



Project  
Management  
Institute  
Ghana

# PMHub

**AUGUST 2023**

GOOD THINGS HAPPEN WHEN YOU GET INVOLVED WITH PMI-GHANA

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GHANA'S COCOA



PROJECT MANAGEMENT INSTITUTE, GHANA

# NAVIGATING TURBULENCE: INSIGHTS ON PROJECT MANAGEMENT IN GHANA

by Joe Jackson, Speaker at PMI August Chapter Meeting

In the dynamic field of project management, the ability to adapt to the ever-changing economic landscape is a critical skill. Successfully steering through turbulent economic times speaks to the resilience and effectiveness of project management strategies. This newsletter brings you the highlights from a recent presentation at the Project Management Institute, Ghana Chapter August Meeting, shedding light on how project management in Ghana is being influenced by the current economic scenario.

## Economic Snapshot

As of December 2022, Ghana was grappling with significant economic challenges. Inflation had surged to 13.9%, exacting a toll on the cost of living and project budgets. Moreover, the exchange rate of GHS-USD had climbed from GHC 6.00 to GHC 12.00, exacerbating financial strain for businesses and individuals alike.

The tax landscape underwent significant changes in 2023. The introduction of the E-levy and amendments to income tax, excise duty, and the growth and sustainability levy heightened financial obligations for various stakeholders. Balancing financial sustainability with successful project completion became increasingly intricate amid these shifts.

## Strategies for Resilience

- 1. Proper Resource Allocation:** In turbulent times, efficient resource allocation is paramount. Projects must be adequately funded and resourced to ensure they remain on track and meet their objectives.
- 2. Accurate Project Estimates:** Precise project estimation is the bedrock of effective project planning and budgeting. In the face of economic fluctuations, accurate estimates serve as a bulwark against unforeseen financial challenges.

- 3. Robust Risk Management:** Identifying and proactively mitigating risks are essential. A well-defined risk management strategy empowers project managers to navigate uncertainties and minimize their impact on the project.

- 4. Adaptation: Reducing Scope or Duration:** In response to economic challenges, considering adjustments in project scope or duration can be a prudent approach. This ensures that projects remain feasible and achievable within the constraints imposed by the economic climate.

## The Way Forward

The mid-year economic review for 2023 painted a gloomy picture, with worsened macroeconomic parameters. Challenges such as increased wages and salary expenditure, stubborn inflation, and the ineffectiveness of monetary tools were highlighted. The pressure is expected to mount after September, and high inflation continues to strain the economy.

In this tumultuous environment, it is crucial to remain vigilant and agile. Cost reduction and careful management of USD-denominated costs are emphasized. Borrowing should be approached cautiously, and strategies to mitigate identified risks must be swiftly implemented.

## Final Thoughts

In the words of the ancient Chinese military general, strategist, and philosopher Sun Tzu, "In the midst of chaos, there is also opportunity." Embracing change, enhancing adaptability, and employing strategic project management approaches will pave the way for success even in turbulent economic times.

Joe Jackson concluded by challenging Project Managers to forge ahead, armed with insights and resilience, to tackle the challenges and seize the opportunities that lie ahead in the realm of project management.

# 14TH AKWAABA BREAKFAST & NETWORKING MEETING

The PMI Ghana Chapter recently held its 14th “Akwaaba” breakfast orientation and networking event at the Coconut Groove Hotel in the month of August 2023. The event, which welcomed new members, is dubbed “Akwaaba” which means “Welcome,” and the event lived up to its name, giving attendees the opportunity to connect with others who share similar professional aspirations.

One highlight of the event was the presentation competition, which featured four teams presenting on unique topics. The PMI Ghana Chapter Toastmasters Club assessed each team based on criteria such as presentation, content, logical presentation of ideas, use of project management

skills/concepts, and timing.

The event demonstrated the value of getting involved with PMI Ghana Chapter. Not only did attendees have the chance to network and learn from one another, but they also got to showcase their skills and compete in a friendly environment. They were also awarded with certificates of membership.

The PMI Ghana Chapter’s “Akwaaba” breakfast meetings provide a fantastic opportunity for new members to get acquainted with the chapter’s community and to start building meaningful connections.



# Editorial

## Tap into domestic gas resource

**A**chieving the energy goals of Ghana's 10th National Development Policy Framework (NDPF) will require tapping into the country's vast natural gas resources.

Current natural gas production of 1.5 billion cubic feet per day (bcfd) is insufficient to meet the country's growing demand for gas, particularly in the industrial and power sectors.

The Ministry of Energy, in collaboration with the Petroleum Commission, is working to streamline the regulatory process for gas production and distribution.

Key challenges include the need for more investment in gas infrastructure, particularly in the upstream sector (exploration and production), and the need to improve the efficiency of gas distribution networks.

The Ministry is also working to attract foreign investment in the gas sector. This includes providing incentives for exploration and production activities, and streamlining the regulatory process for gas production and distribution.

Another key challenge is the need to improve the efficiency of gas distribution networks. This includes investing in gas pipelines and gas processing facilities.

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## Participation in DDEP II impressive

**I**n Ghana, the second round of the Domestic Demand Enhancement Project (DDEP II) has concluded, marking a significant milestone in the country's economic development.

The Ministry of Economic and Planning has reported that the project has successfully implemented various initiatives aimed at stimulating domestic demand and creating jobs.

Key achievements include the successful completion of infrastructure projects, the launch of new businesses, and the implementation of various social welfare programs.

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## Abraham AGURIBA

Executive Director, Ghana Energy Commission  
 and, Deputy Managing Director, Ghana Energy Commission

# Green project financing

### - Challenges and way forward

**T**he world is witnessing a significant shift towards green project financing, driven by global climate change concerns and the need for sustainable economic growth. In Ghana, this shift is gaining momentum, with various stakeholders recognizing the importance of green project financing in achieving the country's development goals.

Green project financing refers to the provision of financial resources for projects that have a positive environmental and social impact. This includes projects in the renewable energy, water, and waste management sectors, among others.

One of the key challenges in green project financing is the lack of standardized definitions and metrics. This makes it difficult for investors and lenders to compare and evaluate different green projects. Additionally, the high upfront costs of green projects, particularly in the renewable energy sector, often deter private investors.

Another challenge is the limited availability of green project financing products in the Ghanaian market. While there are some green project financing products available, they are often limited in scope and scale. This is particularly true for small and medium-sized enterprises (SMEs) that are often the primary beneficiaries of green project financing.

Despite these challenges, there are several ways forward. First, there is a need for greater collaboration between the public and private sectors. This includes the development of green project financing products that are tailored to the needs of SMEs. Additionally, there is a need for greater transparency and accountability in green project financing, particularly in the area of environmental and social impact reporting.

Secondly, there is a need for greater awareness and education about green project financing. This includes providing training and technical assistance to potential green project developers. Additionally, there is a need for greater support from the financial institutions, particularly in the area of risk management and collateral requirements.

Finally, there is a need for greater policy support. This includes the development of green project financing incentives, such as tax breaks and grants. Additionally, there is a need for greater regulatory support, particularly in the area of environmental and social impact reporting.

By addressing these challenges, Ghana can unlock the full potential of green project financing, contributing to the country's sustainable economic growth and environmental protection.

Thirdly, there is a need for greater risk management. This includes the development of green project financing risk management frameworks that are tailored to the specific risks of green projects. Additionally, there is a need for greater support from the insurance industry, particularly in the area of green project financing risk insurance.

Fourthly, there is a need for greater data collection and analysis. This includes the development of green project financing data collection and analysis frameworks that are tailored to the needs of green project developers and investors. Additionally, there is a need for greater support from the research and consulting industry, particularly in the area of green project financing data collection and analysis.

By addressing these challenges, Ghana can unlock the full potential of green project financing, contributing to the country's sustainable economic growth and environmental protection.

Information and Communications Technology (ICT) is playing a crucial role in the development of green project financing. This includes the use of ICT in the development of green project financing products, the provision of green project financing services, and the collection and analysis of green project financing data.

ICT is also playing a crucial role in the development of green project financing risk management frameworks. This includes the use of ICT in the development of green project financing risk management frameworks that are tailored to the specific risks of green projects. Additionally, there is a need for greater support from the insurance industry, particularly in the area of green project financing risk insurance.

ICT is also playing a crucial role in the development of green project financing data collection and analysis frameworks. This includes the development of green project financing data collection and analysis frameworks that are tailored to the needs of green project developers and investors. Additionally, there is a need for greater support from the research and consulting industry, particularly in the area of green project financing data collection and analysis.

By addressing these challenges, Ghana can unlock the full potential of green project financing, contributing to the country's sustainable economic growth and environmental protection.

## Demand-side challenges of green project financing in Ghana

High initial cost and long payback periods are the primary demand-side challenges of green project financing in Ghana. This is particularly true for small and medium-sized enterprises (SMEs) that are often the primary beneficiaries of green project financing.

The high initial cost of green projects, particularly in the renewable energy sector, often deters private investors. Additionally, the long payback periods of green projects, particularly in the renewable energy sector, often deters private investors.

Another demand-side challenge is the limited availability of green project financing products in the Ghanaian market. While there are some green project financing products available, they are often limited in scope and scale. This is particularly true for SMEs that are often the primary beneficiaries of green project financing.

High interest rates and limited collateral are also demand-side challenges of green project financing in Ghana. This is particularly true for SMEs that are often the primary beneficiaries of green project financing.

High interest rates often deters private investors. Additionally, limited collateral often deters private investors. This is particularly true for SMEs that are often the primary beneficiaries of green project financing.

By addressing these challenges, Ghana can unlock the full potential of green project financing, contributing to the country's sustainable economic growth and environmental protection.

**Supply-side challenges of green project financing in Ghana**

The limited availability of green project financing products in the Ghanaian market is a key supply-side challenge. This is particularly true for SMEs that are often the primary beneficiaries of green project financing.

The high upfront costs of green projects, particularly in the renewable energy sector, often deters private investors. Additionally, the long payback periods of green projects, particularly in the renewable energy sector, often deters private investors.

Another supply-side challenge is the limited availability of green project financing products in the Ghanaian market. While there are some green project financing products available, they are often limited in scope and scale. This is particularly true for SMEs that are often the primary beneficiaries of green project financing.

High interest rates and limited collateral are also supply-side challenges of green project financing in Ghana. This is particularly true for SMEs that are often the primary beneficiaries of green project financing.

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By addressing these challenges, Ghana can unlock the full potential of green project financing, contributing to the country's sustainable economic growth and environmental protection.



# Aligning Project Management and Project Finance processes for successful project delivery.

By Joanna AGYAPONG-AGYARE

The world was created by a number of projects executed with specific requirements that generated some outcomes within certain time limits. You and I are some of the outcomes of these projects. I like to refer to the process as the Creation Program with the Creator as the Program Manager, who manages the related projects and activities in a coordinated manner. The outcome of well-managed projects is the world we live in. The point here is projects and project management have been the foundation of the world and continue to be relevant in ensuring continuity of our world.

Every project has a budget, and this budget is funded either internally or externally. This is what project finance is about. And is there any relationship between project management and project finance? This article explores the processes of project management and project finance and how to align these processes for successful project delivery. The intention of the writer is to simplify the principles and the processes to a level that can be appreciated by readers with little or no knowledge of both concepts.

## Project and Project Management Process

According to the world's leading organisation on project management, Project Management Institute (PMI), a project is "a temporary endeavour undertaken to create a unique product, service, or result." PMI defines Project Management

as "guiding project work to deliver intended outcomes". In other words, it is the management of the work involved in ensuring that the objectives of a project are achieved. Projects are managed through well-established processes which the Project Management Book of Knowledge Sixth Edition (PMBOK 6) groups under five broad headings. Within the five process groups are forty-nine processes detailing the activities required under each process for a successful project delivery. Space will not allow us to discuss the processes in detail, but a summary has been provided below.

**Initiating** – Project identification and selection, defining the project purpose. The two processes under this are Develop Project Charter and Identify Stakeholders. The Project Charter spells out the scope and objectives of the project. It also lists all the stakeholders of the project who need to be engaged and gives authority to the Project Manager.

Click here to read more: <https://thebftonline.com/2023/08/22/aligning-project-management-and-project-finance-processes-for-successful-project-delivery/>



# GHANA NATIONAL GAS COMPANY'S TRANSITION TO LOCAL CONTENT ENGINEERS: A CASE STUDY IN CHANGE MANAGEMENT

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## Introduction

Ghana discovered significant amounts of hydrocarbon in the Western Region under President John Agyekum Kuffour by 2007. It was not until 2010, during President John Evans Atta Mills' tenure, that commercial oil production began at the Jubilee Fields. Realising the potential of oil and gas to drive economic growth, the Ghanaian government formed the National Gas Development Task Force in 2011 to maximise the benefits of this natural resource.

The Petroleum Commission of Ghana was created by an Act of Parliament in 2011 (Act 821) to regulate, manage petroleum resources, and coordinate upstream petroleum sector policies. The Ghana National Gas Company was also formed and incorporated in July 2011 to handle the transportation and marketing of natural gases based on the recommendations of the Task Force.

The Government of Ghana, with the support of the Bank of Ghana, the Ministry of Finance and Economic Planning, and the Ghana National Petroleum Corporation (GNPC), secured a loan of \$850 million from the China Development Bank for the Western Corridor Gas Infrastructure Development Project

Phase One. Ghana also contributed \$150 million towards the project. The loan repayment period was set at 15 years. Unipecc Asia, a subsidiary of Sinopec, entered into an off-taker agreement with the GNPC, pledging to lift 13,000 barrels of crude oil per day and deposit the proceeds into a debt service escrow account.

The Chinese government selected Sinopec as the main contractor for the Western Corridor Gas Infrastructure Development Project. The first phase, which involved constructing a gas processing facility with a capacity of 150 mmscfd, was completed in April 2015<sup>2</sup> and was commissioned in November 2015. The second phase, including front-end engineering and design, started in June of the same year. The Atuabo tie-in, currently connected to the Aboadze power plant in Takoradi, generates approximately 600 MW of power for the country.

## Analysis Of The Organisation's Readiness For Change

The ability of an organisation to develop and implement appropriate organisational changes to constantly adapt to its environment<sup>3</sup> constitutes the organisation's change capacity, while its members'

beliefs, attitudes, and intentions regarding the extent to which changes are needed, and the organisation's capacity to make those changes successfully makes up the readiness for change within the organisation. Readiness for change, however, embodies the perception toward the change, trust and respect, vision for the change, change initiative, management support and how the organisation manages the change process.

Drawing an understanding from the above pieces of literature, one is not far from right to say that analysing Ghana Gas from its very onset and setup, guided and governed by the Petroleum (Local Content and Local Participation) Regulations 2013 (L.I. 2204)<sup>5</sup>, has been ready and waiting for the change in its human resources within the technical operations to be occupied by Ghanaians upon successfully training and recruiting qualified local workforce otherwise referred to as local content.

Local content, per the interpretation of the Petroleum Commission of Ghana, is the quantum or percentage of locally produced materials, personnel (this analysis emphasises personnel), financing, goods and services rendered to the oil industry, and which can be measured in monetary terms.

The successful replacement of Chinese expatriates with local engineers, as discussed in the Implementation section, is not surprising considering the organisation's commitment to its operations from the beginning. This commitment is evident in how they have followed through with the different elements of L.I. 2204.

### **Purpose And Type Of Change**

To achieve sustainability, Ghana Gas aims to maximise profitability, develop a highly trained local workforce, and prioritise safety. The company focuses on generating surpluses to accelerate the growth of Ghana's oil and gas industry. By leveraging the expertise of Chinese expatriates while training locals, Ghana Gas aimed to position itself as a player in the industry. The company also emphasises safety as its top priority, with a "Stop Work Authority" to address unsafe acts or conditions.

The above principles ensured that Chinese engineers remained at the Atuabo plant to manage critical technical and operational aspects until local

engineers were capable. The goal is to prioritise safety, quality, and environmental protection while preserving the company's reputation. Although costly, this strategy is necessary to avoid a shortage of skilled workers in the hazardous sector. Over four years, the company gradually replaced the Chinese engineers.

The outlined principles support the original goal of keeping expatriate engineers in charge of the Atuabo plant's technical and operational aspects until local staff could take over with maximum safety and quality. Despite the \$3.5 million per month spent on salaries for the 52 expatriates, this strategic move ensured the company's reputation, asset security, and adherence to industry and environmental standards. The proactive strategic succession plan was implemented incrementally and progressively over four years to prevent a shortage of skilled workers in this high-risk industry.

Skills development through learning from experts, mentorship, and training to ensure the smooth functioning of Ghana Gas was crucial to prioritise; this was necessary to handle the sensitive working environment and department effectively, and to minimise potential risks. The succession plan implemented to ensure continuity and growth over time was a necessity.

### **The Change Agents**

The oil and gas sector in Ghana is complex; therefore, leadership, mission, culture and structure play essential roles in the change capacity that evolve within its governance.

Key stakeholders of the oil and gas industry in Ghana include the Ghana Government, Ghana National Petroleum Corporation, Tema Oil Refinery, Bulk Oil and Storage, traditional rulers, prospective customers, lenders/investors/contractors, gas producers, and civil society organisations/non-governmental organisations. At Ghana Gas, decisions are made after extensive consultations by the executive and board of directors, and changes are communicated publicly by the chief executive through the organisation's communications officers. The organisation operates through a combination of participative and directive approaches to manage its complexities.

## The Announcement

During a gas conference in Takoradi to discuss strategic ways in which Ghana's gas resources can be maximised for national benefit, officials from the Ministry of Energy and various industry players visited the plant as part of a tour. The chief executive revealed that from March 2017, expatriate technical personnel numbering in their fifties managed the plant, but over the past four years in 2021, Ghanaian engineers received training to take over these roles. The chief executive praised the brilliance of the local content engineers and highlighted the absence of incidents since the transition.

## The Implementation

A mutual decision was made to train Ghanaian engineers to eventually replace expatriate engineers in the technical operations of the plant. Over the years, expatriate engineers had been substituted with Ghanaian-trained engineers, allowing for a gradual and progressive succession process based on their training and readiness.

The company roadmap involves implementing L.I. 2204, which aims to promote value-addition and job creation in the petroleum industry by utilising local expertise and retaining the same. The plan includes developing local capacities through education, skills transfer, technology sharing, and research programs. The corporation gives priority to qualified Ghanaians for employment and provides training opportunities.

To ensure compliance, a quarterly report is submitted to the Petroleum Commission detailing the number of new Ghanaian employment provided and training activities for the reporting period. The report forms part of a comparative analysis of the employment and training sub-plan.

According to the Petroleum Commission, if a corporation operating in the oil and gas industry in Ghana cannot employ Ghanaians due to a lack of expertise, they must make every effort to train Ghanaians in that field. The corporation is also required to submit a succession plan to the Commission for any positions occupied by non-Ghanaians, ensuring a minimum local content. The plan should include understudy periods for Ghanaians, after which they will assume the positions previously held by expatriates. The law mandates that at least 80% of executive and senior

management positions be held by Ghanaians, while middle and junior-level positions should be entirely Ghanaian-held. However, oil and services corporations can employ expatriates if there is a shortage of qualified Ghanaian workers.

To comply with regulations, Ghana Gas partnered with AECOM, an Oil and Gas Project Management Company, for technical and managerial support as part of its incremental change process from its inception. They also collaborated with training institutions in the Western Region to provide specialised training and skill transfer programs to the local community. The aim is to enhance employability and increase opportunities for residents, with a focus on inclusivity by reserving 25% of trainee positions for locals.

## Power Shifts

In the governance of natural resources and industries like oil and gas, there is intense competition for control and profits<sup>9</sup> leading to new power dynamics between different actors such as politicians, multinational companies, donor organisations, academia, local communities, civil society groups, and media<sup>10</sup>. In the case of Edo state in the Niger Delta of Nigeria, resource politics has resulted in economic development and employment opportunities for residents<sup>11</sup>. The Nigerian experience should not be disregarded in the Ghanaian context.

In Ghana Gas, the executive and board of directors hold decision-making authority, but cannot make significant organisational changes without aligning with the government, oversight institutions, local chiefs, civil society organisations, and donor organisations; this means that the power to make major decisions regarding organisational change lies in the collective agreement of multiple stakeholders.

## Conclusion and Recommendation

The decision to replace foreign engineers with local ones in the organisation has saved the country \$3.5 million in salary and benefits monthly. The change has been successful so far in implementing local content regulations in the oil and gas industry and ensuring a smooth transition within the organisation. It is recommended that management continues to invest in human capital development and involve stakeholders to achieve long-term success and overcome potential resistance.



# PROJECT SITE TOUR – OFANKOR, NSAWAM 10 LANE ROAD PROJECT



# PROJECT SITE TOUR – OFANKOR, NSAWAM 10 LANE ROAD PROJECT

Written by MANUELA AMA ASEMBI, PMP

Project Management Institute Ghana Chapter on Saturday the 19th of August, 2023 honored an invitation to tour the site of the Ofankor-Nsawam ten (10) lane road project. Rehabilitation of the Ofankor-Nswam road into a dual carriageway of 33.4km is the biggest road project in the history of Ghana of which the project manager is a Ghanaian.

Two options of transport to the location were made available; join the bus supplied by the chapter or drive to the location. A number of members who had expressed interest and registered for the activity of the day showed up at various pick up points en-route to the project office at Amasaman while others drove there. Chapter members with little to no background in construction turned up in their numbers wearing a chapter branded T-shirt with a few also in personal protective equipments.

There was a downpour from the late hours of Friday the 18th to the early hours of the Saturday morning however members still showed up in high spirit. We arrived at the Ofankor-Nsawam 10 lane road project office at 8am as agreed, and were warmly welcomed. President of Project Management Institute Ghana, Mr. Frank Owusu-Asamoah stated the purpose of the visit to which Ing Attah, a Consultant on the project responded with a welcome address.

Ing. Attah took the PMI Ghana Chapter Members round the compound showing them the machineries being used on the project. Ing Mahama took over the tour and shared a presentation with us in their conference room, the presentation was an in-depth into what the project was about, the need for it, what it entailed, challenges encountered and percentage of work completed.

Messrs Maripoma Enterprise Limited has been engaged by the Government of Ghana acting through the Ministry of Roads and Highways to undertake the Design-Build Contract while Messrs Associated Consultants Limited has also been appointed as the Engineer's Assistant to undertake the design review and supervision of the works on behalf of the Engineer which is

Ghana Highway Authority (GHA). This project was to last for 24months (20th July 2022 to 20th July 2024) however due to a number of challenges, the project will be completed in December 2024. A major challenge on this project is the buildings and waterways on the highway, although Former President John Agyekum Kuffuor ensured the lands were acquired for the future expansion of the N6, which is this project, buildings have sprung out on the government acquired land which has negatively affected the speed of the project, buildings on the Ghana government acquired land had to be demolished and waterways diverted.

A number of objectives of the project among others is to enhance economic activities; movement of goods and people to markets to facilitate regional trade and economic integration, enhance safety on the road, reduce travel time and vehicle operating cost and link several regional capital towns with the national capital, Accra. At the end of the project, there will be ten (10) pedestrian footbridges, two (2) flyovers, drainage structures, vehicular underpass just to list a few.

All questions posed were answered by Ings Attah and Mahama. There was an exchange of gifts in snack and lunch between the chapter and Ings Mahama and Attah after which we gathered for a group picture which was taken by The Chapter's photographer, Kofi of Ebard Photography. Although the downpour slowed down work on the project, members were still taken round the various working sites to examine the progress of the project. PMI Ghana members applauded and appreciated the work of the Engineers behind the project. A few media houses were present.

After the tour of the not less than 50% work completed, we embarked on a short trip to our drop offs amidst the heavy downpour, it was an insightful event for which members are very grateful to Ing Mahama, Ing Attah and the Board of PMI Ghana for.



## Topic Significance of Digital Transformation in Project Management

SPEAKER:

**EMMANUEL AGBEKO GAMOR**  
Senior Digital Channels Manager, MTN

Date: **Sunday 3rd  
September, 2023**

Time: **4:00pm - 5:30pm**

leveraging digital tools for enhanced efficiency.

- **AI Tools and Digital Marketing**  
Artificial Intelligence (AI) tools are gaining traction in the realm of digital marketing and strategic communications. Notable tools like OpenAI's Large Language Model, AlphaCode, and DeepMind are being utilized to generate content, adding a new dimension to marketing strategies.

- **Skills Required for AI Implementation**  
To effectively utilize AI tools, a range of skills is crucial. This includes technical know-how about how generative AI functions, understanding prompt engineering, critical thinking to evaluate AI-generated content, and creativity to utilize AI innovatively. Additionally, understanding ethical considerations concerning AI usage is vital, encompassing awareness of biases, ethical data use, and ownership models.

- **The Power of Network Effect and Strategy**  
In the dynamic landscape of project management, aligning tactics with an overall strategy is imperative. A "win-win" philosophy, emphasizing collective success, and leveraging the network effect are vital strategies for success. The value of a product or service significantly amplifies with an increasing user base, highlighting the importance of community engagement and collaboration.

The legendary Steve Jobs underscored the centrality of faith in people and their ingenuity, over technology. Tools, he believed, are instruments that amplify the innate potential of individuals to achieve remarkable feats.

As we stand at the cusp of an increasingly digital future, embracing digital transformation is not an option but a necessity. It's not just about technology; it's about evolving our strategic paradigms and empowering individuals. The Digital Transformation Playbook serves as a guiding light, offering valuable insights for navigating this transformative journey.

*By Emmanuel Agbeko Gamor, PMI Ghana Kumasi Branch Meeting. 03 September 2023*

In the realm of project management, the winds of change are blowing, and they carry the digital transformation wave. Digital transformation, as expounded by David L. Rogers, is not merely a technological upgrade, but a strategic shift. While upgrading IT architecture is integral, the paramount upgrade is in strategic thinking.

David L. Rogers, in his insightful book "The Digital Transformation Playbook," unravels several facets of digitization, elucidating its global examples and broad definitions. The book explores how digitization impacts social security, customer acquisition, and value propositions, delving into best practices and global examples. It's a valuable reference for anyone seeking to navigate the digital transformation landscape.

The playbook introduces five network behaviors that customers seek, and corresponding strategies to address these behaviors. These include Access, Engage, Customize, Connect, and Collaborate strategies, each aiming to enhance customer interaction and satisfaction.

- **Online Tools for Streamlining Organizational Performance**

In the realm of project management, online tools play a pivotal role in simplifying organizational performance, especially from a millennial's perspective. A mobile-first philosophy, emphasizing quick access to relevant information on the phone, efficient team communication, and ruthless prioritization are the hallmarks. Tools like Microsoft's Co-Pilot AI assistant and Meta's practices (formerly Facebook) offer a glimpse into the potential of



# PMI GH TOASTMASTERS CLUB

## WORDS OF THE DAY



PMI GH TOASTMASTERS CLUB  
WORD OF THE DAY



### “ADEPT”

- Meaning:**
1. having a natural ability to do something that needs skill (Noun)
  2. person who is skilled or proficient at something (Adjective)

**Synonyms:** *expert, good, proficient, skillful, etc.*

- Example:**
1. He is an **adept** at imitation.
  2. He is **adept** at communicating, using a mixture of single-word utterances and pantomime.



PMI GH TOASTMASTERS CLUB  
WORD OF THE DAY



### “NEOPHYTE”

- Meaning:**
1. a person who is new to a subject or activity.
  2. a new convert to a religion.

**Part of Speech:** Noun.

**Synonyms:** *beginner, learner, novice, newcomer, etc.*

**Example:** 4-day cooking classes are offered to **neophytes** and experts.



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Director Media and PR

**MEMBERSHIP PORTOFOLIO:**

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Branch Operations Manager, Sunyani  
Branch Operations Manager, Tamale  
Branch Operations Manager, Takoradi  
Branch Chair Sunyani

Please contact VP Volunteering,  
**Mr. Faisal Addae - +233 20 456 6950**

WhatsApp ONLY for JDs of interested positions



# PMI GHANA MEMBER ADVERTISING PACKAGES

## DIAMOND PACKAGE

Full page newsletter advert  
(one month)

2 WhatsApp messages/flyers  
(one month)

4 Emails  
(one month)

PMI Ghana Website  
(one month)

PMI Ghana Chapter meeting  
Adverts  
(one month)

**GHC 2,500**

## GOLD PACKAGE

Full page newsletter advert  
(one month)

1 WhatsApp message/flyer  
(one month)

3 Emails  
(3 weeks)

PMI Ghana Website  
(one month)

PMI Chapter meeting Adverts  
(one month)

**GHC 1,800**

## BRONZE PACKAGE

Half page newsletter advert  
(one month)

2 Emails  
(one month)

PMI Ghana Website  
(one month)

PMI Ghana Chapter meeting  
Adverts  
(one month)

**GHC 1,300**

For more information contact:

[info@pmi-ghana.org](mailto:info@pmi-ghana.org)

Single (one-off) packages can be provided upon request



**AVAIL  
LABLE  
FOR SALE**

**LAPEL PIN**

**DESK  
TISSUE**

**CAR  
STICKER**

**KEY  
HOLDER**



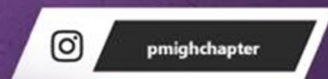
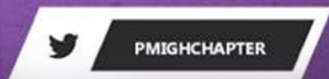
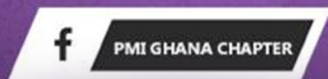
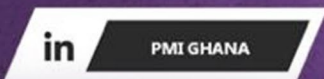
**GHS30**

**GHS20**

**GHS30**

**GHS20**

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





# Available for Sale



Motivational bottles **GHS 140**



Battery-powered wine opener **GHS 200**



Chargeable Lunchbox **GHS 200**



Vacuum Bottles **GHS 150**



Laptop Bag set with USB port **GHS 200**



Glass cup with Straw **GHS 95**

PMI Ghana Chapter Office  
5th Floor, Gulf, House Accra  
+233 30 295 5428

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







# GRAB YOUR COPY

**Ghc 500 (Members)**  
To advertise in the special edition.

**GHC 70**

- In this edition:**
- PMI Certifications
  - Member Testimonial
  - Newly Certified (Jan - Mar 2023) etc



## 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**



# Quiz Winners

## AUGUST 2023

### 24TH QUIZ QUESTION FOR 2023

David Asane Jnr  
Frederick Osei Baffour  
Godwin Yao Yabameh  
Joseph William Osei-Bonsu  
Abraham Ofori

### 25TH QUIZ QUESTION FOR 2023

David Asane Jnr Abruquah  
Henry Kwadzo MENSAH  
Joseph William Osei-Bonsu Bannerman  
Kofi Ntim Yeboah-Kordieh  
Baman Dibeka

### 26TH QUIZ QUESTION FOR 2023

Jasper Ketibuah  
Benjamin Kwaku Ababio  
Manuela Ama Asembi  
Eric Banye  
Baman Dibeka

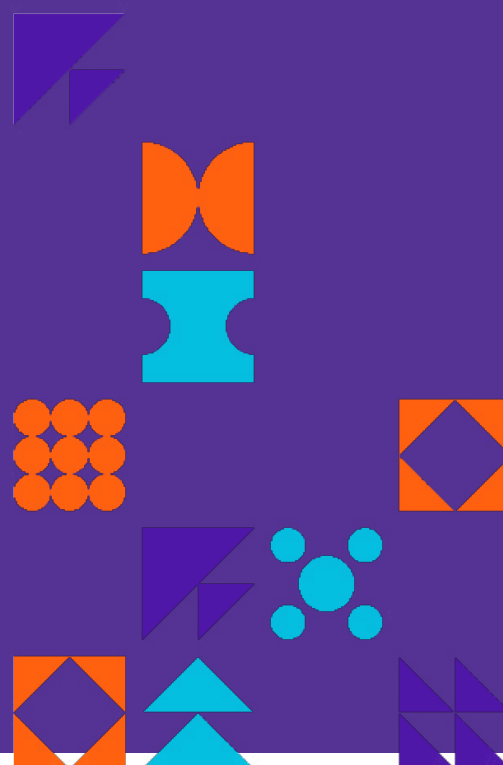
### 27TH QUIZ QUESTION FOR 2023

Jasper Ketibuah  
Baman Dibeka  
Derek Acquah  
Eugene Tettey Sangmortey  
Ofori Nkoom

## NEW MEMBERS FOR AUGUST 2023

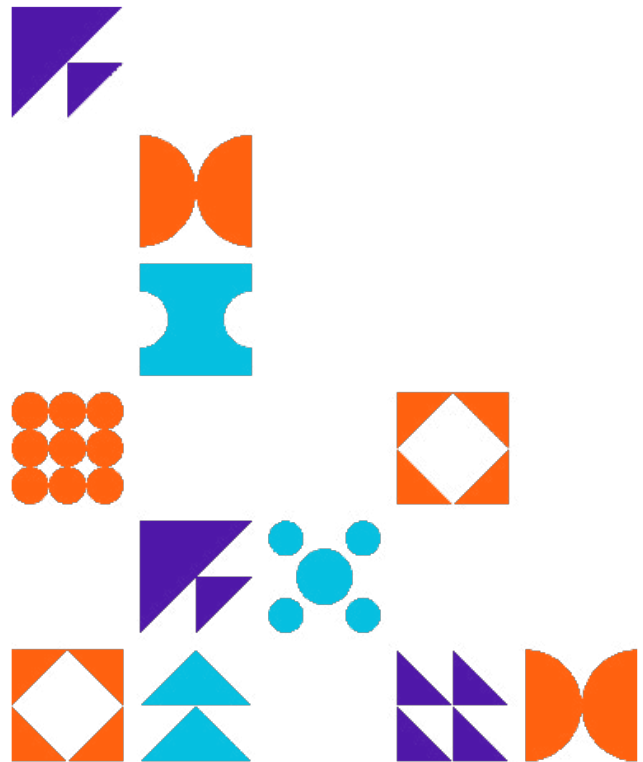
No.	PMI ID	Name
1.	7109124	Derrick Ocansey
2.	8658049	JamesAddo
3.	9054577	Emmanuel Bosu
4.	9567970	Barbara Nyarkoa Attah- Owoo
5.	9027953	Kobina Hammond
6.	9142548	Emmanuel Arko-Larbi
7.	9533788	Shirry Manison
8.	9109903	Karen Selasi Zeggey
9.	9189549	Alex Osei-Gyasi
10.	1815618	Alberta Boakye
11.	8870013	Raphael Quartey
12.	9602426	Henry Johnson Sewovi
13.	9076760	Samuel Boadi Twumasi
14.	9578780	Emefa Esi Marfo
15.	2973207	Raymond Folley
16.	8416811	Fiona Boakye Danquah
17.	9547462	Emmanuel Panyin Nyarkoh
18.	9557199	Moses Azu
19.	9052541	Sahidatu Adabobiliga
20.	7368295	Richard Owusu
21.	8665313	Ing. Joseph Tevi - Hagan
22.	9140890	Gifty Sarpong
23.	9067148	Justin Agbenowosi
24.	6994651	Hose Kakane
25.	9067939	Alexander Ampem Dzivenu
26.	7807051	Elma Halm
27.	9146823	Mathew Erzoah
28.	9047895	Thomas Adinkrah Forkuoh
29.	8941550	Trust Akumah
30.	9553946	Michael Dodoo
31.	8416897	George Kyeremeh
32.	9558327	Derek Tachie-Menson
33.	9550784	Korantema Swatson-Damptey
34.	9524297	Bridget Van-Lare
35.	8612157	Emma Aheto
36.	9526451	Pieter Badenhorst
37.	9095563	Brenda Ofosuhemaa
38.	8026406	Ousmane Tawel Camara
39.	8623905	Ransford Sottie
40.	2194876	Felix Derzu
41.	6676855	Lester Nyarko
42.	9550708	Yaa Serwaa Adjei
43.	9535830	Nana Appiah-Adjei
44.	8871947	Umar Abd-Allah
45.	9127571	Gilbert Sellassie Cundo Benson
46.	6319062	Kwaku Barnieh Osei-Kuffour
47.	7527285	Nicholas Solomon
48.	7878348	Cynthia Pete
49.	9605273	Blessing Kyei
50.	2519449	George Omana
51.	8771088	Sylvester Ayayee

No.	PMI ID	Name
52.	1960767	Foster Brobbey
53.	9577648	Felix Nai Anyetei
54.	5914691	Ernest Kojo Bentum
55.	8630571	Rougier Jonathan
56.	9530241	Felix Offei
57.	9539219	Michael Ackom-Ghansah
58.	7231195	Joseph Mintah
59.	8712926	Edith-Casely Ndidi Fordjoe
60.	8990873	Van David Hope Dzigba
61.	8904717	George Addy



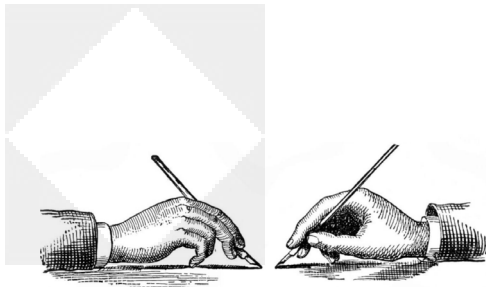
# NEWLY CERTIFIED FOR AUGUST, 2023

No.	PMI ID	Member Name	Certification	No.	PMI ID	Member Name	Certification
1.	6565941	Elorm Adawudu	PMI-ACP®	42.	4345393	Kobina Amuah	PMI-ACP®
2.	6265014	Nana Poku Darkwah	PMP®	43.	8904717	George Addy	PMP®
3.	9535830	Nana Appiah-Adjei	PMP®	44.	1866607	Lucy Yamson	PMP®
4.	8755001	Kenneth Mintah Osei	PMP®	45.	4804102	Sena Mawuyra	PMP®
5.	9046720	Stephen Takyi	CAPM®	46.	7025031	Clive Elliott-Mills	PMP®
6.	8585956	Sarah Korley	PMP®	47.	8990873	Van David Hope Dzigba	PMI-ACP®
7.	6269945	Sheryl Acquah Laate	PMP®	48.	8538635	Kamal-Deen Mbanba Ibrahim	PMP®
8.	8574417	Rhoda Lamptey	PMP®	49.	9052541	Sahidatu Adabobiliga	PMP®
9.	5086824	Marshall Adalety-Dosu	PMP®	50.	9086213	Louisa Kabobah	PMP®
10.	7109124	Derrick Ocansey	PMP®	51.	8990873	Van David Hope Dzigba	PMP®
11.	8708103	Japheth Appiah Danso	PMP®	52.	8313245	Joyce Amadu	PMP®
12.	8871947	Umar Abd-Allah	PMP®				
13.	7025031	Clive Elliott-Mills	PMI-ACP®				
14.	9068688	Gideon Selorm Amegatsey	PMP®				
15.	6333179	Belinda Nartey	PMP®				
16.	4526492	Ari-Ben Obua	PMP®				
17.	9120194	Abigail Winna Avorka	PMP®				
18.	8223497	Manasseh Tsekpo	PMP®				
19.	9116236	Francis Addo-Fynn	PMP®				
20.	9038829	Emmanuel Adjetey Akuetteh	PMP®				
21.	9116084	Elizabeth Naki Nartey	PMP®				
22.	9020196	Edna Dedo Mate-Kole	PMP®				
23.	8013002	Maame Sintim	PMP®				
24.	8251799	Samuel Odame Obeng	PMP®				
25.	8115381	Francis Awatsu	PMP®				
26.	8592619	Joseph Myers	PMP®				
27.	8963600	Kwabena Addi-Kissiedu	PMP®				
28.	8400595	Ivan Donya	PMP®				
29.	9061406	Henrietta E. A. Vulor	PMP®				
30.	9100594	Nii Amon Addison	PMP®				
31.	7843592	Fidelis Dantel	PMP®				
32.	7283118	Abraham Annan	PMP®				
33.	8867692	Evans Oppong-Baah	PMP®				
34.	5410116	Issifu Baba Abu	PMP®				
35.	8630571	Rougier Jonathan	PMP®				
36.	8503989	Mamaa Enyimah Ackah	PMP®				
37.	9047648	Eric Kofi Nansala	CAPM®				
38.	7627736	Abraham Ofori	PMP®				
39.	5607131	Gilbert Dordor	PMP®				
40.	5653072	Bernard Otoo	PMI-ACP®				
41.	9095456	Henrietta Acquahful	PMP®				



## CHAPTER CREDENTIAL COUNT

Credential	Credential Count
PMP®	903
PMI-ACP®	25
PMI-RMP®	15
PMI-PBA	12
CAPM®	13
AH-MC	5
OTF	3
DASSM	2
PgMP	4
OTI	3
DASM	5
PMI-SP®	5
OTO	2
AM-MC	2
ECC	1
BETI	1
BEPM	1
CD-MC	1
PfMP	1
VSM	1
DAC	1
	<b>1,006</b>



## MEETINGS IN SEPTEMBER 2023

Every Tuesday,  
7:30 PM – 8.30 PM GMT








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

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

PMI-GH Toastmasters Club  
**1.5 PDUs**

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

## PMI GHANA DIGITAL PLATFORMS

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-  <https://www.youtube.com/watch?v=ytmZaz-MMMQ>
-  <https://instagram.com/pmighchapter?igshid=tgba2j20hfvn>

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Chapter Secretary & Content Editor



**Francis Oppang, PMP®**  
Dir. Ops. Admin. & Graphic Designer



**Manuela Ama Asembi, PMP®**  
Content Editor



**Lilian korkor Larweh, PMP®**  
Content Editor