



First Choice in Africa

Strong, politically stable and an oft-quoted beacon for Africa in terms of its good governance and competitiveness, Ghana's economy is growing at a rapid pace

Thanks to an abundance of industrial minerals and an astute, business-savvy government, the beautiful West African country of Ghana is emerging as a digitally based, diversified economy with a highly positive outlook for the future and growth that is set to move again into double digits as the oil industry unfolds.

As the world's seventh-largest producer of gold, its ninth-largest producer of diamonds and the second-largest producer of cocoa, there is plenty of scope for increased manufacturing. And, with a government keen to allow a private-sector-led economy, Ghana has a star that can only rise higher in the coming decades.

President John Dramani Mahama, who took the helm in 2012, is the first Ghanaian president to be born after independence and as such, he symbolizes a new generation of African leaders. He has spoken of "investing in people, investing in jobs and investing in the economy with a transparent government," and is committed to keeping Ghana attractive as an investment destination.

"By investing in the economy and continuing our current growth

rate of 8%, we should be able to create more jobs for our young people," he says. "We are currently raising a Eurobond under an international credit market for \$1 billion to invest in different segments."

Trade links between the U.K. and Ghana have been at an all-time high in recent years. During an official visit to the U.K. in June this year, Mahama met with British Prime Minister David Cameron and other cabinet members, as well as the British business community.

"We met companies that invest in Ghana or plan to invest here," Mahama says. "We also agreed to set up an intraministerial task force to see how the more challenging oil projects could be achieved."

With industrial activities and manufacturing set to become the driver for the Ghanaian economy, Minister of Trade and Industry Haruna Iddrisu speaks about measures being put in place to increase added-value services and reduce imports: "We are leading an industrial sector strategy that has been constituted by the private sector. We want to support companies by giving them access to credit and lower the costs of credit. We are seeking to review the export development and agricultural investment fund, because we want to become an industrial

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exporter of agricultural products. Small and medium enterprises represent about 90% of our gross domestic product, so we are looking to strengthen them and mobilize the informal sector. Young entrepreneurs need our support. We have to improve intraregional trade and integrate new countries to facilitate the movement of goods and services.”

Iddrisu is immensely proud that Ghana hosted the 10-day ECOWAS (Economic Community of West African States) trade fair in October and November, where he called on African leaders to emulate the European Union by strengthening their ties and adopting a common currency market, as well as promoting trade. He also urged member states to improve the quality and standard of their goods in order to increase exports.

Information and communication provision is another area where Ghana is way ahead in African terms. Through a two-pronged approach, the Ministry of Information and Media Relations, with Minister Mahama Ayariga at the helm, works to communicate government initiatives with the people of Ghana, and ensure that Ghana's opportunities and benefits reach the world at large.

“People know about our gold, oil and cocoa, but not many people talk about maize or cotton and all the other potential commodities,” he says. “You need investors that have the skills, not just the money, but the skills to produce and manage the process, which they can share with the local economy and help us. There are so many opportunities in the agricultural sector and we very much want to attract investors with a view to them building on the base of raw materials to move into agroprocessing and light industrialization.

Ayariga is also a keen champion of Brand Ghana, an initiative set up by former President John Atta Mills in 2009 to promote local products. As CEO Mathias Akotia explains: “An absence of Ghanaian



H.E. John Dramani Mahama
President



Hon. Mahama Ayariga
Minister of Information
and Media Relations



Hon. Seth Emmanuel Tekper
Minister of Finance and
Economic Planning

brands has contributed immensely to consumer perception amongst our people that Ghana products and brands are of inferior quality to foreign brands and products. It is really important for us to build strong brands of Ghanaian origin, to get the domestic market consuming these, and then gaining value-added entry to the international market.”

To facilitate this, the Brand Ghana team have developed a strategy that defines what Ghana is and what it stands for. Says Akotia: “We need to improve branding consciousness across the country; target priority industries, products and services; and encourage the universities to focus more on branding, rather than product marketing.

“Brand Ghana is a tool to affect lives with our common values to engender citizenship and nationhood and attract the required purposeful international attention and participation in our economy. We understand that we have a lot to do in terms of teaching our people Ghanaian values. We are acknowledged as a very friendly population and are very proud of that.”

Plug in to a high powered investment

As Ghana develops and becomes more industrialized, GRIDCo continues to support the mission for access to efficient and cost-effective electricity distribution across the nation and in the surrounding areas. What we need now is funding, so we are actively seeking partners and investors to help us achieve our aim.



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A Sustainable Approach to Growth

Ghana is a land of plenty with excellent prospects for the future and a plethora of entrepreneurs and business leaders who are taking the country forward with pride

Having enjoyed exponential growth in recent years, Ghana has a sustainable future that is looking excellent, pending investment in the infrastructure, technology and skills needed to harness the wealth of its resources. But, as Minister of Finance and Economic Planning Seth Emmanuel Tekper explains, the country has had a healthy attitude toward growth for 30 years, not just the last decade.

"The discovery of oil and gas has been very important for Ghana, as well as other African countries," he says. "Still, I would like to highlight our 30-year history, so that *Time* readers understand there is more to Ghana's growth, structurally and fundamentally, than the last 10 years of growth. Going back to 1993, for example, when a global crisis occurred, Ghana did several adjustment programs that were popular at the time.

"Before that, we used to experience a lot of volatility, but since then we haven't experienced any negative growth. It was at 4.5% up to the end of the 1990s when we started seeing between 6% and 7%. Now we stand at a growth rate of 8%. So when we talk about Ghana's ability to withstand shocks, we have come a long way.

"Going forward, we have a plan to keep the economy diversified. One of the lessons we have learned is the importance of value addition. That is why we have developed a policy of non-flurry gas; we are harvesting gas to use for power in order to drive down production costs and reintegrate the manufacturing sector.

"We want to do oil services; we want to use that diversity so that we don't fall into depending on crude oil. We are also processing minerals, which can be combined with oil and gas for petrochemicals and for fertilizer and agriculture. These are our strengths and the recent developments in our economy."

Banking is also a fast-growing sector and one the Finance Minister is passionate about developing as a lot of financing for large infrastructure projects still comes from outside Ghana. "We need banking as an investment vehicle for domestic and international business," he says. "We want to encourage more financing and eventually establish ourselves as a financial center."

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With only 8 million Ghanaians having access to banking services, Stephen Kpordzih, managing director of the Agricultural Development Bank (Ghana), is looking at innovative and engaging ways to reach the rural population.

"Banking activities are centered in the urban areas while rural areas are highly ignored," he says. "Many new banks are entering the market because they want to make a profit here, but this can only be done in the commercial centers. If you look at our customers' profile, you will see that 70% are low-income people. We need to rethink how to deliver banking services, to look again at commercial banking and think about mobile banking and branchless banking. These initiatives will probably have access to a larger community.

"When I came in, there were 55 branches, and now we have 78. We made an effort to expand and focus on agriculture. Our concern was: How can you provide access to bank services to these people? So our aim was to go there. We would have to be present in every one of the 210 districts of Ghana, but we only have 78 branches and 42 of them are in the southern region, Accra and along the coast.

"If you know the geography, you know that business is really there. In fact, in the northern regions, we only have three branches, five in Volta Region and none in the Eastern areas, even in Ashanti," Kpordzih continues. "It's all about access to capital. Technology should be able to change that. We decided to invest in new platforms and new facilities, such as mobile banking; we need to invest more and learn from other experiences. The challenge is also to educate people on these new banking facilities via mobile and then we will be able to reach everyone."

Smooth Path Ahead

With significant discoveries of oil and gas in the offshore deepwater Tano Basin/Cape Three Points in 2007 having upped the ante in an already vibrant economy, there is a seemingly smooth path ahead for Ghana

in terms of becoming a targeted investment destination for energy companies.

Deputy Minister of Energy and Petroleum John Jinapor explains the situation on the ground: “So far, we are producing about 110,000 barrels per day [bpd] and I hope we can soon reach our target of 120,000 bpd. The challenge has been to integrate local content in the oil and gas subsector. We are really happy to see that for the first time, the new CEO of Tullow Ltd.—one part of the consortium that made the discoveries—is a Ghanaian. So far, the companies we’ve engaged have proved they are real partners and have already shown they are willing to train Ghanaians in all stages of the process.”

Jinapor looks forward to the day when the entire West African region operates as a common market. “Energy is a critical factor,” he says. “We want to be able to share resources and be sure all ECOWAS countries have access to power and can facilitate exports. We have already started to set up the necessary infrastructure with 450 MWs for the grid. Ghana has an agreement with the Côte d’Ivoire and supplies energy to Benin and Burkina Faso.”

“I want to make sure people enjoy good-quality, affordable energy.”

Ing. I. Kirk Koffi, Acting Chief Executive, VRA

Benjamin Dagadu, also Deputy Minister of Energy and Petroleum, explains the benefits in cash terms. “Since 2010, when we started production, at least \$1 billion went into the economy and this improved the GDP rate in 2010-11 to 14%. In 2013-14, an investment of about \$20 billion will be coming in for the enhancement and appraisal and developments of two more fields: the TEN project and the ENR. Those two fields will add another 120,000 to 130,000 bpd, which means we could achieve our target of producing 250,000 bpd by 2020.”

Volta Makes Headway with Renewables

Established in April 1961, the Volta River Authority (VRA) is the only electricity-producing company in Ghana and is now looking for partnerships to help it harness its mandate to generate electricity from gas and



Ivy Apea Owusu
Chief Executive Officer
Cirrus Oil Services Ltd.



Ing. I. Kirk Koffi
Acting Chief Executive
VRA



Ing. William Amuna
Chief Executive
GRIDCo

renewable energies. The company is focused on making sure it keeps up with demand as the economy grows and also making Ghana a net exporter of energy over the coming years.

Today, 60% of the country’s power supply comes from hydro sources, while the thermal facilities use, largely, gas from Nigeria through the West African Gas Pipeline, instead of the more expensive crude oil used over the past 10 years. VRA is responsible for distribution of electricity in the northern sector of Ghana, through its Northern Electricity Department (NED).

VRA is currently undergoing restructuring to operate NED as a subsidiary company, and the non-power departments as strategic business units, to optimize return on investment. VRA has also instituted a number of interventions to mitigate the effects of its operations on the environment and the general socioeconomic well-being of the inhabitants. These interventions include dredging of the estuary of the Volta River at Ada, reclaiming of land along the shoreline, forestation to prevent erosion, and social amenities such as schools, hospitals, tourism and water transport.

The company’s new acting chief executive, Ing. I. Kirk Koffi, who was appointed head of VRA in November, is looking forward to putting his 31 years of experience at VRA to work. “Ghana is moving toward becoming a middle-income country, so my focus is on making sure we generate adequate energy for the population, as well as having enough reserves,” he says. “We also want to explore new opportunities in fuel and gas. All in all, I want to make sure people enjoy good-quality, affordable energy.”

On the Road to Regional Leadership

A market leader in the storage and distribution of premium petroleum products, Ghana’s Cirrus Oil is gearing up to become a prominent name in the West African subregion and beyond.

In 2007, it was licensed as a bulk oil distributor and since then has built two state-of-the-art petroleum terminals in Ghana with the capacity to handle gasoil, two grades of gasoline, kerosene and aviation fuel. “When I came on board, we had about 80 employees; now that number is up to 120,” says CEO Ivy Apea Owusu, who joined Cirrus Oil as risk manager in 2009.

“We are working on an expansion project which will result in 200,000 tons of extra storage being linked to our existing terminal in Tema,” says Owusu. “Going forward, we are focused on expanding into the importation and supply of gas. To realize this aim, we have begun the construction of an LPG terminal close to our existing

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Tema facility. Additionally, we are expanding our reach to the Sahelian region to grow our export market. Throughout all these activities, we remain focused on doing what we do well, which is reaching the clients, satisfying their needs and adhering to high-quality safety standards to protect our environment.”



Cirrus Oil Services Ltd.

VRA is planning to add about 1,000 MW of generation capacity over the next five years, which includes an upgrade of simple cycle plants to combine cycle to reduce cost of supply. It is actively pursuing solar and wind energy projects, and, in order to secure future gas supply reliability, VRA is pursuing the use of liquefied natural gas to generate electricity.

"Energy is a really important sector for Ghana and needs proper infrastructure to work. If we cannot handle all the projects ourselves, we have to take advantage of PPPs [public-private partnerships]," Koffi says. "It is important that we encourage private companies to come and help us. The government has already decided to set up a good framework for independent power producers, and they are definitely the

"We are centrally positioned in the subregion and, as such, we can serve as an anchor for all electrical systems."

Ing. William Amuna, Chief Executive, GRIDCo

key to our development. We are ready to work and partner with private companies. We are already doing this with Takoradi, a thermal power station situated in the Western region.

"Renewable energy is really important for Ghana. We have sun and wind and they are forever, unlike other forms of energy that could finish someday. We have already started using renewable energy and are working closely with the German government, which has offered us 22.8 million Euros to fund part of our solar energy development next

year. I have also been to Spain several times. We work with two Spanish companies and they are really good when it comes to renewables. We already have some agreements with investors and are doing wind measurements with the aim of producing around 150 MW of wind power. Ghana has a target to generate around 10% of its power capacity from renewable sources, so we believe that sun and wind energies are the way to go."

As part of its far-reaching mandate, VRA provides private schools, hospitals and housing for its staff. It is very keen to give something back to the community as it diversifies into new areas. The latest spin-off is the Volta Hotel, which offers 35 elegant rooms, four suites and a private villa in a peaceful and pretty location overlooking Lake Volta and the Akosombo Dam.

Originally built to accommodate Ghana's first president, Dr. Kwame Nkrumah, while he supervised the construction of the dam, the hotel has earned itself the reputation of being the most sought-after meeting, incentive, conference and exhibition venue in the country, providing four conference rooms and banqueting facilities seating up to 150 delegates. The hotel boasts a large outdoor swimming pool, a double tennis court, table tennis, two cruise boats, an executive yacht, a discotheque, a masseur and lots of green lawns for outdoor events. "We want to make this hotel one of the best in the world," Koffi says.

Lighting Up Ghana and Beyond

For Ing. William Amuna, the new chief executive of GRIDCo, the entity that has responsibility for power distribution in Ghana, the future is definitely in regional distribution.

Incorporated as an entity in its own right in 2006 after transmission facilities were separated out from VRA, GRIDCo became operational in

Ministry of Roads and Highways Keeps Dynamic Ghana Moving Forward

With a remit to provide and maintain an integrated, cost-effective and sustainable road transport network responsive to the needs of both society and Ghana's development, the Ministry of Roads and Highways is excelling in its efforts to keep the country on the move.

Thanks to a booming economy on the back of a strong agricultural sector and recently discovered oil, Ghana's stature has grown in recent years, both regionally and internationally. New business is flooding in, exports are growing and the standard of living is rising fast. A sophisticated highway network is therefore crucial to cope with the demand.

In line with the government's medium-term national development framework for 2014-17, the Ministry of Roads and Highways is focusing on the following objectives: establishing Ghana as a transportation hub for the West African subregion; creating and sustaining an efficient transport system that meets users' needs; integrating land use, transport planning, development planning and service provision; creating a vibrant investment and performance-based management environment that maximizes the benefits for public and private investors; implementing a comprehensive and integrated transport policy, governance and institutional frameworks; ensuring sustainable development in the transport sector; and developing adequate human resource capacity.

To enhance access to the Economic Community Of West African States (ECOWAS), a trading body with 16 member states, Ghana is serving the prime economic corridors with good roads. Improvements to the Accra east corridor will, in the meantime, see traffic congestion reduced and faster travel times.

ECOWAS heads of state are keen to see a multilane highway built from Abidjan (in the Ivory Coast) to Lagos (Nigeria), and feasibility studies for the concession of the Ghana stretch of this megaproject have already begun. A number of public-private partnerships have been initiated to deal with these works, but there are many opportunities offering high returns still available.

"The road development projects facilitate the movement of people, goods and services in all sectors of the economy, including tourism, mining, health, trade, education and agriculture amongst others, and by this means, decentralize the country," Roads and Highways Minister Amin Amidu Sulemani says. "Ghana offers an excellent investment climate, a solid legislative framework, and a peaceful and democratic system."



Hon. Amin Amidu Sulemani
Minister of
Roads and Highways

Ministry of Roads and Highways

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2008. Its mission is to develop and promote competition in Ghana's wholesale power market by providing transparent, non-discriminatory and open access to the transmission grid for all participants in the power market, particularly power generators and bulk consumers, and thus bring about efficiency in power delivery.

Five years on, the utility is going from strength to strength; its mission is to provide an electrical grid with near-zero deficiency in the coming years.

"We are centrally positioned in the subregion and can receive and transmit power. As such, we can serve as an anchor for all electrical systems," Amuna says. "The strategy therefore is to construct transmission lines that will ensure a robust power system in the subregion. We have to ensure that we build all of them and that they are in place. It is obviously much cheaper to produce power at a coastal location and transmit it inland. Ghana has offshore oil and gas, and we also have gas from Nigeria. With a solid transmission network, we can transmit power inland to Burkina Faso—which is 1,000 kilometers away from the coast—and to the rest of Africa.

"Apart from South Africa, Ghana has the highest electricity penetration rate in sub-Saharan Africa. Most countries have only 30% or 40%, yet we have 72%. The goal is to reach 80% by 2015, and one of the key things we have done as a utility is to ensure that there is electricity in each one of our 10 regional capitals. Once we send power to all of those, it can be transferred, with loops. You can then be in the most remote village, but once you are around the transmission line, you have electricity. Imagine traveling around Ghana and seeing all the small villages with electricity!"

For this to become a reality, the utility executive is keen to see more PPPs. "We want private investors to come in with much-needed capi-



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tal," he says. "Even to construct one substation, we are talking about \$500 million. You may not find local entities that can do that."

Over the past five years, GRIDCo has not only expanded physically as an institution, but it has also assumed its place in the electricity production value chain as a driver of national and regional development through the transmission of reliable electrical power.

It has added five substations to the grid and increased the transformer capacity in its substations from 2,200 MVA [megavolt amperes] to 3,400 MVA (as of 2012)—an increase of about 55%.

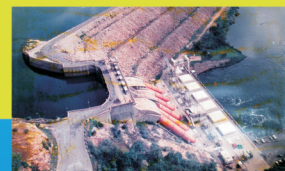
Powering Development in Ghana and West Africa through Sustainable Energy Generation

The Volta River Authority has, since 1961, harnessed the resources of the Volta River to provide electrical energy for industrial, commercial and domestic use in Ghana, as well as transportation, fishing and recreation.

Starting with a generation capacity of 588MW from Akosombo Dam, VRA now operates a hydro-generation capacity of

1,180MW which is complemented by thermal capacity of almost 550MW from Aboadze and Tema.

Today, 60% of the total electricity generated in Ghana is obtained from hydro sources and VRA continues to explore cleaner, cheaper and renewable sources of power generation such as gas, wind and solar energy to sustain the power supply.



**VOLTA
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Since 2008, it has initiated 29 projects out of which 11 have been completed, 13 are at different levels of completion and five are to commence between now and 2015.

"We will continue to pursue our projects and programs with increasing dedication and discipline to provide the best of services to our consumers," Amuna says.

Industry Experts Fuel More Success

Meanwhile, as a key player in the distribution of bulk petroleum products, Fueltrade Ltd. has become one of the most significant companies in Ghana's energy sector in recent years. In July, the company finalized the construction of a turnkey fuel-storage depot in Tema, which executive chairman Chris Chinebuah hails as "the key to securing supply to our customers, the country, and Fueltrade on the logistics chain. The depot is currently the single largest multipurpose undertaking in Ghana with capacities of 40,000 tonnes of gasoline, 40,000 tonnes of gasoil and 4,000 tonnes of liquefied petroleum gas.

"Tema Fuel Co., one of Fueltrade's subsidiaries, is managing the tank farm, and we are gradually achieving our vision of becoming the bulk distribution company of choice in Ghana."

Fueltrade has a joint venture with the oil giant Total and will commence construction of a 24,000-cubic-meter gasoil depot in Takoradi to purposely serve the mining and oil industry in the Western Region of Ghana. Work is due to be completed in March 2015.

"We continue to play a significant role in the importation of LPG into Ghana and, by extension, the landlocked countries of West Africa through our Tema depot," Chinebuah says. "Until November 2012, Ghana was dependent on a single six-inch pipeline connected to the Tema Oil jetty into TOR LPG spheres. Fueltrade, with the government's

blessing, has constructed pipelines for the discharge of LPG from the ship directly into the bulk road vehicles at the Takoradi oil jetty. This is strategic to the continuous supply of LPG into Ghana as an alternative delivery point.

"Our key strength is the people we have in key positions who have worked in key strategic roles in major companies. They have brought a wealth of experience that gives us a competitive advantage from companies including Total Ghana, BOST and the TOR, to name a few. We are waiting to see the real impact of the discovery of oil in Ghana. This is because the present production levels are not adequate to significantly impact our economy. I believe that with more discoveries, local companies will be able to benefit. In the meantime, Ghanaian companies need to be more aggressive and get more involved in the process."

For Quincy Sintim-Aboagye, CEO of Saltpond Offshore Producing Company Ltd., Ghana is currently at a crossroads and the oil wealth must positively affect the community. An oil veteran at 60-years-old, whose home and family is in Texas, Sintim-Aboagye is committed to seeing Ghana's oil wealth fairly distributed.

"There is so much wealth in the nation and it hurts me to see kids carrying water and selling it on the street instead of going to school," he says. "When I look at them, I see doctors, lawyers, maybe even the next president of Ghana.

"It took \$4 million to produce oil here," he says. "My goal was to shine a spotlight on the country and then encourage the Texas boys to bring support. The finding of oil here had a huge impact on a lot of people. Even my alma mater opened a department and they called to know if they could get practical experience from here and they were training all the workers. They would come during the summer and show all the procedure on how to sell crude and the rest.

"Our employees also got training by doing round-trips to conferences in Texas related in the business and furthering their knowledge. I see the community impact this has had. Unfortunately we don't look at the net worth for help. So we cannot know how much this has benefited all, though now, people are going to universities and law schools.

"We have been here 13 years and you can see the value of most members in the transfer of technology into the people. Also with Jubilee field done, now I can say my job is done and I can pack up and go back. Still I want to make sure to leave everything in order since there is still a lot of oil.

"We have started with 75 million tons of gas we can use in order to generate electricity. We started from downstream; we got pipelines to run from the rig to the power plant. Right now, we have local entities that are working with us to buy gas from the rig.

"My goal was to produce electricity with gas and actually have the first West African gas plant. Since my experience with the strategic oil gas reserves in the U.S., I know we have our capacity in the reservoir that is natural.

"I will probably push it until early next year. We are also looking for investors to get money so we can do some new structures."

Quality



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The need to improve behaviors and infuse homes, communities, school systems, work organizations, and political and religious institutions with Ghanaian values is reiterated by Brand Ghana's CEO Mathias Akotia. "We do believe that Ghana has a lot to offer and has to become better known internationally," he says.

There are of course many local success stories already. Formed in 1989, the Melcom group of companies owns the largest chain of retail department stores and has been meeting the needs and standards of an increasingly affluent society ever since.

Ramesh Sadhwani, one of the group's two managing directors, takes up the immensely compelling story of a chain built on "great service with a smile, unbeatable value for money, quality merchandise and the largest variety of goods under one roof. For the first 22 years, we were opening one branch per year, but three years ago, we started opening at least three," he says. "Now we are going at a rate of four to five! Melcom Plus, in the North Industrial Area of Accra, is not only one of the largest stores in Ghana, but also in West Africa."

Mahesh Melwani, the other managing director, adds: "We expanded into plastics, then started a travel agency. Now we are looking into residential property and other possibilities in industrial activities."

Technological Excellence

Established 22 years ago, IPMC is an IT company with more than 600 employees and a presence in Ghana, Ivory Coast and Liberia. On a mission to become the Africa's foremost IT company, the dynamic firm boasts \$10 million worth of local IT inventory and \$100 million turnover, and it is facilitating the growth of IT infrastructure. IPMC serves as many as 8000 businesses in the region and is supported by more than 50 suppliers globally and is the premier partner of HP, Dell, IBM, Acer, EMC, NetApp, Cisco, Microsoft and other global IT vendors.

As he peruses the blueprint for the firm's brand-new 12-story headquarters of 20,000 square meters, CEO Amar Deep S. Hari explains that the IPMC story is not unique in Ghana. "Other companies in different sectors have also seen their business grow exponentially," he says. "And I think it is because Ghana has the right business environment to help companies grow."

Technology is also expanding into health provision. As Ghana's demographics change, and with the public health care system fairly inequitable compared with those in other countries of the same income

levels, the provision of private health care is on the rise. Nyaho Medical Centre, the first private practice to bring together doctors of many specialities under one roof to provide exceptional care, is leading the way in a new wave of health provision.

Janet A. Tamaklo, CEO and managing director, takes up the story: "The center was established on the dreams of my late husband Dr. Kwami Nyaho Tamaklo, whilst he was still a medical student in Dublin. He wanted to set up a hospital here in Ghana like the ones he had seen in Europe. He took a lot of lessons away from different hospitals in England and wanted to manage this hospital in the same way. I decided to invite consultants from the main public hospitals so that if any of his clients needed something special, those consultants were there. He always believed in specialist services and a lot of people wanted to come and see the experts.

"We now consult with approximately 40 consultants in different fields and patients can access these services whenever they need to. Investigation is the key to properly diagnosing a patient. We have invested in equipment to diagnose effectively and that has really helped the hospital. We have always been advanced in that regard and consider ourselves to be a complete one-stop shop."

Because of the high standard of care, the hospital is popular with patients from other countries, and Tamaklo says the medical tourism side is the fastest-growing part of the venture.

"We hope to see continuous improvement in accessibility and insurance and to see more training so that qualified staff are easier to come by," she says. "Our vision is to expand the center to a tertiary-level hospital with a 100-bed capacity, three or four theaters and other high-end technology that would make us an even more attractive employer and to fit with our already international appeal and standards."

World-Class Products, Extensive Reach

With a reach that extends to 19 African countries including Ghana, SAHAM Group is using innovation to position itself as the go-to insurance group for international companies operating across the continent.

Despite being part of a highly competitive sector, Colina Ghana, a subsidiary of SAHAM Group, continues to shine, something country manager Mel Constant Kebe puts down to having its base in Ghana.

"One of the aspects that made this country so appealing was the economic growth coupled with an emerging middle-income population," he says. "The majority of players in this market are owned locally, but they do not have the network we have across Africa. We also boast a strong insurance package and enjoy the financial, technical and IT support of our holding company SAHAM Finances, Africa's largest insurance group."

In a country of people on moderate incomes, insurance is often not a priority, so Kebe is determined to change perceptions: "We advertise and sponsor programs that talk about insurance and create products that are particularly attractive to Ghanaians. They need to feel safe and know they will be compensated should anything happen. Ghana has a good judicial system and is politically stable and this goes a long way."

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Creating African Wealth and Connections

Every so often, someone comes along who makes a profound change to the lives of ordinary people in their country, and beyond. Meet Roland Agambire, the ambitious chairman of AGAMS Holdings.

With regard to information and communications technologies (ICT), a revolution can be even more far-reaching as they bring about stronger connections, job and educational opportunities, global knowledge and even wealth.

Voted the most influential Ghanaian and head of the number one company in Ghana Club 100 ranking for 2012, Roland Agambire is a star on the rise. From a small village in the North of Ghana on the border with Burkina Faso, the young entrepreneur grew up surrounded by business and trade and was earning and learning from an early age how to find the best openings and turn them into wealth-creation situations.

After rebranding RLG from Rogams Link in 2008, Agambire participated in a JAICO business fair in Japan in 2009 and this further exposed him to the technological trends of the day.

"At the time, the government was looking to create jobs for people in the ICT sector," Agambire says. "I tried to help with the framework and promoted the idea that we create jobs in the telecommunications sector. We started a program for repairing cellphones, and a year later, the program had worked. We started a second phase that sought not only to go beyond just an expansion of the program but also to assemble cellphones at a higher rate and embark on training programs.

"Our business then grew exponentially; we had 15,000 trainees by

2010 and are currently training some 30,000 more in a move that will help tackle the unemployment problem in the country."

The program has been copied by other countries and RLG itself is now a global company, with a presence in places like China, Gambia, Dubai, Kenya, Nigeria and more. "We want to create an African Brand RLG," Agambire says. "There is no African brand. We want to build our brand around our product and our people and the kind of services we provide. We want to pride ourselves on our innovation and change the perception that nothing good comes from Africa. People need to know that we can also deliver on quality."

Despite winning accolades around the world, Agambire's heart remains firmly in Ghana. He is immensely excited about Hope City, a \$10 billion high-tech hub situated in Prampram in the Greater Accra region. Hope City will be Africa's largest economic hub driven by ICT and will make Ghana and Africa globally competitive, as well as provide thousands of jobs to local people.

"This continent needs a destination where people can have a lifestyle, feel secure, grow and live a life that creates freedom," Agambire says. "That's what RLG stands for and that is the essence of Hope City."



Roland Agambire
Chairman, AGAMS Holdings



Hope City
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A LANDMARK DEVELOPMENT FOR AFRICA

HOPE City is the acronym of Home, Office, People, Environment. The multipurpose development is the most ambitious scheme ever proposed in Ghana: a new city within minutes of the planned international airport, the Port of Tema and the center of Accra, providing direct access to international and domestic markets.

The \$10 billion project will cover a land space of 970 acres in Prampram and will comprise a sprawling city of many towers, one of which will be the tallest building in Africa at 270 meters and 75 stories high.

The HOPE City development, which is an initiative of Roland Agambire, Chairman of AGAMS Holdings and is designed by OBR architects, will create a new urban quarter for 85,000 people, offering facilities unparalleled across the continent—from luxury, homes, hotels and hospitals, to universities, retail outlets, and leisure and sporting facilities.

hopecityghana.org



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