



# Interim Developments

*'Where people lead, business follows'*

## 2005 – The Year for Africa?

*"This year is of great significance for Africa."* So starts the 453-page report of the Commission for Africa entitled 'Our Common Interest'. Reactions to the report since its launch in London have been divided, with numerous debates taking place to assess its findings (*see p. 7*).

The 17 Commissioners set themselves the task of defining Africa's challenges and providing recommendations on how to support the changes necessary to reduce poverty on the continent. The report's title unequivocally links a secure and prosperous Africa to the best interests of the global community while the report's recommendations number over a hundred. The Commission, established by UK Premier Tony Blair, was set up to report in 2005 - a year in which progress made towards the UN Millennium Development Goals is under scrutiny and in which the UK heads both the G8 and, in the second half of the year, the European Union.

The success of the Commission will be rated by its ability to deliver impetus to action rather than words. Nevertheless, while the emphasis on 2005 does place Africa prominently on the world's agenda this year, it is the actions taken in 2005, 2006, and 2007 and beyond by Africans inside and outside Africa that will really determine how quickly the fortunes of Africa can be transformed. Achieving positive and sustained change in Africa requires a focus on governance and capacity, on 'doing the right thing and doing the thing right'.

In this issue of **Interim Developments** we highlight a capacity building project in Kenya, celebrate our [Gold Award for Innovative Capacity Building](#) and examine how Africans living outside Africa are responding to calls to engage their skills and expertise to build capacity for business and investment in Africa.

*James D. Williams*

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**Capacity Building****Business by Design***Interims support a remarkable Kenyan textile company to build its capacity to compete in the international fashion markets*

**Kenana Knitters is a Kenyan company set up in 1998 to help the rural women of Njoro, Kenya to generate income from their spinning and knitting skills. The group consists of over 180 women who buy locally produced homespun wool which they dye using natural plant-dye and knit into a range of toys and accessories for home sale and export. The group generates two forms of income; buying the wool from almost 200 local families, then creating more work by turning the wool into a marketable product.**



To be competitive, the Knitters must produce new lines on a regular basis. A key constraint for the company has been its limited access to trade journals and the internet, making it hard to achieve its full design potential.

Through *Interims for Development*, Kenana Knitters were offered the services of Rehiat (Rea) Kabir, a textile designer skilled in accessory and textile design to work with them over a period of five weeks.

The key objective was for the Interim to assist in developing new, marketable knitwear and

accessories within the constraints of homespun wool, natural dyes and using the skills of rural women. Before leaving for Kenya, Rea undertook additional research funded by *Interims* to identify trends in toy and textile design.

**Technical Assistance**

With additional financial support from Coats Viyella, Rea spent several weeks on the farm in Njoro working with the Knitters. “My brief was to assist the group with developing new design concepts, share information and resources regarding trends in the fashion industry and train members of the group in alternative techniques and approaches to their designs,” explains Rea.



**Rea at work with her team of knitters**

“Together with Caroline, my assistant, and five other knitters, we produced a range of knitted accessories for women’s wear for Autumn/Winter 2005. The collection was based on an experimental piece of crouching

which proved less successful than they had hoped and which I decided to turn into sculptural scarves. In terms of design, I was given complete freedom, which I found a positive challenge!”

Rea’s expertise gained from her work at Liberty’s of London, which caters for wealthy clients with an eye for non-mainstream fashion, proved invaluable to her host company. From Rea’s perspective, Kenana has much to offer its market.



“For the customer who appreciates experimental pieces, hand knitted products and also products which are naturally dyed, I feel Kenana Knitters have an edge on the rest of the current market”, she says. “In the next few years the consumer market will be exhausted with mass produced products and the average consumer will be more willing to spend their money on quality hand-knitted products.”

Learning was a two-way street as both Paddy and Sarah provided Rea with technical guidance in working with the sometimes unfamiliar materials to implement her new ideas.

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***“In the next few years the average consumer will be more willing to spend their money on quality hand-knitted products.”***

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Rea’s assignment offers Kenana a longer-term networking contact for increasing their visibility and market share. Based on her knowledge of the Knitters’ work, Rea intends to continue opening doors for the group over the coming months.

**Interim Developments**

“I will be showing the samples produced in Kenya to the Accessories Buyer at Liberty’s in the next few months for selection for Autumn/Winter 2005 and also helping the group in any other way I can by sending design ideas or other contacts in the future.”

## Social Development

The Knitters have also become a source of social support in the region. Funds generated by the group have been used to create a working area and to purchase storage and office facilities.

The group’s ethos is to expand their knowledge base and skills and social development activities at the Farm include daily newspapers, a radio, library and sponsored attendance on training courses for HIV/AIDS counselling. The office computer is also used to teach touch typing and computer literacy.



The success of the Kenana Knitters would not have come about without the hard work and dedication of the company’s Directors, Paddy Nightingale and Sarah Johnston. In Rea’s opinion, the two women are inspirational role models who take on responsibilities well beyond the call of duty.

As Rea observes, “they are both amazing women. Paddy gives medication to women with very sick babies even late at night.”

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Coming from the often cut-throat ruthlessness of the international fashion industry, working in Africa has given Rea a different perspective.

“Knowing that there are people out there who put something back into the community and work towards a better future has restored my faith in people. Given the opportunity, I would love to go and work alongside Sarah and Paddy in the future.”



*“Kenya is a beautiful country and full of creative people who use everyday materials around them to make extraordinary works of art.”*

From the company’s perspective, Rea’s assignment significantly met its objectives. Citing Rea’s skills in adapting the raw materials as well as her ability to motivate the Knitters, the Directors of the business have no doubt about the success of the assignment.

“Rea designed, produced and finished a range of functional yet fashionable accessories, using the resources available to her. Her use of locally produced glass and beads as embellishment was most creative while her input with regard to high fashion influences has been very productive,” says Sarah Johnston.

Rea admits that “having never visited Africa, the only encounters I had with the continent have been from seeing images on the television and stories from friends. Before my visit I didn’t have any idea whether I would enjoy the project or not, and now I can wholeheartedly say I loved every part of the experience. Kenya is a beautiful country and full of creative people who use everyday materials around them to make extraordinary works of art.”

## Diageo launches second year of Africa Business Reporting Awards

*“As the perception of Africa improves, so too will investment flows.”* Dr. K Y Amoako, Executive Secretary, UN Economic Commission for Africa (UNECA)

The **2005 Diageo Africa Business Reporting Awards** (DABRA) were launched in London in March 2005 by Diageo, the world’s leading premium drinks business. The six awards will recognise and reward journalists and editors providing high quality coverage of the business environment in Africa.

The 2005 awards will be presented on 4 July 2005 at Guildhall in the City of London. The closing date for entries is 20 May 2005.

For details of how to enter: [www.diageoafribusinessreportingawards.com](http://www.diageoafribusinessreportingawards.com)

## Awards

# Gold Award for Innovative Capacity

## Building - *Interims for Development* recognised for its work in Africa

Recognition of its unique approach to building skills and capacity came with the recent selection of *Interims for Development* by GWIIN (the Global Women Innovators and Inventors Network) for the 2005 Gold Award for Capacity Building at its recent British exhibition and awards in London.

*Interims for Development* was set up in 2002 in response to the needs expressed by African private and public sector organisations for the technical skills and expertise needed to advance the continent's development agenda.

"We established *Interims for Development* to support African companies to grow and develop their businesses," explains Frances Williams, Chief Executive of the company. "One of the key reasons for the lack of development in Africa is the scarcity of technical and managerial systems and skills within our businesses and institutions."

Since its inception *Interims for Development* has worked with both local African companies and with international companies operating in Africa. Assignments in Africa have included providing Human Resources advisory services, developing and implementing business development and training programmes as well as capacity building for companies across sectors as diverse as textiles, mining, brewing, international development and financial services.

Through its work, the company aims at contributing to business growth and thereby to poverty reduction.

"Poverty results when access to the means of creating wealth is restricted or denied. The African continent is rich in natural resources and has a wealth of talent in its human resources. Successfully addressing the barriers restricting people from creating wealth will reduce poverty over time," says Ms. Williams. "Sometimes the barriers are institutional; sometimes the barriers relate to people not being skilled or not being sufficiently skilled in the right areas to create wealth."



CEO Frances Williams receiving the 2005 Gold Award for *Interims for Development*

Recognising that a successful organisation employs more people and provides the financial resources to tackle poor health, education and social dislocation, *Interims'* mandate is to work with African businesses to enhance the capacity of their human resources to grow the business and generate further employment.

In terms of its future projects the company, says its CEO, aims to build local African capacity to address issues of poor governance.

"Organisational systems for combating corruption in many parts of Africa can be weak. In 2004 we delivered a seminar in Ghana on 'Understanding and Combating Money laundering' to address this aspect of corruption and also developed a successful workshop for implementing corporate ethics and CSR for a major African business. We are currently developing a programme designed to

build capacity in African local and central government to help create awareness of good governance and to strengthen anti-corruption measures.”

***“Africans have enormous potential to translate the continent’s natural riches into strong economies and thriving societies. What we focus on is helping to make that transition happen by building on the capacity and skills of Africa’s talent.”***

As a company run by Africans based in the UK, accessing the skills of qualified Africans in the Diaspora for the continent forms a key part of the *Interims* agenda. In response to interest from younger, less experienced people to contribute to African development, the company established its *Graduates for Development* programme in early 2004.

Although less seasoned than the typical *Interim*, young graduates with high potential provide affordable short-term skilled resources for small and medium sized African enterprises.

The company also works in partnership to assist qualified young Africans in the UK to overcome barriers to obtaining highly skilled employment and facilitates internship opportunities with employers in Africa.

Such internships offer the receiving businesses inexpensive skilled human resources and provide interns with experience and networking opportunities as well as an entry point for the eventual return of their much-needed skills back into Africa.



## **Five years on: NEPAD reviews MDGs in Africa**

***2005 marks the fifth anniversary of the Millennium Declaration which gave birth to the Millennium Development Goals, a global commitment to a major reduction of poverty by 2015.***

In line with the NEPAD principle of African leadership and ownership of Africa’s development, the NEPAD Secretariat has been preparing a report, based on its own analysis of the status of MDGs in Africa, to identify the constraints, prospects and challenges in meeting the MDGs and to assess the human, technological and financial resources needed to reach the goals.

The report will be prepared for each of the five African Union sub-regions of the continent and will reflect their respective needs and priorities, laying the foundation for collective action by African leaders, policy makers and their development partners in helping African countries meet the MDGs by 2015. The final AU/NEPAD MDG Report will be presented at Africa’s MDG Review Summit in July 2005 in Addis Ababa as a precursor to the UN Millennium Declaration Review Summit scheduled to take place in New York in September 2005.

As the Nepad Secretariat notes, “The significance of the year and the unprecedented opportunities Africa has to influence the development agenda make it imperative that Africa speaks with one voice for a common response to meeting the MDGs across the continent.”

For further information contact: Khadija Alia Bah, Programme Facilitator, MDGs, NEPAD Secretariat.  
[www.nepad.org](http://www.nepad.org)

**Commission for Africa Report****Is a prosperous Africa really in our Common Interest?***Analysis of the Blair Commission for Africa report results in divided opinions*

Reactions to the recent report of Tony Blair's Commission for Africa have pulled no punches. But outright and outspoken cynicism from some quarters has been balanced by cautious optimism from others as well as a positive endorsement of the Report's analysis of Africa's challenges and its recommendations for action from others.

A recent event held at London University's School of Oriental and African Studies provided a platform for well-known commentators on Africa to debate whether the report had anything new to offer. The panellists, representing civil society and the private sector, included Clare Short, British MP and former International Development Secretary, Richard Dowden of the Royal African Society and journalist Dr. Tajudeen Abdul Raheem.



Citing the reaction to the US nomination of Paul Wolfowitz as World Bank President as the first test of the UK government's commitment to the report, Ms. Short expressed her doubts that the report's call for a doubling of aid to Africa would be met. She acknowledged that any crisis in Africa would impact on its close neighbour, Europe, and that success for Africa was in Europe's best interest. Ultimately, she stated, it was less the Commission's report than the increasing impatience of African societies that would be the biggest driver to enforcing change and addressing corruption and bad governance.

From the perspective of African commentator, Dr. Abdul Raheem, the report while fundamentally offering no new

solutions, did signal a shift in nuance by acknowledging the issue of corruption in Africa as a two-way process and by highlighting the role of the West in enabling corruption in Africa. Describing the presentation of 2005 as an apocalyptic year for Africa as "ridiculous", he urged the UK to take the lead in abandoning self-interest and fulfilling its own promises to Africa.

The report's emphasis on capacity building and training for Africans was welcomed by South African Koosum Kalyan who chaired the Business Contact group that reported on the private sector contribution to the Commission's report. Highlighting capacity and corruption as the two greatest barriers to the levels of growth required across Africa to meet the Millennium Development Goals, Ms. Kalyan welcomed the report's recommendations on identifying practical solutions to support Nepad and the African Union to address these issues.

According to Richard Dowden, former Africa Editor for the Economist, while the report was well written, in his view it raised expectations that would be hard to fulfil, even under the best scenarios.

But the report has attracted support from international bodies and during a recent visit to London, the World Bank's Vice-President for Africa, Gobind Nankani, welcomed the report's 'hopeful realism'. He stressed the World Bank's commitment to supporting efforts by African governments to achieve greater economic growth through a balanced assessment of their own needs against available external financing/funding options.

***The Commission for Africa report can be accessed in both English and French through the Commission's website: <http://213.225.140.43/>***

**Human Resources****Engaging African Employers, Recruiters and the Diaspora*****Rev. Jesse Jackson addresses international conference on employment and skills for Africa***

A packed London conference centre provided an audience for the Reverend Jesse Jackson as he delivered the keynote speech at an event designed to bring African professionals living outside Africa together with African employers.

The March conference, organised by AfricaRecruit under the auspices of NEPAD and the CBC, was opened by Professor Wiseman Nkuhlu, Chairman of the NEPAD Steering Committee, at the British House of Commons. Intended to explore the role of the African Diaspora in promoting skills development in Africa and challenges and opportunities in the African employment market, the two-day conference provided a platform for a range of speakers from the public and private sectors as well as from institutions including ECOWAS and UNIDO.

In his opening remarks, Professor Nkuhlu stressed the need to ally skills with good policies in Africa. Pointing out that Africa needs teachers, doctors, scientists and professionals now to meet its MDGs, he urged the conference to use the occasion to create partnerships and collaboration and to identify strategies and processes for drawing Africans in the Diaspora into the African renaissance project of NEPAD. Professor Wiseman added that the continent must underpin all the moves towards good governance by bringing in skilled people to make it sustainable. He cited the lack of expertise and organisational capacity necessary for the major regional economic communities to play their rightful role and urged the conference to identify flexible models that would enable Africa to tap into the skills of its citizens outside the continent.

Speaking on behalf of the private sector, Alhaji Bamanga Tukur, Chair of the Africa Business Roundtable, stressed that the private sector was not just the engine of growth in Africa but the saviour of Africa.

“Business has no boundaries,” he said. “It goes where it is welcome and where it can add value.”



Dr. Yves Amaizo of UNIDO highlighted the impact of the African Diaspora on local culture and cautioned that the Diaspora’s involvement in transferring capabilities and diffusing knowledge should be done in a manner acceptable to local people and should not jeopardise local culture.

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***“Business has no boundaries. It goes where it is welcome and where it can add value.”***

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The charismatic American civil rights leader and campaigner, Reverend Jesse Jackson, launched the second day of the conference with an address to over 200 participants. Central to his keynote speech were the themes of unity and action.

Stressing that what binds us together is greater than what divides us, the former US Special Envoy for Africa urged the audience to develop new ways to leverage their franchise to open up public and private sector opportunities.

Reverend Jackson stressed that Africans in the Diaspora are now at the stage where access to capital and technology gives them a presence and influence far in excess of their physical numbers.



*Interims* CEO Frances Williams chairing keynote session of Human Resources forum with Rev. Jesse Jackson (left) and Lee Jasper, Senior Policy Advisor to Mayor of London.

Pointing to the fact that in big elections small numbers matter, he called upon his audience to reject what he termed “a grasshopper complex” and to build a national presence by focusing on shared needs, struggles, hopes and aspirations.



Touching on debt relief, the Reverend encouraged Africans in the UK to support the efforts of the UK Chancellor, Gordon Brown, to secure debt relief for the continent. “Debt relief is key to world growth,” he pointed out. “It helps Africa and provides the West with a bigger market.”

## South Africa targets Ghana as its Gateway to West Africa

Ghana has emerged as the hub for South African companies seeking to do business in West Africa. A recent SA Institute of International Affairs (SAIIA) survey revealed that 40 South African companies, the majority of which are listed on the JSE, are in business in Ghana.

At the top of the list is AngloGold, whose recent US\$1.4 billion merger with Ghana’s Ashanti Goldfields corporation created the world’s second-largest gold mining company. Food retailer Shoprite and brewing company SABMiller have also established a significant presence.

Although, with a population of 20 million, Ghana represents a relatively small market; drawn by the country’s stable economy and continuing economic growth, South Africa is challenging the market share of Ghana’s traditional investors from Europe and the USA.

Source: Databank Securities Limited [www.databankgroup.com](http://www.databankgroup.com)

## Investing in Africa

## Uganda – *Investing in the Pearl of Africa*

Located at the heart of Sub-Saharan Africa and with a commanding base for regional trade and investment, Uganda, described by Winston Churchill as the ‘Pearl of Africa’, is positioned to become one of the most attractive business locations in eastern and southern Africa. Political and economic reforms have galvanised the country’s economy in recent years, while extensive privatisation has underscored the private sector as the primary agent in the country’s recovery process.

A key weapon in Uganda’s battle to encourage private investment, both foreign and domestic, is *the Uganda Investment Authority*. Set up in 1991, the UIA is the statutory agency responsible for promoting and facilitating investments in Uganda.

**Interim Developments spoke to Dr. Maggie Kigozi, Executive Director of the UIA in Kampala, about the challenges and successes of attracting investment into Uganda.**



**ID: What are the key ways in which the UIA works to fulfil its mission?**

**MK:** Our mission at the UIA is to make a significant and measurable contribution to Uganda’s economic development by stimulating private sector investment, promoting exports, and creating sustainable employment in all regions in Uganda. To fulfil this, five years ago we shifted our focus from general investment services to proactive, targeted promotion and specialized client facilitation and aftercare. This has been possible with the multidisciplinary team of staff that I have.

Our key roles in the development of the private sector are investment promotion, investment facilitation and aftercare, policy advocacy, and information dissemination. We have

committed ourselves to the UIA Client Charter, which helps us to promote good practice and accountability to both the potential and existing investor. We have also encouraged the line agencies we work with to facilitate the investor, to draw up ‘Client Charters’ and commit to them. To this end we are developing a ‘Team Uganda’ concept that enables us to have liaison officials in the relevant institutions charged especially with investment related issues.

**ID: The Government has stressed its determination to support the development of a thriving private sector. How is UIA supporting the implementation of this policy?**

**MK:** A thriving private sector will achieve Uganda’s economic growth

and development plan, to increase value added exports, create employment, bring in capital, and attract technology.

To implement this plan, the UIA has established a public service network of District Investment Promotion Officers to ensure regional balanced growth and proper exploitation of our natural resources spread all over the country, a good number of private sector alliances; for instance Women Entrepreneurs Network, and Uganda Desk which has facilitated a series of business programmes designed to strengthen and support Uganda's base of domestic investors. UIA, as an organisation between the government and private sector, has promoted private/public sector dialogue. The private sector takes an active role in policymaking on issues that affect the business environment.

Currently, the UIA is Secretariat to the World Bank funded Presidential Investor Round Table (PIRT), an initiative of our President, HE YK Museveni. The initiative is anticipated to enable government to set in place relevant interventions with the guidance of both local and foreign investors.

**ID: Industry needs a skilled workforce in order to maximize productivity and create wealth. How is Uganda – and the UIA – responding to the challenge of building capacity and developing appropriate human resources strategies for the country?**



**MK:** For starters, Uganda is implementing the policy of Universal Primary Education in a bid to eradicate illiteracy. Our literacy rate is now 68%. At the national level the education curriculum is constantly undergoing development to come up with one geared towards job creation and not job seeking, which has been the case and the cause of unemployment. The 'white collar jobs' are not enough and cannot effectively be used to generate increased production from our resources. In addition to these efforts is the soon coming implementation of a national ICT policy. These strategies should equip Uganda's human resources with competitive capacity to engage in business nationally, regionally and globally.

At the UIA, we identified, among others, Education and ICT as sectors where Uganda had the comparative advantage within the region to become a hub of excellence. To this end, we have prioritized the promotion of investment opportunities in these sectors to attract investment in order to increase access to capacity building. Under the PIRT, there is a sub committee on Education and ICT that is working out relevant strategies that will further develop Uganda's workforce. Our 'Uganda desk' at the UIA has also been instrumental in initiating various practical and cost effective programmes to support and increase the capabilities of local entrepreneurs in sectors where Ugandans can be competitive.

**ID: What are the key sectors leading Uganda's economic recovery and what are the safeguards for investment from within the country, the Ugandan Diaspora and foreign investors?**

**MK:** The key sectors leading Uganda's economic recovery are mainly the service sectors like Health, Education, Tourism, Telecommunications, and Finance. The other sectors that have been doing well are Agro processing, specifically coffee, beverages, and tobacco. Mining, ICT and Energy are also among the leading attractive areas for investment.

Uganda's economic recovery began in the 1990s. These were the fruits of economic reforms like the privatization of state enterprises. Our privatization policy has seen government pull out of business, leaving the ground fair for private sector players. Nevertheless, currently, government is looking at ways of intervention in selected key sectors to enhance capacity. Access to finance is one of the key challenges of the private sector in Uganda. This is will be solved shortly since our financial services sector is growing.

Uganda's liberal economic policy also left forex controls to market forces. As for capital, you can bring it in and take it out as you please. Our experience shows that when investors are making money and are assured of protection of their investment, they do not leave – they reinvest their profits to make more.

Testimony to this is the presence and operations of Coca Cola and Stanbic Bank. Also present in Uganda are

Shell, Standard Chartered, Nokia, Microsoft, Total, Pepsi, KPMG, Dunavant, Lafarge, and TATA. I might have left out a few.

***“Ugandans in the Diaspora in the financial year 2003/04 contributed about five hundred and fifty million US dollars!”***

We have continued to improve as an attractive location for investment, also because of a stable political environment, a sound legal and regulatory environment, and the protection of investment. Uganda is signatory to the main international investment related institutions like MIGA and OPIC, among others. Uganda has sound macroeconomic policies that have reduced the inflation rate to single digits for the last nine years. Interest rates have, over the years dropped from 40% to 25%, and are still going down, indicating a continuous improvement in the business environment.

I want investors, whether Ugandan leaving in Uganda or abroad, or foreign, to know that investment in Uganda is safe and viable. Ugandans in the Diaspora have gained trust in the business environment and in the financial year 2003/04, they contributed about five hundred and fifty million US dollars! We need more investment to take advantage of the new opportunities that have been created by the recent East African trade agreement.

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

*Interims for Development's* services in Africa include Human Resources advisory services, Project and Technical assistance, Corporate Social Responsibility, Training and Development, Recruitment and Interim Managers.

**We are** perfectly positioned to understand the needs of African businesses and to build African skills and capacity to take on the challenges of business today.

Case studies on our website offer examples of our practical and cost-effective solutions to your human resources and business needs.

*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.**

'**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.

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

If you are interested in sharing your skills to support Africa's development, please contact *Interims for Development*

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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If you enjoyed **Interim Developments**, please pass on a copy to your friends and contacts. We look forward to receiving your comments, feedback and suggestions!



**BFIIN 2005 Gold Award for Innovative Capacity Building**