



WorldLink

Linking people management professionals around the globe

One Africa, One HR

The mood was celebratory at the May 2012 World Federation of People Management Associations (WFPMA) Board of Directors meeting in Marrakech, Morocco, as members recognized and welcomed the newly formed African Human Resources Confederation (AHRC) into the WFPMA. First conceived at the World Congress in Paris in June 2000, the dream of merging the two African HR federations—the African Federation of Human Resource Management Associations (AFHRMA) and the African Association of Trainers and HR Directors (AFDIP)—into one Confederation has been realized.

“Integrating 27 African HR associations with different cultures, languages and practices was not easy,” noted WFPMA President Horacio E. Quirós of Argentina at the start of the meeting. He recognized the leadership of past WFPMA president Florent Francouer of Canada in facilitating the agreement. “The new AHRC shows that what seems impossible is possible,” he said.

The next four years will be a transition period for AHRC in which each African federation will hold the office of president of

the Confederation for one two-year term. South Africa’s Tiisetso Tsukudu, president of AFHRMA, will lead the first term, and Morocco’s Hicham Zouanat, past president of AFDIP, will lead the second term. At the end of the four-year period, the two African HR associations will dissolve, leaving only one voice—the African Human Resources Confederation.

At the May WFPMA Board meeting in Marrakech, *WorldLink* sat down with Tsukudu and Zouanat to get their thoughts on this historic merger and on the future.



Members of the new AHRC accept an award from the WFPMA Board of Directors. (l-r) Abdelkerim Guergachi (Morocco), Aliyoune Faye (Senegal), Hicham Zouanat (Vice President), Tiisetso Tsukudu (President) and Zeyneb Attya (Tunisia)

WorldLink: What will the formation of the AHRC allow you to achieve that the two federations couldn’t individually?

Zouanat: We needed the two organizations to come together to reach HR professionals in all of Africa. And, we need one united voice from Africa to the WFPMA.

Tsukudu: Yes, this is about the creation of one voice for HR in Africa. Africa needs to take its rightful place within the world HR community.

WorldLink: What does the future hold for HR in Africa?

Tsukudu: Many financial and commerce experts say that the time for Africa is now. The world is very interested in the development of Africa and the opportunities here. We need to make sure HR is prepared for those opportunities. To do that, we must work with all African HR associations in a coordinated way to educate HR practitioners and raise HR standards.

Zouanat: Our goal is to improve the HR function throughout

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Deception Among Applicants and Employers Threatens African Business



‘Brain Drain’ Hurts African Growth



HR News Around Africa

the continent. The potential for economic development and growth in Africa is clear. But we can't reach that potential unless we upgrade HR. The merger gives us a great opportunity to do that.

WorldLink: How will you use the AHRC to enhance HR in Africa?

Zouanat: The expectations are high. We need to act now to disseminate information to our members. There is a hunger for information.

Tsukudu: We will leverage our large network of representatives

from 27 countries in the Confederation. We are developing an AHRC website to publicize best practices and research specific to Africa's HR needs. Having a united Confederation gives more weight and credibility to our members and to the media.

WorldLink: After 12 years of negotiations, what is the significance of this merger?

Zouanat: We don't focus on how long it has taken. We want to focus on the future, not the past. We are moving forward.

Tsukudu: HR associations in Africa are now united. The fact that we speak different languages or come from different backgrounds doesn't matter. We are now working together for a common goal—to elevate HR. **WL**

The Facilitator's Insights

Florent Francoeur, CHRP, president and CEO of the Order of Chartered Human Resource Advisors in Montreal, spent 10 years and many miles traveling across Africa as the WFPMA Board's facilitator in the merger of the African Federation of Human Resource Management Associations and the African Association of Trainers and HR Directors into the African Human Resources Confederation. Francoeur's fluency in French and English helped bridge the communication divide, and his well-earned respect in the global HR community helped build trust among the HR leaders in Africa.

The time and energy spent were well worth the investment,

Francoeur stated. "We are a world federation, but only one part of Africa—the southern part—was represented, while the northern part really wanted to be around the table," he said. "As a Board, we had to make every effort to see that happen and to have a single, complete voice for the continent."

The result is part of the WFPMA's mission to enhance HR in developing countries, Francoeur noted. "The WFPMA members can bring a lot of information and best practices to Africa, and we can learn a lot from the region as well," he added.

On one of his trips to build support for the merger, Francoeur stopped in Uganda where he listened to a presentation on diversity. "HR in Uganda has to manage about

30 different tribes, whereas we in North America manage two or three different ethnicities," he recalled. "It was eye-opening for me to listen to that presentation, and I learned from their successes."

Francoeur emphasized that the merger is not only beneficial for Africa but for global HR as well. "Each time we contribute to increasing the value of HR in any one region, we increase the value of HR everywhere in the world," he said.

New Stakes for HR in Morocco

Nearly 200 HR professionals gathered May 3-4 in Marrakech, Morocco, for the 20th Annual National Association of HR Managers and Trainers Conference. Speakers stressed the need for a new paradigm for HR in Morocco and urged attendees to make a mark on the business, the talent and the planet through their vision and expertise.

The perception of HR in Morocco is weak compared to the perception of HR in Europe, noted Pieter Haen, secretary general/treasurer of the WFPMA, in presenting findings of interviews with 30 companies in Morocco by the Boston Consulting Group.

But, the opportunity for HR in Morocco is ripe. In spite of the uncertainties raised by the Arab Spring, Morocco's economy showed resilience in 2011 with a 4.6 percent growth rate, a trend expected to continue in 2012 and 2013, according to the *African Economic Outlook*.

Moroccan government officials addressed social concerns raised by the Arab Spring movement with a series of measures, most notably the development and adoption of a new constitution giving the prime minister greater power and strengthening civil rights.

But Morocco's youth face uncertain job prospects. This is especially true for young graduates, whose unemployment rate is nearly double the overall national rate of 9 percent. The government of Morocco has set up a range of measures to address this structural problem, which requires, among other things, vigorous growth to stimulate job creation and a better match between training and jobs.

"Employability is the No. 1 responsibility of the company," Patrick Bezier, secretary general of the Mediterranean Federation of HR, told conference attendees. Yet, only 2 percent of company budgets in Morocco are dedicated to training.

The right job fit and support make the difference between success and failure for employees, noted Hicham Zouanat, past president of the African Association of Trainers and HR Directors. "Talent is a product of circumstance," he told attendees. "A sports figure who succeeds on one team but fails on another hasn't suddenly lost his talent or ability. What changed was the environment, the culture and the support system. All of us in HR can make sure that the circumstances for employees are favorable."

African Human Resources Confederation



Deception Among Applicants and Employers Threatens African Business

By Everest Turyahikayo

Failure to attract and retain suitable employees not only hampers productivity in organizations, it also causes management ulcers. Attracting and retaining the right employees, however, is not an easy task. A lack of skills, attitudes, knowledge and abilities in the job market, coupled with the unethical behavior of potential employees and employers, act in concert to complicate the employee selection process.

In Africa, data about skills shortages are scarce, yet every sector is hit by insufficient levels of skilled labor. In sub-Saharan Africa, for example, formal education alone has not helped to solve the skills shortage problem. Many organizations are embracing firm-based training, according to *A Comparative Analysis of Firm Based Training in East African Manufacturing Sector: Does Level of Education Matter?*, a 2006 study by the Economic and Social Research Foundation in Tanzania.



The lack of skilled labor in pharmaceutical manufacturing has led to the distribution of ineffective medicine. The construction sector has also faced skills shortages resulting in shoddy construction and the collapse of newly built structures, particularly in Nigeria.

Kenya is missing out on big opportunities to export professional services due to the poor nature of its education system, which emphasizes theory over practical skills. Service markets such as the United States, Europe and the East African Community region, which Kenya targets to export its professional services, are increasingly

demanding practical skills. And, a shortage of humanities and language teachers—as opposed to science teachers—in Kenya is a cause for worry.

Sandra Burmeister, CEO of Landelahni Recruitment Group in Johannesburg, South Africa, said that although South Africa produces more mining engineers than all other English-speaking countries combined, there are limited sufficient skills to replace the aging engineers and artisans, let alone to gear the industry for growth.

Dishonesty of Job Seekers

It is common for some job seekers to list qualifications they have never obtained, thereby creating false impressions at recruitment. Much as employers are blamed for indulging in recruitment malpractices, some job seekers have made it difficult for employers to attract and retain the right job candidate. It can be costly on the part of the employer to offer a job opportunity to an applicant on the basis of the presented documentation, only to discover forgery of the degree certificate or embellishment of work experience. Sales applicants are more likely to inflate their level of success. A common denominator, however, is that job applicants distort their responses to align more closely with a typical incumbent.

Research suggests that as many as three in four people tell lies on their curriculum vitae (CV), mostly about qualifications, dates of employment and salary. According to The Risk Advisory Group in the United Kingdom, a company that screens and verifies job seekers' applications, 65 percent of 3,800 CVs submitted in 2007 contained false information.

On the African continent, just like other continents, there is very little literature on examination malpractices and how the problem affects the labor market. In 2010, Exam Ethics International reviewed five examination centers in Nigeria and found that 429,000 test results were canceled yearly. The chairman of Exam Ethics, Iky Onyechere, noted that examination fraud “plants the seed of criminal values in the fertile minds of youths, and the schools have become places for breeding potential fraudsters.” This could potentially lead to criminalization of society, an incompetent labor force and corrupt leadership.

In 2007, Kenya National Examinations Council canceled the results of more than 40,000 students who sat for their final secondary school exams due to examination fraud.

A 2007 report by the Inspector General of Government (IGG) to the Ugandan Parliament in Kampala revealed that Makerere University students were involved in multiple examination malpractices, including bribing university officials to get examination questions in advance. In 2010 alone, Makerere University Business School suspended 44 students for indulging in examination malpractices. Graduates who benefit from the examination malpractices end up being hired and placed in senior positions.

This examination fraud means employers suffer the consequences arising from unqualified and incompetent employees. A 2010 IGG

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report to the Ugandan Parliament warned that if the increasing cases of examination malpractices were not checked, the country was destined to get dishonest public servants who would practice theft. This is based on the notion that students who progress in their academic pursuits through cheating will grow into corrupt adults. The aggregate of all this is a corrupt and incompetent future workforce in the country.

Examination fraud is not just a university problem; it is an HR problem. Organizations lose billions of shillings in training semi-illiterate and incompetent staff.

Unethical Hiring Practices

Unethical and unlawful behavior is not solely an applicant problem. Employers also engage in unscrupulous practices when hiring unqualified job applicants at the expense of qualified individuals. Recruitment decisions that result in bad hires sap the organization's time, training resources and employee morale.

Literacy Rate Among Adults

Estimated adult literacy rate, 2005-2008, in percentages of people over 15.

	Total	Male	Female
Angola	69.6	82.8	57.0
Botswana	83.3	83.1	83.5
Egypt	66.4	74.6	57.8
Ethiopia	35.9	50.0	22.8
Kenya	86.5	90.3	82.8
Malawi	72.8	80.2	65.8
Mauritius	87.5	90.4	84.8
Namibia	88.2	88.7	87.7
Nigeria	60.1	71.5	48.8
Rwanda	70.3	74.8	66.1
Seychelles	91.8	91.4	92.3
South Africa	89.0	89.9	88.1
Sudan	69.3	79.0	59.6
Swaziland	86.5	87.4	85.6
Tanzania	72.6	79.0	66.3
Uganda	74.6	82.4	66.8
Zambia	70.7	80.6	61.0
Zimbabwe	91.4	no data	no data

Source: African Economic Outlook.

Some companies have built a tradition of hiring people based on personal connections when the person is not qualified for the job. All the processes that follow are only formalities, as the decision has already been made by the line manager or HR professional extending the favor.

Potential applicants may be asked to pay bribes in exchange for a job and may be sexually harassed—and still do not necessarily get the

job, according to the International Labour Organization's 2009 study *Protecting people, promoting jobs: A survey of country employment and social protection policy responses to the global economic crisis*. Others are denied jobs due to their family and religious background.

The situation is made worse when a country lacks clear recruitment laws. In the absence of strong labor unions, lack of equality in employment laws and enforcement of those laws, and limited advocacy for human rights, job applicants remain silent.

Examination fraud is not just a university problem; it is an HR problem. Organizations lose billions of shillings in training semi-illiterate and incompetent staff.

Job applicants in most cases have neither reported abuses faced at recruitment nor sought legal redress. The following are possible reasons job seekers affected by recruitment abuses do not seek legal redress:

- They hope that the selection team will recruit them when another job opportunity arises in the same organization.
- They believe that reporting culprits would mean disclosing their own identity. This is likely to jeopardize their job prospects with other employers.
- They at times do not have the evidence to pin-down culprits. In organizations where selection malpractices exist, the recruitment team is typically organized such that exploiters of job applicants are difficult to uncover. Moreover, a secretive transaction is difficult, if not impossible, to detect.
- They fear for their lives because of intimidation from the exploiters. Moreover, some of the members of the selection team can be very powerful both politically and economically, such that it makes no sense for less-advantaged job seekers to report them to relevant authorities.
- They think it is the order of the day for most organizations to exploit job applicants. They feel that the practice is common to all organizations. In many countries, it is hard to convince young job seekers that one can get a job on merit. Belief in the "backdoor" recruitment method is becoming the norm.
- In many countries, there is no law prohibiting discrimination at recruitment. Where the law is in place, implementation is lacking.

Conclusion

Employers struggling to find the right talent encounter numerous challenges. Labor shortages are a global problem in spite of the high unemployment rates in many countries. But, they are especially challenging in growing African countries. The fact that some job seekers are dishonest leaves employers entangled in staff retention dilemmas. Better recruitment and screening practices, along with building a reputation as an ethical employer, are effective ways HR professionals in Africa can compete and win on talent. **WL**

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'Brain Drain' Hurts African Growth

By Adrienne Fox

Sub-Saharan African countries that invest in training doctors lose billions of dollars when those clinicians leave to work in developed nations, according to research published in November 2011 by *BMJ*, a journal of the British Medical Association. The United States alone has saved \$846 million from not having to train doctors who emigrated from the nine African countries in the study—Ethiopia, Kenya, Malawi, Nigeria, South Africa, Tanzania, Uganda, Zambia and Zimbabwe.

Governments spend between US\$21,000 (Uganda) and US\$59,000 (South Africa) to train each doctor. The countries in the study collectively paid around US\$2 billion to train their doctors, only to see them migrate to richer countries, the authors say. They add that the benefit to the United Kingdom was around US\$2.7 billion and for the United States around US\$846 million.

Doctors Crossing Borders

Estimated lost investment in nine African countries from training doctors who are currently practicing in Canada, the United States, the United Kingdom or Australia.

Country	Lost Investment (in US\$ millions)
Ethiopia	\$24.63
Kenya	\$16.75
Malawi	\$2.16
Nigeria	\$654.27
South Africa	\$1,412.70
Tanzania	\$3.49
Uganda	\$13.61
Zambia	\$12.14
Zimbabwe	\$39.61

Source: "The Financial Cost of Doctors Emigrating from Sub-Saharan Africa," *BMJ*, 2011.

African countries took the top four spots in a ranking of countries with the biggest "brain drain" by OnlineUniversities.com.

Researchers at OnlineUniversities found that top-ranked Ethiopia produces a large number of qualified professionals, especially in the medical field, and is experiencing one of the worst brain drains of any country in the world. Attracted by better prospects overseas and in other African nations, and pushed out by political persecution, Ethiopia's best and brightest haven't been sticking around after graduation. A recent study presented at the National Symposium on Ethiopian Diasporas revealed some shocking numbers, with the country losing about 75 percent of its skilled professionals over the past 10 years. This exodus of highly qualified professionals has had a huge impact on the country, leaving it with too few physicians, engineers and scientists to fill positions the country desperately needs to thrive economically.

Second-worst for brain drain was Nigeria. With much of Nigeria still essentially a developing nation with unreliable power and few resources, higher-level science, engineering and medical professionals often find little motivation to stay, especially with job offers from the United States and European nations exerting a powerful pull. Today, more than 2 million Nigerians live in the United States alone; of these, about 20,000 are doctors and 10,000 are academics. That's a heavy loss for a nation that desperately needs qualified professionals to rebuild and improve its own resources.

High unemployment rates, lack of resources and other factors have made Kenya the third-worst brain drain country in the world, according to OnlineUniversities. With fewer than 30 percent of Kenyans who study overseas returning to work in Kenya, the nation is feeling the hurt of losing so many skilled professionals.

Years of unrest, high crime rates, AIDS and lack of jobs have combined to make South Africa's brain drain a serious problem.

The Kenyan Medical Association has warned that emigration of medical professionals may make it impossible to provide health care to the country's residents—and the situation is already pretty dire. As of 2002, the public-sector medical field had only 600 doctors and 70 dentists available to treat more than 28 million citizens. With somewhere between 500,000 and 1.8 million Kenyans working and living overseas, the country is trying desperately to find a way to lure some of these citizens back home where their skills are needed.

Years of unrest, high crime rates, AIDS and lack of jobs have combined to make South Africa's brain drain a serious problem. Over the past three years, the fourth-ranked country for brain drain has lost more than 100,000 workers, and an additional 70 percent of skilled South Africans say they are considering leaving the nation. Losing so many skilled workers has a ripple effect, with the loss of each skilled professional costing about 10 unskilled jobs. Currently, the country is working not only to keep residents from leaving once they've completed their training, but also to attract professionals from other nations to South African businesses.

Engaging the Diaspora

One way African governments are trying to attract professionals back home is by reaching out to the diaspora, according to *Leveraging Migration for Africa*, a 2011 report by the World Bank. African diaspora consist of people of African origin living outside the continent who are willing to contribute to the development of the continent.

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Ethiopia, Ghana, Mali, Nigeria, Rwanda, Senegal, Tanzania, Uganda and other countries have established institutions (at the agency or ministerial level) to interact with the diaspora. These initiatives have taken various forms, ranging from the creation of dedicated ministries to deal with migrant communities to the addition of specific functions to the ministries of foreign affairs, interior, finance, trade, social affairs, youth and so on. Some governments have set up institutions such as councils or decentralized institutions that deal with migrant community issues. Several of these initiatives have not maintained their momentum or have been discontinued with a change of government.

To date, the interest of African governments in the diaspora has focused largely on migrants living outside Africa, such as in Western countries. Conferences and investment seminars, either at home or in the capitals of major developed countries, target the diaspora outside Africa.

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There have been some proposals to take a more harmonized and integrated approach to the diaspora within each regional economic community. For example, there is a proposal for the creation of a regional diaspora office within the East African Community, and the Economic Community of West African States (ECOWAS) has proposed establishing a dedicated financial instrument at the regional level to facilitate business contributions of the diaspora. These proposals focus on the diaspora outside Africa. Some other initiatives focus on establishing an integrated approach to cross-border payment systems, including the transfer of remittances within the ECOWAS and the Economic and Monetary Community of Central Africa.

Governments can help facilitate diaspora networks through the Internet, professional associations, embassies and cultural events. The World Bank's African Diaspora Program, launched in September 2007, partners with the African Union, client countries, donors, and diaspora professional networks and hometown associations to enhance the contributions of the African diaspora to the development of their home countries.

Engaging Through Education

In Africa, the Department of Human Resources, Science and Technology (HRST) has taken steps to enhance education within the continent by organizing a two-day official launch of the Pan-African University (PAU). The first day of the launch on Dec. 13, 2011, three themes were discussed:

- Promoting intra-African trade through higher education.
- Quality imperatives of African higher education.
- Financing of African higher education.

In her welcoming remarks, Vera Brenda Ngosi, director of HRST, said that the PAU is a priority education project of the Commission of the African Union (AUC), which has been endorsed at the highest political levels in recommendations of the Conference of Ministers of Education of the African Union and decisions of the Summit of Heads of State and Government of the African Union. She said the project concept was developed with the help of a wide range of stakeholders, including representatives from African academic institutions and governments, international partners and the Africa Roundtable of the World Conference on Higher Education, among others. A High Level Panel made up of leading African intellectuals was appointed by the Chairperson of the AUC to support the implementation of the PAU.



The PAU provides an opportunity for Africa to position itself in the global knowledge-based economy. In itself, the PAU is not an isolated new institution but one based on already existing centers across the continent, seeking to promote science and technology in Africa and a strong link between scientific research and economic development. The PAU will enhance the triple missions of modern universities around the world—namely, education and training, research, and public service and engagement.

The following five areas make up the thematic areas of the PAU:

- Space sciences (Southern Africa, with a host institution yet to be identified).
 - Water and energy sciences, including climate change (North Africa, with a host institution in Algeria).
 - Basic sciences, technology and innovation (Eastern Africa, with Jomo Kenyatta University of Agriculture and Technology in Kenya as the host institution).
 - Life and earth sciences, including health and agriculture (Western Africa, with University of Ibadan in Nigeria as the host institution).
 - Governance, humanities and social sciences (Central Africa, with University of Yaounde I in Cameroon as the host institution).
- For more information, visit www.au.int. 

East Africa TUFEA resolutions

TUFEA (Trade Union Federation of East Africa), made up of union federations of 13 East African nations, has issued a set of resolutions. All members will pursue a tripartite consultation model, reinforce the links between worker rights and sustainable development, and lobby their governments on corporate social responsibility standards.

Ethiopia No privatization

 Ethiopia insists that it will maintain a foothold on some key sectors despite increased calls from neighboring countries to open them up. Ethiopia's Prime Minister Meles Zenawi contends that his government is aware of the pros and cons of employing protectionist measures and intends to maintain its monopoly in industries such as telecommunications, power, finance and logistics with the aim of protecting its citizens against exploitation.

Kenya Trade agreement

 Kenya has entered a special status trade agreement with Ethiopia that will eliminate the barriers faced by their respective business communities and increase trade between them.

Mauritius Gender law

 A new gender law in Mauritius that requires one-third of candidates in local elections to be women represents another small step toward parity in decision-making. The gender quota is contained in the new Local Government Act that entered into force on January 1, 2012, and compels all political parties to field more women to contest in local elections by April of this year.

Nigeria Oil licensing

 After nearly five years of expectations, the federal government will finally hold an oil licensing bid round this year, according to the Department of Petroleum Resources. The government had shelved its plans to conduct bid rounds in 2009 and 2010 due to the non-passage of the Petroleum Industry Bill, coupled with pending cases before the courts and arbitration involving multinational oil companies and the government.

Rwanda Foreign incentives; pensions

 The government is dangling complete feasibility studies, joint ventures and firm guarantee to buy all the power in a bid to entice investors into the energy sector, as it seeks to shore up electricity generation ahead of expected demand surge from industrial and domestic users. During the Rwanda Energy Investor Forum hosted by the Rwanda Development Board and the World Bank, the government laid on the table data on energy

projects in hydro, geothermal, methane gas, peat and waste that are ready to be developed and generate about 1,000MW by 2017.

Also, rules for the private pensions sector have been a priority for the National Bank of Rwanda (BNR) since 2006. The necessary insurance and pension measures are now making slow progress through Parliament, and BNR is urging legislators to expedite them. The measures address provider licensing, standards for operating pension schemes and sector oversight.

South Africa 2012 budget

 The South African Treasury has published the 2012-13 National Budget. Several significant proposals were unveiled, including:

- A 14-year plan for the National Health Insurance (NHI) system as well as a short-term funding boost for its pilot projects. NHI funding options under consideration include an employer payroll tax, a VAT increase and an income tax surcharge. A discussion paper on co-payments and other "user charges" will be published in April.
- From March 1, 2012, a new schedule of tax credits for contributions to medical schemes will be introduced. The basic rate will be R230 (US\$30) per month. Credits for pensioners and people with disabilities will arrive in 2014.
- New tax deductions for contributions to pensions and other retirement funds would be capped at 22.5 percent of R250,000 (US\$32,570) per year for those age 45 and younger, and at 27.5 percent of R300,000 (US\$39,000) for those older than 45. These measures should come into effect March 1, 2014.
- Stakeholder consultations on the rules for retirement scheme withdrawals will commence shortly. The next few years will also see a study of the "anomalies" in the tax treatment of distributions from foreign retirement funds.
- Employer-provided retirement schemes would cease to provide benefits for those workers who quit a job and are soon rehired.
- Increased flexibility for employers in the valuation of fringe benefits.
- Employee share schemes will come under scrutiny to flag the loopholes that allow blending them with executive share schemes.

South Sudan Post-independence social welfare crunch

 The fledgling Republic of South Sudan must contend with the plight of pensioners who can no longer expect to receive their benefits from the Sudan National Pension Fund. The Ministry of Labor is reviewing benefits claims and creating an emergency fund for those whose cases it can validate. Draft legislation establishing the nation's own pension fund is now under examination in the Ministry of Justice. Meanwhile, the Minister of Social Welfare has affirmed his commitment to providing universal health coverage via the Southern Sudan Health Insurance Fund that was mandated by the South

Sudan Council of Ministers a few years before the nation's independence was formally declared last year.

Swaziland Salary lawsuit

 Swaziland MPs are threatening to take the Minister of Finance to court because he cut their salaries by 10 percent in a bid to control public spending. They say they were the only group to have their salaries cut and that it was done without their permission. The Swazi government had hoped to cut all public service salaries by 10 percent to save E240 million from the annual budget, but it failed to do this. Public service unions threatened civil unrest if the cuts went ahead. Only an estimated E6 million per year—mostly from salaries of parliamentarians—has been saved so far by wage cuts. In February, news leaked out that King Mswati III, sub-Saharan Africa's last absolute monarch, had not taken a cut in income himself, even though he had been urging his subjects to make sacrifices.

Tanzania Work permit system consolidation

 The work permit system has been deemed a poorly coordinated collaboration among the Immigration Department, the Tanzania Investment Centre and the Ministry of Labor. It is both daunting for foreign workers and vulnerable to abuse. The government has now committed to streamlining the work permit operation into a single centralized system.

Uganda Quality boss suspended; pensions

 The president of Uganda's quality standards body (UNBS) has been suspended. UNBS is the regulatory body mandated to develop and promote standardization, quality assurance, and laboratory testing and metrology. No official reason has been given for Terry Kahuma's suspension, but he told *The Independent* that he was accused of seven cases of insubordination and collusion with elements working against UNBS. According to UNBS, the most counterfeited goods include detergents, electrical appliances, cosmetics, soaps, shampoos, shoe polish, toothpaste, carbonated drinks, sanitary pads, juices and spices. According to *The Independent's* research, some of the counterfeits on the market include bags, electronics, phones, plastics, cosmetics, clothes, shoes, accessories and beverages.

With the Retirement Benefits Authority due to launch this year, the Capital Markets Authority is hailing draft legislation now before Parliament that would give private pension funds considerable leeway in developing an investment policy. The addition of securities, real estate and private equities to the funds' investment options would stand them in sharp contrast to the National Social Security Fund, which is limited to conservative investments.

Sources: *This Day*, *Nairobi Star*, *The Economist*, *Capital FM*, *The Independent*, *Sudan Vision*, *The Citizen*, *New Times*, *Bua News*, *Tanzania Daily News*.

THE WORLDLINK HR CALENDAR

June 8-9, 2012

41st National Congress
AIDP

Sardegna, Italy

E-mail: aidp@aidp.it

Website: www.aidp.it

June 24-27, 2012

SHRM 2012 Annual
Conference & Exposition

Atlanta, Georgia

E-mail: globaldel@shrm.org

Website: <http://annual.shrm.org>

June 26-27, 2012

IPM Sri Lanka International
HR Conference

Colombo, Sri Lanka

E-mail: inhrc2012@ipmlk.org

Website: ipmlk.org/inhrc2012

July 6, 2012

The SHRI HR Awards 2012

Singapore

E-mail: falilah@shri.org.sg

Website: www.shri.org.sg/hrawards/

August 13-16, 2012

38th CONARH ABRH
National Congress HR

São Paulo, Brazil

E-mail: abrh@abrhnational.org.br

Website: www.abrhnational.org.br

September 5-6, 2012

47th Annual International
Congress of Human
Resources

AMEDIRH

Mexico City

E-mail: contacto@amedirh.com.mx

Website: <http://amedirh.com.mx/congreso2012/>

September 25-28, 2012

WFPMA World Congress

Melbourne, Australia

Tel: +61 3 9645 6311

E-mail: reception@ahri.com.au

Website: www.whrc2012.com

November 6-8, 2012

CIPD Annual Conference
and Exhibition

Manchester, England

E-mail: cipd@cipd.co.uk

Website: www.cipd.co.uk

Editor's note: Please submit events for the calendar to
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is the newsletter of the World Federation of People Management Associations (WFPMA). It is published by the Society for Human Resource Management, which is the Secretariat for the Federation. For further information contact Pieter Haen at eapm@duurstedegroep.com or the WFPMA Secretariat at WFPMA.Secretariat@shrm.org

WORLDLINK

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

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NEXT ISSUE

The next issue of *WorldLink* will feature the Interamerican Federation of People Management Associations (FIDAGH) and HR news in Latin America.

Design and production by the Society for Human Resource Management, Alexandria, Va., USA

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