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ATMS NEWSLETTER - September 2013

The ATMS Project is sub-Saharan Africa's biggest and most ambitious human capital development effort in the private sector. It was created to play a key role in Africa's economic development and currently operates in twenty countries. The Project provides human capital solutions that lead to skills development and wealth creation through the private sector and commercially operated state enterprises.

This edition shows an overview of the ATMS Project on management and capacity development, followed by a focus on the Southern Africa region. Africa is a host to some of the fastest growing economies in the world. However, inadequate infrastructure development stifles the levels of growth. We feature ATMS/AMSCO success stories on infrastructure to show impact on business development and growth with competent human capital in place.

Portfolio Outlook

The ATMS Project has a unique approach to private sector and entrepreneurial development that enhances sustainability and the global competitiveness of locally managed companies. One of its driving forces is the "AMSCO Managers". They are placed in a wide range of sectors including finance, agriculture, health and tourism services. The managers have a specific role to improve African companies' operational and financial efficiency, install management systems and strengthen capacity for local managers to succeed them at the end of their term.

As at 31 August 2013 the ATMS Project portfolio had 350 AMSCO Managers placed in 221 client companies.

Financial support from the ATMS Foundation to enterprises across sub-Saharan Africa amounted to US\$1,135,997 year to date. This support was allocated to 28 companies and three sectorial programmes for management and training assistance and two technical assistance programmes.

Focus on Southern Africa

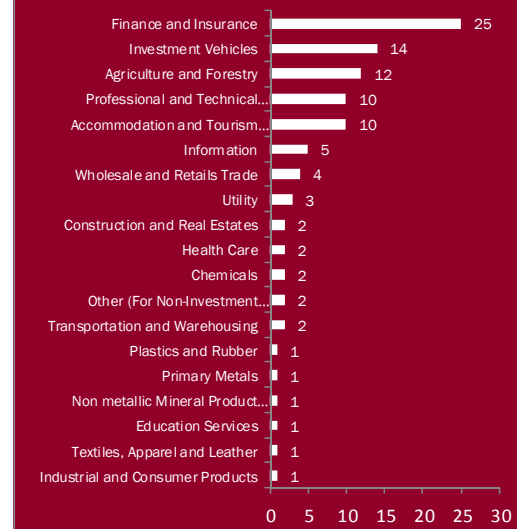
The ATMS Project is currently active in 7 countries in the southern part of Africa i.e. Angola, Botswana, DRC, Mozambique, Namibia, South Africa and Zambia. The region has a total of 99 clients, 42 of them are small, 27 medium and 30 are large enterprises.

Southern Africa Sector Outlook YTD 31 August 2013

Finance & Insurance is the largest sector in the region with 25 clients, followed by Investment Vehicles with 15. The Agriculture sector comes third with 12 clients, followed by Professional & Technical Services and Accommodation and Tourism services with 10 clients each. Other companies are spread across various sectors depicted in the Portfolio by Sector diagram.

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Projects by Sector



Financial Support to Southern Africa January – August 2013

The ATMS Foundation continues to offer firm financial support to African SME's in order to develop the private sector. As at 31 August 2013 a cumulative total of US\$ 544,262 had been allocated to companies in Southern Africa towards management service interventions and skills development. This represents 48% of the overall ATMS Project portfolio.

Infrastructure is one of the sectors that most sub-Saharan governments seek to invest in to enable economic diversification towards sectors such as Information Communications Technology (ICT),

Southern Africa Country Outlook YTD 31 August 2013

Country	Company Size			Grand Total
	Large	Medium	Small	
Angola		4	8	12
Botswana	3	1		4
Democratic Republic of Congo	1	1		2
Mozambique	4	4	1	9
Namibia	4	4	5	13
South Africa	12	3	13	28
Zambia	6	10	15	31
Grand Total	30	27	42	99

	Business Sector	Number of Clients	Management Grant	Training Grant	Total US\$
1	Investment vehicles	1	200,000	-	200,000
2	Finance and Insurance	4	56,940	58,722	115,662
3	Agriculture and Forestry	3	40,400	45,000	85,400
4	Professional and Technical Services	3	58,200	9,750	67,950
5	Accommodation and Tourism Services	1	-	26,000	26,000
6	Information	1	-	26,000	26,000
7	Textiles, Apparel and Leather	1	16,750	-	16,750
8	Industrial and Consumer Products	1	-	6,500	6,500
TOTAL		15	372,290	171,972	544,262

construction, transport and manufacturing. The ATMS Foundation therefore made a deliberate effort to develop infrastructure in the region particularly supporting skills development for the

sector. Improved skills will lead to sustainable business growth, innovation and on the infrastructure side, improved connectivity and access to markets internationally.

2012 ATMS/AMSCO Training Highlights

2012 saw a total of 6,398 participants reached through training, of which 31% were female. Compared to 2011, there were 1,592 more people trained in 2012. There was 101% increase in the number of people trained in governance and leadership programmes compared to 2011.

The number of companies that trained in operational skills in 2012 also increased by 27.5% when compared to 2011. Training covered included Technical Skills, Industrial Skills, Banking & Finance, Insurance, Soft Skills, Basic Training and Administration & Human Resources.

There were 18 Open Programmes (Training designed for individuals drawn from different organisations) conducted by AMSCO compared to 11 in 2011.

ATMS/AMSCO Training for Development

The benefit of consistent capacity development is in up-skilling employees as it enables them to operate at optimum levels and enhance motivation resulting in increased productivity. Improved productivity in turn drives up the company's bottom line and growth in Gross Domestic Product (GDP). The ATMS Project has a rich history of capacity development offering various training programmes aimed at developing sub-Saharan Africa's private sector. Between January and August 2013 AMSCO trained 3,796 employees from 285 companies. 1,375 females benefitted from the training.

Latest Training Activities in Southern Africa

The High Performance Sales Person in-house training (company specific) course for Madison Life took place at the Government Complex Training Centre on May 6th – 11th in Lusaka Zambia. The course was well attended with 178 participants (102 females and 76 males). The objective of the course was to provide the participants with the tools to improve their sales records and customer service standards. The targeted participants were the sales team leaders, sales team and sales agents.

Specifically, the training was to instill a better understanding of sales fundamentals; emotional intelligence; fundamentals of marketing; understanding the products; how to neutralise objections and how to influence techniques. The facilitators interspersed the training with interactive lectures, group activities, role plays, simulations and educational and motivational video clips. The concepts taught throughout the course were relevant and practical, more so because they



were taught by people who have had successful careers in the insurance field.

Another High Performance Sales Person course was held for the second group of Madison Life Sales Team, who are based in the copper belt area from the 10th to 15th June in Ndola. This intervention reached 177 participants including 96 females.

27 participants in senior management from 8 organisations attended the Strategy Execution open seminar which took place from the 27th –



29th May 2013 at the Nomads Court Lodge in Lusaka, Zambia.

There were 21 males and 6 females trained. The training was blessed with the presence of participants from outside Zambia, one from Real Insurance in Mozambique and another from BFS Nampro, Namibia.

The objective of the seminar was to provide the participants with techniques to successfully execute costly and risky initiatives. They were expected to apply the skills learnt to develop their own focused, flexible and achievable blueprints for the successful execution of strategic plans to increase their organisations chances for success.

Through a combination of instruction methods such as case studies, robust discussions and exercises, the facilitator was able to achieve the



intended goals. On the second day of the course each company prepared strategy maps that were presented to the group.

The feedback from the participants confirmed successful execution of the training, noting a lot of value and practical tools gained which participants will use to help turn around their organisations and put their strategic processes on the right path.

The Customer Service Excellence in-house programme at Madison Finance took place from the 10th – 23rd June 2013 in Zambia. There were four interventions lasting three days each. The first two were held in Lusaka and the rest were in Kitwe, in the copper belt area. A total of 79 participants attended the training. There were 45 males and 34 females trained.

Participants gained a lot of value and practical tools which they can use to help improve both their internal and external customer service as well as increase their own personal effectiveness. The course was timely as the organisation will become a deposit taking financial institution in the next few months and the staff will there-

fore have more face to face interactions with clients. The practical implementation of skills gained on this intervention will allow Madison Finance to deliver a level of service excellence that promotes customer retention, increases customer loyalty and encourages future customer base growth.

Organised Structures for Africa's Development

More than two-thirds of the world's least developed countries are found in Africa. A continent known for its rich natural resources, the region is heavily plagued by limited infrastructure development.

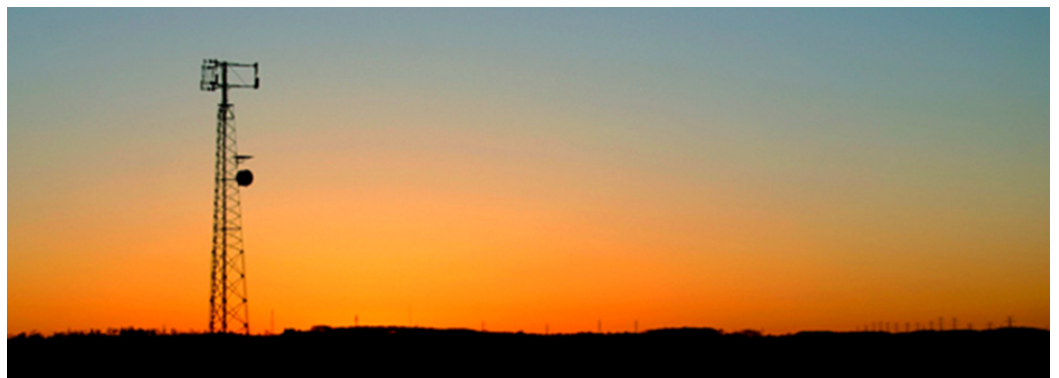
In recent years, organisations such as the UNDP have described the continent as "host to some of the fastest growing economies in the world". A study on the Programme for Infrastructure Development in Africa (PIDA) cites natural resources as one of the key drivers behind this current growth. The study mentions Africa's growing population as the other key driver, further predicting that its numbers will surpass those of China and India by 2030.

As the population grows and more urbanisation takes place, Africa is predicted to become a gold mine for labour, which will hopefully contribute generously to the continent's output. However, without the correct physical infrastructure to support the continent's expected levels of growth and production, there can be no real development.

Energy is one of Africa's biggest infrastructure challenges. 30 African countries face electricity shortages, paying high premiums for emergency power. An estimated 800 million people living in 48 countries across sub-Saharan Africa consume roughly the same power as Spain, which has 45 million people.

While an effective transport system is the gateway to local and international markets, the state of the continent's ports, roads, airports and

ATMS Project Interventions on Infrastructure



Towers for Africa

Helios Towers DRC (HTDRC) and Helios Towers Tanzania (HTT) are subsidiaries of Helios Towers Africa (HTA), a company whose operations also extend to Ghana and a sister company in Nigeria. In a bid to improve Africa's wireless infrastructure, Helios Towers Africa owns, manages and leases telecommunication towers to mobile operators and other companies in and around these countries. Included in the list of Helios Tower Africa investors is the IFC, a member of the World Bank Group.

HTDRC is the first and only independent operating wireless infrastructure outsourcing Management Company in the Democratic Republic of Congo (DRC).

HTDRC recently secured a standing agreement with Vodacom and Airtel. Together with Tigo, another major operator in the DRC, Airtel and Vodacom control nearly 99% of the region's mobile telephone market. As a result of this achievement, HTDRC needed to strengthen its management team with experienced executive professionals who would assist the build-up of a good team to support the expansion drive.

AMSCO's initial intervention in Helios Towers DRC commenced in December 2011 with the secondment of two professionals in the position of Chief

Executive Officer (CEO) and Chief Commercial Officer (CCO), respectively. HTDRC later approached AMSCO to assist in seconding a third professional in the position of Chief Finance Officer. He was expected to set up key internal controls and build a strong finance team.



The AMSCO Managers (AMs) seconded at Helios Towers have been instrumental in the company's sales and accounting management processes. Led by the company CEO, they spearheaded the negotiations of two key client contracts, namely Africell and Vodacom that led to the addition of US\$1.8 million in analysed revenue to the company.

The AMs have spearheaded the process of securing the customer contracts by enhancing the

railways remain a major reason for concern. Intra-Africa trade is at less than 10% of all African GDP, with the continent's share of world trade at only 2%. Poor links amongst these systems is often the cause of long delays and inevitably raises the cost of doing business.

A powerful market for skills, goods and services, the internet is without a doubt a beneficial tool to any business. Over the last two decades, the world has experienced dramatic growth in the upsurge of ICTs and Africa has not been left behind. The region has been quick to embrace the mobile phone and necessary network systems.

It is possibly due to this communication revolution that Africa's economy stands a good chance of evolving for the better. Mobile subscriptions in sub-Saharan Africa have risen from 90 million to 475 million over the last seven years, changing the face of commerce, banking and investment forever. Despite the milestones, there is still room to grow, with broadband services still a major issue where access and connectivity is concerned.

The Millennium Development Goals Report 2013 reveals that the world has already met the target of providing more than two billion people with access to improved sources of drinking water. Northern Africa needs only 2% to meet its 94% target by 2015 while sub-Saharan Africa needs 14% coverage in order to meet its 75% target. While the water related goals might be in reach, it is issues around sanitation and hygiene that pose an issue.

The African Union (AU) Commission has always been committed to enhancing Africa's infrastructural development. This commitment was recently reiterated at the annual Africa Investor (Ai) Infrastructure Investment Summit held in Cape Town, in May 2013.

During the event, the Commission promised to further mobilise capital to invest in the continent in order to close the region's existing infrastructure investment gap. In order to achieve this objective, Governments and public authorities must place greater efforts on establishing strong Public Private Partnerships (PPPs). PPPs can go a long way in minimising risk, increasing investment value, as well as innovation around the matter.

methodology by which the company documents its relationships. They have also been able to assist in the hiring of two new account managers



(joining from Airtel and Vodacom respectively), all the while successfully launching training programmes focused on fundamentals of the business.

The team of AMs has been able to help streamline previously inefficient procurement processes. The managers led the HTDRC team in the evaluation, selection and ordering of a US\$10 million order in capital equipment designed for remedial network improvement and reduction of fuel consumption. They helped design a programme set to optimise the capital expenditure in order to extract savings across a suite of solutions, including remote monitoring systems, deep-cycle batteries, integrated power management, solar panels and so forth. Their efforts have helped improve processes for customs clearance, logistics and installations.

Since AMSCO's assistance, there have also been noticeable changes to the company's Corporate Finance and Business Development units. The



AMs helped facilitate the closure of a US\$30 million loan facility from digital service provider, Millicom. The loan was closed in early April 2012 and has been designed to finance the capital equipment programme.

In Tanzania, similar to the DRC, Helios Towers is supporting telecoms growth by providing mobile network operators and data network providers with cost-effective, fully managed tower solutions, improving coverage and reducing the environmental impact of multiple service providers.



The Tanzanian subsidiary of HTA was created to purchase, construct, operate and lease a portfolio of telecommunication towers in the country. Many telecom operators are considering or are already in the business of selling off their tower infrastructure to third parties in order to focus on their core activities and to free up capital.

HTT has acquired all of its towers from Tigo Tanzania and has entered into a leaseback agreement which frees them from the burden of man-

aging the towers, leaving them with time and finances to concentrate on their core business and improve their services.

The company's infrastructure can be used to support radio and television broadcast, internet connectivity and mobile telecommunication, especially in the rural areas where the communication infrastructure is not well developed.

The cost of putting up a base station is estimated at US\$200,000. In order to increase country coverage and reduce the cost of both set up and operations of base stations, HTT provides colocation services that allow for more than one service provider to share the base station. It also provides maintenance and network optimisation services to ensure quality and efficiency. This being a new service in Tanzania, the company required AMSCO's assistance in identifying and seconding key staff to assist with the establishment of the company.

AMSCO's intervention at HTT began in January 2012 with the secondment of two managers to the positions of Chief Executive Officer and Chief Finance Officer. The CEO would provide overall strategic development and execution for the company and ensure that all operational, financial and human resources development targets and the objectives set by the board are achieved.

The CFO would ensure adequate and appropriate financing for the organisation; configure financial goals with appropriate operation plans and monitoring to meet growth objectives including cost controls, debt collections, cash flow management. Also very importantly the CFO would be responsible for ensuring continuous training and development of the technical staff and succession planning.

Since AMSCO's involvement, the company has been successful in building and acquiring 1,200 towers with 2,500 tenants around Tanzania. The company is currently increasing its rural mobile coverage and connectivity by ensuring better resource optimisation through colocation and network optimisation services.

Since the commencement of its operations in the country, HTT has invested over US\$200 million in Tanzania. It has released significant capital expenditure from the mobile service providers by buying off their towers so that they can focus on their core business instead of asset acquisition. An average service provider would require about 500 towers which would cost US\$100 million to set up.

HTT has also relieved the mobile service provid-

Construction in Cote d'Ivoire the GEMA Way



GEMA Construct was set up in 2009 with the aim to design and implement industrial and commercial projects in Cote d'Ivoire and the sub regional countries. The company would provide turnkey projects to the oil and gas, mining, agro processing and logistics sectors. GEMA Construct's shareholding is a combination of former shareholders of GEMA S.A and new shareholders from Europe and Africa.

The company needed to successfully implement a corporate business plan and set up an industrial construction unit offering professional and technical services to the agro-industrial, logistics, oil, gas and mining sectors, all of which are pillars of the national economy.

In January 2010, GEMA Construct requested AMSCO's support for the recruitment of experts to be responsible for the implementation of industrial projects in its industrial production unit. Five experts have since been assigned within the company on five year contracts in the positions of President and Managing



Director, Foundry Production Director, Deputy Managing Director, Hydraulic Villages Director and Technical and Industrial Director.

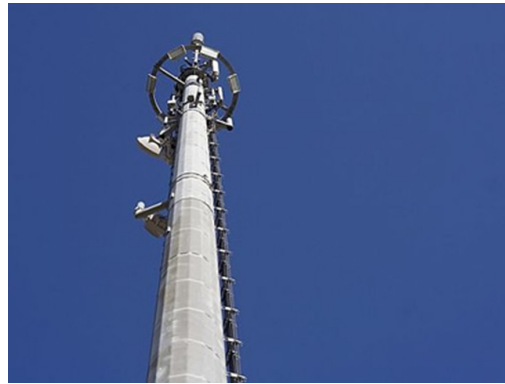
Among others, the AMSCO Managers' (AM) assignments were to define the policy and strategic direction of the company, identify new markets and to implement engineering and quality control. They were also expected to lead and contribute towards training and capacity development programmes and effectively train successors to take over their responsibilities at the end of their contract.

After a general decline in activity

ers of the responsibility to maintain the towers 99.9%, ensuring that clients



thereby allowing them to concentrate on core



business and improving customer service. It has been consistently posting network availability at

tent human resources to support all company operations and growth.

HTT provides cost effective, quality and accessible telecom's infrastructure to its clients that allows them to offer quality services to their customers. This project therefore continues to have significant impact to the economy such as ensuring access to services for rural populations, reduced down time and cost effective service reliability across the country.

Our Stakeholders

ATMS And AMSCO wish to thank all the stakeholders for their continued support.



due to 2011 post-election war, GE-MA took over and expanded its activities at national, sub-regional and international levels, including the Congo Brazzaville. In March 2012



the company launched fuel retailer, Petro Ivoire's first gas terminal in Ivory Coast. The liquefied petroleum gas terminal has a capacity of 1,500 tons. The company is currently busy with on-going construction of two gas terminals in Congo Brazzaville.

The managers have been instrumental in the implementation of procedures, operational guidelines and staff training on the use of new materials. They have seen the completion of company equipment installation as well as the construction of a new smelter.

The AMs have been involved in the promotion of a new foundry with all industrial Ivorians (customers and non-customers) and neighbouring countries including Mali, Niger, Guinea Conakry, Liberia and Ghana.

Since their placement, there have been additional investments in mechanical devises and the establish-



ment of a new moulding technique that will enable the production of parts from 600 to 1500 kg.

The company has seen further growth in capital and signing of new partnership agreements, collection and recycling of scrap metal, revival of village water projects in rural areas, management of the machine shop Ex-Sopie, increased visibility and enhancement of the company's reputation. AMSCO is proud and confident about the developments taking place at GEMA.

Our Footprint



Key

- East Africa
- Southern Africa
- West & Central Africa

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