



## ATMS IV MILESTONE

The ATMS IV Agreement was signed by the Government of Liberia, UNDP and the IFC on April 14, 2010 in a ceremony held at the Liberian Ministry of Planning and Economic Affairs, Monrovia. Mr. Dominic Sam, Country Director for UNDP Liberia signed on behalf of the UNDP. Ms. Jumoke Jagun, Resident Representative, IFC Monrovia, signed on behalf of The IFC. Representing the Government of Liberia was the Honorable Amara M. Konneh, Minister of Planning and Economic Affairs. This brings to four, the number of Governments who have signed the ATMS IV document, including the Governments of Madagascar, Ghana and the DRC.

## AMSCO BEGINS IMPLEMENTATION OF AfDB's SME SUPPORT PROJECT

As part of its support to the SME sector in Zambia, the AfDB has designed a program aimed at facilitating SMEs access to finance. The program will run for a period of two years and consists of a financial and technical assistance component. The financial component entails support to two financial institutions in the form of lines of credit to both institutions and a partial credit guarantee facility (implemented with USAID) to one of the institutions. The technical assistance component includes capacity building support to financial institutions; Business Development Service Providers and SME Associations and will be implemented and coordinated by AMSCO.

In keeping with the work plan, AMSCO has completed the selection process and settled on two service providers for the two components of the project.

- **International Trade Centre (ITC)** will handle the first component that deals with capacity development for the two banks. They will develop a credit scoring tool customized for each of the banks and train the bank staff on the tool. They will also build capacity for the Business Development Service Providers (BDSPs) in the area of financial management skills.
- **International Labour Organization (ILO)** will handle the capacity development for the SMEs, SME Associations and BDSPs in various areas of management skills, including but not limited to HR, Marketing, Business Plan writing and presentation.

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### ATMS AND AMSCO WISH TO THANK ALL THE STAKEHOLDERS FOR THEIR CONTINUED SUPPORT



ITC Programmes/ Services	ILO Programmes
1. Installation of the LoanCom Credit Scoring Tool	1. Enhancement of management and business skills (SYB and EYB Programmes) – for BDSPs, SMEs and Associations
2. Training of Bank staff on the tool	2. Networking of Associations – orient, develop and provide networks for SMEs
3. Self-Checker for SMEs/Banks/ BDSPs – includes checklist of what should be included before one goes to the bank for a loan; financial management self-checker; quick auditing tool and loan calculator.	3. Counselling and Mentorship Programmes for SMEs through the two year period
4. Financial Management training for the BDSPs	
5. Counselling and Mentorship on financial management	

ITC have a set of 7 modules that will fit into the ILO modules. Plans are in place to make sure that the two work plans from ITC and ILO are synchronized. In addition, a Resident Project Coordinator based in Lusaka will be appointed.

## Meeting with ITC and the two banks – Zanaco and Investrust

The ITC Technical Advisor, Roger Megelas, from Geneva will be managing the bank training and installation of the Credit Scoring Tool. He gave the two banks a presentation on what the scoring tool looked like and what it would involve to get it up and running.

ITC will build competency before the loan, during and after the loan to ensure sustainability. The SME Credit Scoring tools will be customized to fit with each banks' existing policies and procedures.

### A. Selection Criteria for the 100 SMEs

- Enterprises should have a high employment potential/ create jobs.
- Enterprises should be formalized (registered) or working towards formalization (under an Association)
- Enterprises should be operating business that is environmentally friendly or willing to put in place the necessary mitigating systems.
- Enterprises that are owned or support the youth.
- Enterprises should preferably have a supply chain which involves more micro and small enterprises/ have a multiplication effect.
- Women SMEs should be supported.

### DELIVERABLES

- Build capacities of SMEs to develop bankable projects and strengthen their financial soundness: Targeted SMEs will receive training and coaching on various financial management topics such as how to assess their financial needs, existing methods of payment and financing, whom to approach for bank loans, how to present bankable projects, as well as how to adopt sound financial management and accounting practices.
- Developing Support Reference mechanisms for target SMEs: The service providers, in collaboration with AMSCO will assess, select and set up a database of the BDS providers that will be outsourced by the project and that will also be shared with all SME associations and banks as part of referencing services.
- The two financial institutions will be equipped with a methodology and tool to better assess SME loan requests
  - Concept of "Competency-as-Collateral" is introduced and together with the selected banks, the framework for the
  - The final credit scoring application is developed and implemented.
  - All lending officers are trained in the credit scoring tool data collection and data input.

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- iv) A monitoring and coaching system is established allowing better targeted assistance to exporting SMEs
- The framework for the establishment of a monitoring and coaching system involving a partnership between the SME association and the selected banks is developed.
  - Customized service providers' online financial management and credit self-checkers to the sector and to the requirements of the Zambian economy.
  - Assistance to the banks and SMEs on how to avoid non-performing loans.

## AMSCO'S LEAD WORK SHOP REPORT

This is a report following the successful conclusion of a four-day LEAD Workshop held at Strathmore Business School, Nairobi from June 15th – 18th, 2010. This is the 3rd leadership workshop that AMSCO is running in collaboration with Strathmore Business School.

Change Management, Strategy, Entrepreneurship & Leadership sessions equipped the participants with the tools and insights to manage during adversity, drive employee and customer satisfaction, and maintain the strategic discipline to succeed during periods of growth and recession and enhance long-term performance .

This report summarises the feedback from the participants and the faculty on the quality of delivery and content of the workshop.

### Workshop Approach and Methodology

There were 13 participants, 53% of whom were from non-Client organizations. The workshop was designed to ensure that participants;

- acquire new cutting-edge tools, soft skills and concepts.
- gain a better understanding of how to leverage their skills and competencies across the enterprises
- understand, recognize, and foster the right leadership qualities in self and others
- can anticipate and quickly respond to the accelerating pace of global competition and technological innovation
- assess opportunities presented by the downturn and craft competitive strategies



Participants were divided into groups where they discussed different case studies and subsequently made presentations.

Working in their teams, the participants learnt how to analyse organisations and the environment within which they operate, how to extract strategic issues from this analysis and subsequently develop winning strategies. This hands-on team approach to the workshop enabled participants to experience the challenges of leadership, how to deal with such challenges and the role of leadership development of the business.

## **AMSCO EFFECTIVE NEGOTIATOR EXECUTIVE PROGRAMME**

This is a report following the successful conclusion of a two-day Effective Negotiator Workshop held in Kampala, from March 25th – 26th, 2010.

The two day workshop provided fun, interactive, practical activities that enabled managers to practice at becoming highly effective negotiators skilled at maximizing win-win results in negotiations in and out of work. It also allowed managers to discover the practices and principles that underpin effective negotiations. During the workshop, managers received tools to assist them during their negotiations after the course.



This report summarises the feedback from the participants and the faculty on the quality of delivery and content of the workshop.

### **Workshop Approach and Methodology:**

Participants were divided into groups where they discussed different case studies and subsequently made presentations. Working in their teams, the participants learnt how to deal with dilemma and deadlock, prepare for and structure of the negotiation agenda

This hands-on team approach to the workshop enabled participants to experience the challenges of negotiation, how to deal with such challenges.



## ATMS FOUNDATION CHAIRMAN VISITS AMSCO CLIENTS

The Chairman of the ATMS Foundation, Mr Jan Berteling, the Chairman of AMSCO, Mr Paul Hinchey and the CEO of AMSCO, Mr Paul Malherbe paid a courtesy visit on the 24th and 25th May 2010 to 4 of AMSCO's clients in Senegal including: Advanced Finance and Investment Group, Matforce, Chocosen and La Laiterie du Berger. Said AMSCO Chairman Paul Hinchey "I have always found client visits to be inspirational and renew my strong conviction that the work that AMSCO does is really important. Our visit to Matforce was no exception. The company is looking to expand its operations through West Africa and sees AMSCO Managers playing a key role in making that possible."



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## AMSCO CLIENTS SCOOP TOP AWARDS

The Outstanding Social Entrepreneur award is presented annually to social entrepreneurs across Latin America, Africa, the Middle East, India and South east Asia who have distinguished themselves in their social business or organisations through the adoption of innovative practices, leading to the achievement of large scale, systemic and sustainable social impact, according to the Schwab Foundation for Social Entrepreneurship, an affiliate organisation of the World Economic Forum.



Dr. Victoria Kisyombe, the Founder and Managing Director of Sero Lease and Finance, Ltd. (SELFINA) and Secretary General of SERO Business Women Association (SEBA) in Dar es Salaam, has been recognized as one of the top five social entrepreneurs in Africa. She founded SELFINA in response to the problems facing women micro-entrepreneurs in rural areas. After operating as an NGO and experimenting with different models for a number of years, Dr. Kisyombe incorporated SELFINA in 2002 and served as its board chair and managing director until 2004 when she gave up her directorship and made other organizational changes urged by advisors. By the end of 2005, she had led SELFINA to sustainability and, as of September 2007, had over 40 employees and over 9,200 clients, with a loan portfolio worth over \$ 5 million, according to uhuru-bank.com. Dr. Kisyombe has written and presented a number of papers on the impact of microfinance on women in Tanzania. AMSCO Manager, James Barnes is CFO of the company.

Mr. Godwin Ehigiamusoe, Executive Director, Lift Above Poverty Organization, (LAPO), a leading microfinance institution in Nigeria is also a winner in the Outstanding Social Entrepreneur in Africa 2010 Award.

Mr. Ehigiamusoe received the award instituted by Professor Schwab Foundation at the recent World Economic Forum on Africa held at Dar Es Salaam, Tanzania: May 7-10, 2010. The Foundation noted that the award was in recognition of Mr. Ehigiamusoe's "visionary, pragmatic and courageous contributions that significantly improve the state of the world"

Mr. Ehigiamusoe noted that he is delighted to be so honoured and has dedicated the awards to his colleagues and key partners of LAPO who are making sacrifice and contributions to the realization of the LAPO Dream.

## NWR's MD - Dr Aupindi Tobie Aupindi Voted Africa's Tourism Personality of the Year



At a glittering Gala Presentation Dinner of the Africa and Indian Ocean award ceremony of the World Travel Awards, held at the Sandton Convention Centre, Johannesburg, on the 7<sup>th</sup> July, Dr Aupindi Tobie Aupindi, Managing Director of Namibia Wildlife Resorts, was voted Africa's Tourism Personality of the year. This came in recognition of his achievements and business acumen over the past four years in spearheading the turnaround of the State Owned Enterprise, Namibia Wildlife Resorts. Namibia Wildlife Resorts was also voted Namibia's Leading Tourism Brand.

The World Travel Awards have been an annual event on the tourism calendar for the past 17 years, but this was the first time that it was held in Africa, to coincide with the hosting of the FIFA 2010 Soccer World Cup on African soil. The World Travel Awards aim to acknowledge, reward and celebrate excellence across all sectors of the global travel, tourism and hospitality industry, and have been touted as the "Oscars of the travel industry". This year, 183000 industry professionals participated in the voting process, which is externally audited.

The Gala Dinner was attended by several hundred distinguished guests, and received extensive media coverage through the event partners – World.Mobi, BBC World News, Breaking Travel News and eTurboNews. Guests were treated to entertainment by a diversity of local artists, including the Soweto Marimba Youth Leagues during welcoming drinks, and by Sterling EQ, African Footprint, Kwela Tebza, the Clinch Crew and one of South Africa's top comedians, Trevor Noah

Winners of awards at the Africa and Indian Ocean Gala Ceremony will compete against the best throughout the world at the World Travel Awards Grand Finale, which will take place in London (UK) in November, immediately before World Travel Market.



NWR is an AMSCO client