



Interim Developments

'Where people lead, business follows'

Africa's Young Leaders

When Alexander the Great visited Diogenes and asked whether he could do anything for the famed teacher, Diogenes replied: 'Only stand out of my light.'

Without doubt, Africa's most important and sustainable competitive advantage is its people. Enterprising, resourceful and resilient in the face of natural and man-made disasters, the potential of Africa's human resources is boundless.

Developing the potential and the capacity of our human capital is the most important priority to creating sustainable long-term growth within Africa. By harnessing the energy and commitment of our African youth— both within and outside the continent – all the sectors involved in rebuilding Africa can benefit from the wealth of talent on offer.

To grow our future talent requires challenging and well rewarded job and entrepreneurial opportunities. To create the leaders that Africa needs to face the challenges of the coming decades, we must support the development of our young people and stand out of their light.

In this issue we report on two internships undertaken in Africa by young Africans from the Diaspora, highlight the growing success of recruitment fairs in facilitating employment for Africa's skilled youth and talk to South Africa's premier Human Resources institute about the challenges for people development in the continent's leading economy.

Our updated website is up – www.InterimsFD.com - so please visit!

James Williams

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BFIIN 2005 Gold Award for Innovative Capacity Building

Internships in Africa

In Training for Leadership

Interims and AFFORD partner to support the UNDP-UNESCO Leadership Programme for Young Africans

The Joint UNDP-UNESCO Foundation for Africa's Future Leadership project aims to lay the foundations for a new breed of Africans leaders; young leaders with integrity; commitment, practical exposure to development challenges facing the continent, and a vision for the African continent and its people.

In partnership with the African Foundation for Development (AFFORD) *Interims for Development* - the UNDP/UNESCO Joint Project Diaspora partner – recently selected two young Africans to undertake internships in Africa as part of the pilot project.

The programme aims to pilot new approaches and modalities for leadership development, providing training in the kind of leadership skills required to respond to the challenges of Africa's development and the transformation of the continent.

The programme targets two categories; primary and secondary beneficiaries, the primary beneficiaries being university students and young professionals, both at university on the continent and overseas; and the secondary beneficiaries newly employed entrants in the labour market and civil service e.g. Local Government officials, selected NGOs and civil society.

Manja Kargbo

Manja, a Sierra Leonean educated in the USA and living in the UK, was selected for an Internship with the Student Youth Travel Organisation (SYTO) in Ghana.

“The internship opportunity was to be the first step towards my career in African development and for the first two weeks I assisted the Outbound Programme Co-

ordinator and gained hands-on experience of learning exchange programs.

I was set to work on a conference to develop a West African regional volunteering programme, a collaborative West African Youth Service (WAYS) project which aims at fostering awareness and responsibility in addition to building character and skills amongst youth in West Africa, and focusing on issues relating to HIV/AIDS and the environment.

While in Ghana, I attended a national volunteering workshop and gained insights on Learning through International Networking and Knowledge Sharing (LINKS) type activities and learned about the different models of education-focused local volunteering from different countries, was able to network with different organizations and establish contacts in the development field.

National Volunteering Scheme

I also worked on the National Volunteering Scheme, a project aimed at young Ghanaians volunteering in their local communities. Working on this project has been very insightful for me personally and this Internship has strengthened my resolve to work in youth development in Africa.

I assisted SYTO in planning a capacity building workshop conference for all the partners in the proposed WAYS project. This project allowed me to think ‘outside the box’ and create interactive workshop topics and activities and a pre-conference questionnaire and survey to better identify the participants’ needs and maximize the impact of the workshop.

Outcomes

While there were technological and cultural challenges, this experience has given me exposure to the contextual underpinnings defining the development challenges facing developing countries and allowed me to network with various organisations and people.

“My worldview has been changed considerably as a result of this internship.

As an African in the Diaspora, I have come to realize the importance and relevance of my contributions to Africa.

If Africa is to develop, Africans, in Africa and the Diaspora, must get actively involved in the development process.”

Manja Kargbo

Living and working in Ghana has afforded me the opportunity to witness the development process from a different perspective and adapt to a new culture.

Learning from colleagues at SYTO who have tremendous experience in the development process has been invaluable and I have been able to develop and acquire skills that will assist me in the future.”

Onome Ako

Onome, a Nigerian resident in the UK, was selected for an internship with UNDP/UNESCO Joint Project Office in Dakar, Senegal

“I was selected as a primary beneficiary from the Diaspora to take up an internship placement at the Programme Coordination Unit hosted at UNESCO-BREDA, Senegal. The terms of reference included assisting with the review and comparative analysis of the approximately 8 stock taking exercises in order to extract lessons for the Africa Wide Programme, to provide assistance to aspects of the Diaspora component and to identify lessons from experience with the internship for the design of the Africa-wide Programme.



Mrs. King-Akerele, Director of Jt. UNDP-UNESCO project with Onome Ako in Senegal

Leadership Training

I also attended a 2-day leadership training programme which gave me deeper insights into the project and touched on leadership components such as the definition of leadership and types of leadership. The Senior Training Officer, Mr Waziri, took us through very useful topics such as positive

mental attitude, vision and envisioning and goal setting.

I assisted with and attended the Technical Reference Group meeting, representing the Diaspora and made contributions based on challenges that young Africans in the Diaspora face and how the programme could give them the opportunity of practical work experience in Africa through the internship programs. Also, having a MSc. in Management of NGOs, I was invited to attend a meeting with Madame Astou Ceila and Madame Fall to discuss designing a NGO component of the programme.

Personal Objectives

I had a number of personal objectives for the internship placement. These included gaining experience within the development field and beating the Catch-22 of the 'no work no experience' challenges that fresh graduates face, enhancing my leadership skills and building my communication,

coaching and training skills. I also wanted to strengthen my creativity and innovation skills and to acquire an insight into different corporate and social cultures.

“The project has provided me with practical work experience. I have not only gained practical experience but also the confidence that comes with working on such a project and with a Coordinator who is committed, hardworking and dedicated.”

Onome Ako

Follow Up Actions

I believe that I have a responsibility to share the skills acquired with other young Africans within and outside the development field, to support Diaspora-led efforts, act as a mentor and provide careers advice to young Africans pursuing a career within and outside the field of development.”

World Bank African Development Indicators 2005

The World Bank 2005 Development Indicators is now available and provides detailed data on Africa, with more than 500 macroeconomic, sectoral and social indicators from over 50 African countries during 1965-2003.

Data is presented from a variety of perspectives, including national accounts, prices and exchange rates, money and banking, debt and related flows, government finance, agriculture, power, communications and social indicators.

Each chapter contains an introduction on the nature of the data and their limitations, followed by a set of statistical tables, charts and technical notes that define the indicators and identify their sources. Included are tables on HIV/AIDS, communications and transportation, and the HIPC Debt Initiative.

http://publications.worldbank.org/ecommerce/catalog/product?item_id=4649085

Recruitment

Recruiting for Africa

London Careers Event brings African professionals seeking careers in Africa with over 25 African national and multinational companies.

Finding effective methods to bring Africans outside Africa into contact with employers within Africa is critical to addressing the technical and managerial skills shortages facing African countries.

While traditional recruitment specialists and consultants offer a useful service, an increasingly successful approach has been through the use of recruitment events designed to bring national and international companies in Africa together with African graduates and professionals living outside the continent.

A recent recruitment event held in London by Careers in Africa attracted over 6,500 applicants with more than 500 African graduates and professionals seeking careers in Africa with multinational corporations, intergovernmental organisations and leading African companies attending the event.

Careers in Africa has been running its international recruitment events for three years, and the number of African companies that participate has increased from 11 companies in the first year to 27 companies at the April 2005 event. According to its Managing Director, Rupert Adcock, the company has placed almost 2,000 professionals into Africa in recent years.

To be considered for the Careers in Africa events, successful candidates must have an excellent academic track record (to at least undergraduate degree level), fluency in English, French or Portuguese, outstanding

intellectual and interpersonal skills and work authorisation for at least one African country.



Rupert Adcock, MD, Careers in Africa

Adcock's passion for Africa stems from his involvement in 'Windows on Work', a 1997 initiative helping exiled South Africans find a career path back to the new South Africa. This was followed by 'African Managers', a pan-African recruitment initiative for graduates in Europe looking for careers across Africa. Today the UK-based company which, in addition to its British management, is staffed by nationals of South Africa, Kenya, Angola, Tanzania and Benin, is developing pan-African recruitment initiatives for Africans across 39 countries on the Continent.

"We are hoping to place over 500 people as a result of the Careers event," says Adcock.

For someone who has helped to facilitate more than 1500 careers across the African continent over the past eight years, this seems eminently achievable.

Reporting Africa - Balancing Challenges and Opportunities

Diageo Africa Business Reporting Awards

When it comes to the subject of Africa, balanced reporting in the media is often hard to find and, with a few exceptions, there is little reporting of business in Africa in the international media. Successfully promoting external investment in Africa means addressing the negative stereotyping and one-dimensional reporting of the continent.

The Diageo Africa Business Reporting Awards, which were first launched in 2004 by Diageo, the leading premium drinks company, were established to recognise and reward journalists and editors providing quality coverage of the business environment in Africa and promoting a more balanced view of opportunity in Africa. The 2005 Awards were presented at London's Guildhall in July.

The ceremony, hosted by Diageo Chairman Lord Blyth, was attended by over 200 people from the worlds of business, media, government and civil society. Stressing the importance of Africa to Diageo's global business, the Chairman hoped that, by promoting more widespread reporting of business in Africa, the awards would encourage potential investors to look more closely at the opportunities Africa has to offer. Diageo has a strong presence in Africa. Guinness, one of its major brands, is brewed in over 20 countries around the continent and exported to many others.

The keynote speaker, HE Paul Boateng, British High Commissioner to South Africa,

urged journalists to tell "the whole story" of Africa. "Africa is not a single place," he said. "It is very complex and its potential is wondrous. We all hope in 2005 that that potential is unlocked."

Professor Wiseman Nkuhlu, Executive Head of NEPAD, underlined the need to attract more investment to Africa. "These awards have been established by a company that knows Africa to be a welcoming destination," said Professor Nkuhlu. "I applaud Diageo for this innovative approach to encourage more prolific reporting of African business in the international media."



Anver Versi, Winner for 'Africa Business'

Diageo Africa's Managing Director, Nick Blazquez, presented awards to Issac Umunna of *Africa Today* for Best Published Feature ('A Partnership of Giants') and Grant Ferrett and Caroline Pare of BBC *Newsnight* for Best Television Feature ('Coca-Cola comes to Mogadishu').

Editor and journalist Anver Versi who won two awards (Best Publication 'Africa Business' and Best Journalist) spoke of the challenge to the media to tell the whole story of Africa.

"Unfortunately, coverage of Africa often bears little resemblance to the Africa we know. Africa has enormous potential. We haven't tried to portray Africa in a positive way, just as we know it."

Diaspora

Enterprise Africa!

Nobel Peace Prize Winner Prof. Wangari Maathai addresses Africa Diaspora and Development Day 2005

On July 2nd, 2005, while British rock stars took to the stage in London's Hyde Park, several hundred Africans gathered at the London Metropolitan University to tackle the serious question of how Africans outside the continent can mobilise their own resources to create and sustain jobs, enterprise and wealth in Africa.

Africa Diaspora and Development Day (AD3) is the annual one-day event held by UK-based African Foundation for Development (AFFORD). Enterprise was the focus for the 2005 event; how Africans can use the skills, experience and knowledge acquired outside the continent to boost employment-creating economic growth in Africa. Featuring a range of master classes and workshops on subjects including enterprise development, employment and careers in Africa, the purpose of this year's ADDD was to explore the mindsets, structures and mechanisms needed in order for Africans outside Africa to support SME growth in Africa.

Arriving to a standing ovation, the keynote speaker for the event, Professor Wangari Maathai, Assistant Minister for Environment and Natural Resources in Kenya and 2004 Nobel Peace Prize winner, expressed her delight at the commitment of Africans in the Diaspora to the economic and social development of Africa. While acknowledging the efforts of the musicians campaigning in London's Hyde Park, she urged the Africans present to remain focused on what they are already doing.

Peace and Democracy

Professor Maathai paid tribute to the Nobel Prize awarders for recognising that the



“The solutions to our problems lie within us.”
Nobel Peace Prize winner Prof. Wangari Maathai

environment, democracy and peace are inextricably linked. Using the analogy of a 3 legged African stool, she noted that the extent to which any country is willing to invest in all 3 legs – managing resources in a sustainable way, sharing resources more equitably and creating a democratic space that respects the rule of law and human rights – will determine the extent of its ability to develop.

In a keynote speech punctuated by extended applause, the Kenyan Minister spoke of Africa as a continent rich in natural and human resources but impoverished by the exclusion of the majority to the natural

resources of the land. Another major cause of poverty, she said, was the inability of African countries to add value to their natural resources and cited the need for skills, information, knowledge and tools as critical to the development of value added processes and services.

Touching on the subject of the billions of dollars sent to Africa by the Diaspora each year in the form of remittances, the Nobel Laureate warned that without skills, remittances will not enable people to make productive use of the money sent. Turning to the theme of the day, she noted that 90% of businesses in

Africa are small enterprises and urged the conference to identify ways in which skills could be identified to aid such businesses as, with limited opportunities for employment; an enterprise culture is needed as a means of creating wealth in Africa.

“Where are your 10 trees?”

Referring to the environment, Professor Maathai urged a change of attitude to the

ecosystem. “The Congo Basin forest ecosystem”, she said, “is the second largest in the world and is of critical importance to African and global climate patterns.” She challenged the audience to make sure that each person plants ten trees to replace the carbon dioxide they will use in their lifetime.

“Plant trees”, she said. “Ask people to plant trees for you in your village, in your country. Do you know where your ten trees are?”



Africa Diaspora Development Day 2005

Fielding questions from the audience after her speech, Professor Maathai insisted that Africans are now in a position to push their leaders, especially since

African leaders are now more willing than ever to be pushed. “Democracy will happen when people demand better governance of their leaders and for that they need education and information,” she said. Thanking the organisers of AD3, she closed by urging action and the need to work together, adding; “We met here today and because of this, we have made a difference.”

Corporate Social Responsibility

Sponsoring Miracles



Ola with ‘miracle nephew’ Zach

Ola Fagbohun of new women's travel network - Diverse Traveller (www.diversetraveller.com) attempted her first marathon, running for Bliss, the premature baby charity. “I have a miracle nephew and god-daughters born prematurely, so it’s a charity close to my heart.

“After being inspired by last year’s marathon, I applied to run for Bliss in June,” said Ola, a Nigerian resident in the UK. With an inflamed left knee to contend with, running 26 miles was a major challenge. “By the 10-mile mark I was resigned to power walking the rest of the way,” she said.

Ola finished with a time of 6 hours, 10 minutes and 53 seconds and raised £1,200 in sponsorship from individuals and organisations, including *Interims for Development*.

Human Resources Management

The People Factor - *the unique challenges for Human Resources management in South Africa*

11 years of democracy has brought change and progress across a range of issues in South Africa. The country has developed some of the most progressive labour legislation in the world and while the new laws provide strategies for proactively developing the skills the country needs, it is often left to Human Resources practitioners within the business to manage the required transformation in the workplace.

Due to the slow pace of change, a government policy framework for broad-based black economic empowerment (BBBEE) was introduced in 2003 and, at the time, the Deputy Trade and Industry Minister Lindiwe Hendricks said: "The realities of the situation in South Africa and the history of the country, whereby economic opportunities for black people were severely curtailed, requires the state to take this interventionist path in order to correct the situation."

The BEE Act was intended to accelerate the de-racialisation of the economy, an essential condition for political and social stability and economic growth. The Act instituted a balanced scorecard against which to measure the degree to which companies contribute to BEE. A significant percentage – 30% - is allocated to a company's progress with regard to human resources development and employment equity.

The task of transforming South Africa's economy through prudent human resources management and employment equity has fallen, in no small measure, to the country's HR managers and practitioners. In an exclusive interview, **Interim Developments**

spoke to Ms. Dudu Msomi, Chief Executive of the South Africa Institute of People Management on the unique challenges facing the profession in South Africa.

ID: As the leading professional association of HR Managers in South Africa, what would you define as the key people management issues for South Africa today?

DM: I would say that the key issue is the retention of talent. Also important is developing diverse workforces that are productive and sustainable, succession and talent management, leadership development, innovative reward strategies and entrenching knowledge management within the corporate culture

ID: How do you believe South Africa's charters on BEE will impact the workplace?

DM: BEE charters are voluntary and are about self regulation. The targets that sectors set for themselves are usually the lowest common denominator and most individual



"Through diversity, innovative and creative strategies arise that not only give businesses the opportunity to thrive locally, but globally as well."

Dudu Msomi, Chief Executive of South Africa's IPM

companies develop their competitive advantage by exceeding the targets through innovative ways in order to meet their own stretch targets. Charters actually encourage businesses to strategise, plan and to align themselves to a rapidly changing environment which is part of any management practice. It is teaching businesses to be pro-active rather than reactive because as the domestic market changes so should the workplaces reflect it and also be able to service that market. Simultaneously sectors are serving their own self-interest through charters and implementing BEE holistically because with a more affluent society, so would their market and businesses also grow. To remain profitable and sustainable businesses need to have workforces that understand the market.

Through diversity, innovative and creative strategies arise that not only give businesses the opportunity to thrive locally, but globally as well.

ID: What steps is the IPM taking to address the current technical skills gap in South Africa?

DM: IPM is a membership organisation. It is our members that can impact the skills issues in the workplace. The mission of the IPM is to provide knowledge and tools for strategic people development and leadership which contribute to growth, profitability and sustainability.

Through the forums, workshops, our education and training service and the annual convention, we expose our members to information and knowledge to equip them to deal with the challenges they face in their workplaces which include technical skills gap. South Africa's skills development strategies as espoused by the Skills

Development Act and the learnership programmes together with BEE charters all work together to impact on technical skills in South Africa. The South African Government's Education Department is also evolving to respond to the needs of industry by creating a pipeline that is relevant and appropriately skilled.

ID: How would you suggest that South Africans in the Diaspora who wish to return home can connect with employers?

DM: IPM offers itself as a conduit. We have a placement company called IPM Select that would assist South Africans in the Diaspora to connect with employers.

ID: As the HR profession itself undergoes change from being a support function to a strategic business partner, how is the IPM contributing to building capability and professionalism among the Human Resources management community?

DM: Strategic HR is more than just aligning HR strategy to organizational strategy, and providing functional services. Human Resource professionals like other business functions, must do many things well, from basic transactions and functional issues to strategic planning issues to be successful. Strategic HR presents new challenges for HR departments within South Africa. Becoming strategic implies moving away from traditional approaches, accepting responsibility and accountability for the growth in productivity and profit of an organization, and ensuring all levels of contribution as discussed earlier are achieved. To equip HR practitioners with the appropriate skills and knowledge to be strategic partners, IPM through its education and training arm, offers a qualification in Business Partnering.



Africa News

Investing in South Africa



“We are defining a new image and identity as Africans”, said Ms. Wendy Luhabe, President of the South African International Marketing Council (pictured above with Dr. Chris Landsberg of the Centre for Policy Studies) speaking at a UK business forum in London.

“Our next ten years will be concentrated on creating employment, bridging the skills deficit and growing SMEs - leveraging areas of the economy where South Africa has a natural competitive advantage.”

NEPAD e-Schools Initiative wins global award

The New Partnership for Africa’s Development (NEPAD) has received the Global Intelligent Community Visionary of the Year 2005 award for its NEPAD e-schools initiative from the Intelligent Community Forum in New York.

The 10-year NEPAD flagship e-schools initiative involves the establishment of an Africa-wide satellite network that will connect schools to the internet as well as to points within each country from which educational content will be fed to the schools on a continuous basis. It also involves ICT training of teachers and students, content and curriculum development, community involvement and participation, and establishment of ‘health points’.



Angolan Education Ministry Invests \$48 Million to Improve Vocational/Technical Training

The Ministry of Education announced that it would be investing \$48 million under its Reform of Vocational and Technical Training (RETEP) program in order to improve the quality and availability of vocational/technical training throughout the country.

Under the RETEP program the Ministry will re-launch and modernize the vocational and technical training facilities throughout the country to address the urgent need for qualified labor, and thus help reduce unemployment. Already the Ministry has opened 12 intermediate vocational/technical institutes: nine in Luanda, and one each in Benguela, Cabinda and Huila. Combined, the nine facilities are training more than 45,000 Angolans. The Ministry has plans to build another 32 institutes and to train 800 more trainers.

2005 Half Year Review of Africa’s Stock Markets

Stock markets prolonged their 3 year bull run in the first half of this year thanks to ongoing political and economic reforms, a favourable external environment, strong commodity prices, relatively low interest rates and strong earnings performance by many listed companies.

Africa’s GDP in 2004 is estimated to have grown by 5.1% and a similar performance is expected this year.

African stock markets are outperforming other regions, with average gains in US\$ of 13.3% against a global average of 5.9%.

The top five performing markets globally all come from Africa and include Egypt, Zambia and Uganda, where strong foreign investor interest buoyed the equities market.

Courtesy of Databank Group



Interims for Development provides a range of Human Resources, Training, employment and capacity building services.

We assist private, public and non-governmental sector employers in Africa and the UK through a range of employment and training solutions designed to build management, leadership and professional skills and to enhance good governance.

We provide professional Interim Managers for short-term technical, project and training support within Africa. We also provide Career Management and Employment Training and Coaching services to facilitate professional employment opportunities for people of African and minority ethnic descent in the UK.

Through Interim Developments, our online magazine, we regularly review developments in employment, business and capacity building in Africa.

Have you visited our new website? www.InterimsFD.com



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