

PEOPLE . PASSION . PERSISTENCE

MILLAR CAMERON

EXECUTIVE AND PROFESSIONAL SEARCH SOLUTIONS FOR *DEVELOPMENT FINANCE*

Development finance is key to driving growth and sustainable projects across Africa. Our team specialises in connecting top talent with organisations in this space, helping to unlock investments that support impactful projects and foster economic progress across the continent.

AN INTRODUCTION TO MILLAR CAMERON



We support the talent acquisition and retention efforts of clients operating across a range of sectors, including:

- *International Development*
- *Agribusiness*
- *Private Equity*
- *Industrial*
- *Financial and Professional Services*
- *Consumer*
- *Power and Infrastructure*
- *Technology & Telecommunications*

Millar Cameron is an executive and professional search consultancy specialising in sourcing key talent for companies and organisations around the world.

Since Millar Cameron's inception in 2007, we have been sourcing high calibre leaders and executives for a wide range of businesses and institutions across Africa. Our passion lies in attracting, developing and retaining top talent in Africa's emerging markets, where incisive leadership is crucial. Our palpable commitment to Africa has led to recognition as one of the leading providers of executive and professional search solutions within the continent.

We are an ambitious company, committed to providing a high-quality service for our clients. With teams in Nairobi, Cape Town, Johannesburg, Oxford and London, each member of the Millar Cameron team is deeply committed to the development of their practice area and is armed with the market knowledge to match this motivation.

DEVELOPMENT FINANCE AT *MILLAR CAMERON*

Development finance in Africa plays a crucial role in driving economic growth, reducing poverty, and addressing infrastructure gaps across the continent. By providing funding for projects in sectors such as agriculture, renewable energy, healthcare, and education, development finance institutions support sustainable initiatives that foster long-term development.

At Millar Cameron, we recognise that strong leadership is crucial for development finance institutions to fully leverage the expertise of their boards and external advisors. When combined with decisive management, this provides clear direction and drives sustainable growth.

With a strong track record of recruiting top talent across diverse sectors in Africa, our team is ideally positioned to source the leadership needed for development finance institutions. Our partners trust us to leverage our extensive network of board-level advisors and non-executive directors in Africa's key growth sectors, along with our deep market expertise, to secure the talent essential for success.



A HISTORY OF CONTINUED SUCCESS

Elsewhere in the world

London - Executive Directors Market Risk,
Merchant Banking [Real Estate],
Chief Information Security Officer [EMEA]
and various additional senior hires
A leading global investment banking, securities, and
asset management firm

London - CEOs for portfolio and investee
companies with pan-African interests
The UK's development finance institution, investing in
businesses and projects in developing countries to
promote economic growth and development

Nigeria

CEO and Heads of Business Development
for West Africa JVs, Head of Power
Investments
Pan-African development finance institution,
bridging Africa's infrastructure investment gap

Uganda

Executive Director
Financial services provider in East Africa,
offering insurance, pensions, investments,
and trusts

East Africa

Principal Legal Officer, Head of Business,
Treasury and various other roles
Development bank serving East African Community (EAC)
member states - Kenya, Uganda, Tanzania, Rwanda, Burundi

General Counsel, Executive Director,
3x General Managers and various other roles
Retail insurance and investments group
operating in Kenya, Uganda, South Sudan, and Malawi

Chief Finance Officer
Retail and commercial bank with a customer base in
excess of 14 million in six East African countries

CEOs for portfolio and investee companies,
Head of Business Development for a JV in
Djibouti
Pan-African development finance institution, bridging
Africa's infrastructure investment gap

Kenya

Group HR Director
A leading provider of insurance, pensions, and
investment services in East Africa

Engineering Manager
Provider of instant loans, money transfers, bill payments,
and savings products, all accessible via smartphone

Head of Legal, Head of HR
Central Bank of Kenya

CEO and Directors
Kenya Bankers Association

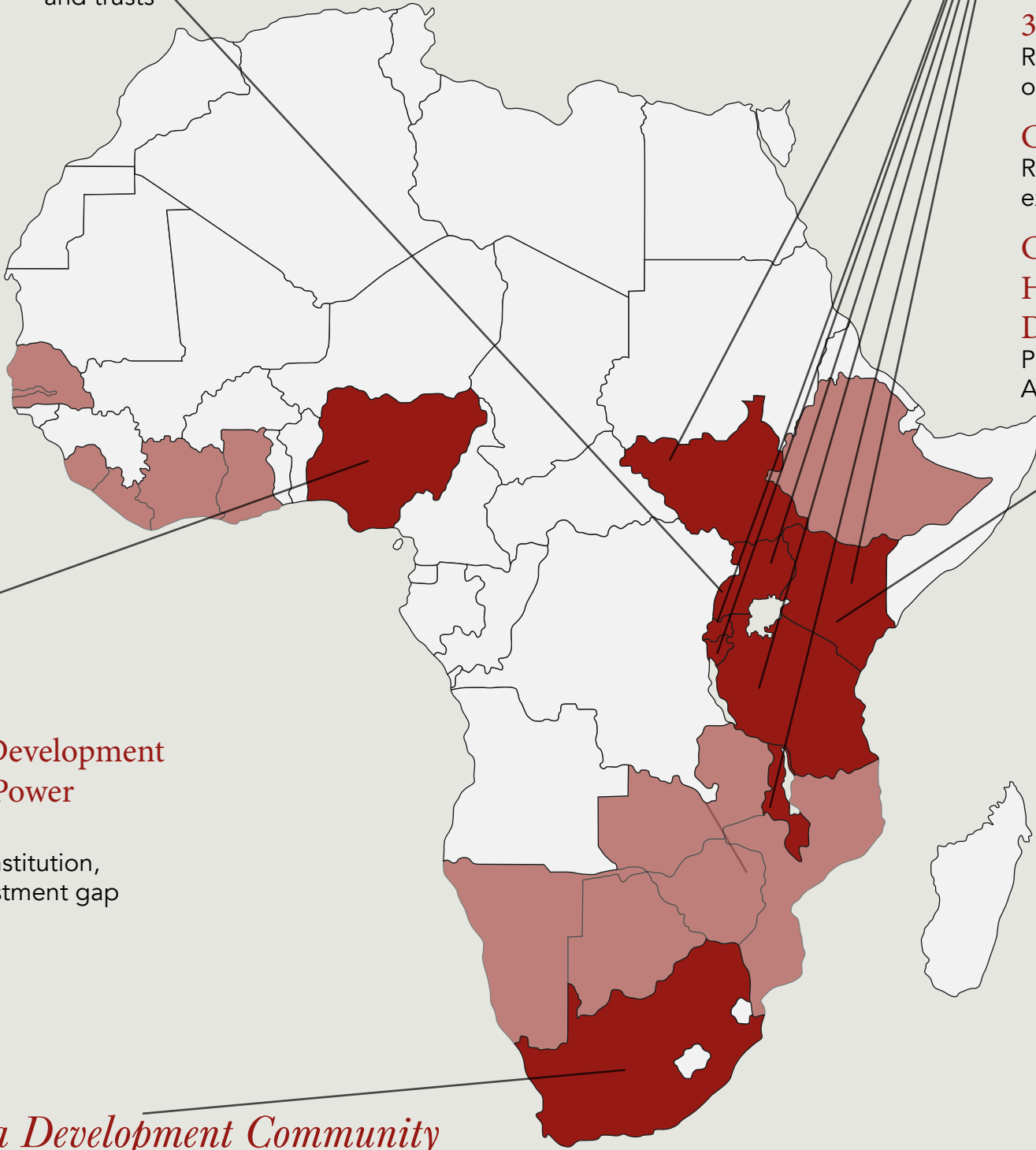
Executive Committee and Director level
positions
A major Kenyan retail bank offering loans, asset
financing, and digital banking

Multiple Head and Senior Management roles
across all functional areas and countries
Financial services provider in East Africa offering
insurance, pensions, investments, and trusts,
operating in Kenya, Uganda, and Tanzania

Chief Executive Officer
Nairobi Stock Exchange

South Africa Development Community

Various roles
Microfinance company operating across Africa, offering
quick, short-term personal loans to formally employed
individuals, with flexible repayment terms



UNDERSTANDING *DEVELOPMENT FINANCE*

Development finance plays a crucial role in Africa's economic growth and sustainable development. It involves mobilising resources to fund projects that address social, economic, and environmental challenges.

Importance of Development Finance in Africa

1. *Infrastructure Development:* Development finance is essential for building and upgrading infrastructure such as roads, bridges, and energy systems. This infrastructure is vital for economic activities and improving the quality of life.
2. *Poverty Reduction:* By funding projects that create jobs and improve access to essential services like healthcare and education, development finance helps reduce poverty and inequality.
3. *Sustainable Development:* It supports projects that promote sustainable practices, such as renewable energy and sustainable agriculture, contributing to long-term environmental and economic stability.
4. *Financial Inclusion:* Development finance institutions (DFIs) often focus on providing financial services to underserved populations, including small businesses and rural communities, fostering inclusive economic growth.

Complex Commercials Involved

1. *Public-Private Partnerships (PPPs):* PPPs are a common model in development finance, where public and private sectors collaborate to fund and implement projects. These partnerships help leverage private capital and expertise while sharing risks and rewards.
2. *Blended Finance:* This approach combines concessional finance (e.g., grants and low-interest loans) with commercial finance to attract private investment in high-risk projects. It helps bridge the funding gap for projects that might not be viable with commercial finance alone.
3. *Debt and Equity Financing:* DFIs often use a mix of debt and equity financing to support projects. Debt financing involves loans that need to be repaid, while equity financing involves investing in a project in exchange for ownership stakes.
4. *Risk Mitigation:* Development finance often includes mechanisms to mitigate risk such as guarantees and insurance. These tools help attract private investors by reducing the financial risks associated with investing in developing markets.
5. *Sustainable Finance:* DFIs are increasingly focusing on sustainable finance, raising capital through green bonds and other instruments dedicated to funding environmentally and socially beneficial projects.

Development finance in Africa is a complex but essential mechanism for driving growth and development. By leveraging various financial instruments and partnerships, it addresses critical needs and fosters sustainable progress across the continent.

HOW WE *CAN HELP*

Our clients are considered our partners and a key element of our approach to each recruitment mandate is to take the time to gain a detailed understanding of your specific requirements, in order to develop a bespoke search strategy that is tailored to your recruitment brief.

We are expertly positioned to deliver a shortlist of talented individuals and relevant insights that will enable you to match the needs of investee companies to a well-balanced and purposeful board and leadership team. We are also able to advise on diversity and inclusion strategies and suggest ways to offer attractive compensation in a demanding and competitive market.

Millar Cameron has successfully concluded searches in 41 African countries.



FIVE STEPS TO *RECRUITMENT SUCCESS*

Our executive search strategy follows a five-step approach that is tailored to your organisation's requirements:

Define

We discuss all aspects of the role with you, including the capabilities, background, culture and competencies of the desired professional. This allows us to determine the search priorities and parameters, and the criteria against which candidates will be measured.

Develop

We work with you to develop a bespoke outreach strategy that covers specific companies, industries and geographies that you want to target. We employ a combination of search methods, including research, direct headhunting, referrals and our established networks to identify a comprehensive longlist.

Engage

We conduct competency-based interviews that are tailored to the role to thoroughly assess each candidate's fit against your requirements. We ensure that all aspects discussed during the define stage are covered during interviews, before collating the shortlist.

Present

We present you with a pack comprising of a personal profile, interview notes, compensation information, and a detailed curriculum vitae, for each candidate that is shortlisted. We discuss reasons for shortlisting candidates with you and remain involved throughout the selection process, preparing and debriefing candidates after each step.

Close

We conduct detailed reference reports on the selected candidate, and we can also provide background checks and psychometric testing, where necessary. We support you throughout the negotiation process to ensure a successful outcome.

WE LEAD *FROM THE FRONT*

Our team's extensive experience in recruiting top talent across Africa positions us perfectly to source the leadership required for development finance institutions. With our deep market knowledge and broad networks, we work closely with our partners to ensure they have the right talent to drive their success.



Tracy Dawson, Partner

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"Having recruited for over a decade in South Africa's mature financial services market, I've worked closely with two of the region's largest banks for hires across the sub-continent. Whether it's private equity or development funding, wealth, credit, payments, cash handling, printing and moving - I have a strong appreciation for capital and money markets and am excited to see the market open up to more cross-border competition and challengers."



Justin Wharton, Partner

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"Partnering with development finance institutions on senior executive searches is about finding leaders who not only bring exceptional skills but also share a commitment to impact-driven growth. These roles are critical in driving sustainable value within their portfolio companies and aligning with broader economic development goals."



Tom Jeffes, Senior Partner

Email: tom.jeffes@millarcameron.com

"Development finance powers sustainable growth and equity in underserved regions. It bridges the gap between ambition and opportunity, transforming communities and lives across Africa. I am grateful I get the opportunity to partner with organisations that deliver development finance and that I can play a small part in the sector's success."



Marta Koczorowska, Senior Partner

Email: marta@millarcameron.com

"Development Finance Institutions (DFIs) are increasingly seeking talent with experience in both public and private sectors due to the rise of blended finance and collaborative partnerships. Professionals with a mix of investment, policy, and development expertise are becoming highly sought after. Moreover, there is a growing focus on diverse leadership to provide a range of perspectives essential for tackling global challenges across various cultural and economic landscapes. Millar Cameron's extensive experience across sectors, functions, and geographies uniquely positions us to meet these evolving talent needs, ensuring DFIs can recruit the right professionals to advance their missions effectively."

Through the importance we consistently place on finding the right people, our passion for the sector, and the persistence we demonstrate during searches, Millar Cameron is the ideal partner to enable you to achieve your recruitment objectives.

ADDITIONAL *SOLUTIONS*

Talent Mapping

We offer a talent mapping service to assist you in identifying the development potential of individuals within your organisation. Where talent gaps are identified, we partner with you to develop a strategy that both attracts and retains talented professionals. We also undertake salary benchmarking activities for key roles in your organisation to ensure a competitive remuneration package for employees.

Succession Planning

Forward planning is vital. We enable you to prepare for the future by identifying the existing senior leaders with the most potential within your organisation, as well as keeping our finger on the pulse of changes in the market that might determine leadership succession.

Equality, Diversity and Inclusion

We are committed to representing and advocating the best talent, irrespective of race, gender, disability, or sexual orientation. We work closely with our clients to formulate non-discriminatory role descriptions and search strategies that utilise multi-faceted channels, in order to attract top talent from the widest possible pool of candidates.

We have represented 136 nationalities in our shortlists.





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