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PROJECT MANAGEMENT QUOTE
"One of the true tests of leadership is the ability to recognize a problem before it becomes an emergency." - Arnold Glasow

EDITORIAL
Respect towards the time of our team members should be a trait of every project manager and leader. Being a leader also extends to how you treat the time of your team members.

Team members may always have a lot of tasks on their plate. These might range from the actual work needed to create the product, to the creation of status reports, as well as the added on responsibilities of being assigned as a risk owner.

Being time conscious towards our team members can be seen from the smallest acts. For instance, do we apologize for starting meetings late, or do we treat it as a norm? There is a trend to be fashionably late. That is when we do not want to be the first person at a meeting. This is wrong. If a meeting is due to start at a given time, then it should start at the said time.

If we as project managers display a total lack of respect towards the time of our team members and colleagues, then this would not bode well for our projects. Consistent lateness, apathy towards the availability of our colleagues, inconveniencing your team members and wasting their time are not worthy of our esteemed profession.

The message you are sending subconsciously sending out is that your time is more important than theirs. Put simply, be mindful towards the time of others.

— By Anthony Eli Agbenu
PROJECT SITE VISIT

We are pleased to inform you of a visit to the Tema Harbour expansion project site on Saturday 12th October 2019. It promises to be exciting as it's going to give project managers first-hand experience to some project management skills put to work. The chapter is organizing a bus for the trip, so kindly register your interest with the following coordinators.

- Safia - 0548949286
- Anthony - 0241407600
- Joseph - 0201142092

Thank you

PMI GHANA ELECTIONS

Nominations are hereby open from August 10 2019 to September 14 2019 for suitable candidates to apply for the following upcoming vacant positions which will take effect from January 1st 2020

- Vice President, Finance
- Vice President, Events
- Vice President, Marketing and Sponsorship
- Vice President, Professional development
- Vice President, Outreach
- Vice President, Membership

Please visit the voting section under the Events menu on our website (pmi-ghana.org) to download the nomination forms, Fill out the form, attach your CV, application letter and email to nominationcomm@pmi-ghana.org no later than midnight of 30th September, 2019.

ELECTION TIMETABLE

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<td>Interviews</td>
<td>15th to 18th October 2019</td>
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<tr>
<td>Online Voting</td>
<td>25th October to 25th November 2019</td>
</tr>
<tr>
<td>Announcement</td>
<td>29th November 2019</td>
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AUGUST MEETING: ENERGY THINK TANK Q & A SESSION

The August chapter meeting followed up from where the July chapter meeting ended. At the end of the July chapter meeting, there was not enough time for questions from the audience. Consequently, enough time was allocated for questions at the August meeting. The format was to have both experts present for a few minutes, followed by a round of questions at the end of both presentations.

The meeting was streamed live on Facebook for the benefit of members who were absent. The Think Tank Energy experts present were Dr. Joseph Essandor-Yeddu (the Head, Strategic Planning & Policy at the Energy Commission) and Ing. David Mensah Sackey (Energy Researcher).

First to present was Ing. David Mensah Sackey. He presented on the topic "Private Sector and Utility Scaling Delivery of Energy Service". He illustrated the energy generation mix as it currently stands between renewables, hydro and thermal sources. He also went on to explain how the energy generated is currently being used. Some of the major consumers of energy produced are the mines, VALCO, ECG and other bulk customers.

He pointed out who some of the private sector energy players (IPP) are. Some of the IPPs include Ameri, CENIT, BXC Solar, Sunon Asogli, AKSA, and CENPOWER. In order to harness the cross cutting role of IPPs, he mentioned that we need to have holistic policies. We also need innovative financing schemes for the energy infrastructure.

He spoke on the need for private sector participation in the energy sector. A few of the models that could be used with the private sector include concessions, joint ventures, production sharing agreements and service agreements. He said that we needed efficient contracts and Power Purchase Agreements (PPAs) to be signed. One of such models of PPAs that can be signed is the Take and pay contract. This is where the buyer pays standby charges if the plant is not available. Others include Take and pay and the Tolling contracts.
He gave the following advice as to what can be done to keep the private sector engaged in the energy sector:

- To target external market to supply excess energy. In this scenario we trade amongst ourselves (for example with continental power trade agreements).
- To strengthen and resource the off-taker. The off-taker here is the distribution operator, Electricity Company of Ghana (ECG).
- Have intersectoral team to structure and negotiate projects.
- Engage in joint planning of projects by sector agencies.
- Introduce competitive tendering in PPAs.

He also spoke on making sure the supply of energy is extended to the rural communities. Otherwise, what could happen is that people would migrate to the urban centers from the rural communities that lack power. Considering urban areas like Accra are already choked and that we have to contend with problems like pollution and waste, then powering rural communities is important.

The next to take the stage was Dr. Joseph Esssandor-Yeddu. He presented on the topic “Achieving a Sustainable Ghana Energy Sector”.

He explained to us how the demand sectors of the economy are broken down into three areas. These are agricultural and fisheries, commercial or services and industry. However energy experts’ breaks these three areas further down into five areas. These being the residential, industry, agriculture and fisheries, commercial or services, and transport. He enlightened us on how energy is not just electricity alone but exists in other forms as well. He went on to orient us on the different kinds of energy. These being petroleum (commonly called oil and gas), electricity, and renewables (biomass/traditional).

The stages energy flows through can be broken into generation, transformation and then distribution. The terms are slightly different per the different types of energy. For example, the petroleum sector might say transportation and not transmission as those within the electricity sector would say. Whilst those coming from the electricity sector would say generate and not production as is common for those coming from the petroleum industry.

Common examples of renewables include wood or the charcoal, solar and wind. He informed the audience that the vision is to make Ghana Self Sufficient in energy production. The key goal is to make the energy which is produced clean, usable and sustainable. We should also be able to export the surplus energy produced. The vision within the petroleum sector is to achieve price competitive universal and easy access for sustainable and economic development to make Ghana a major exporter of power in West Africa. Some funds from the sale of power should be kept for the present and future generations.

He gave the history on why the policy makers (that is the Ministry of Energy), referees (such as the Energy Commission), sub Saharan bodies (like the West African Gas Pipeline and the West African Power Pool), regulators (such as the Nuclear Regulatory Authority), agencies (Environmental Protection Agency) boards and other stakeholders within the energy sector become necessary and were subsequently formed.
He also spoke on how the private sector come on board in energy generation. In doing this, he was able to take us through the timeline of events from the 1980s when the dam water levels went down in 1983 till when Ghana discovered oil in 2007 and beyond.

After the end of the presentation, the floor was opened for questions. The following were a few of the questions that were asked, as well the corresponding responses given by the in house Think Tank experts.

**Question (Q):** In both presentations, I never heard anything about solar. During the “dumsor” period, why as a country did we not make a policy to help us?

**Answer (A):** An example of where there are high level penetrations of solar is in nations where the grid is not as reliable. During the “dumsor” period, the demand for solar installations went up. However immediately the grid stabilized, this went down. However in other African countries, for example Uganda, Congo and Nigeria, stable power supply is not the norm. Thus, those countries, they are making high penetrations with solar. In Ghana, our solar installations is centered in and around Accra, Kumasi and Takoradi. Thus this makes solar dissemination trickier to go about.

**Q: What would be the best advice to give government when it comes to renewables?**

**A:** West Africa has more solar than wind. And the wind is not as powerful to have wind farms. This is shown when compared to places like Texas. If the wind was powerful enough, then we would not have the Sahara desert. There are already plans under way to increase the solar storage capabilities within the country. However in the past there have been policies to support solar adoption within the residential sectors.

**Q:** There is a flagship program of one district, one factory. Given that the cost of power is high, is this program already dead on arrival?

**A:** One recommendation is to have open and competitive bidding between private entities. Another suggestion is to open the tariff formulae, to know why the cost of our power is comparatively high. Our attitudes should change towards how we look at the cost of power. If we do not change our mentality, then we would not go forward.

**Q:** Currently, we do not have active net metering for residential owners. Thus, residential owners are not able to store their excess power into the grid. What is the approach to the implementation of net metering for the residential sector?

**A:** Some feel net metering would reduce the cash flow for the ECG. The argument to dispel this notion is innovation. In order to move forward, different alternatives need to be tried. Also involving the private sector could fast track this process within the residential sectors.

**Q:** What is driving Ghana's high cost of energy? Is it demand or production cost?

**A:** Some of the cost can be attributed to production cost such as the capacity charges. That is take or pay. Also the suggestion to open up the grid tariff formula would let stakeholders know of the margins that have been placed on the cost of power. When it comes to petroleum, for instance, the gas in Ghana is located at sub sea level. Thus this makes getting the gas much more expensive as compared to others like Nigeria. An audience member also disclosed that sometimes, the losses occurring in the system are factored into the tariffs. Again, when politicians do not listen to the advice of technical regulators, and put in the measures to avoid us getting into energy crisis then we find ourselves happening to pay high prices.
Mr. Stephen Yomoh educating the audience on the progress made in having certified installers

Q: If solar system is working fine, what pushes me to keep using it when the grid stabilizes, and is working fine?

A: The appetite for solar rose during “dumsor”. However, with that rise in demand for solar power, came a lot of quack installation experts. This gave some people bad experiences with solar, because of the huge numbers of quack installers prevalent at the time. These quack installers did not know of best practices when it comes to solar installations. Currently, there is new direction to certify installers. This would increase the battery life and give maximum benefit to the solar installations done towards consumers. One audience member gave information that by the close of the year, the curriculum for solar installers would be done. Also another suggestion is to have an energy mix. That is to have various sectors of the economy being supplied with a mix of energy options.

Q: Is it possible to have solar energy for rural areas? And how can we do that?

A: This has happened before. Ministry of Energy did this with places in the Ashanti region and with some of the island communities on the Volta Lake. However, this can be restarted where private entities supply power to the rural areas, and place a small tariff to be paid to government.

Q: Why has the adoption for hydro energy slowed down now that we have found thermal energy?

A: Hydro has its own environmental challenges, even China, the biggest in hydro energy has its own challenges. Additionally, climate change is taking an impact on this and has come to stay. And so water sources are drying up. Galamsey is also worsening the situation. In the future, the plan is to have hydro being multi-purpose.

Q: Why do we have a lot of the telecom masts being powered by generators and not solar in those areas with no electric power?

A: Initially, a lot of the masts were being powered by solar, unfortunately, these panels and batteries were being stolen. Hence the move was made to move from solar to diesel. Additionally, the disadvantage was that the power which comes from solar is intermittent. In the telecom industry, the availability of the service has to be always up. Additionally, the high cost of getting Lithium batteries forced the different telecommunication companies to rely on generators a lot of the time in order to guarantee the 100% reliability needed by customers.

Q: You mentioned we do not have any wind power. However in the mid-2000s, the VRA (Volta River Authority) and the energy commission did a research along the coastal areas. This showed that significant energy could be produced, what progress has been done on this?

A: The infrastructure cost as compared to the requirements for solar power is considerably much more. Additionally, it also needs a large field in order to have the wind farms which generate the power we need. Additionally, the wind power generated along the Ghanaian coastlines is not as powerful as other places like Morocco, Kenya, Mozambique, and South Africa. Thus, when deciding between wind and solar power, it is much more viable and easier to go for solar.
Q: As a beneficiary of the rooftop program, where can I go to if I need assistance?

A: Go to the website of the energy commission, you will find a list of qualified vendors.

After the last round of questions, a presentation was made to both experts by the Chapter president. A group picture was taken followed by a networking amongst members from the audience and in-house energy experts.

The full session can be view from the Facebook at https://www.facebook.com/PMIGhanaChapter/videos/391580261754407/

Additional photos from the meeting can be viewed from the address below
https://www.dropbox.com/sh/3tkyCs7pdb1w71I/AAByFAOF5U-s95OGZ_onUhsHa?dl=0

A group picture of all those present at the August 2019 chapter meeting held at the Alisa Hotel

VOLUNTEERING OPPORTUNITIES

Support the chapter by volunteering. Openings are:

1. Graphic designer and photographer
2. Administration assistant
3. Manager, marketing
4. Manager, sponsorship

Kumasi Branch

1. Branch Operations Manager
2. Sponsorship Manager

Takoradi

1. Branch Chair
2. Branch Operations Manager
3. Events and Logistics Manager
4. Sponsorship Manager

Tamale

1. Branch Operations Manager
2. Event and Logistics Manager
3. Sponsorship Manager

Sunyani

1. Branch Chair
2. Branch Operations Manager
3. Events and logistics Manager
4. Sponsorship Manager

Applications and CVs should be sent to vp.volunteering@pmi-ghana.org
NEWLY CERTIFIED MEMBER
Congratulations for joining the elite club of professionals.

NAME
Frank Owusu-Asamoah

SUMMARY OF CREDENTIAL COUNT OF MEMBERS

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<tr>
<th>S/N</th>
<th>Credential</th>
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<td>2.</td>
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<tr>
<td>3.</td>
<td>PgMP</td>
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<td>7.</td>
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<td>8.</td>
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ITEMS FOR SALE

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<tr>
<td>Car sticker</td>
<td>8</td>
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Kindly send payment to the Mobile Money Number of the Chapter (0248647965)
LEADERSHIP PROFILE

We spent time with Joseph Edusa-Eyison Jnr, a volunteer within the chapter on leadership profile for the month of August.

Can you tell us a little about yourself?

My name is Joseph Edusa-Eyison Jnr. I work at the Bulk Oil Storage and Transportation Limited (BOST) formerly as a HSE officer and currently a quality assurance officer. I had both my undergraduate and post graduate education at the University of Ghana, Legon studying Geography and history for undergraduate and Economic Policy Management for post graduate. I am a Health and Safety professional and a Project Management Professional hence being part of this noble chapter. I am also part of a music organization, Gramophone Ghana, where I am the operations manager.

What motivated you to be interested in project management?

From my days back in Secondary school, I was part of the school choir and helped to organize the choir’s anniversary. In the university, I helped the campus choir and my church youth fellowship organize various programs including camps, concerts, seminars and outreaches. While doing these things I realized organizing programmes came to me very naturally. Coincidently, when I was completing my undergraduate studies, there were a lot of discussions among friends and other people about project management, I enquired, did my research and realized that it could be applied to my organizing duties and also be a career path for me and I have never looked back.

What skills have you picked up from this project management that you can apply in other areas of your life?

All the knowledge areas and process and the life cycles contain skills that are very important and can be applied to every aspect of our lives. But these three have really struck me; scope (what needs to be done), communication (interacting with others) and stakeholder engagement (getting the buy-ins of all those that will be or can affect the project). In my daily work in BOST and Gramophone the skills from scope, stakeholder and communication are really essential to ensuring that I achieve my set goals and of course within the specified time frame.

What about challenges you often experience when managing a project?

So over the years, I have led teams to execute various programmes as stated earlier. Some of the challenges I have experienced are scope definition, building teams, communication gaps and stakeholder engagement. There were times I didn’t ensure scope was fully defined due to poor stakeholder engagement resulting in scope creep, conflicts and rework. Communication channels; who to communicate with, at what time and with what information were not respected. Lastly setting up various sub-teams to spearhead the various programmes sometimes came with the challenge of ensuring the right people are selected and they gave off their best. In all these the financial issues cannot be left out of the equation.
Who do you look up to as your role model and mentors?
By far, my dad is my role model and mentor.

What does the future hold for those involved in project management?
I think the future is very bright for the project management profession. I have read a few articles and I get the sense that the world is moving towards a project based economy. For us in this part of the world, project management is gradually catching up with organizations and governments so there is a lot of room for people with the knowledge and skills to operate. Project management isn’t all about engineering, construction or IT, so it’s important as professionals we send that message across and position ourselves properly to take advantage of anything or everything that falls within definition of a project and therefore project management skills can be applied to it. Technology and emotional intelligence is also very essential to the success we wish to see in our project management careers and other aspects of our lives. So let’s be abreast with them.

What advice would you give to those who wish to pursue project management?
As I said earlier, I’m using the skills and knowledge to organize events. Others are using it in their research and data managing businesses. So once you have the desire, please pursue it. Project Management might not be directly related to your line of work but the skills acquired can be very useful. As said earlier, there is a lot of room for project management professionals especially in our part of the world. Once you have the knowledge and skills you do not necessarily need to be an expert in a particular field or industry to be able to work as a project manager, you can enter almost any field so long as you are willing to learn. So I would encourage anyone willing to pursue it to do so. For those of us who have the PMP, let’s work hard and acquire the other certifications.

Give your own quote, to inspire others
“The smallest deed is better than the greatest intention”
John Burroughs

Any final comments
To me, project management is a way of life and can be applied to every aspect/activity we engage in. In our project management careers, let endeavor to deliver value and not just delivering on the triple constraints.
AUGUST QUIZ WINNERS

Beginning from the month of August, weekly questions were posted on the WhatsApp platforms of the PMI Ghana Chapter. The goal of these weekly questions is to keep ourselves updated and make sure we are continuously improving ourselves in the field of Project Management.

The following are quiz winners for each of the weeks in August.

### Quiz 1 winners-Monday 5th August 2019

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Abdul-Aziz Salam</td>
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<tr>
<td>Innocent Kudu</td>
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<tr>
<td>Emmanuel Djanie</td>
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<tr>
<td>Enoch Sackey</td>
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<td>Samuel Boakye Twumasi</td>
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### Quiz 2 winners-Monday 12th August 2019

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<td>Abdul-Aziz Salam</td>
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<td>Innocent Kudu</td>
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<tr>
<td>Albert Fudzi</td>
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<td>Tulika Khunger</td>
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### Quiz 3 winners-Monday 19th August 2019

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<tr>
<td>Tulika Khunger</td>
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<tr>
<td>Yaa Asare-Berkoh</td>
</tr>
<tr>
<td>Charles Raphael Nettey</td>
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<td>Freemind Dzitor</td>
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### Quiz 4 winners-Monday 26th August 2019

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<td>Abdul-Aziz Salam</td>
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<td>Mohammed Mabruk Alhassan</td>
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CALENDAR OF EVENTS

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<td>Application (Election timetable)</td>
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<td>Interviews (Election timetable)</td>
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<td>Announcement (Election timetable)</td>
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SHORT ARTICLES
Do you have short articles you want published? Please send to info@pmi-ghana.org

RENEW OR JOIN MEMBERSHIP
Send email to Info@Pmi-Ghana.Org on how to renew or become a member.

BE ONE OF OUR CHERISHED SPONSORS
For more information, please email vp.sponsorship@pmi-ghana.org.

THIS MONTH’S NEWSLETTER CONTRIBUTORS
- Jumoke Lafenwa
- Frederick Baah Oware
- Ebunoluwa (Ebun) Laryea
- Anthony Eli Agbenu

STAYING IN TOUCH
- https://pmi-ghana.org/
- https://www.facebook.com/PMIGhanaChapter/
- https://twitter.com/PMIGHChapter
- https://www.linkedin.com/groups/3955404/
- info@pmi-ghana.org