



# Interim Developments

*'Where people lead, business follows'*

## Africa *is* Our Business

For many African countries it has been several decades since the attainment of what Jean-Jacques Dessalines termed, on declaring independence in Haiti in 1804, 'the first of all blessings'. However, since achieving its political freedom, the debate rages on about who is responsible for Africa's unique position as the only continent to have grown poorer in the last two decades.

Irrespective of who is to blame and who should therefore now sort things out, one thing remains clear. Africa is *everybody's* business. Those in the West who may want to leave Africa alone are witnessing the continued and steady migration of that continent's citizens into their own towns and cities. What happens in Africa will continue to have a visible and direct impact on the rest of the world and, therefore, Africa matters.

To reverse the current flow of professional skills and expertise out of the continent, our mission is to work with those who understand that Africa matters and who stand ready to share their skills, experience and energy to make Africa a place that attracts business and generates a return on investment. **Our focus is on skills development, capacity building and best practice in management because we recognise that Africa will only truly be everyone's business when it is seen as *the* place to do business.**

At the heart of every business are its people. In this issue of **Interim Developments** we investigate recent activities in training and development on the continent and highlight some of the work **Interims for Development** is doing to build the skills and capacity of Africa's professional base. Putting people first is critical, for where people lead, business follows.

*James Williams*

## In This Issue

- We speak to **John Patterson, Human Resources Director for Diageo Africa**, about how Diageo is investing in its African talent and building local capability within its African operations.
- **Combating Money Laundering** - we look at a recent project by **Interims for Development** and talk to the Interim Manager who undertook the assignment.
- **Are your new recruits ready to work in Africa?** Our case study examines how **cultural orientation workshops** can help you retain your talent
- **Developing Africa's Future Leadership – Interims support UNDP/UNESCO Joint Project for Leadership Development**
- **South Africa – Achievements and Challenges Ten Years On**

## Feature

## Releasing the Potential in Diageo Africa

We speak to **John Patterson, Diageo Africa's Director of Human Resources**, to discover how his company is showing its commitment to developing African talent.

### **ID: When did you first join Diageo and in what capacity?**

**JP:** I joined Diageo in North America in May 2001. Through my work in integrating the Seagram business merger, I was appointed Senior VP for Human Resources for Diageo's supply business in North America. After two years, I was then offered the opportunity to move to the UK to head up the Human Resources group within Diageo Africa.

### **ID: What inspired you to take on the role with Diageo Africa?**

**JP:** Africa was completely unknown to me and my immediate response was how completely romantic it would be to head Human Resources for Diageo in Africa! As I looked into the business, however, I quickly became aware of how strategically important Africa is to Diageo's business. I discovered that one out of five of Diageo's employees work in Africa, that 10% of Diageo's profits come from Africa and that the growth in the global Guinness brand has been greatly fuelled by the Africa region. Taking on this role satisfied my desire to be part of a large-scale business within Diageo and my cultural and intellectual curiosity about the continent. Despite the fact that I was also offered a more senior role in North America and another opportunity in Asia, there was never a question in my mind that the role in Africa was the right one for me and was what I was interested in doing.

### **ID: What do you see as the key challenges for Diageo and its brands in Africa?**

**JP:** We have a real opportunity to leverage our premium brands in the region. We have seen the emergence of what we term the premier consumer in Africa who wants premium brands and we have a huge challenge in ensuring that we deliver to these ever growing demands.

The challenge for us is to build on our knowledge of consumer tastes to deliver a total premium portfolio in the region.



**John Patterson, HR Director Diageo Africa**

***In terms of our people, the big challenge is recruiting from the African Diaspora, attracting the talent who are keen to move back to Africa and making sure that they are valued and successfully integrated to contribute significantly to our business.***

We have a real opportunity to merge our great employment opportunities in Africa and to be able to identify the most capable Diaspora talent to bring diversity to our management team. We want to see a shift from a predominantly European management team and to build local capability and drive leadership within the local market with nationals of those markets.

### **ID: How do you think people in Africa view Diageo as an employer?**

**JP:** I think the perception of Diageo varies by market. We are proud of the fact that East African Breweries Ltd. has been voted as the number one employer of choice in external surveys conducted in Kenya for 4 years

running. We recently conducted a global survey of our employees and more than 3000 surveys were completed, with over 75% of our staff responding. In looking at the results of the survey, the question with the highest scores (upper 80's to lower 90's in % terms) was 'I am proud to work for Diageo'.

The Guinness brand has been in Africa since the early 1800's and across much of the continent our employment brand has been viewed as a secure company that has in past years been quite paternalistic in culture. We know what our current employees think of us and one of our priorities is managing a transition to being viewed externally as a competitive, market-focused and performance driven company. We aim to attract people who are looking for a progressive company that is open to change, people who want recognition for personal accountability and responsibility, people who welcome a performance based culture that rewards individual and team performance.

**ID: Given the traditionally heavy reliance placed by multinationals on European expats in Africa, what real career choices does Diageo offer to Africans?**

**JP:** As we build the capability of our local management, we will have less reliance on senior European management for our African markets. As businesses grow and become very successful, that growth will naturally offer career opportunities. The number of expats in the African markets has stayed flat over the last four years and growth has come from local leaders. However, we are not satisfied with the balance and we are very sensitive to making sure that businesses are being led at a senior level by people who know the market and who represent the market.

Of the 45 expatriates in African markets, 10 are Africans working in London or other African markets. That is not high enough and we are working hard to ensure that we are exposing our African talent to the businesses in Africa as well as other parts of the world. Some expatriate posts are important to retain and expats will always be a part of all our operations, as we are a global business. However, we need to continue to build on our

success in promoting and developing local nationals in our African markets.

We want to attract the top talent and this means that we do not want to put a glass ceiling on those we take into the company.

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*"We recognise that if all our senior jobs are going to non-African expatriates, we will be a less attractive option for prospective top African talent. Therefore, we have a strategy to encourage local leaders to run local businesses and we must execute that strategy."*

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We are not all the way there yet but great focus is being placed on finding African talent, both locally and in the Diaspora and when we achieve that goal, the best talent in and outside Africa will come to Diageo for a global career. What is key for us is to shatter any perception of a glass ceiling and to show that we will put the best people into senior roles based on capability and performance.

**ID: Africa is often treated as the poor cousin within global businesses. What commitment do you intend to make towards investing in building the skills of your African employees?**

**JP:** In the past this was true and, even at Diageo, Africa was not viewed as the place to work within the business. However my commitment is to ensure that first and foremost the people hired into the African businesses – whether local or expat – are the top talent within and outside the organisation. That will allow us to showcase our great talent in Africa and to identify moves outside the African markets once they have contributed to our business. Secondly, I am committed to branding the opportunities, both internally and externally, and letting people understand what great businesses we have in Africa. A General Manager role within the market is an opportunity to run a truly integrated operation with a full P&L, control over every aspect of the

business, in addition to having significant responsibility for Boards of Directors within those countries, Board level governance experience and a significant corporate affairs agenda.

***“Whether you are a functional or general manager, you will gain a richer and broader experience if you are working in Africa. People are recognising this and there is no shortage of talent lining up to work in Africa, which is a great reversal of past trends.”***

**ID: What are the key achievements that you intend to put in place as Human Resources Director for the region?**

**JP:** First and foremost at my leaving party, I want them to say, ‘John brought great passion to increasing our capability’ and that ‘John and his team have built the best executive team across the market and have one of the best performing teams at leadership level.’ Also, I want them to be able to say that ‘John and his team have increased their functional capabilities and should be viewed as the most admired and effective HR team across the business’, and that Africa HR talent will be sought across the corporation for African and global positions. I think we can do that.

**ID: What kinds of roles are available to Africans in Africa and from the Diaspora if they come to Diageo?**

**JP:** They cut across the whole spectrum of our business. There is a huge need for Marketing talent, Finance talent and, of course, HR talent. There are also exciting opportunities now for individuals across the technical areas of brewing and manufacturing. We also have real opportunities at senior levels within the Leadership Team and while we are not advertising for MD’s, we are looking at senior opportunities for promising talent. We have identified approximately 40 key roles coming out of our recent organisational and people

**Interim Developments**

review which we would look to local talent to fill.

**ID: What is the best route for potential applicants who want to apply to Diageo Africa?**

**JP:** The most efficient way to apply is to register on our website or to make contact with people within the company. Shortly after I started in this role, I identified that our website was being under-utilised for African opportunities. As a result, over the next few weeks, we are making improvements to enable people to interact more effectively with the site.

In the meantime, I am willing to accept e-mails and to personally take the time to look at talent in the Diaspora that is interested in coming to us and to forwarding cv’s to the relevant contacts for following up.

**ID: Given the impact of poverty, illiteracy and HIV/AIDS on Africa’s employee base, many employers in Africa now demonstrate some element of commitment to and investment in social and community issues in Africa. What has Diageo’s record of corporate social investment in Africa been to date?**

**JP:** Clearly we aspire to be the most trusted and respected company in all the markets that we operate, and Africa is no different.

We are proud of our record in Africa. We are leading the way in support to employees and their immediate family in HIV/AIDS awareness and prevention training and in providing anti-retroviral drugs free of charge.

In terms of the environment, we support programmes that provide a safe and reliable water supply and we locally engage our communities in initiatives to ensure that we are good neighbours and leaders.



**Issue Two**



[www.Diageo.com](http://www.Diageo.com)

[For further information about careers with Diageo in Africa](http://www.diageo.com/careers/index.html)

<http://www.diageo.com/careers/index.html>

To e-mail John Patterson:  
[John.patterson@diageo.com](mailto:John.patterson@diageo.com)

**Team Africa:** John Patterson (centre) with some of Diageo Africa's HR management.

## African Diaspora Development Day

Hundreds of African organisations took over London's City Hall for the annual African Diaspora and Development Day (ad3) on July 3<sup>rd</sup>.

**ad3**, the biggest gathering of Africans in the UK involved in supporting Africa's development, featured Master classes, careers in Africa workshops, exhibitions, an African development market and African entertainers. The event is held annually to recognise the significant contributions that Africans make to their own development and to seek innovative ways of making these efforts even more effective.

Deepening linkages between the UK and Africa, and how the Diaspora can impact Africa, was the theme of the day, with a keynote speech from Yassine Fall, the Senegalese gender activist and UNIFEM Senior Economic Advisor. Noting that the Diaspora already made a substantial difference to Africa, not simply through the billions of

pounds in remittances, but also through transforming their local communities in the West, Ms. Fall challenged the audience of mainly UK-based Africans to use their organisations to act more strategically, by engaging with broader policy issues.

"It was an incredible day", said Onyekachi Wambu, one of the organisers from *africa21*, the coalition of African organisations responsible for the event. "We wanted to host a day when we could come together to see how those organisations helping Africa can be supported and their long distance work deepened."

Further information about ad3 can be found at [ad3@afford-uk.org](mailto:ad3@afford-uk.org) or [www.afford-uk.org](http://www.afford-uk.org)

**Development****Combating Money Laundering** – *Interims for Development*

recently linked up with the National Banking College in Ghana to address this challenge.

Described as the world's third largest industry, the World Bank Group estimates that at least US\$1 trillion is laundered annually around the world, while the International Monetary Fund puts the figure at between 2% and 5% of the world's gross domestic product.

Money laundering - the process by which criminals attempt to conceal the true origin and ownership of the proceeds of their criminal activity - is conducted by the by the use of increasingly sophisticated methods for moving funds across borders. The economic and social impact of money laundering is particularly devastating for developing countries with vulnerable financial systems, damaging the reputation of respected institutions and creating a barrier to foreign direct investment.

With awareness of the problem being the first step towards its solution, *Interims for Development* in collaboration with the National Banking College of Ghana, a leading training institution for banks and the financial sector in West Africa, held a seminar in June 2004 entitled '*Understanding and Combating Money Laundering*'. The three day event which took place in Accra, Ghana, was designed to introduce delegates to the regulatory frameworks in place in developed countries, to identify methods of money laundering and its application in Africa and to offer practical advice in developing strategies and approaches to combat money laundering.

The seminar, which was designed to be interactive and participatory and to enable delegates to share experiences and develop action plans for their own institutions, was facilitated by David Swanney, a British Chartered Accountant and experienced banking regulator, and an Interim Manager with *Interims for Development*.

As the author of the Joint Money Laundering Steering Group's revision of money laundering guidance notes and with 20 years experience at the Bank of England and, latterly, the Financial Services Authority, David was able to share his expertise in the area with over 30 delegates from a range of Ghanaian banks and financial institutions as well as the Ministries of Finance and Justice and the National Security Service.

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***"For good or ill, whether justified or not, West Africa has a reputation that appears to attract money launderers"***

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In David's experience, the seriousness of the subject cannot be overstated. "Money laundering, whether it is linked to drugs or terrorism, or whether it is the processing of more mundane 'everyday' crime, affects us all," he says. "It affects the stability and reputation of countries, the credibility of financial systems, and the reputation (and financial soundness) of individual firms in the financial sector. It is no respecter of borders or jurisdictions, but will naturally gravitate towards those countries where awareness of the issue, business standards, staff training – and, in some cases, the lack of political will to tackle the issue - is low".

Poor infrastructure and communication systems and a widespread distrust of banking systems all contribute to the difficulties of implementing effective money laundering measures in Africa. The widely prevalent cash and carry economy, where large cash transactions are common, provides a great advantage to money launderers.

Despite the efforts by African governments to combat money laundering, widespread poverty makes it difficult to effectively police money

laundering, while ongoing and often systemic corruption acts as a further constraint.

However, developing countries who fail to meet international standards in anti-money laundering measures could suffer a loss of revenue as companies in countries that do meet these standards become increasingly reluctant to do business. Failing to control money laundering also creates vulnerability for countries in Africa, and elsewhere in the developing world, in relation to narcotics trafficking and international terrorism.

"For good or ill, whether justified or not, West Africa has a reputation that appears to attract money launderers" says David. "We all need to do what we can to raise awareness of the issue in this region, and to share our experiences in establishing systems and approaches to combat this destabilising activity."

Since 2002, David has worked with the British Bankers' Association on money laundering prevention and accounting issues and, with this

seminar, was able to address the key issues of how to identify money laundering, provide case studies on how it is conducted, as well as guidance and advice on training staff and communicating anti-money laundering to customers.

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***"Developing countries who fail to meet international standards in anti-money laundering measures could suffer a loss of revenue"***

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In common with other professionals who have offered their professional services to *Interims for Development*, David did not hesitate to take on the assignment when he was approached by the organisation. As he admits, "I was very pleased to learn of *Interims*' activities in this area, and to be asked to lead the seminar in Ghana to share the UK's experience with these issues."

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## Combating Money Laundering in Africa



*David Swanney (centre) with delegates from the Anti-Money Laundering seminar and officials of the National Banking College*

## Tracking Market Progress – Frank Senyor Dewotor of Databank Group gives his half year review of African stock markets

The African continent continued its spectacular bullish trend in the second quarter of 2004, with African stock markets firmly perched at the upper echelons of global performance rankings at the close of the half year.

In the half-year, index returns in Africa outside Zimbabwe averaged 19.21% in US dollar terms and 19.26% in local currency terms. This compares favourably to an average index return in US dollar terms of 7.88% in Latin America, 6.41% in Europe, 5.57% in North America, -2.5% in Asia and a global average of 7.91%. Out of the top ten best performing markets in the world during the period, six (6) were from Africa, two (2) from Latin America and two (2) from Europe.

Ghana which topped the world performance rankings last year remained in the number one spot at the end of the half year driven by strong corporate results, declining inflation, falling interest rates and an overall improvement in the macroeconomic environment. Index returns reached 92% in US dollar terms in Ghana in the half year and 96% in local currency terms. The stellar performance of the market over the past 3 years has made IPO capital very cheap and this has elicited interest from companies to list on the Ghana bourse. At least five companies are slated to list on the Ghana bourse with a current market capitalization of \$11bn in the second half of the year.

The Uganda bourse which is one of the smallest markets on the continent, consolidated last year's strong showing with index (composite) returns reaching 58% in dollar terms and 46% in local currency terms

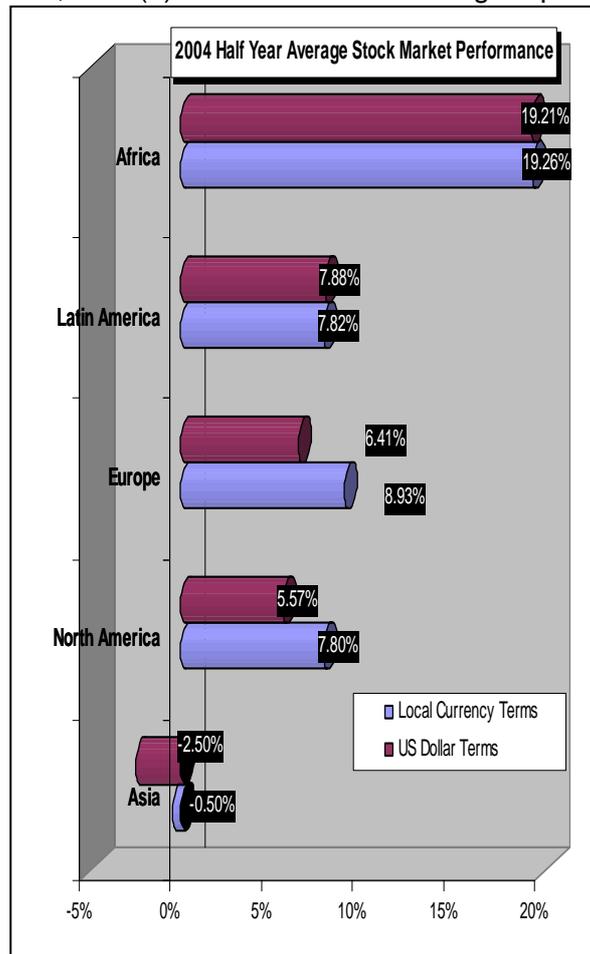
on the wings of a strong local currency, declining interest rates and a favourable inflation outlook.

High crude oil prices, increased OPEC quota for Nigeria, higher oil output in the half-year and programmed deregulation of the oil industry have boosted Nigeria's economic outlook, although corruption remains a concern. Strong corporate results for several

listed companies, the naira's stability and some degree of speculation are also contributors to the strong returns in Nigeria this year. In the half year, index returns in Nigeria reached 44% in both Naira and US dollar terms.

Broadly, the outlook for the markets in Africa for the rest of this year is highly dependent on crude oil prices, the strength of the dollar and the overall outlook for the global economy. The strong global economic outlook

could, however, ensure that the prices for several of Africa's commodity exports (especially precious minerals) remain bullish in the short to medium term.



Databank Group ([www.databankgroup.com](http://www.databankgroup.com))

## FACULTY UK – Academics in the UK launch new Higher Education Initiative for Ghana

An Association of Ghanaian faculty in higher education in the UK was officially launched in London in March. Formed in 2002, Faculty UK consists of lecturers and other staff in higher education institutions, as well as professionals with an interest in literary and other pursuits that border on education. Its broad objective is to contribute towards providing global education for the Ghanaian.

The launch, which took place at the School of Oriental and African Studies, University of London, was attended by Ghana's Minister for Education, Youth and Sports, Hon. Kwadwo Baah-Wiredu MP, and the Vice-Chancellor of the University of Ghana, Legon, Professor Kwadwo Asenso-Okyere.

Opening the proceedings was H.E. Mr. Isaac Osei, Ghana's High Commissioner to the United Kingdom, who noted with pride the

continuing efforts of Ghana's Diaspora to assist with the development of the country.

**In his keynote speech, Ghana's Minister for Education outlined the current state of education within the country and, in particular, within the tertiary sector. He highlighted the need to improve management expertise within the country's schools and universities and cited initiatives undertaken by his government to address the funding crisis within the country's universities.**

Other speakers at the launch included Professor Pikay Richardson of Manchester Business School and the New Jersey Institute of Technology, Newark, and the celebrated playwright and poet, Professor Ama Ata Aidoo.

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## Standing Up for Africa

A charity event organised in London by the Nigerian entertainer Patti Boulaye and sponsored by the Coca-Cola Foundation, brought together representatives of a number of organisations working for Africa's development. The event raised funds for **Support for Africa**, the charity founded by Boulaye to build health clinics in Nigeria.



Frances Williams, Chief Executive of *Interims for Development* (left), with Elsie Nemlin (centre), the founder and Executive Director of 'Stand Up for Africa', an NGO of Africans in the Diaspora working for the eradication of poverty and the child slave trade in Africa.

**Leadership Development****Developing Africa's Future Leadership**

***Interims for Development* joins forces with the Joint UNDP/UNESCO Programme to lay the foundations of Africa's future leadership.**

**A new joint UNDP/UNESCO project aims at developing a new breed of committed and responsible leaders across all sectors of African society. The Foundations for Africa's Future Leadership Project, recently launched in Dakar, Senegal, mobilises university students within and outside the continent, as well as young professionals who have recently entered the labour market.**

The Joint project is the brainchild of Olubanke King-Akerele, former UNDP Resident Representative in Zambia and a passionate advocate of self-empowerment. The project, which draws upon her previous experience in leadership and personal achievement training, aims to equip people with the skills necessary to become more functional at both personal and official levels, so that they can more competently accomplish challenging goals for the purpose of Africa's economic development.

**Leadership Development**

At the invitation of Mrs. King-Akerele, *Interims for Development* Chief Executive, Frances Williams, delivered a presentation at a 5 day Leadership Development Workshop held in July in Accra, Ghana, and led an interactive session on the significance of the leadership problematic for Africa and the role of the participants in 21<sup>st</sup> century Africa.

The Joint Programme will provide leadership training to the primary beneficiaries – students and young professionals – followed by two-month internship attachments to regional and sub-regional organisations and programmes. Selected leaders from the public and private sectors, NGOs and civil society organisations, as secondary beneficiaries of the programme, will receive leadership training covering substantive issues of Africa's economic development and

other challenges relevant to their particular areas of activity.

The first phase of the project, which began in March 2004, will end in September 2005 and will primarily entail identifying ongoing leadership initiatives in selected African countries, designing and developing the leadership training modules, conducting leadership training and implementing the internship placement on a pilot basis.

***The project... aims to equip people with the skills necessary at both personal and official levels... to more competently accomplish challenging goals for the purpose of Africa's economic development.***

The Workshop was attended by participants from Nigeria, Ghana, Cameroon, Senegal and Sierra Leone. Other presenters included Professor Stephen Adei, Director-General of the Ghana Institute of Management and Public Administration (GIMPA) and a leading authority on leadership development, Mr. Madicke Diop of PROFIL in Senegal, Fr. Godfrey Nzamujo of Centre Songhai in Benin and representatives of NEPAD, UNDP and UNESCO.

**Internships in Africa**

To mobilise Africans in the Diaspora, many of whom are seeking to return to Africa, the ***Graduates for Development*** programme will be collaborating with the Joint Project to identify interns in the Diaspora for short-term attachments within private, public and non-governmental organisations in Africa.

**Interested applicants are invited to apply to: [info@InterimsFD.com](mailto:info@InterimsFD.com)**

# UNDP/UNESCO Leadership Programme, GIMPA, Accra



*Delegates, facilitators and invited guests*



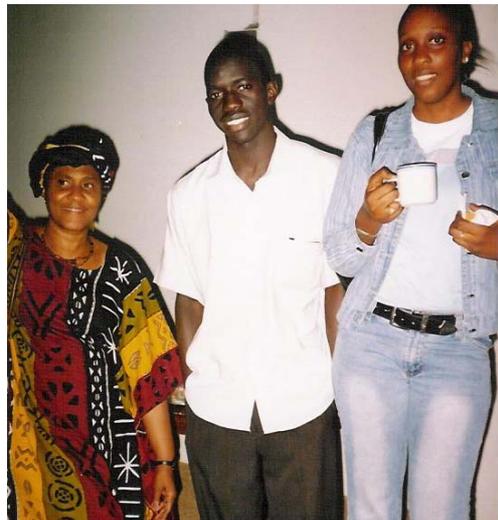
*UNDP Resident Representative addressing participants and guests during the opening ceremony at GIMPA*



*Participants at the Leadership Workshop*



*Mrs. Olubanke King-Akerele (far left) with Mohammed-Sani Abdulai, Director of the Kofi Annan Centre of Excellence in ICT, Ghana and Frances Williams of Interims for Development*



*Mrs. Olubanke King-Akerele, Director of the Joint UNDP/UNESCO project, with Workshop participants*

## Graduates for Development

**Over 23,000 graduates leave Africa every year for opportunities overseas, mainly in Europe and the USA.**

The UN Economic Commission for Africa has described the scale of emigration as one of the greatest obstacle's to Africa's development, particularly because many of those who leave are the very people needed to pass on skills to the next generation.

The **Graduates for Development** programme was established by **Interims for**

**Development** to offer opportunities for young graduates and professionals to lend their expertise to businesses and organisations in Africa, while considering the possibilities and opportunities for return.

The programme enables companies to take on graduates and young professionals for short-term projects and internships in a cost-effective manner, and enables both employer and graduate to determine whether permanent recruitment would be desirable and viable. These internships can also be combined with academic study, as in the case below.

## Making Internships Work – how one MBA graduate has combined academic learning with hands-on business practice

**For Kofi Atuah**, a chartered Chemical Engineer with a certificate in Engineering Management, an internship in Africa was the solution to his desire to undertake a relevant project for his MBA degree while beginning his search for a job in Africa.

Through the **Graduates for Development** programme, Ghanaian-born Kofi, an MBA student at Cranfield School of Management, was introduced to Akuaba Ltd., a furniture manufacturer and retailer in Accra and a project was structured around a 'business check up', focussing on financial management, market focus and internal management structure. Akuaba Ltd. has one of the largest furniture factories in the geographical area and the primary objective of the business check up was to identify the immediate key issues facing Akuaba, examining the organisation as a whole, and to make recommendations that would be of strategic benefit to the company.

The project was developed under the supervision of Dr. David Molian, a member of the Enterprise Group at Cranfield, and a leading expert in the area of business start-

ups, marketing for the smaller business and corporate and entrepreneurial venturing. In addition to **Graduates for Development**, Mrs. Mary Adusei-Herbstein, the founder and Managing Director of the company, was also a project sponsor.



**Akuaba (Ghana) Ltd.**

Akuaba is believed to have the highest factory capacity of its competitors, but is currently operating under its potential capacity. Kofi's project report examined the business strategies and market orientation required for successfully targeting relevant markets and generating sustainable business growth, and included a review of the industry landscape, a competitor analysis and the implications of the political, social, economic

and technological factors affecting the furniture industry.

Kofi undertook the project using in-company data gathered while at Akuaba, background research from relevant industry experts based in Ghana, as well as interviews with industry procurement professionals with an affinity to Cranfield and with a range of experience including major European furniture retailers. Also consulted was the IFC in Ghana, a key financial supporter of SMEs in developing economies.

Structured internal meetings enabled Kofi to get a better understanding of the manufacturing process and key production issues, some of which proved typical of the industry. “My meetings with the new Marketing Manager revealed that competition is highly fragmented, with price competition from a large number of small manufacturers. Therefore, one key advantage in terms of competition was Akuaba’s ability to fulfil orders from large institutions, who demand high quality and consistency.”



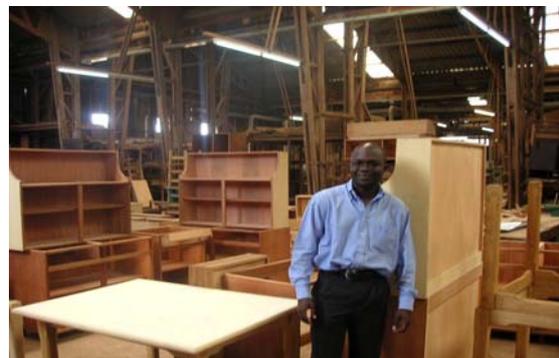
**Skilled labour on the factory floor**

Through discussions with senior management, another issue that became apparent was the need for clear role definition to avoid duplication of management effort, and the need for teams to find time to carry out more strategically based planning.

As Kofi notes, “these issues are not unique to Akuaba as an enterprise contemplating growth in a developing economy”, a view echoed by the Managing Director, who is currently seeking additional senior management support.

The academic strengths of Kofi’s MBA programme were put into practice during his evaluation of the company’s financial status. One of the key issues facing the company is cash flow management and the project looked at strategies to better manage the release of cash flow.

“My meetings in the Finance department helped me to understand how market focus and improved cash flow management would benefit Akuaba by making cash available for gaining new business and reducing reliance on the bank. Subsequent interviews with industry experts confirmed that other SME’s faced similar demands on their resources.”



**Kofi Atuah at Akuaba**

“The project exceeded my expectations in terms of learning and experience”, he adds. “I was able to put my MBA skills to practical use, and now appreciate some of the issues facing numerous Ghanaian SME’s. I was able to assist the Managing Director, a dynamic entrepreneur, in areas of financial management, management structure and market focus, which highlighted the need to make the transition from ownership to management, to facilitate growth.”

Kofi completes his MBA in August 2004 and the time spent in Ghana has helped him to better focus his approach to his career.

***“As someone who would like to live and work in Ghana, this was an excellent opportunity to also explore both business and career opportunities by networking with other professionals, including industry experts. This network will help to develop future return opportunities at the end of my MBA programme.”***

**Case Study*****Preparing to Return – How pre-recruitment orientation can help to retain African talent***

***Having made the strategic decision to reduce its dependence on European expatriates, an international company with 8 operating businesses around Africa now recruits over 15 African graduates each year from Europe and North America.***

The company typically recruits Africans from leading universities and graduate schools, offering employment contracts after conducting a range of interviews and assessment centres. While the company is successful in attracting high calibre candidates, it has been less successful in retaining them once they have been assigned to specific roles back in Africa. ***Of the 16 graduates recruited in 2002, only 7 are still with the company.***

Interviews carried out with a number of those that left indicated a lack of preparedness on the part of the new recruits for working back home and inadequate preparation by the company to deal with highly motivated and well-educated African talent.

**How Interims for Development could assist**

Even though the majority of African recruits had been to school in Africa, many of those recruited had very little, if any, experience of working in Africa. ***Interims for Development*** developed and facilitated a Workshop to support the company's induction process and tailored it to address the company's specific business requirements.

The one-day Workshop provided an opportunity for externally recruited graduates returning to their home country to consider some of the issues they will face on taking up employment after a period of absence.

Taking a practical approach and offering an open and informal opportunity for questions and discussion, the Workshop enabled the graduates to focus on the practical aspects of their return home as well as the cultural and emotional implications of change.

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***By managing expectations and confronting the positive and negative aspects of returning home, the company was able to demonstrate its commitment to not only attract African talent but to retain and develop it.***

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The Workshop also addressed the company's corporate vision and values and offered a clear vision of the career development on offer to the new recruits.

By managing expectations and confronting the positive and negative aspects of returning home, the company was able to demonstrate its commitment to not only attract African talent but to retain and develop it.

**In-Country Support**

With support from ***Interims for Development***, the company was able to strengthen the induction procedures within its African operations, ensuring that new recruits were given a comprehensive induction into the company, assigned a mentor and provided with greater support than had previously been the case.

***Are your employees ready to do business in Africa? For further details about cultural orientation programmes, click on the link below.***

[http://www.interimsfd.com/html/cultural\\_orientation.html](http://www.interimsfd.com/html/cultural_orientation.html)

## South Africa



## 10 Years On.

### Archbishop Desmond Tutu launches UK celebrations for South Africa

On Sunday 25<sup>th</sup> April, the gilded domes of St Paul's Cathedral, London, witnessed an unprecedented display of African drumming, singing and ululating as a service of thanksgiving was held to celebrate the 10<sup>th</sup> anniversary of freedom and democracy in South Africa and to launch a week of festivities.

The Cathedral was packed with a crowd made up of South Africans living in the UK, diplomats, British dignitaries, clergy, representatives of civil society and other friends of South Africa. As the service commenced, the

South African High Commissioner to the UK, H.E. Ms. Lindiwe Mabuza, joined the Dean of St. Paul's and other leading clergy in a solemn procession down the aisle.

Delivering the sermon was the most Reverend Desmond Tutu, Archbishop Emeritus of Cape Town, who spoke of the contrast between the past South Africa and the present South Africa, ten years after the end of apartheid. In a sermon that blended the solemnity of the occasion with his unique brand of humour, the Archbishop highlighted the needs of present day South Africa.

Citing the problems of poverty and unemployment

as well as the scourge of HIV and AIDS, he made a powerful plea to those present to continue to support South Africa through its present day challenges.

**"The struggle is not over," he said, "and this period is perhaps the hardest. South Africa needs your support... will you give it?"**



Further details about the events and activities to celebrate South Africa's 10<sup>th</sup> anniversary of democracy can be found at [www.dfa.gov.za](http://www.dfa.gov.za) and [www.sa2004.org](http://www.sa2004.org)

## Achievements.....

- ✦ The country is experiencing its greatest level of stability for the last 40 years.
- ✦ Increased spending on education by the Government has helped to close the gap between black and white children.
- ✦ Between 1995 and 2003, approximately two million new jobs were created

## And Challenges

- ✦ The rate of unemployment has increased as a result of the labour force expanding more rapidly than population growth.
- ✦ There are still significant disparities between the rich and the poor.
- ✦ The changing structure of the economy has created further gaps between highly skilled and unskilled workers.

**Corporate Social Responsibility**

## Appeal for Sponsorship – Can you help?

***Interims for Development is seeking a sponsor to support the Kenana Knitters of Kenya with interim management expertise.***

In 1998 Sarah Johnstone set up the Kenana Knitters group on Kenana Farm, in the mainly farming area of Njoro in Kenya, with the primary objective of helping the rural women of Njoro find some much needed form of income by using their spinning and knitting skills.



The group has grown from 2 to over 120 knitters who buy locally produced homespun wool, colour it with natural plant-dye to avoid adversely impacting

the environment, and knit it into toys, bed-covers, jerseys, socks, scarves, hats and other fashion and sports accessories.

Life for women in this rural area is hard, with no running water or readily available fuel for cooking; no transport to the market place and little access to basic medical attention.

To pay for school fees and purchase books and uniforms for their children, the need to develop their skills to increase their income is critical. The group generates two forms of income; buying the wool from 160 local families, then creating more work by

turning the wool into a marketable product.



**“Since we started the group, our ladies have worked tirelessly to succeed,” says Sarah. “We export to America and Europe, but need someone skilled in knitting/textile design to help us with new designs for our gifts and accessories.”**

## Can you help sponsor Rehiat?

**Rehiat Kabir**, a gifted textiles, knitwear and accessories designer, has volunteered to spend a month with the Kenana Knitters, assisting the knitters to expand their portfolio of designs and products. Since graduating from the prestigious Central St. Martin’s College of Art and Design with a Masters degree in Designs for Textile Futures, Rehiat has worked with a number of leading designers and has been successful in selling her own designs in New York, Tokyo, Germany, Switzerland, Amsterdam and London.



*“I would love the opportunity to share my knowledge of textiles with the women's knitting group; a two way learning process, which will allow me to give something back. Learning from developing countries where the majority of textiles is produced is vital. In first world countries, we have great technology but the real, hands-on approach to textiles is dying. This is something I have always wanted to do, and with the **Interims for Development** programme, I will be able to use my Textile Design skills to really make a difference.”*

**Sponsorship is sought to pay for Rehiat’s flights, modest living expenses, research and materials. Individuals or companies who can help this group of enterprising women should contact Interims for Development at [info@InterimsFD.com](mailto:info@InterimsFD.com)**

## Visit our Website

*Interims for Development* builds relationships with African companies, organisations and projects and works closely with them to support their strategic Human Resources and business development requirements **through high quality and affordable solutions.**

**We are** perfectly positioned to understand the needs of African businesses and to bridge the gap to build African skills and capacity to take on the challenges of business today. *Interims for Development's* Services in

Africa include **Project and Technical assistance, Social Responsibility, Training and Development, Recruitment and Interim Managers.** Case studies on our website offer examples of how these services can be adapted to provide companies with pragmatic and cost-effective solutions to their business and human resources needs.

'**IfD in the Media**' highlights the attention that the work of the organisation has received from a wide cross-section of UK, African and international media.

**[www.InterimsFD.com](http://www.InterimsFD.com)**

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## Calling all Professionals - Can you be a successful Interim?

### Do you have:

- ✚ Extensive in-depth knowledge and experience within a particular sector?
- ✚ Inter-personal skills for immediate impact and effectiveness
- ✚ Excellent communication and inter-personal skills
- ✚ Proven ability to manage, influence and persuade?
- ✚ A flexible, pragmatic, 'can do' attitude?

If you have answered 'yes' to all the above and are interested in sharing your skills to support Africa's development, please contact ***Interims for Development***

Our assignments range from one week to three months (or longer!). We pay for your flights, visas, health and travel insurance and offer a modest stipend to help with your incidental expenses. Your Host Company will provide accommodation while you are on assignment while a Host Family will introduce you to local life and help you integrate quickly into the community.

**To Register:** download a Registration Form from the ***Interims for Development*** website [www.InterimsFD.com](http://www.InterimsFD.com) or e-mail [info@InterimsFD.com](mailto:info@InterimsFD.com)

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