



Interim Developments

'Where people lead, business follows'

Welcome to the first issue of **Interim Developments**, our regular newsletter focused on developments in Human Resources Management, skills development and capacity building in Africa.

In recent decades, Africa has lost over one-third of its skilled professionals and each year more than 23,000 qualified academic professionals emigrate to other parts of the world. The professional brain drain is compounded by the rising incidence of HIV and AIDS in a continent that holds the majority of the world's 38 million plus sufferers.

Skills development is crucial to Africa's ability to sustain the development it has achieved to date. Investing in capacity building is essential to attract vitally needed inward investment and to generate sufficient returns to attract further investment into Africa and its business sectors.

People are at the heart of any business. Through **Interim Developments** we will be sharing strategies to develop Africa's human capital and best practice in management practices across the continent, as well as highlighting some of the work **Interims for Development** is doing to build the skills and capacity of Africa's professional base. Putting people first is key and where people lead, business follows.

Finally, a huge **THANK YOU** to all of you who have registered with **Interims for Development** since our launch last year. We have been overwhelmed by the offers of support, information, networking and hands-on help that has come our way. From working and retired professionals to Diaspora groups, diplomatic staff and government Ministers, we thank you all for your invaluable help. We invite those of you who have expressed your interest to take the next step and *register* with us to share your skills, experience and talent.

James Williams

In This Issue

- We speak to **Jean Mukunzi, Training and Development Manager for Heineken International**, about the work Heineken is doing in building skills and capacity within its African operations.
- We look at **two recent projects** by **Interims for Development** and talk to the Interim Managers who undertook the assignments.
- Seeking Sponsorship – the inspiring story of the **Kenana Knitters**
- As **Interims for Development** launches its **new website**, we look at some of the services on offer to businesses based in and outside Africa

Feature

Developing Africa's Talent the Heineken Way

Interim Developments spoke to **Jean Mukunzi, Heineken International's Training and Development Manager for Africa**, about the role of training and development and Heineken's approach to developing its African talent.



ID: Mr. Mukunzi, what would you consider to be the key challenges for training and development for Heineken in Africa?

JM: Heineken has demonstrated during the last decade a strong commitment for training its employees in Africa. Considerable budgets are allocated to training each year to support business goals and individual development. However, identifying the right needs and measuring the effects of training is still weak, while Heineken's operating companies have several training processes that need to be harmonised.

Best practice exists in some countries and is slowly being disseminated across the region, notably in technical training, sharing experiences and building regional synergy. The Management Development review meeting where MDs from Operating companies meet annually with Management in Amsterdam to discuss career and development plans is one of the best practices.

IDs: What are some of the steps that Heineken has taken to address these challenges in its African operations?

JM: At the end of 2003 we conducted a survey jointly with *Interims for*

Development and myself in our operating companies in Africa to review best practice and identify a methodology to extend this across our operations. We analysed the current status of training and development, positioning each Opc (operating company) in a maturity grid. This year a roadmap for professional T&D is on the way with a target to achieve all round excellence in 2005.

IDs: The strategic contribution that training and development makes is now widely recognised in the West. How can T&D professionals in Africa receive this kind of recognition?

JM: Heineken has adopted the following principles that constitute the philosophy of training and development.

- Training supports business to achieve its objectives
- Learning (and training) is essential for personal development
- Personal development leads to personal success
- Personal success is behind the company's success

Heineken, regardless where it operates, considers training and development as a strong pillar to be successful in business. In 2000, Heineken started an ambitious programme in Africa called People

Management Excellence to attract, develop and retain the best people. PME targets excellence regarding HR processes and people's skills and capabilities, including Reward and Compensation, SAP HR, Hay job classification, Pan African managers exchange and Talents management.

IDs: **Mr. Mukunzi, in view of the African brain drain, what steps does Heineken take regarding attracting young African professionals back into Africa?**

JM: In 1999 Heineken started a programme to attract and develop Young African Talent to improve the quality of its workforce and prepare the succession to senior positions. My opinion is that we have successfully implemented the selection process, which is managed in close cooperation between the operating companies in Africa and the HR team in Amsterdam.

“Heineken considers training and development as a strong pillar to be successful in business”

Another programme consists of internationalisation both in Africa and overseas. This international exposure gives African managers an enriching experience that prepares them to take over management positions either in home companies or abroad.

IDs: **As a major global company, how big an impact has e-learning had**

across your business, both in and outside Africa?

JM: Heineken University in Amsterdam has developed e-learning with equipment in the Learning centre in Amsterdam. In Africa, e-learning has not yet taken a strong step. I'm optimistic that in a period of three to five years, a number of e-learning projects will be in the implementation phase and Heineken University will play an important support role. We already have a technical curriculum available electronically both in English and French, with software planned for implementation in Nigeria.

“It's far more than training...”

For many years communication technology has been terribly poor on the African continent and this was a strong barrier to accessing information. But the Internet changed the world and Africa as well. Also, in the last two years, Heineken operating companies in Africa equipped themselves with V-SAT technology. I see these developments as opportunities to access e-learning in the near future, probably in partnership with third parties: Heineken University, local universities, governments, etc.

IDs: **Is Heineken involved in any other training and development initiatives in Africa?**

JM: The Management of Heineken's Sub Saharan Africa region is aware of the opportunities for successful business on the African continent. But at the same time we encounter

various threats like HIV/AIDS, corruption, inadequate infrastructure and water and irresponsible alcohol consumption. Being imbedded in local societies and adopting socially responsible policies makes Heineken very successful in addressing these issues.

Of course training plays a role by making people aware of the issues in order to adopt responsible behaviours, but Heineken goes beyond. For example, teaching employees and their families how to

protect themselves against AIDS and providing HIV/ AIDS therapy, even to those who leave the company. It's far more than training...."

For further information about careers with Heineken in Africa, contact:

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Website for the Young African Talents programme:

**www.heinekeninternational.com
(section "Heineken Careers" => sub section "Heineken seeks young Africans talents")**

South Africa 2004 – The Decade Ahead

Following the recent successful 'Towards South Africa 2004' Conference held in London in October 2003, a South Africa 2004 Advisory Committee has been set up under the chairmanship of Rt Hon Frank Dobson MP.

The Committee will be meeting regularly during 2004 to advise the High Commissioner to South Africa in the UK, Mrs. Lindiwe Mabuza, on initiatives which the South African mission will be taking to mark the 10th anniversary of the country's freedom from apartheid rule.

The Conference, which opened with a video message from President Thabo Mbeki, was attended by over 1400 people with prominent British participants including Paul Boateng MP, Chief Secretary to the Treasury, Hilary Benn MP, Secretary of State for International Development and Lord Hughes of Woodside, who chaired the Plenary Sessions.

The South African delegation included Dr. Dlamini-Zuma, Minister of Foreign Affairs, Alec Erwin, Minister for Trade and Industry and many senior Ministers and government officials.

Initiatives within South Africa to mark the 10th year anniversary can be found at www.dfa.gov.za

Development**Calling for Help** – connecting HIV and AIDS sufferers to information and advice

Over 40 million people worldwide are currently living with HIV and AIDS. Sub-Saharan Africa accounts for more than 70% of the global total of those living with HIV and AIDS and 80% of the total global AIDS deaths.

MAIN (Malawi HIV and AIDS International Network) was established in 2001 in London by Malawians around the world to work with other African Communities and Service Providers in providing services that are culturally appropriate, community focused and sensitive to the rapid changes affecting issues relating to HIV and AIDS.

Background to the Project

Poverty, stigma, negative attitudes and denial are some of the barriers preventing people from getting the help and information they need regarding HIV and AIDS. Reaching out to those affected by HIV and AIDS within Malawi raises some significant challenges and, given the nature of the country's infrastructure, it can be difficult for information to be acquired and circulated regarding support programmes, service providers and other sources of support for those affected by HIV and AIDS.

This lack of co-ordinated information is a barrier to effective research and planning around these issues.

In view of these problems, MAIN has embarked on a project to establish a Helpline in Malawi to facilitate the flow of information within the country and to provide advice and support to those infected or affected by HIV and AIDS.

HIV/AIDS Helpline

The Helpline will be manned by volunteers recruited and trained by MAIN and will enable people to call in from around the country for information, advice, counselling and support.

Through the information received from callers, MAIN will also be able to add to available information on HIV and AIDS inside and outside the country and to disseminate information on where support may be available. Figures suggest that only about 2% of Malawians have access to a landline (other than a public telephone, which wouldn't allow them confidentiality) and only 5% have access to a cell phone. MAIN therefore plans to complement the Helpline with drop-in centres.



Mike Oswald (*Interims for Development*) and Grace Manyika (MAIN) in Lilongwe, Malawi

MAIN is currently represented in Malawi by volunteers who offer their time and services on an ad-hoc and part-time basis. The nature of the present structure makes it difficult to mobilise real development and MAIN needs to properly constitute the group and to put together an operational budget for the organization to sustain itself. This information, properly presented, will give MAIN the foundation to seek donor funds for the Helpline project.

Interims for Development and MAIN

Interims for Development offered the services of an Interim Manager based in Malawi to assist MAIN. As an experienced Business Accountant and Financial Controller visiting Malawi for one year, Mike Oswald was perfectly positioned to offer his help. For Grace Manyika, MAIN's London-based Executive Director, Mike's assistance would provide a crucial starting point for the project.

Following an initial meeting with Grace Manyika in Lilongwe, it was clear that a number of operational hurdles needed to be cleared before the project could proceed. As Mike reported,

"Some of the MAIN volunteers have passed away and the Malawian Trustees work full time on other things. As such, there is no full-time programme director to fully research and head the project in Malawi for the first few years."

Interim Solutions

Following a review of the resources available, Mike advised that the key issue for MAIN was to develop a credible proposal with costs for approaching donors and to appoint a programme manager with a health background and a thorough knowledge

of Malawi to research and implement the programme's objectives and strategies.

Combining his financial management experience and some additional research, Mike was able to provide MAIN with a budget template and spreadsheets covering the types of costs to include. To assist with funding applications, Mike also developed a template for funding proposals, showing what would need to be addressed and provided some research on the steps the project needed to take to register in Malawi.

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“a Helpline in Malawi to facilitate the flow of information within the country and to provide advice and support to those infected or affected by HIV and AIDS”

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When MAIN appoints a programme manager, Mike will be on hand to offer further training as required until he leaves Malawi.

Contact MAIN at:

info@mainmalawi.org

Website: www.mainmalawi.org

Africa Business**Emerging from the Economic Shadows****Ghana Stock Exchange makes the business case for investing in the Emerging Markets**

Ghana and Nigeria topped the six best performing stock markets of Africa on a global rating in 2003.

In a recent statement from the United States (U.S) Embassy, Africa provided the world's best performing stock markets in 2003.



Kwame Nkrumah Mausoleum, Ghana

With other top African performers including Uganda, Kenya, Egypt and Mauritius stock markets, the returns on investment exceeded 50 % in US\$ terms.

The marginalisation of African financial markets by the media in the West may be understandable, given that these markets are relatively small. However, the fact remains that in 2002 and 2003 African stock markets have, on average, outperformed the market.

In Ghana, according to Databank Financial Services Limited, the average index return on African stock reached 41% in 2003, compared with a 30% return by the Morgan Stanley Capital International (MSCI) global index; 32% in Europe; 26% in the U.S (Standard & Poor); and 36% in Japan (Nikkei).

Citing cheap evaluations, an improving macroeconomic environment; and S&P's upgrading of Ghana's Sovereign rating to B+, the Ghanaian Stock Exchange was reported to have recorded a U.S dollar return of 144%, putting it ahead of 61 other markets around the world.

Interest in Kenyan stocks also increased, reflecting greater investor confidence following the smooth political transition two years ago, a commitment to macroeconomic reforms and a resumption of foreign aid to boost the economy.



African markets are expected to continue to do well in 2004 and Stephen Hayes, President of the CCA (Corporate Council on Africa) described the report as "another reason why investors should seriously consider Africa's emerging markets as places ripe for investment."

Source: Databank Financial Services
www.databankgroup.com
 AllAfrica.com www.allafrica.com

Interims for Development is launched in Accra, Ghana

The African launch of the ***Interims for Development*** programme was held in Accra, Ghana in April 2003 in association with the British Council (Ghana) and the Ghana Employers' Association.

Chairing the launch, which was attended by representatives of private and public sector companies and the media, was Dr. Kwame Donkoh Fordwor, former President of the African Development Bank, while the Honourable Mr. Kwamena Bartels, M.P. and Minister of State for Private Sector Development, delivered the Keynote Address.

Mr. Bartels stressed the Ghana Government's commitment to a development agenda to improve the quality of life for its citizens and the role of the private sector in wealth creation.



Hon. Kwamena Bartels, Minister of State for Private Sector Development, Ghana

"The fuel that the private sector engine needs to be able to run effectively is, quite simply, the human resources that are available in terms of a trained and dedicated work force at all levels. All the financial investment in the world cannot guarantee success for our

private sector if the human beings who operate our business and industrial projects do not have the requisite technical and managerial expertise."

The Minister spoke of the impact of the brain drain on the African continent and emphasised the need for businesses in Ghana to give priority to Human Resources management. He cited the need for policies that supported business objectives and motivated staff members.

"For the private sector to grow and not merely survive, we need to ensure the steady availability of skilled and trained personnel. The resources at the disposal of Governments are limited and the efforts of Governments must be supplemented by private sector initiatives such as the ***Interims for Development*** programme."

"We view the Interims for Development programme as ... a way to replace the brain drain with a mechanism for 'brain gain' and which ...provides the expertise necessary for the progress and competitiveness of Ghana in the global marketplace."

Frances Williams, the Chief Executive of ***Interims for Development***, described the advantages of using the focused approach offered by an interim assignment.

"(Interims) are able to offer expertise based on their experience in similar roles elsewhere", she said. "Working within one company, they tailor their work to fit in with the particular business's corporate culture and way of doing business."

Training and Development**Creating a Roadmap for Heineken - Vincent Owen**

shares his experience of working with *Interims for Development* to develop a strategic training plan for Heineken

When Frances Williams first contacted me about this project, I was on the golf course at Wentworth for the PGA Championship – as a spectator I hasten to add!

That's one of the benefits of being retired; you have time to do the things you want! But the opportunity of working with a respected international company in a part of the world I have come to know and love over the years refocused the mind, as it were!



Vincent Owen, *Interims for Development*

Our brief at *Interims for Development* was to review current training and development activities in the Heineken sub-Saharan Africa group with a view to making recommendations for different and perhaps better ways of managing the process in the future. Working with Heineken's regional Human Resources and Training executives at their headquarters in Amsterdam, we developed an approach to the project and determined at an early stage that a significant amount of fieldwork would be essential to analyse the issues and to make suitable recommendations.

At *Interims*, we developed a number of different questionnaires to be

completed by the key stakeholders in the African operating companies, including senior management, HR, Finance and Training Managers and staff to give us a holistic view of how the management and delivery of training and development is perceived.

“Our brief at Interims for Development was to review current training and development activities in the Heineken sub-Saharan Africa group”

Jean Mukunzi and I together spent several days in Ghana and Nigeria surveying staff at all levels from the Managing Director to new graduate trainees. We then went our separate ways, with Jean spending time in Burundi and Rwanda whilst I visited the Democratic Republic of Congo and the Congo Republic. Between us we must have gathered input from well over 100 people.

Whilst the interviewing schedule was pretty stretching, at least during the evenings and weekends, we were able to do some quality control work on behalf of our host company i.e. by regularly testing, or should I say tasting, their product!

Back at *Interims for Development*, we were able to distil the information down to 10 key recommendations comprising a roadmap for training and development for Africa. Heineken International is now moving forward with implementing the steps outlined, with *Interims for Development* on hand to assist.

Case Study

How 'Soft Skills' can lead to hard business

A global technology services company working in 100 countries draws its recruits from a wide range of nationalities and the ability for its employees to adapt and function effectively within a culturally diverse workplace is a critical requirement.

Because of the nature of job roles within the company, the need for good internal communication, proactivity, confidence, team playing, cultural adaptability and personal management skills are critical.

While technical and health and safety training are strongly emphasised in the company's induction training, there has been less focus on developing soft skills among its recruits. The lower retention rates for employees recruited from West Africa suggest that there are areas in which the training process could be strengthened to enable these employees to enjoy a long-term career with the company.

How Interims for Development could assist

The skills of communicating, negotiating and motivating are often the hardest to acquire and, consequently, the importance of soft skills training for entry-level employees moving into the world of work cannot be overstated.

'Soft Skills Training for the World of Work'

Interims for Development developed a 'Soft Skills for the World of Work'

programme for the company's new recruits in Africa to run in conjunction with the company's technical induction programmes held in Africa.

Interims for Development structured a 4-week assignment to be undertaken by an Interim with training expertise. The assignment was structured to build in time for the Trainer to understand the jobs involved, the company's working culture and to observe the technical training courses, gaining a knowledge and insight into the recruits and the skills needed by the recruits to succeed. During the third week, the Interim would run the 'Soft Skills Training for the World of Work' Workshop, after which a round table with selected managers would be held to provide feedback on the Workshop.

'Fit for purpose' training to increase business productivity

The result was a training programme 'fit for purpose' that will increase business productivity by enabling the recruits to recognise and clarify their own priorities, recognise how their attitudes and behaviour affect themselves and others and renew their motivation to achieve their individual and organisational goals.

The personal development tools that the recruits receive will enable them to embark with more confidence on a career within the company as they learn skills to work with their colleagues in the multicultural workplace that is integral to the business.

http://www.interimsfd.com/html/recruitment_for_africa.html

Corporate Social Responsibility**Reaping the Benefits of Responsible Business**

Corporate responsibility is increasingly influencing where and with whom major multinational corporations do business, reveals a new report, "Race to the Top - Attracting and Enabling Global Sustainable Business"

Over 100 multinational enterprises participated in the project, which was commissioned by the World Bank Group to evaluate whether corporate social responsibility affects the international investment and purchasing decisions of the largest companies in the world. The study was jointly conducted by PELC, a New York-based firm, and by [Ethical Corporation magazine](#), the London-based corporate social responsibility publication.

"Many global companies have made a commitment to creating lasting social and economic value in their host communities," said Jonathan Berman, PELC's president, who directed the study. "This study clearly indicates that their investment and purchase decisions are now being influenced by where they can meet those commitments."

The report reveals that:

- 88% of participating companies report that CSR factors are of greater influence in determining where they source and invest than such factors

were five years ago. Of these, more than half report that CSR factors are "much more influential" than they were five years ago.

- 52% have chosen one developing-country partner over another on the basis of their CSR policies.
- Investment in CSR, over the past five years, has increased in terms of staff (74%), budget (72%) and top executive time (68%)

"This report is a landmark in corporate social responsibility, both for its form and contents," said Tobias Webb, Ethical Corporation's Editor-in-Chief. "In an arena filled with anecdotal and speculative evidence, Race to the Top delivers quantitative information never before gathered."

More information on the study can be found at www.ethicalcorporation.com.

"Corporate citizenship concerns investment in communities... wherever we operate. Our reasoning is that business is a continuing activity, not just for today, but for years to come (and) we have a direct long-term interest in their successful development." Sir John Brown, BP plc

Is your company seeking ways of enhancing its corporate social responsibility initiatives in Africa?

<http://www.interimsfd.com/html/csr.html>

Innovation

Enterprising Women – Global programme puts the spotlight on female entrepreneurs in Africa

The first Nigerian *Female Inventor & Innovator of the Year Award* ceremony was recently held in Lagos. The ceremony was organised by the **Global Women Inventors & Innovators Network (GWIIN)**, in association with the **National Association of Nigerian Women In Business** and the **Nigerian Business Women's Forum**.

The awards highlighted the scientific, engineering and technological achievements of women in Nigeria and the contribution of Nigerian women to manufacturing and economic growth

Mrs. Bola Olabisi, the founder and CEO of GWIIN, has gained international recognition for her work and was one of the first professionals to volunteer her expertise with *Interims for Development*.



Bola Olabisi, Founder & CEO, GWIIN

“GWIIN provides a platform for capacity building and business opportunities while putting the spotlight on the importance of intellectual property rights and international trade,” she says. Recognising that an increase in the number of women involved in the design and application of new products and services makes good business sense, GWIIN’s members use their knowledge and experiences to yield better productivity and profitability by raising awareness and promoting women’s contribution to the manufacturing industry and to economic growth.

The Awards are extremely competitive and as Bola says, “the women had to show that their ideas are commercial, original and unique.

The event created the opportunity to discover the views of the women involved - their experiences in taking their idea to market, the challenges and the achievements they have undergone as they continue to pursue success”.



The successful recipients of the Awards included Oluseyi Olukayode Adeosu, who won the Nigerian Female Inventor of the Year Award for her bottle mouth invention and Tomilola Awoniyi for OGI, a nutritious maize powder.

“the women had to show that their ideas are commercial, original and unique”

The GWIIN Awards highlight the need to encourage a steady flow of creative people, both men and women, to provide competitive ideas to boost the economies of Africa. By improving self-confidence and increasing motivation, the Awards have helped to raise the aspirations of female inventors and innovators across Nigeria, putting the spotlight on remarkable women entrepreneurs.

Sponsorship

Kenana Knitters – Seeking Sponsorship for Management Skills

In the mainly farming area of Njoro in Kenya, agricultural work is hard to come by for the women-folk, and the agricultural wages of the men are insufficient to support the large and extended local families.

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

From 2, the group has grown to 83 knitters who buy locally produced homespun wool, colour it with natural plant-dye to avoid adversely impacting the environment, and knit it into toys, bed-covers, jerseys, socks, scarves, hats and other fashion and sport accessories.

Life for women in this rural area is hard, with no running water or readily available fuel for cooking; no transport to the market place and little access to basic medical attention. To pay school fees and purchase books and uniforms for their children, the need to develop their skills to increase their income is critical. The group generates two forms of income; buying the wool from 160 local families, then creating more work by turning the wool into a marketable product.

“Since we started the group, our ladies have worked tirelessly to succeed,” says Sarah Johnstone, Managing Director of the business.

“We export to America and Europe, but need someone skilled in website development and design to upgrade our very basic website. We also need someone skilled in knitting/textile design to help us with new designs for our gifts and accessories.”

The knitting group has also become a source of social support to the ladies. From visits of speakers who share advice on preventing the spread of HIV/AIDS to reading sessions every week, the group also provides an opportunity for the knitters to develop their literacy and life skills.



Keziah and Zipporah with dog glove puppets

The group currently has annual sales of US\$40,000 and exports 2/3 of its products to the USA and Europe; with the rest sold locally to tourists, hotels and local shops. The company now needs to expand and to identify new export markets. www.kenanaknitters.com

Interims for Development is seeking a sponsor to enable us to support the Kenana Knitters with interim management expertise. Individuals or companies who can help this group of enterprising women to help themselves should contact us at info@InterimsFD.com



Another toy made is another woman paid

Visit our New Website

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

Our new website shows why we are perfectly positioned to understand the needs of African businesses and to bridge the gap to build African skills and capacity to take on the challenges of business today.

The new website details *Interims for Development's* Services in Africa including Social Responsibility, Training and Development, Recruitment and Interim Managers. Case studies offer examples of how these services can be adapted to provide companies with pragmatic and cost-effective solutions to their business and human resources needs.

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

www.InterimsFD.com

Interested in Sharing your Skills? Join *Interims for Development* today!

If have an interest in Africa or development or simply have a desire to extend your cultural horizons with an interesting challenge, *Interims for Development* would like to hear from you.

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

To Register: download a Registration Form from the Interims for Development website www.InterimsFD.com or e-mail info@InterimsFD.com

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!