



REPUBLIC OF GHANA

# 2022 ANNUAL REPORT ON PUBLIC PRIVATE PARTNERSHIP PROJECTS



**Submitted to Parliament on  
Friday, 31<sup>st</sup> March 2023**

**By**

**Ken Ofori-Atta**  
Minister for Finance

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## **Ministry of Finance**

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The 2022 Annual Report on Public Private Partnership Projects of the Government of Ghana is also available on the internet at: [www.mofep.gov.gh](http://www.mofep.gov.gh)



## ACRONYMS AND ABBREVIATIONS

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AFC	Africa Finance Corporation
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 <sup>3</sup> P	Certified Public Private Partnerships Professional
CPI	Consumer Price Index
DVLA	Driver and Vehicle Licensing Authority
DWT	Deadweight Tonnage
EC	Electoral Commission
ECOWAS	Economic Community of West African States
EOCO	Economic and Organised Crime Office
EU	European Union
FCTC	Fiscal Commitment Technical Committee
FET	Fruit and Export Terminal Limited
FIMS	Foreigner Identification Management System
FRU	Floating Regasification Unit
FSRU	Floating Storage Regasification Unit
FSU	Floating Storage Unit
FTC	Fruit Terminal Company



GCA	Global Center on Adaptation
GCTU	Ghana Communications Technology University
GIFEC	Ghana Investment Fund for Electronic Communications
GIIF	Ghana Infrastructure Investment Fund
GIMPA	Ghana Institute of Management and Public Administration
GIS	Ghana Immigration Service
GOCEMS	Ghana Online Continuous Emissions Monitoring System
GPHA	Ghana Ports and Harbours Authority
GPS	Ghana Police Service
GRA	Ghana Revenue Authority
GSA	Ghana Shippers' Authority
GTEC	Ghana Tertiary Education Commission
GWCL	Ghana Water Company Limited
HSSE	Health, Safety, Security and Environment
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
MTPA	Metric Tonnes Per Annum



NCA	National Communications Authority
NHIA	National Health Insurance Authority
NIA	National Identification Authority
NIB	National Investigations Bureau
NIP	National Infrastructure Plan
NIS	National Identification Systems
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
SOE	State-Owned Enterprise
SPV	Special Purpose Vehicle
SSNIT	Social Security and National Insurance Trust
TACOTEL	Takoradi Container Terminal Limited
TEU	Twenty-Foot Equivalent Unit
TLBT	Takoradi Liquid Bulk Terminal
UMaT	University of Mines and Technology
VGf	Viability Gap Facility
WACOMP	West Africa Competitiveness Programme
WAPPP	World Association of PPP Units and Professionals
WPA	Water Purchase Agreement



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## FOREWORD



The 2022 Annual Report on Public Private Partnership Projects is the second edition since the enactment of the Public Private Partnership Act, 2020 (Act 1039). The report sets out to provide an update on the developments in the PPP space in Ghana following the maiden report.

This report presents information on Public Private Partnership Projects from the pre-investment phase to investment phase depicting the number of projects in the various sectors of the economy as well as the value of capital investment coming from the private sector in support of Government efforts in the delivery of public infrastructure and services.

As at end 2022, Ghana's PPP Programme consisted of 23 projects in the pre-investment phase with an initial investment cost of US\$24.17 billion as against US\$23.37 billion for 27 projects in 2021.

The projects in the investment phase increased from thirteen (13) in 2021 to fifteen (15) projects in 2022. The fifteen projects are made up of ten (10) Port Projects, two (2) National Identification Projects, one (1) Biometric Passport Project, one (1) Desalination Water Project and (1) Traffic Law Enforcement Project.

The total initial investment for the PPP Projects in the investment phase as at end of 2022 is estimated at US\$2.78 billion as against US\$2.75 billion in 2021.

A study through the report of projects in the investment phase shows that there are challenges with some of the port projects which require immediate resolution. The PPP Committee will in 2023 engage the Ministry of Transport and the Ghana Ports and Harbours Authority with the view of finding a lasting solution to the challenges.

Also, the heavy reliance of the Teshie Nungua Desalination Project and the National Identification Systems Project on government support poses a fiscal risk to the national budget. While steps will be taken to budget for the contingent liabilities arising from these two projects, the possibility of reviewing the PPP contracts will be explored within the framework of the Public Private Partnership Act, 2020 (Act 1039).

In the Budget Statement and Economic Policy of the Government of Ghana for the 2023 Financial Year, submitted to Parliament on Thursday, 24th November 2022, provision was made for Equity and Viability Gap Facility (VGF) for the Ghana Infrastructure Investment Fund (GIIF) Special Purpose Vehicle (SPV) to be established to begin the construction of the Accra-Tema Motorway and Extensions Project (ATMP) in 2023.

The Ghana Cedi equivalent of US\$125 million allocated for ATMP in the 2023 Budget will be used to operationalize the VGF account in 2023. This is in furtherance of Government's commitment to operationalize and fund the Viability Gap Facility (VGF) through allocation of funds from the budget, in line with Act 1039 as stated in the 2021 Report.

In 2022, to deal with the capacity issues raised in the 2021 report, training programmes were organized for the oversight institutions of PPPs. Also, the Contract Management Desk was



established within the PPP Office to assist contracting authorities in contract management as well as to monitor and evaluate PPP projects.

The development of the PPP Regulations and the Medium-Term PPP Programme for Ghana in line with Act 1039 is progressing steadily.

Provision of world class infrastructure and services are key to the growth and development of any country. Despite the current economic challenges, government is committed to deliver to the people of Ghana, critical infrastructure projects and services through PPP arrangements.

In 2023, the Ministry will develop a Medium-Term PPP Programme for Ghana, which will provide a credible pipeline of projects that are climate smart, financially viable and have a bankable risk allocation. Additionally, the Ministry will commence the development of a Local Currency Financing of Infrastructure Policy for the consideration of Government. The Policy will facilitate long-term local currency financing of infrastructure projects. Some potential sources of long-term local currency financing are institutional investors such as Pension Funds and Insurance Companies. Though existing legislation make some provision for these institutions to invest in infrastructure, there is the need to take a broader perspective by reviewing these legislations and policies to come up with a comprehensive policy which will facilitate their long-term investment among others in much needed bankable PPP infrastructure and services.

As a measure to improve the accessibility of long-term infrastructure investments, the Ministry is considering rating our PPP infrastructure going forward. This initiative aims to aid the financing of our PPP infrastructure projects, particularly in situations where the sovereign has a credit rating that is below investment grade. By having successful projects with better ratings, the cost of capital for the delivery of the country's PPP infrastructure can also be reduced.

Going forward, in a bid to facilitate the development and implementation of PPP infrastructure projects, government will engage GIIF in the implementation of PPP Projects within the framework of Section 51 of the Public Private Partnership Act, 2020 (Act 1039).

Lastly, I wish to reiterate that the Government is leaving no stone unturned to bring the economy back on track to facilitate foreign investment in the delivery of our public infrastructure and services and together we can make this happen.



**KEN OFORI-ATTA**

**MINSTER FOR FINANCE**



## EXECUTIVE SUMMARY

The second edition of the Annual PPP Report for Ghana provides an overview of the progress made in the country's Public Private Partnership (PPP) projects in 2022. The report highlights the Government's commitment to leveraging PPPs to address infrastructure gaps and improve service delivery across key sectors as required by Section 84 of the Public Private Partnership Act, 2020 (Act 1039).

The report provides an overview of the PPP landscape in Ghana, including the legal and regulatory framework, key players, and current projects. It notes the continuous efforts of Government to implement measures aimed at encouraging private sector participation in PPPs, such as improving transparency and accountability in procurement processes.

A key achievement of the PPP Office was the establishment of the Contract Management Desk in 2022. The Desk was established to ensure effective management of PPP contracts, enforcement of terms, and adherence to PPP regulations.

For the purpose of this report, Ghana's PPP projects have been classified as either in the Pre-Investment Phase (projects that are still in the pipeline or preparation stage) or in the Investment Phase (projects that are in the implementation stage).

Twenty-three (23) projects were reported on in the pre-investment phase for the year 2022. Two new projects were added to the portfolio of projects in the Infrastructure Sector and one project each was added to the Economic and Administration Sectors during the year under review. The Infrastructure Sector has 16 ongoing projects valued at US\$23.84 billion, the Social Sector has three projects valued at US\$29.3 million, the Economic Sector has three projects valued at US\$283 million, and the Administration Sector has one project valued at US\$21 million.

There are 15 PPP projects in both the investment and implementation phases based on available records at the PPP Office. Eleven (11) are within to the Infrastructure Sector, consisting of nine partnership projects with the Ghana Ports and Harbours Authority, as well as individual projects with the Ghana Shippers' Authority and the Ghana Water Company Ltd. Additionally, there are three PPP projects in the Administration Sector comprising of two National Identification Authority projects and one Ministry of Foreign Affairs and Regional Integration project. The Ministry of the Interior and the Ghana Police Service are also currently undertaking a project within the Public Safety Sector

The total estimated cost for projects in the investment phase for 2022 is US\$2.781 billion which is a percentage increase from the 2021 estimated cost of US\$2.750 billion.

Out of a total Government support of US\$110.91 million required by the Teshie Nungua Desalination Project and the National Identification Systems Project, through the Government Support Mechanism, Government provided support to the tune of US\$23.22 million with an outstanding amount of US\$87.69 million in 2022.

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 exemptions of US\$1,146.88 million. To date, US\$259.49 million has been utilized. This amount excludes the 2022 utilization amount for the Terminal 3 Project. There is therefore an outstanding balance of US\$887.39 million to be utilized.

For the reporting year, concession fees of US\$18.16 million accrued to three (3) projects namely, Takoradi Liquid Bulk Terminal, Tema Terminal 3 and the NIA Foreigner Identification Management System Projects and GHS38.7 million accrued to four (4) projects namely Takoradi Container





Terminal Limited, Fruit and Export Terminal, Tema Off-Dock Car Terminal and Takoradi Shore holding of Cargo and Off-Dock Terminal Projects.

As part of the legal and regulatory framework of PPPs, the Government of Ghana in December 2020, passed into Law the Public Private Partnership Act 2020 (Act 1039). The drafting instructions for the regulations were prepared and reviewed collaboratively with the Office of the Attorney General and Ministry of Justice on 21st and 22nd November, 2022. Further work is ongoing to finalize the drafting instructions. Standard bidding documents and the Standard Framework Agreement will be amended to include provisions related to climate and submitted for approval and publication, in accordance with Section 27(2)(g) of Act 1039.

In 2022, various activities were carried out to comply with the Public Private Partnership Act, including the promotion of institutional arrangements, project reviews, and capacity building programmes. The Public Private Partnership Committee held six meetings and considered ten projects, approving eight feasibility study reports and two draft project agreements. The Committee also reviewed the 2021 Annual Public Private Partnership Report and executed two partnership agreements for the Ministry of Foreign Affairs and Regional Integration and the Ministry of the Interior. The Fiscal Commitment Technical Committee held three meetings and made recommendations on fiscal risks and affordability issues for consideration. No complaints were lodged with the Complaints Panel regarding PPP procurement in 2022.

The Public Private Partnership Office conducted training workshops for various institutional actors and contracting authorities to enhance their capacity in Public Private Partnership arrangements and processes. They also conducted a mop-up exercise to cover entities that were not able to participate in the 2021 sensitization workshops. The Ghana Audit Service conducted a compliance audit of the PPP Office.

Section 80 of Act 1039 establishes the VGF, which provides financial support to technically, economically, socially, and environmentally viable but not financially viable projects. In the 2023 Financial Year Budget Statement, provision was made for Equity and VGF for GILF's SPV to begin the construction and operation of the Accra-Tema Motorway and Extensions Project, with allocations of US\$125 million for 2023, US\$102 million for 2024, and US\$153 million for 2025. The allocated sums will be used to operationalize the VGF account in 2023.

The operationalization of the Project Development Facility (PDF) continued in year 2022. The cash and cash balances as at 31st December, 2022 was GHS11,581,626.13. For 2022, a budget allocation of GHS10,000,000.00 was made for the PDF which is 50 percent of 2021's provision.

The Government of Ghana has engaged in several international collaborations to improve the efficiency and effectiveness of PPP projects in the country. Collaborations with Development Partners such as IMF/AFRITAC WEST 2 and World Bank, Standard Bank, International Association of PPPs, and Economic Community of West African States (ECOWAS) have been established to enhance technical expertise and encourage peer learning.

The World Bank provided technical grant support to the Ministry of Finance under the Ghana PPP Support Programme in 2022. The Bank through the Programme financed the procurement of CPCS Transcom Ltd to assist in screening PPP projects for the Ghana PPP Programme, complete the drafting instructions for the regulations, and enhance the capacity of the PPP Office and other Contracting Authorities for successful PPP project delivery.





## SECTION 1: INTRODUCTION

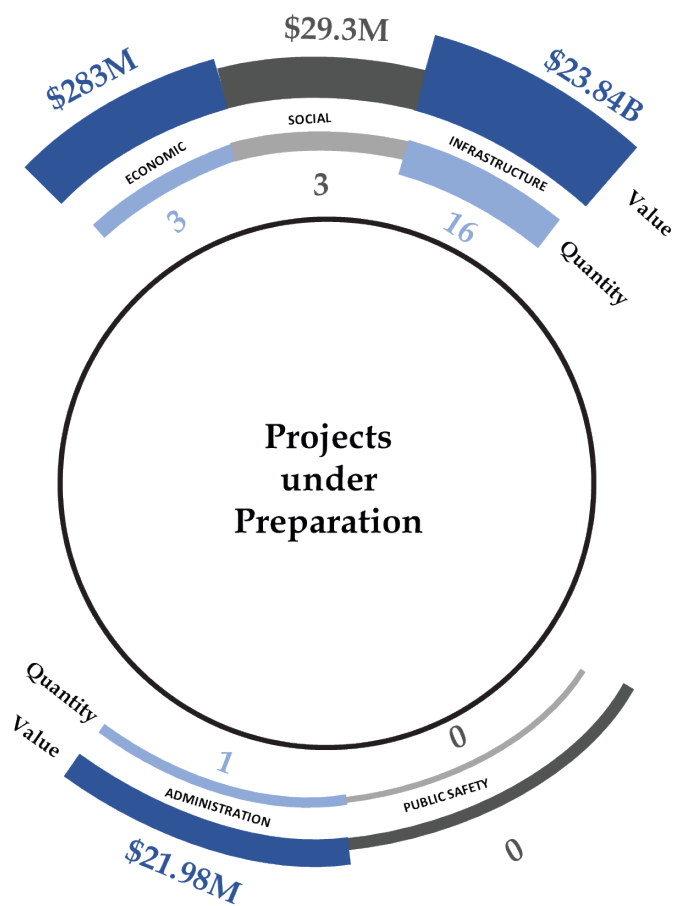
1. Section 84 of the Public Private Partnership Act, 2020 (Act 1039) states that “the Minister shall, within the first quarter of every year after receipt of the report and plans of each contracting authority, submit to Parliament a report on all public private partnership projects undertaken and plans of the contracting authorities for the ensuing year”.
2. This report is the second report being presented to Parliament in compliance with Section 84 of Act 1039 and it also provides an update to Parliament on Government’s PPP Programme, following the maiden report presented on Thursday, 31st March 2021.
3. The report is made up of seven Sections; Section 1 is the introduction to the report.
4. Section 2 presents the PPP projects in the pre-investment phase and further elaborates them by sectors, brief background of the projects, initial estimated investment cost, proposed locations, and the status of the project among others.
5. The PPP projects at the investment phase and their status are presented in Section 3. This section provides information in terms of project background and description, project financials, project performance as per the key performance indicators in the respective contracts, implementation challenges, conclusion and recommendations.
6. Furthermore, 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 2022 Financial Report on the Project Development Facility.
7. Finally, Sections 6 and 7 cover International Collaboration and Conclusion respectively.



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

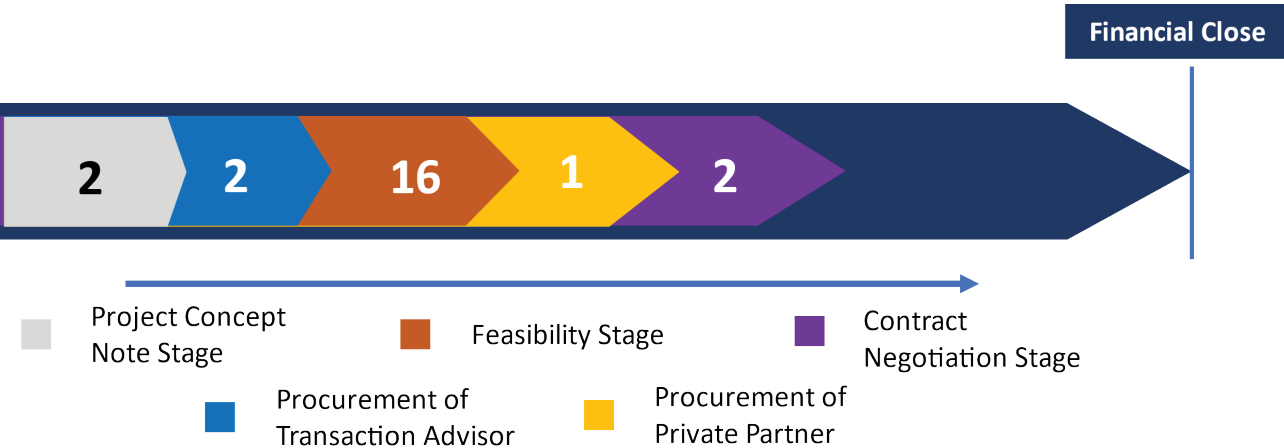
- 8. Twenty-three (23) projects were processed in the pre-investment phase for the year 2022. Two new projects were added to the portfolio of projects in the Infrastructure Sector and one project each was added to the Economic and Administration Sectors during the year under review.
- 9. The Infrastructure Sector has 16 projects estimated at US\$23.84 billion; the Social Sector has three projects estimated at US\$29.3 million; the Economic Sector has three projects estimated at US\$283 million and the Administration Sector has one project estimated at US\$21.98 million.

Figure 1: Value of Projects in the Pre-Investment Stage



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 1-4 below indicate the project name, project brief, location, procurement method as described in the Public Private Partnership 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.



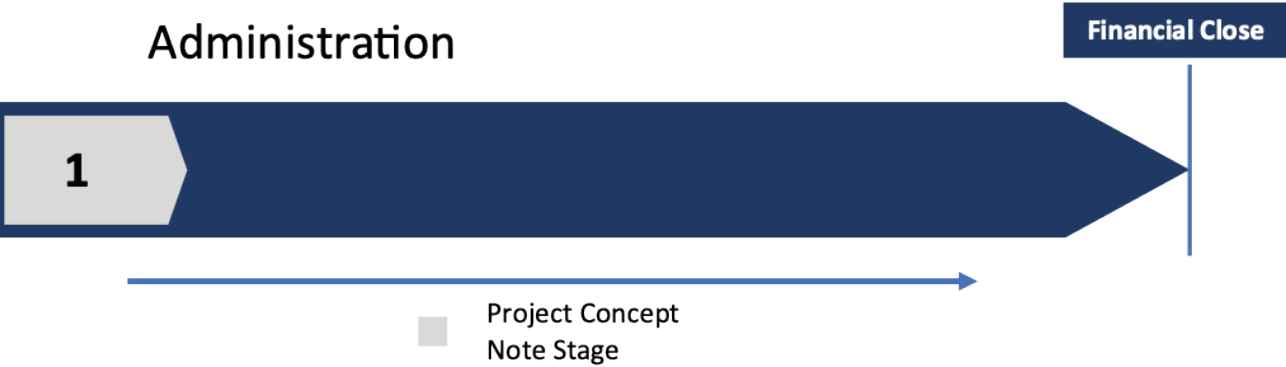
ADMINISTRATION SECTOR

12. The Administration Sector is a broad sector that focuses mainly on democratic governance, public financial management, Local governance administration, public accountability, public policy management, International relations, development communications and civil society engagement.



13. In 2022, the Administration Sector had three projects under preparation, from the Securities and Exchange Commission (SEC), the Ministry of Foreign Affairs and Regional Integration (MoFARI) and the Ministry of Local Government and Rural Development (MLGRD). The contract agreement for the Upgrade of the Current Biometric Passport System Project under MoFARI was finalized and has therefore been moved to the Investment stage. However, the Securities and Exchange Commission Office Accommodation Project is no longer part of PPP pipeline of projects because the PPP procurement process was unable to attract the right private partner. Thus it was cancelled following a formal request from SEC. Additionally, the Model Markets Project under MLGRD has been classified as inactive due to a lack of traction from the Contracting Authority.
14. A new project, Odawna Market Project, was also registered in the year 2022 and is estimated at US\$21.98 million.

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



Source: Ministry of Finance

Table 1: Administration 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\$)
1	Odawna market Project	The project is to redevelop the Odawna Market.	Greater Accra Region	Unsolicited	Korley Klottey Municipal Assembly	Project Concept Note Stage	2024	21,980,000.00



ECONOMIC SECTOR

15.

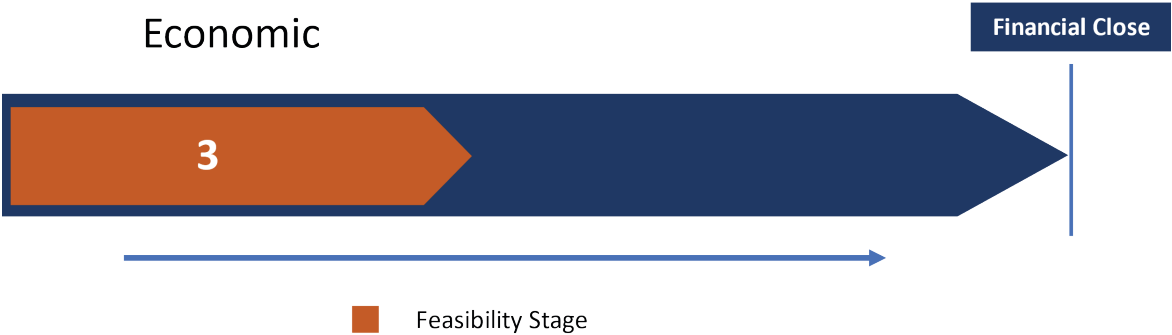
The Economic Sector focuses on sustainable and reliable energy supply; agriculture and rural development; fisheries and aquaculture development; and tourism and the creative arts development.
16.

In 2022, the Environmental Protection Agency submitted an unsolicited PPP project called the Ghana Online Continuous Emissions Monitoring Systems (GOCEMS) Project, bringing the total number of projects in the Economic sector to three. The three projects are the World Cocoa Centre project under the Ministry of Agriculture, the GOCEMS project under the Ministry of Environment, Science, Technology and Innovation, and Ecotourism project under the Ministry of Lands and Natural Resources. The Economic Sector investment commitments are estimated at US\$283 million. All the projects are unsolicited, hence, private sector led. Additionally, the Land Administration Reform Project was reclassified as a non-PPP project hence it is not being reported on this year.
17.

At the end of 2022, the Ecotourism and World Cocoa Centre projects were at the feasibility stage, however, the feasibility study report for the GOCEMS project is currently awaiting review and approval by the PPP Committee.



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\$)
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	138,000,000.00
2	Ghana Online Continuous Emissions Monitoring Systems (GOCEMS)	The objective of the project is to monitor industries emissions using a sensor technology.	All Regions	Unsolicited	Environmental Protection Agency	Feasibility Stage	2023	5,035,000.00
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	2023	140,000,000.00





SOCIAL SECTOR

18.

The key focus areas of the Social Sector are: education, health, employment and labour, chieftaincy and social welfare.

19.

The Sector currently has three (3) projects being undertaken by the Ministries of Health and Education with the aim of addressing various infrastructure and service challenges in the social sector of the country. The Social Sector investment commitments are estimated at US\$29.36 million across the three (3) projects.

20.

All the projects originated from the Contracting Authorities and will be procured through the solicited process of the Public Private Partnership Act, 2020 (Act 1039).

21.

In 2022, the Feasibility Study Report for the Ghana Communications Technology University (GCTU) hostel project under the Ministry of Education was finalized and is currently awaiting review and approval by the PPP Committee.

22.

The Feasibility Study Report of the Clinical Laboratory Improvement Project under the Ministry of Health was also granted a conditional approval by the PPP Committee. There are ongoing engagements to move the Kumasi Technical University project to the Feasibility Study stage which is next stage of the PPP process. The University of Mines and Technology (UMaT) and Ghana Institute of Management and Public Administration (GIMPA) projects from the 2021 report have been classified as inactive due to a lack of traction from the Contracting Authorities.
- 
- Figure 5: Number of Social Sector projects at various stages of the Pre-Investment Phase
- | Stage                              | Number of Projects |
|------------------------------------|--------------------|
| Procurement of Transaction Advisor | 1                  |
| Feasibility Stage                  | 2                  |
- Source: Ministry of Finance
- 12



Table 3: Social Sector Projects in the Pre-Investment Phase

S/N	Name	Project Brief	Location	Procurement Method	Contracting Authority	Status	Estimated Date for Bidding	Estimated Cost (US\$)
1	Construction of 8 Storey 1000-Bed Hostel at Asokwa for Kumasi Technical University	The objective of the project is to develop a 1000-bed capacity hostel.. Kumasi Technical University currently has a population of 13,000.	Ashanti Region	Solicited	Kumasi Technical University	Procurement of Transaction Advisor	2023	4,930,000.00
2	Development of Hostel Facility and Lecture Hall Complex at Ghana Communications Technology University (GCTU)	The project is aimed at developing a 3000-bed capacity hostel facility. The University currently has a student population of over 10,000.	Greater Accra Region	Solicited	Ghana Communications Technology University (GCTU)	Feasibility Stage	2023	18,533,000.00
3	Clinical Laboratory Improvement Project (CLIP)	This project intends to expand access to quality laboratory services nationwide, by refurbishing, and managing laboratories across the 16 Regions.	All Regions	Solicited	Ministry of Health	Feasibility Stage	2023	5,900,000.00



INFRASTRUCTURE SECTOR

23.

The Infrastructure Sector is a broad sector that focuses mainly on roads, railways, seaport, aviation, housing, water, sanitation, and communications infrastructure. The sector seeks to foster sustainable socio-economic development and trade to boost productive activities in the economy.
24.

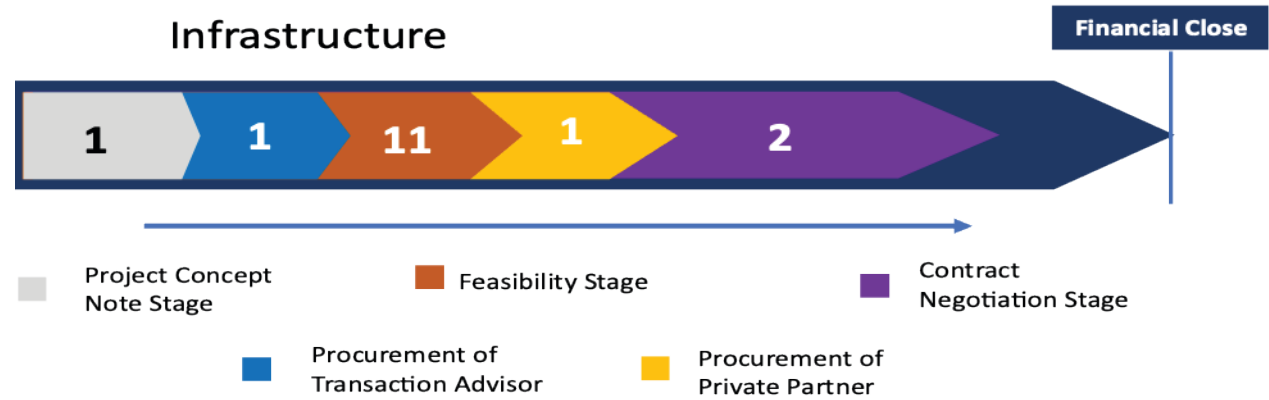
In 2022, the sector gained two new projects, bringing the total number of projects in the Infrastructure Sector portfolio to 16. These are all under the pre-investment phase. The two additional projects entail the construction of a Sea port at Keta and the installation of a Vehicle Driving Simulator. Twelve (12) of the projects are solicited while four were unsolicited projects.
25.

Out of the 14 projects reported in the 2021 Annual Report, the Feasibility Study Report for the Cable Car Mass Transport System project and Contract Agreement for the Upgrade of the Computer-Based Testing System Project were granted approval by the PPP Committee in the year 2022. It is anticipated that the Concession Agreement for the Accra-Tema Motorway Extension project will be finalized and submitted to Parliament for approval in 2023.
26.

The update of feasibility studies for the Eastern and Western Railway lines is currently underway. Feasibility Studies for the remaining projects in the infrastructure sector portfolio are either yet to be completed or approved by the PPP Committee. The initial investment costs of the 2 additional projects are estimated at US\$1.22 billion bringing the estimated total initial investment costs of projects in the pre-investment phase within the infrastructure sector to US\$23.84 billion.



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 Description	Location	Procurement Method	Contracting Authority	Status	Estimated Date for Bidding	Estimated Cost (US\$)
1	Accra - Tema Motorway and Extension Project	This project intends to upgrade and extend the Accra-Tema Motorway.	Greater Accra Region	GIIF	Ghana Highway Authority	Contract Negotiation Stage	-	570,000,000.00
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 townships along the 208 km corridor between Mallam Junction/ Kasoa and Inchaban/Takoradi.	Greater Accra/ Central and Western Regions	Solicited	Ghana Highway Authority	Feasibility Stage	2024	994,000,000.00
3	Cable Car Mass Transport System	The project objective is to develop and operate a cable mass transport system in Accra.	Greater Accra Region	Unsolicited	Ministry of Transport	Feasibility Stage	-	296,414,000.00
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	1,930,000,000.00



S/N	Project Name	Project Description	Location	Procurement Method	Contracting Authority	Status	Estimated Date for Bidding	Estimated Cost (US\$)
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.	Across Regions	Solicited	Ghana Railway Development Authority	Update of Feasibility study Report	2023	2,900,000,000.00
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	2024	3,300,000,000.00
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	2024	4,980,000,000.00



S/N	Project Name	Project Description	Location	Procurement Method	Contracting Authority	Status	Estimated Date for Bidding	Estimated Cost (US\$)
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 for passengers in Kumasi.	Ashanti Region	Solicited	Ghana Railway Development Authority	Feasibility Stage	2024	5,700,000,000.00
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 for passengers within Accra and its environs.	Greater Accra Region	Solicited	Ghana Railway Development Authority	Feasibility Stage	2024	1,240,000,000.00
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	Contract Negotiation Stage		4,900,000.00
11	Liquid Waste Treatment Plants Project	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	2023	13,022,000.00



S/N	Project Name	Project Description	Location	Procurement Method	Contracting Authority	Status	Estimated Date for Bidding	Estimated Cost (US\$)
12	Integrated Recycling and Composting Plants Project	This project is aimed at developing 16-number integrated waste processing and recycling plants to receive, sort, 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	2023	10,267,000.00
13	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.	Across Regions	Solicited	Ministry of Works and Housing	Procurement of Transaction Advisor	2024	398,680,000.00
14	Vehicle Driver Simulator Project	The project's goal is to set up a technological system that will allow the DVLA to implement an improved driver training and testing methodology that will place a greater emphasis on improving safe driving, professionalism, improved skills and competencies, and risk awareness in drivers. It will also support driver training in tactical and control tasks and provide higher reliability for support and assessment of various categories of drivers across the nation.	All Regions	Solicited	Driver & Vehicle Licensing Authority	Project Concept Note Stage	2025	7,030,000.00



S/N	Project Name	Project Description	Location	Procurement Method	Contracting Authority	Status	Estimated Date for Bidding	Estimated Cost (US\$)
15	Keta Port Project	The Ghana Ports and Harbours Authority plan to create a seaport at Keta through a build operate and transfer agreement, to facilitate trade, satisfy the demands of the global market, and advance national development.	Volta Region	Solicited	Ghana Ports and Harbour Authority	Feasibility Stage	2024	1,214,757,000.00
16	Sogakope-Lome Transboundary Water Supply Project	The Project would extract and purify water from the Volta River and send it via a network of water pipelines to the national water utility of each nation in order to increase the population's access to drinking water in Lomé and some areas in Ghana. The Project comprises building and running a water purification plant close to the intake site at Sogakope, Ghana, a system of pipelines to transport water from the Volta River in Ghana to Lomé, Togo, and any necessary pumping stations.	Volta Region	Solicited	Ghana Water Company Limited	Feasibility Stage	2024	285,000,000.00





**PUBLIC SAFETY**

27. Human security, public safety, and law and order are the primary concerns of the Public Safety Sector. The Sector had two projects from Ministry of the Interior at a cost of US\$15 million under preparation in 2021.

28. One of the projects, Automation of Traffic Law Enforcement Operations (Traffitech-Gh) with an estimated cost of US\$7.7 million was signed on 23rd December 2022 and has therefore moved to the Investment Stage. The contract will be executed in 2023. However, the other project, Private Security Database Management Project (PSDMP) has been classified as inactive due to a lack of traction from the Contracting Authority.

29. Therefore, for the 2022 reporting year, there is no project in the pre-investment phase for the Public Safety Sector.





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

30. The PPP Projects in the investment or implementation phase based on records available to the PPP Office are 15. These are made up of 11 projects in the Infrastructure Sector comprising nine partnership projects with the Ghana Ports and Harbours Authority and one project each with the Ghana Shippers' Authority and the Ghana Water Company Ltd.
31. There are also three PPP projects in the Administration Sector with the National Identification Authority and the Ministry of Foreign Affairs and Regional Integration.
32. The Public Safety Sector also has a project at the investment phase by the Ministry of the Interior and the Ghana Police Service.
33. The individual projects are hereby presented.



# PROJECTS IN THE PRE-CONSTRUCTION PHASE

## TAKORADI SHIP REPAIR FACILITY



Figure 7: Proposed view of Takoradi Ship Repair Facility

### Project Background and Description

- 34. The project involves the construction and installation of a floating dock facility consisting of two docks and two piers in the Port of Takoradi; and the development and construction of a machine shop, tool, and other ancillary workshops necessary for the provision of authorized services.
- 35. The project is procured as a BOT between Prime Meridian Docks Ltd, and the GPHA for a concession period of 25 years. The Concession Contract was executed in March 2014 and subsequently amended and restated in 2019.

### Project Performance

- 36. GPHA indicated that the Concessionaire had given assurance that they were seriously working with prospective lenders to reach Financial Close by end of April 2022 and that physical construction would commence by June 2022. However, at the time of reporting in December 2022, Financial Close had still not been reached.

### Conclusion and Recommendations

- 37. The inability of the Concessionaire to reach Financial Close raises bankability issues as well as its capacity to execute the project. Since per the current contract, the date for Financial Close has been breached, it is recommended that the Grantor (GPHA) invokes the termination clause and the project be made to go through a thorough reassessment.

## BOANKRA INTEGRATED LOGISTICS TERMINAL PROJECT



Figure 8: Artist Impression of the Boankra Integrated Logistics Terminal

### Project Background and Description

38. The Boankra Integrated Logistic Terminal (BILT) Project seeks to ease congestion at the seaports of Tema and Takoradi to enhance the operational efficiency of both ports, and create job opportunities for the people in and around Boankra. Additionally, it will reduce the aggregate transport cost of international cargo to importers and exporters from the middle and northern parts of Ghana among others.
39. The scope of the project includes performance and execution by the Concessionaire of all design, engineering, financing, procurement, construction, completion, operation, and maintenance of the project infrastructure. The Concession is for a period of 30 years and the Agreement was executed on 25th September 2020. The Project's construction phase started in September 2022.

### Project Financials

40. 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.

### Project Performance

41. Financial close was expected to be achieved within 270 days from the signing of the concession agreement which expired at the end of June 2021. 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 (90) Days. As at 31st December 2022, the project has still not reached financial close.
42. Construction has however commenced with capital injection from GPHA.

### Project Benefits

43. The BILT project has so far created about One Hundred and Seventeen (117) direct jobs for all categories of staff.



# AUTOMATION OF TRAFFIC LAW ENFORCEMENT OPERATIONS (TRAFFITECH-GH) PROJECT



Figure 9: Traffic Camera by Sensys Gatso

## Project Background and Description

- 44. The Ghana Police Service (GPS) as part of its institutional transformation programme intends to automate the operations of its Motor Traffic and Transport Department (MTTD) to enhance efficiency in service delivery in the areas of crime and traffic offence detection, apprehension and prosecution of traffic offenders.
- 45. Automated enforcement involves the use of electronic enforcement technology, including photo monitoring, photo detection, video traffic surveillance, and violation detection systems to monitor and enforce traffic control laws, regulations, or restrictions.

## Project Benefits

- 46. It is the expectation of the Ghana Police Service that the automation of MTTD operations in enforcement of road traffic laws and regulations will lead to:
  - a. Minimized:
    - i. Indiscipline on the part of road users
    - ii. Corruption among officers of MTTD
    - iii. Interference from the public in apprehensions and prosecution of traffic offenders
    - iv. Delays in prosecution
    - v. Road crashes and casualties
  - b. Maximized:
    - i. Efficient use of resources
    - ii. Data for profiling of traffic law violators
    - iii. Evidence gathering for prosecution
    - iv. Revenues from traffic fines for Government
    - v. Trust, credibility and confidence in MTTD operations



## UPGRADE OF CURRENT BIOMETRIC PASSPORT SYSTEMS PROJECT



Figure 10: Sample Passport

### Project Background and Description

47. The project intends to equip the sixteen (16) Passports offices in Ghana and fifty-eight (58) Ghana Missions abroad to issue International Civil Aviation Organization (ICAO) compliant electronic passports. The project will also implement an integrated system for the automation of passport application to replace the current system, in line with the Government of Ghana's e-Government Strategy to enhance service delivery.

### Project Benefits

48. The new biometric passport system will drastically reduce the average time taken to produce and issue passports from the current 60-90 days to 21 working days.
49. The new system will enhance national security by ensuring that passport holders are easily and properly identifiable. This will drastically reduce the incidence of identity theft and fraud.
50. The biometric passport issuance system will reduce operational cost and improve efficiency in the provision of passport services. This is as a result of the use of ICT which provides operational efficiency. The replacement of manual processes with computerized systems will ensure shorter turnaround time so that more passports can be processed and issued faster and cheaper leading to high revenue mobilization.
51. Also, by harnessing the IT infrastructure of Bureau of National Communications (BNC) and National Information Technology Agency (NITA) for services such as connectivity, disaster recovery and deployment of payment systems, the project will enable Government to plough back the huge investments made, thus creating value for money for the taxpayer.
52. The new system will comply with International Specifications and Standards stated by ICAO. This means that the new passports will meet international standards and be compatible with ICAO and ISO compliant systems in other countries. This will make the new passport highly trusted by all airports and will ease travels for holders.
53. The new passport system will ensure that the checks at the country's borders are streamlined, reducing waiting and queueing time by foreigners.



## PROJECTS AT THE CONSTRUCTION PHASE

### TAKORADI INTEGRATED CONTAINER AND MULTI-PURPOSE TERMINAL



Figure 11: Proposed artist impression of Project

#### Project Background and Description

- 54. The Takoradi Container and Multipurpose Terminal is a BOT Concession Contract between GPHA and Atlantic Terminal Services (ATS) Ltd for a term of 25 years. The Project is designed to improve the outturn of container and conventional cargo operations in the Port of Takoradi.
- 55. To enhance the infrastructure base of the project, the scope was varied to include the construction of rails for Ship to Shore (STS) Cranes. This is necessary to improve efficiency in container handling when container traffic through the Port of Takoradi increases in future.

#### Project Performance

- 56. The Phase 1 construction works is still underway and total physical accomplishment of the project is still 90 percent as reported in 2021. This Phase will deliver 600m of quay and related furniture and terminal facilities. Marine and civil works are over 90 percent complete. Procurement of equipment to kick start operation is saddled with challenges. Africa Finance Corporation acting as a shareholder and lender is refusing to approve disbursement to contractors for works. The project is susceptible to risks of low container traffic through the Port of Takoradi, inadequate market to generate enough returns to off-set loans acquired, and enough returns to off-set investments made, and competition from already established Meridian Port Services (MPS) in Tema.



## **Project Financials**

57. Phase 1 of the project is estimated to cost US\$210 million.
58. The Government of Ghana approved US\$65.25 million tax exemption to make the project viable. As at 31st December, 2022, US\$5.51 million (8.4%) of the approved tax exemption which covers domestic VAT and import duty have been utilized representing 1.3 percent increase from 2021.

## **Conclusions and Recommendations**

59. To enable the project to progress, GPHA is working with all the parties (AFC and the project company) to resolve the outstanding issues relating to non-payment of contractors for works to resume. GPHA has further discussed with the parties the possibility of attracting an anchor customer to take interest in the project SPV in order to shore up container traffic through the port.



## TEMA LNG TERMINAL



Figure 12: Floating Storage Unit (FSU) and Floating Regasification Unit (FRU)

### Project Background and Description

60. The Tema LNG Project aims to address Ghana’s increasing energy requirements while ensuring a dependable, cost-effective, and environmentally friendly fuel supply for the domestic power generation sector. This initiative is crucial in meeting the projected power and industrial demands over the next two decades, supporting Ghana’s drive towards industrialization. Additionally, it aims to enhance the port’s business portfolio and expand its traffic base through new development opportunities.
61. The Tema LNG facility is expected to expand the traffic base of the Tema Port by developing a new business portfolio. The development of this project aims at promoting clean and low-cost energy to support Ghana’s industrialization drive.
62. The project will comprise a Floating Storage and Regasification Unit (FSRU), permanently moored offshore at a jetty. Resembling a marine vessel, the FSRU will have a length of 295 metres and width of 44 metres. It will have the initial capacity to deliver 250MMscfd of LNG or 1.75 MTPA (metric tonnes per annum) of LNG.
63. The Tema LNG facility will have the scalable ultimate capacity to receive, store, regasify and deliver roughly 3.4 million tonnes (Mt) of Liquefied Natural Gas (LNG) a year, which is equivalent to approximately 500MMscfd (million cubic feet per day) of natural gas.
64. The FSRU will receive, regasify and export the LNG via a 16inch riser Pipeline End Manifold (PLEM), and a 24inch pipeline to an onshore metering and distribution terminal. The onshore reception facilities are designed for the reception of gas from the FSRU via the Subsea pipelines, while an associated onshore pipeline will deliver the natural gas to GNPC and its customers.
65. The contract for the project was executed on 19th July 2018 between Tema LNG Terminal Ltd and the GPHA.



### **Project Performance**

- 66 The total physical accomplishment at the end of the reporting period of the project was 97percent, same as in 2021.

### **Conclusions**

67. Project operations have delayed due to several factors including the effects of the Covid-19 pandemic as well as the inability of the project company to conclude an agreement with the offtaker. The delay may increase the project cost. It may also potentially lead to loss of revenue and increased project risk. To mitigate project financial loss, the project company has decided to sail out the Floating Storage Unit (FSU), leaving behind only the Floating Regasification Unit (FRU).
68. GPHA is engaging with the project company to ensure that agreement is reached with the offtakers to facilitate the full utilisation of the facility.



# PROJECTS AT THE OPERATIONS AND MAINTENANCE PHASE

## TAKORADI LIQUID BULK TERMINAL



Figure 13: Loading Arms Dolphins installed at the Takoradi Liquid Bulk Terminal

### Project Background and Description

- 69. 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 (deadweight tonnage) vessel. It has a throughput capacity of 5 million tonnes per annum. The project is designed to serve both domestic and transit customers.
- 70. The Concession Agreement was executed on 8th September, 2020. The Project was fully financed by the Concessionaire at a cost of US\$65 million. The Terminal commenced commercial operations on 22nd July 2021, when the first commercial vessel docked to work.
- 71. It must be stated that the old liquid bulk jetty had not undergone any improvements since they became operational many years ago. Additionally, the location of the old liquid bulk jetty was within the new Multipurpose Terminal concessionised 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).
- 72. All necessary statutory approvals were met prior to the commencement of construction works and operations. As at the end of December 2022, all necessary Conditions Precedent had been met prior to the commencement of construction and operations. The payment of an Upfront Fee of US\$6,797,000.00 by the Concessionaire to GPHA remains outstanding same as the case at the end of 2021.

### Project Financials

- 73. The project generated a Gross Revenue of US\$2,427,987.14 in 2022. Out of this GPHA earned US\$334,357.35 as Variable Concession Fees while Marshall Oil and Gas Services (MOGS) earned US\$2,093,626.61 being 14 percent and 86 percent respectively. GPHA in addition



earned a Fixed Concession Fee of US\$ 201,605.04 from the land area. The breakdown of the Project Revenue is presented in Table 5 as follows;

Table 5: Project Revenue- Takoradi Liquid Bulk Terminal

Revenue Type	GPHA	MOGS	Total
	Amount (\$)	Amount (\$)	Amount (\$)
Pipeline	10,933.76	80,180.89	91,114.65
Loading Arms	4,002.47	29,351.44	33,353.91
ISPS Dues	20,012.35	13,341.56	33,353.91
Fire safety Dues	2,428.05	17,805.71	20,233.76
Stevedore	258,424.40	1,895,112.23	2,153,536.63
Berth Occupancy	38,556.51	57,834.77	96,391.28
<b>Total</b>	<b>334,357.53</b>	<b>2,093,626.61</b>	<b>2,427,984.14</b>

Source: Ghana Ports and Harbours Authority

### Project Performance

74. The performance of the project based on agreed KPIs is presented in Table 6 below. Though the Key Performance Indicators apart from Implementation of Health and Safety Programmes were not achieved, they were an improvement over those recorded in 2021.

Table 6: Project Performance of Takoradi Liquid Bulk Terminal

Details of Non-Financial KPIs	Performance Standard	Actual Performance	Remarks
Average Time (Hours) of Vessels at Berth	48	55.26	Not achieved. Insufficient landside infrastructure
Annual Number of vessels	60	23	Not achieved. Insufficient landside infrastructure
Cargo Traffic in tonnes (million)	1.21	0.32	Not achieved. Insufficient landside infrastructure
Implementation of Health and Safety programmes	100 percent	100 percent	Achieved

Source: Ghana Ports and Harbours Authority



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

75. 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.
76. Development of landside infrastructure including Tank Farms for storage, access to roads to hinterlands etc. are critical to the success of this project.
77. GPHA has identified a site for the Tank Farms and is working with the project company to promote the siting of the Tank Farms on the said land.
78. Finally, it is recommended that GPHA considers among others the possibility of negotiating with the concessionaire to take shares in the project company to the tune of the amount of the outstanding Upfront Fee of US\$6,797,000.00 due GPHA.



# TAKORADI CONTAINER TERMINAL LTD (TACOTEL) INLAND CONTAINER DEPOT (ICD)



Figure 14: Container Freight Station, equipment and trucks at the terminal

## Project Background and Description

- 79. The TACOTEL 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.
- 80. The Takoradi ICD Terminal Project was procured by Ibistek Ltd, and the concession contract executed in January 2016.
- 81. The project has been in operation since April 2017 under the brand name TACOTEL.

## Project Financials

- 82. The terminal posted Gross Revenue of GH¢22,722,482.16 in 2022. The Variable Concession Fees accruing to GPHA which is 25 percent of Gross Revenue amounts to GH¢5,680,620.54.

## Project Performance

- 83. Due to low container traffic volumes through the Port of Takoradi, the Terminal handled only 38,699 TEU's in 2022 which was relatively lower than the 40,259 TEU's handled in 2021. The operational performance of the project in year 2022 based on agreed KPIs is shown in Table 7 below;



Table 7: Performance Indicators – Takoradi Inland Container Depot

Details of non-Financial KPIs	Performance Standard	Actual Performance	Remarks
Customer Turnaround Time	Within 3 hours after payment	2.5 Hrs (Avg.)	Achieved
Import Transfer to the Terminal	Within 12 hours after discharge	10 Hrs	Achieved
Export Transfer to the Port	24 hours after gate opening	20 Hrs	Achieved
Container Dwell time report	Monthly	Routine	Achieved

Source: Ghana Ports and Harbours Authority

**Project Benefits, Implementation Challenges and Conclusion**

- 84. The project has contributed to a significant reduction in human and vehicular traffic in and around Takoradi Port and paved way for the development of the on-dock terminal.
- 85. The low container traffic volumes through the port of Takoradi still poses the major challenge associated with the project as the facility remains grossly underutilised, hence the exposure of the project to financial and credit risk. It was the expectation that the development of the Container multi-purpose Terminal will help attract cargo traffic through the port of Takoradi, however this has not yet materialised. Hence, there has not been any improvement in the situation.





## SHOREHOLDING OF GENERAL CARGO AND AN OFF-DOCK CAR TERMINAL OPERATION- TAKORADI

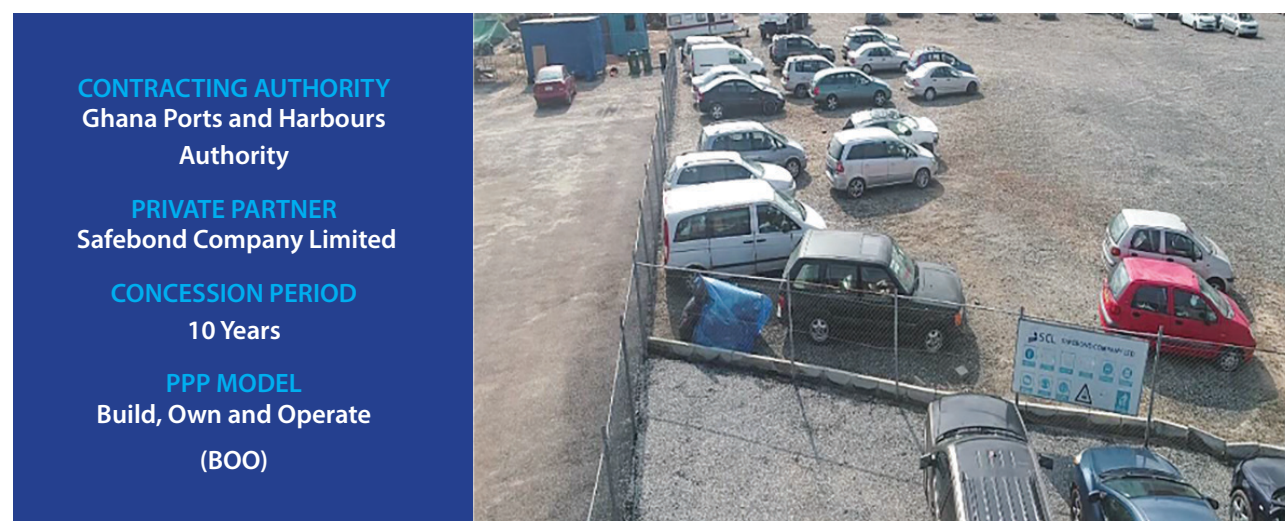


Figure 15: Section of Safebond Company Limited Off-Dock Car Terminal

### Project Background and Description

86. The Project involved 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.
87. The Takoradi Off-Dock Car Terminal is a 10-year concession granted to Safebond Company Limited. The Concession Agreement was executed in April 2016. The project has been completed and commissioned. The Project was fully financed by Safebond Company Limited and did not benefit from any Government financial support.

### Project Financials

88. The Project posted a Gross Revenue of GH¢47,419,357.32 in 2022 as against GH¢5,150,000.00 in 2021. Out of the GH¢47,419,357.32, GPHA earned Variable Concession Fees of GH¢3,134,958.75 plus additional fees of GH¢17,439,707.16 from Shed Rentals.
89. The breakdown of the revenue realised is presented in Table 8 below;

Table 8: Project Revenue - Takoradi Off-Dock Car Terminal

	GPFA	SAFEBOND LTD	Total
Shore Handling	3,134,985.75	9,404,957.25	<b>12,539,943.00</b>
Rental of Sheds	17,439,707.16	17,439,707.16	<b>34,879,414.32</b>
<b>TOTAL</b>	<b>20,574,692.91</b>	<b>26,844,664.41</b>	<b>47,419,357.32</b>



90. Also, in 2022, the project company acquired two MAN Diesel Trucks and a 5-tonne Forklift Truck at US\$82,293.00 and US\$76,916.25 respectively.

**Project Performance**

91. Table 9 below shows the operational performance of the project in year 2022s based on agreed KPIs.

Table 9: Performance Indicators – Takoradi Off-Dock Car Terminal

Details of Non-Financial KPIs	Performance Standard	Actual Performance	Remarks
Customer Turnaround Time	5 Hrs	4.8 Hrs	Achieved
Transfer of vehicles to the Terminal after landing at the port	48 Hrs	40 Hrs	Achieved
Compensation payment to customer for damages to vehicles	30 Days	30 Days	Achieved
Vehicle Dwell time period (Average)	30 Days	22 Days	Achieved
Total number of vehicles handled in 2022 (Units)	1,500	738	Not Achieved
Total number of general cargo handled in tonnes	-	-	-
Implementation of HSSE programs	Routine	Routine	-

Source: Ghana Ports and Harbours Authority

**Project Benefits, Implementation Challenges and Conclusion**

92. The project has helped to decongest the Takoradi Port area and freed up additional space for further development of key port infrastructure. Though the project was implemented without any technical issue, the major challenge associated with the project is still low traffic volumes through the port of Takoradi. This is exposing the project to financial and credit risk. There is the threat of folding up when the new container and multipurpose terminal starts operations. This is because the shore handling services provided for general cargo of the new container and multipurpose terminal overlap with that of this project. The management of GPHA has still not remedied the situation since the last time of reporting.





## TEMA TERMINAL 3 PROJECT



**CONTRACTING AUTHORITY**  
Ghana Ports and Harbours  
Authority

**PRIVATE PARTNER**  
Meridian Ports Services (MPS)

**PROJECT COST**  
US\$1.5 billion

**CONCESSION PERIOD**  
35 Years

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

Figure 16: A Container vessel being worked on at the Terminal 3

### Project Background and Description

93. The Terminal 3 Project follows the implementation of the Terminal 2 Project back in August 2004. This project aims to enhance and optimize the handling of containers in Tema, contributing to the overarching goal of establishing Tema as the primary container hub in West Africa. With a capacity to accommodate container vessels of up to 18,000 TEUs, the terminal possesses the capability to handle an annual throughput of 3 million TEUs. This expansion and improvement will significantly boost container handling performance in Tema.
94. On 12th June, 2015, the Terminal 3 Project Concession was successfully implemented with Meridian Port Services (MPS). This achievement was made possible through an amendment known as Deed of Amendment No. 1, which modified the Tema Terminal 2 Concession Agreement initially signed on 17th August, 2004. The Ghana Ports and Harbours Authority (GPHA) holds a 30 percent equity stake in MPS and is represented by two board members. The estimated cost for the development of Terminal 3 amounts to US\$1.5 billion.
95. In July 2019, the Terminal began its operations on two berths, which encompassed a total quay length of 1400 meters. The Marine Works for the Terminal and the designated area to support three berths have been successfully finished. However, there are still pending tasks required to fully accomplish the project's objectives. These outstanding tasks involve paving the backup area for Berth 4 and installing additional cargo handling equipment. These works are outstanding even though they were to be completed in 2022. The delayed investment is because the current space is able to effectively handle the container traffic.

### Project Financials

96. Container traffic volumes in the Port of Tema declined by 20 percent as compared to 2021. During the 2021 financial year, MPS Ltd posted Gross Revenue of US\$380.33 million. GPHA earned Variable Concession Fees of US\$20.62 million. MPS Ltd also paid dividend amounting to US\$75 million to GPHA for the operations of 2021.



- 97. In 2022, GPHA earned US\$16.67 million as Variable Concession Fees. MPS Ltd is yet to declare dividend for 2022.
- 98. The Government of Ghana through Parliament granted Tax Exemptions, Concessions and Waivers worth US\$832 million to help reduce the project risk. The waivers covered the Construction and Operation Phase of this project.

**Project Performance**

- 99. The operational performance of the project in year 2022 based on agreed non-financial key performance indicators are presented in Table 10.

Table 10: 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 Conclusion**

- 100. The project has played a crucial role in the modernization of the Port of Tema’s infrastructure, resulting in enhanced efficiency and appeal. It has significantly contributed to the notable rise in vessel and container traffic at the port of Tema in recent years.
- 101. As the leading port in Ghana, the Port of Tema maintains its dominance by managing more than 90 percent of the container traffic. Since the project’s implementation, there has been a notable increase in container traffic passing through the port. Importantly, there were no reported issues with the project implementation during the reviewed period
- 102. The implementation of the Terminal 3 project at the Port of Tema has resulted in a significant shift in the traditional function of Inland Clearance Depots (ICDs). To accommodate the increased storage and delivery requirements for containerized import consignments, additional backup facilities were established as part of the project. As a consequence, all private ICDs have been compelled to cease their involvement in receiving and delivering laden containers to customers ever since the commencement of operations at Terminal 3.



## FRUIT AND EXPORT TERMINAL



Figure 17: Forklift in operation at the Tema Fruit Terminal

### Project Background and Description

103. The Tema Fruit and Export Terminal Project aims to broaden the scope of port activities by expanding the export of locally grown horticultural products as well as those in transit. This initiative includes the restoration of Shed 9 and the Old Container Freight Station (CFS) at the Port of Tema. Additionally, it involves the construction of a new, contemporary facility to accommodate the Central Stores and the Printing Section of the Ghana Ports and Harbours Authority (GPHA).
104. In June 2015, the Tema Fruit and Export Terminal Project was established through a 20-year concession agreement between the Fruit and Export Terminal (FET) and the Ghana Ports and Harbours Authority (GPHA).

### Project Financials

105. The project company posted Gross Revenue of GH¢18.77 million in 2022 as against GH¢16.24 million in 2021. For the year under review, GPHA earned GH¢4.69 million as variable concession fees as against GH¢4.06 million in 2021. Additionally, GPHA earned a dividend of GH¢1.25 million.

### Project Performance

106. The operational performance of the project in year 2022 based on agreed non-financial key performance indicators is highlighted in Table 11.



Table 11: 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	50 mins	Achieved
Gate turnaround time delivery of export containers	90 mins	82 mins	Achieved

Source: Ghana Ports and Harbours Authority.

**Project Benefits, Implementation Challenges and Conclusion**

- 107. The primary advantage of this project lies in its promotion of horticultural product exports at the port.
- 108. Although the project has brought numerous benefits, there have been recent concerns raised by Fruit Terminal Company (FTC) Ltd regarding the Concession Agreement between the Ghana Ports and Harbours Authority (GPHA) and the Fruit and Export Terminal (FET) Ltd. These concerns are currently being addressed at the Ministerial level.





## TEMA OFF-DOCK CAR TERMINAL



Figure 18: Aerial view of the operations area of the Safebond Car Terminal Ltd

### Project Background and Description

109. The Tema Off-Dock Car Terminal Project is a component of an effort to alleviate congestion at the Port and maximize land utilization in the Port of Tema. This undertaking entails the establishment of a car terminal situated outside the Port.
110. Safebond Car Terminal Limited was awarded a 25-year concession for the Tema Off-Dock Car Terminal. The Concession Agreement was signed in February 2007, and operations commenced in 2008. This project follows a standard Service Concession model, wherein the Concessionaire is granted the authority to provide Receipt and Delivery Services for the concession period.

### Project Financials

111. The project company posted Gross Revenue of GHS17.07 million as against GHS16.62 million in 2021. GPHA earned variable concession fees of GHS3.52 million in 2022 as against GHS4.05 million in 2021. There was an additional fixed fee of GHS3.06 million earned for the use of space. The revenues accruing are highlighted in the Table 12 below:

Table 12: Project Revenue – Tema Off-Dock Car Terminal

Revenue	GPHA (GHS)	SAFE BOND (GHS)	Total (GHS)
Shore handling	3,522,195.87	13,548,325.55	<b>17,070,521.42</b>
Fixed Fees	3,058,739.16		<b>3,058,739.16</b>
<b>Total</b>	<b>6,580,935.03</b>	<b>13,548,325.55</b>	<b>20,129,260.58</b>

Source: Ghana Ports and Harbours Authority



**Project Performance**

112. Table 13 below shows the operational performance of the project in year 2022 based on agreed non-financial key performance indicators.

Table 13: Performance Indicators- Tema Off-Dock Car Terminal

Details of non-Financial KPIs	Performance Standard	Actual Performance	Remarks
Customer Turnaround Time	5 Hrs	4.8 Hrs	Achieved.
Transfer of vehicles to the Terminal after landing at the port	48 Hrs	36 Hrs	Achieved
Compensation payment to customer for damages to vehicles	30 Days	30 Days	Achieved
Vehicle Dwell time report	25 Days	20 Days	Achieved
Total number of vehicles handled in 2022 (Units)	40,000	38,961	Not Achieved
Implementation of HSSE programs	Routine	Routine	Achieved

Source: Ghana Ports and Harbours Authority

**Project Benefits**

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



## TESHIE NUNGUA DESALINATION PROJECT



Figure 19: Teshie Nungua Desalination Plant

### Project Background and Description

114. Messrs. Befesa Desalination Development Ghana Ltd submitted an unsolicited proposal to Ghana Water Company Limited (GWCL) on 29th April, 2010. The proposal pertained to the construction of a desalination plant capable of producing 60,000m<sup>3</sup>/day (13 MGD) to serve Teshie, Nungua and its surrounding areas.
115. Due to significant advancements in technology related to desalination of sea water for the purpose of providing drinking water, as well as a notable decrease in production costs, water supply from sea water was considered a feasible option.
116. On 20th February 2012, an agreement for a 25-year BOOT concession was executed for the project. Construction began in November 2012 and on 2nd February, 2015, the project successfully achieved its Commercial Operation Date. The project has been operational ever since.

### Project Financials

117. In the year 2022, the combined sum of invoices issued for Capacity Charge, Water Variable Charge, and Delay Charges payable to BDDG amounted to US\$16,895,082.66. Additionally, there were arrears carried forward from 2021 totaling US\$6,617,992.75, resulting in a total debt owed by GWCL to BDDG of US\$23,513,075.41. As of December 31, 2022, an amount of US\$14,220,236.61 had been settled, leaving a remaining balance of US\$9,292,838.80.142.
118. Table 14 below presents the details of water supplied, capacity utilisation, electricity charges as well as payments made and outstanding payment as at the end of 2022.



Table 14: 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\$)
2022	13,508,471	61.7	15,381,507.60	1,315,725.07	197,849.99	4,882,047.50	21,777,130.16	6,000,000	8,220,236.61	9,292,838.80

Source: Ghana Water Company Limited

119. Due to the inability of Ghana Water Company Ltd to meet its financial obligations with respect to the Water Purchase Agreement (WPA), Government supported the payment of GWCL obligations to the tune of US\$8,220,236.61 out of the total sum of US\$14,220,236.61 paid to BDDG in 2022.
120. Furthermore, the electricity bill arising from the plant operations amounting to GH¢41,009,198.93 (US\$4,882,047.50) has not been paid by GWCL to ECG. This is in anticipation of MoF using the ESLA funds to make the payment as the practice has been.
121. The project also benefited from tax exemptions. The approved tax exemptions is US\$72,827,330.00. Out of this amount, US\$27,770,889.00 had been utilized as at the end of 2022 leaving a balance of US\$45,056,441.00.

Project Performance

122. By the end of 2022, out of the expected total contracted capacity of 21,900,000m<sup>3</sup>, the desalination plant had supplied 13,508,471m<sup>3</sup> of the treated water to GWCL network representing 61.7 percent supply efficiency for the period.
123. Table 15 below shows the level of achievement of KPIs in 2022.

Table 15: 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
*Boron (mg/l)	<1.0	<1.0	Achieved
Product Water Supply	60,000 m <sup>3</sup> /day	37,009m <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 Implementation Challenges and Conclusion**

124. During the year under review, two (2) out of four (4) Reverse Osmosis filter membrane racks had operational issues which directly accounted for the decline in the expected output of the plant as reported by the Plant Operator. Any attempts to increase production without fixing the fouled filter membranes will lead to chloride-laden water beyond the recommended chloride thresholds (250mg/l) in the National Drinking Water Standards.
125. Despite provisions on delayed payments in the Water Purchase Agreement (WPA) governing the desalination project, the Plant Operator, has indicated in writing that the disruption in the procurement of needed supplies essential under the WPA is because of financial constraints currently faced by GWCL. With the current happenings, GWCL has been unable to provide the required quality of service to the people of Teshie and its environs. To forestall these, GWCL is currently involved in the restructuring of the Water Purchase Agreement (WPA) governing the project.



NIA FOREIGNER IDENTIFICATION MANAGEMENT SYSTEM PROJECT



Figure 20: Sample Identification card for Non-Citizens

Project Background and Description

126. The Foreigner Identification Management System (FIMS) Project aligns with the objectives outlined in the National Identification Authority (NIA) Act of 2006 (Act 707). This project operates through a collaborative agreement where the private partner, Identity Management System (IMS), assists the NIA in fulfilling its responsibilities as mandated by the National Identification Authority Act, 2006 (Act 707), and the National Identity Register Act, 2008 (Act 750). The involvement of the private sector partner allows for the utilization of their resources to support the implementation of these Acts.
127. The FIMS Project is a 15-year concession agreement that was executed on May 4, 2012. Its primary objective is to collect biographical and biometric data of foreign residents in Ghana and facilitate the issuance of ID cards to these individuals.
128. The project’s objective is to enable the National Identification Authority (NIA) to fulfil its mandate of providing Identity Cards to lawfully registered Ghanaian citizens and permanent resident non-Ghanaian applicants. 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 of status of foreigners.
  - Providing an opportunity using biometric identification to build and offer government services to foreign residents.

## Project Financials

129. Within the FIMS Project, the Customer Service Charge has a base rate of US\$100, and an additional US\$20 is provided as an Internally Generated Fund (IGF) top-up specifically for the National Identification Authority (NIA). This brings the total amount to US\$120.
130. The FIMS Project forecasted and actual revenues for 2022 including revenue variations (shortfall) is presented in Table 16 below:

Table 16: Revenue Projections and Variance for the FIMS project (2022)

Forecasted Revenue				
Year	Currency	NIA	IMS	Total
2022	US\$	4,380,000.00	19,383,000.00	23,763,000.00
Actual Revenue				
Year	Currency	NIA	IMS	Total
2022	US\$	961,454.00	4,423,906.00	5,385,360.00
Revenue Loss				
Year	Currency	NIA	IMS	Total
2022	US\$	3,418,546.00	14,959,094.00	18,377,640.00

*Source: National Identification Authority*

131. The main reason for the variation (shortfall) is the non-attainment of the 500,000 Minimum Commencement Number (MCN). The non-attainment of the MCN is due to 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, 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

132. In the year under review, a total of 22,771 Foreigner Identity Cards were printed while 40,760 Foreigner Identity Cards were renewed. Additionally, 16 Foreigner personal records were updated while 179 Replacement cards were issued.
133. Sixteen (16) Foreign personal record updates were recorded in the year under review and the number of FIMS Offices were increased from 8 to 16. Steps were also taken on non-enforcement and non-compliance by institutions by the provision of verification devices to GIS to verify cards and engagement with Ghana Police Service, Ghana Tertiary Education Commission (GTEC) and Ghana Immigration Service (GIS) Regional commands to boost enforcement.



### **Project Implementation Challenges and Recommendations**

134. A challenge for the project is the under-representation of about 60 percent of foreigners from the ECOWAS sub-regions. There is therefore the need to intensify public education and sensitization, as well as enhance enforcement and compliance.
135. Lastly, there will also be the need to review the FIMS contract to realign with expectations and create the new mechanisms to achieve the minimum commencement number and increase the registration footprint across the country through additional collocation agreement with interested Financial Institutions and other institutions.



## NATIONAL IDENTIFICATION SYSTEM PROJECT



Figure 21: Applicants at the card replacement section (NIA Head Office)

### Project Background and Description

136. The National Identification System (NIS) Project is a collaborative effort between the Government of Ghana, represented by the NIA, and Identity Management Systems II (IMS II). This Public-Private Partnership aims to deliver the National Identity Card (Ghana Card) to both Ghanaian citizens residing in Ghana and abroad, as well as legally resident foreign nationals.
137. The objective of the NIS Project is to enable the National Identification Authority (NIA) to effectively carry out its legal obligations. This includes upgrading the National Identification System (NIS) to become the primary source of identification systems in Ghana. The project aims to register all Ghanaian individuals, regardless of age, and issue identity cards to both residents of Ghana and those living abroad. Furthermore, the NIS Project seeks to provide biometric verification services to various user agencies such as SSNIT, NHIA, GRA, BoG, EC, Passport Office, and DVLA. Additionally, it involves the development of a national biometric data repository.
138. Moreover, the NIS Project aims to align Ghana's National Identification System (NIS) with the highest international standards for biometric identification systems. Additionally, it seeks to harmonize and integrate existing identification registers, eliminating redundant efforts and the inefficient use of national resources by other government agencies.
139. The project's objective is to establish the necessary information and communications technology infrastructure, data capture systems, card issuance systems, and data exchange Web Services. These components will enable the National Identification Authority (NIA) to generate revenue for funding its operations and the ongoing project.
140. The NIS Project is in its fourth year of implementation.





## Project Financials

141. The project revenue for 2022 was US\$3,749,440.00 representing 9 percent of the US\$41,912,358.00 revenue target for the period. The project has thus earned a total US\$44,262,870 revenue as of end 2022. Table 17 below highlights the performance from the various revenue lines.

Table 17: Performance of NIA Revenue lines

2022 Project Revenue Performance Table					
Source	Service Type	Planned (\$)	Achieved (\$)	Deferred (\$)	Reasons for revenue variation
NHIA	Transfer of Datasets	19,578,333		19,578,333	Deferred revenue to allow negotiation of outstanding receivables
Traditional Banks	Verification Services	1,831,200	395,743		Service delivery and billing commenced from July 2022. The revenue variance was due to reduction of number of traditional banks branches from 1,308 projected to 1,117 actual branches billed. Also the impact of high USD forex conversion rate also led to lower revenue value of invoice. GHS value achieved
Savings and Loans	Verification Services	445,200			Discussion, Design and Integration of systems to provide verification services on-going
Rural Banks	Verification Services	96,350	103,923		Increased rural bank branches from 171 in the projected to the actual billing of 830 branches led to exceeding the target.
Insurance Companies	Verification Services	507,944		507,944	Discussion, Design and Integration of systems to provide verification services on-going
Finance/ investments Companies	Verification Services	894,841		894,841	Discussion, Design and Integration of systems to provide verification services on-going
BOG Grant		1,022,222		1,022,222	
Telcos	Verification Services	893,708	282,865		High USD forex conversion rate also led to lower revenue value of invoice. GHS value achieved
Diaspora Registration	Card Issuance	733,080		733,080	Diaspora registration planned for 2023

2022 Project Revenue Performance Table					
Source	Service Type	Planned (\$)	Achieved (\$)	Deferred (\$)	Reasons for revenue variation
DVLA	Vehicle and Drivers Registration	1,385,066		1,385,066	Discussion, Design and Integration of systems to provide verification services on-going
GRA	Transfer of Datasets	5,001,021		5,001,021	Deferred revenue to allow negotiation of outstanding receivables
Local Registrations	Replacement & Updates Premium	6,511,558	2,799,964		High USD forex conversion rate also led to lower revenue value of invoice. GHS value achieved
Local Registrations	Under 14 Registration	618,381		618,381	Under 14 registration planned for 2023
MOFARI	Verification Services	1,545,453		1,545,453	Discussion, Design and Integration of systems to provide verification services on-going
SSNIT	Transfer of Datasets	848,000	166,945		High USD forex conversion rate also led to lower revenue value of invoice. GHS value achieved
<b>TOTAL</b>		<b>41,912,358</b>	<b>3,749,440</b>	<b>31,286,342</b>	

**Source : National Identification Authority**

142. The project commenced billing of the traditional Banks, Rural banks, and Telcos for verification services following the successfully on-boarding of these institutions onto the project verification platform.
143. Revenue from DVLA, MOFARI, and Insurance companies were deferred as their on-boarding on the verification systems are on-going. Diaspora registration was deferred to 2023 hence no revenue earned from this segment.
144. Revenue from Local registrations and verification services were highly impacted by the high forex conversion rate suffered. The projected financials estimated average GHS/USD conversion rate of GHS4.73/US\$1 as opposed to GHS11.98/\$1 recorded during the period.
145. Revenue from Telco verification underperformed due to Government directive to offer no fee charge to subscribers during the SIM re-registration exercise.
146. On-going discussion with NHIA and GRA for payment of outstanding receivables and fee negotiation led to deferment of revenue due from these bodies. However, if the major revenue contribution of diaspora and Telcos had gone ahead, the project revenue would have increased from \$44.2m to \$70.2m representing 73 percent of projected accrued revenue.
147. Government's financial support received during the fiscal year 2022 is US\$15 million. The outstanding bills due IMS II as of 31st December 2022 was US\$78.40 million.



148. Tax Exemptions granted for the project term is US\$176,799,193.00. The tax exemptions utilised in 2022 by the IMS II project was US\$47,181.00. Thus, the tax exemption utilized by IMS II on project deliverables from 2018 to 2022 was US\$19,639,893.00.

### **Project Performance**

149. During the period under review, 1,505,776 applicants were registered exceeding the target of 1.5million. Also, 1,258,632 cards were printed, and 935,074 cards issued. 213,452 lost or damaged cards were replaced, and 52,503 personal applicants' records were updated. 207 out of 855 financial institutions were successfully onboarded.
150. The technical system for the registration of Ghanaians in the diaspora was tested in the 4th quarter of 2022 and thirteen (13) citizens ordinarily resident abroad were registered and issued with the Ghana Card. Seven (7) temporary registration points to support the SIM Card re-registration exercise were established and 16 Regional and 276 District Offices were enhanced with office supplies.
151. In co-ordination with the Ghana Refugee Board (GRB) and the United Nations High Commission for Refugees (UNHCR), NIA registered a total of six hundred and forty-seven (647) refugees in Accra.

### **Project Challenges, Conclusion and Recommendations**

152. Some of the issues that affected the implementation of the NIS Project include delay in the payment of data sets charges and invoices by user agencies, non-payment of Government Support, delay in the release of funds to NIA by Government, shortage of blank cards leading to backlog of cards to be printed and adjudication records to be investigated.
153. It is recommended that to implement NIA's strategic plans and initiatives to reduce the burden on Government Support Agreement payments on Government, adequate and regular budget releases be made by the Ministry of Finance. Steps should be taken to recover outstanding payments due since 2021 from GRA and NHIA as well as increase public education and sensitization on the uses and benefits of the Ghana Card. Financial clearance is also required for additional staff to establish six (6) more Premium Registration Centres.
154. There is the need to onboard more user agencies to enhance revenue generation and to reduce government support. To this end, NIA plans to share vital data with the Ghana Police Service (GPS), Economic and Organised Crime Office (EOCO) and National Intelligence Bureau (NIB).





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

155. In line with the implementation and compliance with the Public Private Partnership Act, 2020 (Act 1039) various activities were carried out in relation to institutional arrangements, projects review and capacity building.
156. In 2022, the Public Private Partnership Committee held six meetings and considered a total of ten (10) projects at various stages in the pre-investments phase. The Committee in all considered and approved eight Feasibility Study Reports and two draft Project Agreements. The projects considered are listed below:
  - a. Upgrade of the current Biometric Passport System Project (UCBPS)
  - b. Automation of Traffic Law Enforcement Operations Project (TRAFFITECH-GH)
  - c. DVLA Upgrade of the Computer Based Testing Systems Project
  - d. Clinical Laboratory Improvement Project (CLIP)
  - e. Sogakope-Lome Transboundary Water Supply Project (SLTWS)
  - f. 16-No. Integrated Recycling and Composting Plants Project
  - g. 3 No. Liquid Waste Treatment Plants Project
  - h. Development of the Accra Cable Car Project
  - i. Accra-Tema Motorway and Extensions Project (ATMP)
  - j. Construction of Office Complex for the Securities and Exchange Commission (SEC Office Complex)
157. The Committee in the year under review also held a meeting for the final review and consideration of the 2021 Annual Public Private Partnership Report before submission to Parliament. As at the end of 2022 the work of the Committee led to the execution of two partnership agreements for the Ministry of Foreign Affairs and Regional Integration and the Ministry of the Interior. The agreements are with respect to the Upgrade of the current Biometric Passport System Project (BPS) and the Automation of Traffic Law Enforcement Operations Project (TRAFFITECH-GH).
158. The Fiscal Commitment Technical Committee which is the technical advisory committee to the Public Private Partnership Committee in the year 2022 held three meetings to consider eight out of the ten projects presented to the Public Private Partnership Committee.
159. The Fiscal Commitment Technical Committee through meetings made recommendations to the Public Private Partnership Committee on fiscal risk and their contingent liabilities as well as affordability and Value for Money issues for their consideration. In 2022, no complaint was lodged with the Complaints Panel with regards to procurement of PPPs.



### **Viability Gap Facility**

160. Section 80 of Act 1039 establishes the Viability Gap Facility (VGF). Section 82 (2) states that the VGF shall provide financial support to projects which are technically, economically, socially, and environmentally viable but not financially viable.
161. In the Budget Statement and Economic Policy of the Government of Ghana for the 2023 Financial Year, submitted to Parliament on Thursday, 24th November 2022, provision was made for Equity and VGF for the GILF SPV to be established to begin the construction and operation of the Accra-Tema Motorway and Extensions Project.
162. The Ghana Cedi equivalent of US\$125 million was allocated for 2023 while indicative allocations of Ghana Cedi equivalent of US\$102 million and US\$153 million were made for 2024 and 2025 respectively.
163. The sums allocated in the budget will be used to operationalise the VGF account in 2023.

### **Capacity Building**

164. In accordance with Section 27 (2) (m) of Act 1039, the Public Private Partnership Office carried out some capacity building programmes for some institutional actors as well as some contracting authorities during the year under review.
165. The Public Private Partnership Office as part of its efforts to increase capacity in public private partnerships in collaboration with the IMF/AFRITAC West 2 organized training workshops for the following institutional actors:
  - a. Parliament
  - b. Public Private Partnership Committee
  - c. Public Investment Programme Working Committee
  - d. Complaints Panel
  - e. Office of Attorney General and Ministry of Justice
  - f. The Controller and Accountant-General's Department
  - g. Ghana Audit Service; and
  - h. The Internal Audit Agency
166. The Parliamentary training workshop was organised in November 2022. Participants comprised of members from the Finance Committee with selected members from the Energy and Mines, Roads and Transport, Works and Housing, and Water and Sanitation Committees of Parliament.
167. The training of the Public Private Partnership Committee, the Public Investment Programme Working Committee, the Complaints Panel, the Office of the Attorney General & Ministry of



Justice, the Internal Audit Agency, Ghana Audit Service and the Controller and Accountant-General's Department was held in October 2022. In all a total of thirty-eight persons participated in the training workshop.

168. These training sessions introduced participants to public private partnerships arrangements and processes, contingent liabilities, and fiscal commitments among others.
169. As a follow up from the 2021 nationwide sensitization programme on the Act 1039, which covered Ministries, Departments and Agencies (MDAs), Metropolitan, Municipal and District Assemblies (MMDAs) and State-Owned Enterprises (SOEs), amongst others, the PPP Office in September 2022, organized a mop up exercise to cover the entities who were not able to participate in the 2021 workshops. Participants identified for this workshop were eleven (11) from State-Owned Enterprises, two (2) Regulatory Agencies (Bank of Ghana and the National Pension Regulatory Authority), four (4) Insurance Companies and eight (8) Pension Funds / Institutions, making a total of 25 participants.
170. The Ghana Audit Service undertook compliance audit of the PPP Office during the year under review in accordance with Section 18 (1) of the Public Private Partnership Act, 2020 (Act 1039).
171. With respect to covering PPP transactions in the national accounts and the application of International Public Sector Accounting Standards to PPP arrangements as per Section 17 of Act 1039, engagements are still ongoing between the PPP Office and the National Accounts Directorate of the Controller and Accountant General's Department to ensure operationalisation of this aspect of the Act.

### **PPP Regulations**

172. As part of efforts to develop the Regulations for the Act 1039 in accordance with Section 86 (1), the drafting Instructions for the Regulations was prepared and reviewed in collaboration with the Office of the Attorney General and Ministry of Justice between 21st – 22nd November 2022.

### **Monitoring and Evaluation**

173. To strengthen the Public Private Partnership Office's efforts to oversee the monitoring and evaluation of public private partnerships from commencement to post completion stage in accordance with Section 27(2)(i), the Contract Management Desk was established within the Office.
174. The Contract Management Desk's mandate is to:
  - a. Develop and maintain a register of PPP contracts in the investment phase;
  - b. Monitor the obligations of both the public and private parties under all partnership arrangements such as Condition Precedents, Commercial Close, Financial Close, Effective Dates, Construction Completion, Handback procedures etc.; to ensure the projects and partnership are successful;



- c. Participate in contract negotiations, performance analysis to maximize operational and financial performance and risk mitigation; and
- d. Develop a PPP Contract Management Framework and annual monitoring plans.

### **Standard Documents**

- 175. The developed 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 are to be amended to include Climate related provisions and will be submitted for approval and publication.



## SECTION 5: FINANCIAL REPORT ON THE PROJECT DEVELOPMENT FACILITY

176. The Project Development Facility (PDF), which is a revolving fund, is established by Section 77 of the Public Private Partnership Act, 2020 (Act 1039). Section 79 of Act 1039 sets out the provisions for the management and use of moneys of the PDF.
177. The moneys of the PDF are to be used for;
- a. project preparation
  - b. project structuring and procurement of private party;
  - c. project management, monitoring and evaluation;
  - d. public investment management capacity building;
  - e. public investment management systems; and
  - f. transaction advisory services.
178. The sources of moneys for the PDF according to Section 78 of Act 1039 are;
- a. monies approved by Parliament
  - b. loans and grants from development partners
  - c. not more than two percent of the capital cost of a potential partnership project paid by the winning bidder on financial close; and
  - d. refunds of project development cost as a first charge on the approved budget of the contracting authority for other public investment projects funded from the PDF
179. The subsequent tables provide a report on the PDF account.



STATEMENT OF FINANCIAL POSITION AS AT 31ST DECEMBER 2022

(All amounts are expressed in Ghanaian Cedis)

	Note	2022	2021
<b>Current Assets</b>			
Cash and Cash Equivalents	3	11,581,626.13	14,678,740.22
Receivables	10	<u>30,000,000.00</u>	<u>20,000,000.00</u>
<b>Total Current Assets</b>		<b><u>41,581,626.13</u></b>	<b><u>34,678,740.22</u></b>
<b>Total Assets</b>		<b><u>41,581,626.13</u></b>	<b><u>34,678,740.22</u></b>
<b>Represented by</b>			
Accumulated Fund b/f		34,678,740.22	15,107,585.26
<b>Surplus /(Deficit) for the year</b>		<u>6,902,885.91</u>	<u>19,571,154.96</u>
Accumulated Fund c/d		<b><u>41,581,626.13</u></b>	<b><u>34,678,740.22</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 2022

(All amounts are expressed in Ghanaian Cedis)

REVENUE	Note	2022	2021
Budget Allocation		10,000,000.00	20,000,000.00
Exchange Gains	9	3,592,968.03	366,340.45
<b>TOTAL REVENUE</b>		<b>13,592,968.03</b>	<b>20,366,340.45</b>
<b>EXPENDITURE</b>			
Project Preparation & Transaction Advisory Services	6	5,151,761.72	533,332.45
Public Investment Management and Capacity Building	7	1,538,320.40	121,794.24
Project Management, Monitoring and Evaluation	8	-	140,058.80
<b>TOTAL EXPENDITURE</b>		<b><u>6,690,082.12</u></b>	<b><u>795,185.49</u></b>
<b>SURPLUS/(DEFICIT)</b>		<b><u>6,902,885.91</u></b>	<b><u>19,571,154.96</u></b>



STATEMENT OF RECEIPTS AND PAYMENTS FOR THE YEAR ENDED  
31ST DECEMBER 2022

(All amounts are expressed in Ghanaian Cedis)

	Note	2022	2021
<b>Receipts</b>			
Funds from GOG	5	-	-
		<u>-</u>	<u>-</u>
<b>Payments</b>			
Project Preparation & Transaction Advisory Services	6	5,151,761.72	533,332.45
Public Investment Management and Capacity Building	7	1,538,320.40	121,794.24
Project Management, Monitoring and Evaluation	8	<u>-</u>	<u>140,058.80</u>
		<u>6,690,082.12</u>	<u>795,185.49</u>
<b>Net Receipts/ (Payments)</b>		<b>(6,690,082.12)</b>	<b>(795,185.49)</b>
Opening Cash Balance		<u>14,678,740.22</u>	<u>15,107,585.26</u>
<b>Closing Cash Balance</b>		<b><u>7,988,658.10</u></b>	<b><u>14,312,399.77</u></b>
<b>Reconciliation of Closing Cash Balance with the effect of Exchange Difference</b>			
Opening Cash balance		14,678,740.22	15,107,585.26
Net Receipts / (Payments)		<u>(6,690,082.12)</u>	<u>(795,185.49)</u>
		<u>7,988,658.10</u>	<u>14,312,399.77</u>
Exchange difference (gains)	9	<u>3,592,968.03</u>	<u>366,340.45</u>
<b>Closing Cash Balance C/d</b>		<b><u>11,581,626.13</u></b>	<b><u>14,678,740.22</u></b>



## NOTES TO THE PDF ACCOUNT

### 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 PFM Act 2016 (Act 921). Relevant portions of the PFM 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 when 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

Expenditure is recognised on accrual basis.

#### 1.5 Property, Plant and Equipment

Property, Plant and Equipment acquired during the year are capitalized and depreciated over their economic useful life, using applicable rate of depreciation.

#### 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 prevailing exchange rates. The resulting gains or losses are recognised in the statement of financial performance.



2. The following foreign currency translation rates were used:	2022	2021
Opening rate	1\$/GHS6.0031	1\$/GHS5.7573
Average transaction rate	1\$/GHS8.2721	1\$/GHS5.8307
Closing rate	1\$/GHS8.5717	1\$/GHS6.0031

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 2022.

5. Receipts

This relates to funds received from GOG for Project Implementation.

6. Project Preparation & Transaction Advisory Services

This relates to cost of transaction advisory services for the Ghana Communication & Technology University Hostel Complex Project, Eastern Railway Greenfield Extension Project and the Accra-Tema Motorway and Extensions Project.

7. Public Investment Management and Capacity Building

This represents cost of capacity training on Public Investment Appraisal and Risk Analysis for Officers from Ministries, Departments and Agencies.

8. Project Management, Monitoring and Evaluation

This relates to Monitoring and Evaluation Activities/ Consultancy Service fee.



<b>9. Translation adjustment - 2022</b>	<b>USD</b>	<b>Rate</b>	<b>GHS</b>
Accumulated fund balance - 1/1/2022	1,466,603.56	6.0031	8,804,167.83
Change in Fund balance			
Excess of payment over receipts	(581,274.61)	8.2721	(4,808,361.70)
Accumulated fund balance - 31/12/2022	885,328.95		3,995,806.13
Accumulated fund balance - 31/12/2022 at current exchange rate	<b><u>1,466,603.56</u></b>	8.5717	<u>7,588,774.16</u>
<b>Exchange Difference (Gains)</b>			<b><u>3,592,968.03</u></b>

<b>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	(79,690.68)	5.8307	(464,652.45)
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>Exchange Difference (Gains)</b>			<b><u>366,340.45</u></b>

<b>10. Receivables</b>	<b>GHS</b>
2022 Budget Allocation	10,000,000.00
2021 Budget Allocation	<u>20,000,000.00</u>
	<b><u>30,000,000.00</u></b>



2022 - 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 @ 01/01/2022	1,466,603.56	6.0031	8,804,167.83	5,874,572.39	14,678,740.22
<b>Expenditure Component</b>					
Project Preparation & Transaction Advisory Services	581,274.61	8.2721	4,808,361.70	343,400.02	5,151,761.72
Public Investment Management and Capacity Building			-	1,538,320.40	1,538,320.40
Project Management, Monitoring and Evaluation			-	-	-
<b>Total Expenditure</b>	581,274.61		4,808,361.70	1,881,720.42	6,690,082.12
<b>Net income</b>					7,988,658.10
<b>Translation adjustment</b>					<u>3,592,968.03</u>
					<u>11,581,626.13</u>
Cash and Bank balance as @ 31/12/2022	885,328.95	8.5717	7,588,774.16	3,992,851.97	11,581,626.13





## 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	140,058.80
<b>Total Expenditure</b>	79,690.68		464,652.45	330,533.04	795,185.49
<b>Net income</b>					14,312,399.77
<b>Translation adjustment</b>					366,340.45
					14,678,740.22
Cash and Bank balance as @ 31/12/2021	1,466,603.56	6.0031	8,804,167.83	5,874,572.39	14,678,740.22



## SECTION 6: INTERNATIONAL COLLABORATION AND EVENTS

180. The Government of Ghana during the year under review continued its collaboration with its international partners and institutions to build capacity as well as facilitate the PPP reforms in Ghana.
181. The Public Private Infrastructure Advisory Facility (PPIAF) of the World Bank provided support for the development of PPPs under the Ghana PPP Support Programme. The Programme is made up of three components, namely:
- Component 1: Preparation of Drafting Instructions for PPP Regulations
- Component 2: Appraisal Support for PPP Pipeline Development; and
- Component 3: Capacity Building Assessment
182. In 2022, under the Ghana PPP Support Programme, Drafting Instructions for the PPP Regulations were developed and submitted to the Office of the Attorney-General & Ministry of Justice. Thereafter, the Drafting Instructions were reviewed by the Office of the Attorney-General & Ministry of Justice and the PPP Office.
183. Under the second component of the Ghana PPP Support Programme, which is the Appraisal Support for PPP Pipeline Development, preliminary screening and prioritization of projects to be included in the PPP pipeline were undertaken. It is envisaged that a presentation of the PPP pipeline for stakeholder consultation and subsequent publication would be carried out in 2023.
184. The objective of the Capacity Building Assessment Component of the Ghana PPP Support Programme is to support the PPP Office to be able to build the awareness and capacity needed for effective implementation of the PPP Law.
185. Accordingly, Messrs CPCS Transcom Limited during the year under review, under the programme, built the capacity of staff of the PPP Office on the use of the Project Screening and Analysis Tool (PSAT) of the World Bank to properly assess, screen, and prioritize projects.
186. An assessment of the capacity needs of various stakeholders for PPP project development and implementation was also carried out to help develop a capacity building plan to strengthen the institutional capacity of GoG stakeholders.
187. On 3rd March 2022, Standard Bank/Stانبic Ghana partnered the Ministry of Finance to organise a virtual training programme for Staff of the Public Investment and Assets Division on “PPPs and Project Financing” with particular focus on the lender’s perspective.
188. The PPP Office participated in the 2022 virtual Annual Congress of the World Association of PPP Units and Professionals (WAPP) dubbed “PPPs for COP27 and Beyond”.
189. The congress was organized from the 13th – 17th June 2022 and sought to among others, provide understanding on how governments are future-proofing PPP policies and frameworks and elevate the discussion on how institutions can adapt PPP contracts to deliver efficacy, efficiency and competitiveness. The Office intends to participate in subsequent Annual Congresses to foster collaborations with PPP Units and Professionals worldwide.



190. The Ministry of Finance was also a beneficiary of the 2022 cohort of the ECOWAS PPDU-AECID – APMG Preparation Level Training from 12th – 17th September 2022 at Lomé, Togo which saw the participation of two officers from the Ministry. The above training was a collaboration between the ECOWAS Commission and the Spanish Co-operation for International Development (AECID) to build expertise in project preparation and development within the ECOWAS region.
191. Also, from the 13th – 14th October 2022, the Ministry of Finance through the PPP Office participated in a consultative forum on ECOWAS Infrastructure and Credit Enhancement organized by the ECOWAS Project Preparation and Development Unit (PPDU) in Accra.
192. The Forum agreed on the importance of preparing good well-structured bankable projects, understanding that credit enhancements will not make bad projects good and that, there was the need to set aside money for project preparation to facilitate the preparation of bankable projects.
193. The Forum among others, recommended that ECOWAS and Member States consider consortia of insurers, determining minimum entry rating criteria for participating entities, as a means of mobilising local insurance.
194. The Forum also stressed the need for ECOWAS and Member States to take necessary measures to unblock and remove legal and regulatory hurdles preventing / limiting local financing sources (such as pension funds and insurance companies) from investing in the infrastructure sector or across borders.
195. Various studies on the Abidjan-Lagos Corridor Highway are still ongoing. As a result of time lost due to COVID-19 and delays encountered in reaching an agreement on extending the design contracts, Phase 3 which is Detailed Design and Phase 4 Financial Structuring and Implementation strategy are being implemented by the consultants concurrently for submission by end of May 2023. The procurement process to recruit a firm to carry out Financial Structuring and Transaction Advisory Services commenced in November 2022.
196. To assist Parliament exercise its oversight role of PPP transactions as provided for in the Public Private Partnership Act, 2020 (Act 1039), the Public Private Partnership Office (PPPO) of the Ministry of Finance in partnership with IMF/AFRITAC West 2 organized a two-day residential training workshop on PPPs for the Finance Committee of Parliament at the Eastern Premier Hotel, Koforidua from Saturday, 5th November to Sunday, 6th November 2022.
197. The areas covered in the training were; the Public Private Partnership Act, 2020 (Act 1039), Concept and Principles; Scope and types of PPPs; Terminology; Appropriate use and justification of PPP implementation and Financing PPPs, Phases in the PPP Process and Managing Fiscal Commitments and Contingent Liabilities in PPPs.



## SECTION 7: CONCLUSION

198. In an emerging economy such as ours, the continuous increase in demand for public infrastructure and services in the face of limited budgetary support has created a large infrastructure and service deficit in sectors such as agriculture, energy, transportation, education, healthcare, etc. There is now, more than ever the need to leverage on private sector resources for infrastructure and service delivery to bridge that gap.
199. The passage of the Public Private Partnership Act, 2020 (Act 1039) exhibited government's commitment to partner with the private sector in this regard and further intensified private sector participation as the engine of growth in the delivery of public infrastructure and services.
200. In the second year of implementation of the Act 1039, significant strides were made resulting in the attainment of noteworthy achievements. Central to these achievements has been a strong legal and institutional framework for effective and efficient coordination of PPP environment.
201. The year under review saw an improvement in relation to compliance to the legal framework governing PPPs, as a noteworthy level of adherence to the Act 1039 from both the public and private sectors was observed. This has led to an improvement in infrastructure planning, project preparation and appraisal, efficiency consideration, and transparency in respect of the provision of robust public private partnership projects.
202. To further enhance the creation of an enabling environment, the work on the Regulations for the Act 1039 to guide the implementation of the law and the development of Guidelines including the Standard Bidding Documents, as well as the 5-year Programme and Medium-Term Plan, which has commenced will be finalized.
203. Climate adaptation and mitigation measures will also be considered and incorporated in partnership arrangements.
204. Finally, lessons of the past decade, best practices globally and within the sub-region, and 203 enabling environment will continue to serve as guides from where stakeholders draw clear direction and inspiration to structure and implement sustainable PPPs.













REPUBLIC OF GHANA

## MINISTRY OF FINANCE

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

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