

VRA

Business Bulletin

VOL. 003

JANUARY - MARCH, 2019

OUR BUSINESS, OUR PEOPLE
...Agile and Adaptive



VRA... We Add Value To Lives



**VOLTA
RIVER
AUTHORITY**

MISSION STATEMENT

"We exist to power economies and provide related services; in a safe, reliable and environmentally friendly manner, to add value and raise the living standards of the people of Ghana and West Africa".

VISION STATEMENT

"A Model of Excellence for Power Utilities in Africa"

OUR STRATEGY



It is not the strongest of the species that survive, nor the most intelligent. It is the one that is most adaptable to change

-Charles Darwin-

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IN OUR NEXT ISSUE

- Meeting the Needs of the Consumer/ Customer
- VRA @58
- The Return of "Dodi Princess"

THE JOURNEY TO THE "NEW VRA"-OUR

Human capital is one of the key drivers of corporate success and sustained competitive advantage in every organization. This is largely because a well-developed and motivated human capital impacts on every aspect of employees' performance; eventually inuring to an organisation's overall corporate achievement.

VRA'S SUCCESS AND BUSINESS ENVIRONMENT

The Volta River Authority (VRA) as a public sector organisation has over the last Fifty-Seven (57) years performed excellently in the public-sector environment by delivering on our mandate of providing electrical power to support the socio-economic development of Ghana and the sub region.

This has been achieved through the conscious effort of investing in our human capital and striving to retain the core of our dedicated staff, who have operated on high standards to meet our stakeholders' expectation.

Today, following reforms in the power sector, the environment of our business is changing, there is competition from the Independent Power Producers (IPPs), the policy and regulatory environment's are rapidly changing and the global change in how the energy sector operates is affecting our business. These new dynamics in the sector have called for the need to change our business model and organisational mindset to take advantage of the potentially huge electricity market. This requires that we equip our workforce with competencies fit for purpose.

OUR BUSINESS, OUR PEOPLE

To address the challenges in our human capital development plans, within the context of current global and domestic trends, Management has rolled out the "BRAISE" Strategy to ensure we achieve our corporate objective of becoming the "NEW VRA", that is *Resilient, Viable, and Financially strong, having Multiple Business interests*. In crafting the "BRAISE" Strategy, therefore, the letter "B", representing 'Build, Nurture and Develop our Human Capital' captures the importance and the role of

"Our People" in the attainment of our corporate agenda.

The aim is to create a learning organisation with:

- Strategic and Effective Leaders
- Effective Functional Managers
- Subject-Matter Experts
- A Skilled and Knowledgeable Workforce

Our Human Resources (HR) Department is therefore being re-branded to be; *results-oriented, culturally-agile, customer-centric and forward-looking*, to support the corporate agenda by:

1. POSITIONING AS INDUSTRY BENCHMARK

Our HR Department is reorienting itself as an industry benchmark by adopting current HR trends such as:



2. LEADERSHIP DEVELOPMENT AND TALENT MANAGEMENT

We have introduced the inter/intra Departmental Staff Rotation programme, to build staff capabilities in broader areas of expertise; increase their business horizon and commercial acumen for the "NEW VRA". It is envisaged that this programme will extend to attachment opportunities with other local external organisations within the industry and beyond.

BUSINESS, OUR PEOPLE

In addition, to develop “Knowledge Workers” and create a “Results-Oriented Workplace”, our “High-Performance Leadership” programmes, for Management and key staff to hone their skills and maximise effective transfer of knowledge to emerging leaders, will be sustained.

Furthermore, in collaboration with the VRA Academy, we are reviewing the Authority's Scheme of Service to create a more transparent platform for staff progression, job alignment, and skills development, to make our human capital agile and adaptive.

3. CREATE A PRIVATE SECTOR CORPORATE CULTURE

To survive in the changing business environment, we would need to operate in a business culture that successfully delivers our public-sector mandate with a private sector mindset. This new mindset is to be; profit-oriented, culturally agile and commercially minded. To achieve this, we will:

a) Promote Values & Ethics: Our HR Fairs and Roadshows will be re-branded as “Business Orientation Workshops”. This is to help staff develop a customer service and commercialisation mind set with appropriate work attitude and ethics. In addition, onboarding and orientation for new staff will include sessions on the “NEW VRA's” business culture and work ethics.

b) Maximize Productivity with Minimum Resources by:

- **Leveraging IT** (including Laserfiche and the Employee Performance Management System) to facilitate our business processes for timely delivery of services in line with corporate strategy.
- **Automation:** commonly used forms and business processes to reduce paper usage, save cost and the environment.

- The objective is to improve records keeping to facilitate data analysis and promote good corporate governance.

THE VRA ACADEMY

The VRA Academy is a nerve centre for capacity building in Power Systems, IT & Business Development Solutions, Renewable Energy, Contract and Project Management and quality Customer Service etc.

The principal objective is to build the right competencies and nurture abilities to develop performance-oriented staff for VRA to maintain its market leadership in line with the “BRAISE” strategy. The Academy, as a West Africa Power Pool (WAPP) Centre of Excellence, also provides similar initiatives to bridge the competency gaps for the Energy Sector in Africa.

In collaboration with identified key partners, the Academy leverages on the excellent knowledge asset of the Authority to provide skills development programmes for the internal staff, sister utilities, IPPs, EGTC under Sierra Leone Power Sector Reform with the Millennium Challenge Coordinating Unit and other utility companies in West Africa.

As a COTVET (Council for Technical and Vocational Education and Training) registered provider, the Academy offers a 2-year Modular Apprenticeship Development programme for newly engaged Technician Engineers to integrate knowledge in a practice-based setting.

OUR COMMITMENT

The Volta River Authority is committed to providing value to our customers and other stakeholders with a firm assurance for superior performance by an agile and adaptive workforce.

There is no doubt that our employees have become the differentiator in this competitive landscape, hence the need to build, nurture and develop our human capacity, with negotiation, leadership, teamwork, financial management and people management skills, to enable us to compete in the global environment and survive in the 21st century and beyond.



OUR AWARDS & HONOURS



HR Team of the Year - Public Sector



Best People-Focused CEO of the Year - Public Sector



Ghana Top 20 HR Leaders



STAKEHOLDERS COMMEND VRA FOR FINANCIAL RECOVERY EFFORTS

Stakeholders at the 8th VRA Stakeholder Interface have commended the Board and Management of the Authority for their financial recovery efforts. Speaking at the event, Chairman of the Mines & Energy Committee in Parliament, **Hon. Emmanuel Akwasi Gyamfi** lauded the good governance practices put in place by the Management ensuring a positive turnaround of the Authority's finances. He expressed the hope that the full implementation of the Energy Sector Levy and other mechanisms by the government would tremendously transform the books of the Authority.



Board Chairman and Chief Executive on the high table

Presenting the operational performance of the Authority, Chief Executive of the **VRA, Mr. Emmanuel Antwi-Darkwa**, assured that the **VRA** would enforce strict fiscal discipline, to ensure we become a financially sound organisation, capable of operating effectively within our own resources. He reiterated, "We would rigorously align our activities to the Financial Recovery Programme under the "BRAISE", which is our strategy for the "NEWVRA".



A cross section of participants of the event

Present at the event were the Chairman of the State Enterprises Commission and officials from the Ministry of Finance, Energy Commission, GRIDCo, NEDCo, VRA, and MGI Oak, Auditors of the Authority's Consolidated and Separate Financial statements.

THE VRA HOLDING COMPANY



The Volta River Authority has, since 1961, provided electrical energy for industrial, commercial and domestic use in Ghana. Starting with a generation capacity of 588MW from the Akosombo hydro dam, VRA now generates close to 2,600MW from its hydro, thermal and solar plants.

The VRA has in addition to power generation, non-power business (investments), and seeks to grow to a Multi-Business Holding Company with subsidiaries and affiliates in its:

- Hydro Business
- Hospitality
- Thermal Business
- Medical Services
- Renewables
- Lake Transportation
- Education
- Property Management

For more information and investment opportunities, please contact:



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