

Global Skills Seminar for Africa Report

"Sustainable Skills Capacity for Africa (GSSA)"

Nigeria, 1-2 December 2003



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Who we are...



meet our winning team.

From Growing to Marketing,
IT to manufacturing, our team members



Developing Skills in Africa

About Us

British American Tobacco is the world's most international tobacco group, with a presence in 180 markets around the world and a global market share of almost 15%.

We aim to consistently provide our consumers with quality products, and are committed to achieving our business goals responsibly demonstrating this in ways that are consistent with reasonable societal expectations of a responsible tobacco company in the 21st century.

British American Tobacco in Africa

We are the leading tobacco company in the continent, with a presence that stretches across 50 countries in Africa. Our business is driven by exceptional and dedicated people; people of diverse cultures and nationalities who nonetheless share a common desire to excel.

At BAT, we aim to utilize our extensive resources, encouraging a culture which promotes global interaction and exchange of talent, creative thinking and problem-solving.

British American Tobacco, Nigeria

Our vision is to be leaders in our industry and for us this not only means growing market share and developing our people; it also means taking a lead in defining and demonstrating socially responsible behaviour for the tobacco industry.

The release of the first cycle of our Social Report in Nigeria will hopefully also contribute to the definition of Corporate Social Responsibility for other companies across the country.

The process of shaping our Social Report has undoubtedly impacted on our people's perception of how a socially responsible company should behave; perceptions we expect they will carry with them throughout their careers.

Included in the Report is our Statement of Employment Principles; a visible commitment to employee relations, employee rights and best practice in the workplace.

Although agreed at a global level, our Employment Principles will be applied locally with due regards for local legislative, practical and cultural frameworks. Indeed, we have certain expectations of the employment practices of our suppliers and business and will encourage them to share our ideals and work with us to progress in this area.

Our Vision

'Creating a world class organisation driven by people, performance and achievement.'

At British American Tobacco Nigeria, we are fully committed to the continuous development of our people. Careers are managed through individual development plans which identify individual need for local, international or on-the-job training as well as transfer of skills to other countries. The Virtual Learning Centre is useful in this regard, an e-learning portal where our people can exploit access to a broad range of programmes.

Skills for Tomorrow

Many of our formal and informal training programmes focus on imparting and reinforcing not only strategic but also people leadership skills and our people are encouraged to apply and demonstrate these learnings on a day to day basis.

For all roles in the company, it is expected that an active contribution is made towards creating a working environment where other people can perform and enjoy.

Looking Ahead

Our vision and stretching business goals will only be achieved through superior leadership at all levels of the company.

Truly Global

Wherever you join us and whatever function you choose, our objective is the same: to share the pursuit of overall business value with people who would grow beyond geographical and functional perspectives; people who would live our Guiding Principles

Meet with us @ www.batnigeria.com

GUARANTY TRUST

GUARANTY TRUST BANK PLC

We are a first-class financial services provider possessing the urge to win at all times, consistently adding value to all stakeholders.

VISION

We are a team driven to deliver the utmost in customer services.

We are synonymous with building excellence and superior financial performance in Nigeria; and creating role models for society.

THE BANK

Guaranty Trust Bank is rated amongst the top five leading and biggest commercial banks in Nigeria today.

Mr. Fola Adeola and Mr. Tayo Adertinokun founded Guaranty Trust Bank PLC. Incorporated on July 20, 1990 as a private limited liability company, it was the first Nigerian Bank wholly owned and managed by Nigerian individuals and institutions.

OUR PEOPLE

Everyday, over 550 outstanding people driven by the desire to provide the utmost in customer service, chart new and unexplored courses for the Bank. The Bank has evolved into a global citizen, with offshore subsidiary banks in the sub-region in line with its aggressive continental expansion programme.

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For the Internet Banking simply sign on to our website: www.gtbplc.com. And from the Internet Banking link on the website, be guided on how to enjoy our banking services on line.

FINANCIAL PRODUCTS AND SERVICES

Guaranty Trust Bank continues to uphold its vision of providing excellent customer service by employing the best quality people, processes and technology.

The Bank's primary business since inception has been the provision of a full range of financial services to its discerning spectrum of select corporate and individual clients. Our services include International Trade, Institutional Loans and advances, Retail banking, Money market activities and Local settlements. We also offer specialized investment banking services, including medium to long-term capital financing, SME funding and fund management services to the middle and top end of the Nigerian business market.

As part of our strong customer service culture, various Groups within the Bank handle our business activities. The Groups are segmented along functional business lines, which include commercial banking, institutional banking, transaction services, public sector and investment banking. The Groups are further divided into various business units to handle individual customers within the Group.

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Welcome and Opening Statement

Africarecruit is a programme of action taken to build robust and enduring productive capacity throughout the continent by building sustainable skills capacity and facilitating various African Diaspora initiatives. The first programme initiated by Africarecruit was successful inauguration career and held in London on the 12-13th March 2003. This historic event, which showcased graduate, executive and professional opportunities in Africa, was covered by CNN 'Inside Africa', BBC World, Financial Times and many other media organisations. The Global Skills Seminar for Africa (GSSA) is a follow up from that event and the next step in moving the agenda forward. It aims to take the current Africa brain drain debate beyond the usual narration of statistics and lay a foundation for concrete action to stem the outflow of professionals from the continent.

Opening Statement – Pascal Dozie, Chairman, Diamond Bank and CHOGM Business Support Group, and Board Member, Commonwealth Business Council

I am delighted to welcome you to the Global Skills for Africa Seminar in my capacity both as Chairman of the CHOGM Business Support Group and a member of the Board of the Commonwealth Business Council. My task is to say a few words on the background to the Global Skills for Africa Seminar and AfricaRecruit, which is responsible for this event.

CBC, as a body set up by the Commonwealth private sector, has been a supporter of the New Partnership for Africa's Development (NEPAD) since it was launched in October 2001. We believe that NEPAD has set the stage for action to revitalise the social and economic development of Africa by its leaders and peoples. As part of our work over the past year with NEPAD, CBC turned to the critical issue of skills for Africa. Our member companies – many of which are here today told us that the lack of available managerial, technical and professional skills is a very practical constraint on investment and growth. Without the right skills, the jobs, wealth and improved social services envisaged by NEPAD cannot be created. Commonwealth Heads will themselves be considering these issues of sustainable development this week; this meeting is one of the activities – including the Business Forum and civil society meetings – in the run up to CHOGM.

CBC launched Africa Recruit in March 2003 as a contribution from the private sector to tackling the problem. The Chairman of the NEPAD Steering Committee inaugurated the London event, and a report on its proceedings is included in your conference material. Though we were always optimistic of its success, the attendance of over 3000 African professionals and 35 companies exceeded expectations. It demonstrated that there is a passion and an intense interest among very large numbers of Africans living abroad in what is happening on the continent, and how they might contribute.

AfricaRecruit has four aims:

- To enable private and public sector African employers, and global companies with a footprint in Africa, to work together to boost skills inflow into key managerial and technical areas.
- To expand the data on job seekers and job opportunities for Africa as a resource for companies and governments. Already more than 20,000 job seekers have registered, and over 15,000 people visit the new website every day.
- To build a strategic partnership for the development of skills strategy between NEPAD and private sector to innovate and improve capacity.
- To foster debate in Africa and internationally with the African Diaspora on how to contribute to an Africa-wide skills strategy - to change attitudes and perspectives, and to ensure that governments and employers work together to make skills transfer easier

Today's seminar is aimed mainly at the last of these objectives. But behind this visible part of AfricaRecruit is the electronic recruitment system which links tens of thousands of interested professionals to thousands of job vacancies. AfricaRecruit provides this to the private and public sector in support of Africa's development. I hope that you will take the opportunity of this event to discuss with its representatives how it may be of assistance to you.

I should like to say something specific at this point about the importance of the Diaspora. NEPAD rightly regards the Diaspora as a critical partner in its efforts. Skills are one area. Investment is another. Networks between countries are a further one. We hope that this seminar will open up these possibilities and contribute to reversing the flow of skills out of Africa. We know that the Diaspora communities are very important to African development, but instead we need to listen to how best to access this resource, and provide practical ways in which people can contribute.

The Global Skills for Africa Seminar is being launched on African soil today in Lagos. We are delighted to have so many distinguished speakers from the private sector and the Government of Nigeria, and from the United Nations, AU and NEPAD. Such a broad cross section of governments, the private sector, the media and Africans in the Diaspora provides a good basis to develop practical cooperative relationships.

I would like in conclusion to recognise those whose support has been crucial for this seminar. Firstly, we are most grateful to the Government of Nigeria and for the strong personal support which we have received from President Olusegun Obasanjo. Secondly, we are grateful to the events sponsors – ThisDay, Econet, and Guaranty Trust. Finally, we are most grateful to our speakers who have travelled from far and wide.

I would like now to invite my distinguished colleagues to add their welcome to the day's proceedings.

Thank you.

Conference Overview

“Global Skills” for Africa Seminar was held alongside the Commonwealth Business Council and Business Forum; Commonwealth Businesswomen’s Network and the Commonwealth Heads of Government Meeting in Lagos, Nigeria December 2003. The Seminar/workshop was based on joint work with The New Partnership for Africa’s Development (NEPAD), African heads of State and AfricaRecruit. AfricaRecruit was invited to submit a paper for inclusion in the prestigious Commonwealth Heads of Government Meeting 2003 titled Development and Democracy.

The aims of the conference were to:

- Identify at the issues, challenges and solutions to the brain drain
 - Develop an action plan to improve Africa’s skills shortages and reverse the brain drain to build sustainable skills capacity in Africa
-

Conference Theme & Rationale

Few would dispute that shortage of skills is a critical constraint on investment, job creation and improved public services. This problem is most acute in Africa. Although exact figures are difficult to obtain, probably some 40% of all African professionals have left the continent’s shores over the decades since decolonisation began. This means that upwards of 5 million doctors, teachers, engineers, technicians and managers are living and working elsewhere. Many of the members of this diaspora are highly educated and skilled African immigrants to the United States, for example, boast some of the highest educational attainments of any immigrant group, and there are more than 250,000 scientists and physicians of African descent in the United States.

As a direct consequence of this skill loss, it has been estimated that the continent spends over \$4bn in technical assistance each year in sectors such as health, education and the environment, as well as public management.

African’s leaders have diagnosed addressing this problem as a major challenge. The African Union (AU) and the New Partnership for Africa’s Development (NEPAD) have identified the importance of the Diaspora to the continent’s efforts to reinvigorate social, political and economic life for the betterment of its peoples. The aim is to find ways to turn the historic phenomenon of the “brain drain” into a “brain gain”, utilising the experience and knowledge of the Diaspora in the revitalisation of Africa. NEPAD aims to reverse some of the “haemorrhaging” of Africa’s best talent as a short-term measure to begin the process of building human capacity in Africa. Medium-term strategy is to ensure the skills attracted to Africa and those developed within Africa are retained. Long-term strategy is to address the development of the talents and careers and ensure that policies in place address the working force for the 21st Century.

The African Diaspora has increasingly become a recognised force for development for its countries of origin. In 2001, remittances to developing countries stood at \$72.3 billion, reporting 42% of total Foreign Direct Investment and the second largest source behind Foreign Direct Investment of external funding for developing countries. It is evident that the African Diaspora can play a unique and crucial role in Africa’s development. AfricaRecruit aims at providing the enabling environment that will facilitate this process.

The African Diaspora has been recognised and given the high profile it deserves in the African Union Commission Constitutive Act for the establishment of the Economic Social and Cultural Council (ECOSOCC) which is designed as a major instrument for the African Civil Society

Conference Objectives

The strategic objectives of GSSA 2003:

- **Create** a stimulating and interactive forum in which delegates and speakers can share experiences, ideas and best practice in the area of human resources and skills capacity;
- **Influence** or **develop** national, regional and international policies and strategies for the promotion of sustainable skills capacity in Africa;
- **Promote** an understanding and appreciation of the challenges and potential solutions.
- **Engage** the African Diaspora in innovative solutions and intellectual capital development.
- **Develop** an action plan and for 2004 to implement practical steps to move the agenda forward using various Africarecruit events (See event calendar).

The Human Resource (HR) function is a key part of the strategic leadership of any organisation. Human Capital is the most if critical component of any organisation; if the is absent or of the wrong mix, the organisation (at will best) only achieve marginal services.

The Labour market is a calibration index of national development and any problems associated are a pointer to the part that the bigger picture of education and training must be addressed



Seminar Programme

"I see AfricaRecruit as an important and practical contribution to mobilising the professional skills required to make the New Partnership for Africa's development work. I am delighted to express my support for this initiative and urge Africans in the Diaspora as well as leaders of the private and public sector to do all they can to support it. I commend the Commonwealth Business Council and the NEPAD Secretariat for taking the initiative to organise this very important event.

H.E. Chief Olusegun Obasanjo,
President of the Federal Republic of Nigeria and Chairman of the Implementation Committee,
New Partnership for Africa's Development (NEPAD)

GLOBAL SKILLS SEMINAR FOR AFRICA (GSSA) 2003

Day 1: Monday 1st December 2003

08.30-09.00	Registration
09.00-10.15	Opening Ceremony with Corporate Sponsor ThisDay Newspaper Chair: Mr Pascal Dozie, Board Member, Commonwealth Business Council Welcoming Remarks: Permanent Secretary Federal Ministry of Employment Nigeria, Mr Deji Omotade Mr Cyril Ramaphosa Chairman MCI South Africa Oba Otudeko, Chairman Honeywell Group of Companies Mr Steve Godfrey CBC Consulting/Africarecruit Statement by Sponsor: Mr Nduka Obaigbena Editor in Chief Thisday
10.15- 10.20	Keynote Addresses: Building a Continental Skill Base for Africa Ambassador Aluko-Olokun, NEPAD Steering Committee
10.00 -11.00	Developing Skills in Africa – An Overview Issue: What are the current skills constraints in the African Economy/current situation Chair Mrs Onasanya Mr Cornelius Dzakpasu Director International Labor Organization Nigeria Dr Pascal Ebhohimen Vice Chair Institute of Personnel Management Lagos Nigeria Dr Banjoko Chair Africarecruit Ltd
11.00-11.15	Coffee- address by Mo Abudu Vic Lawrence and Associates Ltd
11.30-13.00	What can various sectors do to build skills capacity in Africa in a global economy? Any identified best practices and how can it be implemented in Africa ?" Chair: Chris 'E Onyemenam, Nigeria Economic Summit Group Mr Adewale Ajadi- Executive Director Equality Foundation Ivie Imasogie Human Resources Manager Econet Nigeria Human Resources British American Tobacco
13.00-14.00	Lunch
14.00-15.00	Diaspora Perspectives: Perceptions and Perspectives of Professionals in the Diaspora Chair: Dr Goke Adegoroye: Director in the Presidency Issue: How do professionals in the Diaspora communities see working in Africa? Are there programmes and other innovative ways of tapping into the skills in the Diaspora? Hassan Jalloh- Afroneth (Holland) Alistair Soyode- Nigerians in Diaspora Organisation (UK) Mr Chukwu Emeka Chikezie - Executive Director African Foundation for Development (UK) Louis Ebodaghe President Coalition of Concerned Africans Inc (USA)

15.00- 16.30 **Workshops – What and how can the Diaspora add to add to human resource capacity in Africa?**

16.30- 17.00 **Feedback from Workshops**

Day 2: Tuesday 2nd December 2003

9.00-10.30 Skills Needs – Labour Market Problems: Industry Perspective

Issue: What are the problems identified by the in various industries? How can these be addressed?

Chair: Mr Yomi Sani KPMG Nigeria

Ifeatu Okeke -Senior Executive Human Resources Guaranty Trust Bank Africa

Mr Desi Lopez Fafie Managing Director for African Operations -Oracle

Mr Jonas Odocha General Manager Human Resource – Nigeria LNG Ltd

10.30-11.00 Coffee

11.00-12.30 Skills Needs – Labour Market Problems: Recruitment Agency Perspective

Issue: What are the problems identified in attracting and retaining a skilled workforce?

How can these be addressed?

Chair: Ms Shade Bembatoum-Young , Executive Director Sintra-Comm Ltd

Mr Folusho Phillips- Phillips Consulting

Steve Shelley Tack International Africa

Richard Mvududu-Chess Resource Center Zimbabwe

12.30-14.00 Lunch; address Segun Agbaje-Deputy Managing Director Guaranty Trust Bank Corporate

14.00-15.25 Issue: What can Government do to encourage inward skills flow?

Chair- Mrs Doyin Olusoga Director Ministry of Establishment and Training Lagos Nigeria

Professor Olalere Ajayi National Information Technology Development Agency Nigeria

Professor G O Olusanya Former Director General Institute of Management and Nigerian Institute of International Affairs

15.25-16.00 **Establishing an Action Programme – Closure**

Outputs of the conference; Challenges and Potential Solutions

Developing Skills in Africa

What can various sectors do to build skill capacity in Africa in a global economy? Any identified best practices and how can it be implemented in Africa?"

- Identify skills in demand and create academic initiatives with specific industries in partnership with the private sector
- Fragmented and uncoordinated labour policies
- Lack of or no monitoring and evaluation of human resource development in Africa
- Match demand and supply using skill based strategy based on measured facts
- Aim to leapfrog Africa into the technological age using skills in the Diaspora
- Phenomenon, common in most African countries, by which some African-based firms have at times had to recruit from South East Asia for want of locals with the required skills. The example of industrial shipyard welding was given for Nigeria, but is also valid for neighbouring Cameroon
- Cohesive and coherent training and education linked to skills need

Diaspora Perspectives: Perceptions and Perspectives of Professionals in the Diaspora

- Strategic links, partnerships and visibility of Trans-national networks to enable African Diaspora to gain key positions to facilitate the building of social, economic and political bridge with valuable benefits. Thereby acting as an indispensable human agency to channel intellectual capacity, skill, ideas and business to Africa
- The African Diaspora was not just present but recognised as a key component of skills flow into Africa through sabbaticals or permanent employment. In this respect the African Diaspora includes peoples of African descent as well as those who recently moved out from Africa
- Diaspora are a source of global knowledge and network channelling the resources to their native countries with opportunities of the developed world
- Africa should be ready to tap into the resources and commitment of the Diaspora
- The appointment of one commission of the African Union to the International African Diaspora
- Engaging African Diaspora in development projects promoting voluntary self help projects
- Recommending the employment of Diaspora Africans in high level policy making jobs in main stream development organisations
- Young Africans in Diaspora use skills plug. Internships, jobs and interim's for development
- Prevent revolving skills door syndrome in Africa by
 - Retaining good skills in Africa attracting skills
 - Facilitating leadership teams
 - Move skills in Africa e.g. free labour movement in Africa
 - Sources skills globally Africa lives in global market
 - Treat skills premium - good skills equals good investment
 - Global database of African skills – www.findajobinafrica.com
 - Global career fair/Recruitment strategies

Workshops

What and how can the Diaspora add to human resource capacity in Africa?

- Regularly conduct periodic career development surveys and awareness to give visibility to the African job market
- List or an index of the Top 100 African Employers be drawn up, as this could act as peer pressure for better employment standards across the continent where staff deserve to be treated as a valuable commodity
- Emphasis on degrees (what and which universities) rather than technical and professional experience
- No or poor analysis of skills need and succession planning
- High perceived or real level of nepotism
- Attracting the available rather than the best
- To draw and retain skills in Africa would need more than just technical suggestions. It requires political commitment from the leaders who, through NEPAD have agreed to approach development from a more regional perspective. This would mean the accepting the principle of free mobility of labour within countries of the continent. It would be easier to get qualified technicians from a neighbouring country rather than having to go right across to Asia, for example
 - Transparency, it was noted, would be one the main attracting measures for skills to move into Africa. To retain workers'

confidence and continuous commitment, they need to know about the company's staff turnover, pension scheme, remuneration, sickness level, salary scales etc

- Marketing jobs to Africans irrespective of tribe and location
- Competency based search and selection
- Recognition of high quality skills and experience particularly those gained through "work"
- Personnel development centres using best practices
- Develop and implement "investors in people" employers
- Explore the goldmine of skill capacity in Africa by tapping into the diversity of human capital

Skills Needs

Industry Perspective:

What are the problems identified by the in various industries? How can these be addressed?

- Equality with expatriates remuneration based on skills, competency, experience and qualifications for Africans and Non-Africans irrespective of location or nationality
- Exploit self-actualisation opportunities, patriotism and Africa's competitiveness
- Selective invitations for Diaspora for joint ventures between country of origin and host country
- Job analysis leading to job description match by relevant education, training and competency
- The educational system in many Africa countries needs re-orientation to focus more on serving the specific needs of the local industry and society, rather stick mainly to certificates
- Labour market is a calibration index of national development and any problems associated with it is a pointer that the bigger picture of education and training must be addressed

Recruitment Agency Perspective

What are the problems identified in attracting and retaining a skilled workforce? How can these be addressed?

- Exploit changing scenes such as Africa's increasing attractiveness; foreign glass ceiling; Africans stuck abroad
- Identify "African expatriates"
- Balancing recruitment driven by nationalities, ethnic tribe, qualification based against competency
- International recruitment using global search for Africans with best skills
- Soft landing packages
- Disseminate positive knowledge of Africa vs misconceptions
- Information on jobs/skills available, and sector opportunities in different countries
- African expatriates an opportunity. Global search for expatriate with
 - Management skills
 - Skills/experience
- Challenges
 - Nationality issue
 - Forms of threat to the local
 - Remuneration's
- Repatriates opportunities
 - Civil servants (Performance drivers)
 - Government parastatals
 - Local companies increasing foreign investment
 - Multinationals
- Challenges to African's attractiveness
 - Quality of organisation
 - Relevance of skills
 - Self-actualisation
 - Education for children
 - Strength of patriotism
 - Understanding what it takes to come home such as challenges of relocating, realistic packages, mortgages and credit
 - Card debt in host countries
 - Celebrating success stories
 - Highlight the benefits of going home – its home; no glass ceiling; meaningful contribution and be somebody!

Government Perspective

What can Government do to encourage inward skill flow?

- Creating an enabling environment driven by peace and good governance must be a priority of African Governments
 - Invitation of industry or governments for a designated time for key and high level strategic Africans in the Diaspora in areas of critical needs
 - African countries now look inward on how to transform brain-drain to a major economic tool in the new economy
 - African governments to consciously create the environment to encourage the Diaspora to either come home or be involved in economic activities that benefit the home country e.g. consider ICT a priority thereby creating a necessary environment for transparency in governance, commerce and education
 - Governments should have special Diaspora supplement fund to bridge the sharp differences in remuneration curve for the Diaspora
 - Opportunity to exploit and further develop modernisation of state bureaucracy and changing mindset with the increasing pressure to perform and privatisation drive
 - Opportunity to work in any African country- free labour movement
 - African governments should set up organisations to leverage Diaspora potentials e.g. Nigerians in Diaspora Organisation set up by the President of Nigeria
 - Some of the paradoxes of the brain drain are indeed, common to all African countries – that nothing is specifically being done to retain local professionals at home and not much has so far been done to pull home those who are abroad
 - Change attitudes and perspectives, and to ensure that governments and employers work together to make skill transfer easier including opportunities to self employed Africans
 - African government and Western nations needs to do more
-

Outcomes of the conference

- The development of Human Resource Forum/Club for Africa
- Africarecruit adopted plan of action as a basis for future follow-up seminars planned for next year see action plan

Africarecruit represents an important contribution to the overall objectives of building and/or strengthening the “African Skill Base”

Mr A Merouane - Co-ordinator for Human Resource Development

The Development of Human Resource Forum/Club for Africa

Goals and Objectives

- Develop a “modern” HR Forum/Club across the continent of Africa where HR professionals can come together to discuss and seek solutions to common Human Capital problems in their countries.
- Offer networking opportunities to its members, build leadership within the African HR community, develop a mentoring program for middle level HR managers and build a pipeline of next generation HR leaders by searching for, and developing raw talent.
- To evolve as a pressure group poised to drive and bring about change in government and labour related policies that affect Human Capital.
- Provide its members with opportunities to join other international HR organisations in order to stay informed with current events affecting their profession and learn about best practices in the HR world.
- Schedule a half-to-one day meeting or seminar for HR Forum members during Africarecruit annual meetings.

Action Plan

Action	Who	How	When
Development of Human Resource forum/Club	Africarecruit in association with Global Talent Network LLC	"Virtual" forum managed by Africa Recruit membership open to HR practitioners on the Africa Recruit database and non-HR professionals interested in Human Capital development in Africa. Each country will have a co-ordinator and "back-up" who will work directly with Global Talent Network LLC	Proposed launch September 2004
Global recruitment strategies	Africarecruit/Findajobinafrica.com	Using www.findajobinafrica.com to facilitate recruitment agencies inside and outside Africa and employers	On-going
Development of training and diversity programme	Equality Foundation and key strategic players in Africa in association with Africarecruit	Disseminating and Sharing best practices on integrating locals, nationalities and various ethnic groups into a stable workforce	On-going
Developing- Human Capital Africa website with information such as index of Top 100 employers, surveys on job opportunities and career's in Africa	Equality Foundation in association with Africarecruit	Virtual website www.humancapitalafrica.com initially with the aim of developing Africa's human resource journal with support from private sector and various institutions	April 2004
The enlargement of the Africarecruit concept to ensure the active involvement of the whole of Africa and to plan the translation of both its web site content and subsequent updates.	Africarecruit	Africarecruit in partnership and in association with donors support	March 2004
Dialogue with African Governments on the concerns and aspirations of the African Diaspora and their contribution to the renewal of the continent	NEPAD secretariat	In consultation with the African Union Commission, International Organisation for Migration and organisations of the Diaspora	First half of 2004

Action Plan (continued)

Action	Who	How	When
Invest more in real information campaign to reach an increased number of African Governments, business, civil society, institutions and more African professionals	Africarecruit	In partnership with Africappractice, private sector, International/African press and various institutions in Africa and host countries using on and offline forums such as www.africarecruit.com , reports, and road shows	Strategic Skills Seminar for Africa- Kenya March 2004 Africarecruit/Careers in Africa Career/Recruitment forum in London UK- April 2004, Washington DC USA August 2004 Strategic training for Africa's workforce South Africa 6-7th September 2004 Africa Skills homecoming – Lagos Nigeria December 2004 Sponsorship and Support to various Diaspora or related activities such as Nigerians in Diaspora Organisation Europe –UK Chapter April 2004, International African Students Association Seminar New Jersey USA March 2004, Black History Month UK 2004 and many more others
Institutional framework for regular exchange between the promoters of Africarecruit and NEPAD secretariat	Africarecruit	In collaboration with the proposed Africa Human Resource forum/Club	March 2004
Developing innovative schemes such as internships, executive sabbaticals, interim's and voluntary jobs	Facilitated by Africarecruit global forums	African private, public and Non-governmental organisations to create opportunities	On-going
To create Diaspora supplement fund	African Governments	Recommendation to AU/NEPAD human resources	Africarecruit to forward recommendation
Labour policies to facilitate labour movement	African Governments	Recommendation to AU/NEPAD human resources	Africarecruit to forward recommendation
African governments to assess job needs and critical requirements which should be made available to all Africans	African Governments	African governments in association with Africarecruit	Africarecruit to forward recommendation

Success Stories from African Returnees

Life in Europe from a South African Perspective

My name is Samuel J. Ndlovu and I would like to share my experience of living in Europe for more than 10 years and how it has been like coming back home to South Africa. I lived in London for many years - did my A-levels & degrees and went on to working for a number of global companies. I guess the fundamental thing as an African living in the UK is knowing what you want to achieve or knowing why you are there, thus if you are an ambitious person, and work towards that. For me at the beginning I had no idea what I wanted to achieve but as time progressed and having invested in my personal development it became clearer what I wanted to achieve. There were 3 things that had to be right for me to enjoy and appreciate my life in Europe and the work I did and those were:

- 1 Economic condition of the country;
- 2 My ability to progress in life and career; and
- 3 Sense of belonging

One of these aspects was in place - the economic conditions of the country were right but the rest were a struggle. Although I had tangible academic progression my career progression was somewhat hindered, I educated myself out of the chosen career job market. Every job I applied for I was told 'over qualified'. Prior to that I was deemed 'lack of experience' and no one could give me an opportunity to acquire the experience - a wrong approach I was looking at someone to give me an opportunity which is not entirely wrong because as a graduate you need a job to apply your knowledge on. One can decide what is important for them. For me I had no sense of belonging in the UK & my social life was non-existence cause I was busy trying to get ahead to improve my marketability and hence something had to suffer. My career was not going anywhere and I was not getting younger. I kept on studying to 'show myself approved' for what - to be a better sales assistant at a local retail store with Masters degrees something that did not appeal to me.

That was the time I decided to change my focus and look for opportunities in other Nations like the USA, Canada and coming back home. The thought of coming back home was much more appealing because things were beginning to change and opportunities were coming up. Now the question was what vehicle we would use to go back home cause I did not want to just arrive in the country no home or job and become a burden to someone. Likely one of the big five Consulting firms came recruiting in London for their South African office and I was offered a job there-and-then all expenses paid including rent. For me that was a great opportunity. I think this has been the third best decisions I have ever made in my life - coming back home to be part of a growing economy and also an opportunity to deposit into other people's lives to enable their growth and success.

Now I am being head hunted by major corporations some of them from London, England and some local something I never envisaged happening whilst in the UK. And now I run my own Management Consulting Company - something that could have happened whilst in the UK - who knows - I believe it only could have happened here in my home country for a time such as this.

This is a message to someone out there who may be contemplating a similar decision to try it you are educated enough to command a better job than what you could have gotten in Europe and still have your sense of belonging, dignity and respect from fellow colleagues.

Is the grass greener on the other side - yes if only you are willing to work at keeping it green and it's for you to find out.

Good Luck and happy Journeying!

Life in United States from a Nigerian Perspective

The decision to move back to Nigeria was made with some trepidation. I had been out of a job for six months and was determined to get back into the workforce ASAP. Little did we know there would be more "blood on the streets"! Having just gotten married there was also the question of responsibility to my family. My wife was living in the UK and I was chomping away in the US. There was no doubt in my mind I would find a job even though the economy was in a terrible state. America was fighting its war on terror and the Bushman had no clue. My wife, I knew, was not ready. She preferred the west with its conveniences, its ease and lack of cultural restrictions. I, on the other hand, knew the day would come when I would of my own volition return to my homeland of Nigeria, would no longer feel comfortable in a foreign land. It would come sooner or later; it was inevitable!

I have been blessed in my life to have kind and honest relationships. This should never be taken for granted but should be nurtured and trusted. With questions being asked of dear ones, answers being given, courteous rejection letters streaming in, supportive overtures, and the belief my place was no longer in the States I broke the news to my wife - the jig is up!

Now I had, supposedly, several months to get that sought after permanent residence status AKA Green palé approved. But without a decent paycheck coming in it would be hard to prove to the taxman I had contributed some value to the American economy. Confused? Filing taxes at the end of year would show the deficiency, which is one benchmark, used by the BCIS (formerly INS). Forgettaaabbbouuttttiittt, Right? Let's see a show of hands to stay or go?

Whilst planning the trip back I had been assured by several individuals that "Aahh, telecoms? No problem". Meaning I was set for a windfall of opportunities - the job was mine for the choosing. Reality though is not so pleasant. I had my first interview with the biggest fish in the Nigerian telecom market. Have to say I was impressed by the pedigree of people who met me - the CTO, Head of this and that department. Time to wax American savvy! The interview went well and subsequently reciprocated with the usual thank you letters. "Wow, that was kinda quick" you'd say, a month back and already back in the saddle! Wait for it... To have a wider employment berth, I had also taken the liberty to register for the national military service, commonly known as the NYSC. This I had learnt was a proviso for any "federal" or "government" job. Hey, what did I care, this telecom company was a private organization, right? So I went to camp and did all that stuff, blah, blah.

Coming out of camp I had strategically asked to be posted to this telecom company, just to keep the tracks covered. A couple of days later the dude calls saying the offer is ready but would like to know if I had served the freaking country? Ha! Incredible! Whatttttttffliipp? Ok take a deep breath! Went backwards and forwards on the issue for another couple of months and finally decided it was easier to serve at my family business. Whilst that was going on had a couple of interested parties, some bright ideas here and there but as you know, ideas are a dime a dozen in these parts. As months past got a not so inspiring job with a Chinese company that didn't seem to know their foot from their ass. But hey,

have to wax cynical can't have it all! I simply resigned myself to patience knowing providence moves with some effort. The telecom company still calls now and again to see what's up? Hey...

There used to be times when I would cuss out and try and get out of this freaking place. Anywhere was fine, Dubai, jeppers even India! Swore given any slight of hand to leave and never come back. They could have it all! The national cake no be we own? Crazy country... I feel much more comfortable with my choice now and have been offered a high level job to oversee an international telecoms firm's entry into the Nigerian market. I have been charged with a lot of responsibilities and new challenges. Yes, I smell cheddar too but remain cautiously optimistic. I do not think I personally would have done anything differently, I couldn't. My choices where either do the NYSC or get dug in on finding a well-connected uncle to front for, start my own shit or... meaning know somebody who knows somebody. And I didn't!

What would I change? Everything! Economic, political but more so individual! We in Nigeria prefer to be a God fearing, spiritual or whatever you may call it type nation but fail to understand our relationship with the life force. I will say it carefully; our relationship with the Creator is our relationship with ourselves and each other. I say this because it is dreadful how we treat each other. The "me, me, me", the "I am Oga" syndrome, the bragadocio... I am people too! We should recognize this Divinity in everyone. To quote Brenda Ueland, "Since you are like no other being ever created since the beginning of time, you are incomparable". The simple act of saying "Hello", a smile may just give the guy next to you the courage to do the right thing. We the children of the Diaspora have to pick up the gauntlet and resonate these changes within our societies and us. No, it is not ok if everyone else is doing it too and it is ok to say, "I am sorry" for Pete's sake. That's my 2 cents.

Right, going back to the story; my wife in the mean time has been to the UK and back with dizzying frequency. We still remain apart mostly. We also have a baby on the way, which would be more joyous news pending stability. I do not know if this move is permanent. This beloved homeland seems as well foreign to me. Maybe it's my cerebral business belief or the way my wife says fluffy rather than soft. I guess we ended up citizens of the world with no homeland, ironic? My philosophy of life has always been simple dreams, simple life... Contentment has never been far behind. I burn with ambition and desire but always recognize the hand of the Creator in my plans. I smile in the knowledge "I am never alone, I am a child of destiny. I am comforted, led, guided by loving guides and guiding love..."

Life in the United Kingdom from a Nigerian Perspective

I left Nigeria in a hurry. Not because I was running away but because the opportunity to leave came very suddenly. I was about half way through my course in the University of Ibadan, sitting at home on one of those long strikes when a friend suggested I explored schooling abroad. A few weeks, and many expensive phone calls later, I was on my way to a sleepy university town in the UK, recommended by my head of department. It was a miracle that even in the midst of a strike, I was able to get my transcript and a covering letter within two days and without parting with a kobo. Just goes to show that the system can and does sometimes work. It was easy to go, but hard to leave in a way. The experience was different from the times I had been on holiday, but I was finally going

to do a course that was more practical than the almost purely theory based education I had been getting. It was an adventure, so like the hobbit, I took up my gear and the sheets of prayers my mom thrust in my hands and off I went.

I had an interesting time in the UK. There were of course many things that one couldn't do and get at home which I enjoyed. But more than anything, it confirmed to me that people make a system, and that their attitudes and values have more to do with its success than anything else. Why do I say so? For one thing, whilst there was the normal quota of guys doing their best to reinforce the anecdotal stereotypes of Nigerians, there were many more who just decided. They just decided to do it; to put their heads down and work and play and travel and party as hard as anyone else in the world. Academically, most of those who didn't get caught up with the distractions of the city lights were at the top of their class. So the confidence my parents had gently instilled in me, that we were no different, no better, no worse than any people anywhere in the world, was reinforced. There is no lacking gene, just a different mindset that separates us.

It wasn't so easy getting adjusted though. I arrived 5 weeks into the school term in the middle of a cold November, was in a town where there was no home food, and there were no other Nigerians in the school! The last shock turned out to be a blessing as it forced me to become immersed in another culture, and not just surround myself with familiar things in a strange land. There were things that I discovered on my travels (the UK being such a great hub for the budget jetsetter) that I took on board as good, and flagged as undesirable things I did not want to see in my homeland. It also made even more glaring the things that make us seem to crawl and not walk like those around us.

After all the studying was done, I made a half hearted attempt to apply for jobs in the UK. I had just finished an MBA, and at the time the market was resistant to foreign hires, not as pliant as it is now with the various migrant schemes. Also the only other English speaking haven, America, needed you to sign away your life and be caged in the albeit large expanse of those united states for a few years. This and a quite prodding, coupled with the weariness of living a somewhat nomadic experience made me look homeward. My whole family was in Nigeria and I wanted to catch up with them again after four years. I had been going back home at least once a year, so I was as comfortable there as in the UK. I was also keen to cut my teeth in the engineering world, and there was an interesting 'world class' experiment going on back home. So I sent in my CV and got interviewed in the UK, finalizing my employment in Nigeria. My main worry was having to while away the first year doing youth service. Fortunately, back then I was swimming against the tide (notice the cheeky dig at the newcomers!) so employers were open to allowing one fulfill the obligation to the government, whilst taking you on as staff. At that time, it wasn't against the rules to do so, though I hear that things are different now.

Another concern was being stifled in the system and not being able to develop my skills at a level consistent with the developed world. Again, God smiled on me, as the project was a truly international one, and being cocooned in a little island off the coast of Port Harcourt afforded a buffer that allowed us to create our own little world. This was a place where one believed things could work, and this encouraged us to work without a mindset of total futility. And things did work. There were the usual frustrations, especially those that come with working in an expatriate dominated environment, but I felt a disproportionate amount of energy was spent griping. Whilst a lot of the reasons for undermining the local staff were mere propaganda, the fact still remained there were gaps that needed to be filled to allow one stake a claim for competence. It wasn't

anything magical. There was of course strong incentive for the expatriate staff to preserve the myth of 'expatriate' being a synonym for 'expert'.

I found that without an inferiority complex one could get a lot further, and that if one stopped talking and kept getting the magical experience that kept us locked out of the key meetings and discussions, your work showed for itself. Even if advancement didn't come from the organization one was with, I realized there is nothing more valuable than the skills and knowledge one has and the competence to deliver to customer and create wealth. This was something not everyone appreciated. Unfortunately, the mismanagement, abuse and media propaganda that we have experienced have blinded us to our self worth. There is a tangible belief by much too many that things just have to be different in Nigeria. I saw it in the way people triple checked everything I said before daring to believe I could be right, and how some joker could be sitting across the table talking absolute horse manure and their words would be taken as gospel because he didn't own a green passport. I saw it in the way the security guys check me, but waved the car behind me on. Thankfully, I had a clear focus, and since there was nothing much else to do I threw myself into the work and the seemingly impossible task of actually making a difference in the organization by the way I worked. I tried not to treat people with the same preferential treatment they showed me, me being on the lower end of the food chain of course for being both young and Nigerian. I kept working and learning and trying to block out the noise that told me that things could never work. Did things work out for most people I met there? Not for all, but there were a few of my colleagues that had caught the bug, and who realized that the real value was in the experience that we were gaining and not just a paycheck, and hanging around them made things more bearable. I found there is still too much of a colonial mentality kicking around. The most interesting thing is this is not a function of living/schooling abroad or not, as I find people who have never set foot out of country who get it, and those who have never lived in-country who don't. If anything, I prefer to tell people I schooled in Ibadan, especially foreigners as they nod knowingly as if to say you could only be that way because you were lucky enough to be molded by their institution. In fact, the most pivotal statement in my educational life ('read to understand, not just to pass exams') came from a Nigerian lecturer. These were things I knew before I left our shores, things my parents instilled by example.

If there was ever a statement that made me want to put some serious hurt on someone was for them to say that things would fall apart if a Nigerian was running my company. They don't even say present company excluded! That is one of the most ignorant things I have ever heard and it tells me that for all the education we receive, there isn't that much enlightenment. It is at par with saying Columbus discovered America or Mungo Park the River Niger. There is a lot of ignorance on both sides of the world economic divide, the difference being they think they can and we can't and we think they can and we can't, so they do and we don't achieve. When the telecoms boom was going to take off, many around me said it would never work. This was Nigeria after all. I stood in amazement, wondering at what level of ignorance could make them think that those who were investing billions of hard earned dollars into a venture had embarked on it without doing their homework! Therein lies the malaise. We believe that things won't work, so if the builder doesn't give us a straight wall we shrug and still pay him his full wages. By not being a demanding customer, we rob him of the chance of raising his level of quality and learning something new. I recently showed my mother's veteran gardener how to get a straight line by tying some rope between two sticks. You should see his hedges now. Last time I was home, my mom was almost bamboozled into buying a brand new

water pump, but after checking it out I found it had bad bearings and got it fixed for a fraction of the cost. Were these people stupid or sinister. No, just unaware.

Personally, I don't think that moving back is for everyone. There are those whose whole family relies on the paycheck they get abroad, so there is a great incentive not to move back. There are others that cannot seem to believe they survived Nigeria and never see themselves going to that 'jungle'. I don't think that moving back is for them either, but I would like to remind their fake behinds about the times that we slept on springs and washed toilets in boarding school. Not saying it was ideal, or that I require my kids to go through this, but we still had fun through it all and at least it thought us, some of us at least, that we aren't too big for anything. For one thing it has helped anyone, a quality that I definitely want my kids to imbibe or me not to look down on people.

But there are a few who make the choice and decide to come home. Now there are a lot of ills in the society, but there is also a lot of potential here. Nigeria is one of the last frontiers. It is the wild wild west of Africa. We have a market of 130 million and fortunes still sitting in the ground. For those who decide to come home, who feel constrained by the limits of being in Diaspora or are looking for an opportunity to shape the landscape of a nation, this could be the long term holiday destination of choice.

Be warned though, it is not a quick fix. It is not going to be possible for us to change the sea and airports, the hygiene of Lagosians or the frustrations of the Cotonou boarder in the second year of our return. This is a mid-long term project peeps, so you just have to keep at it. I feel the best way to 'make a difference' is to make a truck load of money and do it the right way. Do something productive and value adding: a venture that doesn't involve oil and gas and government contract. What I think is missing in the country are a few progressive minded people each worth a billion dollars or more: people who will put their vision and passion and the right values into their organizations. Who by the sheer effectiveness, efficiency, quality and value for money would blow all the other jokers out of the market and take on world. Who would have the ear of the government because they make up 10% of the GDP and employ 30% of the professional workforce. That's what we need. Maybe one day one of those guys would run for president, but if you had serious minded people controlling the economy, who need things to work better to aid them, and who had their own wealth (not just foreign shareholding) at stake, the pressure for change would be better.

If you think this is all pie in the sky check this. Our GDP is about \$40 billion, (absolute, PPP adjusted about 100 billion) with oil related proceeds making up the lion share of this. If you could take \$1 (=N=140) from every man woman and child in the country you would contribute to 0.3% of our GDP.

For me, coming home was the right decision. I love travelling so the rest of the world never seems too far from me, but my base is still Nigeria. I'm thrilled whenever I hear people who chose to come home, cos then the community grows bigger. We do have ills, but there are usually socio-economic factors that drive them, not an inherent laziness or corruption. So make your choice. If you choose not to come home, then be the best ambassador that you can be, don't slag off the country at every opportunity, show your kids and the world the best of the culture and drop the worst. And oh, call mom once a week, everyone has a phone now so excuses!

By the way, if you do chose to comeback, remember: the target is 1 billion dollars, US

Delegate Profile

In total approximately 200 delegates attended the seminar representation from government such as Federal Ministry of employment, labour and productivity, ministry of science and technology and Directorate of technical co-operation in Africa. High-level human resource personnel from private sector such as Pricewaterhousecoopers; KPMG; Ocean and Oil; MTN, Econet; Nestle, Standard Chartered Bank; United Bank for Africa; UAC; Oracle; Children's Development Centre; ChevronTexaco; Nigerian Breweries; Nestle Central and West Africa; British American Tobacco; Unipetrol Nigeria; Multichoice Nigeria; Compagnie Generale de Logistique Nigeria; Nigeria Deposit Insurance corporation; Mac-Tay Tack Nigeria, ExxonMobil amongst many others representations from international organisations such as international organisation for migration, management consultants and/or recruitment agencies such as Chess resource centre Zimbabwe, Fosad Consulting, Leading Edge Consulting, Hirondelles Consulting, Vic Lawrence Associates Ltd, Global Talent Network, Tack International, African Diaspora, social commentators, not-for-profit/voluntary, local and central government, policy and decision-makers.

Biography of Speakers

Richard Mvududu- Human Resources and Recruitment Consultant
Chess Managing Director Resources Centre Zimbabwe

Mr Richard Mvududu has been in the field of Human Resources and Recruitment for the last 9 years providing human resources and recruitment consultancy to local, regional and international organisations. He also provides advice and consultancy in the areas such as employee organisational audits, compensation and salary surveys. Mr Mvududu started his career as Production Management trainees with Anglo American Corporation. Mr Mvududu then worked for PG Industries as a Quality Assurance Officer before moving to the field of Human Resources. He is currently the Managing Director of Chess Resources Centre and Logic Pay.

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Profile Alistair Soyode BEN Television

Alistair Soyode is the founding pioneer and chief executive officer of the urban, cosmopolitan and multicultural satellite channel in Europe- BEN Television (found on SKY platform and broadcasting from UK)

Prior to that, Mr Alistair Soyode worked within the telecom and sporting industry. In the telecom field, he published the first

mobile phone magazine in Nigeria called Mobile Tech News. He presently handles players in the Diaspora as a sport administrator.

He is also consultant in the field of Media and PR. His media interest handles and put together the latest African Business Roundtable led NEPAD Business Group publication-INVEST AFRICA 2004, a major must have informational directory on investing in Africa which includes profiles and thorough details on business and countries on the African Continent.

He believes in the saying of – "BRIDGING THE GAP". He has won media awards and recognition in sport management. Young looking, married with kids.

Desi Lopez Fafié – Managing Director, Africa Operations, Oracle Corporation

Desi Lopez Fafié, an auditor by profession, has held several positions in finance, including Director of Finance at the University of Utrecht in the Netherlands. For the last 15 years he has been working in the IT industry, first for MSA (later Dun & Bradstreet Software) and then for Oracle (since 1993) where he held a variety of key positions before being appointed Managing Director for Oracle African Operations.

Desi speaks six European languages, 1 Asian language, and is currently learning some African languages in order to get closer to the people he works with.

Hassan Jalloh Afroneth Netherlands

Hassan Jalloh works as an expert and consultant on African development. He was born in Sierra Leone and has widely travelled in Western Africa and Europe. His professional background includes agricultural/rural development and organisational development and management.

From 1990 to 1994 he worked in different management positions with an international NGO established in Sierra Leone (Action Aid). In the Netherlands he worked in international development cooperation ranging from associate consultancy activities and development a substantial network. Involvement in the voluntary sector involves advisory support mainly on capacity building and organisational development.

Steve Shelley Tack International

Steve Shelley is the CEO of TACK International (Africa) Ltd, a leading regional human resources consultancy firm based in Nairobi, Kenya. A former PWC director who has lived and worked in East Africa for the past 17 years, Steve has carried out assignments for some of the region's foremost corporations, as well as governments and international agencies. TACK International's services include recruitment, psychometric testing and training and development.

A Briton by birth, he has established business operations in Kenya, Tanzania and South Africa, as well as working in several other countries. Recently he has been an invited contributor to the East African Business Summit and serves as a member of the Organising Committee of the East African Business Club in Dar es Salaam. An avid commentator on business issues, Steve has been widely published in print and broadcast media in Europe and Africa. He is currently developing a multi-media series to support and promote private sector development in Africa. "Secrets of Business Success" will share the inside stories of successful entrepreneurs in East Africa, while "Doing Business

in Africa” will provide a single source of essential information and advice for inward and cross-border investors as well as expatriate and returnee business managers.

Steve and his team operate throughout East Africa from offices in Nairobi and Dar es Salaam. He can be contacted on steve@tackafrica.com.

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Adewale Ajadi

Adewale Ajadi was born in Ibadan, Nigeria. He was called to the Nigerian Bar in 1988 after obtaining a degree in Law. He is founder and Managing Director of the Equality Foundation Limited, a leading Management Consultancy in the United Kingdom and indeed Europe that operates at the cutting edge of the ethical and productive use of human differences in organisations and society. He has also designed the Framework for Excellence in Equality and Diversity (FEED), the first international benchmark for diversity best practice in business planning and practices.

Adewale has a Masters in International Business Economics and was recently presented with an Honorary Master's in Business Administration (MBA).

He is the Author of published books in Equality and Diversity, a recognised theatre playwright, leadership educator and most importantly father to three boys.

Mr Jonas Odocha

Mr Jonas Odocha holds a B.Sc degree in geology from University of Ibadan, M.Sc DIC from Imperial College London and Dip ISM (International Safety Management) from the British Safety Council. He commenced his career in the petroleum industry with Mobil in 1973, joined the Nigerian National Petroleum Corporation in 1978 and held various management positions namely:

Operations geologist
Project Management
Safety, Health and Environmental Manager
Group Public Affairs Manager
Special President Assignment on Petroleum Marketing

He was seconded to Nigeria LNG Ltd from NNPC in 2002 as General Manager Human Resources.

Professional affiliations:

Past National President Nigerian Mining and Geoscience Society
Founding Member Nigerian Association of Petroleum Geologists
Member American Association of Petroleum Geologists
Member Nigerian Institute of Personnel Management

Louis Ebodaghe

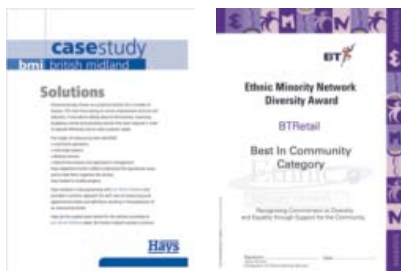
Louis Ebodaghe is the President of the Coalition of Concerned Africans Inc., Atlanta Georgia. He currently works at St. Joseph's Hospital of Atlanta, as a Clinical Specialist in the Coagulation Laboratory. He has been with this Hospital since October 1992. Prior to this, he worked in the same capacity at Northwestern Memorial Hospital, Chicago, Illinois, from 1988-1992.

As President of the Coalition of Concerned Africans, he has helped to initiate and facilitate various community programs that serve to mobilize and promote awareness of Africans and people of African descent. Among such programs, are the Africa Day at the State Capitol, Africa Day Festival, Taste of Africa, Legal Forum, International Community Health Fair, and the African Youth Tutoring and Mentoring program. He is currently shepherding efforts to establish the Governor's council on Africa, which will provide Africans a platform to discuss and influence government policies that impact their lives. He served as a participant at the National Summit on Africa (Southeast Regional Conference).

He has served as the executive vice-president of Esan World Association. He served as a treasurer, and then, President of Esan Progressive Association. As a founding member and President of the Esan Progressive Association, he initiated the "Books for Esan" project, and in 2002 facilitated the delivery of over 2,500 medical textbooks, journals and medical equipment to the Ambrose Alli University, in Ekpoma, Nigeria. This effort resulted in the accreditation of the medical school at the university. He is helping to facilitate the development of clean drinking water projects in the Esan community of Nigeria.

He serves on the Board of the Nigerian Youth Alliance, of Georgia. He holds an MBA degree in Management from Troy State University, and a Bachelor of Science degree in Microbiology, from North Dakota State University. He is a member of the American Society of Clinical Pathologists.

Louis Ebodaghe was born in Nigeria and is married to Abby Funke Ebodaghe. They have two children, Bibiana and Brandon.



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Creating, shaping and developing a sound workforce for our clients through effective assessment, selection and recruitment of suitably qualified high-achieving individuals is one of the key challenges for us at Change Management Associates, Human Resources Consultants.

The consultancy was founded in 1993 to professionally meet the various human resources needs of major companies who form our client base to ensure that their product quality and customer service are continuously delivered to the very highest of standards by the best hands we seek out.

The services we provide are not limited to the following recently carried out projects:

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Assessing competencies and developing systems to manage, measure and align with performance.

Job evaluations to develop and assess specifications of various positions within the company and benchmark with existing labour market trend.

We manage and support organisational learning and development, through organised detailed training programmes, and advise on best human resources policies, procedures and practices.

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Ever mindful of our clients vision to maintain their leading position in product quality, delivery and service, directly as a result of increasingly poor quality of hands available within the country, we have been involved in a number of successful offshore recruitment drives on their behalf.

M Tokie Cardoso, a Mechanical Engineer, qualified from Imperial College, London and ex-Price Waterhouse Consultant, is the founding and Managing Partner of Change Management Associates Limited. He has close to 25 years experience in Human Resources Consulting.



Africarecruit “Building robust and enduring productive capacity in Africa”

Who we are

Commonwealth Business Council and New Partnership for Africa's Development (NEPAD) Secretariat have established Africarecruit to provide a platform for debate with the African Diaspora on how to add value to capacity building in Africa. Africarecruit works in close association with various organizations, alumni and professional group in the delivery its objective. The African Union (AU) has expressed its appreciation for the initiative, which supports the AU's policies on the role and contribution of the Diaspora.

“AfricaRecruit provides an opportunity for dialogue among relevant stakeholders on issues of concern to Africans living outside the continent. I am delighted to express my support for this initiative and urge Africans in the Diaspora as well as leaders of the private and public sector to do all they can to support it.”

President Olusegun Obasanjo, President of the Federal Republic of Nigeria and Chairman, NEPAD Implementation committee.

Services

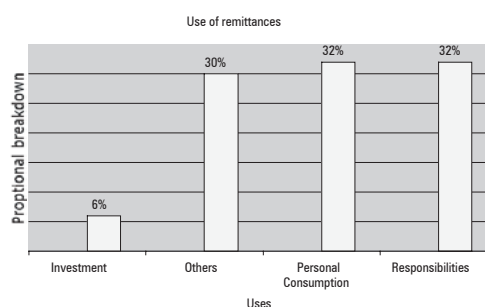
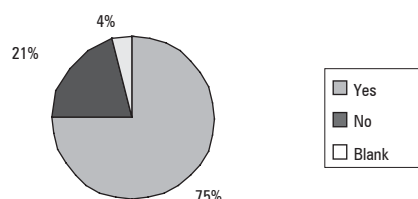
- African Diaspora networking or forum activities
- Human Resources Networking and Disseminating Forums
- Generic, Industry or bespoke Career and Recruitment events in Europe, USA, France and Africa
- Information and Policy dissemination forum
- Executive networking forums for African Diaspora in partnership with Diaspora Organisations and Private Sector
- Marketing or awareness road shows

It is estimated that Africa receives approximately \$3 billion annually in remittances from Africans in the Diaspora through official or formal channels; with as much again through informal person to person transfers. In some countries remittances account for more than half of the national income and acts as a source of living for some African families. The African Diaspora

has increasingly become a recognised force for development for their countries of origin.

Africarecruit carried out a snap survey of 300 Africans in the Diaspora in the month of July 2003 over 75% sent money home for personal consumption and responsibilities averaging US\$300 a month

Remittances to Africa by the Diaspora



“It is fair to suggest that we Africans are our own biggest “aid donors” contrary to popular perceptions propagated by the mass media, western governments and international aid agencies”.

Chukwu-Emeka Chikezie, Executive Director of the African Foundation for Development

Practical steps

AfricaRecruit provides a platform for debate with the African Diaspora on how to contribute to an Africa-wide human resources/ skills strategy, and ensure that governments and employers work together to make skill transfer and employment opportunities easier to match.

"Africa Recruit is an innovative service delivery vehicle with its focus on Africa's Human capital resource requirements, critical skills redirection and transfers required to build robust and enduring productive capacity throughout the continent. I commend the initiative to the private sector as a veritable tool to explore for its benefits."

**Chief Oba Otudeko Chairman Econet Wireless International,
Principal Sponsor Global Skills Seminar for Africa, Nigeria
December 2003**

On the 12/13th March CBCAfricarecruit organised a successful Africa Career/Recruitment fair in London United Kingdom (see website www.africarecruit.com). Over 3,000 jobseekers and over 20 recruiting organisations attended the high profile event. The event was covered by international and national media organisations such as CNN inside Africa, BBC World, Financial times and many others

Steps in moving the agenda forward

AfricaRecruit has thus set a number of key objectives:

- First, to enable private and public sector African employers, and global companies with footprint in Africa, to work together to boost skills inflow into key managerial and technical areas using the Africarecruit career fairs and seminars taking place in UK, USA, Nigeria see event calendar for details
- Second, to create the largest interactive database of job seekers and job opportunities for Africa as a resource for companies and governments.
- Third to foster debate in Africa and internationally with the African Diaspora on how to contribute to an Africa-wide skills strategy - to change attitudes and perspectives, and to ensure that governments and employers work together to make skill transfer easier including opportunities to self employed Africans
- Fourthly to provide a platform in engaging the African Diaspora in the mobilisation of various forms of capital e.g. "turning remittances to investment" for details see event calendar 2004

Engaging the African Diaspora in Capacity building in Africa- mobilising financial; intellectual and political capital for Africa's benefit

Form of capital	Mode	Example
Social capital	Trust Identification Solidarity Self-interest	Social capital underpins other forms of Diaspora engagement
Financial capital	Remittances	Direct to the household or community group for welfare support, access to social services such as education and healthcare, provision of facilities, consumption, etc
	Investment	To support entrepreneurs, grassroots enterprise development, SMEs
	Direct development assistance	To support welfare projects e.g. school buildings
	Commerce	To engage in trade, e.g. import of foodstuffs consumed by Diaspora, purchase and viewing of movies Purchase of African fair trade coffee and tea
	Consumer buying power	Successful efforts by AfricaRecruit to place hundreds of UK-based African job seekers in Africa-based posts
Intellectual capital [¶]	Return migration	Not everyone in the Diaspora is willing or able to return in the short term, but many are still keen to put knowledge gained at Africa's service, e.g. short-term consultancies, virtual teams, etc
	Tapping into Diaspora know-how and networks	African Growth & Opportunity Act (AGOA) via US-based Constituency for Africa and other lobby groups; campaigns against water privatisation by Southern Links and other groups, etc
Political capital Engaging the African Diaspora in Capacity building in Africa- mobilising financial; intellectual and political capital for Africa's benefit	Advocacy, lobbying, campaigning	

Source: African Foundation for Development

Challenges Ahead

Goodwill exists. Practical mechanisms are being established. Over 20,000 professionals and 758 African Diaspora organisations are already registered on the database. Already there are signs that Africa's Diaspora is aware that the opportunities for engagement in Africa's renewal have never been better. But significant challenges remain to tapping the goodwill and resources of the Diaspora.

Governments need to improve the enabling environment for immigration, employment, and investment of various forms of capital and ensure that practice matches rhetoric. NEPAD and African governments need to work harder to improve mobility within Africa for African professionals coming from outside their country.

Employers need to minimise the perceived level of "nepotism" or "crony capitalism" adopt and develop best practice on the identification and retention of professionals from outside Africa. This will require work between employers to share lessons, and identify the most important actions which government could take to make the labour market more flexible.

Finally, an effective agreement or code of conduct between the "host countries" and the "donor countries" to facilitate African's in the Diaspora in capacity building needs to be adopted.

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Findajobinafrica.com

FindaJobinAfrica.com (www.findajobinafrica.com) "**The one Stop employment search engine for Africa**" Findajobinafrica.com is an online job search engine which works in close association with its network of recruitment associates inside and outside Africa. Through its extensive marketing and links with various alumni, professional and national organisations it aims to "attract the best not just the available"

Findajobinafrica.com facilitates the following services:

- Job advertising
- Search and Selection to recruitment agencies ie long list of suitable candidates
- Job Placement by matching the employers with the most suitable recruitment agency and working in association with the recruitment agency to ensure value for money

Findajobinafrica.com objectives:

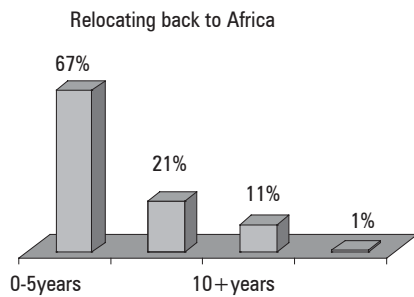
- To build a global data base of skilled African professionals/technocrats in and outside Africa
- To build strategic alliances with various global organisations such labour advisers, head-hunters, recruitment agencies, professional bodies and education institutions in mobilising skills for Africa
- To portalise jobs in Africa using a global platform (www.findajobinafrica.com)
- To facilitate and manage employers recruitment process through www.findajobinafrica.com by matching employers with the most appropriate recruitment agency
- To work in partnership with organised business in mobilising human resources for Africa

Background

Brain drain can be described as a situation where educated and skilled personnel loss is greater than the ability to replace or produce these personnel resulting in a shortage of skills. Few would dispute that shortage of skills is a critical constraint on investment, job creation and improved public services. This problem is most acute in Africa. Approximately 40% of all African professionals have left the continent's shores over the decades since decolonisation. This means that upwards of 5 million doctors, teachers, engineers, technicians and managers are living and working elsewhere. African immigrants to the United States, for example, boast some of the highest educational attainments of any immigrant group. In many ways, the loss of skills could be counted as Africa's foreign assistance to the developed world!

Africarecruit survey of 300 African's in the Diaspora July 2003 demonstrated that over 75% had postgraduate or professional qualifications

75-80% of those surveyed did majority of their schooling in Africa; most had very little work experience in Africa before leaving the continent to live and work in Europe and North America.



Timescale

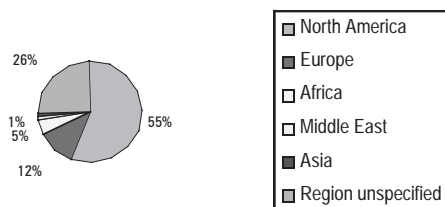
Over two third of those surveyed would be returning to Africa within 0-5 years

The aim is to find ways turn the historic phenomenon of the “brain drain” into a “brain gain” – utilising the experience and knowledge of the Diaspora in the revitalisation of Africa.

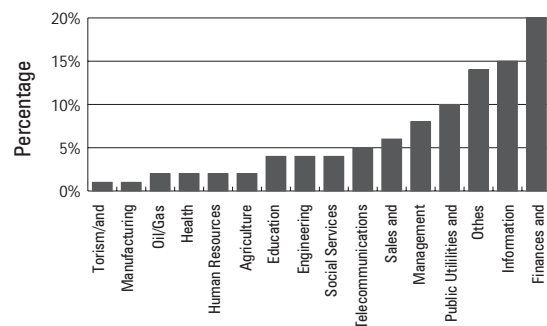
Who and where are the jobseekers?

www.findajobinafrica.com averages over 1 million hits a month and presently has over 26, 000 registered jobseekers on its database

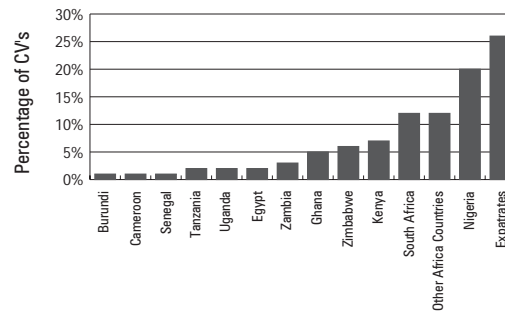
Breakdown of hits by continent



Breakdown by nationalities



Breakdown by industry



Findajobinafrica.com can facilitate recruitment needs:

■ Whatever your recruitment needs findajobinafrica.com will work closely with your organization and/or your recruiters to provide value for money.

Contact us for details and further information

E-mail: info@findajobinafrica.com

Website: www.findajobinafrica.com

War for Talent

“Our approach is guided by the fact that employees will deliver to their employer, desired expectations, if they are motivated and skilled, if the work environment is conducive, and if they have the right tools and resources to work with”

Vic Lawrence & Associates Ltd.

Critical success factor for any organization is the ability not just to attract talent, but to retain talent. Organizations can only retain their key talent if the above statement is adhered to.

The starting point is to identify and define talent. Talent clearly, is the knowledge, skills and abilities of individuals that create value, in an organization. It is the combination of intelligence, skills and expertise that gives the organization its distinctive character. It's the human elements of the organization that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long term survival of the organization. Talent defined is about the people and the value-added to the organization.

As talent, can only be defined as the value added by the people, this can't begin to happen until the company itself has defined its own aims and objectives and then search for the right talent to ensure that those strategic objectives are met.

It would be impossible to appreciate talent if there were no guidelines against which the talent was evaluated. Job design defines the talent required. Job design has been defined as 'The specification of the contents, methods, and relationships of jobs in order to satisfy technological and organizational requirements as well as the social and personal requirements of the job holder'.

If we assume that your organization has followed due process in attracting talent, the key is retention of the talent.

What retention strategies does your organization have in place? How are your employees treated in terms of fairness and consistency; security of employment; scope to demonstrate competence; career growth and the opportunity to develop new skills; involvement and influence as well as trust in the management of the organization to keep their promise?

The nature of the psychological contract that exists between the employer and employee, combined with trust has the ability to be one of the most effective retention strategies, often underutilized by organizations.

Trust as defined by the Oxford English Dictionary “is a firm belief that a person may be relied on”.

An alternative definition has been provided by Shaw (1997) to the effect that trust is the ‘belief that those on whom we depend will meet our expectations of them’.

What is the level of trust in your organization? Employees trust management when they believe that management means what it says. When employees feel they are treated fairly and equitably.

An effective and objective performance management system if administered in accordance with ethical considerations to include respect for the individual, procedural fairness and transparency should form the basis of a trusting relationship between the employer and employee.

Other key retention strategies include a variety of motivating factors in the workplace; these include pleasant working conditions, financial reward, a cohesive work group, friendly supervision, membership of professional association, social recognition, opportunities for creativity and achievement at work.

However, our research further indicates that many people do not wish to satisfy all their motivations at work. This implies that the motivating factors at work will not be equal for all people, even when they apparently have the same motives.

We agree with the work of Alderfer (1972), who argues that there are three groups of needs; existence needs, to do with survival; relatedness needs, to do with social belonging and growth needs, to do with individual development.

We argue that organizations that want to retain their staff long-term, must apply Alderfer's theory. Organizations need to address all the three needs. Where growth cannot be met in the areas of individual development, more emphasis on the existence needs, through money and strong social actions for relatedness will help to keep people satisfied.

I leave you with this thought, managing people is an extremely important part of making organizations work well. Managing people means acknowledging that the people in the organization are the most important part of getting things done. The human resources approach assumes that no amount of clever work with figures or expenditure on the latest technical equipment, will deliver anything unless people agree to work in co-operation with each other. This applies to everyone in the organization.

The principles of recruitment & selection, managing, retaining and motivating people are the same the world over. For Africa to shine, we must endeavour to adhere to the same international benchmark standards that apply all over the world. We may be behind in the skills race, but the challenge is to fast track the process and play catch up.

Written by Mo Abudu
Managing Director
Vic Lawrence & Associates Limited (Lagos)

Acknowledgement and Credit to Sponsors and Associates

Seminar Partner



ECONET WIRELESS... The First, The Preferred

Background

Econet Wireless Nigeria Limited began its operations in August 2001, after a very competitive international bidding auction for Nigeria's GSM license. Owned largely by Nigerian investors, the company is in the second biggest GSM network in Nigeria.

The network currently covers 500 communities spread across the six geopolitical zones of the country.

Econet Wireless Nigeria is an employer of first choice for Nigerian professionals both at home and abroad and is an equal opportunity employer, with a total of 700 employees.

Our Vision

Our corporate vision is to provide telecommunication to all people of Nigeria.

Our Products

Our customer-centric attitude to product and social marketing makes our brands the preferred in a market noted for its competitiveness and high potential for growth.

Buddie, our pre-paid brand, is certainly the leader in its segment.

Business Partna, the post-paid brand, is also a leader in its category and is the choice of most discerning corporate men and women, who desire high quality and personal service and flexible tariff options.

Libertie, a hybrid of pre-paid and contract, is fast carving a niche as the choice individual businessman and woman as well as company executives.

Value Added Services

The company offers a wide range of exciting value added services, which have clearly put it ahead of its contemporaries. One of the most notable in this segment is News on Demand, a voice-based dial-up service, which offers subscribers 3-minute news summaries from local and international radio stations at the cost of a normal call. Executive Briefing is a sms-based service, which delivers daily news updates, capital market reports, sports and breaking news directly to the subscribers' phones free of tariff.

Corporate Social Responsibility

As a good corporate citizen, we believe in putting back some of our earnings in the community by making social investments in the arts, sports, in community development service and other needs of society including economic advocacy, humanitarian assistance and emergency management. Our Econet crisis centre is rated as one of the standard bearers in the field of corporate social responsibility.

Econet has resolutely embarked on an aggressive pursuit of service and professional excellence, conscious of its place in the history of the GSM industry in Nigeria, and we are winning the battle not only in the hearts of individual Nigerians but also in the corporate world.

Econet Wireless remains ... Inspired to change your world



THISDAY is one of Africa's leading newspaper groups determined to be the premier provider of the African perspective in the global information marketplace. THISDAY is currently published in Nigeria and South Africa and looks to new opportunities in other parts of Africa in the near term.

In Nigeria, THISDAY is printed from its presses in Abuja and Lagos, and looks to print from its Port Harcourt facilities in the first quarter of 2004.

In South Africa, THISDAY is printed from Johannesburg, Cape Town, Durban and Port Elizabeth and is the first truly national newspaper of South Africa to be launched since South Africa became free in 1994. It is also the first major "high-profile" investment from Nigeria in South Africa.

Founded in 1995, THISDAY promotes free enterprise, democracy and social justice and supports Africa Recruit: the global skills for Africa initiative. THISDAY believes that good corporate governance begins with the right skills base and sustained investment in human capital.

africappractice

"The best way to combat Afro-pessimism is to ensure that Africa does its own homework and presents a face to the world"

President Thabo Mbeki

africappractice is a Public Affairs agency dedicated to working with governments, international organisations and businesses to communicate their commitment to African development.



www.africappractice.com

investment and
development communications

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Johannesburg

Lagos

Nairobi

London

Brussels

Washington

Corporate Supporters



Our History

The story of this Nigerian founded bank is a story that will continue to give credence to the fact that it is possible to do exceedingly well amidst all odds when there is a will to do so. Guaranty Trust Bank Plc was co-founded by Messrs Fola Adeola and Tayo Aderinokun in July 1990. Prior to the birth of the Bank, both men had trained and worked at home and abroad as merchant bankers. The Bank was licensed as a Commercial Bank in August 1990 and commenced commercial banking operations in February 1991.

Our Operations

The Bank's primary business since inception has been the provision of a full range of financial services to its select spectrum of corporate and individual clients. We employ the best people, processes and technology. Our services include but are not limited to retail banking, loans and advances, money market activities as well as foreign exchange operations.

We also offer specialized investment banking services, which include medium to long term capital financing and fund management services to the middle and top end spectrum of the Nigerian business market. This segment comprises top-level multinational companies, medium to large indigenous enterprises and high net worth individuals. Our businesses are also segmented along major industry lines, which include Manufacturing, Trade, Oil & Gas, Telecommunication, Aviation and Government.

Our people

The Bank employs young and vibrant people from various backgrounds, who are selected through a rigorous interview process. All staff upon engagement must go through a three-month training program where they are trained on various aspects of banking as well as self-development. The Guaranty Trust Bank Training School is about making an investment in the person and not the worker. We believe that an individual should be well groomed and imbued with the right morals, work ethic and social skills required for the corporate environment right from the onset. Today, over 650 outstanding people driven by the zeal to excel, chart a course to ensure that Guaranty Trust Bank is by far greater than where it has been.

Our Culture

Guaranty Trust became a 13-year-old financial institution in 2003. From being a one-branch bank we have grown to 38 branches strategically located in all major commercial cities in Nigeria. 13 more branches will come on stream before the end of the next financial year. None of our branches, current and proposed, will ever deviate from our strong customer service culture. Our people are the best in the industry because they constantly shun customary short cuts. Integrity and Ethics are core values that we have come to be known and this has taken the Bank along the path of Excellence. Acknowledged by the regulatory and monetary authorities in the sector as trailblazers, Guaranty Trust Bank has

never been found negligent in its duties to the State. We have therefore become partners with government in advancing the practice of Banking on our shores, constantly in search of new ways to grow the business within the confines of the law.

Guaranty Trust Bank's dream for the future is to "build an institution that will outlive its founders and serve as a yardstick for measuring service delivery within the financial services sector".

Our Subsidiaries & Associates

To further extend our core values and strong customer service culture, we embarked on a continental expansion drive and opened two offshore subsidiaries in 2002: Guaranty Trust Bank (Gambia) Limited and Guaranty Trust Bank (Sierra-Leone) Limited. Apart from helping to export our strong core values and the Guaranty Trust Bank culture overseas, both banks are helping to shore up the image of the country abroad.

In Nigeria, the Bank also has other associate and affiliate companies, namely, Asset & Resource Management Co. Ltd. (ARM), Asset & Resource Management Trustees Ltd, Kakawa Discount House Ltd and Valucard Nigeria Ltd.

Corporate Information

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"Just as the swallow overcomes challenges migrating to and from Africa, Hironnelles Consulting will provide solutions that will meet the human resources hurdles faced by clients and candidates alike....."

Our continent is vast, complex, magical and commercially young. The career possibilities it offers are increasingly attractive to many professionals in Europe and beyond.

Hironnelles Consulting has been created to match the opportunities offered by African employers to the skill sets of potential employees. Our aim is not only to find the right candidate but where possible to find candidates who truly wish to make a life in Africa.

To ensure the best corporate and cultural fit we have developed relationships with many networks of professional Africans working outside of the continent. We bring our knowledge of local markets, our appreciation of cultural influences and our understanding of government policy issues to employers and potential employees in order to accurately demonstrate the very real benefits of finding the right candidate for the role.

Only by understanding the unique needs of businesses operating in Africa can any recruitment consultancy find the right candidate; the Hironnelles candidate.

Adelaide Macaulay

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HIRONNELLES CONSULTING LTD

'Spearheading change in recruitment within Africa'



Incorporated in 1993 and based in Washington DC, The Corporate Council on Africa (CCA) is at the forefront of promoting American business interests in Africa and expanding private sector development on the continent. CCA is a non-profit, non-government, non-partisan membership organization of more than 175 American companies. Our members come from every region of the United States and represent all economic sectors. They range from major multinationals doing business in Africa for decades to small enterprises pursuing investment opportunities for the first time.

CCA member companies now represent approximately 85 percent of total U.S. **private sector investments** in Africa. Operations in Africa range from manufacturing plastics in South Africa to constructing hospitals in Algeria to processing sugar in Ethiopia to installing solar lighting facilities in Nigeria to constructing railways across Mozambique.

As one of the only American organizations working with Africa on business and commercial issues, CCA has been able to develop **unique relationships** with African private and public sector representatives. Regular conferences and seminars are held that bring together the U.S. and African private and public sectors as well as the World Bank and other financing agencies. CCA's considerable database of credible contacts both in Africa and the U.S. is a chief source for sales and promotion of member's activities and products.

CCA is a major force on key policy initiatives. The organization played an integral role in the final passage of the African Growth and Opportunity Act (AGOA) and the passage of President Bush's \$15 billion plan for AIDS relief in Africa.

Two United States Agency for International Development (USAID)-funded programs are administered by CCA: the West African International Business Linkages (WAIBL) program and the South Africa International Business Linkages (SAIBL) program. Through these programs, we have been able to create extensive networks on the continent to help CCA members identify business contacts and opportunities. To date, WAIBL has recorded 86 transactions (import/export or joint venture partnerships) valuing almost \$40 million. In less than four years, the SAIBL program has generated more than US\$185 million in business transactions for South African and American companies, as well as help to create more than 4,000 jobs. In addition, CCA has placed staff on the continent to work within the regional economic communities of Africa.

CCA plays an especially important role in investments in Africa. The organization serves not only to encourage American companies to invest on the continent, but it also brings together credible parties from each side to make mutually beneficial deals.



VLA provides highly specialised consulting services in the areas of executive development and business management services.

We continue to strengthen our strategic alliances with international business schools and specialist consultants; we are therefore well placed to source and provide specialist support in a variety of areas.

The recent part acquisition of VLA by SME Partnership will assist VLA with its ongoing expansion plans to ensure that we maintain our reputation for excellence with the key objective of becoming the number one institution delivering executive development and business management solutions in Nigeria.

The VLA team is competent, professional, friendly, courteous, creative, flexible and very capable of meetings a variety of organisational businesses needs in the areas of Training and Development, Recruitment & Selection and Strategy & Business Support Services.

Our approach from day one has been one of partnership with our clients. Our strength lies in our personalised and customised services.

At VLA, we think "out of the box" to provide you with innovative business solutions that ensures your vantage position in the market place. We don't claim to be all things to all people. We focus and harness our energies on a few key areas to include:

■ Executive Training & Development

Our approach to training is one of partnership and our success in the market place has been based on partnering with our clients. In our quest to ensure that we meet the ever-changing needs of our clients, none of our training solutions are "off the shelf". We make it our business to embrace you values, aims and objectives, thereby incorporating all these elements into our program preparation, design, development, delivery and evaluation.

Our key development portfolio areas include:

- The VLA Management and Leadership Portfolio, The Sales, Marketing & Customer Care Series, The Finance & Accounting Series, Developing Personal Effectiveness and Managing Communication & Relationships.

Recruitment & Selection Services

Recruiting the right people is the first priority of any successful organisation. High calibre people are hard to find and effective selection takes time, management's scarcest resource.

The cost of failure is financially high and damaging to morale.

Our service offerings in this area include:

- Permanent placements, interim placements, contract labour outsourcing, response handling and psychometric testing.

Our services are designed to reduce risk and allow you to make the right recruitment decisions

Strategy & Business Support Services

At the Strategy and Business Unit (SBS), our desire is to see your business succeed and grow to achieve your desired Organisational goals. We have an array of service offerings that will ensure that your business continues to enjoy a competitive advantage in the business climate. Our service offerings under the Strategy and Business support unit include the following:

- Strategy Articulation and Development, Market/Industry Research, Clients' Specific Surveys, Customer Relationship Management and Corporate Events Management. Training & Business complex

VLA is the promoter and one of the major shareholders in the Protea Hotel, Oakwood Park, Lekki. Strategically located between ExxonMobil and Chevron, along the Lekki Expressway in Lagos. Set on over 1 hectare of land, comprising of:

- A specialist executive centre with 10 training/function rooms, with 12 additional syndicate rooms, equipped with state of the art training and conference facilities, sitting between 10 – 300 delegates.
- A complex of 70 rooms, comprising of standard twin and queen rooms and 3 king suites.
- A 120 seater, state of the art restaurant.
- Leisure facilities to include a gym, swimming pool, and elaborate landscaped areas.

Project completion is targeted at 1st quarter 2004 and Protea Hotels of South Africa will manage the complex.

Hirondelles Consulting

Our continent is vast, complex, magical and commercially young. The career possibilities it offers are increasingly attractive to many professionals in Europe and beyond.

Hirondelles Consulting has been created to match the opportunities offered by African employers to the skill sets of potential employees. Our aim is not only to find the right candidate but where possible to find candidates who truly wish to make a life in Africa.

To ensure the best corporate and cultural fit we have developed relationships with many networks of professional Africans working outside of the continent. We bring our knowledge of local markets, our appreciation of cultural influences and our understanding of government policy issues to employers and potential employees in order to accurately demonstrate the very real benefits of finding the right candidate for the role.

Only by understanding the unique needs of businesses operating in Africa can any recruitment consultancy find the right candidate; the Hirondelles candidate.

Services we offer

- E-Search – we work with our clients to develop effective Web-based recruiting strategies and successfully migrate their employment brand online.
- Search & selection – we are able to conduct global search and selection campaigns by working in conjunction with local African recruitment companies and by using the Internet.
- Career Events – these are events held in Europe, Africa and the States as a marketing and recruitment opportunity for clients and candidates.
- Executive Networking Events – these are bespoke functional and sector based events targeted at senior level individuals with the aim of meeting, presenting and creating links with other organisations.
- Graduate recruitment – this could take any form either outsourced fully (including milk rounds) or partially.
- Outsourcing – we are able to come on site to help with a specific recruitment campaign.
- Training – graduates will be trained with the tools to embark on their career path and provide employees with commercial skills such as customer service.

Sectors

We specialise in recruiting at all levels in the following areas :

- Telecommunications
- Information Technology
- Oil & Gas
- Finance

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Media Partner



Who we are

The Pan African News Agency — PANAPRESS — is a multimedia group set up through African private and public sector funding to report Africa and the Diaspora (without bias or prejudices) to itself and to rest of the world. It goes beyond traditional news reporting and provides an African perspective to global issues, thereby upgrading global reporting and understanding of the continent.

The financial autonomy it acquired thanks to its substantial initial capital, enhances its editorial independence and the credibility of its wire copy on the international scene.

What we do

The central Newsroom, based in Dakar, Senegal, is entirely managed by African professionals who co-ordinate a network of about 120 correspondents on-the-spot in 50 of the 53 African nations. We have established regional bureaux in Abidjan, Lagos, Yaoundé, Nairobi, Tripoli, Johannesburg, national bureaux in Lusaka, Addis Ababa and a main office in Paris. There are also experienced reporters posted in Washington DC, New York City, Brussels and London.

Through its daily casts in English, French, Arabic and Portuguese — a total production of over 100 000 words — PANAPRESS has become the largest general news-collector and disseminator from Africa, and the unique interface between Africa and its Diaspora as well as a communication and information tool at the service of all policy-makers in Africa.

www.panapress.com

All of the news is posted to the PANAPRESS web site, **www.panapress.com**, which is the most complete information portal on Africa to which over 5 millions users have access every month.

Taking advantage of media technology now available, PANAPRESS today exploits a series of intranet, internet extra-net networks and extra-net; and is ready to assist its African clients — mainly the media — resolve some of their technology transfer problems.

Specific news casts

These concern economy, technology, politics, environment, health, culture, sports, etc. These products are meant for operators intervening in specific sectors and wishing to have up-to-the-hour information on the latest developments in their sector.

With regard to special events, the agency ensures a specific coverage of ongoing events.

Other services

PANAPRESS offers several possibilities to potential users of its contents.

To Web site editors

The PANAPRESS content can be directly integrated into your site.

To media organs

The Agency's cast may be continuously supplied by e-mail, web etc.

To businesses and other users

The Agency's stories get to you in HTML format.

Engineering

Thanks to the quality and experience of its staff, PANAPRESS provides services for the development of intranet sites and internet portals, study and implementation of enterprise networks, consultancy and training.

New products

After 30 months of successful operation, and desirous to fill up a clear information gap within the continent and between the continent and the rest of the world, we have developed into a fully-fledged multimedia organisation, providing the world with the traditional wire copy and pictures from Africa. (visit the PANAPRESS PHOTO web site).

Conclusive feasibility studies on the economic and financial viability of a PANAPRESS TV service have already been conducted.

The performance of PANAPRESS and the visibility it offers the continent are slowly but surely reshaping the way Africa is seen by the rest of the world.

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Island News is a free community weekly newspaper dedicated to the needs of Nigeria's commercial nerve centre - Lagos Island, Ikoyi, Victoria Island & Lekki. The publication is distributed door to door to residents every Sunday by a team of dedicated 60 part time staff.

Distribution is effected to offices in the coverage area every Monday. Island News' main focus is on community issues for the 2 million residents and 6 million commuters. It is the highest circulating publication in its area of coverage.

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