



The State of HR in Africa: Diverse and in Demand

By Rre Elijah Litheko

As global economic activity shifts from developed to developing markets, the world's focus is firmly on Africa. With an eye on the continent's burgeoning middle class and growing economies, investors are awakening to the potential of untapped markets.

It is an exciting time to be in human resource management. Yes, we face serious challenges around skills development, talent supply and the need to engender productive, well-functioning organizations in unpredictable socioeconomic conditions. But this is our opportunity to bypass old ways of doing business, leapfrog obsolete technologies and make HR central to the innovations that will secure Africa's new place in the world.

Disengaged but Vocal Workforce

Although our people management challenges are not unique to Africa—there are several development hot spots in the world right now facing similar transformations—some aspects of our situation stand out. Africa faces severe talent and skills shortages, coupled with huge unemployment figures. We also struggle with issues around access to good-quality education and sufficient and viable employment opportunities—all against a backdrop of decades of systemic underdevelopment in some regions.

South Africa is heralded as one of the world's new economic frontiers. But a recent Gallup survey shows that the country has one of the world's most disengaged workforces—meaning people are unhappy in their jobs. And because the region has a very high

penetration of mobile phone use, employees are speaking up about it through texts and posts across all social media channels. Naturally, this has led to more unrest and even industry-crippling protests.

Low engagement levels affect economic growth. I believe that in this scenario, HR has an incredibly critical role to play, not only to build successful organizations but also to improve the daily lives of people.

How? By ensuring that employees have access to personal and professional development and are equipped with the tools they need to do their jobs well, including positive communication and information-sharing. HR must also be charged with ensuring that leaders know how to engage with and value their workforce, respecting a “triple bottom line” of people, profit and planet.

HR to the Plate

Are HR professionals stepping up to the plate as credible business partners in Africa,

unlocking growth to the benefit of the continent? The truth is, the HR function is almost as large and diverse as the African continent itself. Our HR institutions are of differing levels of professionalism too, just like our organizations. We have pockets of excellent strategic



Rre Elijah Litheko, chief executive officer of South Africa's Institute of People Management.

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Liberia's 'Decent Work Bill' Intensifies Debate on Minimum Wage Impact

By Jonah Soe Kotee

After a long legislative struggle and periods of dormancy, it appears that Liberia's Decent Work Bill of 2010 will go forward. The bill, which has lingered in the corridors of the legislature for four years, is expected to get final concurrence from both the upper and lower Houses of Parliament.

Over the years, the legislation, which sets the minimum wage at U.S.\$6.40 per day, has been a catalyst for deliberations, disagreements and power struggles. As in other countries that are considering

implementing or raising federal minimum wage rates, the debate centers on the effect of a mandatory minimum pay rate on hiring and employment. Naturally, there are mixed views.

In Liberia, the bill received massive public support and even sparked protests and work stoppages in various industry sectors while it was languishing in the legislature. Certainly, the idea of a minimum wage

is a populist winner, but employers are understandably wary of the effect on a company's bottom line. HR professionals are caught in the middle, facing both the benefits and drawbacks.

The populist position is that a minimum wage increases the standard of living of workers, reduces poverty, reduces inequality, boosts morale and forces businesses to be more efficient. While true, this argument comes with social, economic and political consequences that lawmakers and policymakers must guardedly review. If a minimum wage is set too high, it can increase poverty by increasing unemployment—particularly among low-productivity workers. This is not only bad for workers, but it can also spark social unrest. Africa's swiftly growing demographic of young people is already struggling to find jobs and is eager to blame leaders.

A too-high minimum wage also can be unattractive to investors. In Africa, where countries are competing fiercely on a new,

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business partnering practices, as well as examples of HR barely fulfilling good administrative functions.

In thinking about the state of HR in Africa, I observe a distinct trend toward professionalization of the discipline on the part of bodies representing HR on the continent. This is a step in the right direction.

South Africa's Institute of People Management (IPM) was recently accredited as a Professional Body by the South African Qualifications Authority. This means we are subject to a stringent set of criteria in terms of the way we operate, the way we award and monitor membership, and the codes of ethics we expect our members to honor.

I am happy to say this drive for professionalism is spreading across the continent. It means that standards are being set and that professional members of recognized bodies offer a badge of competence in terms of the way they lead and serve within the HR domain. HR practitioners are being supported as they move from roles of transactional compliance to roles of strategic initiative with a direct impact on organizational value.

Professionalization equips us to be the "organizational stewards" described by the U.K.'s Chartered Institute of Personnel and Development, and the "credible activists" defined by HR thought leader Dave Ulrich, Ph.D. Professionalization lays the groundwork for HR innovation.

We still have a long way to go. Each member country of the African Human Resources Confederation has different challenges, different cultures and different approaches. But to take the attitude that Africa is still catching up to the world would be wrong. We intend to carve new paths, taking our organizations to the global economic frontiers of the 21st century. **WL**

Rre Elijah Litheko is chief executive officer of South Africa's Institute of People Management.

HR Wisdom in 140 Characters

At IPM's HR Directors Leadership Summit 2014, held in Johannesburg in March, participants offered the following nuggets of re-tweetable advice for HR practitioners in Africa.

On #socioeconomics:

- HR must consider how they (their companies) can contribute to socioeconomic issues that people have. Not all about money.
- As HR, we need to find a way of driving economic activity to the rural areas.
- You must understand the socioeconomic conditions of your employees.

On #talent, #engagement and #diversity:

- Perhaps the value lies in conducting "stay interviews" and not "exit interviews" if you want to retain your top talent.
- Cultural capital is the new frontier of competitive advantage.
- Business leaders are looking to HR directors to show leadership to them, so we need to have a strategy when we're asked.

On #technology:

- Implement measures that seek to tear down silos that limit collaboration and sharing of data.
- To become a digital disruptor, you need to define your company's place in the digital world.
- Every business needs to become a "business of apps." Why? Because that's how people are interacting with each other.
- Our workforce wants to be more mobile thus we need to provide them with technology to allow them to do this.

For more tweets, search the Twitter hashtag #IPMHRD2014.

economically emergent playing field, investors can easily choose to do business in a nearby country with a lower wage scale, damaging businesses.

In some countries, a minimum wage of sorts exists now without a law. Social customs and extra legal pressures from governments or labor unions can produce a de facto minimum wage, and this has been the case in Liberia for many years. Some organizations—especially multinationals—use their own benchmarks to pay employees far more than what governments may mandate.

A too-high minimum wage can be unattractive to investors. In Africa, where countries are competing fiercely on a new, economically emergent playing field, investors can easily choose to do business in a nearby country with a lower wage scale, damaging businesses.

So, how do these conventions skew the perception of what workers should be paid across all industries? Should workers in low-income countries be paid significantly less than those in developed nations, even if they are doing the same work for the same company? Or should blanket minimum wage levels for all industries in Liberia be set as a fixed percentage of the GDP per capita or the income tax threshold of the nation? These were just a few of the many questions facing Liberian legislators as they debated the final dollar amount.

An Equilibrium Wage: Striking a Balance

Finding the “sweet spot” in establishing a minimum wage rate means determining the amount that minimizes the loss of jobs while preserving international competitiveness and standards. The business sector’s concerns include expected increases to the costs of doing business, threats to profitability, rising levels of unemployment (and subsequent higher government expenditure on welfare benefits, leading to higher taxes) and the possible follow-on effects to the wages of more-experienced workers who might already be earning the new statutory minimum wage, or slightly more.

Economists believe that by mandating a price floor for wages, instituting minimum wage laws will cause at least a small rise in unemployment, principally among the least-skilled and least-experienced people working at the wage levels that will have to rise under a new law. People in positions earning at or above the proposed new wage will be less affected.

Therefore, if minimum wage rules increase the pay rates of unskilled Liberian workers above the level that would be established by market forces, the number of unskilled workers employed will decrease. The minimum wage will price the services of the least productive (and therefore lowest-wage) workers out of the market.

A large proportion of Liberia’s workforce is in the informal sector—68 percent, according to the results of the 2011 Liberia Labor Force Survey. The effects of the Decent Work Bill on this sector are expected to be twofold:

- It will increase workers’ wages, thereby improving their standard of living and boosting productivity and efficiency among employees, but there will also be a reduction in the workforce as investors and businesses respond to higher labor costs by cutting employment and making other decisions to maintain their net earnings.
- It will create general unemployment as investors move to Liberia’s neighboring countries with lower wages.

Good Old Supply and Demand

Basic economic theories of supply and demand can somewhat predict the effects of a minimum wage. Let us start by assuming that the supply and demand curves for labor will not change as a result of raising the minimum wage. If no minimum wage is in place, workers and employers will continue to adjust the quantity of labor supplied according to price until the quantity of labor demanded is equal to the quantity of labor supplied, reaching equilibrium price, where the supply and demand curves intersect.

However, when the government or relevant institution imposes a minimum wage, an accumulation of consequences ensue. If the government requires that certain workers be paid higher wages, then businesses make adjustments to pay for the added costs, such as reducing hiring, cutting employee work hours, reducing benefits and charging higher prices. Some policymakers may believe that companies simply absorb the costs of minimum wage increases through reduced profits, but that is rarely the case. Instead, businesses rationally respond to such mandates by cutting employment and making other decisions to maintain their net earnings.

To conclude, every Liberian wants to improve their lives by being employed, but lawmakers should be very cautious of setting a minimum wage that is too high for this developing country. The intention is good and in the interest of all Liberians, but the consequences will be enormous. Raising the minimum wage too high may help some workers, but it will hurt others who are not hired (or who lose their jobs) because companies will cut back on staffing. This could leave many Liberians unemployed at a time when the country is poised on the brink of economic transformation.



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Liberian employers are taking a “wait and see” attitude about the final passage of the Decent Work Bill into law and its implementation. The general public as well has limited information about the impact the bill is going to have on the employment situation in Liberia. Time will tell if Liberian legislators have indeed found the “sweet spot” with the new law. **WL**

Jonah Soe Kotee is Human Resource Manager at Project Concern International and President of the Association of Liberia Human Resources Professionals.

Demographic Dividend Still Not Paying Off for Africa's Youth

By Martha Frase

More than half of sub-Saharan Africa's population is now under the age of 25, and as many as 11 million young Africans are expected to join the labor market every year for the next decade. But where are the jobs?

Africa's economy is expected to continue its recent ascent, growing by more than 5 percent in the coming year. Yet poverty levels across the region have not fallen as much as expected, and young people looking for better-paying work have been at a great disadvantage. This is partly because many African countries rely heavily on oil, gas and mineral extraction, which boosts economic growth but does little to create new jobs for the region's fast-growing youth population or to reduce overall rates of poverty.



Findings from the recent World Bank report *Youth Employment in Sub-Saharan Africa* indicate that Africa's hopes for sustaining current economic growth, significantly cutting poverty and creating shared prosperity in Africa hinge on creating millions of productive, well-paying jobs for young people. Work opportunities are needed in every employment area—in the fast-growing modern wage sector, in household enterprises and in millions of small family-run farms.

The World Bank report states that solutions will require strong action on multiple fronts. With the right combination of policies in place, Africa's position as the "youngest" region in the world—in contrast to most other regions where populations are rapidly aging—could lead to greater prosperity at the household level and major, ongoing economic gains for African countries.

Although other parts of the world are also seeing a youth bulge, economists are trying to understand why the situation is so acute in Africa. Are African firms creating fewer jobs than those located in other parts of the world? And, if so, why?

Researchers at the Center for Global Development (CGD) believe one reason may be that Africa's weak business environments have slowed the growth of firms and distorted the allocation of resources away from better-performing firms, reducing their potential for job creation. In a new working paper titled *Stunted Growth: Why Don't African Firms Create More Jobs?*, the authors examined data from 41,000 firms across 119 countries to determine the key drivers of job creation. They found that African firms tend to be 20 percent to 24 percent smaller than comparable firms in other regions of the world. Even after controlling for differences in the business environment and for characteristics of firms and markets, about 60 percent of the size gap between African and non-African firms cannot be explained.

Not a One-Dimensional Challenge

The World Bank report concurs with the CGD that greater employment for young people is not a simple or one-dimensional challenge and that African governments will need to act in many ways to address it holistically. Government policies must be shaped to help build human capital and improve the business environment so that the private sector can seize opportunities that arise from inevitable changes in the competitiveness of other regions. Productivity must increase in agriculture, household enterprises and the modern wage sector so that all young people can see better prospects ahead. Education and training opportunities must be innovated and expanded.

Working toward these goals is closely related to more-inclusive economic growth, as African economies seek to reduce their reliance on extractive industries and look to other sectors that have greater potential to employ large numbers of people.

Attracting investment into large enterprises that create wage jobs in the mainstream "formal" economy is critical, but it is only part of the solution to Africa's youth employment challenge, according to Makhtar Diop, World Bank vice president for Africa. "For the millions of young people who are just surviving in the hidden 'informal' sector, they will need greater access to land, skills training and credit to thrive," he said. "This will be a game-changer for small farmers and entrepreneurs who will prosper as African economies grow, in close cooperation with the private sector."

Diop adds that making high-quality science and technology education more accessible to young people and shaping higher-education courses to fit the skills needed by the modern jobs market has become a high priority for many African countries. New development partners such as China, India and Brazil are actively working with the World Bank to help develop these science and technology skills for Africa's youth.

Africa's weak business environments have slowed the growth of firms and distorted the allocation of resources away from better-performing firms, reducing their potential for job creation.

"All young people need to have acquired basic literacy and numeracy, without which their earning potential remains low," said Deon Filmer, lead economist in the World Bank's Development Research Group and Africa Region. "They also need to be able to access land, financing and training, all of which play an important role in improving their prospects."

Informal Opportunities

While the formal sector, with its larger firms and structured wage jobs, will eventually become Africa's biggest employer, the majority of people in African countries—nearly 80 percent—currently work in the informal sector, often for very low earnings. This sector will continue to employ the majority of young people.

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HRM: A Proactive Function for Mauritian Employers

By Areff Salauroo

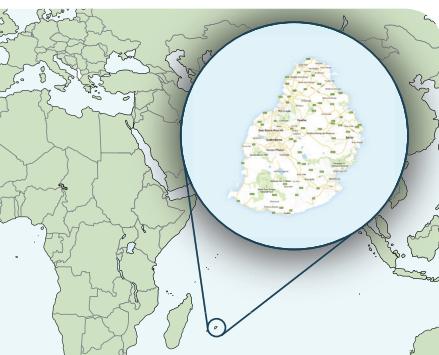
Some *WorldLink* readers may not be familiar with Mauritius, a small island in the Indian Ocean. Looking at a map of the world, you will see it situated between South Africa and Australia. Though small, it is a very dynamic country, with a GDP growth rate of 3.5 percent last year and the top ranking on the 2013 Mo Ibrahim Index of African Governance. Mauritius is also ranked first in Africa for both the Global Competitiveness Index 2013-14 and the *Wall Street Journal* and Heritage Foundation Index of Economic Freedom 2013.

Human resource management and development (HRM) has played a key role in building this success story. Political leaders who have been in power since Mauritius gained independence from Great Britain in 1968 have been firm believers in the power of people. Business leaders take a similar view.

This explains, to a large extent, Mauritius' success. Free education to all has ensured a high level of literacy. Huge investments in training

and development have ensured a skilled workforce and an entrepreneurial spirit. On top of that, proactive HRM has ensured that businesses realize their strategic objectives.

The HR function has been given a unique status in all Mauritian business organizations, both public and private, with the responsibilities for developing people primarily



being assigned to HR managers. Legendary practitioner Dave Ulrich, Ph.D., who visited the island twice recently, has characterized the role of HR managers as "architects"; as such, Mauritian HR professionals are committed to building organizational capabilities. These can be summed up as:

- Identifying capabilities required for successful strategy execution.
- Assessing capabilities (technical, technological, people).
- Finding out needs for improvement.
- Aligning systems, practices and needs for investment or reallocation of resources.
- Monitoring closely the capabilities that have been built successfully.

The role of the HR manager as change agent is very visible in the nation's business world. As a small island, Mauritius is highly dependent on its external environment, having limited physical, environmental and financial resources, as well as limited raw materials. Tourism, a key sector in the economy, also depends on other countries. Yet HRM, in its proactive role, has ensured that businesses are agile and highly adaptive to changing environments.

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Felix Roa, who lives near Malindi in coastal Kenya, is growing an acre of maize while also running a small store selling just a few essential items. In an interview with the World Bank, he explained, "Once I completed school, I was compelled to start farming to feed my family—my siblings and parents." Although Felix would like to expand his business or find a job in a city, he has not yet done so, partly because he lacks the right qualifications. "Leaving to find work would not be easy because there are already those in the city competing for the same jobs," he said.

"The informal sector has been historically neglected," noted Louise Fox, co-author of the World Bank report and currently a visiting professor at the University of California at Berkeley. "Young people, including in rural and semi-urban areas, tend to seize opportunities when they can." Scaling up support to access those opportunities is essential, she asserted.

Skills Ladders and Safety Nets

African youth face multiple obstacles in finding pathways to higher earnings, but incentivized skills training can help to scale them. For example, research from the Northern Uganda Social Action Fund has shown that youth who received cash to pay for training and to acquire assets needed to run a business—relieving both skills and financing constraints—earned 41 percent more than those who did not receive the grants.

Training adolescent girls in both behavioral and technical skills has resulted in increasing employment while also shaping life skills and reducing risky behavior. In Liberia, a program that offered a combination of technical, behavioral and business skills to adolescent girls and young women was highly effective in increasing their levels of employment and income. The business and behavioral skills training allowed them to raise their monthly incomes by an

average of U.S.\$75—a 115 percent increase. In Uganda, employment among similarly trained girls rose by 32 percent. These programs are particularly successful in helping young women to break free of poverty.

Young people from poor households can also benefit enormously from social safety nets in the form of regular transfers of cash from governments to the most vulnerable families, or opportunities to earn income from public works programs. These programs enable families to keep children in school and ensure that they can buy enough food for everyone, regardless of drought or sudden losses of income. This safeguards their health and education foundations. Safety net programs can also target the poorest youth with interventions such as skills training, as is currently being done in Nigeria with public works.

Bright Futures

Africa's youth dividend is not yet delivering returns, but young Africans could find their labor and skills increasingly in high demand internationally if their governments pursue policies that improve education and job training for them.

"Governments can approach the youth employment challenge in two important ways—by helping to improve the business environment to spark more private investment, and also by investing more in young people's education and other skills to create brighter life prospects for them," Filmer said.

Fox added, "In addition to promoting investment and competitiveness, the quality of primary education, the right nutrition for young children and basic health care for all are a must to improve the quality of life for Africa's young people and their future productivity." **WL**

Martha Frase is Managing Editor of *WorldLink*.

HR's change agent role is to monitor the firm's capacity to adapt to these shifting external forces, as well as to monitor the internal behavioral patterns of employees with a view to facilitate change management, organizational development and cultural adjustment. Mauritius' Human Resource Development Council has been doing its part to effectively promote training and development, prioritizing training for new technology and emerging sectors.

The HR function has been given a unique status in all Mauritian business organizations, both public and private, with the responsibilities for developing people primarily being assigned to HR managers.

The unique status of HRM in Mauritius is also a result of HR professionals having successfully delivered in their roles as strategic partners. This has contributed immensely to developing successful strategies, building consensus around these strategies and assuring total commitment. HR, in almost all companies, has been an active partner in the formation and implementation of strategic objectives. The function itself has adopted a strategic dimension. This was highlighted by Harvard Business School professor Michael Porter, Ph.D., who observed during his recent visit to the island that—from staffing to sustaining high-performing employees—HRM is key in developing employees and the whole organization. This unique status has given recognition to and elevated the reputation of the HR function. Mauritian businesses place HR management and HR development high on the agenda.

Another key element is the professional credentials of HR in this country. The Association of Human Resources Professionals of Mauritius (MAHRP), created in 1976, represents national HR professionals and promotes the function by pursuing excellence in HR practices.

Members have been active in promoting good corporate governance, always ensuring that the interests of all stakeholders are safeguarded. They act as organizational energizers, always mindful of employee morale, employee motivation and organizational culture. They also strive to be employee champions, always revisiting the employee value proposition, ensuring right rewards and recognition, promoting the high-performance culture, and securing employee engagement and commitment. In addition, they have invested in enhancing their personal proficiencies. These HR professionals make sure they enhance their personal proficiencies by constantly questioning "the way we do things" and by promoting a continuous improvement culture. MAHRP makes sure that updated research is available to its members so they can consistently demonstrate the value-creation/value-addition aspects of their work.

Mauritius does not claim to be an unmitigated business success story. But the achievements are numerous. And still, political leaders and business leaders continue to consider ways and means to continuously improve the quality of life and the standard of living here. This Herculean task is made easier as a result of their passion and belief in people. This gives a proactive dimension to HRM—making the function a key strategic player and ensuring that HR managers have a voice in all major business decisions. **WL**

Areff Salauroo is President of the Association of Human Resources Professionals of Mauritius and Secretary General of the African Human Resources Confederation.

WFPMA in Casablanca: An Action Plan for Leveraging Africa's New Dynamism

The World Federation of People Management Associations (WFPMA) invited the presidents of Africa's national HR associations to Casablanca in Morocco April 24-26 with a goal to energize the activities of the African Human Resources Confederation (AHRC).

This special meeting coincided with the annual seminar of the Moroccan Association of Trainers and HR Managers, which had as its theme "HR as a Transformation Agent."

The aims of the meeting were to elect AHRC's executive committee for 2014-16 and to develop an action plan to help the association realize its objectives. WFPMA President Pieter Haen welcomed the African presidents and thanked them for their commitment to AHRC and WFPMA.

Over three days, the presidents discussed the issues they face locally and regionally. The main issues are similar for all of the African national associations—namely financial sustainability and support for their missions.

The new Executive Committee of the AHRC was constituted with Hicham Zouanat (Morocco) as president and Raj Seeparsad (South Africa) as vice president. The secretary general for 2014-16 will be Areff Salauroo (Mauritius), and Eugenie Attia (Ivory Coast) is deputy secretary general. The two committee members are Alioune Faye (Senegal) and Marshall Pemhiwa (Zimbabwe). A two-year action plan was agreed upon, and subcommittees were established to ensure that the plan is realized. **WL**



Left to right: WFPMA board members Peter Wilson, Horacio Quiros, Hicham Zouanat, Pieter Haen, Jorge Jauregui and Areff Salauroo.

HR Around the Region

Ethiopia

Creating jobs



Ethiopia's Growth and Transformation Plan has created 4 million jobs after only three years, according to the Ministry of Urban Development and Construction. The plan, which sought to expand micro and small enterprises and boost labor-intensive economic sectors, has dramatically exceeded the initial target of 1 million new jobs. Through the plan, the government is providing simplified loans, land grants, trade fairs, and technical and vocational trainings for micro and small enterprises, as well as providing marketing support through preferential procurement.

Ghana

Emerging market



Ghana has been named one of the world's top five emerging markets by the U.K.'s Chartered Institute of Marketing, alongside Brazil, China, India and Indonesia. Besides being in the world's top 10 fastest-growing economies of 2013, Ghana earned the ranking by having Africa's highest penetration of mobile broadband: 23 percent of the population was using mobile broadband in 2011, while fixed-broadband penetration was a mere 0.3 percent. For the telecom industry, this has resulted in investment-to-revenue ratios of 65 percent, the highest in the world.

Kenya

Unemployment spike



Despite recent government initiatives to increase job opportunities, especially for youth, a new study shows that unemployment in Kenya has shot up 40 percent in just the past year, raising fears that the economy could be in dangerous waters. Although various employment schemes have soaked up huge capital investment, most have not lasted more than two years. The study, conducted by Corporate Staffing Services, reports that unemployment now stands at 34 percent, with most jobless individuals being young people. The report also shows that the private sector remains the biggest employer in Kenya, accounting for 51.8 percent of the workforce.

Morocco

New industrial strategy



The Moroccan government has launched a national manufacturing plan aimed at creating half a million new jobs for Moroccans by 2020, driven by foreign direct investment and a reworked national industrial framework. Among the new measures are initiatives to strengthen relationships between large national businesses and small and medium-sized enterprises. There will be an enhanced role for industry as a major provider of employment—particularly for young people—and better use of public spending to deliver social and economic benefits across the population. Morocco's Minister of Industry has pledged that local industries "will have the resources to match their ambitions, to raise their game, to develop and to reach out internationally."

Nigeria

Top economy



Nigeria has surpassed South Africa as Africa's biggest economy, which economists say validates foreign companies' moves into Africa's riskier markets. Nigeria's GDP was U.S.\$510 billion in 2013, 89 percent larger than previously estimated and U.S.\$190 billion more than South Africa's relatively slow-growing economy. The surprising new numbers come out of a five-year effort to measure one of the world's largest informal markets. Nigeria last comprehensively measured its economy almost 15 years ago; this time researchers traveled across the country visiting Internet cafes, film companies and other newer industries to record previously uncaptured commercial activity. Nigeria's rise is almost entirely due to demographics: The population will be seven times as large as South Africa's by 2050, according to the United Nations. That trajectory is drawing investment and emboldening businesses willing to tackle the difficulties of doing business in the country, which struggles with poor infrastructure and high measures of corruption.

South Africa

Stricter rules for foreign workers



Proposed immigration regulations may lead to stricter rules for foreign employees in South Africa. Under the new measures, noncitizens will face tougher penalties for noncompliance, encounter a more involved documentation process and be required to appear in person for visa applications. Additionally, employers would need to be certified as having performed adequate labor market testing before hiring foreign workers. In addition to the in-person filing requirement, foreign employees could be required to provide police clearance from each country in which they have lived for 12 months or longer since they were 18 years old. Visa renewals and extensions would also have to be completed in person, 30 days before the visa's expiration. All students traveling to South Africa would be required to obtain a study visa regardless of the length of their stay. Under the current regulations, students are exempt from the requirement for stays of three months or fewer. Under the new rules, foreign students would be allowed to work only part time for a maximum of 20 hours per week.

Tanzania

Employer compliance



Compliance with international and national labor standards is still a huge challenge in Tanzania, as most corporate companies prefer casual labor arrangements to formal employment contracts to avoid costs and legal liabilities. According to a report by the Legal and Human Rights Centre, at least 80 percent of workers don't have written contracts, and fewer than 30 percent are designated as permanent employees of the corporate sector. The report also found that 60 percent of trade unions are essentially dormant despite being present in more than 40 percent of workplaces. Only 6.5 percent of Tanzania's entire workforce in the country has joined social security funds.

Uganda

Understaffed public sector



Uganda's local governments and statutory authorities are badly understaffed, even as the country's unemployment rate remains high, according to a new report by the country's auditor general. The study found losses amounting to more than U.S.\$117 million within several government entities. The auditor general also warned that Uganda could lose another U.S.\$140 million if financial disorder within government is not curbed. Understaffing in local government, which has persisted for years, is currently as high as 86 percent in some offices. Within Uganda's 18 statutory authorities, only 1,164 positions out of 1,870 were filled at the time of the audit.

Sources: African Human Capital, *The Marketer*, *East African Business Week*, Magharebia, *The Wall Street Journal*, Society for Human Resource Management, *Tanzania Daily News*, *The Kampala Observer*.

Register for the 15th WFPMA World Congress Today



The World Federation of People Management Associations invites you to Santiago, Chile, October 15-17 to explore the theme "It's All about People." Internationally renowned speakers, business leaders and practitioners from around the world will discuss facets of the essential global management trend of putting the person at the center of everything we do.

Visit www.lapersona.cl for more information, and register at www.lapersona.cl/ingles/index.html.

WorldLink Calendar

May 22-24, 2014

L'Associazione Italiana per la Direzione del Personale (AIDP) 43rd National Conference

Bergamo, Italy

E-mail: nazionale@aidp.it
Tel: +39 02 6709558
Website: www.aidp.it/congressi/index.php

June 22-25, 2014

Society for Human Resource Management 66th Annual Conference & Exposition

Orange County Convention Center, Orlando, Florida, USA

E-mail: globaldel@shrm.org
Website: <http://annual.shrm.org>

August 18-21, 2014

Associação Brasileira de Recursos Humanos (ABRH-Nacional) 40th Annual HR Congress

Transamerica Expo Center, São Paulo, Brazil

Website: www.conarh.com.br

August 19-21, 2014

Australian Human Resources Institute National Convention and Exhibition
Melbourne Convention and Exhibition Centre
E-mail: events@ahri.com.au
Website: www.ahri.com.au/national-convention/home

September 10-11, 2014

2014 AMEDIRH H.R. International Congress
World Trade Center, Mexico City
Website: www.amedirh.com.mx

September 11-13, 2014

National Institute of Personnel Management (NIPM), India
33rd Annual National HR Conference

Kolkata, India

E-mail: nipm@cal2.vsnl.net.in
Website: www.nipm.in

October 15-17, 2014

WFPMA 15th World Human Resource Management Congress

Centro de Eventos Casa Piedra, Santiago, Chile

Website: www.lapersona.cl

November 9-12, 2014

Institute of People Management (IPM), South Africa: Annual Convention 2014
Sun City, North West Province, South Africa

Tel: +11 716 7504/03

Editor's note: Please submit events for the calendar to Martha Frase at Martha@frasecommunications.com.

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welcomes news stories, announcements of events and ideas for articles. These should be accompanied by a telephone number and e-mail address.

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NEXT ISSUE

The next issue of *WorldLink* will be published in July and will feature the Asia Pacific Federation of Human Resource Management (APFHRM).

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