



**VOLTA
RIVER
AUTHORITY**

NEWS

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Building an Energy-Efficient Economy through Conservation

Consumers of power are being hit by increasing costs of electricity. To reduce the risk of power outages the most important thing, in the short term, is to reduce demand for electricity and use energy more efficiently. Most Ghanaian workers, particularly low income earners, regard rising costs of electricity as a serious problem that depletes their incomes.

In 2013, when electricity tariffs were increased, the Trades Union Congress threatened a nationwide strike to press home their demand for reduction. The looming threat forced the government to intervene by appointing a Technical Working Group (TWG) to review the tariffs. Not satisfied with



the outcome of the review, the TUC's threat became all the more intensive and frightening.

The government quickly reduced the utility tariffs by 25 %, that is, from 78.9 % to 59.18 %,

which, even at that level, met just 60% of VRA's operating costs.

Several significant challenges confronting the VRA, and the power sector generally, account for instability in service delivery.

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OUR VISION

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

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Foremost among these is the insufficient capacity reserve margin. Over the last three years, the system capacity reserve margin has dwindled from about 15% to less than 5%, when the ideal level must be over 20%. The rapid growth in electricity demand in Ghana - over 10% a year for the last four years - itself propelled by significant GDP growth, is largely responsible for eroding this reserve margin.

Growth in new capacity has not kept pace with demand. Energy infrastructure projects are capital-intensive projects, which typically cost not less than US\$100 million and take 3 to 4 years to complete in the best of circumstances.

However, there are many ways by which consumers could reduce costs and the risk of power outages. There is also a positive impact

on the environment when energy-saving is taken seriously.

In April 1989, the VRA and the Kwame Nkrumah University of Science and Technology (KNUST) School of Engineering signed a Collaboration Agreement and identified various fields of cooperation. One significant item of the agreement was a "Sabbatical Leave at VRA for the KNUST School of Engineering." Prof. Jackson of KNUST, who did a one year sabbatical in the VRA, used the opportunity to introduce energy-conservation programmes in the VRA. The subsequent impact was nationwide, and Prof. Jackson's name became associated with the introduction of energy saving lamps, in particular, the Compact Fluorescent Lamp (CFL). Prof. Brew-Hammond

also used the VRA as a case study for his doctoral thesis.

In 1996, the VRA, in its efforts to assist consumers use electricity wisely and thereby save on their bills, introduced into the country energy - saving bulbs Compact Fluorescent Lamp (CFLs). The VRA initially imported 150,000 Philips CFLs with the VRA logo and sold them at subsidised prices (GHS.0.05p) for demonstration and promotion purposes only. Thereafter, it was left to interested traders to import and sell them throughout the country at competitive prices.

To demonstrate kilowatt savings, the VRA embarked upon a nationwide energy conservation programme, using jingles, drama, group communication, print and electronic media, trade associa-

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Energy Conservation

The Volta River Authority is committed to protecting the interests of Ghanaians, assisting consumers to use energy more efficiently. This is aimed at creating an energy efficiency culture that would ensure a reliable, sustainable and diverse supply of competitively priced power for the Nation. You'll be amazed at how easy it is to save energy around our home - often without spending a cedi! Just follow the proven tips outlined below and you'll start saving money right away - money you can spend on something else.



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 African sub region. All these, and an organization deeply committed to accountability, teamwork, integrity and trustworthiness.



Photograph of the month

President Mahama signs the Visitors' Book during his visit to the Akosombo Generation Station on March 6, 2014. With him are Guinean President Alpha Conde (third from left) and Ing. Kirk Koffi, CE, VRA (first from left).

tions, churches and mosques, etc, to request consumers to replace incandescent lights with compact fluorescent lamps (CFLs).

This article provides general energy-efficiency techniques and methodologies that could be reasonably implemented in homes and offices, and have immediate effects on energy savings and costs. For instance, the following methods could be implemented immediately, to reduce demand and cut energy costs:

- ◆ Turn off all lights, especially in unused rooms.
- ◆ Set computers, monitors, printers, copiers, and other business equipment to energy saving mode, and turn them off at the end of the day.
- ◆ Minimise energy usage during peak hours from 6.00pm to 10pm. The energy use at this time can be reduced by "load shedding," thereby reducing demand at a time the country needs it the most.
- ◆ Use laptop computers when possible - they consume 90% less energy than standard desktops.
- ◆ Use inkjet printers (on print jobs not requiring the highest quality) – they consume 90 % less energy than laser printers.
- ◆ Use e-mail instead of sending memorandums and faxing documents.

One of the biggest drains on the electrical grid is the air-conditioning. Key strategies for the cost-effective use of electricity for space cooling are:

- ◆ Improving installed efficiency of air-conditioning equipment.
- ◆ Cleaning the vents regularly and

keeping to regular maintenance schedule.

A variety of current and future methodologies and technologies that could provide measurable cost savings include :

- ◆ Day lighting in rooms (use of sunlight in lieu of conventional power).
- ◆ Adding controls or sensors (to shut off energy use when no one is present.
- ◆ Adding a rheostat (to control watt usage)
- ◆ Adding switches that minimise light use, when possible, (instead of turning off all lights).
- ◆ Higher efficiency-rated air-conditioning units.
- ◆ Updated ventilation.
- ◆ Higher rated insulation.

Need to differentiate between Energy and Efficiency Standards for Residential and Nonresidential Buildings

There is the need for a Parliamentary Bill to incorporate cost-effective building energy-efficiency measures that would reduce electricity demand and provide for more efficient use of electricity. These measures would be very effective in reducing the demand for energy. Designing buildings that would result in 20% to 25 % energy savings could make for significant energy costs savings in homes, offices and factories.

The construction costs on building to a higher energy-efficiency standard could also depend on the level of energy-saving desired. This could be achieved by

the combination of the installation of energy-efficient equipment, materials or systems.

Incorporating energy conservation products or materials into a facility would generally increase the cost of construction, but the energy savings that result would offset some, or all, of the higher construction costs.

Short and Long-Term Activities that would Result in Significant Savings

Short-Term Activities

The following are short-term activities that could reduce the demand for electricity, more efficient use of energy, and providing energy savings. Some of these would require modest funds to implement.

Day – lighting

Day - lighting has a major impact on the functionality of buildings from many perspectives, not only on energy costs associated with illumination and space conditioning, but it may also enhance the comfort and ambience of buildings, while increasing the effectiveness and productivity of its occupants. The technique of Day - lighting, which is the use of natural light instead of electricity, can reduce your daily consumption by 100 percent. In addition, studies carried out by the US Pacific Gas and Electric (PG&E) report that children taught in classrooms illuminated by natural light achieve significant gains in Mathematics and English, with scores 7% to 16

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VRA BOARD SWORN INTO OFFICE

The Minister of Energy and Power, Mr. Emmanuel Armah-Kofi Buah, has sworn into office a nine-member Board of Directors for the Volta River Authority (VRA).

The Board is chaired by Mr. Lee Ocran, a former Minister of Education, and Ghana's Ambassador to South Africa, and has the Chief Executive of VRA, Ing. Kirk Koffi, Mr. Stephen Opare, a Structural Engineer; Nana Mprah Besemuna III, a traditional ruler, and retired Commissioner of Police; Mr. Ludwig Hlodze and Togbe Tepre Hodo IV, a Lawyer; Mr. Ahmed Salifu, a Freight Forwarder, Madam Alice Osei, an Investment Banker and Valuation Analyst and Alhaji Ma-

hamadu Nantogmah, a Lawyer as the other members.

Performing the swearing-in ceremony on Friday, February 14, 2014, the Minister said Ghana's energy requirement was currently rated at 12%, which meant that, the Board of Directors needed to put in an extra effort to assist the VRA to explore all available options, especially in renewable energy, so that Ghana's power consumption can reach 5,000 megawatts by 2016.

He charged VRA to project beyond mere power production and look for alternative sources of fuel to aid the production of power. He said the Ministry was vigorously pursuing the possibility of importing Liquefied Natural Gas (LNG)

for processing.

Mr Buah called on VRA to brace itself up for imminent competition from Independent Power Producers (IPPs). He therefore urged the VRA to look at its management practices to ensure that its efficiency and survival is guaranteed.

The Board Chairman, Mr. Lee Ocran was grateful to the President for reposing absolute confidence in him and the other members to serve on the board and pledged to work to the best of their abilities to realise the Authority's goal.

The newly appointed board members swore the Oath of Office and the Oath of Secrecy and were each presented with a scroll of office.



Mr. Emmanuel Armah-Kofi Buah, Minister of Energy and Petroleum swearign in the new Board Members.

GHANA GAS Assures VRA

The Chief Executive of the Volta River Authority, Ing. Isaac Kirk Koffi, has expressed hope that the mechanical aspects of the Ghana Gas project would be completed on schedule to enable the test-run of the pipelines to begin.

Ing. Kirk Koffi made the remark when stakeholders, led by government officials, including Hon. Kofi Armah-Buah, Minister of Energy & Power, accompanied by representatives of the VRA, Tullow Ghana and Partners, and the Ghana Gas Company (GGC) inspected work on the project at Atuabo in the Ellembele District of the Western Region.

The Chief Executive stated that the “non-completion of the project had put undue pressure on power generation in the country, but was optimistic gas supply to the VRA would improve the situation. He added that it was more affordable to generate electricity with gas than with light crude oil. He said the project was crucial to Ghana’s economy and pledged that VRA would support any fast-track programme for the completion of the



Ing. Kirk Koffi, Chief Executive, VRA

project.

Mr. David Xu, Technical Director of Sinopec, the Chinese company carrying out the project, said that mechanical completion of the gas project would be completed by March 31, adding that the first gas from the Jubilee Oilfield was expected in late April for the test-run. He noted that 40 to 60 million standard cubic feet of gas would be used for the test-run to warm up the machines for a week. After the engineers had approved the test-run, lean gas would be supplied to the VRA for power generation by the middle of May this year.

He informed the delegation that the project was 95% complete. He said some chemicals and parts of a spherical tank were expected from South Africa to enable the firm to complete the project.

Mr. Xu noted that both onshore and offshore pipelines from the Jubilee Oilfields, through Atuabo to the metering station at Aboadze had been completed. He said vital gas processing components as well as a Central Control Room, De-ethaniser and De-butaniser Towers, Water Treatment Plant, Reception Facility Area, LPG Recovering Area, Flare KO Drum,

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Core Values Key to Authority's Survival

Ing. Isaac Kirk Koffi, Chief Executive of the Volta River Authority (VRA), has challenged staff to appreciate and uphold the core values of the Authority in the discharge of their duties.

The Chief Executive made the remark when he and his deputies, Mr. Maxwell Odoom, Deputy Chief Executive (Services), Miss Alexandria Totoe, Deputy Chief Executive (Finance) and Mr. Isaac Aidoo, Director, Human Resources, visited Akosombo to welcome staff back to work after the Christmas break.

The Chief Executive noted that the growth of the Authority did not depend entirely on Management and that support from every single member of staff was crucial to the progress of the Authority. He noted that observing the core values of the Authority is a major step towards the Authority's success. "If we must succeed, as an Authority, then every member of staff needs to come on board in the pursuit of this goal," he said.

Ing. Koffi commended staff for their dedication and hard work, in the face of the challenges that the Authority has had to go through in recent times and urged them



to continue working hard to ensure that VRA, as a brand, was well positioned in the emerging energy market.

Ing. Koffi further reminded staff of how vital their work is to the total socio-economic development of the nation and the need therefore to prioritise whatever they do over any monetary benefits.

He urged them to continue praying for the improvement of

the Authority's state of affairs. He wished the staff a Happy New Year, and expressed the hope that the Authority would sail through 2014 successfully.

He noted that observing the core values of the Authority is a major step towards the Authority's success.

Building an Energy-Efficient Economy through Conservation ← Contd. from pg.3

% higher than those in classrooms with poor natural light.

Rethink Lighting Systems

Lighting accounts for 40 percent of commercial energy use. Upgrading lamps are extremely cost-effective. Energy-efficient equipment can reduce lighting costs by 30 percent. Install motion sensing fixtures and timers for inside and outside lights to control lighting in frequently unoccupied areas. Fluorescent fixtures and bulbs provide light using a fraction of the energy and last six to 10 times longer than incandescent bulbs. In addition, new Energy-Star fixtures use up to 75% less energy than standard fixtures, but give you the same warm light

as incandescent lighting. Energy Star is a registered trademark and symbol for energy efficiency. It is a label created by the US Environmental Protection Agency and the US Department of Energy to help consumers save money and prevent air pollution.

Clean Light Fixtures

Clean lighting fixtures each year to maintain designed lighting levels. The dust and dirt accumulation from one year could reduce light efficiency by 44%.

Long-Term Activities

The following are long-term activities that would reduce energy usage and produce energy savings.

Modify your landscaping

Planting trees on the south and on the west would help keep buildings cool.

Future Programmes

Knowing what we know today, it would be worthwhile to introduce energy conservation and efficiency programmes in the school curriculum, from the primary to the senior high school levels, so that energy conservation and efficiency could become second nature. I believe that when we practise these measures we would be laying the foundation for an efficient energy economy.

GHANA GAS Assured VRA ← Contd. from pg.5

LPG Tanks and Generators had been installed.

Since the recommendation by a Gas Development Task Force commissioned by the late President Mills, in July 2011 to build, own and operate infrastructure required for the gathering, processing, transporting and market-

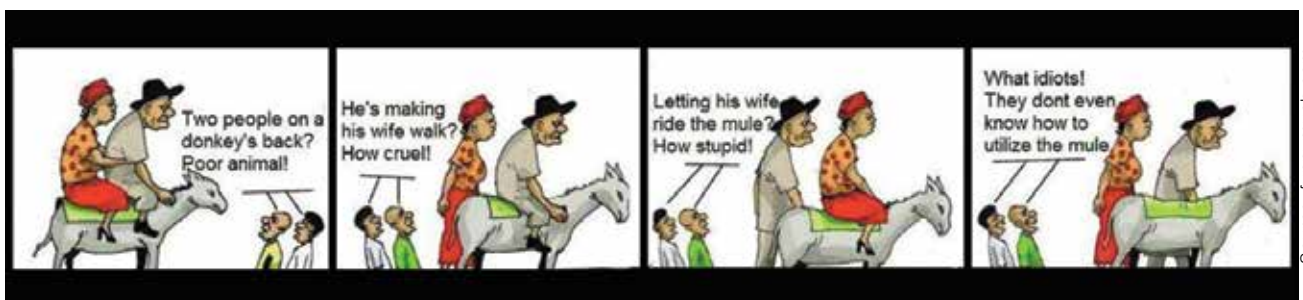
ing of natural gas resources in the country. The project has suffered major setbacks ranging from technical and geodetic challenges.

The 111km gas pipeline is being constructed from Atuabo, where the Gas Processing Plant (GPP) is to be sited at Aboadze to feed VRA's thermal plants to generate

electric power. Ghana Gas expects to receive between 70 and 120 MMSCFpd of gas from the Jubilee Partners.

The gas project has a capacity of 150 Million Metric Standard Cubic Feet per day and is expected to increase power supply.

HUMOUR BREAK



Source: funnymuch.com

VRA to Recapitalise Non-Core Business

The Management of the Volta River Authority (VRA) has rescinded its decision to privatise its non-core businesses. Now it intends to recapitalise them to operate as independent subsidiaries.

Last August the VRA announced it was seeking investors to hold majority shares in its non-core business facilities as part of efforts to reduce its overhead costs and to focus on its mandate of power generation.

The Chief Executive, Ing. Kirk Koffi, clarified in an interview that the decision to privatise the non-core businesses such as the: Volta Hotels, Volta Lake Transport Company, Akosombo International School, Maritime Club House, VRA Hospitals and Kpong Farms; would not be in the best interest of the Authority.

“Why cede them to private investors? We have tried private investors, but it’s a bit slow. If people are running schools, hospitals and hotels and making money, why don’t we set up these businesses as subsidiaries and employ people capable of running them.

“My approach is that we are going to set up those units as subsidiaries, recapitalise them and let them run effectively on their own, break even and move into making profit. We have some of the best

individuals and organisations with such competency,” he said.

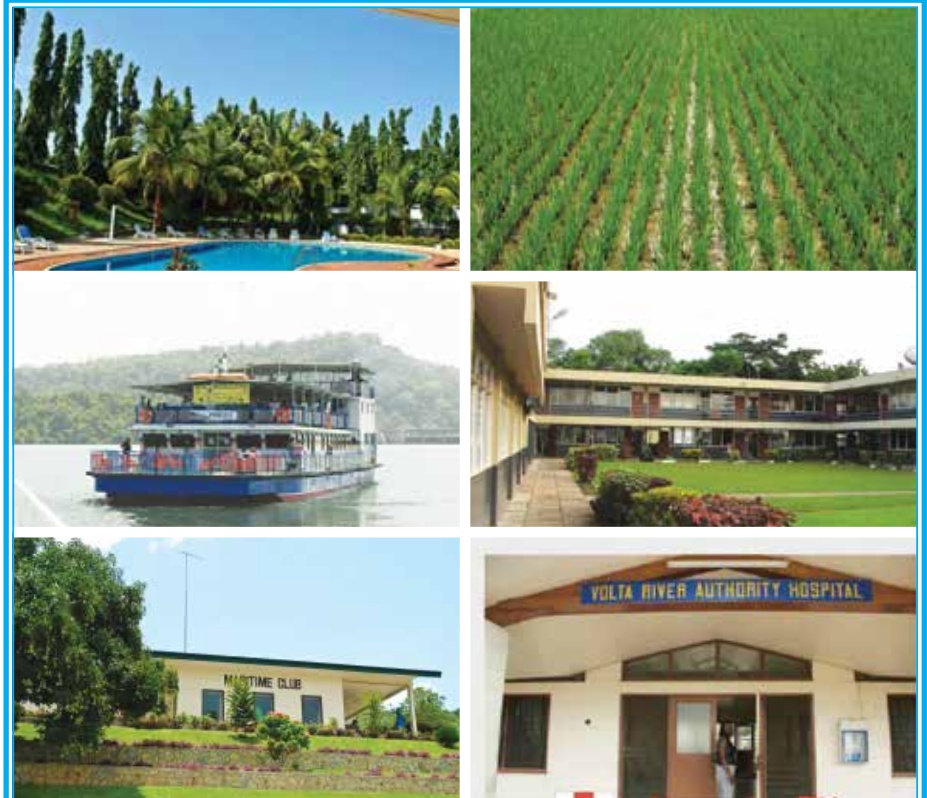
“For instance”, he said, “the Akosombo Hotel is sited at one of the best locations, so we should see how we can recapitalise it and turn things round, instead of depending on the VRA.”

An Investment Department was established on October 1, 2012 to manage and ensure the sustainability of VRA’s investment portfolios in its non-core business areas and to generate revenue for the Authority.

Currently, a subsidiary property company, PROPCo, has been set up by the Investment Department to manage VRA’s landed property acquisitions and Real Estate functions.

The Authority has drafted a business plan for each of the subsidiaries, including a proposed Golf Estate to be set up at Akuse, and an eco-tourism park established on Dodi Island, to attract tourists and investors.

VRA'S NON CORE BUSINESS



Balanced Scorecard-Based Performance Management System

Policy and Guidelines

1.0 POLICY STATEMENT

In line with the Authority's quest to develop a performance-driven organisation for higher productivity, the Authority shall award Annual Increments and pay Performance Incentive/Bonus to staff based strictly on performance outcomes. Persistent under-performance shall also be sanctioned. The underlying philosophy is "pay for performance".

The Balanced Scorecard (BSC) - based Employee Performance Management System (EMPS) and process will provide the framework and environment for the reward and sanctions policy application.

2.0 BSC-BASED PMS PROCESS AND REWARD

2.1 TARGET SETTING

2.1.1 'January for all Staff'

There shall be a 'January for all Staff' process within which all staff will plan their performance and set performance targets for each planning/financial year (January to December), based on departmental/unit scorecards, work programmes and business plans. Employee performance targets will be set between November/December of the preceding year and January 15 of the ensuing year.

HR designed Employee Performance Target Setting (EPTS) Forms shall be used for capturing employee performance target(s) for a planning year.

2.1.2 Mandatory Performance Target(s)

The Executive shall determine mandatory performance target(s) and their weight(s) for all employees or section of employees of the Authority for the planning year. These target(s) shall be communicated to staff by HR. Employees shall be required to capture these mandatory target(s) as part of their performance targets for the year. An employee, who fails to include the mandatory target(s) in their targets for the year, shall forfeit the score and weight assigned to the mandatory target(s).

2.1.3 Role of Supervisors

Supervisors shall lead the process for setting performance target(s) for employees. Each employee performance target(s) must have measurement criteria which will be used to determine ratings for performance achievement(s). The measurement criteria shall be based on the 1-5 Likert Scale.

2.1.4 Role of Higher Supervisors

Higher Supervisors shall approve all performance target(s) agreed between Supervisors and Employees by signing the EPTS Forms. Higher Supervisors have responsibility for promoting alignment between employee performance target(s) within the Department/Sections/Units. He/She is mandated to ensure that appropriate and stretched target(s) are set for employees. He/She may provide comments/advice to Supervisors for reviewing performance target(s) before approval.

2.1.5 New Employees

Employees engaged within the year shall be required to set performance targets within a month of assumption of duty. These shall be the performance appraisal for confirmation of his/her appointment.

2.1.6 New Appointments, Promotions, Transfers

An Employee on new appointment, promotion, transfer or re-assignment (e.g. Re-assignment to a Project) shall set performance targets on his/her new schedule within a month of assumption of duty.

2.1.7 Sponsored Training

A Supervisor of an employee on a sponsored training programme or study-leave -with-pay exceeding six (6) months is required to complete an Employee Performance Target Setting form for the period.

Contd. on pg.10→

Balanced Scorecard-Based Performance Management System— *Contd. from pg.9***2.1.8 Special Assignment**

An Employee tasked to perform responsibility/activity for a period of more than three (3) months, in addition to his/her original role(s) shall set additional targets on those tasks as Special Assignment. This shall be done at least two (2) weeks upon assumption of the additional role/responsibility.

2.1.9 Temporary/Ad-hoc Assignment

An employee on temporary or ad-hoc duties such as relieving duties for less than three (3) months shall not be required to set additional performance target(s) on those duties. This must be anticipated and should be accounted for at the performance target setting stage. However, if unplanned or ad-hoc assignment is likely to impact significantly on the employee's ability to achieve his/her performance target(s), review of performance target(s) could be made to reflect the new situation.

2.1.10 Review of Performance Targets

Due to the dynamic nature of the business operational environment, targets may be reviewed to accommodate such changes. Consequently, an employee's targets could be reviewed before July 1 of any current performance year. A new Employee Performance Target Setting Form must be submitted to HR before or on

the deadline for submission of Employee Performance Monitoring & Review for the 2nd Quarter of the year.

However, for exceptional circumstance, this window of opportunity may be opened after its closure for an employee to review performance target and submit fresh Employee Performance Target Setting Form to HR. An Exceptional circumstance shall be evaluated on its merit.

2.1.11 Employee Performance Target Setting (EPTS) Forms

HR designed **Employee Performance Target Setting (EPTS) Forms** shall be used for capturing employee performance target(s) for a planning year.

The **EPTS** Forms are Balanced Scorecard-based and, therefore, have the following four (4) perspectives/dimensions:

- Financial
- Customer/Stakeholder
- Internal Business Process
- Organizational Capacity

Management shall determine the weight to be assigned to each Perspective.

Management shall issue guidelines to staff on performance target setting at the inception of the process for each planning year.

GLOSSARY

Supervisor: An employee who exercises direct oversight over an employee in the discharge of his/her schedule/duties.

Higher Supervisor: An employee who has oversight responsibility over a supervisor i.e. a supervisor's immediate supervisor

Participant: An employee who takes part in assessment process.

Appraiser: An employee who assesses another employee's conduct, attitude and behaviour.

Appraisee: An employee whose conduct, attitude and behaviour is being assessed.

Peer: An employee who is on the same level, slightly above or below an Appraisee in terms of job position and rank.

Subordinate: An employee of lower rank/position who

takes directives and reports directly to another employee of higher rank/position i.e. a Supervisor.

Permanent Employee: An employee engaged for service to the Authority on long-term basis i.e. with no specific contract period.

Contract Employee: An employee engaged for service to the Authority on specific contract period usually on short-term basis.

Transfer: Movement or re-location from one job location to another within the Authority without an automatic change in status.

Secondment: It refers to temporary absence of an employee either from an outside agency to the Authority or vice versa for a specified period.

Salary Scale: The salary attached to a position.

PMS Forms refer to Employee Performance Target Setting (EPTS); Employee Performance Monitoring & Review (EPMR); and Performance Improvement Plans (PIP).

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VRA to Support University

The Volta River Authority (VRA) has said it was prepared to collaborate and offer technical assistance to the University of Energy & Natural Resources (UENR) as it works toward becoming a centre of excellence for the training of scientists and technology experts in Ghana and beyond.

It is anticipated that the collaboration would not only establish and strengthen ties between VRA and the UENR but would also build the technical capacities of the students, support teaching, learning, research and the overall development of the institution.

The Ag. Chief Executive of the VRA, Ing. Kirk Koffi gave the assurance when executives of the Students' Representative Council (SRC) paid a courtesy call on him in Accra recently.

UENR, was established by an Act of Parliament, Act 830, 2011 in December, 2011 as a public funded national institution that seeks to provide leadership and management in energy and natural resources.

Prior to the passing into law of the Bill establishing the University, the late President Prof. J.E.A Mills, set up a National Task Force Planning Committee on January 8, 2010, to develop, organise and su-



Ing. Kirk Koffi, CE of VRA, flanked by Executives of the Students' Representative Council, UENR

pervise the implementation of the programme for the establishment of two new Universities in the Volta and Brong Ahafo Regions.

Following the recommendations of the Committee, the former President cut the sod for the commencement of the University at Sunyani on February 8, 2011.

The University is a multi-campus set-up and currently has three campuses located in Sunyani, Nsoatre and Dormaa Ahenkro.

The three-member delegation that called on the VRA Chief Executive were; Mr. Ofei Dei Goodfellow, SRC President, accompanied by Ms. Esinam Gloria Darko, Vice President and Mr. Kwesi Yamoah Abaidoo, Organising Secretary.

Mr. Goodfellow noted that the visit was to afford the SRC an op-

portunity to discuss pertinent issues that affect the students' academic activities and to establish industry-academia relationship with the VRA. He said the institution was keen on sending students to VRA for practical attachment and research, and to improve the quality and relevance of engineering training received in the classroom.

Addressing the student representatives, Ing. Kirk Koffi said he was pleased with their visit and expressed profound appreciation to the student leaders for the initiative. He said VRA was prepared to cooperate with the UENR in a manner that would be mutually beneficial to the two institutions.

Ing. Kirk Koffi said VRA's operations in the North, such as the so-

Contd. on pg.14→

Rehabilitation of KGS Gantry Cranes



The rehabilitation of the intake and tail-race gantry cranes at the Kpong Generating Station (KGS) has been completed. This has come ahead of the station's major retrofit project expected to be carried out this year (2014).

Work on the cranes, which formed part of preparatory work for the retrofitting of the KGS, comprised the replacement of motors, couplings, bearings, brakes,

conduits, sheaves, wiring and the control panel, among others.

Currently, all three cranes at the KGS are functioning effectively, after successful load tests.

The rehabilitation of the cranes, took nine weeks and was completed a week ahead of schedule. The work was done by a team of technicians and mechanics from the KGS, working together with a Supervisor from the contractors,

Precision Cranes, Canada.

Between 2010 and 2011, a similar rehabilitation was done on the gantry crane in the power house to facilitate the lifting of turbines.

A gantry crane is a type of overhead crane with supports, used to lift very heavy weights from the ground. It is usually found in a factory, or assembling plant.

VRA aims at Achieving good EPA rating

The VRA has embarked on an annual internal environmental compliance auditing aimed at achieving a good rating under the Ghana Environmental Protection Agency (EPA) AKOBEN Programme for all thermal power plants.

The AKOBEN Programme is an initiative to tackle the challenges of environmental degradation and natural resource management, through transparency, disclosure, public awareness creation and community participation. Under the AKOBEN, companies and corporate bodies are evaluated, rated and honoured or exposed on their environmental management by the EPA.

Speaking at the maiden event at the Takoradi Thermal Power Station Complex in Aboadze in September 2013, Mr. Richard Badger, Director, Thermal Generation, said that as part of the Authority's aspiration to supply reliable electricity in a safe manner as well as to meet stakeholders' expectations, it is critical to ensure compliance with national and international standards with respect to environmental and social requirements of our power generation activities.

He said that the poor AKOBEN rating of the VRA's thermal power projects in 2012 makes it imperative that environmental performance is enhanced. He commended the Environment & Sustainable Development Department for instituting annual environmental compliance audits for the various thermal power projects and directed that gaps identified should be assigned to key supervisory management staff for tracking and correction.

Mr. Emmanuel Amekor, Manager, Environment, and leader of the Environmental Audit team said the "RED rating" assigned to both thermal plants at Aboadze and Tema was because the plants had violated the criteria for safe on-site management of toxic and hazardous wastes, and had exceeded the

environmental quality standard for any toxic levels in effluent discharge.

In view of this, he said, the annual internal compliance audit would be focusing on helping to ensure adherence to the conditions of the Environmental Permits, as well as taking measures to ensure good AKOBEN ratings in the future. He was of the opinion that due diligence required that the VRA prove that it took all reasonable efforts to address known risks, prevent violations and ensure compliance with the environmental laws. Subsequently, he said the procurement process would now engage consultants to undertake external environmental auditing for the thermal projects, in line with ISO 14001 standards and principles.

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BUILD THE BUSINESS PROGRAMME (BtB) MAKING CHANGE STICK

*Transforming VRA's Business and
IT for public Sector Excellence*



VRA BtB MARKS FIRST ANNIVERSARY

The VRA "Build the Business" (BtB) programme marked its first anniversary last January.

BtB seeks to transform the Authority into a technology-driven, result-oriented, smart organisation, through the implementation of three integrated projects.

These are:

- Business Process Re-engineering (BPR) of Finance and Procurement.
- Oracle e-Business Suite; and
- MIS transformation and IT infrastructure improvement

The Programme continues to register good progress with multiple "Go-Live" of all the transaction systems (i.e. Financial, Procurement and Enterprise Assets Management Modules) at all VRA locations. The Planning and Budgeting, and Business Intelligence Modules (i.e. Hyperion and OBIEE) are in advanced stages of preparation for 'Go-Live'.

We shall bring you more on BtB in the next edition.

VRA to Support University ← Contd. from pg.11

lar farm near Navrongo, and its NEDCo subsidiary, would make it easier for students in that part of the country to have full benefit of the facilities for industrial training. He added that the VRA would consider assigning engineers to UENR as resource persons, to interact and share their experiences with them during the impending Technology Summit.

He expressed the hope that a positive outcome would emerge from this novel collaboration as it had been with the KNUST. He said that VRA was ready to absorb students who fall within its core disciplines notably civil, electrical and mechanical engineering.

VRA aims at Achieving good EPA rating ← Contd. from pg.13

Mr. Ben A Sackey, Principal Environmental Officer and Coordinator of the event, at the exit meeting with Supervisory Management of the thermal power plants said environmental audits were important in helping companies identify ways to reduce waste, save money, improve overall efficiency and minimise liability risks.

However, since environmental laws did not require companies to conduct environmental audits, many companies had not been doing so—and as a result, they had been missing out on many valuable opportunities. He said the findings from the environmental audit showed various gaps in the implementation of the environmental permits and outlined Corrective Action Plans for adoption and implementation.

Staff Urged to Manage Stress Effectively

The Medical Superintendent of the Volta River Authority (VRA) Hospital, in Accra, Dr. Emmanuel Sowah, has urged staff, National Service personnel and Interns of the Legal Services Department and the Corporate Communications Unit (CCU) to manage stress strategically, to avoid the challenges associated with it.

Dr. Sowah said this when he facilitated a Safety Meeting on the topic, “Stress Management,” at the VRA Board Room in Accra.

Making his presentation, the Medical Superintendent identified Stress as “any type of change that causes physical, emotional, or psychological strain on an individual.” He said, not every stress is bad. “Some stress are very bad and can lead to nervous breakdown and stroke, among other life-threatening ailments.

Dr. Sowah, however, stated emphatically that stress, such as Eustress, is needed by everyone to keep going.”

In dealing with stress management, he recommended that everyone must have a hobby, something you really enjoy doing; and



Dr. Emmanuel Sowah, Medical Superintendent, VRA Hospital, Accra, giving a lecture on Stress Management

do that once in a while.”

Responding to questions, Dr. Sowah said it would be appropriate to advise staff who are clearly identified to be suffering from chronic stress, to find a way of managing their stress.

He said although most people would deny this, nature, has a way of letting them know they are stressed out and need to manage it.

In other interactions, there was a general consensus by participants on the need for an institutional, or department-based remedial action to be taken by Management to enable staff to avoid being unnecessarily stressed. “An employee who can do a specific assignment at home and report late, for instance

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Participants at the Stress Management Meeting



Staff listening to the lecture



Well done! Mr. Samuel de Graft-Johnson seems to be telling Dr. Sowah, after the lecture

Golden Jubilee Scholarship Beneficiaries Undergo Guidance and Counselling Session

The Volta River Authority (VRA) has held a one day Career Guidance and Counselling Session for its 2011 Golden Jubilee Scholarship Beneficiaries.

The session held at Akuse was to provide a platform for interaction between the Authority's thirty two (32) beneficiaries and some selected staff (resource persons) drawn from various departments within the Authority with the aim of providing counselling for the students as they prepare to write their final West Africa Senior School Certificate Examination (WASSCE).

It was also an opportunity to provide guidance as they begin the journey of making choices on their future careers.

The programme also served as a platform for the students to learn a

few tricks on how to manage their study time; how to apply the different methods of learning; how to approach examination questions; and how to comport themselves in the examination hall.

Welcoming the beneficiaries to the event, on behalf of the Head of the Corporate Communications Unit, Information/Publicity Officer, Mrs. Rhoda Arthur, noted that it was necessary to have a holistic development of the human resource base of the communities impacted by its operations. This, she said, was the reason for sponsoring these brilliant but needy students.

She recalled that during the Golden Jubilee celebration in 2011, VRA offered scholarship to fifty (50) brilliant but needy students from both the southern and

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Samuel deGraft-Johnson (IPO) addressing the beneficiaries



A section of the beneficiaries interacting with the mentors



A student seeking clarification on issues discussed



A section of the Mentors at the programme



Mentors and beneficiaries pose for a photograph

VRA Expresses Gratitude to GOD

The Chief Executive of the Volta River Authority (VRA), Ing. Isaac Kirk Koffi, has called on staff not to relent in praying and seeking God's intervention for the Management and for the organisation as a whole.

He also suggested that a prayer team be established to offer monthly intercessory prayers for the Authority. "It is only effective prayer that would fortify and revive the fortunes of the Authority and ensure a successful administration of the organisation, the Chief Executive said."

Mr. Kirk Koffi appealed to staff to support Management to deliver on the VRA's mandate and vision of setting the standard for public sector excellence in Africa.

Mr. Koffi made the appeal during the Authority's End of Year Thanksgiving Service held in Accra. Preaching the sermon, Dr. Emmanuel Sowah, Medical Superintendent of the VRA Hospital in Accra, exhorted staff to be thankful for what they have and to show appreciation to God at all times. He asked all to have faith which, he said, emanated from thanks-



giving. He urged staff to hold on to their joy in spite of unforeseen circumstances that they encounter as part of life realities.

In a message of solidarity, Mr. T.K. Akyea-Obeng, Secretary of the Accra Local VRA Division of PSWU, was upbeat about the Authority's intervention during the nationwide power crisis.

He was worried, however, that VRA was going into the New Year with a huge debt. He said "apart from six cargoes of crude and gas totaling about 400 million USD, which is yet to be paid, the Authority would have to finance the purchase of an additional 14 cargoes (totaling about 750million USD) in 2014 from its already lean Balance Sheet, as there was no



relief for the VRA in the government Budget statement."

He said this meant that the Authority would have a colossal debt of about 1.750 billion USD to settle in 2014 as against "the low levels of inflows into the Volta Lake, cou-

Contd. on pg.22→

ISAAC DICK REYNOLDS ORDAINED

Rev. Isaac Dick Reynolds a staff of the Akosombo Management Committee (AMC) of the Real Estate Department of the Volta River Authority has been ordained a Reverend Minister (Pastor-Evangelist).

Rev. Reynolds had his Missionary exposure from the Good News Mission Bible School at Tema in 1996. However, he did not stay with the Good News Mission for long. In 1998 he founded the Freelance Evangelical Mission, now a Church registered as FREELANCE EVANGELICAL MINISTRY, at Juapong.

He holds a Licentiate Missionary Credential from the Gospel Impact Fellowship Team (G.I.F.T.) at Tema. Rev. Reynolds was ordained a Minister of the Gospel by the Association of Evangelical Gospel Assemblies (AEGA) Ministries International, Monroe Louisiana, U.S.A., after going through the prescribed training; securing the necessary experience; and passing the required examinations between 2009 and 2011.

He has a keen interest in Missiology, Christian Apologetics and Evangelism and has been active in that area since 1998.

Rev. Reynolds is happily married to Ruth Otubea Reynolds, a nurse at the V.R.A. Hospital at Akosombo. They are blessed with three children, John Dick Reynolds, Richard Duncan Reynolds and Susanna Reynolds.



Rev. Isaac Dick Reynolds

Staff Urged to Manage stress Effectively ← Contd. from pg.15

can be excused by the Head of Department to perform such a task at home and not be asked to compulsorily report at work at 8am”, Dr. Sowah said.

The Chairman of the Senior Staff Association (SSA) Mr. Win-

fred Amenu, pointed out that the Association has been making the point to the Authority’s leadership and would continue to press further, “because in as much as we want employees to report to work early, we do not have to stress

them, since that would greatly affect productivity.”

Mrs. Cynthia Aglah of the CCU, who coordinated the meeting, expressed gratitude to Dr. Sowah and all.

Golden Jubilee Scholarship Beneficiaries ← Contd. from pg.16

northern sectors of the country to pursue secondary education.

Mrs. Arthur also revealed that the Authority had begun the selection of another batch of twenty (20) brilliant but needy students from the Authority’s impacted communities who have gained admission into public universities in the country and urged them to learn hard in order to benefit from

the tertiary level scholarship as well.

The Ag. Human Resources Manager for the Akuse area, Ms Wilhelmina Sowah, advised the scholarship beneficiaries to live up to expectation by taking their studies serious.

She said it was for that reason that the Authority had assembled some of its skilled staff to provide

them with the career guidance and counselling programme, to prepare them for the future.

Ing. Daniel Onny, Ing. Amy-Esther Aryee, Mr. Ruben Kugblenu, Mr. Samuel de-Graft Johnson and Mr. Ernest Fifi Tharkor, all from the Engineering Services Department, VRA Schools and the Corporate Communications Unit, facilitated the programme.

Writing Workshop 2

The ability to concentrate single-mindedly is essential for effective writing. It enables one to write as consistently as possible and to get one's work done on schedule, at a high level of quality.

Writing demands extended periods of concentration. If you can put together between three and four solid, unbroken, hours of writing, you can accomplish much more in less time.

An argument, or just an interesting social conversation, can break your concentration, flow of thought and writing. The telephone or mobile phone, events of the day, and tangential assignments can make writing almost impossible. Interruptions or distractions in any form, therefore, impair the efficiency and effectiveness of writing.

Today we are surrounded by so many technological devices that make it difficult to concentrate. It is, therefore, important to find or develop physical environments conducive to creative expression. The number one factor in choosing where to write is a quiet place, where one can concentrate and reflect on one's work. One needs

peace and quiet to get any writing done at all.

My ideal conception of a congenial atmosphere that stimulates and energises writing is a pleasant, organised and quiet room, where I can concentrate and avoid any interruptions. My best time is early in the morning, from 3 am to 6 am when I am quite fresh and most attentive. During this period I can work for about three hours before going to the office. I also find the evening after business hours, from 5pm to 8pm, ideal. At this time I turn off my cell phone and the radio, close the door, and work single-mindedly when everyone else has gone home. You will be amazed how much quality writing you can turn out when you focus single-mindedly.

Some writing habits can cause interruptions. When you stop to revise sentences while writing a draft, you interrupt yourself. You stop the flow of your ideas by "injecting the critical attitude." Souther and White point out that "writers who habitually work in this way are constantly interrupting themselves to do work that they can do better after the draft, or when a large part of it is completed."

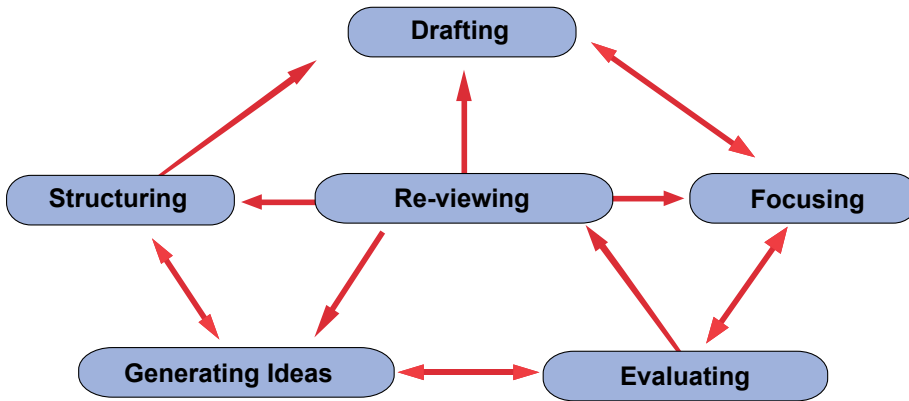
You must understand that the activity of writing includes drafting and revising and that a different attitude is required for each activity. When you always interrupt yourself while drafting your material, you impair your efficiency and sabotage your productivity. You must learn to separate writing from revising, so that you can be more effective. When you draft your material and revise at the same time, the writing activity becomes "slower, more tedious, less efficient and more frustrating."

Writing the draft and critically revising at the same time are activities that have different objectives and need different kinds of attention. "Freely mixing these two tasks creates all kinds of difficulty for the writer." Writing becomes stressful and takes forever. This negative writing attitude can be likened to a driver who drives with one foot on the accelerator and the other on the brake and then wonders why he is not making progress.

Revising is criticism, and it requires a critical attitude. Revising is rethinking your argument. Writing demands that you keep close association with your material, while revising requires that you

Contd. on pg.18→

Diagram of Process Writing



keep “distance” between yourself and your statements. Before you can revise effectively, you must let the “heat” of creativity “dissipate,” to have time to reflect on your drafts. Your writing must be replaced by a slow examination and evaluation of your draft, from the reader’s point of view rather than from your own point of view. By creating distance between yourself and the drafts that you have written, “you can critically evaluate your statements and see the real difference between what you have said and what you should have said.”

Trying to mix the creative and the critical acts causes frustration. Souther and White instruct that when you stop in the middle of a paragraph to polish a sentence, or in the middle of a sentence to look for the right word, you always find that you have lost the idea you were going to include next. Also, when you have stopped the flow of ideas into statements, you usually

find later that you have lost your creative momentum and that this is not easily recoverable.

Writing the First Draft

When you begin writing your draft, it is important that you concentrate on getting statements of your ideas down on paper. You should write as rapidly as you can and not stop to rework your statements. You must build up “momentum” to capture the flow of associations in which one idea grows out of another and to maintain it as long as you can.

You can draft the sections of a report in any order you wish, and you can start with sections that you are best prepared for, and then move on to the others. To assume that you must automatically begin a draft on page one and continue to the next page is a faulty writing concept that makes writing often difficult. In writing the corporate annual report I have often started with sections for which I was best

prepared. I find this approach flexible. Later, I provide the necessary transitions from one section to the next.

Separating the creative and the critical work of a draft can result in getting more work done in less time than when you mix them up. “The separation also can mean a better retention of ideas and an improvement in writing style. By writing rapidly and not stopping to revise every sentence as you go along, you may very well gain some ease and flexibility in your style.”

This, however, does not mean that you can completely ignore critical questions that come up while you are working on a draft. You can develop a system by means of which you can quickly record on a draft the critical questions that arise. You can make brief notes in the margins about any points that come up, but you should not stop immediately to devote time to resolve the issue. Just note it down. You should keep the momentum and come back later to do the revision.

Revising

Souther and White recommend that before revising you should let your drafts “cool off,” to create some “distance” between yourself and your sentences and paragraphs. “Time is an important element in this process, and letting a draft sit overnight before going to work on its revision is a good practice.”

Typed manuscripts must be double-spaced to allow for revisions. It is important to find someone who can provide feedback. Identify a friend, a colleague or a relative whose views you respect. Even if they do not understand the subject you are writing about they can at least check the structure and style and their comments may help you to write in a clear style.

Review your work and on the first reading check the content and organisation. Souther and White provide the following checklist during this first reading:

- ❑ Is there enough content of the right kind so that the report will achieve its purpose and serve its readers?
- ❑ Should any material be omitted?
- ❑ Is more explanation needed?
- ❑ Are relationships among the divisions clear?
- ❑ Is the order in which they come a functional one for the reader, or should it be changed?

After making the necessary changes in content and organisation, you should next read for accuracy, clarity, and effectiveness of statements. In this reading, move slowly from sentence to sentence, paragraph to paragraph, examining and asking questions about each element before moving on to the next. To illustrate:

- ❑ Are the data accurate?
- ❑ Are they interpreted for the reader?
- ❑ Will their significance be clear to the reader?
- ❑ Are the individual ideas presented so that their relationships are clear?
- ❑ Are the sentences well constructed?
- ❑ Are the words well chosen?
- ❑ Are any ambiguous?
- ❑ Can any be misunderstood?
- ❑ Can deadwood or round-about phrases be eliminated?

A writing programme is effective when it engages writers and inspires critical thinking, collabo-

ration dialogue, self-reflection and evaluation.

After you are satisfied with statements of your ideas, you must read the material again, this time checking for mechanics or conventions. The third reading is primarily to correct errors and inconsistencies in spelling, capitalisation and punctuation; in the use of numerals and abbreviations; in the handling of equations, in tables and illustrations; and even in such things as paging. You should also look out for inconsistencies or inaccuracies in references to figures or to tables. Matters of layout should also be checked to make sure that the heading structure truly represents the organisational patterns and relationships, that the layout of headings is appropriate and consistent, and that the headings themselves are clear and effective labels for the various sections.

THE THREE DRUNKARDS

There were three drunks who boarded a taxi. The taxi driver knew they were drunk and wanted to cheat on them by starting the engine and turning it off again and telling them they had gotten to their destination.

The first guy gave him (the driver) money (their fare), the second guy said “thank you driver” the third guy gave the driver a heavy slap. The driver was shocked thinking the third guy had got wind of what he had done. But when he asked “what’s that for?” the third guy replied “CONTROL YOUR SPEED NEXT TIME,” you nearly killed us”



ECOWAS Praises VRA Schools

The President of the ECOWAS Commission, Mr. Kadré Désiré Ouedraogo, has praised the Volta River Authority (VRA) Schools for promoting the ideals of ECOWAS through human capacity development.

Mr. Ouedraogo, who led a delegation of ECOWAS officials to the country, expressed these sentiments when he paid a courtesy call on the management of the school at Akosombo.

He noted that over the last fifty years, VRA Schools had distinguished themselves as educators par excellence, attracting a lot of international students both within West Africa and from Europe.

He praised Dr. Kwame Nkrumah for his pioneering vision



ECOWAS delegation, students and teachers in a group photograph

not only for Ghana but also for Africa as a whole. “Let me, at this juncture, pay a very well deserved tribute to Dr. Kwame Nkrumah for his foresight in the socio-economic development of the sub-region, which has helped in transforming the economic

plans of the sub-region into reality,” he said.

In his welcome address, the General Manager of the VRA Schools, Mr. Arnold Seshie said, VRA Schools were proud to have students from almost all the 15 member countries of ECOWAS.

VRA Expresses Gratitude to GOD

← Contd. from pg.17

pled with the erratic supply of gas from neighbouring Nigeria, and our mounting debt portfolio, which no effort, it appeared, was being made to pay up!” Mr. Akyea-Obeng said.

He advised all staff to put into practice the VRA culture of discipline, dedication, and being each other’s keeper. “The VRA family spirit should find its way

back into the Authority, and it would take the efforts of all and sundry to do just that”, he said.

Mr. Jerry Nelson-Nartey, Chairman of the Accra Branch of the Senior Staff Association (SSA), pledged the Association’s continued support for Management and appealed to all members of the Association to work hard towards that goal.



Mr. Ouedraogo being welcomed with a bouquet.



Mr. Seshie receiving a donation from the Ecowas delegation

This he attributed to their adherence to the core values of excellence, hard work, empathy, discipline, integrity and honesty.

“We have even gone beyond the ECOWAS sub-region with a student from Cameroun studying with us. This, we believe, is due to our track record over the years as an institution,” he remarked.

Mr. Seshie noted that discussions were ongoing with some international organisations such as Societe Nationale d’Electricite du Burkina Faso (SONABEL) and Compagnie Ivoirienne d’Electricite (CIE) as part of the school’s plan to solidify its international visibility.



A cross section of teachers and students at the function.



A student posing a question



The Head Prefect of AIS making a presentation to the Ecowas President



Mr. Ouedraogo delivering his speech

HUMOUR BREAK



Source: funnymuch.com

The Risk Management Process: Risk Analysis

Previous articles in this series have so far been explaining the steps in the risk management process. The last article published was on Risk Identification, the second step of the Risk Management process. This article expounds on Risk Analysis, which is the third step of the process.

What is Risk Analysis?

Risk Analysis is defined as the process of determining the likelihood and impact of an event. Ac-

ording to the Risk Management Standard, ISO 31000: 2009, “risk analysis is a systematic process to understand the nature of risk and to determine the level of risk”.

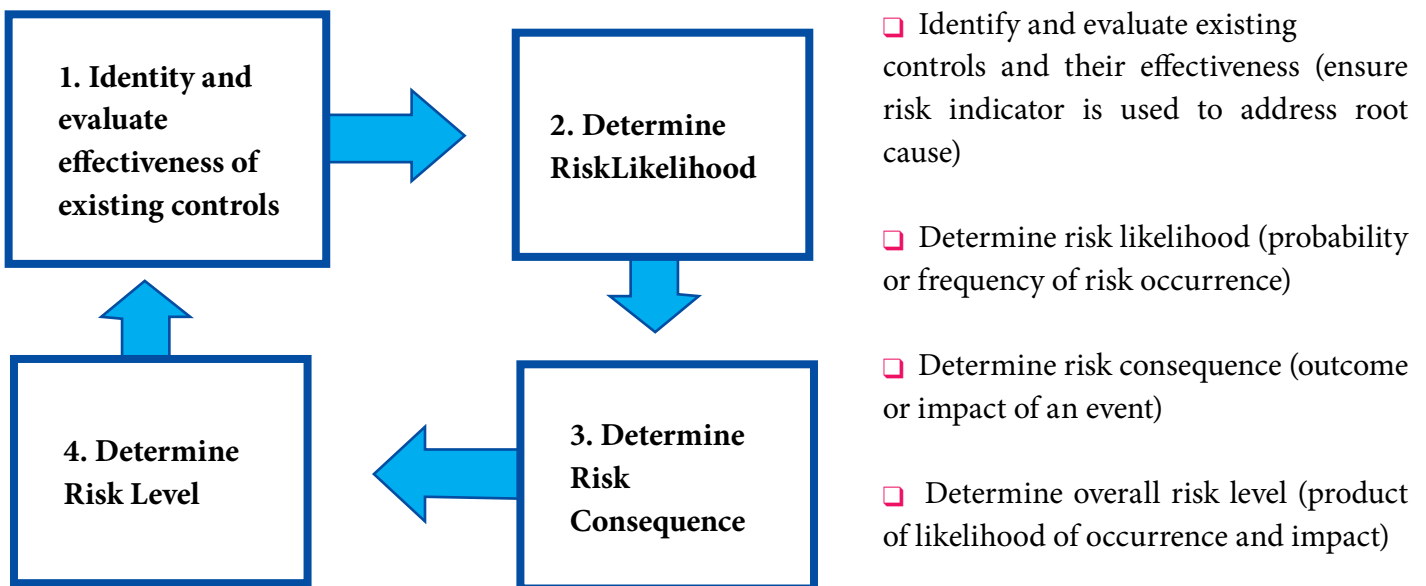
Why Do We Need to Undertake Risk Analysis?

Risk analysis helps to guide the evaluation of risks by defining the key parameters of the risk and how these may impact on the achievement of organisational objectives. One of the key outcomes of the risk analysis process is de-

termining levels of risk exposure for an organisation. The data and related information collected during the risk analysis process can be used to assist in guiding risk treatment decisions. In IT, for instance, a risk analysis report can be used to align technology-related objectives with an organisation’s business objectives.

How Do We Analyse Risks?

The key steps involved in risk analysis are as shown in the diagram below:



1. Identify Effectiveness of Existing Controls

When assessing a risk, it is important to identify what controls there are to mitigate the risk. Many controls are built into existing business operations and systems. Examples are Employee Code of Conduct; Policies and Procedures; Automated Software Controls; Insurance; Controlled Physical Access (e.g. security codes, ac-

cess cards, security personnel) etc. To understand the level of residual risk, after controls have been taken into account, it is essential as part of the risk analysis process to be able to estimate the effectiveness of existing controls.

2. Determine Risk Likelihood and Consequence

Risks are analysed from two key perspectives.

- The likelihood of the event occurring
- The consequence or impact of the event

Risk likelihood and consequence may be estimated using qualitative method (e.g. risk ranking) and quantitative method (e.g. value at risk, cash flow at risk and loss distribution)

An example of a risk likelihood and consequence ranking is illustrated in the table below:

Likelihood Rating Table			Consequence Rating Table		
Rating	Descriptor	Descriptor	Rating	Descriptor	Descriptor (e.g. Reputational Risk)
1	Remote	Unlikely to occur in 5 years	1	Insignificant	Little or no impact
2	Unlikely	Unlikely to occur in 1 year	2	Minor	Sporadic localised unfavourable publicity
3	Possible	50/50 chance in a year	3	Moderate	Localised negative publicity; managed by the Communication Unit
4	Likely	Occur once in a year	4	Major	Continued negative publicity in local/ regional press; Intervention of CE to answer public concerns
5	Almost certain	Multiple times in a year	5	Significant	Significant/ continued negative publicity in national press; Loss of key staff; Intervention of Sector Minister

3. Determine the Overall Risk Rating

Once the likelihood and consequence have been rated, the two are combined (i.e. product) to determine the overall risk rating (risk score). Based on the risk analysis, risks are classified by level to determine the appropriate level of response to those risks.

Illustrated below is an example of risk rating and expected responses.

QUANTITATIVE RATING	QUALITATIVE RATING	LIKELY RESPONSE
1-4	LOW	<ul style="list-style-type: none"> • No immediate response required. • Risk ownership may not be allocated. • Could be excluded from risk monitoring activities. • In-frequent re-evaluation of risk.
5-9	MODERATE	<ul style="list-style-type: none"> • Regular monitoring and re-evaluation of potential risk and any factors that may increase consequence or likelihood occurrence. • Allocate accountability for responding to risk to individual responsible for overseeing risk treatment/s as resources/ circumstances permit.

Contd. on pg.28→

ITALIAN ASTRONAUT Visits Akosombo

Italy is one of the few European countries which have collaborated with Ghana in many sectors with the aim of supporting government to improve the socio-economic development of Ghanaians.

One of such collaborations gave birth to the construction of the Akosombo Hydro Generation Station, one of the biggest hydro dams in sub-Saharan Africa.

Visiting Sub-Saharan Africa for the first time, an Italian astronaut with the European Space Agency, Paolo Nespoli paid a day's working visit to the Akosombo Hydro Electric Generating Station to familiarise himself with the operations of the plant and to trace its Italian roots.

Mr. Nespoli who was in the country at the invitation of Multi-choice and Eutelsat Communications Group, said, he was happy with the level of architecture and technology that went into the construction of the dam. "I am still amazed how the human race can take advantage of the environment to live better, and obviously, this project is one."

He expressed regret, however, that a lot of Ghana's resources remain untapped, creating room for a lot of potential growth in the future. He said any future growth would need to be sustainable, since indiscriminate use could exhaust the resources.

Mr. Nespoli noted that once there was a point of reference for

major land marks on earth, it was possible to see them from space even though not too visible and the Akosombo dam, he said was probably part of the collection of pictures he took from space.

"I took about 26,000 pictures from the space station within six months and I am certainly sure that the Volta Lake was part of it." He pointed out.

The Executive Chairman of All-tel Limited Dr. Prince Kofi Kludjesson who facilitated the visit said he settled on the Akosombo Plant because the team was interested in improving the capacity of the youth with an interest in Science and Information Technology.

He said the country's energy requirement was increasing, hence the need for partnership with the private sector, and one of the ways of doing this was by bringing them together for first-hand interaction on the situation on the ground.

Receiving the delegation on behalf of Management, the Director, Hydro Generation, Mr. K.B Amoako, said the Authority was proud to be associated with the good work being done by Eutelsat and Multi-Choice Ghana.

VRA, he said, was always ready to partner institutions and indi-

Contd. on pg.28→



Mr. des Bordes explaining a point to Mr. Nespoli and his team at the Plant

Ethiopian Foreign Minister Visits AGS

The Volta River Project is said to be the single largest economic investment in Ghana since independence.

Since its inception in 1961, VRA has worked hard toward achieving its corporate mission of Powering Economies and Raising the Living Standards of the Peoples of Ghana and West Africa.

Following the unique history of the creation of the Volta Lake, after the construction of the dam, as well as the strategic positioning and the role it plays in the development of the economies of many countries, the Akosombo Dam has become the centre of attraction for many dignitaries who come from far and near to acquaint themselves with the dam's environment and to observe the operations of the plant.

One such personality to visit the Akosombo Hydro Electric Generating Station recently was Dr. Tedros Adhanom Ghebreyesus, the Foreign Minister of Ethiopia.

Dr. Ghebreyesus expressed amazement at the foresight and vision of Dr. Kwame Nkrumah in investing in the Akosombo Hydro Electric Generating Station. He said, "Even though at the time



Ing. K.B Amoako welcoming the delegation to the Plant



Ing. Charles des Bordes, conducting the visitors round the control room.

Ghana's population was far less than what it is now, he did not hesitate to see beyond the moment, but with vision put up this edifice."

He said his visit was aimed at getting first-hand information on the operations of Hydro Electric dams in Africa, which his country was soon to venture into. He expressed the belief that those impacted by the operations of the Authority would be proud that

they had sacrificed for the greater good of Ghana.

Dr. Ghebreyesus also said he would soon be signing a bilateral agreement with Ghana aimed at strengthening the mutual relations between his country and Ghana.

Welcoming the delegation on behalf of Management, Mr. K.B Amoako, Director, Hydro Generation Department, said the Authority was pleased to share its rich ex-

Contd. on pg.28 →

ITALIAN ASTRONAUT Visits Akosombo ← *Contd. from pg.26*

viduals pursuing human-centred courses that would, impact positively on the lives of the people.

The Communications Director of Eutelsat Communications Group, Frederique Gautier, said for the past three years Eutelsat Communications Group had been organising a science and technology competition for university students in 42 countries, hence the need to

bring in someone with a higher level of knowledge in the field.

She said she was impressed with the passion exhibited by a lot of Ghanaian students towards science and technology, and noted that Ghana appeared to have a blissful future in those areas.

Ethiopian Foreign Minister Visits AGS ← *Contd. from pg.27*

perience of over 50 years of operating two hydro dams in sub-Sahara Africa.

He announced that the Volta River Authority was positioning itself through the establishment of the International Business Unit, to offer expert advice and

services to other countries who wish to venture into power generation.

The Plant Manager of AGS, Mr. Charles de-Bordes, who conducted the Ethiopian delegation round the plant, expressed delight at the visit.

The Risk Management Process: Risk Analysis ← *Contd. from pg.25*

10-14	HIGH	<ul style="list-style-type: none"> • Develop risk response strategies as part of risk management and operational processes. • Ongoing monitoring of risk and progress of risk response or treatment plans. • Allocate accountability for responding to risk to individual responsible for overseeing risk treatment/s.
15-25	SEVERE/EXTREME	<ul style="list-style-type: none"> • Immediate escalation of risk to senior management/ Executive for prioritised response and treatment plan development Incorporate management of risk into established strategic governance and operational processes. • Allocate accountability for responding to risk to individual responsible for overseeing risk treatment/s.

Document Your Risk Analysis Process

Documentation of the risk analysis process provides a record of how risks were analysed in previous periods, thereby informing future risk analysis exercises. A key outcome of documenting the risk analysis process is to enable accurate tracking of risks over time, using historical reference data.

Documentation should include key assumptions and limitations, sources of information used, explanation of the analysis method, and definitions of the terms used to specify the likelihood and consequences of each risk, existing controls and their effectiveness,

description and severity of consequences, the likelihood of these specific occurrences and the resulting level of risk

Conclusion

Risk analysis is an important step in the risk management process. It assesses risk from two perspectives i.e. likelihood and consequence and normally uses both qualitative and quantitative methods. Risk analysis aims to develop an understanding of risks and provides an input to decisions on whether risks need to be treated. It also provides the most appropriate and cost-effective risk treatment strategies.

AGRALIFE partners with VRA

A Book Fair designed to inculcate reading habit in very young children has been held by AGRALIFE foundation, an NGO founded by Rev. Mrs. Evangelist D.K. Duah. The foundation has partnered with Books for Africa in the U.S.A, who supply books for all stages of education.

The fair had books for all levels of education; and some were sold for as low as 50p.

Evangelist Mrs. Grace Duah, co-founder of the foundation, spoke about some problems the fair had been through in the past, citing the organisation of the public school pupils by their teachers as an example.

She said, to ensure the success of this year's fair, other schools at Akuse were invited to participate. She expressed satisfaction with the success of the fair and advised children to learn to read.

Evangelist Mrs. Duah, said the foundation donates books to the host school after each year's fair as a way of giving back to the community.

Mr. Reuben Kugblenu, headmaster of the VRA School at Akuse, which hosted this year's fair expressed satisfaction with reference to some students who bought some books from their own pocket money, without asking their parents for help. He said, fairs such as this could be



Director, Health Services received the donation on behalf of the Authority.

beneficial to parents, as it saves them from travelling to the cities to buy books for their wards.

In a related story, the Volta River Authority (VRA) has received a quantity of books from Amazing Grace Reading and Life-Changing Foundation (AGRALIFE FOUNDATION), a Christian Non-Governmental Organisation.

Presenting the books to selected departments at Akosombo, the Executive Director of AGRALIFE FOUNDATION, Mrs. Grace Duah, said the books were meant to help staff carry out research in order to enhance and facilitate their work.

Mrs. Duah a Librarian at the VRA Library, Akuse, said AGRALIFE had already made similar donations to the VRA School at Akuse and some

departments within the Authority. “Each year we try to organise a book fair for the VRA International School at Akuse, to encourage the youth to cultivate the reading habit.”

Speaking on behalf of the Authority, Mr. Edwin Ayithey, Akosombo Town Manager, said “the donation had come at a time when society in general was neglecting books for the electronic media.”

The books, which were presented to the Health Services Department, the Projects and Systems Monitoring Department (P&SMD), Akosombo Management, Committee (AMC) and Town Management, were received by Dr. (Mrs.) Acquah-Arhin, Mrs. Charlotte Adze-Yawo, Mr. Francis Ayimbilla and Mr. Edwin Ayithey.

VRA, PSWU Donate to SAMUEL ABOAGYE'S Children

The Volta River Authority (VRA) and the VRA branch of the Public Services Workers Union (PSWU) have made separate cash donations to the children of the late William Samuel Kwasi Aboagye, a former employee.

The donations which amounted to about GH¢5,170.00, included contributions from VRA, the VRA branch of the PSWU, Accra/Tema Union Welfare and some members of staff.

Making the donation on behalf of VRA and the PSWU, Mr. Timothy Akyea-Obeng, Chairman of the Accra Local Union of the VRA branch of PSWU, said the donation was in fulfillment of VRA's Funeral Entitlement Policy for wards of deceased members of staff.

Mr. Akyea-Obeng, who was supported by Mrs. Harriet Nyarko, Second Vice Chairperson of the Local Union, and some members of the group, described the late Aboagye as one full of commitment and dedication to his responsibilities, and asked family members at the event to emulate that virtue and be responsible guardians to the children he had left behind.



Mr. Timothy Akyea-Obeng making the presentation to the family.

Miss Ruth Frempomaa Aboagye, a daughter of the deceased received the donation on behalf of her siblings and expressed gratitude to the VRA for its immense support towards her late father's funeral.

The late Samuel Aboagye was born on July 17, 1954 at Akim Ayirebi in the Eastern Region. He was employed at UTC and worked there for a couple of years before joining the Volta River Authority

on June 10, 1980 where he worked for thirty-three years.

He worked at the Accra/Tema Estate of the Real Estate and Security Services Department as Cleaner and later assumed the position of Head Labourer, a position he held until his death on Saturday, November 30, 2013. The late Samuel Aboagye, who was due for retirement in June, 2014 left behind a wife and ten children.

The Role of Archives

How can a mere collecting and putting away of dead or unwanted documents become anybody's full-time business? This was the perception of Kwarteng, until he nearly lost all that was due him and his siblings to an imposter. His face beamed with broad smiles when the Archivist resurfaced, after an hour, with certified copies of the much-wanted documents on Kwarteng's late father's landed properties.

It is to forestall situations such as these that the Authority keeps its records well. In 2006, some personnel were detailed to begin an exercise at Aboadze to remove all old records from offices and other storage sites to a central workroom. This exercise culminated in the creation of a fully operational archive by 2012, necessitating the posting of qualified personnel to handle the unit.

Mr. Eric Aboagye, the 'Archives man', in an interview noted that the setting up of the Western Area archives has been timely, especial-



Mr. Eric Aboagye, the Archives Man

ly with the start of operations at TTPS since 2000. The TTPP records, providing all information on the thermal plant, the VRA Township at Aboadze, and various development projects in the community, were scattered and, therefore, endangered prior to the setting up of the archives.

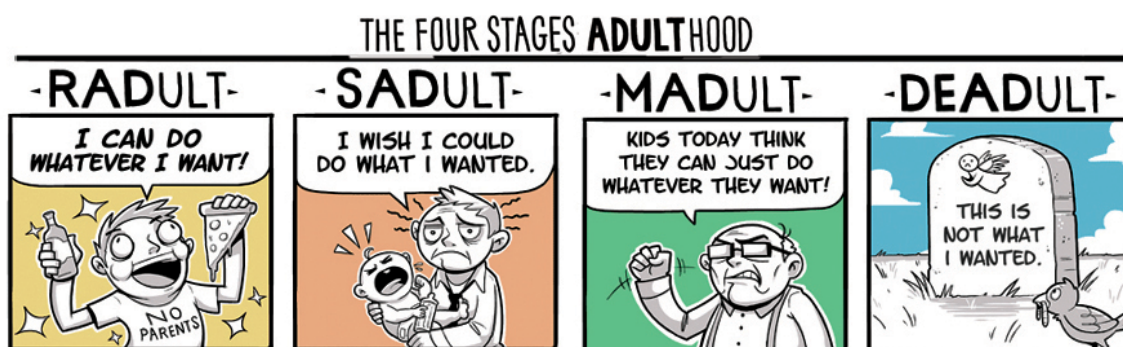
He said the Western Area archives keeps records on the Takoradi Thermal Power Project and documents from other supporting services, including technical drawings and diagrams, operations and maintenance manuals, and estates records.

There is more to be done, noted Mr. Aboagye, who was full of praise for the support he'd received from Ing. Richard Badger, Director of Thermal Generation, Ing. Alfred D. Sackeyfio, the Plant Manager and the management staff of TTPS. He made particular mention of Mr. Daniel Datsomor, ACTE, for his commitment to, and involvement in seeing to the successful realisation of the archives project. He also paid glowing tribute to Mr. David Adomako-Mensah, the former Estate Manager of the Western Area, who quickly saw the importance of the archives and allocated adequate office space and storage equipment for the commencement of work.

It is expected that management and staff would continue to appreciate the role of archives in the Authority.

Let us remember, when the documents are done, they are not well done until they are done at the archives, even in these days of computers.

HUMOUR BREAK



FOCUS

LEGAL SERVICES DEPARTMENT

• commended for 2013 performance

The Legal Services Department has been commended by the Executive for their outstanding performance in 2013 and for maintaining their position as one of the best performing departments.

The commendation came through separate speeches by the Chief Executive, Ing. Kirk Koffi and his two deputies; Deputy Chief Executive, Mr. Maxwell Odoom, Services, and Deputy Chief Executive, Finance, Ms. Alexandra Totoe, at the Department's 2013 end-of-year get-together held at the Pent House at the Head Office in Accra.

Organised on a rather low key, the event was attended by the Immediate Past Director of the Legal Services Department, Ms. Angela Dormakyaareh, staff of the Corporate Office and the Legal Services Department. The event aimed at rounding off activities on the department's calendar.

In a short address, Chief Executive, Ing. Kirk Koffi, praised the department for blazing the legal trail on behalf of the Authority and implored them to be prepared for tougher challenges in 2014. He commended them on their individual demonstration of exceptional commitment and dedication to duty that led to the achievement

Contd. on pg.42→



Mr. Raymond Lartey welcoming Mr. Maxwell Odoom to the function



Mr. Maxwell Odoom, in a handshake with Mrs. Angelina Dormakyaare; Immediate Past Director

Interview with the Director, Legal Services Department

A renowned organisation like the Volta River Authority cannot operate without an adequately resourced and a professional Legal Department. The Corporate Communications Unit drew closer to the Head of the department to find out more about their role in the Authority's scheme of affairs.

Below is an excerpt of the interview:

VRA News (VN): What is the Vision of the Legal Services Department ?

Raymond Lartey (R L): The Vision of the Legal Services Department is to set standards in the provision of excellent legal services in the public sector in Africa.

VN: What is the mandate of the Legal Services Department?

R L: The mandate of the Legal Services Department is to safeguard the interest of the Authority and its subsidiaries through the delivery of reliable, top notch legal services in a professional manner. Our key performance indicators include the following:

- a) Advise Management on matters with legal implications;
- b) Represent VRA in court and in other legal matters ;
- c) Draft legal documents;
- d) Participate in meetings of the Authority;
- e) Review and draft contract documents;
- f) Ensure compliance with various regulatory policies
- g) Provision of Board Secretarial Services to the VRA and the Subsidiaries of the Authority

VN: How many Sections are in the Legal Services Department?

R L: There are four sections in the Legal Services Department. These are:

The Directorate

The Directorate is headed by the Director, Legal Services. This Section is responsible for the day-to-day

administration of the Department. The Director, Legal Services, is supported by the Senior Administrative Officer, Administrative Assistant, his Personal Secretary and a Driver.

Corporate Matters

The Corporate Matters Section is headed by a Manager. There are four Lawyers, including the Manager, and three support staff. The Section is responsible for the non-power related issues of VRA. The lawyers draft and review various contract documents from Departments such as the Human Resources, Real Estate & Security, Procurement and others.

Power Business

The Power Business Section is also headed by a Manager. There are four Lawyers, including the Manager, and two support staff in this Section. The Section is responsible for power related issues of VRA. The lawyers draft and review contract documents from departments such as the Engineering Services, Hydro and Thermal Generation Departments.

Litigation Unit

The Litigation Unit is headed by a Supervising Counsel. The lawyers in the Litigation Unit represent the Authority in Court and endeavour to mitigate litigation costs by engaging in out-of-court settlements. There are three lawyers in this Section.

It must be noted, however, that when one section is short of lawyers for any assignment, any of the lawyers in the other sections stand in to perform that assignment. The De-

partment also has oversight responsibility on the lawyers in the Northern Electricity Distribution Company (NEDCo).

VN: What are some of the challenges confronting the Department?

R L: The Department faces a myriad of challenges, key among which are:

- ◆ Provision of inadequate information by client departments when requesting services from the Department. This causes delays in the provision of legal services.
- ◆ Non-involvement of the Department at the beginning of cases and issues until much later when it has reached crisis levels.
- ◆ Non-cooperative nature of some staff of the Authority, who think that the Department interferes with their operations.
- ◆ Government, Ministries and Departments sometimes take decisions regarding the VRA without much input from the department.
- ◆ Inadequate budget which affects the Department's operations.

VN: What is the staff strength of the Legal Services Department?

R L: The Department has twenty-three (23) staff and two (2) National Service persons.

VN: What are your final words to staff of VRA?

R L: Staff should go by the policies and procedures of the Authority in order to avoid the law catching up with them.

National Service Personnel Fete Children

Children love parties. And what makes the trick about parties for them is not just the food or the drinks but also, indeed, the music!

The Christmas party for the Volta River Authority’s (VRA) impacted communities was organised by the 2013 year group of National Service Personnel posted to the Authority’s Corporate Communications Unit at Akosombo.

The party was held for about 1,000 children within the Senchi Resettlement Community. The aim was to promote good-will and collaboration between the Authority and the impacted communities.

Speaking at the function, Mrs. Rhoda Arthur, Information/Publicity Officer at the Corporate Communications Office at Akosombo noted “The Authority is proud to be supporting its National Service Personnel to appreciate the need to give back to society and to support the needy,

as they learn to become responsible adults.”

She said VRA was committed to building strong bonds with the impacted communities and one good way to celebrate with the children who would become tomorrow’s adults was to always remember the commitment of the Authority towards them, even while they were children.”

She urged them to be studious today in order to become good citizens in the future.

Making presentations to children who emerged winners at the end of a variety show, the Akosombo Area Transport Officer, Mr. Isaac Doe, asked the children to learn hard to ensure that they grow to support the development of their communities and the nation.

He praised the efforts of the National Service Personnel and called on members of staff not only to support the programme but also to partner the Service Personnel in spending

time with the children to encourage them to become useful citizens. Ms. Holarli Torkonoo, a National Service Person, stated that as they had been working at the VRA, they had appreciated the need to support the Authority’s programme of building and strengthening partnerships with the impacted communities.

She expressed gratitude to the VRA Management and staff for their support.

The team later paid a courtesy call on the Chief of Apaaso, Nana Otioku Amoani, and his elders. They praised the organisers for their thoughtfulness, and for the Christmas Party with the children of Senchi.



Winners of competitions being presented with their prizes



Mrs. Rhoda Arthur (IPO) distributing food and drinks to the kids



Mr. Isaac Doe (Fleet Management) and Mr. Agbasorme assisting with the distribution

Personality Profile

MR. WILLIAM AKIWUNI

As a Mechanical Maintenance staff very much appreciative of his job and position, one cannot deny the passion and joy William Akiwuni has for his job. He acknowledges that he has a high social status among his colleagues, just because he works with the Volta River Authority.

His inclusion in a team of VRA staff that was to ensure that the Tamale Sports Stadium had reliable power supply for the CAN 2008 football tournament in Ghana, became a memorable landmark in his life. He waved back to his numerous admirers, who had trooped to Kotoka International Airport from Bukom in Accra to see him off. But they went home, only to spread the “news” that “Akilade” had left for “Europe”. And that was to boost his status even further, on his return home.

William Akiwuni (a.k.a Killer) was born 50 years ago at Bukom in Accra. He had his first cycle educa-

tion at Community 8, No.1 Middle School, Tema and continued at the Royal Technical College, Nungua, where he obtained the Intermediate Certificate in Motor Vehicle Mechanics (MVM).

His life with VRA began on June 30, 2001, as a Maintenance Mechanic at the Mallam Sub-Station. He was then transferred to the Tema Diesel Generating Station. Currently, hard-working Akiwuni is at the Aboadze T3 Power Plant.

Mr. Akiwuni was glad to mention the names of some Supervisors and Senior Officers who had supported him in his work. His current Supervisor is Mr. Jeffery Barnes. Others are Mr. Joseph Quayson, Station Supervisor Mechanical, (TDS) and Mr. Samuel Sackey, Assistant Chief Technician, now with the Takoradi Thermal Power Station.

Mr. Akiwuni is married to Jane, and they have six children, one girl and five boys. His favourite meal

is Banku and Okro stew. Contrary to what his workplace colleagues think, Akiwuni says the amount of food he consumes daily for which he is nicknamed “Killer” is just normal for any person of his age and stature.

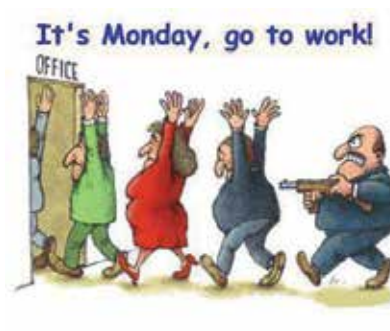
This affable man always wears a smile; but on two recent occasions the smiles vanished when he lost both parents.

His word of advice to his colleagues is to be honest, to think no evil of anyone and to be truthful at all times.



William Akiwuni

HUMOUR BREAK



Source: funnymuch.com

VRA REWARDS Long-Serving Staff

The Volta River Authority has rewarded two hundred and fourteen (214) members of staff for their loyalty, discipline, dedication and commitment to the Authority.

The award winners were recognised and rewarded at a Long Service Awards programme, a flagship event by Management to appreciate employees who have been with the Authority for between ten and forty years.

Ing. Kirk Koffi, the Chief Executive, said, “The Long-Service Awards scheme is a valuable component of the Authority’s employee recognition package, which gives Management an opportunity to recognise employees for their loyalty to the Authority.” He said the reward package was aimed invariably at laying the ground work for increased productivity and efficiency in the ensuing years. “VRA would continue to acknowledge the commitment and retention of employees, to ensure that the Authority maintains a rich track-record of excellence and an enviable working environment,” he said.

Giving an overview of the Authority’s performance in the energy market over the year, he said the

Akosombo Plant was rated at 99% while Kpong was rated at 94% plant availability. He announced that in 2011 the Electricity Utility Cost Group (EUCG), based in the USA, ranked the Akosombo Generating Plant among the top five hydroelectric plants in the world for Plants whose sizes range between 500 and 1000 Megawatts.

He expressed satisfaction with the 80% plant availability performance of the Takoradi Thermal

Power Plant (TTPP), as against its previous average capacity of below 50% and urged all staff to strive to maintain that accomplishment.

The CE urged all Departments to benchmark their business processes with best international organisations that shared a common mission and vision with the VRA. “We must develop a high sense of over-commitment, quality and reliability, so that VRA would become a great and excellent organisation,

Contd. on pg.39→

— RECIPIENT OF 40 YEARS AWARD —



Mr Iddrisu Zakaria, Supervising Maintenance Mechanic, (NEDCo) receiving his 40 years Long Service Award from the Chief Executive

— *RECIPIENTS OF 35 YEARS AWARDS* —



— *RECIPIENTS OF 30 YEARS AWARDS* —



— RECIPIENTS OF 25 YEARS AWARDS —



— RECIPIENTS OF 20 YEARS AWARDS —



— RECIPIENTS OF 15 YEARS AWARDS —



— RECIPIENTS OF 15 YEARS AWARDS —



— RECIPIENTS OF 10 YEARS AWARDS —



VRA AWARDS Long-Serving Staff ← *Contd. from pg.36*

insisting on excellence as a public necessity and living up to the core values of Accountability, Commitment, Trust, Integrity and Team work,” he said.

This year’s award recipients included: 109 staff who had served

for 10 years; 40 who had served for 15 years; 26 who had served for 20 years; 11 staff members who had served for 25 years; 18 who had served for 30 years; 7 who had served for 35 years; and 3 who had served for 40 years.

Each award recipient took home a certificate of merit and an undisclosed sum of money.

Balanced Scorecard-Based Performance Management System— *Contd. from pg.10*

ABBREVIATIONS

BSC: Balanced Scorecard
EPMS: Employee Performance Management System
PMS: Performance Management System
EPTS: Employee Performance Target Setting Forms

EPMR: Employee Performance Monitoring & Review Forms
PIP: Performance Improvement Plans

To be continued in next issue.

Corporate Communications Staff Commended

Mr. Samuel Fletcher, Manager, Corporate Communications Unit, has commended his colleagues in the Unit for their hard work during the past year.

Speaking at the Unit's end of year party, Mr. Fletcher expressed delight at the level of commitment and dedication that had enabled the Unit to achieve its targets for the year 2013. He said it was necessary for the Unit to continue providing support to the new Chief Executive and his team, to ensure they delivered

on the Authority's mandate of providing adequate, reliable and stable power for the public.

Mr. Fletcher said following the challenges anticipated in the power sector, 2014 would appear to be a much more challenging year and charged the staff to be ready to meet them.

He said with the current challenges regarding the shortfall in power generation, the Authority was preparing to launch an aggressive energy conservation programme on the need to use energy-efficient gadgets.

He advised the staff to be special ambassadors and ensure the success of the programme which, he said, was the heartbeat of Management. "Energy conservation," he remarked, "must be a part of our lives; It must be our lifestyle everywhere we go."

The event which lacked the usual fun associated with previous ones, gave staff from the various locations (Akuse and Akosombo) the platform to deepen working relations, interact freely and wish each other the best of the New Year.



Mr. Fletcher and his team





CE'S END OF YEAR PARTY IN PICTURES

*Directors,
Management
and Executives*



*Past and Present
Management*



Stakeholders



NEVER BE JUDGEMENTAL

A doctor entered the hospital in a rush after being called in for an urgent surgery on a young person. He answered the call quickly, changed his clothes and went to the theatre. He found the boy's mother pacing along, obviously very worried.

On seeing the doctor, the mother yelled: "Why did you take all this time to come? Don't you know that my son's life is in danger? Don't you have any sense of responsibility?"

The doctor smiled and said. "I am sorry I wasn't at the hospital; I came as fast as I could on receiving the call. And now I wish you would calm down, so that I can do my work."

"Calm down?" replied the woman! What if it were your son who is in this room right now; would you calm down? The doctor smiled again and replied: doctors cannot prolong lives. Go and inter-

cede for your son: we'll do our best, by God's grace".

"Giving advice when the problem is not yours is so easy," murmured the mother.

The surgery took some hours, after which the doctor went out happy, "Thank goodness! Your son is saved".

And without waiting for the mother's reply he carried on on his way, running. If you have any question, ask the nurse!"

"Why is he so arrogant? He wouldn't wait for a minute so I could ask about my son's state," commented the mother after seeing the nurse minutes after the doctor had left.

The nurse answered, tears running down her face: "His son died in a road accident yesterday, he was



at the burial when we called him for your son's surgery. And now that he's saved your son's life, he has left, running, to finish his son's burial."

MORAL

Never judge anyone because you never know what his life is and what he's going through!!!

Legal Services Department • commended for performance in 2013 ← Contd. from pg.32

of their ambitious targets last year.

Mr. Maxwell Odoom, on his part, charged the department to leave no stone unturned in its pursuit of more success in 2014, and to take a stand for the genuine growth and development of the Authority. He urged them to continue setting a good example by working assiduously as Management was committed to providing all forms of assistance to ensure the progress and development of the department.

Ms. Alexandra Totoe, similarly

urged the staff to be prepared for unavoidable challenges in 2014 and to unite to build sufficient capacity to face those challenges.

She recalled that although 2007 was a very challenging year, Management was able to take appropriate measures to surmount those difficulties. She asked the legal staff to take a cue from that, as challenges were inevitable in every organisation, especially in the energy sector.

The Director, Legal Service De-

partment, Mr. Raymond Lartey, announced with pride that the department attained its target for the previous year and gave the assurance that they were ready for higher targets this year.

The absence of background music did not mar the event; rather, it provided the opportunity to socialise, reflect and analyse past achievements, take stock and brace up for the 2014 working year.

AGS, VRA Schools, Ladies' Association hold end-of-year Parties

End-of-year parties are not just occasions for eating and drinking. It is also a platform for employees and employers to interact, take stock and strategise for the coming year.

The situation was not different when the Akosombo Hydro Generation Station (A.G.S) held its 2013 end-of-year party at the Overlook Point of the Volta Hotel.

The well organised party saw a large number of Mechanical, Electrical, Protection & Control Operators, Administrative Staff, Managers and the Director, coming together with their families to party off the hard work of keeping the plant working in 2013.

In a short address, the Director, Hydro Generation Department Ing. K.B Amoako, said the Hydro Generation Department was very proud of the work ethics and professionalism of the staff and urged them to continue to sustain it.

"It's nice to see all of you here with your families and I would ask your families to continue supporting you as you work hard towards the development of the Authority and the Nation as a whole," he said.



Mr. Seshie exhibiting his dancing prowess



Ing. K.B Amoako with his wife on the dancing floor.



Staff expressing their excitement on the night.

Plant Manager of Akosombo G.S, Ing. Charles des Bordes, praised the spirit of teamwork among staff of the station in 2013, especially when there was pressure to meet the demand by Ghanaians for more power during the power crisis.

Equally the excitement at the Akosombo International School

(A.I.S) premises was a memory that many members of staff from the Akuse and Akosombo International Schools admitted they would forever cherish.

Delivering the Christmas and New Year message to the staff, the General Manager, Mr. Arnold Seshie, asked them to keep fit always and watch what they eat

Contd. on pg.44→

AGS, VRA Schools, Ladies' Association hold end-of-year Parties ← *Contd. from pg.43*

during the festive season in order to remain healthy.

He urged them to take advantage of the technology at their disposal and stand up to the competition within the educational sector, and to make VRA Schools the first choice for academic and moral training.

The Akosombo branch of the VRA Ladies' Association also held

their 2013 end-of-year party at the Maritime Club at Akosombo.

The annual event was a moment of joyful celebration and a time for the ladies to have fun and interact.

The President of the Akosombo branch of the VRA Ladies' Association, Euphemia Baise, expressed gratitude to her colleagues for their sacrifice and

contribution to the growth of the association.

"Your devotion and commitment to this branch of VRA Ladies' Association is what has kept the branch growing from strength to strength," she remarked.

A number of members were honoured for playing various roles and supporting the growth of the Association.

Bon voyage

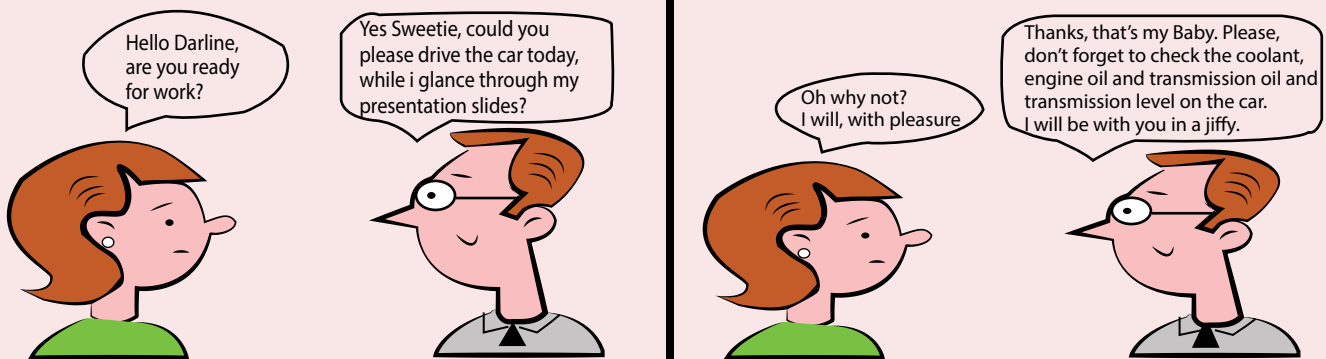
Mrs Duka checks the levels of her car's coolant, engine oil, brake fluid and transmission oil. What about you? The items mentioned are the life-line of your car and must be maintained at their right levels. Anything below the maximum levels is a shortfall of a healthy usage of your car and for that matter puts the engine's life-span at stake.

Even though these are minor things to check, ignoring some of them over time can cost you a vehi-

cle breakdown. It is, therefore, imperative to develop the habit of making it a daily routine exercise to avoid any adverse effect, should there be a leakage.

Ignoring these checks for a long period can result in a shortage of these lubricants and can, in turn, cause overheating, bearing knocks, brake failures, transmission defects, etc.

Read the next article on Bon Voyage in the next edition of the VRA News.



VRA Retirees Feted

Retired staff of the Volta River Authority (VRA) were, on Thursday, December 5, 2013, treated to a Christmas party hosted by the Management of the Authority.

The party, held at the Henry Dei Recreational Centre, Osu, Accra, is an annual event by Management to create a platform for interaction with the retirees and also express the Authority's gratitude for their determination, dedication and discipline during their active years.

Fraternal messages from the Senior Staff Association, Divisional Union, and the Director of Human Resources were given by their representatives, who expressed profound gratitude and Christmas wishes to the members of the "Senior Citizens Club."

The Ag. Human Resources Director, Rev. S.L. Okine, who deputised for the substantive Director, urged the retirees to acknowledge God in everything they do. For it was by His abundant Grace that He had sustained them, he said.

Mr. Cobblah, Chairman of the Senior Citizens Club before delivering his address, led the gather-

ing to observe a minute's silence for the forty five retirees who died in 2013.

He commended the present and past leadership of the Authority for responding to their call when it was necessary. He pointed out that a number of appeals made at last year's function had not yet been dealt with. This, he said, included a token he referred to as 'noko fio' to be given to retirees at the end of every year.

Again, the retirees appealed to the Executive to urge the VRA Hospital to buy drugs prescribed at the hospitals, costing above two

hundred Ghana cedis, but which were not available at their stores. This, he said, was because, the Senior Citizens could not afford to buy them. He added that retirees no longer received VRA diaries and calendars, as they did in the past.

He appealed to the Authority to consider reducing electricity tariffs for the retirees, to help manage their financial challenges.

The Chairman of the Club congratulated Ing. Kirk Koffi on his elevation to the position of Chief Executive and urged him to work hard to ensure that the Authority

Contd. on pg.46→



In Pictures Retirees End of Year Party



VRA Retirees Feted

← Contd. from pg.45

continued to grow.

Mr. Koffi, in an address, commended the Executives of the Retirees Association for their hard work and said their request would be considered.

He touched on various projects the Authority was undertaking and gave the assurance that with the current pragmatic measures being taken, the power crisis would soon be a thing of the past.

“We are trying to exploit other ways of power generation to boost the energy sector,” he said. “We would take good care of our retirees, because we would soon be there.”

At the end of the function, the Chairman of the club shouted the Club’s tagline, “STILL ALIVE”, and the members responded, “BY HIS GRACE”.

The Chairman for the occa-

sion, Dr. John E.N Mills, a former Director of the Health Services Department thanked everybody for attending and advised his colleagues to take good care of themselves and to stay healthy.

Dignitaries in attendance were; Mrs. Alexandra Totoe and Mr. Maxwell Odoom, Deputy Chief Executives (Finance & Services) respectively.

| 2014 STAFF ATTRITION |

NAME	TITLE	DEPARTMENT	LOCATION	RETIREMENT DATE
Arkerst, Mr. Francis Ebenezer Kweku	Staff Director	Corporate Office	Accra	20-Jan-14
Nyarko, Mr. Alexander Kumi Kwasi	Principal Technical Assistant	Engineering Services	Akuse	20-Jan-14
Ansu-Gyeabour, Mr. Opong	Manager, Mechanical Maintenance	Projects and Systems Monitoring	Akosombo	27-Jan-14
Asiedu, Mr. Alex Kobina	Head Cook	Real Estates and Security	Akosombo	2-Feb-14
Agbenyah, Mr. Vincent Kofi	Assistant Chief Technician Engineer	Hydro Generation	Akuse	4-Feb-14
Likpiti, Mr. Nicholas	Senior Driver	Hydro Generation	Akosombo	4-Feb-14
Dziekpor, Mr. Abraham Mawunyega Kwaku	Accounting Assistant	Finance	Akosombo	10-Feb-14
Nanka-Bruce, Mr. Fredrick, Victor	Supervising Auto Mechanic	General Services	Akosombo	11-Feb-14
Pingnaa, Mr. Kaara Felix	Senior Watchman	NEDCo	Tamale	14-Feb-14
Sosu, Mr. Joseph Afetorgbor	Supervising Auto Mechanic	General Services	Akosombo	15-Feb-14
Gariba, Mr. Johnson	Senior Skipper	Environment & Sust. Development	Akosombo	18-Feb-14
Addo, Mr. Isaac Stephen	Principal Clerk	Health Services	Akosombo	6-Mar-14
Martey, Mr. John Kodjo	Clerical Attendant	Finance	Tema	6-Mar-14
Adokpa, Mr. Stanley Mathews	Senior Administrative Assistant	Environment & Sust. Development	Akosombo	19-Mar-14
Ayimbilla, Mr. Francis Kingsley	Principal Administrative Assistant	Real Estate & Security	Akosombo	27-Mar-14
Sarpong, Mr. Francis Kwame	Principal Driver	Real Estate & Security	Akosombo	29-Mar-14



Renewable Energy...



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Our Mission:

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

OUR VALUES

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



Do You Know These?

Water Quality Tips Around the House *Part 3*

IN THE YARD & GARDEN

Rain Barrel:

- Collect rainwater from the eaves of your house in a large garbage pail or rain
- Go to <http://www.gardengatemagazine.com/tips/40tip11.html> to find out how.

DID YOU KNOW?

Watering the lawn thoroughly once per week makes better use of our water than watering it every day.

Lawn & Sidewalk:

- If you water your lawn, do it in the cool morning to avoid evaporation and be careful not to water the pavement.
- Clean sidewalks and driveways with a broom, not with water from a hose.
- Using a broom instead of the hose saves about 200L of water...each time!

- Use a rain gauge (or simply a can) to measure natural rainfall and your lawn watering. Lawns can stay healthy with only 2-5 cm of water per week.
- Do not water your lawn on windy days and do not turn on sprinklers for the entire day.
- Keep your grass about 6 cm long because taller grass holds water better.

DID YOU KNOW?

One lawn sprinkler spraying 19L per minute use 50% more water in just 1 hour than a combination of 10 toilet-flushes, two 5-minute shower, two dishwasher load and full load of clothes!

Garden:

- Plant trees, shrubs, herbs and flowers that are native and generally require less care and water.

- Water the roots not the leaves and use compost and mulch.
- Consider replacing grass with drought-resistant plants-the more plants the better, a vegetation reduces run-off.

Cars and bikes:

- Use a bucket of water to wash your bike or car, then rinse quickly using a trigger nozzle on your hose.
- Wash the family car over grass or gravel to prevent any soapy runoff from going directly into the sewers.

DID YOU KNOW?

Using a bucket of water to clean the car instead of hose saves about 300L of water...each time!

To be Continued.

IN THE NEXT ISSUE:

- ◆ VRA's Board Vision
- ◆ Writing Workshop 3
- ◆ Balanced Scorecard-Based Performance Management System

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

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