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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 seventeen 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 West and Central Africa region. In Africa where most countries want to diversify their economies, the tourism industry has become one of the key sectors to invest in. We feature ATMS/AMSCO success stories in tourism to show the impact of developing the sector for rewarding business growth.

Portfolio Outlook

The ATMS Project portfolio has for a quarter of a century reflected sturdy growth, maintaining a sizeable number of clientele across sub-Saharan Africa. At March 2014, ATMS/AMSCO had 348 AMSCO Managers placed in 229 client companies.

Key economic development sectors for most African countries such as finance, agriculture and tourism services continued to dominate the portfolio, followed by other initiatives across sectors.

The ATMS Foundation financial support to enterprises across sub-Saharan Africa amounted to US\$513,242 during the January to March 2014 period. From the total amount, US\$295,802 was allocated towards assisting with the cost of international professional management while US\$217,440 was provided for training programmes.

Focus on West & Central Africa

The ATMS Project is currently active in 7 countries in the West and Central parts of sub-Saharan Africa i.e. Nigeria, Ghana, Senegal, Cote d'Ivoire, Cameroon, Mali and Gabon. The region has 51 clients - 30 small, 11 medium and 10 large enterprises.

West and Central Africa Sector Outlook YTD 31 March 2014

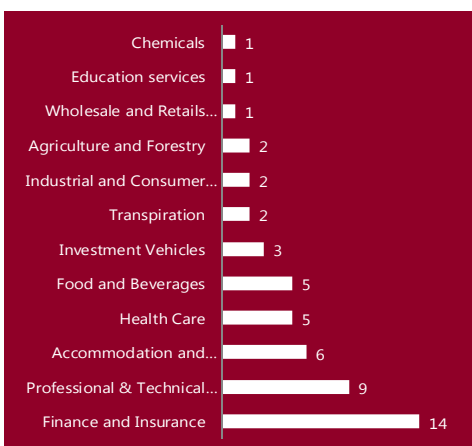
Finance & Insurance is the largest sector with 14 clients, followed by Professional and Technical Services with 9. The newsletter focus sector - Accommodation and Tourism Services - follows

West & Central Africa Country Outlook YTD 31 March 2014

COUNTRY	COMPANY SIZE			GRAND TOTAL
	Large	Medium	Small	
Nigeria	3	4	10	17
Ghana		3	8	11
Senegal	2	1	4	7
Cote d'Ivoire		1	4	5
Cameroon	1	1	2	4
Mali	1	1	2	4
Gabon	3			3
TOTAL	10	11	30	51

with 6 clients, shadowing Health Care and Investment Vehicles sectors with 5 clients each. Other clients are spread across various sectors depicted in the Portfolio by Sector diagram.

West Africa Portfolio by Sector



ATMS Foundation Support to West and Central Africa in 2013/2014

The ATMS Foundation's role is to provide financial support to client interventions in Africa that are assisted by AMSCO, but who cannot afford the full costs of those services. The Foundation support is geared at enabling business transformation through management and capacity development initiatives for African enterprises, particularly Small and Medium Enterprises (SMEs).

In 2013 a cumulative total of \$1,531,462 was allocated towards the human capital development of 56 ATMS/AMSCO clients. 32% (US\$ 497,265) went to the West & Central Africa region where 15 AMSCO clients benefitted from the support including sectorial training support for Microfinance Institutions (MFI) in Abidjan, Cote d'Ivoire.

Commitments to West and Central Africa: Jan - March 2014

Since January 2014 the ATMS Foundation allocated financial support amounting to US\$499,013 to 20 AMSCO clients for management and training support. Grants were split between Southern Africa at US\$309,013, West & Central Africa at US\$184,000, and East Africa at \$6,000.

6 Nigeria based companies benefitted from the ATMS Foundation support in West and Central Africa.

Focus on Training in West Africa

Skills development is important for enhancing African companies' competitiveness. Companies therefore need to extensively invest in building organisational capacity for regional economic growth.

To address the skills gap AMSCO offers open training programmes to companies in Africa. These are programmes designed for individuals drawn from different organisations with similar needs. It also offers customised job-oriented management development programmes in collaboration with organisations, to provide learning experiences that are unique to their employees. These are commonly referred to as in-house programmes.

10 training programmes were conducted in four countries in West & Central Africa in 2013, including a Safety Programme in Ghana and Executive Leadership (LEAD) programmes in Lagos and Abuja, Nigeria. Four in-house programmes were also conducted. In addition to the open and in-house programmes, the region ran two sectorial interventions (sector specific training).



The first sectorial intervention was the International Financial Reporting Standards (IFRS) programme in Liberia in May, where 70 participants from 17 banks, the central bank and all the local audit firms in partnership with KPMG participated. This AMSCO training was designed to assist Liberian Banks to pursue the mandate for banks to migrate to IFRS. The programme replaces the U.S. Generally Accepted Accounting Standards (U.S. GAAP) for U.S. public companies.

Most banks in Europe and Africa have actively migrated to it.

AMSCO also held a Microfinance Institutions (MFI) training in Abidjan, Cote d'Ivoire in October 2013 where 17 participants from 8 banks attended. The programme equipped participants with industry information and development knowledge which would aid them in moving their businesses to the next level.

Both programmes proved very successful, with more similar programmes anticipated in future.



In its mission to drive effective, immediate and lasting change in African companies, the AMSCO Capacity Development team held two training programmes in West and Central Africa between January and March 2014. A Safety Training Programme for the Telecommunication Sector was held from in February 2014 in Accra, Ghana. The programme equipped participants with the knowledge and skills to safely work at heights.

This was a collaboration with industry experts – Latchways Fall Arrest Systems and the South African and Ghana Red Cross Society. 47 participants from 3 companies managed to attend the event. Participants, including Supervisors, Riggers, Technicians, Field and Operations Staff and HR/Administrators were taken through the theoretical and practical aspects of Height Safety, Emergency Rescue and Basic First Aid trainings.

The methodology used to deliver three modules was a combination of lecturing and experiential learning. All participants were duly certified. Certificates from both Latchways Fall Arrest and the Red Cross are valid for two years.

A Corporate Governance Training session was held for the power and energy company, GTG Services in March 2014 in Accra, Ghana. Put together in collaboration with Corporate Governance experts, MRB Consulting Limited (Accra), the training was successfully designed based on a brief from the client GTG Services.



Following the creation of subsidiary companies out of its various business divisions, the Group felt a need for the introduction of good corporate governance into the new structure of subsidiary companies. The Directors and Managers needed to understand their roles and responsibilities as Directors and also about boardroom practice.



A total of 14 participants from about 8 subsidiaries within the Group attended, including Directors, Board Members, Company Secretary, General Managers and Managers. A combined methodology of lectures, case studies and group exercises was adopted.

The feedback from the participants was very good and based on the groups discussions participants agreed on an action and implementation plan for the improvement of corporate governance in their companies.

ATMS Project Interventions on Tourism in Africa

The African Tourism Experience

The World Economic Forum ranks Switzerland as the world's leading travel destination out of a total of 140 assessed economies. Drawing from statistics on international arrivals, the forum's 2013 Travel and Tourism Competitiveness Index (TTCI) further notes Europe as the leading region as far as Travel and Tourism competitiveness is concerned.

In Europe, Switzerland takes the lead, thanks to its excellent infrastructure, qualified and capable

industry labour force and high security and safety ranking. Not only is it considered a great leisure destination but also a major business travel hub.

The United Arab Emirates (UAE) retains its lead in the Middle East and North Africa region. Currently ranked 28th in the world, the UAE moves up two places since the last assessment. While some countries' positions remain the same, things are on the up for a few unexpected others.

In sub-Saharan Africa, the Seychelles makes a new entry into the rankings and subsequently

takes over the number one spot, shifting Mauritius into second place. Currently ranked 38th in the world, the country places enormous importance on its Travel and Tourism, something reflected in its Travel and Tourism expenditure-to-GDP ratio, the second highest of its kind in the world.

As the world starts to take note of Africa's economic potential, more hotel developments are slowly mounting across the continent. A country's business environment, infrastructure safety and security matters contribute tremendously to the state of its travel and tourism.

In Africa, much of the sector is built on business travel. As various economies boom and more states stabilise politically, an increasing number of hotel groups will continue to target Africa as their next growth market.

Case in point and taking advantage of Botswana's undersupply of quality hotels catering to business travellers is JSE-listed hotel group, City Lodge Hotels who opened their first hotel outside South Africa in Gaborone in March this year.

An estimated 200 hotels are currently under construction in Africa – a brewing mix of local companies aware of the economic growth points and larger international players looking to position themselves effectively in a land rich with natural resources and economic potential.



Oak Plaza Raises the Standards for Accommodation in Ghana

Oak Plaza Hotel was originally set up as a small contemporary mansion hotel to accommodate business and holiday travellers. As the years went by, the owners of the hotel realised the need to expand. They later acquired a second site not too far from the first location. Today the hotel is located in two suburbs in Accra, Ghana – East Airport and East Legon.

Thanks to its diversified culture and economic opportunities, Ghana has generated an inflow of travellers, making the country's hospitality industry a very dynamic and competitive one. In order to manage the hotel according to international standards and meet the ever increasing industry demands, AMSCO seconded two managers in the positions of General Manager and Executive Chef respectively.

Hazel Gumpo was seconded as General Manager

to manage both hotels, develop operations and a marketing plan, select and train personnel, install systems and design procedures and most importantly to manage the hotel according to



international standards. She also manages the capacity building aspect of the project by overseeing training and skills transfer to local staff. Executive Chef, Lincoln Myambo oversees the entire food outlet within the hotel and provides excellent food and beverage services to

guests.

Since their appointments, the AMSCO Managers have promoted OAK Plaza by increasing its presence in the media. They have partnered with major media companies in an effort to increase brand awareness. These included sponsorship of



major events with the likes of Joy FM (a leading radio station in Ghana) and playing host to international fashion events. They have brought innovative ideas such as Wednesday Fish Nights and Friday Jazz Evening which have become the flagship weekly events of the Oak Plaza Group.

The hotel has seen an increase in staff from 16 to 150 with 40% of that number being women. There has been on-going improvement of staff skills through vigorous internal and external training.

Over the years, OAK Plaza has been able to penetrate oil companies, win the confidence of international airlines and increase the use of its facilities for functions. They have improved their cash flow and are less dependent on investor funding.

OAK PLAZA raises the bar for business and leisure accommodation in Ghana by offering a warm, memorable Ghanaian hospitality experience through secluded haven, luxurious rooms complemented by the finest cuisine passionately created by an internationally acclaimed Chef.

Grouped in Hospitality for Namibia's Tourists

United Africa Group (UAG) was established in Namibia in 1992 and has grown significantly from its humble beginnings as a scrap metal trading operation to a well-diversified holding company with interests in manufacturing, services, hospitality, property and other sectors.

The Group's hospitality division, United Africa Hospitality (UAH) houses the operational side of the hotel business comprising the management of 11 hotels, of which 8 are Protea Hotels. Protea Hotels Namibia is a fully owned subsidiary of



UAG. 22% of the Group's turnover is derived from UAH.

At inception, the business focus was primarily on scrap metal trading. The company has since diversified to include the hospitality and property sectors. In 1998 when the company expanded into hospitality, they were financially



company. Batsirai Nyirenda and Lloyd Nzou started out as Group Financial Manager and Financial Accountant respectively.

They have since been promoted to Chief Financial Officer and General Manager Security Company respectively. The Managers continue to deliver on the objectives outlined

controlling inventories and monitoring the inventory system. Nzou has also been providing business advice to management on how to improve the internal control environment at head office and the various subsidiaries, as well as financial modelling used for project managements and budgetary purposes.

UAG is the land owner of over 2 hectares located in the heart of the CBD, Windhoek. As a result, the company initiated a mixed-use development commercial complex, comprising of a 5 star internationally branded Hotel, a 4 star hotel, premium-grade office towers which will house Standard Bank Namibia's head office, three residential apartment blocks including lofts and penthouses, restaurants and shops and conference facilities - all to the value of N\$2 billion (US\$285 million).

supported by the International Finance Corporation (IFC).

UAG's main objective is to build a company based on global best operational standards. To help the company achieve this objective, AMSCO currently has two managers seconded to the

in their original Group Finance portfolio job descriptions, some of which include preparing monthly management accounts, approving daily payments, checking claims for foreign VAT refund and following up on payments from the Ministry of Finance.

The AMSCO Managers are responsible for

The project consists of 80,000 m² of floor space all connected by pedestrian malls and manicured gardens to align with the adjacent Zoo Park, which will be extended into the development. This development is well under way in association with Madison Property Managers, a South African property development company.

Success Managing a Protected Area in Zambia

AMSCO client, African Parks Network (APN) is a private African park management institution that takes on the long-term responsibility of managing protected areas, in partnership with governments and the community in Zambia. One of its initiatives is the Bangweulu Wetlands, a project managed through a partnership between African Parks, the Zambia Wildlife Authority (ZAWA) and six Chiefdoms in whose territories the park is situated.

African Parks Network places emphasis on principally achieving financial sustainability of the parks through tourism, related private enterprises and payments for eco-system services which serve as a foundation for economic development and poverty alleviation.

One of the parks under APN's management is the Bangweulu ecosystem and surrounds. Bangweulu was identified and legally set aside for conservation and wildlife management purposes. It stretches northwards to include Lake Bangweulu and other adjoining smaller lakes, swamps, floodplains, islands and adjoining woodlands above flood levels.

Prior to AMSCO's involvement with APN, numerous animals and birds inhabiting Bangweulu had been mismanaged, some to the point of near extinction. This mishandling was largely due to lack of resources, manpower and expertise, as was the case with the wetlands on which much of the local community depends on for fish and livelihood.

Following AMSCO's intervention at the park, two managers were recruited in the position of Parks Manager and Tourism/Marketing Manager respectively. Under the guidance and expertise of these managers, 85 law enforcement personnel have been recruited to the park, including a Head of Law Enforcement, 58 Village



Scouts, 24 ZAWA officers and 2 drivers.

All Village Scouts underwent a 10-week training course under ZAWA in Mfuwe and selected personnel received extra training in GPS, data collection, communications and report writing. All teams, camps and vehicles were equipped



with VHF radio communications. Management, administration and monitoring systems commenced and an incentive and rations schedule was implemented. As a result of these teams, over 70 suspects have been arrested and tonnes of bush meat, firearms, bicycles and other equipment confiscated.

The project has created a number of job opportunities that saw an increase in staff size

from 2 to 98 members of staff during AMSCO's engagement. The animal and birds stock level of the park has also seen a sharp increase.




The Wetland is gradually opening up to community based tourism income generation activities for the client from both hunting and photographic tourism. What makes this initiative unique is that it is one of the first protected areas in Zambia to be owned and conserved by the local communities, whilst being jointly managed by African Parks. Since its involvement with the



client, AMSCO has been able effect change in the community by introducing professionalism into the management of Bangweulu and its surrounds.



KEY

-  East Africa
-  Southern Africa
-  West & Central Africa

Statutory Head Office

AMSCO BV
 Dam 5b, Unit A
 1012 JS Amsterdam
 The Netherlands
Tel: +31 (0)20 664 1916
Fax: +31 (0)20 664 2959

Operational Head Office

4 Fricker Road
 Illovo Boulevard,
 Illovo, P.O. Box 41706,
 Craighall 2024
Tel: +27 11 219 5000
Fax: +27 11 268 0088
E-mail: info@amscobv.com

Regional Offices

East Africa
 ACS Plaza, Lenana Road,
 Nairobi,
 P.O. Box 16908-00100,
 Nairobi, Kenya
Tel: +254 20 244 1500
Fax: +254 20 387 4269
E-mail: roeainfo@amscobv.com

West Africa
 No 30a Boundary Road, East
 Legon, Accra, Ghana
 P.O. Box CT 9970,
 Cantonments, Accra,
Tel: +233 30 702 1239/40
Email: rowainfo@amscobv.com

Southern Africa
 4 Fricker Road, Illovo Boulevard,
 Illovo, P.O. Box 41706, Craighall
 2024
Tel: +27 11 219 5000
Fax: +27 11 268 0088
E-mail: info@amscobv.com

