Teshie Nungua Desalination Project

Details of non-Financial KPIs	Performance Standard	Actual Performance	Remarks
pH	7.5-8.5	8.2	Achieved
Turbidity (NTU)	≤5	0.8-3.5	Achieved
Colour (HU)	≤5	0	Achieved
Residual Chlorine (mg/l)	<0.2	0.2	Achieved
Chloride (mg/l)	≤250	≤250	Achieved except for Nov. and Dec. 2021
*Boron (mg/l)	<1.0	<1.0	Achieved
Product Water Supply	60,000 m <sup>3</sup> /day	46,330 m <sup>3</sup> /day	Largely not achieved

*\*Please note that for Boron, the Ghana Drinking Water Standards is maximum 0.5mg/l and not <1.0 as captured in the WPA.*

**Source: Ghana Water Company Limited.**

### Project Benefits, Implementation Challenges and Recommendations

114. The project has contributed immensely to meeting to some extent the water requirement of the catchment area, but for the plant not being able to deliver the 60,000 m<sup>3</sup>/day.
115. The challenges affecting implementation are in three areas namely; technical, financial and legal.





116. The technical issues are centred around non delivery of plant installed capacity and product quality issues.
117. The financial issues relate to GWCL not being able to meet its financial obligations to BDDG on time and related payment terms including tariffs and indexation issues. The WPA stipulates the use of the Ghana CPI for adjustment whereas currency for invoicing is the US dollar.
118. The legal issues relate to the WPA for which clarity is required in certain areas to facilitate implementation of the agreement.
119. To address the above-mentioned issues the parties are currently re-negotiating the WPA. It is recommended that the re-negotiation be expedited. The PURC should be regular with automatic tariff adjustment formula to cater for depreciation of the cedi and fluctuation in the CPI of US dollar to enable GWCL meet its obligations to BDDG. In the meantime, government should continue to support GWCL meet its obligations to BDDG while BDDG takes steps to meet its obligations in terms of product quality and plant installed capacity.



## NIA FOREIGNER IDENTIFICATION MANAGEMENT SYSTEM PROJECT

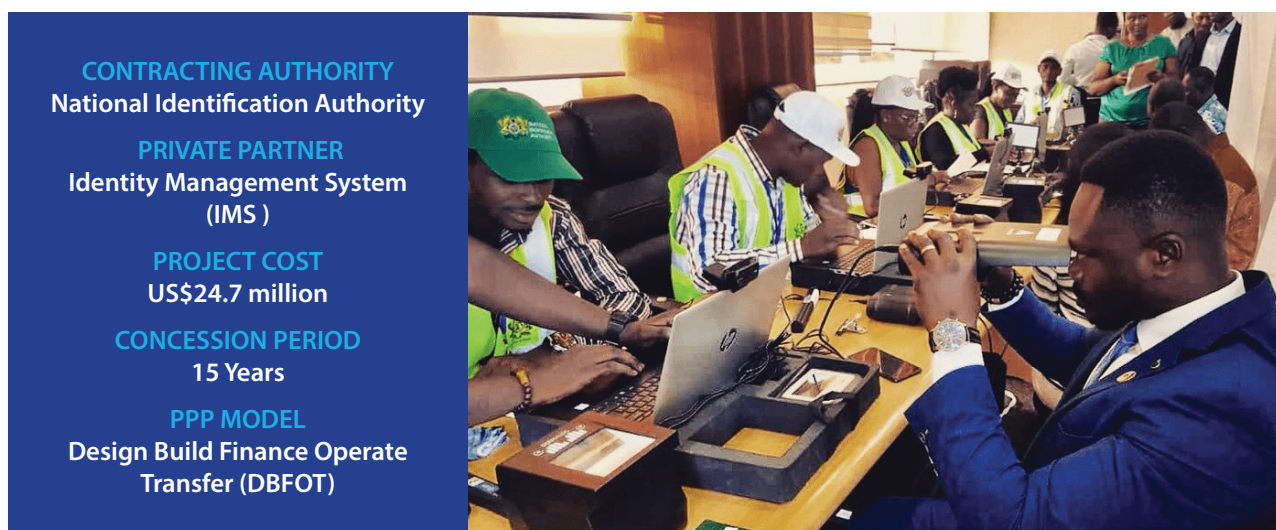


Figure 19: FIMS Registration Exercise

### Project Background and Description

120. The Foreigner Identification Management System (FIMS) Project is in line with the National Identification Authority (NIA) mandate, stipulated in the National Identification Authority Act, 2006 (Act 707). The FIMS Project is a partnership arrangement under which the private partner, Identity Management System (IMS) will assist the NIA to deliver part of its mandate under the National Identification Authority Act, 2006 (Act 707) and the National Identity Register Act, 2008 (Act 750) using the private sector party's resources.
121. The FIMS Project is a 15-year concession which was executed on 4<sup>th</sup> May 2012. The project scope is based on the collection of biographical and biometric data of foreign residents in Ghana as well as issuing of ID Cards to such foreign residents for and on behalf of NIA in fulfilment of its mandate under the Act 707.
122. The purpose of the project is for NIA to deliver its mandate of ensuring that lawfully registered Ghanaians and permanently resident non-Ghanaian applicants receive their Identity Cards. The partnership is to support the Government of Ghana's policy of:
  - Protecting Ghana's natural resources from illegal exploitation by foreigners.
  - Preventing the country to be used as a base by foreign criminals by eliminating multiple identities.
  - Promoting an enabling environment for legal foreigners to access local services.
  - Providing an enabling environment for business transactions through supporting both public and private institutions in ascertaining the identity status of foreigners.
  - Providing an opportunity using biometric identification to build and offer government services to foreign residents.
123. The demand for the Project was based on the number of foreigners in Ghana at the time which was 600,000 based on the 2010 census results. The need for the Project at inception was as follows:



- To register at least 500,000 persons defined as the Minimum Commencement Number (MCN) out of the 600,000;
- Serve as a pilot for the registration of nationals following earlier failed attempts;
- To collect biographic and biometric data of foreign residents in a clean database, produce secure biometric identity cards, and securely connect relevant public and private institutions to the NIA's FIMS database;
- To verify positively the identities of people and to confirm that persons presenting the card are indeed who they claim to be during transactions;
- To ensure security of the database and privacy of an individual's data and prevent identity theft;
- To provide data for development planning, institutionalization of citizen services, rights, privileges, obligations and duties; and
- To provide verification services for transactions as stipulated in Regulation 7 of L.I. 2111.

### **Project Financials**

124. The initial investment cost of the FIMS Project is US\$24.75 million made up of equity of US\$12.75 million, a loan amount of US\$6 million and a Suppliers Credit of US\$6 million.
125. The base rate of the Customer Service Charge is US\$100 with an IGF top up of an extra US\$20 for NIA making the total US\$120.
126. The FIMS Project forecasted and actual revenues over the project implementation period, including revenue variations (shortfall) and reasons for the situation is presented from 2013 to 2021 in Table 15 below for analysis:



Table 15: Revenue Projections and Variance for the FIMS project (2013-2021)

Forecasted Revenue				
Year	Currency	NIA	IMS	Total
2013 to 2020	US\$	53,360,294	238,439,706	291,800,000
2021	US\$	4,551,534	20,338,466	24,890,000
<b>Total</b>	<b>US\$</b>	<b>57,911,829</b>	<b>258,778,171</b>	<b>316,690,000</b>
Actual Revenue				
Year	Currency	NIA	IMS	Total
2013 to 2020	US\$	4,550,473	20,333,723	24,884,196
2021	US\$	520,627	2,394,173	2,914,800
<b>Total</b>	<b>US\$</b>	<b>5,071,100</b>	<b>22,727,896</b>	<b>27,798,996</b>
Revenue Loss				
Year	Currency	NIA	IMS	Total
2013 to 2020	US\$	48,809,821	218,105,983	266,915,804
2021	US\$	4,030,907	17,944,293	21,975,200
<b>Total</b>	<b>US\$</b>	<b>52,840,729</b>	<b>236,050,275</b>	<b>288,891,004</b>

*Source: National Identification Authority*

127. The main reasons for the variation (shortfall) are:

- The non-attainment of the 500,000 Minimum Commencement Number;
- The lack of compliance by enforcing institutions;
- Foreigners who are from the ECOWAS sub-regions who make up about 60 percent of the foreigner's population in Ghana being under-represented in the database; and
- High fees concern especially for people from ECOWAS and low levels of renewals (average renewal rate of 25 percent in contrast to renewal rate of 90 percent used for the feasibility).



## **Project Performance**

128. The level of achievement of the FIMS Project and key performance indicators from years 2013 to 2021 is presented as follows:

- Twenty-nine (29) percent of Minimum Commencement Number achieved so far.
- Between 2013 and 2020 Financial Years the project registered 134,369 non-citizens, issued them with identity cards and generated revenue of US\$16,124,280.
- A cumulative 145,999 applicants renewed their IDs between years 2014 and 2020 and generated revenue of US\$8,759,916.
- In 2021 the project registered 11,609 non-citizens, issued them with identity cards and generated US\$1,393,080.
- Also in 2021, 25,362 applicants renewed their registration and generated revenue of US\$1,521,720.
- Increasing levels of registrations in latter months of 2021 following institutional announcements (from SSNIT, GRA, NHIA, etc.) on the use of Ghana Card as the only acceptable Identity Card document
- The FIMS Project served as a useful pilot for technical and operational implementation of the citizens' registration.
- FIMS Project has more comprehensive data on registered foreigners than any other project.

## **Project Benefits, Implementation Challenges and Recommendations**

129. The FIMS Project provides a clear distinction between nationals and non-nationals for the purposes of risk assessment and determination of eligibility for services during transactions. It also provides a more comprehensive form of data for purposes of planning and verification as well as an inclusive platform for legally resident foreigners.

130. Also, the project is generating revenue for NIA at no cost. Total direct jobs created over the entire period of 2013 to 2020 was 360 (made up of 243 males and 117 females) while direct jobs created in 2021 was 36 (made up of 23 males and 13 females).

131. The critical issues that continue to affect the FIMS Project implementation include the fact that there are no fees differentiation for ECOWAS and other low-income applicants. Low levels of registrations also led to closing of centres in Western and Ashanti regions. There was also the difficulty in registering foreigners who do not have the proper identification documents, in the case of FIMS a valid passport. Such people usually have expired passports and, in some cases, none, thereby leading to the NIA issuing a policy directive to use certified true copy of the applicant's Birth Certificate and vouching process.

132. Furthermore, there are lack of verification services for Ghana Immigration Service (GIS) and Ghana Police Service for which engagements are ongoing to onboard them unto the NIS verification platform.



133. Lastly is the non-enforcement and non-compliance by institutions. These are being addressed by the provision of verification devices to GIS to verify cards as well as frequent engagement of Tamale, Kumasi, Takoradi and Accra Regional Commands to boost enforcement. Also is the engagement of the Ghana Police Service to enforce sanctions against defaulting applicants as well as the engagement of Ghana Tertiary Education Commission to enforce among tertiary institutions.
134. To augment the measures for non-enforcement and non-compliance by institutions, public education and sensitization of target groups will be intensified to attract citizens of ECOWAS resident in Ghana to register and be issued with the non-citizen Ghana Card to boost the numbers and revenue as well as increase the number of FIMS Offices from 8 to 12 through NIA Regional Offices.
135. There will also be the need to review the FIMS contract to realign with expectations and create the new mechanisms to achieve targets, adopt price differentiation for different categories of applicants, deploy digital payment platforms for customers to purchase scratch cards to aid in country-wide expansion drive, and increase the registration footprint across the country through co-location agreements with Ghana Investment Fund for Electronics Communication (GIFEC) and other institutions.
136. Lastly, ongoing citizens' registration should be coordinated to exploit synergies in public education and co-location as well as embark on continuous engagement and monitoring of on-boarded key stakeholders to ensure compliance while upscaling capacity building, training and knowledge transfer on technical, and operational system areas.





## NATIONAL IDENTIFICATION SYSTEM PROJECT



Figure 20: NIS Registration Exercise at Ridge Hospital

### Project Background and Description

137. The National Identification System (NIS) Project is one of government’s flagship programmes which involves adopting cutting-edge technology to provide citizens living in Ghana and abroad and legally resident foreign nationals with a National Identity Card (Ghana Card) for economic, social, and political advancement.
138. This Project is relevant to the State and the National Identification Authority (NIA) in restoring and sustaining the economy and reforming public service delivery institutions through the use of the Ghana Card to boost the economic, social and political development of Ghana.
139. The NIS Project is to enable NIA fulfil its statutory mandate, upgrade the NIS to become the foremost source of identification system in Ghana, register all Ghanaians from age zero to infinity, issue identity cards to all Ghanaians in and outside Ghana, provide a biometric verification service to all user Agencies e.g. SSNIT, NHIA, GRA, BoG, EC, Passport Office, DVLA, etc. and develop a national biometric data repository.
140. Furthermore, the NIS Project is to ensure that Ghana’s NIS is in line with the highest international standards of biometric identification systems, harmonize and integrate existing identification registers and eliminate duplication of efforts and waste of national resources by other government agencies.
141. Finally, the project is to provide the information and communications technology infrastructure, data capture systems, card issuance systems and data exchange Web Services to enable NIA generate revenue to fund its operations and the Project.
142. The NIS Project is underpinned by a DBOT agreement for the technical system between NIA and Identity Management System II Limited (IMS II) which was executed on 16<sup>th</sup> April 2018. The contract period is 15 years.

143. The contract contains several Conditions Precedent (CPs) which had to be fulfilled for the contract to become effective. However, the following Conditions Precedent were changed to Conditions Subsequent:

- NIA to use its best efforts to procure on or before the sixth (6<sup>th</sup>) month anniversary of the commencement of mass registration;
- The issuance by the Bank of Ghana (BoG) of the appropriate directives to banks and other financial institutions to use only the Ghana Card for all financial transactions requiring identity verifications, to take effect from the end of the mass registration;
- The National Communications Authority (NCA) of the appropriate directives to Mobile Network Operators for the verification of all SIMs, to take effect from the end of the mass registration

### **Project Financials**

144. The initial investment cost was US\$169,631,856 in the ratio of 80 percent debt and 20 percent equity.
145. IMS II is responsible for the provision of project enrolment equipment, dual interface biometric smart cards, and print consumables, provide and operate the verification systems and provide technical support and maintenance services to all technical systems throughout the project term.
146. Additionally, IMS II is responsible for the upgrade of the system every five (5) years. NIA's whole-life baseline estimated revenue is US\$531,219,876 and IMS II whole-life baseline estimated revenue is US\$690,951,382
147. The NIS project estimated the commencement of revenue generation activities from the 7<sup>th</sup> month of the mass registration with the diaspora registration being the first commercial registration activity.
148. Projected revenue of US\$50.1 million was not realized due to government's directive for NIA to defer diaspora registration and government decision to make initial SIM re-registration free so the project could recover the revenue through verification services for mobile money transactions. Table 16 below shows the breakdown of the project revenue performance.



Table 16: 2019-2020 Project Revenue Performance

Source	Planned	Unrealized Due To Uncontrollable Factors	Unrealized Due To Other Factors	Reason For Revenue Variation
Diaspora Registration	23,840,000	23,840,000	-	Due to Government's directive for NIA to defer diaspora registration to concentrate on domestic registration
Telcos	26,263,097	26,263,097	-	<ol style="list-style-type: none"> <li>1. Due to postponement of SIM re-registration exercise in 2020</li> <li>2. Government decision to make data transfer to the Telcos for SIM re-registration for free and that the project should recover this revenue through verification of Mobile Money transactions</li> </ol>
<b>TOTAL</b>	<b>50,103,097</b>	<b>50,103,097</b>		

**Source: National Identification Authority**

149. The project recorded US\$40,513,430 revenue in 2021 representing 74 percent of the US\$54,727,910 revenue target for the period. Table 17 below highlights the performance from the various revenue lines.



Table 17: 2021 Project Revenue Performance Table

Source	Service Type	Planned	Realized Through Project Initiatives	Unrealized Project Due To Outside Control	Unrealized Due To Other Factors	Status
Diaspora Registration	Card Issuance	715,200		715,200		Due to Government's directive for NIA to defer diaspora registration to concentrate on domestic registration
Telcos	SIM-Verification	12,098,733		12,098,733		Government's decision to make data transfer to the Telcos for SIM reregistration for free and that the project should recover this revenue through verification of mobile money transactions
Financial Institution	Verification Services	3,590,889		3,590,889		Due to 1 <sup>st</sup> July 2022 BOG directive for commencement of use of NIA Verification System platform by financial institutions
BOG Grant	Cost of banking fees	1,022,222			1,022,222	
MOFARI	Verification Services	1,395,830			1,395,830	Discussion on Integrating systems for verification services ongoing
DVLA	Vehicle and Drivers Registration	5,508,833			5,508,833	
Local Registrations	Replacement Updates & Premium	6,608,001	1,395,432	5,212,569		The outbreak of COVID 19 affected the scale of operation for institutional and premium services
NHIA	Transfer of Datasets	18,191,250	21,708,614			Over performed projected revenue by US\$3,517,364 due to number of data shared with NHIA, however, yet to make payment
GRA	Transfer of Datasets	4,796,952	15,543,770			Over performed projected revenue by US\$10,746,364 due to number of data shared. GRA is yet to make payment
SSNIT	Transfer of Datasets	800,000	1,865,614			Over performed due to number of data shared
<b>TOTAL</b>		<b>54,727,910</b>	<b>40,513,430</b>	<b>21,617,391</b>	<b>7,926,885</b>	

Source: National Identification Authority



150. From the above, in terms of revenue performance, the NIS project:

- Over performed in data sharing revenue;
- Did not achieve the expected revenue from diaspora registration and Telcos as a result of Government's directives;
- Underperformed on replacement premium and other local registration revenue due to COVID 19 pandemic;
- Underperformed revenue from verification due to BoG 1<sup>st</sup> July 2022 directive for commencement of use of NIA Verification System platform by financial institutions with different procurement timelines;

151. However, if the major revenue contribution of diaspora and Telcos had gone ahead, the project revenue would have increased from US\$40.5 million to US\$53 million representing 98 percent of projected revenue. This would have been enough to cover IMS II outstanding revenue requirement of US\$51 million with the remainder US\$2 million becoming available to NIA.

152. Government's financial support received during the entire Project period are as follows;

**Table 18: Government Support to NIS**

Year	2018	2019	2020	2021	Total
<b>Amount (US\$)</b>	0.00	32,300,000	4,226,487	16,980,803	<b>53,507,290</b>

**Source: National Identification Authority**

153. Tax Exemptions granted for the project term is US\$176,799,193. Out of this, the tax exemption utilized by IMS II on project deliverables between the years 2018 and 2020 is US\$18,156,308 and US\$1,436,405 in 2021 representing a total of 13 percent of IMS II project term tax allocation. Details are provided in Table 19 below.

**Table 19: Tax Exemptions utilized by IMS II**

Year	Tax Exempted (GH¢)	Tax Exempted (US\$) Equivalent
2018-2020	96,819,141	18,156,308
2021	8,288,375	1,436,405
<b>Total</b>	<b>105,107,516</b>	<b>19,592,713</b>

**Source: National Identification Authority**

### **Project Performance**

154. NIA has successfully established simultaneously across the country, 16 Regional Offices and 276 Operational District Offices, including 34 GRA/NIA/RGD co-location offices and one Premium Registration Centre for continuous registration purposes.



155. In 2021 the following were achieved:

- 292,189 citizens were registered
- 257,819 (88 percent) Cards were printed out of the total 292,189 citizens registered
- 257,043 (99 percent) printed cards were issued out of the total 292,189 citizens cards.
- 3,811 foreigners were stopped from registering onto the National Identity Register as Ghanaians

### **Project Benefits, Implementation Challenges and Recommendations**

156. The benefits of the NIS Project are the establishment of a single source of identification and the permanent employment of 1,326 Ghanaians into the National Identification Authority who are paid from the Consolidated Fund. It is helping in broadening the tax net by sharing with the Ghana Revenue Authority (GRA), relevant information on Ghana Card holders in the NIS.
157. The NIS Project is saving the National Health Insurance Authority (NHIA) approximately US\$30 million a year for piggybacking on NIA's enrolment and verification systems without the need to issue NHIA identity cards. It also saves the Social Security and National Insurance Trust (SSNIT), approximately US\$15 million every five(5) years on identity cards and US\$50 million every five years on its identity system. SIM box fraud and mobile phone fraud will also be reduced by linking unique identities to each SIM card.
158. Furthermore, the NIS Project will assist in criminal investigation by identifying the owners of prints collected at crime scenes, aid in the elimination of ghost names on government payroll, and facilitate data integration and exchange with NHIA, SSNIT, GRA, and other user agencies and eliminate duplicate data capture equipment and forms used by other user agencies.
159. The Ghana Card has been recognized by International Civil Aviation Organization (ICAO) as meeting the technical functionalities and security features for purposes of international travel.
160. Current Global Shortage of Chips arising from COVID-19 production shortfalls has a likelihood of affecting NIA's projected plans and targets for continuous registration.
161. The demand on government support to shore up project revenues is a challenge that must be addressed. As indicated above, the shortfalls in revenue will be resolved once more user agencies are on-boarded onto NIA's Verification System Platform. Plans are underway to execute contracts with the Passport Office, Lands Commission, Students Loan Trust Fund and National Pensions Regulatory Authority.
162. Further to this, from 1<sup>st</sup> July 2022, the project will start accruing revenue from all branches of all commercial banks that have been on-boarded following BoG directive.
163. Also, NIA is establishing additional Premium Registration centres at the head office of CAL Bank Ltd and 16 regional Offices. Public education and sensitisation on the uses and benefits





of the Ghana Card to target and sensitise citizens to acquire the Card through the embassies and high commissions of countries in the ECOWAS sub-region to attract that segment of NIA clientele and boost revenue shall be embarked upon.

164. It is recommended that government takes steps to ensure that user agencies pay their invoices on time. An operational plan to commence diaspora registration by April 2022 has been put in place while steps are taken through government directives to fast track the on-boarding of additional stakeholders by 1<sup>st</sup> July, 2022.



## SECTION 4: IMPLEMENTATION OF THE PPP ACT, 2020 (ACT 1039)

165. The Public Private Partnership Act, 2020 (Act 1039) came into force on 29<sup>th</sup> December 2020. Since the law was passed, several activities have been carried out to ensure the implementation and compliance with Act 1039.
166. A nationwide sensitization programme on Act 1039 was carried out in 2021. The programme covered 560 participants from Ministries, Departments and Agencies (MDAs), 1,380 participants from Metropolitan, Municipal and District Assemblies (MMDAs), and 161 participants from State Owned Enterprises (SOEs), the business community, consulting firms and the media.

### **Institutional Arrangements for PPPs**

167. In terms of the institutional arrangements, the Public Private Partnership Office is in place. The Fiscal Commitment Technical Committee (FCTC) which is the technical advisory committee to the Public Private Partnership Committee, under the Chairmanship of the Chief Director of the Ministry of Finance was inaugurated on 25<sup>th</sup> October 2021.
168. Furthermore, the 7-member Complaints Panel for the bidding process was inaugurated on 9<sup>th</sup> December, 2021. The Complaints Panel is chaired by Her Ladyship Justice Avril Lovelace-Johnson, a Justice of the Supreme Court.
169. Also, the members of the Public Private Partnership Committee (PPPC) were appointed by H.E. the President on 14<sup>th</sup> October 2021. The PPPC was subsequently inaugurated on Wednesday, 22<sup>nd</sup> December 2021.
170. Section 17 of Act 1039 requires the Controller and Accountant-General to ensure that PPP transactions are covered in the national accounts and apply International Public Sector Accounting Standards relating to PPP arrangements and projects. Discussions between the PPP Office and the National Accounts Department of the Controller and Accountant-General's Department are ongoing with the view of operationalising this aspect of the law in the 2022 Accounts.

### **Viability Gap Facility**

171. Section 80 of Act 1039 establishes the Viability Gap Facility. Accounts have been opened at the Bank of Ghana to operationalise the facility and will be funded in due course.

### **Regulations**

172. Section 86 (1) of Act 1039 indicates that the Minister for Finance may, by legislative instrument, make Regulations for the effective and efficient implementation of the Act. The Ministry of Finance began work on the drafting instructions for the Regulations in 2021. This will continue in 2022 with the assistance of a consulting firm. Thereafter, it will be submitted to the Office of the Attorney-General for the development of the draft PPP Regulations.



### **Savings and Transitional Provisions**

173. Section 89 (3) of Act 1039 indicates that a contracting authority that has entered into a partnership agreement before the coming into force of the Act, shall within three (3) months after the coming into force of the Act, submit three (3) copies of the partnership agreement to the Office.
174. The Ministry of Finance communicated in writing on 26<sup>th</sup> February 2021 with a follow up letter on 16<sup>th</sup> November 2021 to all contracting authorities drawing their attention to these provisions for their compliance. At the time of reporting, nine contracts of this nature submitted to the Office emanated from the Ghana Ports and Harbours Authority. The extent of implementation of these contracts have been reported on in this document.

### **Standard Documents**

175. The PPP Office developed a draft Standard Framework Agreement for PPPs, draft Request for Qualification, and draft Request for Proposal with their accompanying guidance notes to facilitate procurement of PPP projects in Ghana in line with Section 27(2)(g) of Act 1039.
176. These documents were subjected to stakeholder validation on 13<sup>th</sup> -14<sup>th</sup> October and 23<sup>rd</sup> -24<sup>th</sup> October 2021. The documents will be published for use by contracting authorities after the approval of the Office of the Attorney-General and the PPP Committee.



## SECTION 5: PROJECT DEVELOPMENT FACILITY

### FINANCIAL STATEMENT FOR THE YEAR ENDED 31ST DECEMBER 2021

177. The Public Private Partnership Policy of 2011, provided for the setting up of the Project Development Facility (PDF) to finance upstream investment appraisal, value for money assessments and other feasibility and safeguard studies. It was also to support the financing of transaction advisors for undertaking project and transaction structuring and implementation up to the signing of the contractual arrangements with private investor(s).
178. After the IDA facility of the World Bank for Public Private Partnership (PPP) Programme ended in 2018, the Ministry of Finance in line with the PPP Policy, set up a Project Development Facility (PDF) that will provide financial assistance to contracting entities undertaking PPP Projects. This was to ensure the continuation of ongoing transaction advisory services for PPP Projects which were previously being funded from the World Bank PPP Programme and the recruitment of qualified and experienced advisors to support preparation and procurement of new projects.
179. Two Accounts were opened in both United States Dollars and Ghana Cedis at the Bank of Ghana in March 2018 and funded to operationalize the PDF. The PDF was given legal backing or the force of law by the Public Private Partnership Act, 2020 (Act 1039). Section 77 of Act 1039 established the PDF as a revolving fund.
180. The subsequent tables provide a report on the PDF account.



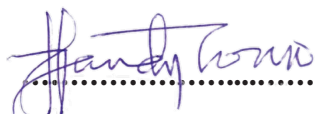
**STATEMENT OF FINANCIAL POSITION AS AT 31ST DECEMBER 2021**

(All amounts are expressed in Ghanaian Cedis)

	NOTES	2021	2020
<b>Current Assets</b>			
Cash and Cash Equivalents	3	<b>14,678,740.22</b>	15,107,585.26
Receivables		<u>20,000,000.00</u>	<u>-</u>
<b>Total Current Assets</b>		<b><u>34,678,740.22</u></b>	<b><u>15,107,585.26</u></b>
<b>Total ASSETS</b>		<b><u>34,678,740.22</u></b>	<b><u>15,107,585.26</u></b>
<b>Represented by</b>			
Accumulated Fund b/f		15,107,585.26	16,043,618.80
<b>Surplus/ (deficit) for the year</b>		<u>19,571,154.96</u>	<u>(936,033.54)</u>
<b>Accumulated fund b/f</b>		<b><u>34,678,740.22</u></b>	<b><u>15,107,585.26</u></b>



**KEN OFORI-ATTA**  
**CHAIRMAN**  
**PUBLIC PRIVATE PARTNERSHIP COMMITTEE**



**PATRICK NOMO**  
**CHIEF DIRECTOR**  
**MINISTRY OF FINANCE**



**STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 31ST DECEMBER 2021**  
(All amounts are expressed in Ghanaian Cedis)

REVENUE	Note	2021	2020
2021 Budget Allocation		20,000,000.00	-
Exchange gains	9	366,340.45	356,647.26
<b>TOTAL REVENUE</b>		<b>20,366,340.45</b>	<b>356,647.26</b>
<b>EXPENDITURE</b>			
Project Preparation & Transaction Advisory Services	6	533,332.45	506,074.97
Public Investment Management and Capacity Building	7	121,794.24	536,782.23
Project Management, Monitoring and Evaluation	8	<u>140,058.80</u>	<u>249,823.60</u>
<b>TOTAL EXPENDITURE</b>		<b><u>795,185.49</u></b>	<b><u>1,292,680.80</u></b>
<b>SURPLUS/(DEFICIT)</b>		<b><u>19,571,154.96</u></b>	<b><u>(936,033.54)</u></b>





**STATEMENT OF RECEIPTS AND PAYMENTS FOR THE YEAR ENDED 31ST DECEMBER 2021**  
(All amounts are expressed in Ghanaian Cedis)

	Note	Year ended 31 Dec. 2021	Year ended 31 Dec. 2020
<b>Receipts</b>			
Funds from GOG	5	-	-
		<u>-</u>	<u>-</u>
<b>Payments</b>			
Project Preparation & Transaction Advisory Services	6	533,332.45	506,074.97
Public Investment Management and Capacity Building	7	121,794.24	536,782.23
Project Management, Monitoring and Evaluation	8	<u>140,058.80</u>	<u>249,823.60</u>
		<b><u>795,185.49</u></b>	<b><u>1,292,680.80</u></b>
<b>Net Receipts/ (Payments)</b>		<b>(795,185.49)</b>	<b>(1,292,680.80)</b>
Opening Cash Balance		<u>15,107,585.26</u>	<u>16,043,618.80</u>
<b>Closing Cash Balance</b>		<b><u>14,312,399.77</u></b>	<b><u>14,750,938.00</u></b>

**Reconciliation of Closing Cash Balance with the effect of Exchange Difference**

Opening Cash balance		15,107,585.26	16,043,618.80
Net Receipts / (Payments)		<u>(795,185.49)</u>	<u>(1,292,680.80)</u>
		<u>14,312,399.77</u>	<u>14,750,938.00</u>
Exchange difference (gains)	9	<u>366,340.45</u>	<u>356,647.26</u>
<b>Closing Cash Balance C/F</b>		<b><u>14,678,740.22</u></b>	<b><u>15,107,585.26</u></b>



## NOTES TO THE FINANCIAL STATEMENTS

### 1. ACCOUNTING POLICIES

#### 1.1 General Statement

The Ministry of Finance-Headquarters is a covered entity preparing General Purpose Financial Statements in accordance with generally accepted accounting principles.

In preparing the Financial Statements, the Ministry of Finance takes cognizance of the 1992 Constitution and the Public Financial Management Act 2016 (Act 921). Relevant portions of the Public Financial Management Regulations, 2019 (L.I. 2378) have been applied to the preparation of these Financial Statements.

The principal accounting policies adopted in the preparation of the Financial Statements are set out below:

#### 1.2 Basis of Preparation

The Financial Statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) under the Accrual Basis of accounting where income is recognised where releases or warrants are issued and expenditure recognised when goods and services have been delivered.

#### 1.3 Revenue

Revenue is recognised when releases or warrants are received.

#### 1.4 Expenditure

The expenditure is recognised on accrual basis.

#### 1.5 Property, Plant and Equipment

Property, Plant and Equipment acquired during the year are capitalized and shown in the Balance Sheet.

#### 1.6 Foreign Currency

The Functional and Reporting currency is Ghana cedis (GHS). Transactions in foreign currencies are converted to GHS at the rates prevailing on the transaction date. Fund balances denominated in currencies other than GHS at the reporting period are translated into GHS at the rate of exchange ruling at the period. The resulting gains or losses are reported in the statement of receipts and payments.

### 2. The following foreign currency translation rates were used:

	2021	2020
Opening rate	1\$/GHS5.7573	1\$/GHS5.5314
Average transaction rate	1\$/GHS5.8307	1\$/GHS5.6128
Closing rate	1\$/GHS6.0031	1\$/GHS5.7573



**3. Cash and Cash Equivalents**

This consists of cash and bank balances at the end of the reporting period.

**4. Accumulated Fund Balance**

This represents the project fund balance as at 31st December 2021.

**5. Receipts**

This relates to funds received from GoG for Project Implementation.

**6. Project Preparation & Transaction Advisory Services**

This relates to payment for transaction advisory services for Feasibility study on Model Market PPP Projects.

**7. Public Investment Management and Capacity Building**

This represents payment for capacity training on Investment Appraisal and Risk Analysis.

**8. Project Management, and Monitoring and Evaluation**

This relates to Monitoring and Evaluation Consultancy Service fee.

<b>9. Translation adjustment - 2021</b>	<b>USD</b>	<b>Rate</b>	<b>GHS</b>
Accumulated fund balance - 1/1/2021	1,546,294.24	5.7573	8,902,479.83
Change in Fund balance			
Excess of payment over receipts	<u>(79,690.68)</u>	5.8307	<u>(464,652.45)</u>
Accumulated fund balance - 31/12/2021	1,466,603.56		8,437,827.38
Accumulated fund balance - 31/12/2021 at current exchange rate	<b><u>1,546,294.24</u></b>	6.0031	<u>8,804,167.83</u>
<b>Translation adjustment</b>			<b><u>366,340.45</u></b>
<b>Translation adjustment - 2020</b>	<b>USD</b>	<b>Rate</b>	<b>GHS</b>
Accumulated fund balance - 1/1/2020	1,636,458.68	5.5314	9,051,907.54
Change in Fund balance			
Excess of payment over receipts	<u>(90,164.44)</u>	5.6128	<u>(506,074.97)</u>
Accumulated fund balance - 31/12/2020	1,546,294.24		8,545,832.57
Accumulated fund balance - 31/12/2020 at current exchange rate	<b><u>1,636,458.68</u></b>	5.7573	<u>8,902,479.83</u>
<b>Translation adjustment</b>			<b><u>356,647.25</u></b>



**2021 - Breakdown of consolidated figures**

	USD Account	Rate (1\$/GHS)	GHS Equiv.	GHS Account	Consolidated
	A	B	C = A*B	D	E = C+D
Cash and Bank balance as @ 01/01/2021	1,546,294.24	5.7573	8,902,479.83	6,205,105.43	15,107,585.26
<b>Expenditure Component</b>					
Project Preparation & Transaction Advisory Services	79,690.68	5.8307	464,652.45	68,680.00	533,332.45
Public Investment Management and Capacity Building			0.00	121,794.24	121,794.24
Project Management, Monitoring and Evaluation			0.00	140,058.80	<u>140,058.80</u>
<b>Total Expenditure</b>	79,690.68		464,652.45	330,533.04	<u>795,185.49</u>
<b>Net income</b>					14,312,399.77
<b>Translation adjustment</b>					<u>366,340.45</u>
					<u>14,678,740.22</u>
Cash and Bank balance as @ 31/12/2021	1,466,603.56	6.0031	8,804,167.83	5,874,572.39	<u>14,678,740.22</u>



2020 - Breakdown of consolidated figures

	USD Account	Rate (1\$/GHS)	GHS Equiv.	GHS Account	Consolidated
	A	B	C = A*B	D	E =C+D
Cash and Bank balance as @ 01/01/2020	1,636,458.68	5.5314	9,051,907.54	6,991,711.26	16,043,618.80
<b>Expenditure Component</b>					
Project Preparation & Transaction Advisory Services	90,164.44	5.6128	506,074.97		506,074.97
Public Investment Management and Capacity Building			0.00	536,782.23	536,782.23
Project Management, Monitoring and Evaluation			0.00	249,823.60	<u>249,823.60</u>
<b>Total Expenditure</b>	90,164.44		506,074.97	786,605.83	<u>1,292,680.80</u>
<b>Net income</b>					14,750,938.00
<b>Translation adjustment</b>					<u>356,647.25</u>
					<u>15,107,585.26</u>
Cash and Bank balance as @ 31/12/2021	1,546,294.24	5.7573	8,902,479.83	6,205,105.43	<u>15,107,585.26</u>



## SECTION 6: INTERNATIONAL COLLABORATION

181. The Government of Ghana collaborated with international partners and institutions to promote the PPP agenda in general as well as provide information on Ghana's PPP framework to facilitate the Government's PPP Programme.
182. As part of efforts to bridge Ghana's infrastructure gap, Ghana collaborated with the United Nations Office for Project Services (UNOPS) with Technical Support from the University of Oxford to carry out a project dubbed "Accelerating the Attainment of SDGs in Ghana: Innovative Financing Strategies for Infrastructure Project". The project involved the development of SDG-related infrastructure projects that were showcased at an SDG Investment Fair on 14th April 2021, and the Training of Staff of the Ministry of Finance, NDPC and GIPC on some project assessment tools. These tools included;
  - The National Infrastructure Systems Modelling (NISMOD) Tool which supports decision-makers to determine the alignment of proposed infrastructure projects with SDG objectives and the Paris Agreement by determining potential project Impacts across 80 SDG indicators, and the country's Nationally Determined Contributions; and
  - The Sustainable Infrastructure Financing Tool (SIFT) which provides information on potential project financiers and their requirements.
183. On 16<sup>th</sup> June 2021, Ministry of Finance made a presentation on Ghana's new PPP Framework enshrined in the Public Private Partnership Act, 2020 (Act 1039) at the virtual meeting of the World Association of PPP Units and Professionals Annual Congress under the theme: Next Level PPP.
184. A presentation on the PPP framework was also made at the virtual meeting of the Ghana-Japan Quality Infrastructure Dialogue on 30<sup>th</sup> November 2021.
185. The ECOWAS Commission collaborated with the World Bank's Infrastructure Finance, Public-Private Partnerships and Guarantees Department to implement a regional PPP training and capacity building programme. About 40 officials from PPP agencies, sector ministries and ECOWAS Institutions were trained on PPPs from February to October 2021. This is a very important step in creating a critical mass of professionals who are well trained in PPPs, to support the determination of ECOWAS to encourage private participation in the delivery of regional projects.
186. As one of the countries in the Region with a good environment for PPPs, Ghana was part of the beneficiaries of the training. Five (5) officials participated in the programme; two from the Ministry of Finance and three from road sector institutions. The training, which spanned a period of three months from July - September 2021, is an internationally accredited World Bank Professional Certification Program which led to the issuance of the APMG Certified PPP Professional certificates that is received for three levels (Foundation, Preparation and Execution certificates).
187. ECOWAS under its Regional Integration Agenda prioritizes Infrastructure development to serve as the main catalyst to the achievement of its people-centred Regional Integration vision. One of the components of achieving this is improving the level and quality of economic and social infrastructure services across the region. Public Private Partnerships (PPPs) are one of the arrangements it envisages using to achieve its vision.





188. Furthermore, the Commission with the approval of Member States, developed a new ECOWAS Regional Infrastructure Development Master Plan for the period 2020-2045 which provides a long-term perspective for the regional energy, transport, telecommunications, and water resources sectors. This Master Plan requires an estimated US\$122.5 billion, of which about US\$57 billion is expected to be financed by private sector resources. This ambitious development drive requires the creation of the enabling environment to attract the needed Private Sector investment. This led to the ECOWAS Commission, working with Member States and finding support from the World Bank, to prepare a harmonized Regional Policy and related Guidelines to govern regional PPP Projects.
189. The Regional PPP Policy and Regional PPP Guidelines will ensure a coherent and well-defined legal and regulatory environment to encourage private investment in the delivery of infrastructure in the ECOWAS region.
190. As part of the process for the finalization of the study, and in accordance with the procedures of ECOWAS, Ghana represented by the Ministry of Finance, chaired the Committee of Experts Validation Workshops, organized by the ECOWAS Commission on 23<sup>rd</sup> and 24<sup>th</sup> September 2021 in Accra on the Draft Final report submitted by the Consultants.
191. Following several reviews by technical experts from national PPP Agencies and Ministries, the Regional PPP Policy, Regional PPP Guidelines, draft ECOWAS Supplementary Act on Regional PPPs were presented to the sector Ministers (also chaired by Ghana) who endorsed the drafts with some observations. These were addressed and the revised draft final versions approved by the ECOWAS Council of Ministers Session and the Authority of the Heads of State and Governments Summit on 10<sup>th</sup> December 2021 and 12<sup>th</sup> December 2021 respectively.
192. In addition to the above, the Ministry of Finance through its staff in the PPP Office participated in a Regional PPP Stakeholder Workshop that took place virtually on 7<sup>th</sup> December 2021 on the Establishment of a Regional PPP Stakeholder Network and Online Platform. It was organized by the West Africa Competitiveness Programme (WACOMP) which is a partnership initiative between ECOWAS and the European Union (EU). The establishment of a Regional PPP Stakeholder Network and Online Platform complements the ECOWAS PPP Policy and Guidelines prepared by ECOWAS with the support of the World Bank.
193. In terms of participation in regional projects, studies on the Abidjan-Lagos Corridor Highway, a flagship project of the Sub Region which passes through Ghana continued in 2021. The Phase 2 of the studies which comprised the Economic Feasibility Study and Preliminary Design Studies was completed in August 2021. The reports were validated by Member Countries at the 15<sup>th</sup> Experts meeting held from 12<sup>th</sup> to 15<sup>th</sup> October 2021 in Cotonou for the review and validation of the reports.
194. Based on the validation of the reports of the Phase 2 and the approval by the Honourable Ministers in-charge of Road Infrastructure of the five (5) corridor countries (the Steering Committee), at their meeting held on 22<sup>nd</sup> October 2021, the Consultants were mobilized to commence the third Phase of the assignment, which is Detailed Design Study from November 2021 for a period of 5 months. However, as a result of the continued border closures and COVID-19 related challenges, the submission of the 3<sup>rd</sup> Phase reports is expected by the end of August, 2022.



195. During the year under review, the Ministry of Finance together with the Global Center on Adaptation (GCA), World Bank and the Public Private Infrastructure Advisory Facility (PPIAF) began engagements on support for the operationalization of Ghana's Public Private Partnership Act, 2020 (Act 1039). The areas of focus were the development of the Regulations for the effective and efficient implementation of Act 1039, PPP Pipeline Development, and Capacity Building Assessment and Support. It is expected that implementation of the support in the above-mentioned areas will commence in 2022.
196. The collaboration with the GCA will specifically focus on integrating climate adaptation and infrastructure resilience into the PPP Framework. This is to ensure that new and existing projects take climate hazards into account and adapt to various future scenarios, while capitalizing on the potential of Nature-based Solutions throughout the infrastructure lifecycle. Key to this is to ensure the achievement of the United Nations Sustainable Development Goals (SDGs) 13 and 17 which focus on combating climate change and partnership for sustainable development respectively.



## SECTION 7: CONCLUSION

197. Ghana's PPP programme is stronger than ever. The promulgation of the PPP Act, 2020 (Act 1039) and the subsequent operationalisation of the key PPP institutions such as the PPP Office, PPP Committee, the FCTC and the Complaint Panel in 2021 have firmly established the legal, institutional and policy framework to facilitate a thriving PPP programme in Ghana. Building on the enhanced institutional framework would provide a conducive business environment for increased PPP investments in Ghana and deliver value for money.
198. Progress has also been encouraging on other fronts, notably in the capacity development of key institutions and alignment of pre-existing PPP projects at the pre-investment stage with Act 1039. The sensitisation of public officials and professional training of key stakeholders in PPPs, which commenced in 2021, would be further deepened to facilitate stakeholder compliance with Act 1039. Improving PPP capacity at all levels within the public sector has been identified as a vital lever to ensure that PPP projects are appropriately structured and managed to minimise government exposure to fiscal risk and achieve value for money.
199. With regards to projects at the investment stage facing implementation challenges, the contracting authorities will be assisted by the PPP Office to address the outstanding issues to avoid or minimise the resultant impact.
200. To further enhance the legal and regulatory environment, the Ministry of Finance will develop the Regulations for the Act to guide the implementation of the law and develop sector specific agreements and bidding documents to facilitate the PPP process. This would promote predictability and shorten the PPP project preparation period.
201. The PPP Office with the support of its stakeholders will also commence work on the preparation of the 5-year Programme and Medium-Term Plan with a credible pipeline of projects.
202. Finally, it is expected that with time, the coverage of the report in terms of the number of projects and the contracting authorities will increase in subsequent editions to enhance disclosure and transparency.













REPUBLIC OF GHANA

## MINISTRY OF FINANCE

*Professional, Ethical, Efficient, Responsive – Transforming Ghana Beyond Aid*

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