



Interim Developments

'Where people lead, business follows'

Investing in Gender Equity

The recent elections in Liberia established Ellen Johnson-Sirleaf as Africa's first female head of state of modern times. This historic event, following on from the appointment of women as Deputy Prime Minister of South Africa and Minister of Finance for Nigeria as well as the choice of Professor Wangari Maathai for the Nobel Peace Prize in 2004, highlights the enormous potential of women in contributing to Africa's political and economic development.

While the term 'gender' still triggers negativity in some quarters, it is important that women in Africa remember what Archbishop Desmond Tutu once quoted his father as saying; 'Don't raise your voice; improve your argument.'

The argument is clear. African employers that tolerate gender bias also restrict opportunities to bring the talent and experience of a significant proportion of their workforce to bear on their business and to create a positive reputation as a fair employer. Investing in gender equity and gender balance will create organisations with a diverse workforce which are better positioned to hire the best talent, understand and reflect the diversity of their customer base, improve staff morale and bring new ideas and innovation to maintain their competitive edge.

In this issue we speak to Wendy Luhabe, founder of Whiphold, one of South Africa's most successful women's empowerment organisations, and report on the recent Pan African Women Invent and Innovate event in Ghana. We also take pride in the achievement of *Interims for Development's* female founder in winning the 'Rolls Royce of Awards' in October 2005, the Black Enterprise Awards 'Rising Star of the Year'.

Thank you to all our readers and our best wishes for the festive season.

James Williams

In this Issue

Learning from the Leaders

Wendy Luhabe speaks on how today's managers can create tomorrow's leaders

HR: Cost or Benefit?

Lagos Training Programme highlights importance of Human Resources Management in Africa

Innovation Africa

Pan African Women's conference demonstrates innovation and technology in Business

Rising Stars

Interims for Development scoops top enterprise award

Banking on Nigeria

Recent reforms highlight skills needs in the finance sector

Employment Enterprise

Interims for Development signs agreement for Ghana SME support

Around Africa

People and business developments around Africa



BFIIN 2005 Gold Award for Innovative Capacity Building

Leadership in Africa

Learning from the Leaders

Transforming Africa requires inspirational and motivational leadership. To achieve this goal, the continent must develop a strong managerial and leadership cadre now for its continued economic and social development. As African companies address the challenges of globalisation, building on past lessons will create a better workplace for today's new executives and tomorrow's business and social leaders.

*In this exclusive interview, **Interim Developments** speaks to Ms. Wendy Luhabe, successful South African author and business leader and the Chair of South Africa's International Marketing Council (IMC), which positions South Africa in terms of its investment and credit worthiness, exports, tourism and international relations objectives.*

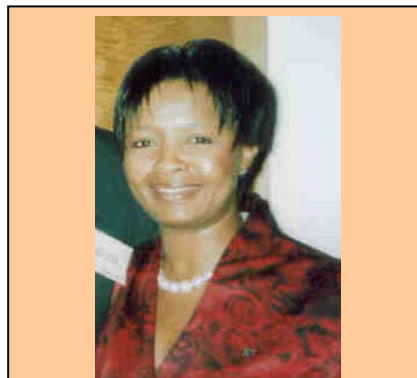
Wendy Luhabe acquired her initial corporate experience with Vanda Cosmetics and the BMW Group. She left corporate life in 1991 to become a social entrepreneur and founded 'Bridging the Gap' as her first business. In 1994, Ms. Luhabe pioneered the founding of Women Investment Portfolio Holdings and, in 1997, she was involved in establishing the presence of Alliance Capital, a fund management business, in South Africa.

She is the chair of Alliance Capital, Vodacom Group, Vendome SA and the Industrial Development Corporation (IDC). She recently joined the Board of the Johannesburg Securities Exchange and was appointed as an International Trustee of The Duke of Edinburgh's Award International Foundation for young people.

In this interview we explore her views on how future generations can build on the achievements and lessons of today's business leaders.

ID: In your book 'Defining Moments', you identified the need to share the stories of black South African managers in the

last three decades of the 20th Century. Why do you believe that these stories needed to be told?



Wendy Luhabe

"We buy into the stereotypes and conditioning, we must re-assess what serves us and discard what doesn'twomen must define their own standards, their own dreams, their own circumstances."

WL: Many of us were shaped by an Apartheid political system, an inferior education system and conditioning that made many believe that they were incompetent, stupid and second class citizens. I wanted to share stories of diverse people in various industries who had become successful notwithstanding the circumstances that shaped them. Their

stories bear witness to the resilience and wisdom that is captured in their experiences. The book has inspired both black and white managers and I have become involved in offering Resilience Training which builds

capacity for people to thrive in challenging circumstances.

ID: How do you believe the lessons learned by South Africans can be applied across the continent?

WL: Firstly we have to realise that experiences offer us lessons for growth and development, then we have to value our lessons, articulate them and share them with others to ensure that as a people we reflect and understand what makes us effective and what doesn't. There is a wealth of experience that we can exchange with each other because we all know different things and have been shaped by different circumstances. We must have more inter-continental TV and radio programs, exchange stories in magazines and write more, read more than we are currently doing to broaden our horizons.

ID: Developing future leaders for Africa is imperative for the continent to develop successfully. What can today's business leaders and corporate managers do to raise the bar and inspire younger generations?

WL: We have to transform the way we parent and educate young people in preparing them for life and today's reality, not our reality which no longer exists. If we do not cultivate young people who are disciplined, confident, resilient, prepared to respect gender equity and take responsibility, practise integrity and shape their destiny, efforts of today's business leaders will be lost.

Our role should be to guide, inspire and mentor younger people to be the best they can be, to exceed their wildest dreams and to change the course of history about what black people are capable of.

“The continent would be best served by training all of us to be resilient..... to reach our full potential instead of depending on others for our own destiny.”

ID: Looking back on your own life, what lessons can you share with other African women, both from corporate life as you experienced it and as an entrepreneur, in a predominantly male environment?

WL: One of the lessons I have been most grateful for is that I have never settled for second best. When I graduated from University it took me a year to find suitable employment; there were many other jobs but they were not suitable. Later, when I was overlooked for a promotion which I felt I was qualified for, I left to start my own business, Bridging the Gap, and find out what I was really capable of, not what society thought I was capable of. We buy into the stereotypes and conditioning, we must re-assess what serves us and discard what doesn't; especially when we feel un-appreciated or undervalued. Then we know we are in the wrong place or in a wrong relationship.

Women must define their own standards, their own dreams, their own circumstances. Perhaps what I take for granted, the ability to be resilient, is not something that most people have. The continent therefore would be best served by training all of us to be resilient to enable us to reach our full potential instead of depending on others for our own destiny.

Human Resources Management

HR Managers in Africa: Adding Value or Raising Costs?

“Transforming HR from Cost to Benefit” was the theme of the recent training programme held in Lagos to address the importance of the Human Resources professional in business development. The course marked the first joint project between *Interims for Development* and Regal Exchange and Associates and brought together 20 senior managers and HR Directors from major corporations and organisations across West Africa.

Privatisation of public services, corporate mergers and trade liberalisation across the continent are presenting new and demanding challenges to the traditional role of the HR Manager. These changes require the HR professional to become a strategic partner involved in the transformation of the enterprise and contributing to company wide issues. Africa’s private and public sectors need HR professionals today who are able to initiate policy, manage change and ultimately add value.

The two-day training programme entitled ‘**Strategic Human Resources Management**’ was developed and delivered by *Interims for Development* to focus on the key issues relating to the perception, image and actuality of HR in today’s businesses.

Designed to enable participants to review the business and interpersonal competencies that the HR role now requires, the course examined how to build and negotiate new relationships with staff, line and top management and how to communicate the strategic vision of HR to internal and external stakeholders.

The programme also linked business strategy with the compensation, recruitment and performance policies of an organisation.

Delegates were provided with an opportunity to review the key areas of HR activity and learn to develop strategic approaches to managing change, thereby making the HR function an essential partner for organisational success.

“Africa’s private and public sectors need HR professionals today who are able to initiate policy, manage change and ultimately add value”

For Regal Exchange, specialists in financial services training in Africa, the programme responded to training needs articulated by many of their African clients and offered a longer-term opportunity.

“By asking *Interims for Development* to join us to host ‘**Strategic Human Resources Management**’, we sought to give a more complete solution to the issue of training business professionals; offering delegates and their organisations not just the direct benefits of the course itself, but also the continuing benefits available through the services offered by Interims”, says Bayo

Jide, Regal Exchange's Head of Business Development for Africa. "Delegate response to this more holistic approach has been positive and we hope to be able to continue to offer the expertise of Interims in this field as an additional benefit to our portfolio."

Vincent Owen, the Course Director and Senior Consultant for *Interims for Development*, led participants through an intense 2-day programme that challenged the administrative bias traditionally directed at the Human Resources department in Africa.

"I was delighted to see so many participants from different kinds of businesses attending the programme, not only from Nigeria but also from Ghana and Sierra Leone", says Owen, who has developed and delivered programmes for

Interims across Western and Central Africa. "I think this demonstrates clearly the importance that forward looking African companies are now giving to the Human Resources agenda. It

is frequently stated in Annual Reports that people are the greatest asset any company has; it is very encouraging to see that the ability of Human Resources to make a strategic contribution to the future success of

companies is now being recognised."

For further information about Human Resources Management training and services: visit our [web site](#), or or contact ***Interims for Development*** on + 44 (0) 20 8200 2373



"This demonstrates clearly the importance that forward looking African companies are now giving to the Human Resources agenda."

Vincent Owen, Course Director, 'Strategic Human Resources Management', Lagos.

Angola Registers Greatest Growth in Sub-Saharan Africa

At 16%, Angola achieved the strongest economic growth in Sub-Saharan Africa, states a report by the International Monetary Fund. According to the IMF document which examines the economic outlook for Africa both this year and next, Sub-Saharan Africa will record growth of 4.6% in 2005, coming in below the 2004 figure of 5.3%.

Pan African Women Invent and Innovate (PAWII)

Innovate Africa

Business Women Marketing a Wealth of Ideas

The inaugural Pan-African Women Inventors & Innovators, Exhibition, Conference and Awards 2005 took place in Accra, Ghana in September 2005 under the auspices of the Global Women Innovators & Inventors Network (GWIIN), in partnership with the International Finance Corporation's Gender Entrepreneurship Markets.

The forum, supported the Ghanaian Ministry of Women and Children Affairs, was a unique trade event enabling innovative African women entrepreneurs with exceptionally creative ideas, technologies and successful solutions to address their information and promotional needs. Under the theme of '*Business Women Marketing a Wealth of Ideas*', the event focused on fostering and supporting the economic empowerment of inventive and innovative women in business across Africa .

Opening the conference, the Hon. Alan Kyerematen, Ghana's Minister for Trade and Industry, highlighted the need for governments and funders in Africa to support women entrepreneurs with developing processes and technologies to create greater efficiency and productivity.

The conference provided an opportunity for distinguished speakers from Government Departments, leading industry experts, voluntary organisations, enterprises and educational departments to discuss and share effective ways of bringing the support, assistance, tools, advice and information necessary to women in achieving significant growth while taking their ideas to market.

Plenary sessions and roundtable discussions addressed how innovative businesses create

new ideas, ensure their ideas are protected, react to changing markets and engage with their customers. Contributors from across Africa, Europe and North America addressed key issues facing inventors and innovators and focused on how to create innovative market opportunities in Africa, build capacity and secure finance and investment.



Ghana's Trade and Industry Minister with an exhibitor at the PAWII event

The need for this event was highlighted by GWIIN Founder and CEO, Bola Olabisi.

"It is crucial that we keep spurring new products and services that meet our immediate needs from across the world and Africa is no exception. Women are the world's natural innovators – many tend to

solve problems they find rather than find problems to solve. With initiatives such as this, we can show the world how worthwhile it is to be innovative, entrepreneurial and how it pays to protect commercially viable ideas”.



“Women are the world's natural innovators – many tend to solve problems they find rather than find problems to solve.”

Speakers at the conference included Ms Elizabeth Joyce Villars, President, PEF/Managing Director, Camelot Ghana Limited, Ms Janet Minja, Director of Marketing & Information, Small Industries Development Organisation, Tanzania, Ms Inge K. Zaamwani - Managing Director, Namdeb Diamond Corporation (Pty) Ltd,

Namibia, Dr Alexandra E. Graham, Vice President & Chief Operating Officer, LaGray Chemical Company and Mrs. Frances Williams, Founder and CEO of *Interims for Development* Ltd.

The event was promoted as a vehicle to highlight role models within Africa and the many achievements and contributions women have made to the manufacturing industry and economic growth. The accompanying exhibition enabled women participants to showcase remarkable and



Innovative jewellery designed from semi-precious gems by Nigerian Toyin Seweje

innovative products and concepts, providing much needed inspiration and motivation for others seeking to turn their unique ideas into commercial propositions.

The 3 day event concluded with special recognition awards for 14 women inventors and innovators from Kenya, Swaziland, Tanzania, Uganda, Nigeria and the African Diaspora

Migrant workers to remit \$225 billion in 2005

Migrant workers are expected to send home US\$225 billion this year, according to a World Bank study which showed remittances playing a key role in slashing poverty rates in developing economies and representing the biggest source of foreign exchange in many countries.

While remittances highlighted migration's positive impact on development, the study also examined the negative effects of the brain drain of educated migrants from developing countries. Five out of 10 college graduates from Sierra Leone and Ghana, for example, live outside their country while many countries in Central America and Sub-Saharan Africa show rates of migration among professionals of over 50 percent.

Rising Stars - Rounding up a year of accolades, *Interims for Development* scoops highly contested UK Trade & Industry sponsored Award

Frances Williams, the Ghanaian CEO of London-based company *Interims for Development* was named 'Rising Star of the Year 2005' at the fiercely-contested UK Trade & Investment Black Enterprise Awards in October 2005, in London. This award honours exceptional business achievements by an individual or business with outstanding skills, professionalism and perseverance.

The UK Trade & Investment Black Enterprise Award is the latest in a string of major accolades received by the company in 2005 alone. Described by the UK media as "the Rolls Royce of business awards", Black Enterprise Awards are the only national, independent business awards event honoring African and Caribbean entrepreneurs.

In July, Williams was also named 'Business Innovator of the Year 2005' by the Ghana Professional Achievers Awards, held annually in London to showcase Ghana's businesses and professionals. And in February, Williams received the prestigious Gold Award for Innovative Capacity Building at the British Female Inventor & Innovator conference organised by the Global Women Inventors and Innovators Network (GWIIN).

Officially launched in Ghana in April 2003 by the Ghana Government's Minister for Private Sector Development, *Interims for*

Development works with African businesses and international companies operating in Africa to support their Human Resources, business development and capacity building needs.

Uniquely, the company taps into the expertise of professionals in the UK, and elsewhere, who join the African company as Interim Managers to take on specific projects or provide in-house training for short periods. Clients, such as Heineken International, Diageo Africa, UNDP-UNESCO, Kenana Knitters Ltd. and Guinness Ghana Ltd., have been drawn from Ghana and many other parts of Africa and from a diversity of sectors including textiles, mining, brewing, international development and financial services.

Expressing her delight at winning the Award, Williams said. "We are truly pleased to win this prestigious award which recognizes our achievements in offering a new and distinctive way of addressing the business and technical skills crisis in Africa's emerging economies. We hope that this additional recognition will encourage more organisations in Africa to invite us to support their technical, skills, and human resources needs."



Financial Services

Banking on Nigeria

Nigerian Central Bank Governor highlights the impact of new banking reforms on the sector's skills needs.



“The Nigerian banking sector can never be the same again,” said Professor Charles Soludo, Governor the Central Bank of Nigeria (pictured above), during a presentation on the progress of Nigeria’s radical reform of its banking sector. Speaking at the event organised in London in October by Business in Africa Events, the Governor made clear his determination to push through the reforms which are set to provide an enormous boost to capital market growth and investment opportunities in Nigeria.

The banking and financial reforms are part of the key elements of Nigeria’s economic development agenda and will transform the banking landscape. Already over 22 groupings of banks involving 67 banks are in the process of merging and, according to the Governor, at least 20 stronger and more reliable banks are likely to emerge at the end of 2005 when the reforms are set for completion.

The 13 point banking reform agenda was designed to address the weak capital base of the majority of the country’s banks, poor corporate governance, high unit costs and unsustainable competition. The reforms, which include raising the capital base of banks from N2 billion (US\$16 million) to a minimum of N25 billion (about US\$185 million), should create banking institutions that investors can rely on and that depositors can trust, thereby enhancing transparency, professionalism, corporate governance and accountability.

These reforms will also serve to highlight crucial gaps in the skills currently to be found within the banking sector and those needed within the new banking environment. Highlighting what he termed the current ‘mismatch’ of skills in the sector, the Governor stressed that the sector will now need to develop professional bankers who can develop effective banking services, structure transactions and drive down costs.



“The reforms have led to a change of approach and now we have to think and be bankers.....the right human capital – knowledgeable, exposed and cosmopolitan – is now critical.”



Addressing the human resources implications of the new banking regime, **Tony Elumelu**, CEO of United Bank of Africa (UBA) plc, presented a case study of the impact of reform on his bank which underwent the first consolidation within the sector. Applying the principles of professionalism and meritocracy to the merger that created UBA plc had led to an increase in productivity within the bank, he said.

“The reforms have led to a change of approach and now we have to think and be bankers”, he stressed. “The right human

capital – knowledgeable, exposed and cosmopolitan – is now critical.” Pointing to the new bank’s ability to attract Nigerians in the Diaspora away from institutions such as the IFC, General Electric, Citibank and Goldman Sachs, Elumelu was positive about the renewed credibility and confidence of the financial system.

Professor Soludo, who took up his appointment as Governor in May 2004 and was recently voted ‘Best Central Bank Governor of the Year’, cited positive results from the changes that have already taken place and spoke of a new culture of professionalism and customer-centred operations becoming increasingly visible. On a wider scale, interest rates have dropped

to their lowest level since the liberalisation of the financial system in the late 1980’s and lending to the private sector is on the rise, with funding of large scale projects beginning to happen. The reforms have already seen a significant growth in capital market activity and banking sector stocks have moved into the preferred portfolio for Nigerian investors by over 50% in the year since June 2004.

With a population now estimated at 150 million, Nigeria is the giant of Africa. For sub-Saharan Africa to go forward with meeting the Millennium Development Goals, the success of Nigeria’s banking revolution will be imperative.

African Diaspora

IOM Netherlands Embarks on Ghana Health Project

To help mitigate the consequences of Ghana’s brain drain of professional health workers, the IOM (International Organisation for Migration) is working with the Ghanaian Ministry of Health and other partners on a project called MIDA Ghana Health.

The project, which will end in mid 2007, aims to attract members of the African Diaspora in the European Union who wish to make a contribution to the improvement of the health sector in Ghana.

This is realized in two ways. On the one hand, Ghanaian and other African migrants living and working in the Netherlands and other EU countries can transfer knowledge, skills and experience through temporary



assignments in Ghana. On the other hand, health workers from Ghana have the opportunity to access specialized training at healthcare institutions in the Netherlands.

For further information visit the IOM Netherlands [website](#) (go to "programmes" and "migration and development").

Human Resources Management

Employment Enterprise

Association of Ghana Industries and *Interims for Development* Sign MOU to build Human Resources and Management Capacity



The Association of Ghana Industries (AGI) has signed a Memorandum of Understanding with *Interims for Development*, the UK based pan-African Human Resources development company, to build Human Resources management excellence in Ghana.

The Association of Ghana Industries (AGI) was set up in 1958 and is the leading business organisation in Ghana with over 500 members from both the private and public sectors. It serves as a mouthpiece for the manufacturing and services sector and carries out proactive support services with a view to contributing substantially to the growth and development of industry in Ghana.

A major challenge facing today's private sector in Ghana is effectively developing and managing its human resources. Under the terms of the agreement, the two organisations will co-operate in carrying out a series of activities to highlight and address the challenges faced in developing and implementing good Human Resources practices in the country.

Interims for Development will assist the AGI through organising a series of training activities to focus on the key issues relating to the perception and actuality of Human Resources management and to help develop the competences of managers and Human Resources and Training professionals. The company will also provide advisory services

and support in this area for the both members and non-members of the Association.

Mr. Kofi Kludjesson, President of the AGI, (pictured second from left above) welcomed the MOU as a significant step towards supporting the country's human resources development agenda.

"The Association is strongly focused on working with its members to radically improve efficiency, particularly among the small and medium sized enterprises in the country. SMEs make up around 80% of businesses in Ghana and, unfortunately, poor management and people practices are hindering the ability of such companies to develop and create further employment."

Frances Williams, Chief Executive of *Interims for Development*, emphasised that the MOU lays the foundations of a partnership that will offer solutions appropriate to Ghana. "Ghana's future competitiveness depends greatly on the ability of senior managers and HR professionals to unlock people's potential. The roles of business managers and Human Resources professionals have to be seen as a strategic partnership aligned to achieving business success. We are looking forward to working with the AGI in its mission to boost the development of SMEs through sound and appropriate people management and development approaches."

Africa News

Groundbreaking Protocol for Women's Rights Enters into Force

The Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa came into force on November 25, the International Day Against Violence Against Women and 30 days after the government of Togo became the 15th country to ratify it.

The Protocol, adopted for ratification by the African Union in July 2003, establishes essential rights for women and girls across the continent and offers a series of advances in international law in the protection and promotion of women's rights.

The Protocol has been welcomed by women's rights activists as a sign of positive change for women in the continent and 15 countries including Benin, The Gambia, Lesotho, Libya, Rwanda and South Africa have ratified the Protocol, with 38 states in the African Union yet to do so.

Source: Equality Now – SOAWR Secretariat

MAPESS Holds Job Fair in Huila Province

Angola's Ministry of Public Administration, Employment and Social Security (MAPESS) hosted a job fair in August in the southern Huila province.

The objectives of the fair, the first of its kind in Huila, were to attract companies interested in hiring new workers and to provide opportunities for the creation of micro-enterprises. The event was also intended to promote small-scale income generating activities, place recent graduates in the job market, and explain current labor law, employment and training opportunities.



Highest Investment Returns from Africa

The current return rate on investment in Africa is more than 30%, making the continent the fastest growing region in the developing world, according to Caroli Omondi, acting Chief Executive of the Africa Trade Insurance Agency.

Mr. Omondi, addressing the fifth gathering of the African Venture Capital Association in Mombasa, compared this with the return on investment in Europe of 10 % and 15% in the United States.

Addressing delegates on turning risks into opportunities, he pointed out that with 52% of Africa's goods exported to the European Union, the only major risk to trade was political instability which led to a heightened perception or risk.

Source: Databank Group

Botswana among World's Least Corrupt

Botswana has again been rated among the world's least corrupt countries, according to Berlin-based Transparency International in its 2005 Corruption Perceptions Index (CPI). In the survey, Botswana was listed among the top 20 per cent of countries considered to be least corrupt and was also ranked as the least corrupt middle income country in the world as well as the least corrupt country in Africa.

The Transparency International index defines corruption as the abuse of public office for private gain, and measures the degree to which corruption is perceived to exist among a country's public officials and politicians. It is a composite index, drawing on 16 surveys from 10 independent institutions, which gathered the opinions of business people and country analysts.

This year's overall score for Botswana (5.9) and global ranking (32) remain the same as in 2004 and places it above nine European Union countries included in the survey.



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.

www.InterimsFD.com



Congratulations to Gloria Nyarko, Personal Assistant to the CEO of *Interims for Development*, on her graduation from Westminster University with a Masters degree in Development Management

If you have enjoyed **Interim Developments** please pass on the link to your friends and contacts.

E-mail us at:

info@InterimsFD.com to join our subscription list.