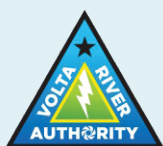




CHIEF EXECUTIVE'S 2017 END-OF-YEAR MESSAGE

IN THIS ISSUE >>

- ◆ CE interacts with Staff at Akuse, Akosombo and Aboadze locations p 6&7
- ◆ VRA Board inspects KGS Retrofit Project p 3
- ◆ CE's End of Year Message p 1 & 2
- ◆ End of Year Messages from Departmental Heads p 8 - 15
- ◆ VRA Shows Appreciation to Long Serving Employees p 19



**VOLTA
RIVER
AUTHORITY**

Our Vision: A MODEL OF EXCELLENCE FOR POWER UTILITIES IN AFRICA

My Fellow Colleagues,

All too soon, the year is coming to an end and it gives me the greatest pleasure to express my appreciation for your hard work, dedication and support. We have, however difficult as it may have seemed at times, delivered on our mandate to provide

electric power to support Ghana's economic growth.

This year, in the face of obvious difficulties, we made significant progress in our power operations. While there is much work to do and further challenges anticipated, we have ended 2017 much stronger, and I trust that the challenges have given us newer perspectives to guide us in 2018.

Cont. on pg.2



Chief Executive's 2017 End-of-Year Message contd.

As an Authority, we faced a number of challenges in 2017, notably our weak financial position due to considerable payment arrears held by our major customers, and also the announcement of Governments programme to restructure the operations of the Authority. We have made significant progress in the recovery of the accrued receivables from customers in the deregulated market. The recent issue of the Energy Bond by the Government

will also significantly address the large inter-utility debts arising mainly from arrears from our regulated consumers in the regulated market. This should give us the fiscal space to carry out our business in a more sustainable manner. On the challenges of restructuring, we will continue to work with the Government to define a strategy that will be beneficial to the Authority, the energy sector and the country as a whole. Our leadership in such an effort will be significant.

While we have initiated steps to control costs in

order to be competitive, we still face headwinds from a distorted generation market, uncertain regulation and competition in the export market. We therefore need to be more productive across our entire value chain to survive.

In the coming year, our efforts will be to restore our finances to normalcy in the short-term, wean off our dependence on Government support, improve asset utilization and expand our export market by

taking advantage of our leadership role in WAPP. We shall also expand our renewable energy portfolio, improve our internal business processes to assure efficiency, and commence the programme of organizational restructuring.

Although the current business environment continues to be challenging, we must not forget to focus on our core mandate of delivering power reliably and at a competitive cost. We should also not forget our contributions to the social and economic well-being of the people

who are directly or indirectly affected by our operations. Next year, our Corporate Social Responsibility programmes will continue to focus on activities that will bring value to the lives of those who live in these communities.

On behalf of the Board and Management, I wish to thank everyone for your support and dedication during the challenging times in 2017. While these challenges may continue into the coming year, I am clear in my mind that by

working together, and getting more value out of our assets, we can meet our objectives. I am convinced that we can count on your dedication and support to achieve this.

I wish you and your families the compliments of the season.

May God bless you all.



DCE (E&O) INSPECTS WORK ON GAS TURBINE (32GT2)

Samuel M. Cann, CCU Section, GSD/ Aboadze



Ing. Manu explaining aspects of the work to the DCE

Ing. Isaac D. Manu noted that per international best practice, such major inspections are undertaken when a gas turbine has been operated continually for 48,000 Run-hours. He said, "During such inspections, Compressors are taken out and inspected. Others like the Turbine Buckets, Nozzles, Liners and Flow Sleeves

April 2018".

The Director, Eastern Thermal Generation, Ing. Richard Oppong Mensah, who accompanied the DCE (E&O), encouraged the groups undertaking the task to strive to ensure timely completion of the assignment. He remarked, "With dedication to duty, you are capable of sustaining VRA as the leading power producer in the country".

The Deputy Chief Executive (E&O), Ing. Richard Nii Agyemfra Badger, has paid a working visit to Aboadze to inspect work on Gas Turbine 32GT2 at the Takoradi Thermal Power Station (TTPS).

Interacting with the staff, Ing. Badger commended each of the groups for the work being done and expressed hope they would work harder to meet expected timelines. "You are doing a great job, keep it up".

Briefing the DCE (E&O) and his team, the Maintenance Manager, Ing. Isaac D. Manu, remarked that work on the job is progressing at a pace to ensure that the arrival of the rewinded generator rotor from General Electric (GE) workshop in Dubai meets the work schedule as planned.

among many others are also inspected and replaced altogether.

According to the Maintenance Manager, the last time the Station witnessed a major inspection such as is being carried out now was in 2014, on 32GT1. He added, "All things being equal, the current undertaking is scheduled to be completed by



Ing. Badger inspecting the project

VRA BOARD INSPECTS AKUSE RETROFIT PROJECT

Michael Danso, CCU Section, GSD/Akuse



The Board Members in a group photograph

The newly inaugurated Board of Directors of the Volta River Authority (VRA), led by its Chairman, Mr. Kweku Awotwi, have paid a one day working visit to the Kpong Generating Station

(KGS) at Akuse to inspect work on the on-going Retrofit Project.

The Board members were received and welcomed by Ing. Charles des Bordes, Director, Hydro Generation, Ing. Eugene Asomontsi Adah, Director, Engineering Services and Ms. Bellona-Gerard Vittor-Quao, Senior Communications Officer (External Communications).

Conducting the Board Members on a tour of the Plant, Ing. Kweku Sarpong, the then Ag. Plant Manager said, "Retrofitting is part of the maintenance plans for the Plant, which has been utilized for about 35 years now". He added that best practice holds the position that after



Ing. Kweku Sarpong briefing the Board Members at the KGS Control Room

every 30 years, the Plant would have to be retrofitted since it would almost be ending its service lifespan. According to him, this was to ensure continuous reliable operations of the Plant.

Cont. on pg.4



Ing Sarpong who is the substantive Manager for Protection and Control (P&C) in an update on the retrofit project, said, work on Unit 2 of the four generators was completed and commissioned for operations in August 2016. Currently, “We are working on Unit 1, expected to be completed and commissioned by the first quarter of 2018”. He informed the Board that the project had been delayed owing to operational challenges, but expressed hope it

would be completed in two years’ time.

He explained that the scope of works involved in the retrofit project includes changing of the analogue control panel used for monitoring the water level, temperatures and other activities into a digital automated system. The purpose of the retrofit he said “Is to modernize and automate the station with state-of-the-art controlling and monitoring devices of the generators and other auxiliary

equipment which would be achieved via a computerized aided work station after completion.” “When completed the retrofit will not only optimize generation capacity and boost power supply, but would also ensure reliability and efficiency for the next 30 to 35 years”, he added.

The Board members expressed satisfaction with work done so far and were hopeful the project engineers will be able to meet the proposed completion date.

VRA Makes Strides Towards CSR Integration



Executive briefing on CSR held for Management Staff

The Volta River Authority’s efforts to integrate sustainability and social responsibility issues into core business processes took a giant leap in October this year with an overwhelming support from the Executive.

In addition to approving a customized training programme for over 40 staff as CSR Champions from all departments and Strategic Business Units (SBUs) of the Authority, Management members availed themselves for a half-day Executive briefing session on Corporate Social Responsibility (CSR) and its ramification for today’s businesses.

The Executive’s session looked into the theory and practice of CSR, its significance for contemporary businesses and incorporation into organisational core business practices.

The CSR Institute, a mission-driven international social responsibility training institution that helps businesses and organisations thrive in the new reality of linking shareholder value to society’s value, conducted the two events.

A renowned Professor of CSR Practice, Wayne Dunn, who doubles as the Founder and President of the Institute, conducted the briefing and training sessions from Tuesday, October 24th to Friday, 27th October 2017 in Accra and Akuse respectively.

The objective of the Executive session was to provide an understanding of contemporary CSR and to position VRA to better integrate the concept into decision-making and management activities.

It brought together all Heads of Departments and Deputy Chief Executives of the Authority for the session that combined lectures, videos, case studies, group work and role-playing.

The three-day Champions programme also combined a high-level understanding of CSR from a global perspective with a pragmatic, hands-on toolkit for practical development and deployment of CSR within VRA.

The participants received tools and knowledge to run CSR awareness sessions as frontline officers in their departments and units. They are expected to work hand-in-hand with the CSR Section under the General Services Department to coordinate all CSR activities in the Authority.

The VRA’s effort to integrate CSR begun four years ago. The institutionalization of CSR and sustainability practices will make VRA more efficient in the delivery of its mandate as well as facilitate a more modern management approach to CSR.

In 2013, the Authority created a special unit for CSR under the General Services Department and in 2015 adopted a CSR Policy, which spells out decision rules and guidelines for Management and Departments.

The Deputy Chief Executive in charge of Services is functionally responsible for the policy implementation but the ultimate responsibility rest with the Chief Executive of the Authority.

VRA’s value proposition as spelt out in the policy is to conduct its business of power generation sustainably with maximum positive impacts while mitigating negative impacts to communities and the environment.



VRA raises Departmental CSR Champions



WHO SAID YOU CAN'T GO ON LEAVE?

Kwesi Eyeson, HR Department, Aboadze

Recently in a conversation with a colleague staff, he mournfully stated that he had not gone on vacation leave in the last two years. He tried to explain by saying that whenever he decided to go on leave he would either be called back after spending one or two days, or be made to suspend the leave altogether.

Of course, I found his excuse unacceptable. Vacation leave can be rescheduled, staggered or suspended for a period, but the point is that you are also required to ensure that you return to enjoy the rest of your leave before the end of the year.

In the first place, vacation leave is compulsory for every worker. Article 31 of the Labour Act (Act 651) of 2003 states that “**any agreement to relinquish the entitlement to annual leave or to forgo such leave is void**”. Which means that you cannot even negotiate to forfeit or forgo your annual leave.

Apart from that, vacation leave has practical health benefits as it enables the body to regain its strength after strenuous mental or physical work. It also offers you the opportunity to address all your social and psychological problems in the house before coming back to work.

So why do some people still fail to go on leave? The following may be some of the reasons why some staff find it difficult to go on leave:

1. Fear of loss of income

Some people's jobs entail frequent travelling outside their

work locations. They therefore earn sizeable additional income through payment of out of location and overtime allowances, which they have come to regard as part of their regular income. Such people find it difficult to go on leave unless pushed.

2. Fear of replacement

It is possible for a person on relieving duties to work hard and achieve excellent results. In that case, the Supervisor may consider retaining him or her in that position. However, this is something that can be done at any time and not only when you are on leave. For example, some organisations have this rotation policy, which enables staff to be re-shuffled regularly without any cause for alarm.

3. Fear of exposure

Some people also fail to go on leave because of fear of exposure. There have been instances when some people have committed fraud, which they try to hide. It is only when such people are removed or reassigned before such malfeasance can be detected.

4. Fear of boredom

Sometimes the idea of staying in the house with nothing to do can be a disincentive to staff who fear the boredom. Some even wish they could sell the leave days rather than going on their well-earned leave, especially in our part of the world where many families find it difficult to go on excursion or enjoy any form of vacation due to financial constraints.

Even though the above situations do sometimes occur, we cannot however run away from the fact that some Supervisors are to blame for allowing their subordinates to stay on the job unnecessarily even when they have no critical assignments to complete.

One sure solution, therefore, is to include it as a target in the Supervisor's balanced scorecard. If as a Supervisor, you fail to ensure that staff under you go on leave, it will go against you in the assessment of your own performance at the end of the year.

The interesting thing is that when you collapse and die on the job, you will be replaced immediately, which means that no one is actually indispensable. So schedule your leave time carefully and stick to it as much as possible for the work will not finish. You will come back strong and healthy to meet it.

Business Quote

“No Company can afford not to move forward. It may be at the top of the Leap today but the bottom of the leap tomorrow, if doesn't”

JAMES CASH PENNY
(FOUNDER JC PENNY)



VRA CHIEF EXECUTIVE INTERACTS WITH STAFF AT AKOSOMBO, AKUSE AND ABOADZE LOCATIONS

Nathaniel Ekue Mensah, CCU Section, GSD/Akosombo



Mr. Antwi-Darkwa interacting with staff at Akuse

As part of efforts to improve management of the VRA, the Ag. Chief Executive (CE), Mr. Emmanuel Antwi-Darkwa, and his Management team interacted with staff at the Akosombo, Akuse and Aboadze locations at a forum dubbed “CE’s Durbar”.

Interacting with staff, the Chief Executive reiterated management’s commitment to ensure implementation of a paperless system of transacting business within the Authority from



A cross-section of the staff at the Aboadze durbar

January 1, 2018. This, is expected not only to make the VRA efficient but also cut down on operational cost.

He said, “Information Communication Technology (ICT) dominates the 21st century. Luckily, VRA has invested hugely in ICT

facilities over the years; we would therefore leverage on it to ensure efficiency and improve performance”. He said that for instance, if you want to do any business outside your location, you have to explore the opportunity of doing video conferencing first before vehicular movement”.

Power Operations

Mr. Antwi-Darkwa disclosed that since July 2017, VRA has stopped importing power from Cote d’Ivoire due to measures to ensure VRA’s thermal plants are operated in a manner the VRA would begin exporting power to Cote d’Ivoire. “That is how we want to run the business; cut our cost, explore export opportunities and increase our revenue. To do this, we will reprioritize our expenditure so that we can gather more resources to support our thermal plants; because if we do not operate, we do not sell

and if we do not sell, we do not get revenue,” the Chief Executive emphasised. He added that there is abundance of gas from so many sources, we have made the decision not to buy crude if possible, as part of our initiatives to cut down on our expenditure.

Financial Recovery

Mr. Antwi-Darkwa said the VRA is putting together a financial recovery plan in the 2018 budget, aimed at saving the Authority from its current financial situation. “The 2018 budget would be difficult but it is a



A staff making a point at the durbar

necessary evil, it has to be done. We cannot wait another year without taking the necessary steps to save the Authority,” he said.

Cont. on pg.7



Cond. from pg.6

Restructuring of the VRA

He said restructuring the operations of the Authority to meet competition within the energy sector is non-negotiable. However, in carrying this out, Management is committed to ensuring that it is in the interest of all staff. He explained that one of the mandates of the new Board is to position the Authority to meet the ever-growing competition within the energy sector and urged staff to give the Board maximum co-operation.

Responding to a question on the



Mr. Koranteng, former Director HR, making a point

future of the Non-Core Departments after the restructuring process, Mr. Antwi-Darkwa said he has directed the VRA International Schools to re-submit a proposal to Management on the modalities of

the school in view of the introduction of the free Senior High School (SHS) policy. On the Health Services, he indicated that a series of concerns have been brought to Management's attention bothering on infrastructure. He assured Management's commitment to complete the

Eye Clinic. He further entreated the leadership of both the hospital and the school to come up with good strategies to turn around their operations to success.

At Aboadze, the staff used the opportunity to call attention to some challenges, including the issue of lack of wards at Aboadze Hospital and congestion at the Aboadze International School.

Concluding, the Chief Executive said if the VRA must make economic



Chief Executive engaging with Staff at AGS Conference room

appreciating the enormity of competing with the private sector in the electricity wholesale market.

In the CE's delegation was Deputy Chief Executive (Services), Ing. Richmond Evans-Appiah, Deputy Chief Executive (Finance), Ms. Alexandra Totoe, Deputy Chief

Executive (Engineering & Operations), Ing. Richard Badger and Ing. John Nuworklo (Advisor to the Chief Executive). Others



Mr. Antwi-Darkwa socialising with a Staff at the durbar

impact, then there is the need to move away from our public sector, business-as-usual mentality, and embrace the private sector approach; a condition critical for

were Director, Human Resources, Mr. George Koranteng, Director, Environment and Sustainable Development, Ing. Theophilus Nii Okai, Medical Director, VRA Health Services, Dr. (Mrs.) Rebecca Acquah-Arhin.



Akosombo staff listening with rapt attention



CHRISTMAS MESSAGES FROM DEPARTMENTAL HEADS



END OF YEAR MESSAGE FROM DIRECTOR, HUMAN RESOURCES



MRS. EFUA GARBRA-SARFO

Dear Colleagues,

As we come to the end of yet another year, we thank the Almighty God for bringing us successfully through 2017. Indeed, God has been faithful to us all.

This is the time to look back on the year 2017 and thank God for our successes. During the year, the HR Department launched a couple of corporate initiatives, notable amongst them being the HR Fairs and the Staff Rotation Programme. The Fairs brought our staff closer to our clients, interacting with them, sensitizing them on policies, and addressing issues of concern. Whilst we have been unable to resolve all the issues that were brought up, we have explained and/or resolved most and will continue to do so in the year ahead.

The staff rotation exercise was initiated to provide opportunities for staff to perform duties other than their own in order to gain new experiences, broaden their

horizons and also prepare them for alternative responsibilities. The rotation was embraced by several departments while others have been slow to latch on. Staff have been on rotation to other sections within their departments, whilst others have moved to different departments and gained rich and varied experiences. It is expected that the exposure will enhance the performance of their duties.

It is worthy to note that the rotation was not limited to any particular level of employee. Management staff, namely Directors, in all three Branches of the Authority also went on rotation/attachment, sometimes across Branch. From my own personal experience of working in about six different departments of VRA over past three decades, I can say that I have gained a richer appreciation of the functions and operations of those departments. I continue to draw on the benefits of rotation experiences in my present position, as I network with colleagues to resolve work-related issues. We expect that we will refine the rotation process for better success next year. I take this opportunity to encourage all staff to proceed on rotation when they are asked to do so and embrace the changes and positive life-changing opportunities it provides.

At this time, we also examine our challenges and shortcomings and pray for guidance and wisdom to improve on our performance next year. We were unable to satisfy all our clients' requests for staffing and HR services this year. We will continue to work closely with departments to ensure that we build a stronger working

relationship with our clients, going forward.

As a department, our most important stakeholder is the Authority's staff. We encourage staff to visit our Area HR Offices to interact with our officers and seek answers to challenges they may have. Our doors are always open and we are ready to help.

I take this opportunity to thank staff of HR Department with whom I re-started work this October 2017, I thank the General Services Department staff with whom I spent nine exciting and fulfilling months from January to September 2017, and the staff of the entire Authority for their contributions towards clocking various milestones this year.

On behalf of the Human Resources Department and on my own behalf, I wish the Management and staff of the Authority a blessed Christmas and a Happy New Year. May God watch over us all and our families, and grant us a prosperous and memorable 2018.



**MERRY
CHRISTMAS**



CHRISTMAS MESSAGE FROM DIRECTOR, PLANNING & POWER BUSINESS DEPARTMENT



DR. ISAAC DOKU

Colleagues,

2 017 has gradually come to an end. I started off this year as the Director, Management Information Systems (DMIS) and I am ending it as the Director, Planning & Power Business (DP&PB). I have gradually warmed myself into my new role and getting acquainted with the responsibilities expected, and to you – my new team. Change is a constant that affects circumstances and situations. Similarly, it is important that as humans, organizations and society,

we adapt to the ever-changing environment around us, with VRA not being an exception. To quote Charles Darwin “It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change.”

Our business as an Authority in 2017 continued as expected; to produce power to meet the energy needs of Ghanaians and our neighbours. This has however been done in a very competitive and financially strapped energy sector. Despite these challenges, we have soldiered on and survived. As a business, we can only continue to survive and thrive if we face our challenges head-on and execute our strategies by mitigating our threats and taking advantage of our opportunities.

The year 2018 would come with its own peculiarities, both in the external and internal environments, but as CE’s Planning Letter stated, “2018 should mark an improvement in our fortunes”. Several initiatives have been earmarked to allow us to

stabilize and begin growing again. It’s our expectation that as staff, we put our shoulders to the wheel and work even harder to propel VRA forward.

We in P&PB would continue to play our role in assisting VRA meet its corporate objectives by managing our customers, monitoring our strategy, developing other business prospects, while assisting to manage our purse.

I take this opportunity to wish all staff a Merry Christmas and a Blessed 2018. May the New Year be filled with expectations for you and your household.



END OF YEAR MESSAGE FROM DIRECTOR, MANAGEMENT INFORMATION SYSTEM



MR. BERNARD KOFI ELLIS

As we draw close to the end of the year 2017, I take this opportunity to thank all staff of the Planning and Power Business (P&PB) Department as well as staff of the Management Information System (MIS) Department for all their efforts, commitment and support in these trying times in the history of VRA.

A greater part of the year was spent

with the P&PB Department until October 9, 2017 when I was reassigned to the MIS department. My years of service at the P&PB Department has been greatly exciting and for all the valuable lessons that I learnt from every single staff of the P&PB Department, I wish to express my profound gratitude. I urge all staff of P&PB Department to remain diligent and continue to support all the initiatives by VRA.

Cont. on pg.11

Contd. from pg.10

On my appointment as Director of MIS, I have met a great team. The few months with MIS in 2017 has been equally exciting, even beyond my expectation. The level of expertise and commitment is a clear demonstration of the good work done by all my predecessors who headed the MIS department. MIS staff are professionals with many years of experience and commitment. Professionals who are abreast of the current trends in the fast-changing technological world and confidently speak good IT language. I will like to use this occasion to say a big thank you to all staff of MIS first-of-all for their warm welcome and secondly their support. I am also very grateful for

their patience in getting me to understand the IT business and language.

The power sector in Ghana is undergoing fast and critical changes, and VRA will need to redefine most of its internal processes, geared towards cutting cost to maintain the market leadership. The profits in the power business are very marginal and any internal activity that reduces time and cost is an advantage. Timely responds to customer needs, lower cost of supply and efficient internal processes are key. It is for these reasons that the paperless system in our internal operations as well as corporate video conferencing (which falls directly in the domain

of MIS) should take centre stage in our key activities in 2018. These are very valuable initiatives that will change the way we do business and I will urge all MIS staff to give these projects their maximum support in the year 2018.

The year 2018 will be exciting and I strongly believe that we in MIS will contribute our quota to make 2018 very successful. I wish all staff of VRA and their families, especially staff of the MIS Department, a very Happy New Year filled with good health, peace of mind and abundant blessings from God.

Christmas Message from Medical Director, VRA Health Services



DR. (MRS) REBECCA ACQUAAH ARHIN

Dear Colleagues,

The Management of VRA Hospitals (SBU) wish to thank all staff of the Authority for their support, assistance, hard work, dedication to duty and compliance to the policy on medical examination.

We wish to encourage all staff to adhere to quality lifestyle by exercising on weekly basis and eating

balance diet, drink lots of water and alcohol in moderation if they cannot avoid it all together.

We also entreat all staff to ensure maximum participation in all safety programmes since the survival of staff heavily depends on safety.

Staff with chronic diseases are to ensure periodic checkups in our Health facilities and also adhere to treatment plan.

All staff are entreated to note that dealing with Psychosocial Hazards is a must for Organizational Sustainable Growth.

Therefore, as much as Management continues to provide safe and conducive environment for work, it is important that staff develop positive attitudes towards work because, improvement in one's psychosocial thought helps to increase the level of productivity.

As the year comes to an end, we entreat all staff to continue to support Management in all diverse ways, cut cost, improve revenue, reduce

expenditure and this, in a nutshell, will enable the Authority achieve its vision.

Let us gather the spirit to convert the impossible to possible to enable the Authority achieve its goal.

May the glow of prosperity, joy and happiness illuminate your life like a decorated Christmas tree.

We wish all staff Merry Christmas and a Prosperous New Year.





END OF YEAR MESSAGE FROM CHIEF LEARNING OFFICER, VRA ACADEMY



MR. ERIC MENSAH BONSU

As the holiday season is upon us, we find ourselves reflecting on the past year and those who have helped to shape our business. We have made significant progress during 2017 as we continue to build

on the value we bring to our clients and partners. Our work makes a real difference in the lives of people as we focus on capacity building for sustainable business development.

It is a joyous time not just because it is a holiday season but also because we have contributed to the staff development capabilities, not only for VRA but for our external clients.

The Academy takes this opportunity to thank the staff and its partners for their continued support and dedication towards its goal of bridging the competency gap in the energy sector, by showing absolute commitment towards our vision.

During this holiday season, our heartwarming thoughts gratefully turn to those who have made our success possible. To all our participants: internal, external and foreign, our heartfelt appreciation goes out to you for taking time out

of your busy schedule to attend our training sessions. I hope you found the courses useful in your day-to-day work.

Warm wishes of joy, love, peace and kindness goes out to you. We hope you enjoy some well-deserved time with your loved ones. We wish you a very safe and happy holiday season, and look forward to an equally successful year ahead.



END OF YEAR MESSAGE FROM DIRECTOR, ENVIRONMENT & SUSTAINABLE DEV'T DEPARTMENT

WHO SPEAKS INTO YOUR LIFE?



ING. THEO NII OKAI

Many people get discouraged and fail to achieve their determined goals because of who speaks into their life.

There are people whose voice if you listen to, will cause you to feel worthless; some will speak into your life and make you feel powerless and ineffective; some will speak into your life and lead you to conclude that you cannot amount to anything; some will speak into your life and cause you to conclude that the goal you have

set is unattainable. However, there are some who speak into your life and you feel empowered to conquer all you survey.

The question I'll like you to ponder as you conclude 2017 and usher in 2018 is this: **"Who Speaks Into Your Life?"** Who do you allow to influence your perception and outlook?

As you are blessed with the new year, I would like you to note that what you are able to achieve largely depends on who speaks into your life.

When you and I allow doubts, doubters and naysayers to

Cont. on pg.13

Contd. from pg.12

speak into our lives, we begin to question our own abilities and skills; we begin to question our confidence and we even begin to question the capabilities of the Supreme God we serve.

Let me illustrate with the story of the people of Israel, rescued from slavery by God and led by Moses. Indeed, the Israelites under Moses saw how powerful their God was. God performed so many wonderful miracles right before their eyes; miracles that eventually persuaded Pharaoh to release them from the bondage of slavery and set them free.

But as they departed in euphoria it came to a time that they saw the Egyptians pursuing them and they allowed doubt to speak into their lives; they allowed fear to speak into their lives. There and then they decided that slavery was far more attractive to them than the freedom God has won for them.

WHO IS YOUR “EGYPT” THAT SPEAKS FEAR AND DOUBT INTO YOUR LIFE?

Who speaks into your life?

Have you resolved to improve yourself including your academic qualifications in 2018? Who you allow to speak into your life will largely determine if that happens. Have you resolved to marry in 2018? Who you allow to speak into your life will largely determine if that happens.

Have you resolved to lose weight and maintain a healthy lifestyle in the year 2018? Who you allow to speak into your life will largely determine whether you stay on course to achieve your desired objective or you fail.

Have you resolved to develop and maintain a happy marriage in the year 2018? Who you allow to speak into your life will largely determine if you succeed or fail.

As 2017 draws to a close and we begin the new year 2018, it is imperative that we chose carefully who speaks into our life because that will to a large extent determine if our plans for 2018 succeeds or fails.

I pray that each and everyone of us would tune our individual antennas in the right direction and pick positive signals from positive-minded people who will speak accomplishments into our lives so that we would be spurred on to achieve the plans we have set for ourselves in the new year 2018.

WHO SPEAKS INTO YOUR LIFE?

do appreciate your quick response to urgent matters in addition to the day-to-day legal advice, presence at scheduled meetings, court hearings and many other assignments required of you, as staff in the Department. Bravo!

As the festive season begins, and we cross-over into 2018, I urge us all to continue to implement the Authority’s objectives in the course of our work in 2018 and subsequent years to come. Even though the organization is going through challenges, I believe that with our support as staff, and by doing our best in whatever we do, we will see light at the end of the tunnel by the grace of our Lord, who is always true.

“Feliz Navidad” to all and sundry, not forgetting our respective families. May the season bring us good tidings, perfect health and brilliant ideas to bring the Authority to the heights it deserves in the coming year.

Afi oooo Afi, Afi aya ne eba ni na wo daa.

Christmas Message from Director, LEGAL SERVICES DEPARTMENT



MRS. ELLEN BANNERMAN-QUIST

Christmas gives us back our hopes of a better world and prosperous future for ourselves, families and of course our organization.

The good Lord has been merciful, for He has granted us

the grace to see the close of another year. We thank Him for seeing us through the year 2017.

As a Department, we would like to express our profound gratitude to the Executive and Management Staff for their unflinching support. It also goes without saying that effective team work is an essential element that enables the achievement of set goals and we hereby wish to acknowledge the role of our Client Departments in helping us provide the optimum service deserving of the Authority.

A Special thanks to all staff of the Legal Services Department who through their dexterity and proactive attitude, have been able to chalk a number of successes this year. These successes have all come about notwithstanding staff constraint, lack of office space and other challenges. I



CHRISTMAS MESSAGE FROM DIRECTOR, AUDIT DEPARTMENT



JAMES JABARI NAPOUR

Merry Christmas and Happy New Year! What does that mean to you? What does it mean in the face of uncertainty? Yes, once again I wish you and your loved ones Merry Christmas and Happy New Year in advance. *"An unexamined life is not worth living"*. This dictum is credited to Socrates by Plato's Apology, which is a recollection of the speech Socrates gave at his trial. The words were supposedly spoken by Socrates at his trial after he chose death rather than exile. In Internal Audit, we also have what we call a "Look Back Audit". The ebbs of 2017 are with us and we need to take stock once again. To start with, I want to ask, what has been my/your personal contribution to the situation in which VRA finds itself today? We can extend this introspection to our personal lives, the lives of our loved ones, and the nation at large.

It appears to me Government has been playing the drums and VRA has been dancing to the "Adowa" rhythms of restructuring for a long time now. Some steps forward, some steps backwards. Certainly, this has increased the uncertainty for all of us. We sought to wine and dine with the "devil" yet being

so cautious with resorted to using "longer spoons" at table, hence our inability to gel appropriately with the devil. It is akin to the African believe that portrays the façades of the devil: - *If the devil is approaching and you want to avoid being picked along, you close your eyes or burry your head in the sand like an ostrich. However, should the devil pass by and ignores you such that your wish is fulfilled, dear one, the opportunities that came along but hidden as smokescreens would be missed forever because either your eyes were closed or your head was buried in the sand.* It appears this may be our fate on account of the overdue Restructuring of the Energy Sector Institutions.

So, what does 'Merry Christmas and Happy New Year' mean in the face of uncertainty: Restructuring; Dwindling Market Share; Low Water Level in Akosombo Reservoir; Thermal Plants unavailability; running Thermal Plants in Simple Cycle Modes; Mounting Receivables; Legacy Debt yet uncleared; floating of Energy Bond; etc? On a personal note, I believe the light at the end of the tunnel will not diminish into obscurity. We need to sustain our hopes for as the good book says, hope does not disappoint us (Romans 5:5). The Chief Executive's 2018 Planning Letter has beacons of hope for 2018, if we apply ourselves to arduous work, cost savings, and self-discipline, among others.

Internal Auditors look at risk as the probability and impact of uncertainty. Technically speaking, when we conduct risk based audits, we expect inherent risks to reduce to low residual risks, provided the internal control mechanisms were adequate, effective, and above all efficient. Thus, in the face of the corporate uncertainties, Management in its wisdom, merged the Corporate Risk Management Unit (CRMU) with the Audit Department in February this year. To us in Audit, we see the integration in part as a clarion call to turn our telescope 360-degrees on all

risks and every uncertainty. If you permit me to manufacture a new terminology, I will call it "Look Around-About Audits" or "360-Degree Audits". In fact, there is already a professional terminology called "Integrated Auditing", which is somehow akin to what I want to put across.

Our Mission in Audit, *"We exist to enhance and protect organizational value by providing risk-based and objective assurance, advice and insight"*. Our Vision is *"To be champions for Excellence"*. Together with the Corporate Monitoring Risk Unit, we are confident that we can continue to count on your support to offer objective assurance, consulting services and insight on emerging uncertainties surrounding us in furtherance of our mandate. Therefore, may I seize this opportunity to thank our esteemed stakeholders for the confidence reposed in us to deliver and supporting us to live up to our mission and vision thus far – Members of the Authority, Executive, Management, Staff and our treasured clients, and indeed the committed staff of the Audit Department.

As we celebrate the birth of our Lord Jesus Christ, we pray that the light of kindness and hope be reborn in you so that you will never tire of being selfless and brave. Be happy with the present, never forget the past, trust the future and let the spirit of Christmas be your guide this festive season.

The message of Christmas is the message of the angels: *Glory to God in the highest, and on earth peace, goodwill toward men (Luke 2:14)*. It is Peace that surpasses all understanding. May your holidays sparkle and shine as you renew your faith and refresh yourself to deliver the Authority to new heights. I wish you, your families and loved ones a very special Christmas and Happy New Year!

In God We Trust, All Others We Audit.

END OF YEAR MESSAGE, DIRECTOR GENERAL SERVICES



SHIRLEY SEIDU (Ms.)

Once again, we have come to the end of another year and I would like to take this opportunity to wish you all, the best of the season and a fruitful 2018.

To the clients of the department, our gratitude goes to you. To staff of the Department ayekoo! You are doing a great job and I encourage you to keep the fire burning.

The year has been a challenging one for the Department mainly due to the financial constraints the Authority is facing, but through it all we have been able to chalk some successes. The Department has

been able to stay focused during the year and tried to satisfy customers to a large extent.

The Authority's fleet of vehicles is overaged and our inability to replace when necessary has oftentimes affected the provision of transport services by the department. The pooling system has, however, greatly enhanced our transport services in Accra. The lack of spares and materials for the repair and maintenance of our vehicles and refrigeration and air conditioning equipment has often hindered work.

On the corporate social responsibility aspect the Authority was able to partner with Project Maji, a subsidiary of the Binatone Company to provide a solar powered mechanised borehole for the Sedorm Community in the Asuogyaman District. The project was financed by a sponsor identified by Project Maji. We are hopeful that the same project can be duplicated at the Amlalokorpe Community by the VRA.

Through our Corporate Communications Section, we interacted with our internal and external stakeholders through publications, the news media, and various social media platforms.

The year 2018 holds a lot of prospects for the Authority and the department in

particular and we are confident that we will continue to deliver our mandate to the utmost satisfaction of our clients. The Department intends to enhance its performance by making full use of the paperless environment in 2018 by the continuous implementation of online approval of requests and communication by emails. Video conferencing and skype for business will be used for departmental meetings in order to reduce expenditure. Strategies will be put in place to better plan the spares and service delivery of our workshops.

We also look forward to closer collaboration with all stakeholders to promote the Authority's brand, image and reputation.

We wish you a merry Christmas and a Happy New Year



VRA CELEBRATES SAFETY AWARENESS DAY



DCE (F), Ms. Alexandra Totoe and her colleagues listening to the facilitator

As part of efforts to promote office health and safety, the Volta River Authority has celebrated its Safety Awareness Day on the theme: ***“Dealing with Psychosocial Hazards: a Must for Organization’s Sustainable Growth”***.

Delivering the keynote address on behalf of the Chief Executive, Deputy Chief Executive, Services, Ing. Richmond Evans-Appiah

stated that VRA's Safety Awareness Day is a “purposefully crafted work culture designed to promote the safety and well-being of the Authority's staff.” He stated, over the years, our strict adherence to safety standards has not only made us safety conscious but also improved our safety reporting, a culture which must be upheld and protected as good corporate

Cont. on pg.16



Contd. from pg.15

citizens.

He noted that the theme for the celebration: “Dealing with Psychosocial Hazards: A must for Organisational Growth” was as relevant as it is critical because the growth and development of any organization depended on the health and safety of its most important resource, the staff. He commended the Work Area Safety Committee (WASACO) for the efforts put in to



A section of the participants at the event

make the program a success.

Making a presentation on the theme, Mr. Justice Mensah of the University of Ghana Business School defined Organizational Culture as the “Shared values and

beliefs that govern activities in an organization; going a long way to motivate individuals at the workplace.” According to him, the absence of organizational culture can cause employees within an organisation to struggle with psychosocial issues

Mr. Mensah stated that psychosocial hazards are those interactions that prove to have hazardous influence over employees’ health through their perceptions and experiences. He explained that workload and work pace which respectively has to do with the amount of work that is to be done and the speed at which the work is to be done could potentially become psychosocial hazards if not managed well.

On ways to dealing with psychosocial hazards in the office, he said there was the need to undertake a psychosocial risk assessment. The process he stated involved five stages including; identifying hazards and those at risk at the work place, evaluating and prioritizing risks, deciding on



Madam Edith Tham (rtd.) receiving her award from Director MIS, Kofi Ellis

preventive actions, taking actions and monitoring and evaluating.

Mr. Mensah suggested that appropriate HR practices, work design, work scheduling, the right leadership styles, stress management and training in emotional intelligence could contribute to dealing with psychosocial hazards in an organisation.

RE-ENGINEERING GHANA’S EDUCATION SYSTEM KEY FOR ECONOMIC DEVELOPMENT- DR. PINCHO WU

Nathaniel Ekue Mensah and Ernestina Adesi, CCU Section, GSD/Akosombo



Dr. Pincho Wu delivering her address

Avascular Surgeon at the Department of Surgery, Korle-Bu Teaching Hospital and an Old Student of the Akosombo International School (AIS), Dr. Lily Pincho Wu, has

underscored the need for remodeling of Ghana’s educational system to improve upon the intellectual and socio-economic development of the citizenry.

Speaking at the 44th Speech & Prize-Giving Day and 25th anniversary celebration of the AIS class of 1992, on the theme: “Re-engineering Education in Ghana for Economic Development in the 21st Century,” Dr. Pincho Wu stated that Ghana’s educational system has come a long way but there was more to accomplish to catch up with the

rest of the world.

She explained re-engineering education as “Re-thinking and doing things differently from the way society has known it to be in order to provide solutions to humanity’s common problems”. She stated, “One key factor in the re-engineering process of the Ghanaian educational system is the teaching and learning of Information Communication Technology (ICT) at all levels of education, which she believes is the pivot on which the world revolves in this 21st century.

Managing Director of the Ghana Grid Company (GRIDCO) and Chairman for the occasion, Ing. Jonathan Amoako-Baah, urged the students to uphold the values of the school wherever they find themselves. He particularly urged the male students to strive harder in their academic pursuit in order to serve as deserving competitors to their female counterparts.

Cont. on pg.17

Contd. from pg.16



AIS Cultural troupe on display

The Headmaster of AIS, Senior High School Division, Mr. Julius Kog-Der, appealed to Management of the VRA and the Board of the Parent Teacher Association (PTA) to equip the school with the necessary physical infrastructure to help improve teaching and learning. He stated, “For us to adequately train

our students to be global citizens, imbued with critical minds and problem solving skills, they need to be exposed to advanced modern technologies offered by the 21st century”. He called for expansion of the school’s Assembly hall, dormitories, classrooms and the library in order to be able to cater for the teeming number of students.

Deserving students, teachers and non-teaching staff who distinguished themselves over the last academic year were awarded while the (Akosombo Int. School Old Students Association) 1992 Year Group made

a presentation to the school.

In attendance were the District Chief Executive of the Asuogyaman District Assembly, Hon. Samuel Kwame Agyekum.



An excited observer at the Speech Day

UP AND CLOSE WITH ING. ALFRED D. SACKYFIO, DIRECTOR, CORPORATE STRATEGY, OFFICE OF THE CHIEF EXECUTIVE, VRA



Ing. Alfred D. Sackeyfio

Following the appointment of Ing. Alfred D. Sackeyfio as Director, Corporate Strategy, office of the Chief Executive, the VRA NEWS team went up and close to find out more about him and his new responsibility.

Below are excerpts of the brief interview conducted in his office.

VRA NEWS TEAM (VNT): Congratulations on your appointment as Director, Corporate

Strategy, office of the Chief Executive.

Ing Alfred Sackeyfio (AS): Thank you

VNT: How long have you worked with the Volta River Authority (VRA)?

AS: I have been with the Authority since the last twenty-seven (27) years.

VNT: Can you give us a brief history of your engagement with VRA?

AS: I joined VRA in 1990 and was posted to Kpong Generating Station (KGS) where I worked with the Electrical Maintenance unit for 2 weeks after which I was re-assigned to the Akosombo Generating Station (AGS) to work with the Protection and Control Unit. In 1990, whilst at AGS, I was again

assigned to work on the AGS Retrofit Project Drawings Update for 6 months.

In 1991, I was assigned to work with ABB who were doing a Technical Audit of Protective Relaying Equipment at KGS. In that same year, I was also assigned to work on the Refurbishment of Protection and Control Devices Project in Akosombo. Then in 1992, I was again assigned to the AGS Retrofit Project to work as the Electrical Construction Coordinator (Protection & Control) under the direction of Acres International Limited (now called Hatch Energy) who were the Consultants.

After commissioning of the first unit, Akosombo Unit 4, the retrofit had to be suspended to allow time for further studies for possible replacement of the turbine runners. In 1996, I was assigned to the Takoradi Thermal Power Project (TTPP), which had started in Aboadze. On the TTPP, I worked under Mott Ewbank Preece,

Cont. on pg.18

the Consultants for the project. After commissioning of the first unit, I transitioned from Project in Operations so I was transferred from Hydro Generation Department to Takoradi Thermal Power Station (TTPS) as the first Control and Instrumentation Engineer to work under, ESB International, O&M Contractors for the station. I managed the Control & Instrumentation section at TTPS for 6 years. I moved on to become the Maintenance Manager for about 5 years and then the Plant Manager for 5 years, until 2016, when I was appointed the Director, Thermal, Western Operational Area after the Thermal Department, which had become so huge and needed to be split into two to improve the speed of business processes.

VNT: So, you are in charge of Corporate Strategy. What is your Mandate?

AS: Briefly put, my mandate is to ensure the crafting of a winning Corporate Strategy that is aligned to our vision and ensure its effective execution. Specifically, I am to lead the development and implementation of the business's strategic objectives and processes which culminates in developing strategic and transformational actions across the various businesses. It is also to facilitate cross-functional team collaborations and to support executive leadership and stakeholders within the various businesses. Such efforts which shall include long-term goals and objectives, key risk management will

be drivers of business and project initiatives.

I will also support top business leadership across the various businesses in solving high priority operational issues by driving the communication and development of suitable strategies and goals. I am also to work with business leadership, executives, business development, and stakeholders across the business to ensure that the business's departmental strategies are aligned to advance the overall business strategy. Finally, but not the least work, with the businesses to develop and establish measurement criteria to monitor the performance of established strategies and consistently identify the deficiencies, and prescribe actionable solutions.

VNT: How important is this function to the growth, development and sustainability of the VRA going forward?

AS: It is obvious our environment has changed and will continue to change and therefore we cannot continue to do the same things we used to do many years ago. We must respond to the constantly changing environment by restructuring our businesses to ensure we are efficient, fast and agile. This calls for the hard facts to be discussed and that merely serving the customer is not good enough anymore but rather we must be guided by what the market is willing to take.

Furthermore, every business will need resources to carry out its activities. Since company resources are not unlimited, it is key that the right choices of what to do/ what not to do are made timely and accurately and

followed through if we must sustain and/or grow VRA's operations. My function is right there in the middle of these discussions with all the stakeholders, ensuring we are viable and continue to be viable and if not change our actions and/or inaction to get on track.

VNT: So, as Director, responsible for Corporate Strategy can you share with us what you bring on board?

AS: I have vast experience and knowledge of power operations with emphasis on thermal operations. I am a fast learner which will be valuable in a rapidly evolving business environment. I am result oriented, self-motivated, proactive and have good problem-solving skills, I have demonstrated ability to work in a cross-functional and matrix business environment as evidenced by the many projects teams I have worked in. I have strong analytical skills and the ability to work well with multi-functional teams, be a strategic and creative thinker. I have a positive can-do attitude, I am open-minded and welcoming to change. These together with others give me knowledge of the business's risk parameters to determine implications for the business and implement measures for risk mitigation

VNT: Once again, congratulations on your appointment. The VRA News team wishes you all the best in your endeavours.

AS: Thank you very much for the opportunity.

DOCUMENT WORKING PROCEDURES TO SERVE AS SAFETY GUIDES- ING. ALFRED SACKYFIO

Samuel M. Cann, CCU, GSD/Aboadze

Ing. Alfred D. Sackeyfio has impressed upon staff to cultivate the habit of documenting working procedures to serve as safety guides for posterity.

Speaking at his last safety meeting at the Takoradi Thermal Power Complex on Thursday, October 12, 2017,

he stated that taking records of sequence of events or methodology for handling, operating and maintaining equipment, in an industry such as VRA finds itself, is the bedrock for the safety of staff and equipment. This is because such practice does not only ensure good succession order but also helps to

execute task faster and easier.

The topic for discussion at the safety meeting was 'Gas Explosions'. The Chief Technician Engineer, Ing. Felix Ampomah-Gyawu, facilitated the discussion with the objective of re-sensitizing staff on the need to be careful in carrying out their duties in the wake of recent gas explosions in the country.



VRA SHOWS APPRECIATION TO 244 LONG SERVING EMPLOYEES

Michael Danso, CCU Section, GSD/Akuse



CE addressing the gathering

The Management of the Volta River Authority has shown appreciation to 244 long serving and dedicated staff who have been with the Authority for between 10-35 years. The award recipients comprised

decades with 96 being rewarded in the ten (10) years category. Eight (8) were in the 30 years category with two (2) being awarded for twenty-five (25) years of service. It is instructive to note that Management used the opportunity to award eighty-seven (87) employees who were eligible for awards in the second half of 2016 but missed out owing to institutional challenges. Each awardee received a plaque with a certificate of merit from the Ag. Chief Executive, Mr. Emmanuel Antwi-Darkwa.

the VRA without passing through the Government. The situation is not the same today, he explained. “We need to work harder to restore that pride and confidence,” he emphasised.

He expressed optimism that the proposed Energy Bond to be issued by Government if successfully implemented would change the fortunes of VRA and save it from its current financial challenges.

Addressing the staff before the award presentation, the Chief Executive of the Authority, Mr. Emmanuel Antwi-Darkwa commended the awardees for their dedication and loyalty to the overall success of the Authority and extended his appreciation to their spouses and families.



Staff in the 10 years category in a photograph with the Executive and Special Guests

He reiterated his position that “His administration was committed to working hard and exhibiting exceptional leadership traits to ensure the Authority becomes the beacon of power utility in Africa.” In view of this, he urged the staff to support his administration’s transformational agenda of making VRA a credible and trustworthy organization as it was over two decades ago.

Ing. Richmond Evan-Appiah, Deputy Chief Executive, Services who chaired the function urged staff to be proud of being a part of the overall success story of the Authority.



DCE Services speaking at the program

staff from the Accra, Tema, Akuse and Akosombo locations. Interestingly, no staff qualified for the prestigious 40-year Long Service Award. However, as usual, the 19 employees who were acknowledged for working for 35 years were welcomed to the dais with the usual euphoria and a sense of accomplishment, as their plaudits were the loudest at the Akuse Club House, venue for the event.

Additionally, thirty-two (32) members of staff were awarded for their loyalty over the past two

Recalling the past, Mr. Antwi-Darkwa stated, “In 1996, funding agencies were willing to deal with the VRA as an institution rather than the government, which means that the Authority had better financial credibility than Government”. To buttress his point, he cited the French government’s pre-financing of the Techiman-Wa project directly to



DCE (S) and Director, GSD Shirley Seidu (Ms.) on the dance floor



THE BEGGAR'S CHRISTMAS



If only you knew the plight of a beggar, you would be thankful for your own life. Having lost my parents at age sixteen through a gruesome accident in which I had been rendered a paraplegic, and been belittled to becoming a beggar overnight, life hadn't been easy. It had served me with some bitter pill, I was still trying hard to swallow. Daily, I had to stretch out my hands and take whatever was handed me before I could feed myself. Whether the sun was scorching my face and causing me to squint or there was a downpour and I had to take cover underneath sheds or in front of shops, I still had to "make ends meet." The best opportunity of any day was when the traffic light turned red. Ironically, that was the beggar's signal to go. I tackled five to six cars within those precious two minutes chanting all manner of Bible Quotations. While some people in their cars whisked me away, some were kind enough to let me have a coin they found no use for.

Gloom and darkness filled my life. If things were going to get any better, I had absolutely no idea. All the same, through the hardships I endured, every now and then, I said a prayer to my God above. The festive season was approaching and I hoped that with the birth of Christ, people would be kinder and show some love. I must have been dreaming. Things took a worse turn, people scurried by oblivious to my predicament. I stared at the clouds as the rains poured down and tried to imagine the joy that was present in many homes. I longed for family and friends that would show me love and share laughs with me over Christmas delicacies but wishes weren't horses that I would ride.

Christmas Eve was like any other day. I had to go through my everyday scuffle of finding

something to sink my teeth into. This particular day seemed rather peculiar. It's not as if my day started off with a secretary bringing coffee to my desk but this day just seemed different. For one, the woman who sold porridge at the end of the orchid avenue, pear Lane Street smiled at me as I stumbled by and offered me a hot cup of porridge with not half but a full loaf of bread. I was beyond grateful. This woman had never even smiled in my direction but she gave me breakfast. The first car I approached when the traffic light signaled, pushed a five cedi note into my right hand. What was happening? The day was looking brighter.

A couple of my "colleagues" were chit-chatting about life and its cruelties and I joined the conversation. My favorite physically-challenged person who had lost his sight through a highway accident made a joke about how blind people were quick tempered and could tell someone they didn't look good enough. That cracked me up, that man had wit and a great sense of humor. Regardless of his dilemma, he always managed to put smiles on joyless faces.

As our chit-chat continued, we noticed a tall, dark and muscular man approaching our group. We could only help but wonder what his reason was. People seldom walked up to us for any reason, even on days when people were feeling generous they only threw us coins from their cars. The young gentleman introduced himself as Will Hall. According to him, he had opened a disability center and had been observing us over a period of time and sympathized with us so he wanted us to be the first occupants of the center.

My jaw dropped in awe. I knew God worked in mysterious ways but this was just absolutely stunning. We were to be fed, clothed and provided free accommodation. No! This was

too good to be true, there definitely had to be a catch but there wasn't. We were all still recovering from the shock of the news and some of us were still in doubt but the young man retrieved documents from his car that confirmed what he was saying. All of us stared at the documents in utter disbelief, both who could and couldn't read.

My eyes began to water, miracles still existed and out of nowhere, my luck had shone and one way or the other, I was going to have a Christmas filled with hope and thanksgiving with friends who had become family. This was the best Christmas gift ever, one I hadn't bargained for but although it was beyond my imagination, I was well aware that if God was going to bless anyone he needn't consult another.



XMAS JOKES

Darth Vader: I know what you are getting for Xmas

LUKE: How do you know?

Darth Vader: I can feel your presents.

Credit – Mark R. Barrington, R.J

Josh: Knock, Knock!

Samantha: who is there?

Josh: Dexter

Samantha: Dexter who?

Josh: Dexter halls with bough of holy

Credit – Josh B, Dublin, Ohio

Knowledge Management as an Integral Part of Strategic Management in Volta River Authority

Part 2 - Randy Emmanuel Kommey



More than 550 organizations from 45 industries worldwide come to American Productivity Quality Center (APQC) for one reason: to improve. That is why Volta River Authority is at the APQC to learn, share and collaborate in every area of activity. When an organization becomes an APQC member, every employee gains access to benchmarking assessments, data, best practices, innovations, business expertise, and a network of peers who understand the tremendous impact sustainable process management capabilities have on the bottom line. All included in the cost of membership.

By and large, knowledge is every organization's largest asset, yet it can be an overlooked and underutilized resource if not managed effectively. Successful organizations know that knowledge in action gets results—accelerating the rate of learning; cutting down the risks of not knowing and repeating mistakes; and retaining knowledge assets when people move, leave, or retire.

APQC CEO Carla O'Dell helped found Knowledge Management as a business discipline back in 1993. Since then, our thought leadership and expertise has been instrumental in driving the practice forward assisting hundreds of companies with KM strategy and implementation and providing massive amounts

of knowledge and insight

After determining VRA's strategic KM objectives, the next step is to start measuring progress toward those goals. In fact, organizations in general should evaluate their KM maturity at the outset of any KM implementation to set a baseline and help inform plans for the future. From there, organizations can develop measures that identify weaknesses and track accomplishments.

Knowledge Management funding depends largely on the KM team's ability to provide concrete evidence of the difference KM is making. Although knowledge may seem like an unquantifiable entity, tangible measures can be used to track the progress of KM initiatives and their effect on overall performance. APQC has helped organizations understand and report these measures for more than a decade. They are helping organisations to improve and perform better.

The best-practice organizations in APQC's study have found ways to engage their executives in their open innovation initiatives. For example, the CEO of Corning Incorporated sits on the organization's growth and execution council, to which programme managers present open innovation projects. Having the exposure to and input from executive leadership helps provide direction for scientists in the organization. Executives at the most senior level of Cisco Systems evaluate company-wide innovation, and it is customary for senior leaders to promote new ideation challenges and send out broad communications to drive employee engagement in innovation. The best-practice organizations studied by APQC use executive involve-

ment to drive the use of open innovation, which has enabled these companies to get to market faster and deliver greater value to their customers.

Organizational quickness or agility is the ability to swiftly identify and execute initiatives to respond to opportunities and risks that align with overall strategy. VRA will have to keep pace with the opportunities and threats created by growing customer demands and disruptive changes such as big data and the internet of things. In a way, this means that organizations must not only track changes in their business environments but also nimbly change direction and implement new initiatives in order to avoid risks or achieve competitive advantages. Knowledge Management principles will enable VRA to capture, organize, analyze, share, and reuse both explicit and tacit knowledge to make better and faster decisions across geographic, functional, and team boundaries. The cornerstones of VRA's KM system are people, processes, and technology—all three aspects are needed to capture and harness the knowledge within VRA. The Knowledge Management framework focuses on collecting and integrating sources of information to enhance the quality of the actions based upon that information and to facilitate creation of knowledge.

Investments in Knowledge Management activities will explicitly enhance the way we will do business in VRA, demands on the 'people skills' of management staff and solve impacts of an aging workforce. Knowledge Management is influencing the future of work in VRA



AKUSE SENIOR STAFF HOLD FITNESS WALK

Michael Danso & Nicholas Gray, CCU Section, GSD/Akuse



Participants walking to keep fit

The leadership of the Senior Staff Association (SSA) of the Volta River Authority (VRA) at Akuse have organized a day’s fitness walk for the Association’s staff and interested fitness enthusiasts on the theme: “Let’s walk for a Healthy Workforce”

According to the Chairman of the Association, Mr. Francis Deku, the programme, which lasted barely an hour and half was put together to improve the

fitness level of staff and monitor their health status for improved work output.

“We want our entire Senior Staff membership to have the requisite good health. Once their health is in good condition, they can effectively promote productivity and become more efficient on the job,” he stated. He disclosed that his administration was considering organizing the walk every quarter, from next year in collaboration with the Unionized Staff of the Authority. This according to him will reignite the mutual relationship and work culture between the

Senior Staff and the Local Union.

Patrons of the walk trekked about 10 kilometers from Okwenya Junction off the main Akosombo-Tema Highway to the VRA Club House at Akuse, amidst fanfare and socialization. The walk was climaxed with an aerobics session and sensitization on Hepatitis B and Alcoholism. Dr. Amankwaa Korsah, a Medical Officer at the Akuse Government Hospital facilitated the sensitization.



Participants going through aerobic exercises

ING. EMMANUEL DANKWA OSAFO

APPOINTED DIRECTOR, OFFICE OF THE CHIEF EXECUTIVE



Ing. Emmanuel Dankwa Osafo

Executive.

In order to get an insight into his new appointment, the VRA News Team granted him an interview to ascertain his role and responsibilities as Director in the Office of the Chief Executive.

Speaking about his appointment, Mr. Osafo, referred to as “EDO” by his peers, stated, “His duties as Director, Office of the Chief Executive include among others: assisting with the formulation of strategies in relation to the Chief Executive’s vision; Monitoring and Evaluating initiatives and programmes geared towards the achievement of targets set for identified Key Focus Areas, ensuring continuous engagement,

collaboration and communication with stakeholders with the aim of building mutually beneficial relationships; as well as undertake special assignments as may be assigned him by the Chief Executive (CE).

On his secondment at the Ministry of Energy (MoEn), “EDO” stated that he is there as Director responsible for Generation and Transmission; a position he said entails policymaking and implementation of Government’s programme and projects. According to him, the dual role he plays by occupying the two positions gives him the opportunity to act as a link between VRA, the MoEn and Government. He remarked that his role at the Ministry affords

Cont. on pg.23

The Ag. Chief Executive, Mr. Emmanuel Twum Antwi-Darkwa has appointed Ing. Emmanuel Dankwa Osafo as Director, Office of the Chief

Contd. from pg.22

him a platform to establish, build relationships and network with key stakeholders including other Ministries, Parliament, Regulators, Donor/Development Partners, Investors and Businesses in the energy sector, including VRA's "competitors". According to him, this well-established network overtime would be of great advantage to the VRA.

Prior to his appointment as Director, he had served as Manager, System Development and Manager, Office of the Director in the Engineering Services Dept. between 2013 and 2017.

Mr. Emmanuel Osafo told the VRA NEWS that his association with the VRA started as far back as 1989 when he joined as a National Service Person. In September 1989, he was engaged permanently as an Assistant Electrical Engineer/Management Trainee. He added that between 1991 and 1998, he was promoted

from Electrical Design Engineer to Principal Design Engineer and subsequently acted as Head, Electro-mechanical, Design Services of the Engineering Services Department in 1998. Prior to that, he was the Construction Manager for the National Electrification project, which extended electricity to most parts of the NEDCo operational Area between 1994 and 2000.

He continued that in 2008, he was appointed to the Project Implementation Unit of the West African Power Pool (WAPP) Project as the Construction Manager for the 330KV Coastal Transmission Backbone Project, the first of its kind in Ghana and many other projects including some externally funded ones with the World Bank, Kuwait fund etc.

In January 2010, the Ministry of Energy (MoEn) requested VRA to second staff to its Power Directorate to assist in the discharge of its

renewed mandate under the Power Sector Reform. Through his hard work, commitment and dedication EDO was seconded to the ministry. He assumed duty as Deputy Director, Power and later acted as Director from 2012 to 2013. He returned to the VRA in 2013.

With his wealth of experience in the operations of the Authority and the power sector as a whole, the VRA News has no doubt that Ing. Emmanuel D. Osafo will perform his assigned roles and responsibilities professionally, competently and diligently.

The VRA News on this note congratulates him on his appointment and wishes him success in all his endeavors.

ACCRA BRANCH OF THE VRA LADIES' ASSOCIATION SUPPORTS OSU CHILDREN'S REMAND HOME



VRA Ladies and the inmates in a group photograph

The Accra Branch of the Volta River Authority's (VRA) Ladies Association has made a presentation to the Osu Children's Remand Home.

Making the presentation on behalf of the Association, Mrs. Gloria Tagoe, stated that their

gesture was their way of giving back to society especially for the less privileged. She entreated the children to heed to advice and desist from deviant behavior that could deny them their freedom in the future.

The Headmistress of the home, Mrs. Love-Grace Aglijah expressed her appreciation to the Association, noting that "Regardless of where the children find themselves, it was important that society empathized with them rather than judging them". She noted that such expression of love and care to the children has its own way of influencing their lives positively in the long term. She therefore urged others to emulate the VRA Ladies Associations' benevolence and support the less

privileged in society especially during the festive season.

Mrs. Love-Grace Aglijah told the members of the Association that the Correctional Facility has for many years served as a home to many unfortunate children who either have been abused or have been in conflict with the law.



Mrs. Gloria Tagoe making the presentation to Mrs. Ahlijah



**Renewable
Energy**

Come Partner us to make a Huge Difference!

Our Mission:

The Volta River Authority exists to power economies and raise the living standards of the people of Ghana and West Africa. We supply electricity and related services in a reliable, safe and environmentally friendly manner to add economic, financial and social values to our customers and meet stakeholders' expectations.

OUR VALUES

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

VRA DONATES TO ORGANIZATIONS



Mrs. Koomson making a presentation to the Ghana Heart Foundation

Presenting the cheques to representatives of the organizations at separate events, the Manager, Corporate Communications Section, Mrs. Gertrude Koomson, stated



A representative from Ghana Academy of Art & Sciences receiving the cheque.

The General Services Department of the Volta River Authority (VRA) on behalf of Management has donated to the Ghana Heart Foundation, Accra Lawn Tennis Club, Ghana Academy of Arts and Sciences and the Public Relations Department of the Ghana Armed Forces.



Mrs. Linda Appiah making a donation to the Accra Lawn Tennis Club

that the donation was part of the Authority's corporate social responsibility.

The representatives of the organisations thanked the VRA for their continued support and promised to use the funds judiciously.

IN THE NEXT ISSUE:

- ◆
- ◆
- ◆
- ◆

Please send your concerns, questions, congratulatory messages, issues, worries, suggestions, etc., to corpcomm@vra.com

For further information/enquiries, contact
Corporate Communications Unit,
Corporate Office. Tel: +233 302 664941-9 Ext. 252, 236 & 453
PLC 724252/413/309/453. Also visit www.vra.com