

**TRANSFORMATION · OPTIMIZATION · RESETTING**



**2025**

**Securing  
Ghana's Energy  
Future**



Tema Oil Refinery (TOR) Ltd.

**IN BRIEF**

July - October Edition

[www.torghana.gov.gh](http://www.torghana.gov.gh)



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# The Hands

## That Made It Happen

There are moments in every organization's journey that remind us of what real dedication looks like. The turnaround has been one of those moments for TOR Ltd. Without doubt, it has shown that the strength of this refinery lies not only in its machines, but also in its people.

TOR workers have gone above and beyond, day after day. They squeezed through small and tight spaces, climbed to heights that made them dizzy, and worked in conditions that were tough and occasionally scary. Though it appeared impossible at times, they stayed the course. The determination, bravery, and teamwork demonstrated by everyone have been nothing short of inspiring.

From production and safety who prepared the plant for handover, to the maintenance teams who took over the tools, to technical, commerce, the medical team, general services, and security, every section has played its part with quiet excellence.

The turnaround has not only been a technical exercise; it has also demonstrated that TOR Ltd. can bounce back. It has proven that TOR engineers, technicians, and support teams are skilled, capable, and deeply committed to the refinery's revival. Indeed, we have not only fixed the equipment, but we have also brought back pride in what we can achieve when we work together.

This success is yours, regardless of the magnitude of your contribution. You have made history possible. Well done Team TOR!!

# VERGA ENGINEERING CONDUCTS INSPECTION ON NEWLY INSTALLED CRUDE OIL HEATER

Ahead of efforts to resume operations, the Verga Engineering Construction Engineer was on site to conduct a detailed mechanical inspection of the newly installed crude oil heater, with the objective of restoring the refinery to its name plate processing capacity of 45,000bpsd.

The heater, often referred to as the furnace, is essential in the refining process, to facilitate proper heating and separation of crude oil during production. Its efficiency and reliability are key to ensuring stable and safe operations once refining resumes.

Installed in 2022 by Verga Engineering Spa Italy, the unit had been inactive and required a thorough mechanical assessment before pre-commissioning and commissioning. Following the request of TOR, in July 2025, Verga Engineering (VE) Construction Engineer conducted a detailed inspection to assess the condition of the heater.

The inspection confirmed that the heater's core components, including the coils, refractory, and instrumentation, are in good condition. Nonetheless, certain maintenance needs were identified, such as tube cleaning, elimination of minor corrosion on piping, servicing of soot blower and fuel gas and fuel oil piping blowing. A new filtration system for fuel gas was also recommended to be installed.

Following the 2025 Turnaround Maintenance (TAM), the implementation of some of the recommendations by Verga Engineering began. The cleaning of the fuel gas system is about 70% complete, and the installation of the filtration system is about to start. The remaining work on instrumentation, mechanical, and civil will be tackled and completed before the heater is put into service after the startup of the plant.

The successful completion of works on the heater will not only enable the refinery to meet its processing target but also improve energy efficiency, reduce losses, and strengthen plant safety.



# MD KOMBAT ESQ., SHARES INSIGHT AT 2025 AFRICA OIL WEEK



Mr. Edmond Kombat Esq., the MD of TOR Ltd., joined other energy leaders at the 2025 Africa Oil Week (AOW) in Accra, where discussions focused on how Africa can leverage its upstream oil and gas potential to strengthen downstream sector growth.

As a panelist on the topic “Leveraging Upstream Oil and Gas Development to Boost the Downstream Value Chain,” Mr. Kombat talked about TOR’s ongoing transformation and reaffirmed the refinery’s readiness to resume operations soon after years of inactivity, describing it as a vital step towards restoring confidence in Ghana’s refining capacity. He noted that Ghana’s refinery is not only being restored but is also being repositioned as a key player in West Africa’s drive for energy security.

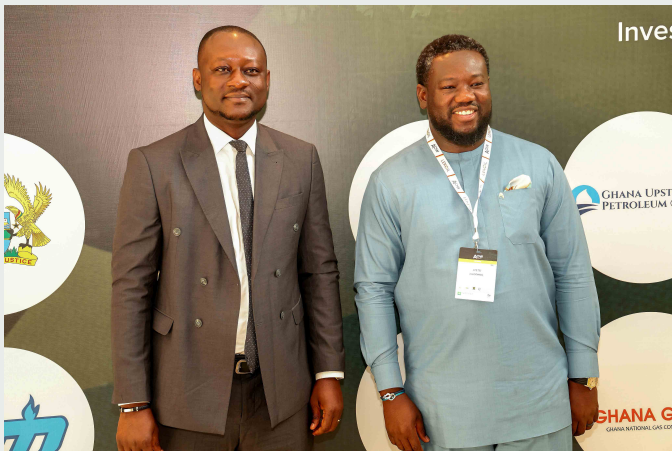
Mr. Kombat stressed the need for stronger integration between the upstream oil production and downstream refining, as well as continuous investment in refining and distribution infrastructure to meet rising energy demand across the subregion. He pointed out that now is the time to act because the population of West Africa is expected to almost double by 2050.

He also shared updates on TOR’s internal reforms, including going digital, investing in modular expansion, and third-party collaborations to enhance efficiency and long-term sustainability of the downstream.

The Africa Oil Week is one of the continent’s leading gatherings for decision makers in the oil, gas and energy industry. It provides a platform for sharing ideas, exploring partnerships, and shaping the future of Africa’s energy sector.

TOR’s participation reinforced Ghana’s commitment to building a stronger, more reliable refining base for the region.







# ELECTRICAL WORKS DEPARTMENT COMPLETES CALIBRATION OF PROTECTION RELAYS

The Electrical Works department has successfully calibrated the protection relays for the refinery’s high and medium Voltage systems at Utilities, RFCC, and CDU as part of the Turnaround Maintenance (TAM) activities.

The exercise is very important in making sure that the refinery’s electrical systems work safely and efficiently. Protection relays act like “safety guards.” They monitor electrical power flow and automatically cut off faulty sections to keep equipment from getting damaged and protect personnel from electrical hazards.

The electrical team at TOR did the calibration with help from a Schneider Certified and Licensed Protection Engineer under a local representative for the purpose of performing various tests to ascertain the functionality of the high voltage (HV) electrical systems in the refinery. It took place between September 24, and October 1, 2025.

Specialized test equipment were used to simulate fault conditions on HV switchgears in closed position, verifying that each one responded correctly within the expected time. In instances where the switchgear could not operate under faulty conditions, a minimum adjustment was made within an acceptable tolerance, and any faulty components were noted for replacement.

By recalibrating these relays, the team has strengthened the reliability of TOR’s entire power network by reducing the risk of electrical faults, minimizing downtime, and ensuring smooth and safe operations when the refinery resumes production.





# WELCOMING OUR NEW BOARD OF DIRECTORS INTO OFFICE

We are happy to welcome our newly inaugurated Board of Directors (BoD) into Office.

The Board, after its inauguration, paid a maiden working visit to the refinery in the third quarter of 2025, where they were warmly received by management and staff.

The visit featured interactive sessions with management, staff and the union leadership. They also had a guided tour of the refinery's key operational areas. The visit represents an important step by the Board in building closer ties with the entire TOR team and collectively pursuing the refinery's full operational revival.

The Board, chaired by Hon. Nayon Bilijo, comprises ten members with varied expertise and backgrounds. The members consist of Mr. Edmond Kombat Esq., Mr. Thomas Martey Laari, Mr. Robert Kempes Ofosuhene, Hon. Mohammed Issah Bataglia and Mr. Egbert Bruce. The remaining individuals are Mr. Mugabe Saifu Maase, Hon. Dr. Sebastin N. Sandaare, Osabarima Kyei Osafo Kantanka, and Mr. Ben Nunoo Mensah.

Together with the Managing Director, Mr. Edmond Kombat, and the Deputy Managing Director, Alhaji Mustapha B. Abubakar, we look forward to working together to take TOR Ltd. to new heights.





# UTILITIES RECORDS SIGNIFICANT PROGRESS IN TURNAROUND MAINTENANCE



The refinery's Utilities section has recorded significant progress as part of the Turnaround Maintenance (TAM) activities aimed at preparing the refinery for a safe and efficient restart.

The section, described as the "heartbeat" of the refinery, provides the essential steam, water, air, and power necessary for seamless operations.

Over the past few weeks, there has been steady progress across several key areas; notably, the corroded and leaking fuel oil and steam pipelines in the H5-7 area have been reconstructed, and the exposed pipelines carrying hot products have been re-insulated. Protective coatings have also been restored on key storage tanks, including G901, G60, G62, and G75, to extend their lifespan and improve safety.

Other major works completed include the maintenance of boiler no. 7 and its auxiliaries, re-insulation of its combustion chamber, hydrostatic pressure testing on heat exchangers, re-calibration of gauges and safety valves, and servicing of switchgears and pre-heaters.

The team also cleaned and desilted the old cooling tower basin and serviced manual stop valves and deaerators, which are vital yet often unseen work that ensures the entire system functions effectively.

The Utilities section has been working diligently to ensure that when the refinery resumes operations, the processing plant operates safely, efficiently, and reliably as intended.



# FIRST PHASE OF ERP TRAINING SUCCESSFULLY COMPLETED

The IT department, in collaboration with STL, has successfully completed the first phase of training on the new Enterprise Resource Planning (ERP) system, ODOO 18.

The two-week training session was inaugurated by the Managing Director in September 2025 and brought together a group of staff members from different departments who will serve as “super users” to assist their teams when the system goes live.

The training gave participants hands-on knowledge on key modules such as Finance, Human Resource Management, and Payroll, which are the building blocks of TOR’s digital transformation journey.

Next in line to benefit from the training are personalized sessions for the Managing Director, Deputy Managing Director, to be followed by training for General Managers and Managers in the coming week. Other modules, including Commerce, Purchasing, Inventory, Maintenance, and Project Management, are still in development and will roll out soon.

The ERP system is designed to streamline work processes, improve accuracy, and enhance collaboration across departments.

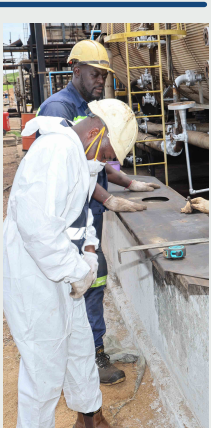
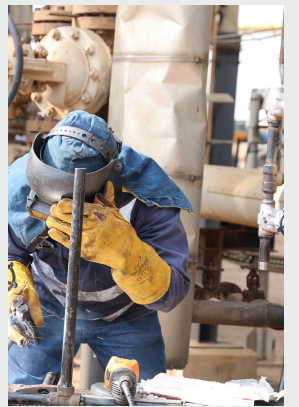




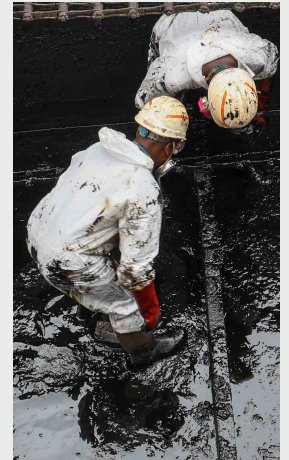
# TURNAROUND IN PICTURES





















# THE TURNAROUND

## AS WE SAW IT

The turnaround has meant different things to different people, the long hours, teamwork, new lessons, and shared pride, among other things. We asked a few colleagues to share their thoughts and experiences from this historic exercise. Here's what they had to say....



**Regina Nartey**

This turnaround maintenance period has been a memorable one in the refinery's history, giving me the chance to witness firsthand the dedication & teamwork that goes into restoring the refinery's facilities. Having worked in the Quality Control, Environment & and now safety department, I have come to appreciate the importance of all the units in the refinery's performance. As one of the few women present on the plant floor during this season, I find it encouraging to see the valuable contributions women can make in such a demanding environment. It has been an opportunity to learn, grow, and be part of a revolutionary moment in the refinery's journey.

The maintenance season has not only reinforced the importance of safety and efficiency but has also renewed my expectations for the future. As a result I look forward to seeing the refinery achieve better results in terms of productivity and its contribution to the nation.



**Abdalla Suhuyini Salfu**

From where I sit as the Union Chairman and with the sentiment I have picked on the corridors, I can confidently say that the 2025 Turnaround Maintenance (TAM) does not only show MD's commitment to get the plants work, but also represents hope, Job security and sustainable livelihood for ordinary workers.

We are indeed happy, and committed to supporting the MD and his team to achieving this milestone. With the commitment and bold steps taken by the current MD, workers expect improve working conditions, and sustainable job security after successful start-up of the plants.



**Clement Ankrah**

"I'm thrilled to have played a role in the successful completion of the historic turnaround maintenance works at the CDU, a testament to TOR's technical team's dedication and expertise. The meticulous planning, precise and safe execution, and collaborative effort of all stakeholders have ensured the safety of the TAM team and a total overhaul of the Crude Distillation Unit. One critical activity undertaken is the replacement of the Residue Air Cooler 01-EA-64 A/B, which is an improvement of the refinery's potential capacity from 45,000bpsd to 60,000bpsd. This is a remarkable achievement towards optimal plant operation and reliability.

This milestone will enhance TOR's operational efficiency and reposition TOR to contribute significantly to the nation's economic development and energy security. Thanks to management for taking such a bold decision".



**Matilda Adane Okrah**

The ongoing turnaround has given me a deeper appreciation of the scale and importance of our work at Tema Oil Refinery. It is not only about restoring equipment and systems, but also about strengthening our culture of safety, discipline, and teamwork. Every milestone achieved in this process reinforces my confidence in the refinery's ability to deliver consistent and reliable energy to the nation.

Looking ahead, I am hopeful about the future of refining. With the right blend of innovation, investment in people, and commitment to sustainability, I believe TOR can rise above today's challenges and become a model refinery in the sub-region. This turnaround is more than maintenance — it is a step toward renewal and a stronger future for all of us."\*



**Simon Boamah**

I want to use this opportunity to thank management and the entire workforce for the good work done so far in the ongoing turnaround maintenance to bring back the refinery to operations. I believe that with the rebirth, TOR is once again in the position to meet the fuel needs of the manufacturing industries who depend on petroleum products to power their industrial machines and equipment. TOR back to operations will also give hope to the youth of possible employment opportunities. I hope that we will all continue to give off our best to support the MD's vision of transformation, optimisation, and Resetting agenda.



**Patrick Dei**

When I joined Tema Oil Refinery earlier this year, the plant was non-operational. Under the leadership of Mr. Edmond Kombat, significant progress has been achieved in a relatively short period. The Turnaround Maintenance (TAM) exercise, which commenced sometime in June, marked a crucial milestone in TOR's recovery journey.

Today, the TAM is almost completed, positioning TOR to resume production in the coming weeks. This milestone represents not just a technical achievement, but a symbol of resilience, teamwork, and renewed hope. Once production resumes, TOR is expected to play a pivotal role in revitalizing Ghana's petroleum downstream sector, enhancing local refining capacity, reducing dependence on imports, and contributing to national energy security.

The remarkable turnaround of TOR stands as a testament to what strong leadership, strategic planning, and teamwork can accomplish. Indeed "the black man is capable of managing his own affairs".





## ELECTRICAL TEAM SUCCESSFULLY COMPLETES OVERHAUL OF DESALTER

The Electrical Works department has successfully completed major maintenance work on the refinery's desalter unit, a crucial component in the crude oil refining process. The project was led by Albert Sangmortey and included the dedicated efforts of other team members, all playing a vital role in the overhaul.

The desalter helps remove sediments, salts, and other impurities from crude oil before it goes through further processing. This step is vital in the refining process to protect the refinery's equipment and ensure the production of cleaner and higher-quality petroleum products.

Maintenance work began on September 17, 2025, and was completed on October 10, 2025. The project involved a thorough overhaul of the electrode plates. By skillfully combining old and new plates, the electrical team worked with great attention to detail to improve the performance of the desalter and ensure it runs efficiently.

The work done reflects the dedication and teamwork of the Electrical Works department as the refinery gears up for start-up.



# TOR ENGAGES SELECT COMMITTEE ON ECONOMY AND DEVELOPMENT

Tema Oil Refinery (TOR) Ltd. in July 2025 engaged the Parliamentary Select Committee on Economy and Development in a cordial conversation focused on the refinery's role and its ongoing revitalization initiatives.

The meeting allowed TOR to present updates on its operational status, revival roadmap, and to reinforce the vital role it plays in Ghana's oil downstream sector.

In his presentation, the Managing Director, Mr. Edmond Kombat, Esq., walked the Committee through TOR's journey, emphasizing its strategic significance in safeguarding the country's energy security and creating jobs. He also provided updates on infrastructure rehabilitation and the refinery's debt recovery efforts.

Mr. Kombat further requested for the Committee's assistance in addressing pressing issues including the restructuring of TOR's debts with ESLA receivables, reinstating the TOR portion of the ESLA Levy and fixing the deteriorated condition of the access road to the refinery, which he described as a major safety hazard.

The Committee, chaired by Hon. Eric Afful, expressed appreciation for the open discussion and pledged to advocate for TOR's issues at the national level. They also stated intentions to visit the refinery to observe its progress firsthand.

In closing, Mr. Kombat also thanked the Committee for their interest in TOR and reaffirmed management's determination to restore TOR to full operation by October 2025.





# TOR HOLDS FIRST-EVER PASSING-OUT CEREMONY FOR SECURITY PERSONNEL

Tema Oil Refinery (TOR) Ltd. has achieved a milestone with the successful passing-out ceremony of its newly recruited and trained security personnel. This occurs after a two-week intensive training held in the second quarter of 2025 at the Eastern Naval Command of the Ghana Armed Forces in Tema; marking the first of its kind in the refinery's history.

The recruits, made up of dedicated men and one woman, went through the training in collaboration with the Ghana Armed Forces.

The training aimed to build discipline, teamwork and resilience while equipping participants with essential skills in security awareness, emergency response and crisis management.

The colorful ceremony, held at the forecourt of the Naval Command, featured a smart parade and the presentation of certificates to the trainees.

Mr. Winston Quasie, the Ag. Security Services Manager expressed appreciation on behalf of the Managing Director, Mr. Edmond Kombat, Esq., for the Naval Command's collaboration and ongoing support. He emphasized that the collaboration sought to enhance TOR's security as the refinery gears up to resume operations.



# EMPLOYEE SPOTLIGHT

## THE STORY OF GLORIA BREAKING BARRIERS WITH PASSION

In a field where strength and sparks are often what matters, Gloria Ahwiren Mensah has made a name for herself with quiet determination and pride. For over eight years, Gloria has worked as a welder at the refinery's maintenance division, a role she sees not only as a job but as a calling.

Like many other kids in her neighborhood, Gloria wanted to be a medical doctor growing up. But life had other plans, and one man, Mr. Ebo Phegason, would change her life forever. Through his youth welding initiatives, Gloria became interested in a field that few women dared to pursue at the time. Even though people made fun of her for taking a "man's job," she stayed focused because she was passionate and had a purpose.

Today, Gloria stands as a proud mother of two daughters aged 19 and 16 years, both pursuing engineering degrees at Kwame Nkrumah University of Science and Technology (KNUST), one in petrochemical engineering and the other in computer engineering. She takes great pride in the fact that her hard work and bravery have given her daughters the courage to pursue their dreams.

In her role at TOR, Gloria does high-pressure welding on pipelines and tanks. This is a job that requires accuracy, discipline, and strict adherence to safety. For her, being consistent and focused leads to excellence; as such, she stays motivated by her goals and the value her work brings to the refinery.

She has these words to say: "It has not always been easy for me to work in a field where men are in charge, some looked down on me, yet I am happy to have earned the respect of some of my colleagues through my competence and professionalism. Gloria continues to show that skill and dedication know no gender.


Her advice to young women is simple but strong: "Don't be afraid of problems." Every skill you learn lets you in. "Welding has given me stability, confidence, and pride, and it can do the same for you."





# HEALTH BRIEF

## Breast Cancer Screening Awareness

| Date   | Topic   |
|--|---|
| 03/10/2025   | Breast Cancer Screening Awareness   |
| <b>Introduction</b>  | <ul style="list-style-type: none"><li>Globally, breast cancer is the most frequently diagnosed cancer and the leading cause of cancer death in women.</li><li>Breast cancer is the leading cause of cancer death in Ghanaian women.</li><li>The chance of dying from breast cancer has declined over the past few decades. While the majority of this drop in deaths due to breast cancer is thought to be due to improvements in treatment, an important part of the drop in deaths is also likely due to the use of breast cancer screening to find cancer at an earlier stage.</li></ul>   |
| <b>What Is Breast Cancer Screening?</b>                    | <ul style="list-style-type: none"><li>This is a way to check the breasts for early signs of cancer in people who have no symptoms of breast cancer.</li><li>The main test used to screen for breast cancer is a special kind of Xray called a "mammogram".</li><li>"Breast self-awareness" is encouraged by some experts. This involves learning about what your breasts look and feel like normally, and what to do if you do notice a change in your breast. If you notice.</li></ul>  <p>any changes in your breasts, talk to your doctor or nurse</p> |
| <b>What Are The Benefits Of Breast Cancer Screening?</b>   | <ul style="list-style-type: none"><li>The goal of breast cancer screening is to find cancer early, before it can grow, spread, or cause problems.</li><li>Studies show being screened for breast cancer lowers your chance of dying from the cancer.</li><li>The main benefit is that it helps doctors find cancer early, when it might be easier to treat. This lowers the chances of dying from breast cancer.</li></ul>  |
| <b>What Are The Other Breast Cancer Screening Methods?</b> | <p>Though mammography remains the only screening method that has been extensively studied and validated, other screening methods are also available, and these include</p> <ul style="list-style-type: none"><li>Breast examination by your doctor or nurse</li><li>Breast self-examination (watch how it is done on YouTube)</li><li>Other imaging methods<ul style="list-style-type: none"><li>Breast ultrasound scan</li><li>Breast MRI</li></ul></li></ul>  |



How Often  
Should  
Breast Cancer  
Screening  
Be Done?

| Age Group     | Breast Cancer Screening Frequency |                             |               |
|---------------|-----------------------------------|-----------------------------|---------------|
|               | Self-breast Examination           | Clinical Breast Examination | Mammogram     |
| All women     | Once a month                      |                             |               |
| 25 – 39 years |                                   | Every 1 – 3 years           |               |
| 40 – 49 years |                                   |                             | Every 3 years |
| 50 – 74 years |                                   |                             | Every 2 years |

- The above recommendations are for women at average risk.
- Moderate & high-risk women are advised to talk to their doctors with respect to the frequency of breast screening.
- The moderate and high-risk women include
  - o Those known to have breast cancer susceptible genes e.g. BRCA
  - o Those with a history of chest radiation prior to the age 30
  - o Those with certain breast conditions such as atypical hyperplasia
  - o Those with a family history of breast cancer in a first-degree relative (mother, sister, daughter)



# ENERGY MINISTER REAFFIRMS GOVERNMENT'S SUPPORT TO TOR'S RECOVERY

The Minister for Energy and Green Transition, Hon. John Abdulai Jinapor (MP), has reaffirmed government's strong commitment to helping TOR Ltd. to get back to its full functioning. He pointed to ongoing policy and financial interventions aimed at restoring operational sustainability.

He gave this assurance when he paid a working visit to the refinery in October 2025, as part of his familiarization tour of agencies under his Ministry.

Welcomed by the Managing Director, Edmond Kombat Esq. and members of the Management team, the Hon. Minister was briefed on progress achieved in restoring critical processing units, and strategic measures being pursued to stabilize operations to enhance overall efficiency.

In his interaction with management and staff, the minister commended TOR's leadership for its pragmatic steps towards the revival of refinery operations. He further assured TOR of the Ministry's continued collaboration to resolve all other operational bottlenecks to enhance the refinery's competitiveness.

The visit concluded with a guided tour of key sections of the refinery, where the minister inspected progress on the turnaround maintenance and also with the technical team overseeing the turnaround activities.







**We are:**



**TRANSFORMATION  
OPTIMIZATION  
RESETTling**

- Reactivating CDU and RFCC
- Investing in technology
- Enhancing operational performance with a 24/7 shift system
- Investing in terminal upgrade and automation, among others.

**Our Strategic  
Vision**

among other things  
to power Ghana  
become  
competitive







Tema Oil Refinery (TOR) Ltd.



PHONE  
+233 579 733 300  
+233 579 733 198



EMAIL  
[info@torghana.gov.gh](mailto:info@torghana.gov.gh)



ADDRESS  
Heavy Industrial Area,  
Tema-Ghana  
P.O.Box CO 599  
Tema-Ghana