VRA NEWS

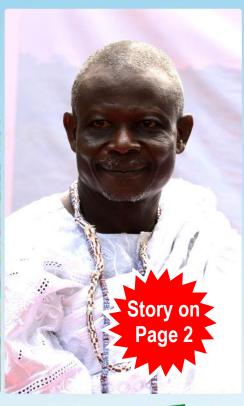
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VRA LONG SERVICE AWARDS BOUNCES BACK:

MANAGEMENT REWARDS 417 STAFF







EAT MADE IN GHANA RICE





VRA LONG SERVICE AWARDS BOUNCES BACK: MANAGEMENT REWARDS 417 STAFF

Michael Danso, CA&ER, Accra



The Chief Executive (2nd left) in a photograph with Mr. Tetteh Lano (in white), Ms. Agblah and Mr. Amoako Amanor.

anagement of the Volta River Authority (VRA) have honoured 417 long-serving employees of the Authority for their hard work and dedication over the past decades.

The award recipients who have served the Authority in various capacities between 10-40 years, were drawn from the various VRA work locations in Akosombo, Akuse, Kpone, Tema, Accra and Aboadze. They comprised 136 Staff who have worked for 10 years in the Authority, 141 Staff who have worked for 15 years, 83-20 years, 46-25 years, two for 30 years and six for 35 years respectively.

Mr. George Tetteh Lano of the Environment & Sustainable Development Department, Akosombo, Ms. Agblah Mary Teye and Mr. Amoako Mathew Amanor, both with the Real Estate & Security Services Department, Akuse, received greater focus and plaudits for their loyalty to the Authority over the past four decades.

Addressing the awardees, the Chief Executive, Mr. Emmanuel Antwi-Darkwa expressed gratitude to them for their dedicated service that has enabled

the Authority to maintain its position as the leading public utility service provider in the country.

He said the Long Service scheme is one of the many corporate attractions designed to motivate and spur the workforce on to ensure VRA can maintain the core of its dedicated and experienced Staff through various forms of appreciation, for their contribution to the Authority.

The Chief Executive was happy about the privilege to meet Staff in person for the awards without the dreaded COVID-19 restrictions, which made it impossible to publicly acknowledge long-serving employees since 2019.

On behalf of Management, he commended all award recipients for their contributions towards the growth and development of the organisation over the years despite the challenges that have confronted the Authority.

According to him, "It is projected that digital technologies, regulatory changes, innovation, competition from substitute products and cyber security, are expected to become major concerns within the next 10 years. Corporate institutions, including VRA, therefore

need to become more receptive to change and adapt innovative ways in the management of their businesses."

He mentioned that the survival of any organisation in these uncertain times will largely survive on a strategy that focuses on robustness, digitisation, career growth and multi-stakeholder collaboration.

He therefore urged Staff to promote a rapid cultural shift in the delivery of VRA's Public Service Mandate with a Private Sector Mindset. "Our future is in our hands today and we must plan to secure it by optimising our human and other resources, and work together to produce high quality results that will take us closer to our vision of becoming the standard for public sector excellence in Africa."

The Deputy Chief Executive Services, Mr. Kenneth Mensah Arthur, who chaired the event commended Staff for their commitment and profound loyalty to the growth of the Authority.

He urged Staff to continue to work hard to produce high results and own the VRA business for the sustained growth of the Authority.

BE WILLING TO MAKE SACRIFICES TO ATTAIN HIGHER HEIGHTS

-CHIEF EXECUTIVE URGES WOMEN IN ENERGY SECTOR



Mr. Antwi-Darkwa addressing participants.

he Chief Executive of the Volta River Authority (VRA), Mr. Emmanuel Antwi-Darkwa has urged women, especially, those in the Energy Sector, to place themselves in readiness to make sacrifices and pay attention to the demands of reaching higher positions in their fields of endeavour.

According to him, what would give women a head-start in their career journey is their ability to invest in hard work, understanding their career realities and embracing creativity and innovation in their work processes.

Mr. Antwi-Darkwa gave the advise in his Goodwill Message to participants at this year's Women in Energy

Conference held at the Alisa Hotel in Accra recently under the theme: "Energy Transition: Prospects for Women in Energy."

The three-day Conference, which is under the auspices of the Ministry of Energy, sought to maximise women participation in the energy sector and create a conducive atmosphere to promote gender equality in line with the Sustainable Development Goals (SDGs). Participants at the event included female employees of state institutions and agencies such as the Volta River Authority (VRA), Energy Commission (EC), National Petroleum Commission (NPC), Electricity Company of Ghana (ECG), Ghana Grid Company (GRIDCo), and Tema Oil Refinery (TOR).

The Chief of Staff at the Presidency, Mrs. Akosua Frema Osei-Opare, in her speech also urged the women to increase gender diversity at all levels to promote their empowerment in the country. "The role of women can never be underestimated considering the relationship between energy transition and gender perspective in Ghana," she said.

An Associate Professor of the Department of Physics, University of Ghana, Professor Nana Browne Klutse, in her Keynote address said, "women accounted for less than a quarter of employees in the energy industry in Africa." She mentioned some of the barriers that affected women inclusion in the energy sector as stereotyping, cultural and societal norms, lack of training and mentorship.

LET US RE-DESIGN ACCRA & OTHER MAJOR TOWNS AGAINST FLOODS - ANTWI-DARKWA

Michael Danso, CA&ER, Accra



Mr. Emmanuel Antwi-Dakwa

he Chief Executive of Volta River Authority (VRA), Mr. Emmanuel Antwi-Darkwa has implored the Ghana Institution of Engineering (GhIE) to explore best engineering solutions that would alternatively stem the cases of perennial flooding in Accra and other major cities and towns in the country.

In his estimation, Engineers should be able to design and build cities that can

remain safe havens in the times of floods. "We must be able to re-design Accra and other towns to withstand bigger shocks in the near future", he stated.

He was of the view that, never should it be said that Ghanaian Engineers could not find solutions to the provisions of basic infrastructure in the country, adding that, the perennial flooding in the country should prick the conscience of Engineers to find lasting solution to it. The Chief Executive threw this challenge to the engineering community when he was addressing the GhIE 2022 Engineering Excellence Awards as the Special Guest of Honour held in Accra recently on the theme, "Engineering-Resilience in the Face of Climate Change and Pandemic."

According to him, the resilience of Engineers is their capacity to recover quickly from difficulties. "This means toughness. It is also the ability to respond, absorb, adapt to, and recover from a disruptive event, just like what we are experiencing in our day."

He said current conditions called for Engineers to be creative and innovative in order to offer pragmatic solutions to keep businesses, societies and Ghana on a structured path of development.

He was however happy that GhIE's quest to build and develop a strong world-class professional body by promoting integrity, accountability, and excellence in the practice of engineering in Ghana is very much on course. He acknowledged how greatly he had benefitted from the mentorship and coaching of some outstanding engineers and non-engineers who helped shaped his career.

He called on engineering professionals to strategically position themselves to weather current and future challenges, and other uncertainties.

The president of GhIE, Ing. Rev. Prof. Charles Anum Adams, said that Ghana will work if Engineers are recognised and given a chance to lead

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VRA ENGAGES STAKEHOLDERS ON CDP AND TVET PROGRAMMES

Prince Delali Etsey, NSP, Akosombo



A group photograph of some Stakeholders and VRA Staff.

he Community Relations Section of the Corporate Affairs and External Relations Unit of VRA, commenced engagements with stakeholders in the Authority's impacted areas to review the Community Development Programme (CDP) document, and also discuss the Technical Vocational Education and Training (TVET) Scholarship programme.

The engagements were aimed at giving stakeholders the opportunity to share their thoughts and ideas to the review of the CDP document, to ensure sustainability and mutual benefit of the document which has been in use for over a decade.

It is also to inform the stakeholders about the introduction of the Technical Vocational Education/Training (TVET) programme. The VRA TVET structure and operation will be based on the Government's TVET framework, and it will gather ideological contributions from stakeholders to ensure workability and sustainability of the programme.



Mrs. Rhoda Arthur, Principal Community Relations Officer, leading a discussion.

VRA COMMUNICATIONS TEAM WINS BEST CORPORATE AFFAIRS AWARD

Michael Danso CA&FR Accra



Mr. Samuel deGraft-Johnson (2nd left) receiving the award.

RA's Corporate
Affairs and External
Relations Unit has
been crowned the
Best Corporate
Communications
Team in the Power and Energy Sector at
the 4th National Communications
Awards ceremony organised by RAD
Communications Limited

The Authority's Communications brand emerged as the best in providing communications solutions and tracking record of utilising competent skills and expertise to provide a complete range of professional end-to-end communications services in digitalisation.

Additionally, the Advisor, Office of the Chief Executive, Dr. Mrs. I. Stella Agyenim-Boateng was also honoured Woman of Excellence-Mentoring and Empowerment for her contributing role

in mentoring and raising transformational leaders by boosting their self-worth.

The 2022 edition of the National Communications Awards held at the Labadi Beach Hotel was under the theme: "The Digitalised Economy: Innovation for National Development."

The National Communications Awards is a high-impact, development communications programme established and produced by RAD Communications Limited, to champion communications, digitalisation, organisational and national development. Since its inception four years ago, the event annually celebrates and rewards excellent communication and digitalisation companies, organisations, teams and professionals across Ghana.



Dr. (Mrs.) I. Stella Agyenim-Boateng

VRA ASSISTS VALCO WITH CORPORATE CARBON FOOTPRINT REPORTING



Capacity Building Workshop with key personnel of VALCO.

he Volta River Authority
(VRA) has assisted
Volta Aluminum
Company Limited
(VALCO) to develop its
first Greenhouse Gas
Inventory Report and implement action
to institute a Corporate Carbon
Footprint Management System.

VALCO is a limited liability Aluminum smelter owned by the Government of Ghana and established in March 1967. With a rated capacity of 200,000 metric tonnes per year, VALCO is the second-largest Aluminium smelter in Sub-Saharan Africa: producing primary Aluminium for the local and international markets.

In line with emerging global action to combat climate change and its impact as well as to ensure adherence to national and international environmental requirements, VALCO intends to obtain a Carbon Footprint Certification to strengthen its green credentials in the marketplace. Subsequently, VALCO in October 2021 and upon the advice of the Environmental Protection Agency (EPA) implored VRA for assistance to develop its greenhouse gas inventory

report and institute a management system required for obtaining a carbon footprint certification.

The assignment was led by Mr. Benjamin Sackey (Director, Environment and Sustainable Development Department), and undertaken by the Environmental and Social Impact Section of the

Department with support from the Climate Change Unit of EPA.

Briefing the Management Team of VALCO during a kick-off meeting, Mr. Sackey indicated that Climate Change has come to the fore as a key sustainability issue in recent times, and as a result, many stakeholders expect corporate entities to implement



Kick-off meeting with the Management Team of VALCO.

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VRA ASSISTS VALCO...

sustainability-oriented practices to counter the effects of their activities on climate change and inform their stakeholders about these actions and their effects. He stressed the need for accurate corporate accounting of greenhouse gas emissions to allow the incorporation of same into national inventories and inform decision-making on climate actions, budgeting, reporting, and disclosure - consistent with international best practices.

The scope of works undertaken includes identifying GHG sources and sinks activities; documenting, and archiving all required data sources for processing; choosing the methodology for GHG quantification, building the capacity of key VALCO personnel to undertake the GHG assessment and reporting; and facilitating the institution of a Carbon Footprint Management System to monitor and manage performance.

As the impacts of climate change are being felt by countries, communities, and businesses around the world, there is increasing evidence that early and



Mr. Benjamin Sackey, Director E&SD, with George Essel Dodd, Deputy CEO, Operations, VALCO.

rapid reductions in GHG emissions are needed to lessen and avoid these impacts. It is expected that by partnering with VRA, VALCO's business goals of managing its GHG risks and identifying reduction opportunities to remain competitive in the global market and be prepared for future national or regional climate policies will be realised.



A photo of the VRA Team and Management Team of VALCO.



h e Volta River Authority (VRA) is set to deploy a full-scale enterprise application known as Oracle Fusion Cloud from January 1, 2024, to replace the current Oracle E-Business platform.

The application when fully implemented would make VRA the first corporate institution in Ghana, West Africa, and the African Continent to implement the full suite of Oracle Fusion.

Addressing a team of Staff of VRA and its Subsidiaries whose task would be to ensure the project sees the light of day, Manager, Treasury and Project Manager for the Oracle Fusion Project, Mr. Kojo Sanule said the first aim was to help members understand the Oracle Fusion software application.

He said there was the need for the team members to have fair appreciation of the software's modules and discover key tasks to be performed on the project. He added that, this would help them understand the activities of VRA and its subsidiaries—know their targets, develop master plans, and sub plans for various modules.

He urged the team to work together to increase effectiveness and enhance synergies which will ultimately help in achieving their goal of successful implementation of the project.

Mr. Sanule was hopeful all the team members will fully understand the workings of Oracle Fusion and also understand the baseline for deploying the modules as these would inure to the benefit of the Authority.

Oracle Fusion is a family, or group, of software applications developed by Oracle, and can be used in multiple areas of business including Business Process Management (BPM);

Customer Relationship Management (CRM); Financials; Governance, Risk and Compliance (GRC); Human Capital Management (HCM); Procurement and Supply Chain Management (SCM).

Oracle Fusion applications can be installed and run in a company's data center or hosted and run in a cloud computing environment. Some features and capabilities of Fusion applications can even be accessed from a smartphone or tablet.

It is expected that VRA's adoption of Oracle Fusion would introduce greater efficiency in the Authority's business functions and operations.



Participants in a group photograph.





I was once asked in an interview whether training was necessary. I may not recall the answer I gave, but I have been pondering over the question and I want to share my reflections.

Are we training or educating?

I think sometimes we confuse training with education. Whiles training and education may be similar, they are different in many ways. Education is focused on knowledge acquisition whiles training is focused on skill acquisition or behaviour change. Whiles education equips the learner for future opportunities, training addresses specific skill gaps and is generally applied almost immediately. Education takes a longer time to complete, but training takes shorter time to complete, sometimes a day to achieve specified training objectives. For those who speak mathematics, we can say that training is a subset of education.

For instance, I may take a diploma in distributed ledger technology to prepare myself for future opportunities that may require that knowledge. This is education. I may also decide to take a short course in the application of blockchain in power plant automation to help me design a resilient automated plant for a client. That is training because I identified a gap that I am going to apply the blockchain technology immediately to resolve. Another example of training is learning how to use excel to visualise my data. I may take just 2 hours to learn this new visualisation skill and apply it on the



Mrs. Sophia Tijani, (The Author)

job. This is also training. Training does not necessarily have to be a week or longer to be effective, but training must address a specific skill gap (or behaviour change) to be effective.

How do we measure training effectiveness?

Every training must be based on a need. That need is then translated into specific objectives, learning outcomes and performance targets. Thus, training is effective if the specified learning outcomes and performance targets are achieved.

Learning outcomes may be assessed during the training (formative assessment) or at the end of the training (summative assessment) by the facilitator. Performance targets, on the other hand, are assessed by learners' supervisors after the skills are applied on the job.

According to Donald Kirkpatrick (a former Professor Emeritus at the University of Wisconsin), training can be evaluated at four levels: (i) reaction of participants, (ii) the actual learning of participants, (iii) behaviour change from these learning and (iv) business results. Expanding on Kirkpatrick's model, Jack Phillips added a fifth level of training evaluation – Return On Investment (ROI).

Evaluating training by participants' reaction

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ARE WE REALLY GETTING VALUE FOR TRAINING

At this first level, we measure participants' satisfaction of the training event. At the VRA Academy we use surveys to collect feedback from our learners at the end of every training event. We gauge participants' reaction to the relevance of the training to their job, the performance of the facilitator, the organisation of the training, the quality of training materials and the quality of other balance of training facilities and services. The intelligence garnered from this assessment is used to improve subsequent training programs. Hence, the next time you attend training be sure to contribute to enhancing training delivery by completing our post course evaluation form. Thank you in advance.

Evaluating actual learning

The next level of training evaluation tells whether learning has really taken place. Yes, the training event may be great with very relevant content and good food, but if the participant did not learn anything then the training is not useful. At this level we access achievement of learning outcomes. At VRA Academy we use pre-course tests to gauge the level of participants before the start of most technical courses. Then after the training event we administer post-course tests to assess whether actual learning has taken place and learning outcomes are achieved.

Evaluating behaviour change

For this evaluation, the Academy tries to answer the question, "is the acquired learning being applied to job tasks?" Yes, Participants may have understood what was taught and may have acquired new skills and knowledge as reflected in post course test results. However, if the learning is not applied on the job and is not leading to any change in behaviours, then, the training has no effect and is not useful. Since application is done on the job only after the training, we rely on supervisors to observe participants for change in behaviours and provide feedback.

Is training yielding results?

It is good for learning to be applied to job tasks, but if the application of training does not yield any results, then the output is 'cos90' and we would have wasted training investment. At the results level of training evaluation, we want to know whether the training is having impact on business goals. Some of the questions we try to answer with this type of evaluation are: (i) Are we seeing any improvement in productivity due to the training? (ii) Are participants making less errors due to the training acquired? (iii) Are we recording zero accidents due to the training? (iv) Are we recording reduced equipment downtime because the maintenance crew attended the training? Again, we rely on supervisors and line managers to provide this feedback.

This year, the Technical Training team at VRA Academy (Team Tech) decided to conduct impact assessment for four technical courses. We have already sent surveys to supervisors of participants to provide us feedback on the impact of the four identified courses. Essentially, we want to know whether the training is relevant to the participants, and if yes, whether there is change in behaviour and the training is yielding observable results. Responses are trickling in, and I would like to cease this opportunity to thank all those supervisors contributing to this useful exercise.

Is VRA getting returns on training investment?

At the last level of training evaluation, we assessed whether the cedi amount invested in the training event is yielding positive returns (i.e., the total benefit of the training outweighs the overall cost of the training). This type of assessment is involving and costly (in terms of labour hours) and so it may not be done for every training. The d i f fi c u l t y s t e m s f r o m

quantifying/measuring the value of the benefits. Sometimes the cost of training is more than the monetary value of the benefits (i.e., net benefit is negative). In such instances the training may not be the efficient way of addressing the need.

I'm not sure we have attempted this assessment before, but I encourage Eno Abena to look into how to do this assessment efficiently. I challenge Team Tech to take on the task of calculating the ROI for at least one technical training program next year. We are also happy to collaborate with the performance management team to do this exercise.

Training is very important and a critical component of Asset Management. Without training we will not realise the full benefit of our power and non-power assets. Research has shown that companies that do not pay attention to effective training die early. I am convinced the "VRA brand" was conceived, birthed and is nurtured by the continuous investment management makes in training the VRA people.

So, is VRA really getting value from the numerous training programs Staff enjoy? I think the answer is YES. However, I am conflicted because I am a training provider and so I may be biased in my answer. Therefore, I encourage the Performance Management team to conduct independent assessment of the impact and ROI of our training programs to validate my answer.

VRA AUDIT DEPARTMENT IS 'BEST INTERNAL AUDIT UNIT'

Eugene N.K.O. Acquahful, CA & ER, ACCRA



Mr. Ebenezer Kwadwo Omari-Mireku (right) receiving the award.

he Internal Audit
Department of the
Volta River
Authority (VRA)
has been adjudged
the "BEST
INTERNAL AUDIT UNIT (IAU)
FOR THE 2021 INTERNAL

AUDITING YEAR (SOE CATEGORY)" at the 2022 Annual Audit Conference organised by the Internal Audit Agency (IAA) - a statutory body established under the Internal Audit Agency Act, 2003 (Act 658).

The coveted award is in recognition of the Authority's timely and consistent submission of Annual Internal Audit Work Plans and Reports, and follow-up on the implementation of audit recommendations to identify internal control weakness.

The Authority was commended for its continuous and inspirational drive for quality, penchant for learning new methodologies, teamwork and promoting cooperation among Staff.

The award also recognised VRA's good corporate governance practices, commitment to sound internal control mechanisms, and commendable efforts in the management of public funds.

The three-day Annual Audit Conference was under the theme, "Injecting Fiscal Discipline in Resource Mobilisation and Utilisation for Sustainable Development: The Role of Internal Auditors."

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'LET US RE-DESIGN ACCRA ...

in the country's infrastructural development. "Ghana is where it is because of the work of Engineers; so, if we put more efforts into putting engineering first in Ghana, the country will develop", he explained.

He added that the institution insists on upholding standards so that the country builds infrastructure for generations to benefit from. Notable award winners on the night included, Ing. Prof. Elsie Effah Kaufmann of National Math & Science Quiz fame who received the Distinguished Woman in Engineering Award.

Others were, Ing. Yaw Osafo Marfo – Senior Presidential Advisor of the ruling NPP government – who received the Distinguished Public Official Award. Ing. Kwabene Agyei Agyepong also took home the Outstanding Contribution and Service to the Ghana Institution of Engineering Award.

The Chief Executive of VRA, Mr. Emmanuel Antwi-Darkwa was also honoured with a plaque to appreciate his role as the Keynote Speaker at the event.

JOYCE ASIEDU-OFEI APPOINTED TO COMPLEMENTARY EDUCATION AGENCY BOARD

Eugene NKO Acquahful, CA&ER, Accra



Joyce Asiedu-Ofei

he government, through the Ministry of Education has appointed Ms. Joyce A s i e d u - O f e i, Manager, Corporate Matters, Legal Services Department of Volta River Authority (VRA), to serve on the 11-member Governing Council of the Complementary Education Agency (CEA).

She has been appointed to serve on the Council with Professor Kofi Agyekum, Chairman, Mr. Francis Asumadu, Ms. Hectoria Boadi, Mr. Abudu Richard Abu and Dr. Fred Kyei Asamoah. The rest are Ms. Vida Owusua Mensah, Mr. Ernest Berko, Mr. Richard Baffour Awuah and Ms. Justine R. A. Okyerewaa-Okyere.

Inaugurating the Council, the Minister of Education, Dr Yaw Osei Adutwum, charged the Governing Council to collaborate with other agencies to provide educational opportunities for individuals without formal education.

The Minister asked the Council to provide strategic direction in improving adult education in the country and serve as the second chance for traders, street children and non- formal educators to develop and improve their literacy skills and be reintegrated into mainstream classrooms.

He charged the Council to develop a new examination system for individuals without formal education to enable them to transition into mainstream formal education.

Chairman of the Council, Professor Kofi Agyekum, expressed gratitude to the Government for the confidence reposed in them and pledged to serve the people who could not have access to formal education.

SECURITY TIPS

s we approach the festive season, once again it is advisable that we observe the following measures to improve security in our home.

Always keep entrance doors locked even when at home, maintain a low volume of musical and audio system when at home. In your absence leave your radio or FM on. It gives a false presence at home.

Whenever there is a call at your door you should first peep through the window before opening the door. Call the police if you suspect any unusual phenomenon, watch his or her movement and inform Security/Police.

Whenever there is a call at your door you should first peep through the window before opening the door. Call the police if you suspect any unusual phenomenon, watch his or her movement and inform Security/Police.

Ensure that attractive items such as briefcases, wallets, jewelry, video decks etc. are kept out of easy reach and well secured.

It is good to keep a dog in your premises. It can scare away intruders.

Make emergency numbers/and your personal numbers known to all members of the family. Police 191/18555, Fire 192/999, Ambulance 193/122.

When attacked by an armed robber (at home, office or in your car) it is advisable to co-operate with him but endeavour to observe his build, height, complexion, hair colour,

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HOGBETSOTSO: VRA SUPPORTS ANLO STATE



Mrs. Rhoda Arthur in a warm handshake with Torgbui Sri III.

estivals reflect the rich diversity of history, heritage, and culture of tribal life in various traditional settings in Ghana. One of such festivals is the Hogbestosto Za of the people of the coastal Ewe tribes of Anlo.

The Hogbetsotso festival of the 36 Anlo states of the Volta Region is celebrated to commemorate the exodus of the Ewe people from the tyrannical rule of King Agorkorli in Togo to their present location.

This year's festival, which saw a unique mix of the rich Anlo and Asante culture, marked the 60th in the history of the festival, and was organised on the theme: '60 Years of Anlo Hogbetsotso Za: Uniting for Development, Sustaining our Unique Cultural Commonwealth for Future Generations.'

In line with its CDP policy, VRA demonstrated its most edifying tradition of lending support to its stakeholders by donating GH¢10,000.00 with assorted drinks and cash amounting to GH¢2,200.00 to the Awoamefia of Anlo, Torgbui Sri III

as custom demands.

Making the donation on behalf of the Chief Executive of VRA, Mr. Emmanuel Antwi-Darkwa, Principal Community Relations Officer, Mrs. Rhoda Arthur said "The Chief Executive of the Volta River Authority wishes, you, your paramount chiefs, elders and all your subjects well as you celebrate this important and amazing Hogbetsotso Za."

She said the Chief Executive acknowledged the important role the Anlo Traditional Area continuously play in the Authority's operations towards the developmental agenda of Ghana.

On his part, the Awoamefia of Anlo, Torgbui Sri III, acknowledged the diverse support from VRA and thanked the Authority for supporting the growth and development of the Anlo State.

Present at the Palace were the former Minister, Dr. Daniel Agbodakpi, Dr. Nyaho Tamaklo, Togbe Zewu IV among others.



The VRA entourage and Torgbui Sri III with his linguist.

VHSL GETS STATE -OF-THE-ART 3-D MAMMOGRAM FOR EARLY DETECTION OF BREAST CANCER



A Mammogram Machine.

Chief Executive of the Volta River Authority (VRA), Mr. Emmanuel Antwi-Darkwa has commissioned two ultra-modern 3D Mammogram machines for use at the VRA health facilities in Akosombo and Accra.

The machines would be used to screen and detect potential breast cancer cases and help to reduce the prevalence of the disease in women, especially, female employees in the Authority.

Inaugurating the machines at the VRA Hospital in Akosombo, the Chief Executive, was hopeful that female Staff and other beneficiaries will clear their minds of any anxiety or fear which keeps them away from annual breast screening exercises.

He called on everyone to be involved in the breast cancer awareness campaign and take advantage of the facilities to know their status. The gesture, which was the brainchild of the VRA Ladies Association (VRALA), formed part of the Authority's resolve in the fight against breast cancer in the month of October, which is dedicated worldwide as breast cancer awareness period.

Mr. Antwi-Darkwa commended VRALA for initiating the process to purchase the Mammogram until Management intervened heeding to the recommendation of Rev. Dr. Joyce Aryee and Madam Janet Akosua Gyasiwaa both members of the VRA Board of Directors.

President of VRALA, Madam Stella Dey, was optimistic that the Mammogram machines would contribute to reducing breast cancer among women by providing a holistic treatment.

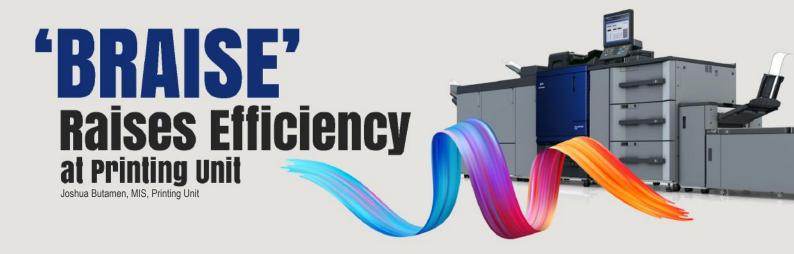
Chairman for the occasion and Omanhene of the Akwamu Traditional Area, Odeneho Kwafo Akoto III, in a statement read on his behalf by the Chief of Akosombo, Nana Ansarem IV, charged Management of the facility to ensure good maintenance culture.



Director, Health Services, Dr. Kwabena Omari Yeboah (3rd from left) in a group photograph with some Staff.



Rev. Dr. Joyce Aryee addressing the gathering as Madam Akosua Gyasiwaa looks on.



nventiveness, they say brings the "why" in the work, thus, the why in the 'BRAISE' Strategy is to see the Authority journey to the N e w V R A, where e sustainable growth is assured to remain relevant and competitive in the emerging energy market with a private sector mind-set.

As growth is mandatory for a strategic organisation, the Printing Unit of the Authority has taken over the printing of key corporate material like the VRA Corporate Letter Head. Before, printing of the Letter Head was outsourced to private companies because of inadequate equipment at the Unit to print up to standard.

Currently, the Unit has been stocked with modern machines to increase efficiency, productivity and desire of Staff to patronise the Unit. Some of these machines include Konica Minolta, AccurioPress 4080 machine (Commercial coloured Printer) of high quality and prints out 90 copies per minute.

The Authority is benefitting massively from these machines. The Printing Unit made a bulk print of VRA Profile Booklet, VRA Brochure and VRA Notepads for exhibition at the APUA Conference in Senegal and the Dubai Expo in Dubai this year.

Thanks to the 'BRAISE' the Unit has become more efficient and its adaptability into the New VRA is perspicuous. The Unit is in anticipation to print the 2024 VRA Calendar, Corporate Call cards, Annual Report, VRA News and other corporate literature.

The Unit is as well hopeful to revamp its office to create a dignified working environment hopefully next year.

Indeed, the expeditious growth of the Printing Unit is a core manifestation of the BRAISE Strategy.

VRALA SUPPORTS SHELTER FOR ABUSE CHILDREN



Mrs. Comfort Iroko making the donation to one of the students.

he Accra branch of the VRA Ladies Association (VRALA) has donated assorted food items, sachet water and used clothing to the South Labone Vocational Training Institute.

Making the donation the Greater Accra Vice Secretary of VRALA, Mrs. Comfort Iroko, said the gesture formed part of the Association's annual commitment to the institute.

The Unit Head of Shelter for Abuse Children of Social Welfare, Mrs. Mary Seidu Bimi, expressed gratitude to the Association for the donation as it would go a long way to support the caregiving mandate of the institute.

VRA SUPPORTS 55 SENIOR HIGH SCHOOLS WITH 24,750 TEXTBOOKS



Education helps to boost confidence in life.

s part of the Volta River Authority's Corporate Social Responsibility and the drive to add value to lives, the Authority has donated textbooks to 55 Senior High Schools in its impacted communities.

Each School received 450 textbooks comprising English, Mathematics, and Integrated Science to enhance teaching and learning of these Subjects.

Manager, Community Relations, Mr. Samuel Fletcher, indicated at separate gatherings that, the books were not only to facilitate learning but also create mutual relationship and urged all students to make good use of the books. Headmasters of the various Schools commended VRA for the kind gesture

and on behalf of their students promised to ensure the donation would serve the intended purpose.

So far, Senior High Schools in the Biakoye, Kpando, North and South Dayi, North, South, and Central Tongu, Ada East and West, Anloga, Shama, Shai-Osudoku, Kpone, Asuogyaman, Upper and Lower Manya Krobo, and Yilo Krobo Metropolitan and District Assemblies have benefitted



Student of Tongor Senior High Technical School could not hide their excitement.

PRIVATE SECTOR MINDSET:

BE AN INNOVATOR AND A CHANGE CHAMPION

Mrs. Marian Atta-Benyah, Health Services, Akosombo.



The Author

he discussion on Private S e c t o r M i n d s e t continues, and the focus now is on the need to be innovative and change Champions. Our quest for the sustainability of VRA also depends on our effort to bring on board new ways to improve operations and having change champions who will continually pursue the agenda.

Our pursuit in ensuring the sustainability of VRA is key and for that matter, it has become necessary for Management and Staff to be reminded of the need to inculcate private sector mindset in our public service delivery.

The earlier articles discussed the first and second characteristics and the expected behaviours of Private Sector Mindset-"speed and quality in service delivery" - I deliver my work on time and strive to eliminate errors"; "Cost Effectiveness and Value Addition" - "I do my work in a cost-effective manner, making the best use of available resources to achieve results".

This article features the third characteristic of the private sector mindset- "Innovation and Change Champion" with the expected behaviour - "I look for new ways to improve my work and adjust to business change".

Innovation

Innovation is defined as the process that involves multiple activities to uncover new ways to do things (Sean Peek, Writer at Business News Daily).

While innovation has become a universal term, many of today's organisations still find innovation elusive. One reason may be that much of what is being said about innovation contributes to misunderstanding.

To truly manifest innovation and reap its benefits, one must recognise that innovation is three different things: innovation as an outcome, innovation as a process, and innovation as a mindset. Innovation as an outcome emphasizes what output is sought, including product innovation, process innovation, marketing innovation, business model innovation, supply chain innovation, and organisational innovation.

Innovation as a process attends to the way in which innovation should be

organized so that outcomes can come to fruition; this includes an overall innovation process and a new product development process.

Innovation as a mindset addresses the internalisation of innovation by individual members of the organisation where innovation is instilled and ingrained along with the creation of a supportive organisational culture that allows innovation to flourish. Such an understanding defines necessary elements, considerations, and vernacular surrounding the term so that better decisions can be made, thereby enabling innovation and having a greater propensity to succeed (Kenneth B. Khan, School of Business, Virginia Commonwealth University, USA)

It is worthy of note that Volta River Authority (VRA) has established a Creativity and Innovation Unit at the VRA Academy. I was glad when the Management of VRA carefully selected the theme "Creativity and Innovation - The Anchor for our Sustainability." With the slogan, Creativity our Passion, Innovation Our Pride to commemorate its 61st Anniversary. The Creativity and Innovation Day which was marked on April 26, 2022 was launched by the Chief Executive, Mr. Emmanuel Antwi-Darkwa. The theme as selected was to focus on inspiring the culture of creativity and innovation in the Authority. To this end, a Creativity and Innovation Steering Committee was constituted to facilitate the initiative. The Steering Committee is mandated to develop strategies to infuse creativity and innovation into VRA's work culture; this will augment Management's commitment for VRA to become an innovation-driven organisation, where employees embrace innovative programmes and forward-looking technologies, to sustain the Authority's market leadership in the power business within Ghana and in the Sub-region.

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→ Contd. from pg.18

How to become an Innovator

Deana McDonagh, a Professor of Art, Designer/Writer has pointed some guidelines to becoming an Innovator.

- Thinking outside the box from all of its angles
- Dare to try
- Be ready to take risks
- Wake up the inner child
- Love what you do and believe in it
- Inspire others to join the innovation process and guide them through
- Value and nurture the innovation culture.
- Pay attention to the smallest of details because they can pay off tons

Change Champion

Some definitions of a Change Champion by Experts are outlined below.

A change champion is an individual who supports and champions a change that is impacting their organisation or group. The change includes business change, climate change, systems change, process change, policy change, economic change, cultural change, technology transformation (OCM Solution Change Management Team)

According to Cambridge Business Dictionary, a Change Champion is a person who is very interested in new or different ways of doing something, and is determined to make changes happen There is nothing so certain than the fact that things change in the workplace, whether it is a change of direction for the business, the need to downsize or new technology. We all know that change brings stress and uncertainty with it. There are those within the workplace who will find it overwhelming and those who will embrace it and be excited by it. It can be difficult as a leader to know how to help those who struggle with the challenge of change and even more difficult at times to change attitudes. Also, people make judgements about the value of change and decide whether they see it as a positive or negative thing. It is therefore important for organisations to appoint change champions to support the Change Management Team (Julie Gordon, Author, The People Development Magazine).

Generally, change management can lead to a competitive advantage for organisations. With this systematic approach in place, organisations will be able to support their Staff and reinforce new ways of behaving as they implement new initiatives and processes. With the help of people who can efficiently execute change management in the workplace, organisations will know what it takes to establish new habits, skills, and behaviours for employees that drive desirable business outcomes and ultimate success.

The role of a change champion involves advocating, supporting, and championing change within their organisation or group. Staff are expected to look for new ways to improve work and adjust to business change.

Characteristics of a Change Champion

According to Experts, Change Champions have some characteristics that make them stand out from the lots. Change Champions are;

- Willing to listen to New Ideas
- Good Networkers
- Focus on Solution
- Have Understanding of the Organisation
- *Not afraid to take risks*
- Able to communicate the positives
- Not afraid to ask for help
- People focused
- *Not afraid to speak up*
- *They are value driven*

Conclusion

As we all look forward for a sustainable VRA, Staff are hereby entreated to come out with creative ideas and new ways to improve our operations at all levels. Also, let us all strive to be Change Champions to facilitate our agenda of Private Sector Mindset, to help achieve VRA's Sustainability now and forever. Be an Innovator and a Change Champion.





RIGHT TO INFORMATION (RTI) CORNER

Ruth Owusu, RTI Officer

DECISION ON APPLICATION FOR ACCESS TO INFORMATION

he Right to Information (RTI) is a right guaranteed under Article 21(1)(f) of the 1992 Constitution of Ghana. The RTI Act (Act 989), passed in 2019, provides the framework for the implementation of people's right to request and be granted access to information generated by and in the custody of public institutions and other relevant private bodies, subject to some exemptions.

Today's edition of the RTI Corner focuses on the various determinations a public institution can make in response to RTI requests it receives.

After an application is received by the Authority, the Information Officer is required to take action within fourteen days or forty-eight hours when the information is necessary to safeguard the life and liberty of a person. The Authority may;

Grant Access (Section 23(3)) – By granting access, the Information Officer shall determine that access to the information shall be given, and

notify the applicant of the decision. The form and manner of access as well as the fee for the reproduction of the information (if applicable) shall be stated.

Refuse access (Section 23(4)) – Where access to the information is denied, the notice shall state the reason for the refusal and the provision(s) under which the decision is made. The notice shall also state the right of the applicant to lodge an application for a review under sections 31 to 39 within the prescribed period.

Transfer the application or refer the applicant (Section 20(1)) – An application/applicant shall be transferred/referred within two days if the Authority is unable to deal with the application because the required information is not in its custody or control but to its knowledge, the information is held by another public institution; or the information is in the Authority's custody but it is more closely related to the functions of another public institution.

Defer access (Section 22) – Access to information may be deferred if the required information is to be published within ninety days from the date of receipt of the application; or the information has been prepared for submission and yet to be submitted to any person. In this case, the applicant must be notified within three days after the deferment. The reason for the deferment as well as the likely period of the deferment shall be stated.

Direct the application (Section 21) – Where the Authority receives an application for access to information which to its knowledge is readily available in an official publication held by another public institution, the Authority shall direct the application to that public institution and notify the institution of the request.

For further information and enquiries on the implementation of the RTI Law in the Authority, please contact the RTI Officer via telephone: 0 5 7 5 4 2 3 3 3 4 or e mail: vra.rti@vra.com.



YOUR MUSCLE- YOUR LIFE

Dr. Emmanuel Sowah

ublic health guidelines primarily focus on the promotion of physical activity and aerobic exercise to enhance stamina and to positively influence body composition. However, research demonstrates that a healthy musculoskeletal system contributes to the maintenance of functional abilities and prevents osteoporosis, muscle depreciation, lower-back pain, and other disabilities

More recent research demonstrates that muscle bulk, strength and function may positively affect insulin resistance (responsible for type2 diabetes mellitus), resting metabolic rate, glucose metabolism, blood pressure, body fat, and gastrointestinal transit time, all of which are associated with diabetes, heart disease, and cancer. Altered muscle metabolism plays a role in the genesis, and therefore prevention, of many common pathologic conditions and chronic diseases. Our survival depends on maintaining optimal levels of proteins in our skin, brain, heart, liver, and other organs.

After meals, amino acids absorbed into the blood are used for the synthesis of new proteins to make possible, the replacement of proteins broken down in all tissues of the body. When in the fasting state, blood amino acids (obtained from breakdown of proteins in muscles) serve not only as building blocks for the synthesis of proteins but also for manufacture of glucose in the liver. This makes it possible to maintain both the protein mass of essential tissues and organs and the levels of glucose in the blood relatively constant. even when we are not eating. This is only possible if there is an inadequate

IMPORTANCE OF MUSCLE PROTEIN



level of muscle mass to supply the required amino acids. Death from starvation, (uncomplicated by critical illness), occurs when there is inadequate muscle protein to breakdown to maintain the necessary supply of amino acids needed for formation of glucose.

Adequate muscle mass contributes to a quicker recovery from critical illness or severe trauma, but the strength and proper functioning of muscles are also important for the recovery process. During critical illness there is extensive loss of muscle mass due to disuse (inadequate use), as well as loss of strength, leading to sustained physical impairment and a prolongation in recovery.

When severe trauma occurs in the presence of a deficiency of muscle mass, the acute loss of muscle mass and function may push an individual over a threshold that makes recovery of normal physical function unlikely to ever occur.

The foregoing show that it is crucial for each one of us to work towards building up our muscle bulk and working to ensure strength and optimal functioning of our muscles. Sarcopenia

From age 30 onwards, a progressive loss of muscle mass, function and strength begins and continues throughout the rest of our adult life. This process, called sarcopenia accelerates in middle age and is maintained until old age. Without being physically active an individual can lose an estimated 3% to 5% of lean body muscle per decade after the age of 30.

Aging has been associated with a reduced synthesis of muscle protein in response to protein intake in the diet and physical exercise. In addition, as we grow older, changes in certain hormones — like testosterone affect our muscle fibers and contribute to sarcopenia. The result is loss in the amount and quality of skeletal muscle mass and therefore decrements in physical performance in older people.

Apart from aging, which is usually the dominant factor, researchers have discovered other factors that increase the possibility of sarcopenia occurring. These include:

- *Physical inactivity. Obesity.*
- Chronic diseases such as chronic obstructive pulmonary disease (COPD), kidney disease, diabetes, cancer and HIV.
- Rheumatoid arthritis.
- *Insulin resistance.*
- Reduction in hormone levels.
- *Malnutrition or inadequate protein intake.*
- Decrease in your ability to convert protein to energy

The end result of this progressive sarcopenia is the development of frailty, which leads to an increased likelihood of falls, and impairment of the ability to perform activities of daily living. The logical endpoint of severe sarcopenia is loss of quality of life

How to manage muscle loss

It is not possible to completely prevent sarcopenia since the condition happens as part of the natural aging process, but we can take steps to slow its progression. This can be achieved by increasing both habitual physical activity (including structured exercise that targets general fitness characteristics) and consumption of protein-dense foods.

Make healthy food choices:

- Maintain a healthy diet that includes high-quality <u>proteins</u>.
- Aim for 20 to 35 grams of protein in each meal.
- Essential amino acids (EAAs) are the most important nutritional inputs for protein synthesis. In this respect, the amino acid leucine is considered the primary nutritional regulator of muscle protein formation. It is recommended that older persons consume protein sources with higher proportions of EAAs (i.e., high-quality proteins), such as lean meat and other leucine-rich foods (e.g., soybeans, peanuts, cowpea, and lentils) Based on the current evidence, the consumption of lean meat (preferably grass-fed) 4-5 times a week should therefore be recommended to maintain muscle health in advanced age.

Exercise:

- Maintain a physically active lifestyle that includes exercises such as resistance training. Physical activity and exercise represent, to date, the most effective interventions for the promotion of healthy aging. Exercise mitigates several deleterious effects of aging.
- Physical activity performed before protein intake increases the use of protein-derived amino acids for manufacture of muscle protein increases in aging muscle. How much habitual physical activity one has may be fundamental to maintaining the body's responsiveness to protein intake with protein formation.
- Exercise interventions can successfully improve functionality in those with sarcopenia, but is not as effective in reversing the loss of muscle mass associated with aging.
- Elderly individuals, particularly women, are often too weak to perform the intensity of exercise necessary to induce the same magnitude of muscle synthesis that occur in younger people.

Importance of resistance training

• Resistance training (also called strength training or weight training) is the use of resistance to muscular contraction to build the strength, anaerobic endurance and size of skeletal muscles.

- It is based on the principle that muscles of the body will work to overcome a resistance force when they are required to do so.
- When you do resistance training repeatedly and consistently, your muscles become stronger.

Research demonstrates that resistance exercise training is more effective than aerobic exercise in contributing to the maintenance of functional abilities, and prevents osteoporosis, sarcopenia, lowerback pain, and other disabilities. It has the following benefits:

- Resistance training may positively affect insulin resistance, resting metabolic rate, glucose metabolism, blood pressure, body fat, and gastrointestinal transit time, which are associated with diabetes, heart disease, and cancer.
- Resistance exercise stimulates muscle protein synthesis, which in turn supports muscle mass preservation and muscle function.
- It leads to improved muscle strength and tone – to protect your joints from injury.
- It helps in maintaining flexibility and balance, which can help us remain independent as we age.
- It enhances weight management and increased muscle-to-fat ratio – as one gains muscle and burns more calories when at rest.
- Research indicates that virtually all the benefits of resistance training are likely to be obtained in two 15- to 20-min training sessions a week.

In conclusion, we must all inculcate into our lives as early as possible, the habitual exercise practices and dietary practices that make for healthy aging, independence as well as the avoidance of falls, osteoporosis and fractures in old age. The ball is in each one's court and it is never too late to begin.





NELSON ACKOM TAKES A BOW FROM VRA



DR. (MRS.) I. STELLA AGYENIM-BOATENG

Mr. Nelson Ackom

r. Nelson Ackom, one of the longest serving staff of the Printing Unit of the M I S Department, has retired from VRA after 25 years of service to the Authority.

He joined VRA as a Reprographer on January 5, 1998, from the Ghana Publishing Company Limited (Assembly Press) and rose to become Head Reprographer at the Printing Unit, a position he held until his retirement.

At a mini send-off party organised in his honour, he expressed gratitude to God for the peace of mind and protection he enjoyed throughout his stay. He was also grateful to his colleagues for the cooperation that enabled him to work hard to promote the skill and precision required to operate and maintain the Printing Unit.

Director, MIS, Mrs. Awurama Ofori-Ani on behalf of the Authority expressed appreciation to Mr. Ackom for exhibiting total commitment and experience on duty which went a long way to support VRA's business.

Sectional Managers at the Department including Managers for, ICT Infrastructure, Mr. Yaw Agyare Duodu, Business Solution, Mr. Thomas Osei-Kodua, Client Service, Mrs. Esther Evans-Appiah and, Document Management, Mr. Fred Adu Boafo, took turns to appreciate Mr. Ackom for his immense contribution towards the realisation of the vision and objective of the department.

DODI WORLD

ISLAND EXPERIENCES

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XMAS EVE CRUISE

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THEATRE ON A CRUISE

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W W W . D O D I W O R L D . C O M . G H S A L E S @ V O L T A H O T E L . C O M . G H O 5 O 1 4 2 1 9 7 7 / O 5 5 8 1 7 6 2 0 0

T&C APPLY



SCAN TO BOO

→ Contd. from pg.13

SECURITY TIPS

voice mannerisms and even his clothes in order to supply such information to the police later.

Avoid exposing valuable items in your vehicles, as much as practicable use alternative routes to and from work.

Be mindful not to expose inside of your residence to workers, shoemakers,

beggars and all strange persons

Do not use your wiper when

Do not use your wiper when an egg suddenly drops on your windshield whilst driving

Avoid giving out keys to car washers at the washing bay as much as possible

Never leave your ignition key in the vehicle and move away

Beware of criminals in traffic, not all beggars are genuine. Beware of criminals in traffic, not all beggars are genuine

Phone Anti-Hacks Codes

Call Forwarding-*#61#,*#62#,*#67#,*#21#, Clear-##002#

DRY AND WET TESTS OF THE SPILLWAY GATES AT AKOSOMBO GS



Transportation of spillway stop logs.

s part of the recommendations made of the Dam Safety Review Board during the last d a m assessment, the integrity of the Akosombo spillways were to be tested at the earliest opportunity. On October 25, 2022, a combined team consisting of Engineering Services and Hydro staff carried out a joint inspection of the spillway civil structure for Spillway Bay 1. on November 10, 2022, the dry test of spillway gates for Bay 1 commenced. As part of the test, Gate 1 of spillway Bay 1 was opened to check for the following:

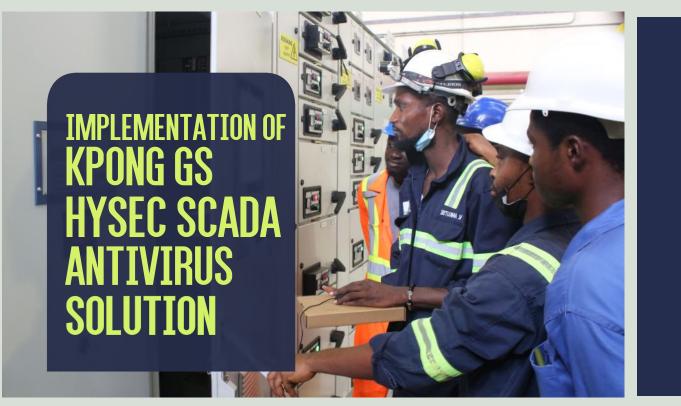
The activity was successfully completed for the gate. The dry test for the remaining gates of Bay 1 and all the gates of Bay 2 will be carried out in 2023

1. Integrity of the hoist (motors, gearing systems and chains)2. Integrity of the gate arms and hinges



Some Staff working on the Spillway hoist control.





Replacement of touch panels

n May 2018, the Executive commissioned an audit committee to audit the new KGS SCADA system with the objective of determining areas that require improvement. The scope of the assignment included the following but not limited to: Data Management, Asset Management, Communication Security, Logical and Physical Security and Polices and Operational Procedures.

Following the audit, a number of gabs were identified, notable amongst them was: the absence of anti-malware applications on the SCADA.

To address this gap, the audit team recommended as follows: VRA to Liaise with the Contractor to procure and install appropriate anti-virus for the SCADA.

For a successful implementation of the recommended action, the plant in collaboration with MIS held several meetings with the retrofit contractor (Andritz Hydro) to agree on the best technical solution for the antivirus.

Once a solution was arrived at, commercial terms were agreed and contract signed to procure the solution from Andritz.

The Andritz project implementation team arrived at site on October 29, 2022 and in conjunction with the hardworking PC&A and MIS Teams the antivirus solution which comprises of the installation and implementation of the HYSEC server and software was successfully implemented.

Hysec solution is the Endpoint Security for Hydro Power Plants that unifies five security elements in one application. The solutions are;

- Threat Prevention
- Adaptive threat protection
- False-positive lockout
- Web control
- Patches Upgrades

HySEC solution utilizes McAfee Endpoint Security which aligns best to Hydro specific needs. With these solutions in place the security and the reliability of the Plant Control Network is guaranteed.



Replacement of SCADA servers



Staff demonstrating the use of fire hose in fire fighting

practical fire drill
was organized for
KGS staff on
October 20th,
2022 by a team
from the VRA Fire
Unit of Technical Services

Department as part of the mandatory topics

This exercise gave the opportunity to Staff of KGS to familiarize themselves with the new fire tender and then also to improve on their skill in handling the fire hose to fighting fire.

The Fire Unit supervisor, Daniel Kpajal, who led the team explained the functional parts of the tender to staff.

Asante, one of his team members also demonstrated to the gathering the techniques required to be able to use the pressurized fire hose safely







Some Staff trying their hands on the use of the pressurised fire hose.



Come Partner us to make a Huge Difference!

Our Mission:

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

OUR VALUES

- Accountability
- ☼ Commitment
- Trust
- ☼ Integrity
- ☼ Teamwork

VRA
SUSTAINABILITY
PLAN

INCULCATING PRIVATE SECTOR MINDSET IN PUBLIC SERVICE DELIVERY















IN THE NEXT ISSUE:

- Chief Executive's New Year Courtesies.
- VRA Emergency Preparedness Simulation Exercise.

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

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