



## **PRESIDENT MAHAMA Tours Power Stations**

**P**resident John Dramani Mahama has paid a day’s working visit to the VRA’s Akosombo Generating Station (AGS) as part of his week-long visit to power installations in the country.

The purpose of the President’s visit was to acquaint himself with the problems of Ghana’s largest power generating facility amongst others, in the midst of the energy crisis, that has resulted in generation shortfall that seriously affects both domestic and industrial consumers.

The Akosombo dam currently operates close to its minimum operating level, and the President, after



**President John Mahama being conducted round the Plant by Director, Engineering Services, Mr. William Sam Appiah.**

a briefing on the situation, told the media that one of the many ways of resolving the crisis was the need for all Ghanaians to practise energy conservation, and to take more seriously demand-side management. This, said President Mahama, said

this would complement interventions that the government was considering.

In an address, the President be-moaned waste in the power system, as a result of a lack of energy conservation program, and power theft

*Contd. on pg.2→*

### OUR VISION

**SETTING THE STANDARD  
FOR PUBLIC SECTOR  
EXCELLENCE IN AFRICA**

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# President Mahama Tours Power Stations

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by unscrupulous people. He asked Ghanaians to make energy conservation an attitude, rather than a choice so as to save Ghana from the current energy crisis. President Mahama said: "All of us have various roles to play in ensuring that we conserve energy, in order to reduce electricity wastage. Lights and fans should be turned off when they are not in use."

The President noted that Ghana needs to start considering thermal generation as its main source of power, while managing hydro as a supplement or a back-up. The President observed that Ghana had reached the point where Hydro power must be given to industries, while residential facilities receive their power from thermal sources.

President Mahama announced that the Minister of Power had

been directed to bring in additional emergency thermal power of about 750MW this year, to help meet the shortfall and mitigate the load management program.

In spite of the challenges, the President expressed satisfaction with measures adopted by the Volta River Authority (VRA) to preserve the Volta lake and expressed hope that this year's rains would improve the lake's water level. "We all need to pray to God for more rain this year," he said.

The President was accompanied by the Minister of Power, Dr. Kwabena Donkor, Minister of Communications, Dr. Edward Omane Boamah, Minister of Tourism, Culture and Creative Arts, Mrs Elizabeth Ofose-Agyare, and the Eastern Regional Minister, Mr. Antwi Boasiako-Sekyere.

The Director, Engineering Services, Ing. William Sam Appiah, told the President that even though the water level in the lake was low, the water could take the nation through the year and the coming years. He announced that within the next few months the VRA would shut down one more unit for maintenance, leaving only four at work.

The Director, Hydro Generation, Ing. K. B. Amoako, and the Plant Manager, Ing. Charles deBordes, were present.

From Akosombo, the President made a stop-over at the VRA's Kpone Thermal Power Plant (KTPP) and was received by the Chief Executive, Ing. Isaac Kirk Koffi and some officials.

Ing. Koffi informed the President that the project was about 85% complete and commercial operations

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### Corporate Social Responsibility

#### — Social Enhancement Projects

Social Enhancement Projects for the Communities include:

- Classroom blocks
- Cold Store
- Potable Water
- Health Facility
- Public Place of Convenience (KVIP)
- Asphalted Road from Inchaban to Aboadze
- A first Class Road from Inchaban to Dwomoh

#### — Community Development Programme

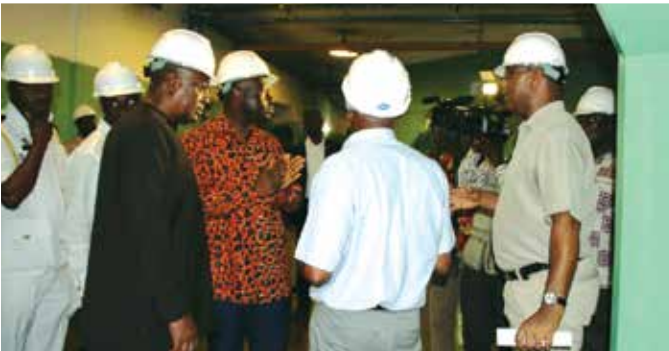
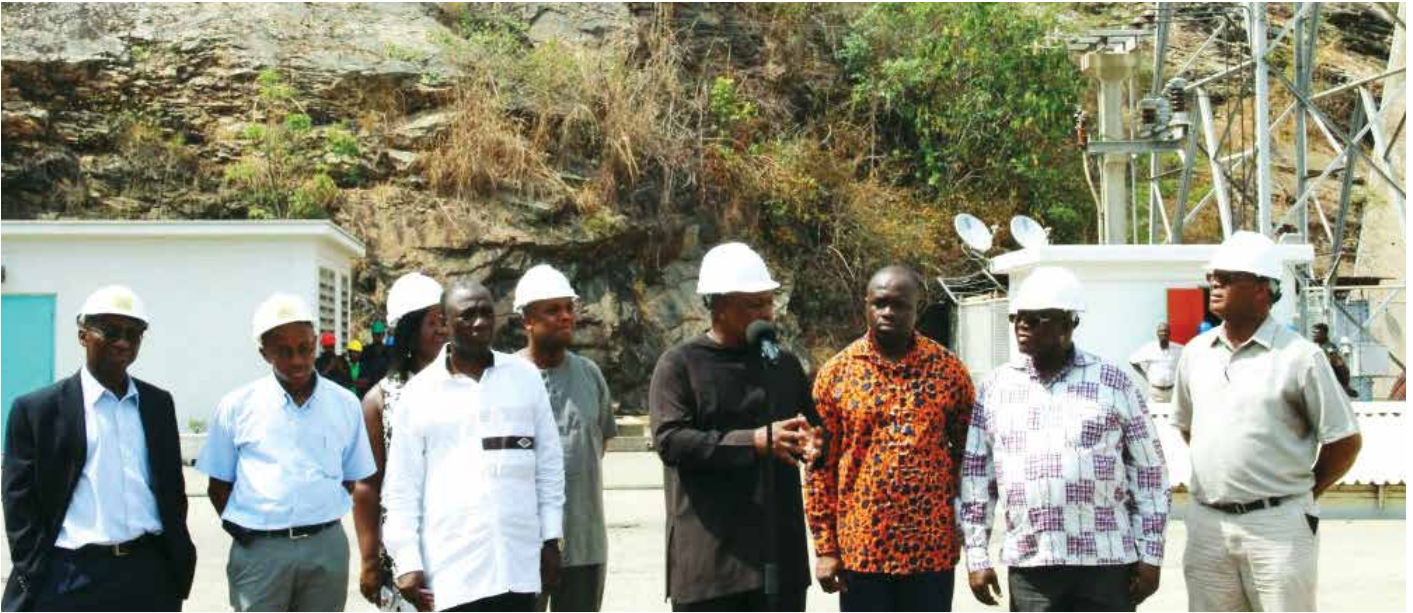
To continually provide support for communities, the Authority has a Community Development Programme (CDP) under which communities also benefit from:

- Youth Training Programme
- Education
- Income Generating Activities
- Social Infrastructure
- Support for cultural activities



#### Working at VRA

A career at VRA is one to be proud of. Opportunities abound in personal development, rewards and aspirations. What is more, you will be challenged to thinking outside the box, while contributing to the growth of an industry leader. Whatever it is you do at VRA, you will know you are contributing to a cause which not only impacts Ghana, but also the West Africa sub-region. All these, and an organisation deeply committed to accountability, teamwork, integrity and trustworthiness. Welcome aboard!



expected to begin in April 2015. The Kpone Plant, he said, was expected to add about 220 megawatts to the national grid.

The Chief Executive said that the plant had been designed as a combined cycle plant that would soon be expanded. Once the first phase was completed, work on the steam turbine component would commence. He noted that the plant was by far the cheapest to be built in the country.

President Mahama expressed satisfaction with various projects that were designed to generate more electric power in order to bridge Ghana's power deficit and effectively address the current load shedding.

The President said he appreciated what the people had been saying about the inconvenience of the load management program, adding that every effort would be made to resolve it in the short to long term, in order to avert a similar situation in the future.

"We need to put in as much energy as required in order to meet the growing demand in Ghana. Ghana's demand is growing so fast and we must move ahead of it," the President said.

The President also made a stop-over at the Sunon Asogli Power plant to familiarise himself with its operations.

**“All of us have various roles to play in ensuring that we conserve energy, in order to reduce electricity wastage. Lights and fans should be turned off when they are not in use.”**

# QATAR URGED TO INVEST IN ENERGY SECTOR

NATHANIEL EKUE MENSAH, CORPORATE COMMUNICATIONS UNIT, AKOSOMBO

President John Mahama has commended the interest shown by the Qatar Investment Authority (QIA) in honouring his government's invitation to explore investment opportunities in Ghana, especially in the energy sector.

He said his government was impressed by the positive signals coming out of discussions between the Qatari and their Ghanaian counterparts.

President Mahama said this when he received a delegation from the Qatari Investment Authority, that was in the country to explore investment opportunities.

The Qatari visit came after the President had visited Qatar last November, to attract investment.

He noted that one of the key areas he discussed with the Authority in Doha was power.

"The Emir of Qatar, Sheikh Tamim Bin Hamad bin Khalifa Al-Thani, and I discussed a wide range of issues, including investment in Ghana," he said. The meeting between the two leaders was followed by another with the QIA, which aims to diversify Qatar's surplus funds into long-term investment savings for the future.

Currently, the fund has reserves exceeding \$300 billion. One of the objectives of the QIA is to create a geographically balanced investment strategy and reduce its reliance on



The Qatari delegation with their Ghanaian counterparts.



President Mahama and Sheikh Faisal Bin Saoud Al-Thani discussing investments in Ghana



Europe, by looking for new opportunities in Africa, Asia and the United States of America.

President Mahama urged the Qatari delegation to also pay attention to investment opportunities in

transport, agriculture, health and education.

He said with food security now a global issue, it would not be out of place for the QIA to look to investing in the agricultural sector.

*Contd. on pg.5→*

# Deputy V/R Minister commends VRA's commitment to Education

NATHANIEL EKUE MENSAH, CORPORATE COMMUNICATIONS UNIT, AKOSOMBO

The Deputy Volta Regional Minister, Mr. Francis Komla Ganyaglo, has commended the VRA for its commitment to improving the living standards of communities impacted by its operations through education.

He noted that in its attempt to improve the living standard of its communities, VRA was giving meaning to the concept of equal rights to education, by awarding scholarships to brilliant but needy children.

Mr. Ganyaglo was speaking as Chairman of the 4th Volta River Authority (VRA) Community Development Programme (CDP) scholarship awards at Akosombo.

The event which was under the theme: "Sustaining Community Development Through Education," was in line with the Authority's Corpo-



A group photograph with the beneficiaries after the award ceremony



Chief Executive delivering his speech.



Deputy Volta Region Minister, Mr. Francis Ganyaglo, giving a speech at the awards ceremony

rate Social Responsibility towards communities affected by its operations.

Mr. Ganyaglo said over the past few years education had become very expensive and it took determination

and perseverance to climb higher.

"What the VRA is doing today demonstrates how much premium they place on education and I believe it will yield greater benefits to our unborn generation" he said.

*Contd. on pg.6→*

## QATAR URGED TO INVEST IN ENERGY SECTOR

← *Contd. from pg.4*

He also urged them to consider investing in the country's integrated aluminium industry, as plans are far advanced to develop that sector.

The leader of the delegation, Sheikh Faisal Bin Saoud Al-Thani, said the passion with which President Mahama marketed Ghana had pushed the Qatari delegation into making the two-day visit. He expressed hope that the outcome would be positive for both countries.



## Deputy VR Minister Commends VRA ← Contd. from pg.5

Delivering the welcome address, the Chief Executive, Ing. Isaac Kirk Koffi, said the VRA's Community Development Programme capture expectations of the communities in which it operate and strengthen its partnership with through the District Assemblies and other Government and Development Agencies for sustainability.

"As an Authority, we believe strongly that education is the bed-rock of sustainable community development. Thus the theme for this year's awards - "Sustaining Community Development Through Education. Therefore, one of the thematic areas of support is the VRA scholarship scheme", he said.

He noted that since 2011, 260 brilliant but needy students had benefitted from the VRA scholarship scheme. These included 50 Senior High School students who were given the awards during the Authority's 50th anniversary celebration; 180 at

the Senior High School level, and 30 at the Tertiary level. The cost of scholarships had been estimated at GHc 500,000.00

Ing. Koffi said so far the scholarship beneficiaries had not shown any signs that VRA's investments had been wasted as a great number of them had excelled in their examinations.

"I am delighted to state that 80% of our Golden Jubilee beneficiaries performed creditably, and gained admission to the tertiary level at the first attempt whilst the remaining 20% re-wrote their papers and gained admission to tertiary institutions of their choice," he noted.

In a speech read on behalf of the Minister of Education, the Asuogyaman District Director of Education, Mrs. Mavis Oparebea Yirenkyi commended the VRA for going beyond its core business of energy generation and recognising the need to develop human capacity.

"Education provides opportunities for boys and girls to become empowered and self-confident as they acquire a range of knowledge, skills, attitudes and values critical to negotiating a place in society," she said.

She asked VRA not to relent in its support for the development of education in its affected communities. Madam Yirenkyi advised the scholarship beneficiaries to be disciplined and serious, in order to contribute to the development of the country and their own communities.

This year, CDP scholarships, were awarded to 61 students, 46 for Senior High School, and 15 for the tertiary levels.

Speaking on behalf of his colleagues Wilfred Nyarko, a tertiary scholarship beneficiary, expressed gratitude to the Volta River Authority and promised that the beneficiaries were determined to study hard to justify the confidence VRA had reposed in them.



**Mrs. Mavis Oparebea Yirenkyi addressing the audience**



**A cross section of guests at the awards ceremony**



**Section of beneficiaries at the awards ceremony**



**Ing. Kirk Koffi presenting a certificate to visually impaired Edwin Obeng Ansah, a beneficiary**



**An awardee receiving his certificate**



**Ing. J. Sutherland presenting a certificate to an abeneficiary**

# VRA SIGNS AGREEMENT WITH ESBI

MICHAEL DANSO, CORPORATE COMMUNICATIONS UNIT, ACCRA

**T**he Volta River Authority (VRA) has signed an agreement with ESB International, a subsidiary of the Electricity Supply Board (ESB) of the Irish Republic.

Under the contract, ESBI will offer technical support in engineering and administrative skills for the operations and maintenance (O&M) of the Authority's thermal generators.

The three-year contract will be carried out in phases through specialist support modules aimed at mobilising a core ESBI Team based in Ghana. The team will collaborate with their VRA counterparts to meet local requirements and minimise any unnecessary disruption in the operations and maintenance of the Authority's thermal facilities at Tema, Kpone and Aboadze.

A formal meeting was held recently between the two parties to officially announce the beginning of general discussions on the agreement, signed between the two companies in November, 2014.

Opening the discussion, Mr. Liam Walsh, ESBI Project Coordinator, Ghana, described ESBI as a leading energy company, owned by the Irish government and responsible for investing in the economy, the community, environment, and electricity power utilities and a leading player in the competitive Irish energy sector. He said his team was delighted to be in Ghana to take up the new task with VRA which, he believed, would strengthen the bonds between the two companies.

Mr. Walsh noted that ESBI had done similar work in 2013, to ensure the success of the thermal generation business of VRA and ensure the best international standard practice.

The new contract, he said, was expected to be handled in three components: an ESBI Core Resident Team; Focused Training Courses, and a Human Resources component.

Mr. Walsh explained that the ESBI Core Resident Team would work in unison with the ESBI International Operations department to set up a programme to facilitate the mobilisation and organisation of on-site activities, whereas the Focused Training Courses will provide on-the-job training and



A group photograph of VRA and ESBI officials



Ing. Kirk Koffi, VRA, in a warm handshake with Mr. Oliver Brogan, Managing Director, ESBI International

mentoring to build capacity for staff, and the HR component would address any Human Resource issues that emerged.

"We understand the difficult situation VRA is facing at the moment regarding power supply. Our company has gone through similar challenges at different stages; we are very happy to share our experiences with VRA and we look forward to a successful sustainable project," he said.

The Chief Executive of VRA, Ing. Kirk Koffi, noted that VRA chose ESBI when it began its thermal operations and has opted for it to take up the new contract, due to their good track record." He expressed confidence that the company would be able to help VRA succeed in its thermal operations

The Chief Executive stated that few years ago the VRA was the only electricity utility supplier in Ghana. "Today, Ghana has moved to middle income country status so the demand

Contd. on pg.8→

# Ensure Skills And Knowledge Transfer — says Chief Executive

NATHANIEL EKUE MENSAH — CORPORATE COMMUNICATIONS UNIT, AKOSOMBO

It's a fact of life that talented, skilled, and experienced persons will move on, whether through headcount reductions, promotions, or for a better job elsewhere. The knowledge that leaves one entity is often vital to another's capabilities and is a key source of best practice.

This often ends up weakening the organisation by increasing its cost and organisational risk.

To prevent this happening to VRA, Chief Executive (CE), Ing. Kirk Koffi, has appealed to staff who have served the Authority for several years in various capacities to transfer the knowledge and experience they have acquired

on the job to the younger generation.

Ing. Koffi made the appeal when he visited the Akosombo operational areas, with his Executives, to wish staff the best of the new year.

The Annual New Year greeting is one of the Chief Executive's most pressing engagements at the beginning of each year. Its aim, is to interact with staff and to encourage them to work hard in order to position the Authority as the best within the energy sector.

Addressing the staff at various areas in Akosombo, Ing. Kirk Koffi observed that many of his experienced colleagues would be retiring this year, hence the need to encourage them to transfer their experience and knowl-

edge before leaving the Authority.

Ing. Koffi expressed hope that the move would ensure continuity of indispensable skills and work habits that the VRA needs for her success.

He thanked Staff for their contributions towards the success of the VRA in 2014, in spite of the numerous challenges.

He urged the staff to continue to pray to God for more rains in 2015, since the greater portion of the Authority's output depended on the amount of water in the reservoir.

The CE expressed hope that 2015 would be more successful for the Authority compared to 2014.

## VRA signs Agreement with ESBI ← Contd. from pg.7

for electricity is unimaginably high and we are working hard to match supply with demand."

The future is bright for the country in terms of power supply, since the future of power generation is thermal. VRA has to compete favourably with IPPs. Even though the VRA is a state institution, its status is not guaranteed forever and, it therefore needs to position itself very well.

He suggested that in the future, Management would have to consider having an engineering subsidiary at the VRA which would have engi-

neers offering services and support to the Authority, just like the ESBI, which is a subsidiary of ESB.

Mr. Oliver Brogan, Managing Director of ESBI, said he had visited the plants and was impressed with the level of effort and collaboration with the ESBI team.

He said VRA had the potential to compete with the best power utility companies in the world.

ESBI was established 40 years ago and is said to have some of the most qualified human resources across the world and it is ready "to give of its best," Mr. Brogan said.

Also in attendance were: Deputy Chief Executive, Engineering & Operations Ing. Richard Badger; Deputy Chief Executive, Services, Mr. Joseph Sutherland; the Director of Human Resources, Mr. Isaac Aidoo; the Director of Investment Mr. Samuel Gyau; and the Ag. Director, Legal Services Department, Mr. K.T.K Agban.

The ESBI team included the Head of International Operations, Vincent Flynn; the Manager, O&M Business, Seamus Fitzgerald; Project Team Member, Orla Burk, and HR Specialist, Marion Fogarty.



# In Pictures

## 2015 CE NEW YEAR GREETINGS



Staff of the Corporate Communications Unit in a hand shake with Ing Kirk Koffi



Staff of Civil Maintenance Section exchanging pleasantries with the CE



Marine Services Unit staff shaking hand with the CE



Ing. Kirk Koffi in a warm handshake with staff of the security section



Ing. Kirk Koffi in a hand shake with Mrs Rhoda Arthur of the Corporate Communications Unit Akosombo



Ing. Kirk Koffi in a chat with Director, P&SMD, Mr Bright Siayor and a member of P&SMD staff



Ing. Koffi at the vehicle workshop section



The Public Health Unit staff exchanging warm greetings with CE



Chief Executive in an interaction with staff at the AGS control room



Director, Hydro Generation, Ing. K.B. Amoako having a chat with CE



Staff of Procurement and Vehicle Workshop listening to the Chief Executive Ing. Kirk Koffi



Kirk Koffi in a hand shake with a Marine Services Unit staff

# VRA Supports Quality Education At Akosombo

NATHANIEL EKUE MENSAH — CORPORATE COMMUNICATIONS UNIT, AKOSOMBO

The Chief Executive of the Volta River Authority (VRA), Ing. Kirk Koffi, has indicated that plans are afoot to collaborate with the Asuogyaman District Assembly and the District Education Directorate to motivate outstanding Public Basic School teachers at Akosombo.

The initiative, he said, was to boost the morale of the teachers there and to ensure that they were sufficiently committed to improving the standard of education in the township.

Collaboration in education has become necessary, owing to the recent decline in performance by Public Basic schools in the district, resulting in a pass rate of about 47% at the 2014 Basic Education Certificate Examinations (BECE).



Speaking at a fact-finding event aimed at identifying problems that public schools face within the Akosombo township, Ing. Koffi said education was a vital component of VRA's vision for the development of Akosombo. "Holistic education comprises a lot of factors that will



**Ing. J.W. Sutherland, Ag. Deputy Chief Executive (Services), addressing the gathering**



**The Ag. D.C.E (Services) Ing. J.W. Sutherland and his entourage during an inspection**



**The Ag. D.C.E (Services) Ing. J.W. Sutherland and his entourage during an inspection**



**The Ag. D.C.E (Services) and his entourage during an inspection**



**The D.C.E Hon. Thomas Ampem Nyarko, Asuogyaman District Chief Executive, addressing the gathering**



**The Ag. D.C.E (Services) Ing. J.W. Sutherland and his entourage inspecting a science laboratory facility**

result in a better future for our children. Today's event will help us assess the state of the infrastructure of schools built by the Authority as well as of public schools in the Akosombo township, and to generate the relevant data necessary for planning and budgeting" Mr.Koffi said.

Ing. Koffi said public basic schools at Akosombo need to be equipped with the necessary tools and infrastructure, to create a conducive environment for both teachers and pupils to excel.

Ing. Kirk Koffi noted that not all children living at Akosombo could have access to the Akosombo International School (AIS), owing to the limited number of places, hence the need to make public basic schools there also attractive.

He said besides the Authority's Corporate Social Responsibility (CSR), efforts such as the Community Development Programme Scholarship Scheme, Exercise Book Donation, and Employee Voluntary

Programme were, among others that communities in the Authority's affected areas had benefitted from over the years. The VRA, he said, was willing to provide the schools with the support necessary to convert the structures into proper classrooms, and to improve all other infrastructure.

The Asuogyaman District Chief Executive, Thomas Ampem Nyarko, commended the Volta River Authority for ensuring that quality education was delivered in the district. He said his office had taken some measures, such as setting targets for teachers and an award scheme to motivate them to achieve better results.

Inspecting the state of schools built by the Authority, as well as the public basic schools, the Ag. Deputy Chief Executive (Services), Ing. Joseph Sutherland, urged all stakeholders in education in the district, to cooperate with the Authority and the Chief Executive to ensure that his vision became reality.

## Holistic education comprises a lot of factors that would result in a better future for our children

He admitted that a number of the schools would need a facelift, adding, but the bulk of work needed to deliver quality education, lay largely, with the teachers and their supervisors.

The Asuogyaman District Director of Education, Mavis Oparebea Yirenkyi, expressed gratitude to the VRA for taking steps that would surely improve the standard of education in the district.



The Ag. D.C.E(Services), Ing. J.W. Sutherland in a photograph with officials



Heads of schools and teachers at the programme

# VRA's SBUs Can Succeed

— **Ing. J.W. Sutherland**

*NATHANIEL EKUE MENSAH, CORPORATE COMMUNICATIONS UNIT, AKOSOMBO*

**T**he Deputy Chief Executive (Services) of the Volta River Authority (VRA), Ing. Joseph Sutherland has stated that the Authority's Strategic Business Units (SBUs) were most likely to be viable. This, he said, was based on realistic signals he had gathered from their various business plans.

Business plans, according to him, ought to be dynamic, as they were prepared on certain assumptions. When those assumptions changed, he said, it was necessary to revisit them and realign the plans to fit the prevailing circumstances.

"Somewhere around 2012 a business plan was prepared with assistance from consultants and as things changed it became necessary to change it, with the new trends being

incorporated in the current plan; I am convinced they can make a turnaround, given the new assumptions." He said.

Ing. Sutherland made those statements when he met with the management of the Authority's Strategic Business Units (SBUs) at Akosombo to review their Business Plans.

The two-day meeting aimed at providing a platform for all stakeholders involved in preparing the business plan an opportunity to review them and make meaningful inputs to ensure successful implementation.

It will be recalled that the Management of the Volta River Authority, in its attempt to maintain its



**Ing. Joseph Sutherland**  
Deputy Chief Executive (Services)

lead as the country's main electricity generator, is restructuring its three non-core power operations: the VRA schools, VRA hospitals and the Real Estate Department into full subsidiary companies, so that the Author-

## KTPP to Commence Commercial Operation's in April

**T**he first phase of the Kpone Thermal Power Plant (KTPP) project is expected to start commercial operations in April this year. It will add 220 megawatts of power to the national grid.

This was announced by Ing. Kirk Koffi, Chief Executive of the Volta River Authority (VRA), when President John Dramani Mahama paid a working visit to the site in February.

According to reports, the President also visited the CENIT Thermal Power Plant

and the Sunon-Asogli Thermal Plant to see maintenance work, as part of government's emergency contingency measures to help reduce power rationing in the country.

The Chief Executive told the President that the gas-fired plant, which the VRA started constructing in October 2012, was configured to be a combined cycle plant.

Once the first phase had been completed, he said the steam turbine component would commence work. The plant, he noted, was so far the cheapest to be built in the country.

He stated that, "we are close to finishing and have started pre-commissioning checks Barring any unforeseen challenges, we expect that by April, we should start work on gas and should be able to deliver 220MW of power into the grid."

President Mahama expressed satisfaction with the various ongoing projects to bring more power supply to the national grid to address the current load management program.

The President said he understood how Ghanaians felt about the inconvenience

ity can focus on its core business of electric power generation. For the three non-core operations to become full subsidiaries they have first been designated Strategic Business Units starting January 1st and ending at the end of June, 2015. The subsidiary phase takes effect from July, 2015.

Ing. Joseph Sutherland noted that the success of the SBUs would depend largely on the Board, the Management and the staff, with the latter seeing themselves as key stakeholders who need to do their best to add value to the organisation.

“The future we are moving into demands that we engage staff who are committed, ask the right questions, bring suggestions and, above all, whose desire is to bring value to themselves and to stakeholders,” he added.

The Director of Investment, Mr. Samuel Gyawu, underscored the need for the exercise, saying for the new SBUs to have a competitive advantage and for their managements to have a way of measuring their performances, there is the need to ensure that they have a business plan. He refuted rumors that the SBUs may be

*“The future we are moving into demands that we engage staff who are committed, ask the right questions, bring suggestions and, above all, whose desire is to bring value to themselves and to stakeholders,”*



**Management Team of VRA Hospital presenting their business plan**

sold out to individual investors in the near future. Mr. Gyawu noted, however, that depending on the performance of the SBUs, VRA could decide to bring on board Public/Private

Partnerships (PPPs) to help improve operations, not to get the private sector to entirely take over.

**MICHAEL DANSO, CORPORATE COMMUNICATIONS UNIT, ACCRA**

they were going through with the current load management, but was confident about the future because of the plan that was being laid down to address the problem.

“We need to put in as much energy as required in order to meet the growing demand. Ghana’s demand is growing so fast and we must meet it.”, the President said.

President Mahama reiterated that the country was being weaned off hydro power to make thermal energy the main source of power.

The Project Manager, Mr. Francis Agbenyo, told the media that the project was about 85% complete at the end of last December, when pre-commissioning of the plant started.



**Ing. Kirk Koffi, briefing President Mahama at the project site. With him is Mr. Kwabena Donkor, Minister of Power.**

# VRA Launches First Project Management Community Of Practice

Studies have shown that workers spend a third of their time looking for information and are five times more likely to turn to a co-worker, rather than an explicit source of information, such as a book, a manual, or a database.

Time is saved by conferring with members of a Community of Practice. Members of the community have tacit knowledge, which can be difficult to store and retrieve outside. For example, one person can share the best way to handle a specific situation, based on his experiences, which may enable the other person to avoid mistakes and shorten the learning curve.

To ensure the above practice is taken up the Volta River Authority has launched its first Project Management



Participants in a group photograph after the launch

Community of Practice (PMCoP), which is expected to enable staff to openly brainstorm on a project, which can then lead to new capabilities and allow individual members of staff to bridge the gap between knowing what and knowing how.

Launching the VRA's Project Management Community of Practice (PM-

CoP) on behalf of the Chief Executive, the Deputy Chief Executive (E&O), Ing. Richard Badger, noted that the VRA's PMCoP would provide the platform for staff to brainstorm on project management best practices, share experiences and create new knowledge to enable successful project delivery.

He said, "it would provide recom-

## Encounters with the Great Louis Casely-Hayford

**KWESI EYESON,**  
HUMAN RESOURCES DEPARTMENT, AKUSE

William Shakespeare once wrote: "The evil that men do lives after them; the good is often interred with their bones."

But there is one man whose 'good deeds' have never been forgotten since he left the Volta River Authority and are still being recounted, even after his death.

That man was Louis Ekow Casely-Hayford, a former Chief Executive of VRA, who passed away in November 2014. He was a man who charted a long and illustrious career at VRA as an Engineer and an

Administrator par excellence; one of the best the VRA has ever had.

Even though the present generation of workers would not have known him personally he, nevertheless, remains the most popular Chief Executive, as the story of his vision, tenacity of purpose and indefatigable spirit are passed on from one generation of workers to another.

It was, therefore, an unforgettable experience when I came face to face with the great man for the first time in 1998, after hearing so much about him from my senior colleagues and from retired members of staff.

It all started when, as the Administrative Officer at the Maritime Services Unit (MSU) at Akosombo, I went down to where VRA's boats were docked. There I saw then President J. J. Rawlings and another man chatting with the staff. This was not unusual, as the former President often cruised on the Volta Lake with his VVIP visitors. My attention was, however, drawn to the fair-skinned, kinky-haired, middle-aged man with him, who seemed to know everything about VRA.

It was there that I got to know that that man was the great Louis Casely-Hayford. I saw him as simple, easily approachable and

mentations and support for various on-going projects and serve as a contact point for potential Project Managers and Project Team members to get relevant knowledge and to prevent the re-invention of the wheel."

Ing. Badger said Project Management in the Authority had come a long way and it was expected that the PMCoP would introduce good experiences and knowledge required on VRA projects, so that the expected value-adding change would be realised.

"I am grateful to the Director and his team at the Projects & Systems Management Department and urge all stakeholders to own and market the PMCoP, as it takes hard work to foster and sustain Communities of Practice," Ing. Badger said.

He called on the staff to take up the responsibility for getting VRA to attain the real benefits of the PMCoP which, he noted, was intended, to add value through effective project delivery.

The Director, Projects & Systems Monitoring Department (P&SMD),

Mr. Bright Seayor, recounted efforts that went into the planning and launch of the PMCoP and praised Management for their support.

Mr. Seayor observed that the Authority had been into project management over the years, and was confident the PMCoP would help staff share their diverse experiences.

He announced that the Authority planned to replicate the PMCoP in other sectors of its operations.

Speaking on the rich human resources within the Authority, the Director, Human Resources Department, Mr. Isaac Aidoo, said the Authority has been blessed with diverse human resources that continuously crave for more knowledge, through further studies.

Other management staff who spoke at the launch commended the Authority on the initiative and urged staff to take advantage of the PMCoP to ensure that it achieved its goals.

**NATHANIEL EKUE MENSAH,  
CORPORATE COMMUNICATIONS UNIT, AKOSOMBO**



**Deputy Chief Executive (E&O), Ing. Richard Badger delivering the Chief Executive's address**



**Director, Human Resources Department, Mr. Isaac Aidoo, launching the PMCoP newsletter**



**A section of the staff at the programme launch**

very affable. He gave me his telephone number and asked me to feel free to call on him at any time.

My second encounter with the great Louis was in 1999, when I had gone to interview him for an article I was writing for the Voltascope, VRA's house magazine. I had written on the two previous former Chief Executives, and it had become necessary to do another.

My third encounter with him was in 2011 during VRA's 50th anniversary celebrations when, as Secretary to the Grand Durbar sub-committee, I personally delivered his invitation to the Grand Durbar to him.

Much has been written and said about the achievements of Dr. Casely-Hayford at the VRA in particular, and the nation at

large, so I will not belabour the point. I will, therefore, dwell on those things at VRA that had made him so unique.

First, even though he was not the first Ghanaian Chief Executive that honour belongs to Dr. E. L. Quartey - Louis was the first staff member to have risen through the ranks to that position. So he clearly understood the psychology of the workforce and was constantly in touch with them.

Second, he introduced innovations into all aspects of the Authority's operations. For example, he introduced computerisation and put VRA ahead of other organisations in information technology.

Third, he initiated all steps to get VRA into partnership with Ontario Hydro-Electric Commission of Canada to train VRA staff. This enabled many technical and non-

technical staff to be attached to the world renowned power company, to acquire the much needed experience.

Moreover, he introduced staff welfare packages and enhanced benefits, which not only ensured that staff were highly motivated and ready to give of their best, but that they were also highly respected in the communities for their knowledge and skills.

What made him even more popular was his bold policy to provide decent and adequate accommodation for all staff, resulting in the construction of 3-bedroom houses at Akosombo.

Louis, above all, championed the 'VRA family' concept which symbolises the unique sense of belonging among VRA staff, who see themselves today as sharing a common destiny.

# REMEMBRANCE SERVICE FOR ING. LOUIS CASELY-HAYFORD

*NATHANIEL EKUE MENSAH, CORPORATE COMMUNICATIONS UNIT, AKOSOMBO*

The Volta River Authority (VRA) held a remembrance service for the late Chief Executive, Ing. Dr. Louis Casely-Hayford, who passed away in November 2014, aged 78.

In a tribute read by Ag. Deputy Chief Executive (Services) Ing. Joseph Sutherland, the late Casely-Hayford was described as a man with astute leadership, unrivalled success and exceptional dedication to service. “Louis focused on man-power and leadership development. He created the VRA Training School that trained engineers, technicians and other disciplines needed to support the power sector,” Ing. Sutherland stated.

The Ag. Deputy Chief Executive also noted that the late Ing. Dr. Casely-Hayford was the brain behind the extension of power to the Northern sector of the country and the transformation of Akosombo Township.

The late Ing. Dr. Louis Casely-Hayford, born on 13th July 1936 to Mr. Archie Casely-Hayford and Mrs. Essie Casely-Hayford in Takoradi, joined the Volta River Authority on October 25, 1962 as a Mechanical Engineer. He rose through the ranks to the position of Chief Executive.

Ing. Dr Casely-Hayford, an accomplished Engineer, was recognised for playing a number of roles in the success story of the Volta River Authority, among them the inter-connection of the electrical systems of Ghana-Togo-Benin and Ghana- Cote d’Ivoire.



The Special Guest for the service, Vice-President, Mr. Kwesi Bekoe Amissah-Arthur, praised the late Casely-Hayford for his great contribution to the development of the power sector.

Mr. Amissah-Arthur fondly recalled how, as Deputy Minister of Finance, he had had calls from Casely-Hayford, who gave him

constructive criticisms that kept him on his feet. He described the late Engineer as a man passionate about the development of the country’s energy sector, with the advice that he gave anytime the country was confronted with an energy crisis.

The Chief Executive of the Volta River Authority, Ing. Kirk Koffi, in his welcome address observed that Ing. Louis Casely-Hayford deserved to be celebrated since the success story of the Authority cannot be told without mentioning his vital contributions. Ing. Koffi said the Authority was grateful to have benefitted from the knowledge and skills of its former Chief Executive Ing. Louis Casely-Hayford.

In his sermon, the Officiating Minister, Rev. Canon R.O. Ankrak, noted that the late Dr. Casely-Hayford, a dedicated Christian, took the right decisions that continues to benefit the energy sector of Ghana today.

The service was attended by both immediate and extended family members of the late Ing. Dr. Louis Casely-Hayford, the widow, Fredericka, Her Ladyship Chief Justice Georgina Theodora Woode, and Management and Staff of the Authority.





Mrs. Fredericka Casely Hayford, wife of the late Louis Casely Hayford



Vice President, Kwesi Bekoe Amissah Arthur delivering his tribute



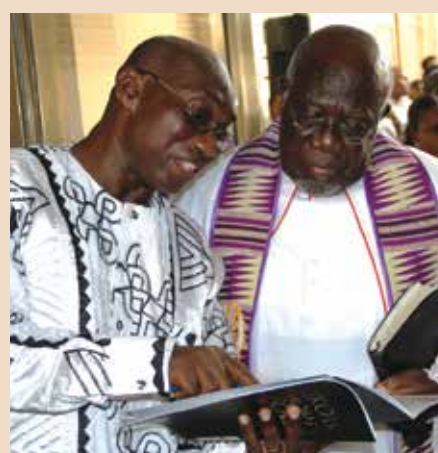
Ing. Kirk Koffi VRA CE



A member of the Casely Hayford family paying tribute



Ing. Okpoti, a retiree of VRA in a close discussion with Director, HR, Mr. Isaac Aidoo



Director, Hydro Generation, pointing out something to Rev. Canon R.O. Ankrach



His Excellency, Vice President, Kwesi Amissah Arthur and Ing. Jabesh Amissah Arthur



Prof. Edward Ayensu reading the biography of the late Louis Casely Hayford



VRA Management staff at the service



Louis Casely Hayford's family



Overview of the people in attendance

# Value-Added in Risk Management by Internal Audit

Risk identification, mitigation and monitoring are now an important feature of management in the public as well as the private sector. As such, organisations have been making substantial investments to strengthening risk management programmes. VRA, for instance, has a board sub-committee responsible for Risk and Audit at the Board level, to provide direction on the establishment of the Corporate Risk Management Unit to drive the process. Businesses equip their Internal Audit functions, so that they can contribute to identifying and mitigating the risks they face. This is so, because of Internal Auditors' continuous assessment of the business processes and risks, and interaction with Business Units as well as Management Teams.

The emphasis of this article is on the risk management element of internal control, and how Internal Auditors can assist in adding value to drive the process at the Volta River Authority.

Risk management is the direct responsibility of Executive Management, which may require Internal Audit to perform the function. But this requires the involvement of Internal Audit in the day-to-day running of the business, which can impair the Auditor's objectivity. Like VRA, many large organisations have separate Risk Management functions. The Internal Auditor's job may be to assist that function or the Board by:

- ❖ providing objective assurance of the adequacy and effectiveness of the risk management function and internal control framework, and
- ❖ helping improve the processes by which risks are identified, assessed and managed.



More specifically, Internal Audit can provide advice on the design, implementation and operation of control systems, identify opportunities to make cost savings and improve business processes, as well as promote a risk and control culture within the organisation.

Internal Auditors can guide Managers and Supervisors through a self-assessment process, perhaps by leading workshops and thus be part of the expertise for managing risks by providing enterprise-wide risk management services (ERM).

The role of Internal Audit in assisting corporate entities to mitigate risks is developing fast. The UK Corporate Governance Code, International Corporate Governance Network (ICGN) code and similar International codes recommend that boards of companies maintain a sound system of internal control, annually review the effectiveness of internal controls, and report to shareholders that they have done so. The reviews cover all controls, including financial, operational, compliance, and risk management. On Internal Audit function of such entities reviews the

controls, processes evolved and frameworks, from time to time.

The effective Internal Audit in today's environment, focuses on an effective Risk-based audit plan, by viewing risks in alignment with business objectives, and thus facilitating smart risk mitigation.

The plan begins with the organisation's objectives where risks are relevant. Internal Auditors interact with Senior Management in order to understand strategic objectives and identify risks associated with those objectives. The discussions continues with staff tasked with the achievement of objectives. Surveys can also be used to collect responses and gather risk data, which are mapped to the objectives, by understanding the interaction among all risks, how they correlate and the patterns they create, or how the risks manifest themselves together.

In the risk assessment process, Internal Auditors:

a. Advise on the process by which Management identifies risks relating to business objectives and assessment, in terms of probability and timing, as well as means of measuring the potential impact.

b. Comment on the criteria used for prioritising and classifying risks such as business, financial, compliance, reputational and operational risks, and how the criteria have been applied.

c. Review and suggest methods and criteria by which risks can be reduced, avoided or transferred, as well as timeliness and adequacy of risk control mechanisms. For example, internal audit might advise management that the risk of claims against a company in respect of power sales might be reduced by inserting clauses in sales contracts limiting liability.

d. Review the risk monitoring mechanism established.

e. Undertake special investigations into aspects of the organisation's operations; conduct 'Value for Money' audits and review compliance with applicable laws and regulations.

f. Issue reports on the review to Management and the Board. The report, with recommendations on how to strengthen internal controls, facilitates decision-making and future planning. With such reports, Management will probably want to know about the extent of the key risks, i.e. those requiring immediate attention, the quality of existing tools for assessment, and the effectiveness of existing controls.

VRA Internal Audit is positioning itself to adopt Risk-based Audits by engaging Management and key staff across the various functional areas, business units and departments, to identify and assess the effectiveness of controls intended to mitigate risks.

With the automation of the audit processes, the TeamMate Audit Management Software would be deployed as a tool and a repository of objectives, risks and controls. Using TeamMate and other applicable tools the VRA Internal Auditor will be better equipped to understand various risks facing the Authority and how they relate to corporate objectives.

Audit leveraging on technology can simplify the entire process of data collection across departments, business units and the geographical locations, using TeamSurvey (a model for TeamMate). Investigating findings identified and giving appropriate recommendations to address such findings will enable clients to resolve issues affecting them.

TeamMate has tools such as dashboards, risk heat maps and charts and graphical representation of risks across the Authority to facilitate insights and intelligence to stakeholders. The Auditors can identify entities and functions whose exposures are higher and require immediate attention.

When VRA Internal Audit develops continuous focus on risks and weaves its audit plan around the corporate risk register, it can play a strategic role and provide crucial risk-based advice that shapes VRA overall strategy.

# Congratulations

## JUSTICE ANGELINA DOMAKYAAREH

*The President has appointed Mrs. Angelina Domakyaareh a judge of the Court of Appeal. Mrs. Justice Domakyaareh was Director of the Legal Services Department of the VRA for 30 years. She retired on April 16, 2013. The followings is a tribute paid to her by the VRA:*

The Volta River Authority (VRA) is delighted that you have been appointed to the judgeship of the Court of Appeal of Ghana.

You are a woman of unquestioned ability and drive. The effect of your 30 years of exceptional legal service to the VRA, dedicated to promoting the highest standards of legal excellence, is indelible.

The VRA has the highest opinion of your wise counsel as Director/Board Secretary. Your salient qualities and distinguished public service have opened a new sector of talent - for only the elite few are invited to join the ranks of the Court of Appeal.

You have an instinctive tendency to put yourself into the shoes of others, and you have the calmness of temperament, the openness of mind, and the imagination and objectivity of judgment. You have an immense sense of fellowship with people. Because of your high sense of emotional intelligence you enjoy high respect by and confidence in, people.

A graduate of the University of Ghana with LL.B, and Barrister at Law (B.L.) (Ghana School of Law), you went on to the prestigious Harvard Law School for your Master of Law degree (LL.M), where you did so well you were warmly welcomed to join the VRA in the Legal Services Department, rising steadily to become Director, Legal Services and Board Secretary.

Not only did you serve the VRA, but you also served as a member of the Consultative Assembly that drew up the Fourth Republican Consti-



tion, and subsequently explained it to the Ghanaian public in a nationwide television programme. You served on secondment as Deputy Commissioner in the newly established Commission on Human Rights and Administrative Justice for eight years.

Mr. Emile F. Short, first and distinguished Commissioner, CHRAJ, who does not mince words, said of you: “Domakyaareh served the Commission with dedication and a strong sense of commitment to duty. She has been a pillar of strength to the Commission.”

You were nominated by the Ghana Employers Association and sworn in as a member of the newly established National Labour Commission to serve a term of four years, and re-nominated to serve another four years. You also served as a Non-Executive Director on the Governing Council of the Ghana Centre for Democratic Development, and Board Chairperson of the Savannah Accelerated Development Authority (SADA).

Happily married to Dr. Boniface D. Domakyaareh, formerly of the Castle Clinic, Osu, you have raised your children to high intellectual and moral standards.

The Board, Management and Staff of the VRA, look forward to your continued success in championing the cause of justice in our country, and best wishes, as you begin your new career as a Judge of the Court of Appeal.

We say Ayekoo, Angelina.

# DANGME KAKE-PEM KPE

## Holds annual *Get-Together*

MICHAEL DANSO — CORPORATE COMMUNICATIONS UNIT, ACCRA

The staff social group, known as Dangme Kake-Pem Kpe (Dangme United Association) has held its annual get-together, to socialise and to deepen fraternal relations among members.

The Association is a united front of Dangme staff employed by the Volta River Authority (VRA) and its sister power utility transmitter; the Ghana Grid Company (GRIDCo), who are based in Accra, Tema and Akosombo.

The Association seeks to foster unity, love and camaraderie and to promote social discourse among its members, who come from at least one Dangme lineage. This year's event was marked by merry-making, wining, dining and dancing to Dangme and Ga music.

In a brief address, Mr. Albert Larnyo, Chairperson of the Association, advised members to continue their commitment to the welfare of individuals in the group. He urged them to show that fellow-feeling by making it a point to attend social functions such as funerals, outdoorings, and weddings organised by the individual members in the group.

He announced that the group's annual

get-together is scheduled for March 6 of every year, to enable them to socialise, take stock, re-strategise and reward members who had attained the statutory retirement age.

He entreated them to make their work output reflect in their work schedules, to increase productivity and to help in the achievement of organisational targets.

The Association, he said, had matured beyond just organising and attending social events and noted that it was prepared to venture into investment in the short, medium and long term.

Mr Larnyo said the Association would soon start implementing investment plans that would be financed from its internally-generated funds and which would be beneficial to members of the group and their respective hometowns.

In an interview, Mr. Raymond Lartey, immediate past Director, Legal Services, VRA, said the Association was formed in 1986 to promote the interest of Dangmes employed by VRA in Accra and Tema, until GRIDCo, which used to be the transmission department of VRA was split from the Authority.

He noted that membership of the

group included Ing. Kirk Koffi, Chief Executive of VRA, and Ing. William Amuna, Chief Executive of GRIDCo.

The occasion was also used to raise funds for the family of the late James Tamatey, who worked with the Finance Department at Akosombo.

Prayers were said for the progress and development of VRA and GRIDCo and for the country as a whole.

Five members of the Association, who retired from active service in 2014, were given awards. They were Mr Alfred Martey Agban, Mr. John Raymond Lartey, Mrs. Susana Ruby Charwey, Miss Winifred Awura Adjoa Arthur, and Mr. Stephen Teye Doso.

They each received a full piece of GTP Wax Print (for the men) and two half pieces of GTP Wax Print for the women, together with cash donations.

Besides that, three of the award winners — Mr. Alfred Martey Agban, Mr. John Raymond Lartey and Mrs. Susana Ruby Charwey, received extra awards. The three persons had been members of the association for 24, 22 and 21 years respectively and received, in addition a double decker refrigerator each.



A section of members of the Association in a group photograph



Mr. Albert Larnyoh addressing the gathering



Lawyer K.T.K Agban, Ag. Director, Legal Service Department, making a presentation to Mrs. Ruby Charwey

# MRS ELLEN ESSILFIE

## DIES AT 70



Mrs. Ellen Essilfie, former Director of Public Affairs, who transformed the practice of Public Relations and substantially defined it as a management function, died on January 29, 2015 at age 70.

Public Relations has always been defined as a management activity, although often operationalised as a communication delivery process. It is worthy of note that the top priority in PR research today is PR's contribution to strategic decision-making, strategy development and realisation, and efficient operation of organisations. Management of corporate reputation and of relations also confirm PR's role as a management function.

During her tenure, PR gained recognition as a management function. As a consequence, for the first time in the history of the practice of Public Relations at VRA, the Public Affairs Department was elevated and placed at the office of the Chief Executive.

Mrs. Ellen Essilfie offered 32 years of dedicated service to the VRA. A graduate in English and Linguistics from the University of Ghana, Mrs. Essilfie joined the VRA on October 1, 1969, as a Clerk and was assigned to the Resettlement Department. She was re-designated Administrative Assistant (on contract) on January 1, 1970.

She became an Administrative Officer (trainee), and was put on permanent staff status on January 1, 1973 and assigned to the Management Department. She was promoted Assistant Administrative Officer on October 1, 1973 and Administrative Officer on October 1, 1975.

She was transferred from the Management to the Services Department, and promoted to Senior Administrative Officer on April 1, 1981. She was promoted Principal Administrative Officer 1, a couple of years later.

Mrs. Essilfie attended several leadership and management development course in Britain and Canada and at local institutions.

She discharged her responsibilities creditably. Consequently, she was appointed Manager responsible for Corporate Documentation in the Organisational Services Department, on August 1, 1990, Acting Director on December 13, 1998, was appointed substantive Director, on May 1, 2001. She built an effective and efficient manage-

ment capacity at the VRA's corporate documentation systems that ensured reliability, security and just in-time retrieval of corporate information. It is perhaps at this state of the operations of the VRA, that Mrs. Ellen Essilfie provided outstanding leadership and made perhaps her most distinctive contribution.

She was re-designated Director, Public Affairs, on November 1, 2001. Mrs. Essilfie faced some of the toughest situations in the VRA, as the organisation faced a toxic industrial crisis that had brought it to a standstill. As Director, Public Affairs, she was the face of the VRA and a leader in crisis as the media spotlight suddenly amplified, waiting to report and find fault. She demonstrated firmness and toughness of mind and hands-on leadership that brought relief to an organisation on the brink of distress, and emerged as one of the most talented communicators in the country. She provided competent, honest and personable leadership during the crisis and proved to be a leader who understood the need for quick, decisive action. She was always led by the clarity of her views, the quiet competence of her manner and the wisdom of her judgments.

A woman of exceptional intelligence, lucidity and control, she had a talent for concise and dispassionate exposition. She was modest and compassionate. In speaking to the media, she was vigilant, impassive, patient and skilled; a superb communicator.

Her colleagues have warm memories of her humanity. They referred to several occasions when they found themselves in great difficulty and she offered counsel and comfort. When her colleagues made suggestions, she would listen courteously, and thank them.



The Chief Executive Ing. Kirk Koffi in a hearty conversation with Mr. Patrick Chinery after the burial service at the Accra Ridge Church



The hearse carrying the casket for interment at the Osu Cemetery

Mrs. Essilfie would forcefully and articulately assert the interest of her department in impending corporate decisions. One always felt her decency and dignity. Those who came in contact with her were always impressed by her capacity to define. She had an unusual gift for public persuasion. Her personal integrity inspired devotion by those who worked with her. She showed marked management capability when she headed the Public Affairs Department. The VRA thought highly of her.

As President of the Ghana Paralympics, she travelled extensively around the globe, promoting sports among physically challenged persons.



**Renewable Energy...**

**VOLTA RIVER AUTHORITY**

**Come Partner us to make a Huge Difference!**

**Our Mission:**

The Volta River Authority exists to **Power Economies & Raise the living standards of the peoples of Ghana & West Africa**

**OUR VALUES**

- ☀ **Accountability**
- ☀ **Commitment**
- ☀ **Trust**
- ☀ **Integrity**
- ☀ **Teamwork**



**Do You Know These? Records Classification**

Records classification is the process of assigning records to their appropriate places within a logical arrangement for easy identification. Classification enables one to group records together and link records relating to the same matter in the business context.

Classification means giving records a unique identifier or reference number assigned according to predetermined rules. Classification normally also involves organising records into mutually exclusive categories, so that there can be no doubt about the appropriate place for an individual item.

Classification systems provide a means of knowing what records exist and where they are kept. Records classification systems facilitate retrieval of records to enable services to the public provided efficiently.

Records that are well classified and

organised:

- (1) Enable an organisation to find the right information easily.
- (2) Assist the organisation to know which records it has that should be protected from free access and which records may be made freely available.
- (3) Enable the organisation to perform its functions successfully and efficiently.
- (4) Support the business, legal and accountability requirements of the organisation.

Records classification systems:

- (1) provide a means of knowing what records exist and where they are kept;
- (2) provide links between related records, to create a continuous record of business activities and transactions;
- (3) facilitate retrieval of records to



enable offices to provide efficient services to the public by:

- a. grouping records on the same subject together;
- b. deploying a consistent naming convention over time;

(4) assist with the determination of access restrictions and security classifications on records; and

(5) assist with the determination of appropriate retention periods for records;

It is important that NO document that is created, or received, in the line of duty should be without a file reference number.

**FOSTER OPARE — PROJECT & SYSTEMS MONITORING**

**IN THE NEXT ISSUE:**

- ◆ VRA's Board Vision
- ◆ Writing Workshop 6

Please send your concerns, questions, congratulatory messages, issues, worries, suggestions, etc., to [corpcomm@vra.com](mailto:corpcomm@vra.com)

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