



**Project  
Management  
Institute  
Ghana**



**KEJETIA MARKET**

# PMH Hub

**JANUARY 2025**

**VOL 065**



**PROJECT MANAGEMENT INSTITUTE, GHANA CHAPTER**

*Good Things Happen When You Get Involved With PMI-Ghana Chapter*

The Project Management Institute (PMI) Ghana, the premier professional body for project, program, and portfolio management in Ghana, has sworn in its newly elected Board of Directors and President at an elegant ceremony held at the Hephzibah Christian Centre near Aburi. The event, presided over by His Honour Jonathan Odartey, a Circuit Court Judge, was marked by the administration of the Oath of Office and the Oath of Secrecy, underscoring the Board's commitment to ethical leadership, professionalism, and integrity.

In his inaugural address, President Mr. Frank Owusu-Asamoah reaffirmed PMI Ghana's unwavering commitment to its vision of globally being recognized as the hub for project management excellence and value delivery. He emphasized the Institute's readiness to collaborate with the Government, corporate organizations, and stakeholders to tackle national project challenges. With a growing membership of over 1,600 professionals holding globally recognized certifications such as PMP, PgMP, and PMI-ACP, PMI Ghana is well-positioned to drive transformative change in Ghana's project landscape.

Mr. Owusu-Asamoah highlighted the Institute's role in enhancing project management competencies across the nation, ensuring that projects are delivered efficiently, ethically, and with measurable "Our mission is to empower professionals, organizations, and governments to succeed in dynamic and complex environments. Together, we can elevate Ghana's project performance to global standards while addressing the unique challenges of our local context," he stated.

The newly elected Board has outlined a strategic focus to align PMI Ghana's activities with its vision and global best practices. Key priorities include:

### 1. Strengthening National Impact:

PMI Ghana will actively engage the Government and private sector to provide project advisory services for critical areas such as infrastructure, healthcare, education, and technology. The Institute plans to establish a National Project Management Excellence Program aimed at enhancing project success rates and delivering long-term value.

### 2. Elevating Public Advocacy and Awareness:

To broaden its influence, PMI Ghana will launch nationwide advocacy campaigns, thought leadership events, and media partnerships to demonstrate the value of professional project management in delivering sustainable development outcomes.

### 3. Expanding Capacity Building and Inclusivity:

Recognizing the need to democratize access to professional certifications, PMI Ghana will develop initiatives to make training and certifications accessible to professionals in underserved regions. Programs to support the involvement of young professionals, women, and marginalized groups in project management will also be prioritized, fostering a diverse and inclusive professional community.

### 4. Aligning Global Standards with Local Needs:

The Institute will integrate global project management methodologies - such as Agile, SCRUM, and Earned Value Management into the Ghanaian context, ensuring relevance and applicability. Blending global best practices with local insights, PMI Ghana aims to deliver innovative solutions tailored to the nation's developmental challenges.

### 5. Upholding Ethical Leadership and Governance:

Guided by PMI's Code of Ethics and Professional Conduct, the Board is committed to promoting

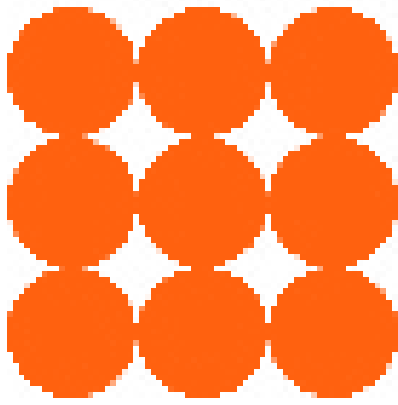
transparency, accountability, and ethical decision-making in all its activities. These values are central to PMI Ghana's reputation as a trusted partner in project management excellence.

The newly elected Board comprises accomplished professionals from diverse sectors, collectively bringing a wealth of experience and expertise to advance PMI Ghana's vision. Members include:

1. Frank Owusu-Asamoah (President)
2. Dr. Edwin Nii Obodai Provencal
3. Ms. Bridget Jumoke Yaa Lafenwa
4. ElormTsalibansah
5. Cynthia Omaboe
6. Josephine Akoto-Bamfo (Mrs)
7. Mr. Augustine Harrington-Nunoo
8. Abubakar Sulemana

The Institute remains steadfast in its mission to empower its members, provide innovative tools and resources, and establish strategic partnerships in Ghana's development agenda. With the new Board at the helm, PMI Ghana is poised to scale new heights, delivering unmatched value to individuals, organizations, and governments.

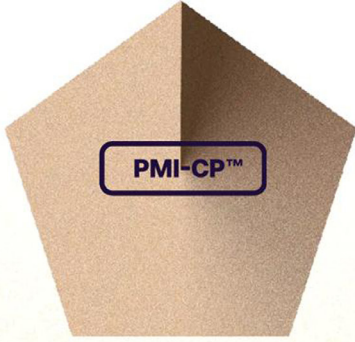





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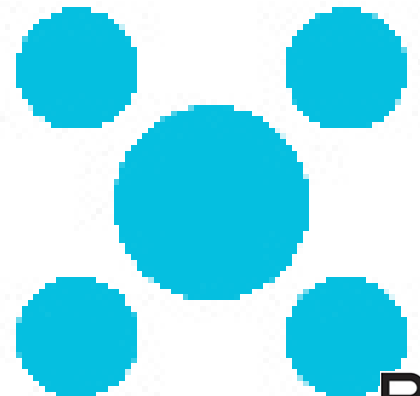
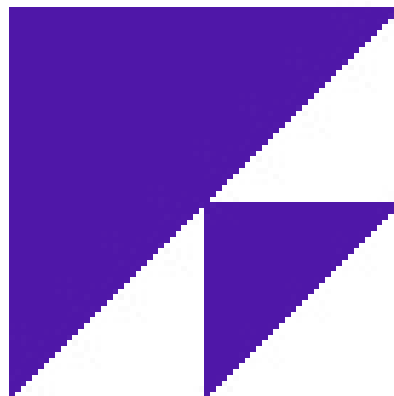
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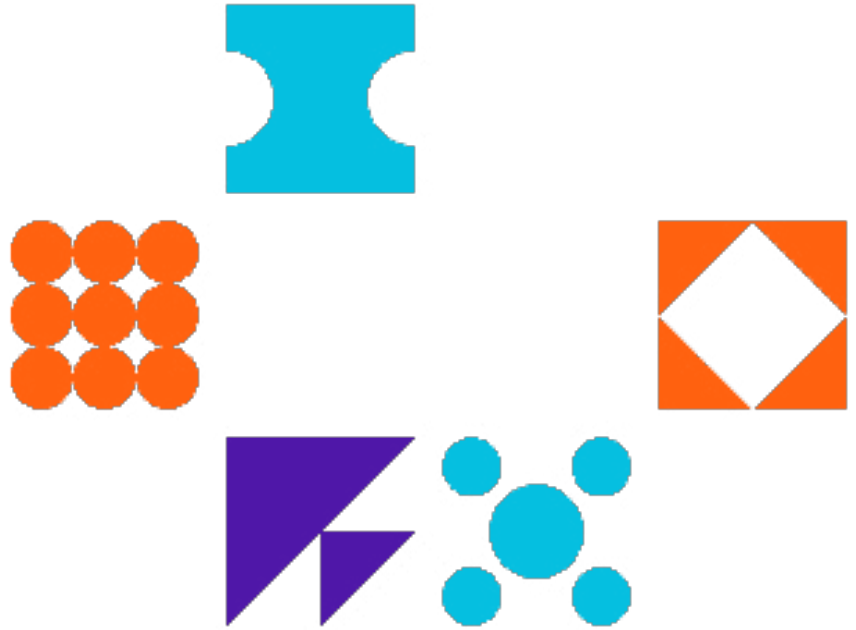


# PMI GHANA CHAPTER BOARD OF DIRECTORS

## PRESIDENT



Frank  
Owusu-Asamoah



## DIRECTORS



Augustine  
Harrington-Nunoo



Dr. Edwin Provencal



Sulemana Abubakar



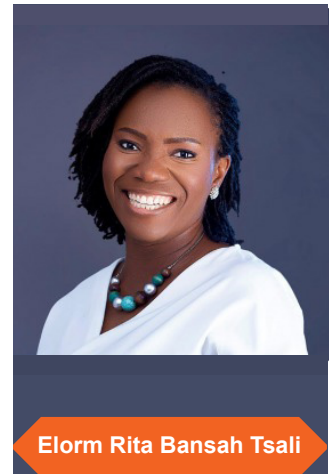
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Cynthia Omaboe



Jumoke Lafenwa



Elorm Rita Bansah Tsali

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 Project Management Institute. Ghana

## VOLUNTEERING APPOINTMENT



We wish to inform you that **CATHERINE ABAKAH** having applied and met all the requirements, has been appointed as **THE HEAD-EVENTS & PROGRAMS** for the Project Management Institute, Ghana Chapter.

Catherine is a Project Manager/ PMO at Oakwood Green Africa and was the Director of Events in the Events Portfolio of the Chapter.

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 Project Management Institute. Ghana

## VOLUNTEERING APPOINTMENT



We wish to inform you that **FRANK ATTOH-OWOO** having applied and met all the requirements, has been appointed as **THE HEAD - OUTREACH PROGRAMS** for the Project Management Institute, Ghana Chapter.

Frank is the CEO of Corporate Gifts and was the VP Outreach of the Chapter.

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 Project Management Institute. Ghana

## VOLUNTEERING APPOINTMENT



We wish to inform you that **MISS BEATRICE AMOFA BOATENG,** having applied and met all the requirements, has been appointed as **THE HEAD-MARKETING** for the Project Management Institute, Ghana Chapter.

Beatrice is a staff of BOST and is currently the President for BOST Ladies Association. Beatrice brings to the role, over 13 years of experience.

[x](#) PMIGHCHAPTER [@](#) pmighchapter [in](#) PMI GHANA [f](#) PMI Ghana Chapter 

# SUMMARY OF THE 2025 PMI GHANA AGM

The 2025 Annual General Meeting (AGM) of the Project Management Institute Ghana was held on February 7, 2025 at Alisa Hotel, North Ridge. Participation was both in-person and virtual(hybrid).

## Below are the Highlights

### Opening of the meeting:

- The meeting started as at 6pm.
- A volunteer attendee gave the opening prayer.
- The President welcomed members and introduced other guests from sister Chapters.
- The Head of Events read the 2024 AGM Minutes and the motion to accept the minutes was moved by Aseye Kwame Akpabi and seconded by Nathaniel Nartey.

### President's Address:

#### • **Introduction of current PMI Ghana Board Members and Portfolio Heads:**

Prior to 2025, Board members played a dual role, acting as directors and as portfolio heads. For the purpose of proper corporate governance, the Board has been separated from the operational team in the current approved bye-law. The December 2024 election therefore elected non-executive Board members while the operational team was appointed through the Chapter's recruitment process using the Volunteer Engagement Platform(VEP). The new bye-law makes provision for a Chief Operating Officer(COO) who would be a paid staff to spearhead the operation.

The new Board is made up of the President, Frank Owusu-Asamoah; the Immediate past president, Jumoke Lafenwa; Augustine Harrington-Nunoo; Dr.

Edwin Provencal; Josephine Akoto-Bamfo; Elorm Rita Bansah Tsali and Cynthia Omaboe.

#### • **A new Vision adopted:**

Vision: "Be the premier hub for Project Management Excellence and Value delivery, recognized globally for integrity, professionalism, competence, and high ethical standards."

**Mission:** "To Promote the practice and the profession of Project Management in a conscious and proactive manner".

#### • **Below include some highlights from the State of the chapter as at 31/12/2024:**

- o 1604 total membership;
- o Successful events year round;
  - NPMC & PMEA.
  - Professional Development Webinars
  - Agile Community Webinars
  - Project Site Tour
  - 10 Monthly Chapter Meetings were held.
  - 2 Social impact activities
  - 6 Branch meetings were held
  - 2 Akwaaba Breakfast and networking sessions
  - Career Fair at Ashesi university & Academic City University
  - Weekly Book Club review meetings
  - PMI Ghana Chapter Toastmasters club meetings every other Thursday
  - Collaborations with UCC & KNUST
  - End of Year Dinner & Membership Loyalty Awards
  - Participation in the PMI Global Summit

- o The Chapter was nominated for Chapter of the Year Award in the 1500-plus membership category.
- o Publication of members in good standing in the Daily Graphic in July.
- o Increase media visibility for the 2024 NPMC & PMEA.
- o Operationalisation of the Project Management Institute, Ghana as a professional body.
- o Development of the website/membership portal for the professional body.
- o Acquisition of data protection certificate for the professional body
- o Implementation of the procurement phase for the development of an online mentorship program.
- o Issued a comprehensive statement on the galamsey menace.
- o Issued statement to congratulate the then President-elect and Vice-President elect.
- o Approval of the new bye-laws by PMI.
- o Implemented the new bye-laws to separate the board from the operational team.
- o The president gave an overview of the financial performance indicating a healthy financial outlook.

#### • **Strategic Plan and Future Directions:**

The President outlined the strategic plan and future directions for the Chapter hinging on 5 key strategic pillars to shape the future of Project Management Institute Ghana in 2025 and beyond. The strategic plan seeks to strengthen national impact; elevate public advocacy & awareness; expand capacity building; align global standards with local needs and enhance ethical leadership & governance for all members.

**2025 Key events**

- o Annual General Meeting on Feb 7, 2025.
- o Monthly chapter meetings at the last Friday of every month.
- o Project Management EXPO.
- o Akwaaba breakfast once every quarter.
- o NPMC & PMEA from 23 – 25 July, 2025 at Aqua Safari.
- o Students outreach events in February 2025.
- o End of year Dinner and Membership Loyalty Awards.
- o Participation in PMI Global Summit Series Africa from 19 – 21 August, 2025 in Kigali, Rwanda.
- o Participation in PMI Global Summit from 12 -15 November, 2025 in Phoenix, Arizona, USA.

**Member Questions and Resolutions:**

Members were given the opportunity to ask questions, raise concerns, and propose resolutions.

**Closing Remarks:**

- Attendee members in good standing received their certificates
- There is a Call for papers for the upcoming 2025 NPMC and members are at liberty to make their submissions following the guidelines in the shared link.
- The President thanked all present in-person and online for their participation and support.
- A volunteer attendee gave the closing prayer.
- The meeting was adjourned as at 8:30pm.



# THE GHANA NATIONAL CATHEDRAL:

## Vision, Challenges, And Critical Project Management Considerations

### Introduction

The Ghana National Cathedral project has been one of the most high-profile infrastructure undertakings in the country in recent years. It is intended to develop an interdenominational Christian worship center that showcases Ghana as a society dependent on God. It is meant to be a practical expression of “a society whose aspirations are hinged on God” and reflects Ghana’s status as a predominantly Christian nation (National Cathedral of Ghana, 2024). The project was conceived by President Nana Akufo-Addo as a personal pledge to God during the 2016 election campaign. He promised to build a national cathedral to “thank God for His blessings, grace, favor, and mercies on the nation of Ghana” (Mensah, 2023). The cathedral, envisioned for inauguration in June 2024, was conceived as a space for national Christian worship, unity, celebration and “to serve as a venue for formal state occasions of a religious nature, such as the inauguration of Presidents, State Funerals, National Thanksgiving Services, etc.” (Mensah, 2023).

However, its execution has been fraught with uproar, raising fundamental questions about planning, governance, financing, and stakeholder engagement considerations. The numerous controversies surrounding this noble religious and cultural heritage project raise questions about the reflections made during the structuring and planning phase. This article examines the key project management considerations related to the Ghana National Cathedral, highlighting lessons that can be drawn for large-scale national projects.

### Features of the Project

- **Location:** The Cathedral is situated in Accra, near the State House, reflecting its role in national life. The project occupies 14 acres of state lands stretching from the Ridge roundabout to the Parliament/State House. Nearby national landmarks include the Accra International Conference Center, Electoral Commission head office, Ministry of Communications and Digitalization, Maritime Authority, Ministry of Foreign Affairs Annex, and the Accra Sports Stadium.
- **Architecture:** The design is led by the renowned Ghanaian-British architect Sir David Adjaye, known for blending African architectural themes with modern design. The architecture is rooted in African culture and Ghanaian heritage, drawing inspiration from chieftaincy symbols. The design communicates the cathedral as not only an ecclesiastical structure but also an expression of faith, rooted in Christian architectural principles.
- **Facilities:** The project features a 5,000-seat auditorium expandable to 15,000, chapels, a 10,000-square-meter Bible Museum, a Biblical Garden showcasing vegetation from the Bible, and a training center. It also aims to house a center for national reconciliation and includes a 450-square-meter children’s area for activities, exhibits, and Bible-related storytelling for young visitors.

### Current Status

As of recent updates, the project has experienced delays due to funding challenges and controversies. No major work has been done on the cathedral for almost thirty-three months. Efforts to raise funds through local and international contributions, including fundraising events and appeals to churches in Ghana and the diaspora, have faced challenges.

The project has encountered significant criticism over its funding, timing, and ownership structure. Initially presented as privately funded, reports of government allocations to the project raised concerns about priorities, especially considering Ghana’s economic challenges. Critics argue that public funds could be better directed toward pressing needs like healthcare, education, and infrastructure.

A total of \$58,141,509.52 has been released for the project as of 2022, funded by taxpayers. This excludes contributions by individuals, churches, and other groups. This amount was used for activities such as designs, consultancy services and construction. However, a report from RIBADE JV, contractors for the project, revealed that

only 37.9% of the funds were allocated for construction activities, raising questions about the use of the remaining funds. The total contract value of the design and consultancy services by Adjaye and Associates is \$21.4 million. And the total contract value for the construction awarded to RIBADE JV Company Limited is \$312,394,049.53 (CHRAJ, 2024).



# THE GHANA NATIONAL CATHEDRAL:

## Vision, Challenges, And Critical Project Management Considerations

The project also involved demolishing private and public properties, including judges' residences and the passport office, sparking public outcry over the planning processes and compensation. Some affected property owners have pursued legal action, demanding compensation. Alternative accommodations were secured for the judges at a cost to the state (Mensah, 2023) and the relocation of the Ridge passport office cost the state some \$9.2 million.

### Critical Project Management Considerations

The National Cathedral project as a monumental undertaking requires meticulous planning, coordination, and execution. Key project management considerations such as ensuring alignment with stakeholders' expectations, establishing a robust governance framework, managing financial resources effectively, and adhering to timelines and quality standards seemed to be challenged.

### Stakeholder Engagement

The contentions surrounding the project suggest that key stakeholders may not have been properly engaged during its development. Stakeholder engagement is crucial for successful planning, implementation, and delivery, especially for projects involving diverse interest groups. Effective engagement:

1. Builds Consensus and Support: Aligning interests and securing legitimacy for the project.
2. Enhances Transparency and Accountability: Building trust through open communication between project leaders and stakeholders.

3. Secures Funding and Resources: Demonstrating a well-planned and inclusive project attracts support from donors and other stakeholders.

Initially perceived as a private pledge and project by President Akufo-Addo, the narrative later shifted to being a public initiative. Even then, minority members of the 8th Parliament, representatives of the people, claimed they don't have the funding details for the project, leading to a censure motion against the finance minister. An early and consistent stakeholder engagement could have fostered understanding and garnered the support needed to deliver the project.

### Project Cost & Funding

The project's cost escalated significantly, from \$100 million in 2018 to an estimated \$400 million by 2022. While some scope elaboration occurred, the 400% increase is notable. This cost excludes compensation for the demolished properties and the cost of relocating the passport office which added to the financial burden on the state. The funding mix, reliant on private donations and government's "seed money," also raises concerns about sustainability for such a large capital project.

Comparisons with similar projects highlight this high cost. For example:

- The Washington National Cathedral cost \$65 million and was entirely privately funded.
- The Basilica of Our Lady of Peace in Yamoussoukro cost \$200 million, funded privately by President Félix Houphouët-Boigny.
- The National Ecumenical Centre in Abuja cost

\$30 million and was privately funded.

Within Ghana, churches like the Perez Dome and Royal House Chapel International have similar seating capacities but were constructed at lower costs. These comparisons suggest that the National Cathedral's total cost may be disproportionately high for the intended scope and Ghana's economy at this time.

### Project Location

The cathedral's location near key national landmarks poses logistical challenges, including traffic management and air pollution. The Accra International Conference Center, Parliament House, and Accra Sports Stadium are within a 1-kilometer radius, creating potential congestion during concurrent events. The August 2019 architectural and engineering contract between the Office of the President and Sir David Adjaye & Associates included a Traffic Impact Assessment (Opoku-Mensah, 2022) and it will be interesting to see the details of the report. Cathedrals, generally, attract large crowds, including domestic and international tourists (Dept. for Communities & Local Gov't, 2017) and the National Cathedral is expected to draw 400,000 visitors annually and become a major tourist attraction (Asare, 2022).

Strategically, capital projects like the cathedral can catalyze local economic growth by creating jobs in construction, administration, and tourism while stimulating the development of supporting infrastructure such as hotels, transport, and eateries. To maximize its impact, the cathedral's location should balance accessibility with economic expansion by situating it in a developing area. A

# THE GHANA NATIONAL CATHEDRAL:

## Vision, Challenges, And Critical Project Management Considerations

historical precedent is Ghana's first President, Dr. Kwame Nkrumah, who chose Kitase near Aburi for the Peduase Lodge (a presidential retreat center) in 1959, although Accra had plenty unused land, to boost the Akwapim Ridge's economy, expand security operations, and enhance road connectivity between Accra and the Ridge (Daily Graphic, 2013). Today, Kitase has seen remarkable development, illustrating how strategic location choices can spur regional growth and development.

### Project Governance & Leadership

Effective governance and leadership are crucial to the success of the National Cathedral project, ensuring accountability, strategic alignment, and smooth decision-making. Strong leadership builds stakeholder trust, while governance structures mitigate risks and optimize resources.

President Akufo-Addo inaugurated a 13-member Board of Trustees on January 13, 2017, comprised of leading clergy. Following the National Cathedral's registration as a company in 2019, this Board of Trustees, appointed in their individual capacities rather than as institutional representatives (Opoku-Mensah, 2022), became the directors of the National Cathedral Company.

For a project of this scale, the leadership team, trustees and administrators, must possess diverse skills. Trustees need strategic vision, financial oversight, and expertise in risk management, while administrators must excel in project execution, stakeholder engagement, and operational

management. The \$400 million National Cathedral project is not solely a theological endeavor that needs an all-clergy leadership. It is a major enterprise that involves marketing, innovative fundraising, and effective management of the structure and therefore requires leadership beyond the clergy. This should include professionals in finance, legal, marketing, project, operations and procurement management.

This has been forcefully underscored by the findings of the Commission for Human Rights and Administrative Justice (CHRAJ) in their November 2024 report on the project, which highlighted procurement breaches, administrative lapses, and violations of corporate governance principles (CHRAJ, 2024). Making financial decisions for such a large project without proper documentation is problematic and a broader leadership team will greatly ensure project success as they balance innovation with tradition and prioritize regulatory compliance, financial sustainability, spiritual and cultural significance.

### Conclusions and Recommendations

The Ghana National Cathedral project represents a noble vision of faith and national unity but has faced significant challenges. A more inclusive and transparent approach to planning and execution could address many of these challenges and ensure that the project achieves its intended spiritual, cultural, and economic objectives.

The new government has an opportunity to decide the fate of this project—whether to continue,

repurpose, or abandon it. Globally, some cathedral projects have faced similar crossroads. These include the:

- Winchester Cathedral (Canada): Abandoned mid-construction due to insufficient funding and changing priorities.
- Sagrada Familia (Spain): Has been under construction since 1882, primarily reliant on private donations. The project had many breaks and now completion is anticipated in 2026.
- Bethlehem Baptist Cathedral (USA): Was converted into a community center following a decline in its congregation.

Key reasons for the abandonment or incompleteness of such projects typically include funding challenges (e.g., reliance on donations, limited government support), shifting societal priorities, and diminishing public or stakeholder interest.

Despite these challenges, I believe this project is worthwhile, remains a laudable initiative and should proceed with some reviews to ensure its success and long-term relevance. I recommend the following:

#### 1. Leadership

Reconstitute the leadership of the National Cathedral project to include individuals with diverse technical skills and experiences, alongside the clergy. Key areas of expertise should include legal, procurement, administration, marketing, project and operations management. The secretariat of the

# THE GHANA NATIONAL CATHEDRAL: Vision, Challenges, And Critical Project Management Considerations

National Cathedral should operate as an independent public office, detached from the Office of the President with accountability ensured through regular reporting and independent audits.

## **2. Stakeholder Engagement**

Prioritize robust engagement with all stakeholders to reposition the cathedral as a national project for the people of Ghana, not an individual's project. Emphasize unity and inclusivity to mitigate divisive perceptions, particularly in Ghana's multicultural and multifaith society.

## **3. Location**

Reassess the project's location. Consider relocating to a developing area within the capital that can benefit from ancillary development and improved traffic and accessibility. A re-evaluation of the current design may also be necessary to align with this new approach. A less crowded-use case would be more suitable for the current location.

## **4. Project Cost**

Review and optimize the total project cost to reflect current economic realities. A more affordable and publicly acceptable budget is crucial for maintaining momentum. Additionally, a phased development approach can be adopted to ensure manageable progress and sustain stakeholder confidence.

## **5. Funding**

Maintain the hybrid funding model, combining public funds, private donations, and corporate sponsorships. Strengthen private fundraising campaigns and deepen engagement with religious communities. Limit government support to specific aspects, such as land acquisition, temporary secretariat operations, and staffing, subject to parliamentary approval. Explore international support from global religious organizations, charities, and partner governments. Ensure transparency and ethical practices in fundraising, with clear documentation of funds and project progress.

## **6. Long-Term Sustainability**

Develop a comprehensive plan for the project's long-term sustainability.



Tourism will play a critical role in generating revenue, as seen with the Notre-Dame Cathedral in Paris and the Cologne Cathedral in Germany, which leverage tourism and ticketed events for maintenance and operational costs. Collaborate with travel agencies as well as Christian and cultural organizations to maximize the cathedral's tourism potential. Activities such as ticketed events, museum tours, and event space rentals will ensure continuous revenue streams and the cathedral's ongoing relevance.

By addressing these areas, the National Cathedral can achieve its goals while aligning with national interests and public confidence.

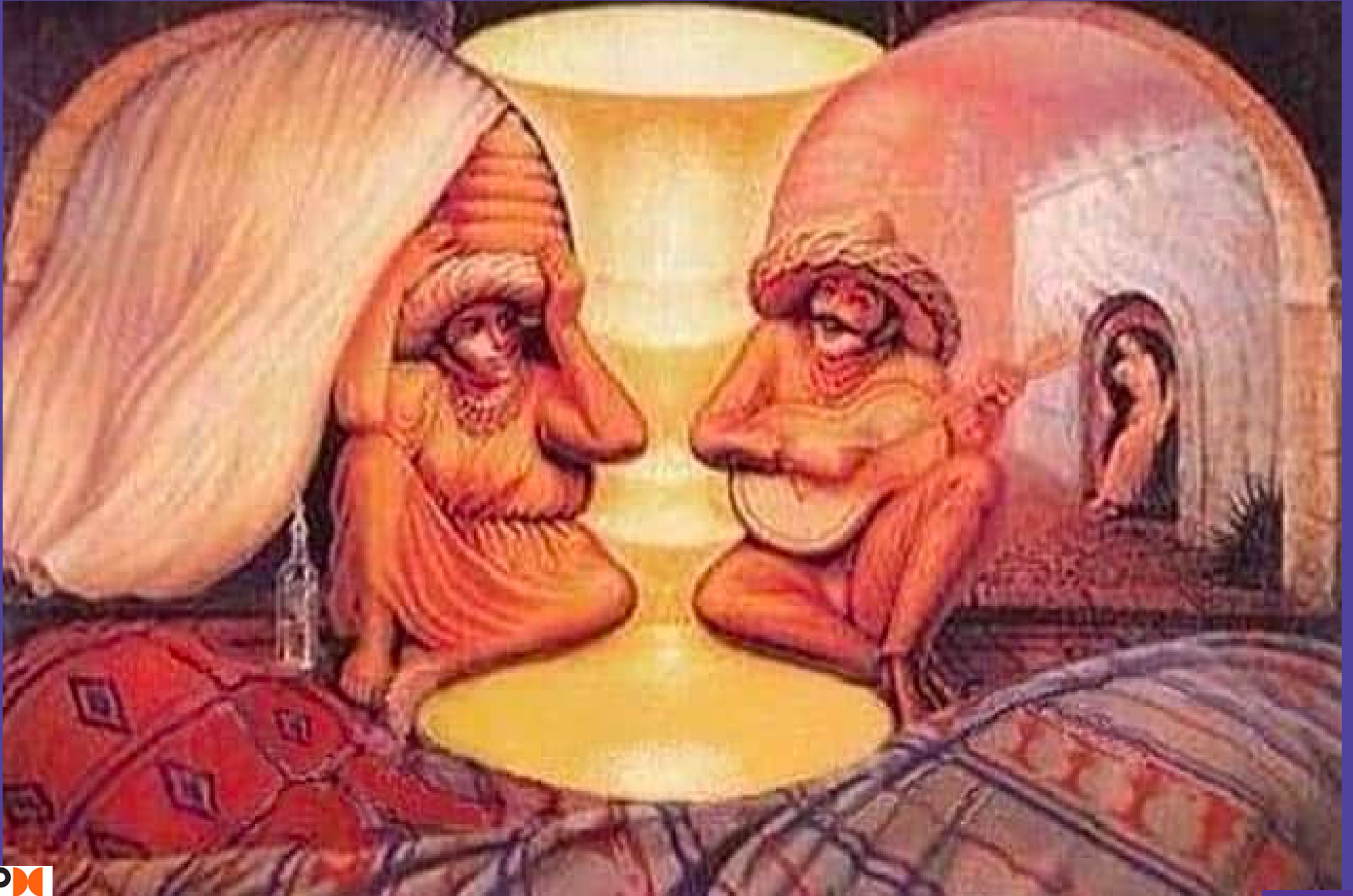
## **Percy A. Antwi-Agyei**

*The writer: Engineer, Project Management Consultant, Development Finance & Investment Analyst, Entrepreneur.*

*Contact: [percy@grip360ltd.com](mailto:percy@grip360ltd.com) | [percy925920@gmail.com](mailto:percy925920@gmail.com)*



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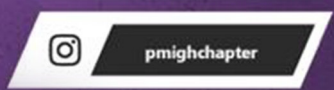
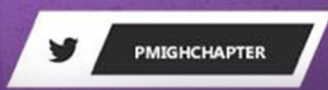
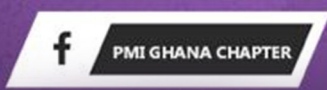
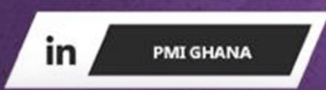
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**CONTACT: MANUELA: 0302955428 / FRANK: 0243160831**





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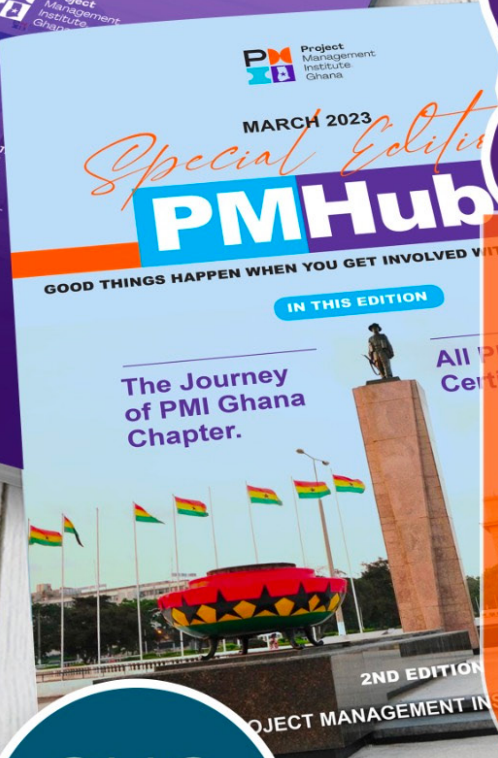
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Please the following items are available at the Chapter Office. Kindly get in touch with Manuela on 0302955428 if you are interested. Thank you.





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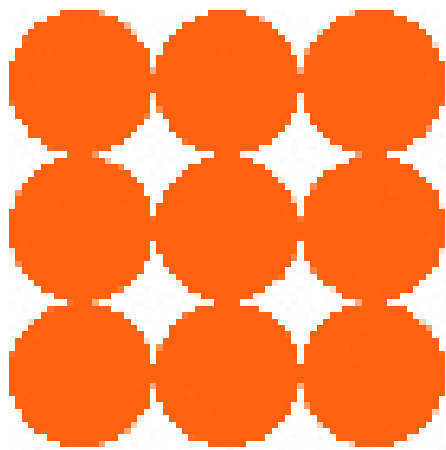
## PMHUB SPECIAL EDITION

PMI Ghana Chapter Office  
5th Floor, Gulf House Accra  
Tel: 0302 955 428

**PAYMENT OPTIONS**

CHAPTER MTN MOMO  
**0248647965**  
NAME: PMI GHANA

Bank Name: **GT Bank**  
A/C Name: **PMI Ghana**  
A/C No: **206105438110**  
Branch: **Labone**





MEMBERSHIP AS OF JANUARY 31, 2025

1,635

RETENTION:

74.58%



## MEETINGS IN FEBRUARY 2025

Every Tuesday,  
7:30 PM – 8.30 PM GMT

PMI-GH Weekly Book Review  
**1.0 PDU**

Every Wednesday  
7:30 PM – 8.30 PM GMT

PMI-Gh Learn French in  
Project Management **1PDU**

**First and Third** Thursdays  
of the the month,  
7:30 PM – 8.30 PM GMT








PMI-GH Toastmasters Club  
**1.5 PDUs**

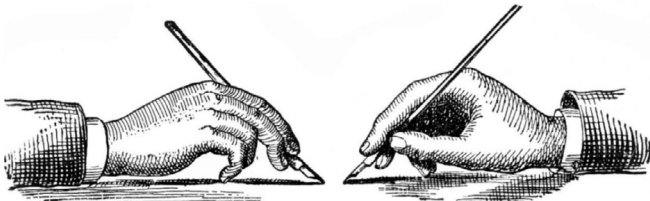
Every last Friday of the month  
5:30 PM - 8:00PM

PMI Ghana Chapter meeting  
**2.0 PDUs**

Click here to visit the calendar for the Chapter.  
<https://pmi-ghana.org/events/view-event-calendar>

## PMI GHANA DIGITAL PLATFORMS

-  [info@pmi-ghana.org](mailto:info@pmi-ghana.org)
-  <https://pmi-ghana.org/>
-  <https://www.facebook.com/PMIGHanaChapter/>
-  <https://twitter.com/PMIGHChapter?s=09>
-  <https://www.linkedin.com/company/34587641/>
-  <https://www.youtube.com/watch?v=ytmZaz-MMMQ>
-  <https://instagram.com/pmighchapter?igshid=tgba2j20hfvn>



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