

The **AFRICA** JOURNAL

THE CORPORATE COUNCIL ON
AFRICA
WWW.AFRICACOUNCIL.ORG

JANUARY/FEBRUARY 05

AFRICA'S AGRICULTURAL INDUSTRY



This issue is dedicated to agricultural trade between the U.S. and Africa. As we seek stronger relations with the nations of Africa, we also seek greater investment in Africa from U.S. businesses. This is one of the greatest challenges in developing stronger ties with the individual nations of Africa. Ultimately, US companies want to sell to Africa, but Africa cannot buy if

they themselves cannot develop capital through their own sales to the U.S. and the rest of the world. AGOA was certainly an important step in the right direction, but its legislation does not cover as broadly as needed one of the most critical sectors of African economies—agriculture. Every country in Africa is not able to compete in textiles or manufacturing, but there is no country that cannot sell its agriculture. Africa is a net producer in agriculture.

For this reason, CCA has made a strategic decision to strengthen US interest in investment and trade in African agriculture. On one hand, it will mean supporting legislation that will open US markets to more African produce, especially those products that are not widely grown in the U.S. On the other hand, it will mean working with U.S. agriculture producers to see Africa as the incredible investment opportunity that it is. Canned goods and some raw products can be shipped back to the U.S. more easily now. Also, U.S.-backed operations in Africa can more easily reach other global markets such as the Middle East, Europe and India. These are huge markets for American producers. Agricultural trade and investment with Africa is a win-win situation for producer, investor and grower. It is a win for America. ●

Stephen Hayes, *President*
The Corporate Council on Africa

CCA Leadership Team:

- Stephen Hayes**, *President*—cca@africacncl.org
- Victor Barnes**, *Director, The HIV/AIDS Initiative*—vbarnes@africacncl.org
- Esther Dassanou**, *West Africa International Business Linkages (WAIBL) Program Manager*—edassanou@africacncl.org
- Mbayang Diouf Diop**, *Chief Financial Officer*—mdiouf@africacncl.org
- Neel Lattimore**, *Director of the Coalition for AIDS Relief in Africa (CARA)*—nlattimore@africacncl.org
- Tim McCoy**, *Director of Overseas Programs*—tmccoy@africacncl.org
- Sonya Penn**, *Manager of Communications and Public Relations*—spenn@africacncl.org
- Robert C. Perry**, *Director of Programs*—rperry@africacncl.org
- Kathleen Wells**, *Summit Director*—kwells@africacncl.org

IN THIS ISSUE...

| | |
|--|------------|
| Africa Watch | 5 |
| Feature Story The Biotechnology Debate and Africa By Judith Chambers | 6-9 |
| News Tsunami Aftershocks in Africa By Derrick Nayo | 11 |
| CCA Update CCA HIV/AIDS Initiative Offers U.S. Companies Improved Access to HIV/AIDS Information & Resources | 12 |
| Membership at a Glance Dikembe Mutombo Foundation, Inc., Nationwide Equipment, Trade & Investment Corporation for Africa, Inc. | 13 |
| Business and Economy Cocoa: A powerful Tool for Development By Susan Smith | 14 |
| Challenges, Opportunities, Trends and Roles in Agri-business Development in Africa By Alonzo Dority | 16 |
| Egypt-U.S. Agricultural, Policy, Export and Investment Opportunities By Mounir Foda Sabaa | 18 |
| Finance Investment Financing, Agri-based Value-chains and SME's in Africa By Joyce Cacho | 20 |
| HIV/AIDS Botswana's Lifesaving Public Private Partnership By Tony Carroll | 22 |
| Corporate Philanthropy SAA Partner with the NBA for Africa's Youth By Dale Nicholson | 23 |
| NGO's West Africa's Hidden Treasures By Brittany Williams | 24 |
| Culture A Synergy Between the Old World and the New World Courtesy of 57 Street Wine Company | 25 |
| CCA Members, Board & Executive Committee | 27 |



Editor: **Sonya Penn**
spenn@africacncl.org

FOCUSED AND ON TARGET.

If only the signs were this obvious. But in the real world of exploring for and producing oil and natural gas, spotting opportunity can be tough. Success means energy. And at Anadarko, we have the energy. From the sand dunes of the Sahara to the North Slope of Alaska, we're focused on new horizons with the strategy, skill and passion to turn potential into payoff.

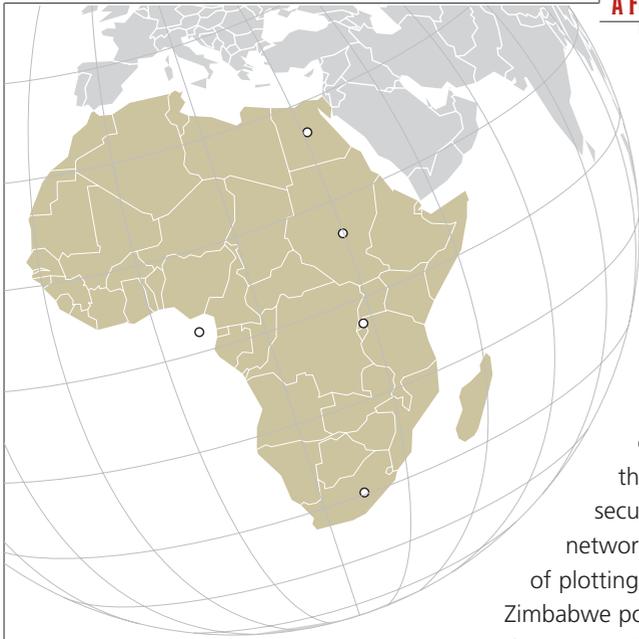


Anadarko 
Petroleum Corporation

Bringing Excellence to the Surface

www.anadarko.com NYSE:APC

© 2004 Anadarko Petroleum Corporation



EGYPT

Egypt is placing heavy emphasis on its economic growth, job creation and investment promotion. In 2004, the Egyptian government took important steps towards these achievements. To facilitate its transition into the global economy, Egypt floated its exchange rate and enacted custom reforms, reducing tariff bands and simplifying and automating customs procedures. Tax reforms were announced, cutting income taxes by half and lowering corporate tax to a flat rate of 20%. Banking sector reform is underway; by June 2005, Egypt plans to have the first-ever sale of a state owned bank and heavy investments in the operational restructuring of other state owned enterprises. The government hopes that in addition to spurring the economy, these reforms will enhance U.S.-Egypt alliances.

EQUATORIAL GUINEA

Sir Mark Thatcher, son of Britain's former Prime Minister Margaret Thatcher, pled guilty in January to helping finance mercenaries who were behind a failed coup attempt in Equatorial Guinea in 2004. As part of his plea agreement, which spared him a potential prison sentence, Sir Mark maintained that his role was unwitting

and that he believed he was investing \$275,000 in a helicopter service for a mining venture until he began to doubt the project's true goals in January 2004.

The coup attempt collapsed in March, when the Equatorial Guinea security police broke up a network of 20 people suspected of plotting the overthrow and the Zimbabwe police arrested 70 more at the Harare airport as the mercenaries' jet landed to pick up a weapons shipment.

LESOTHO

Six foreign-owned textile factories closed in Lesotho in January 2005, leaving 6,650 garment workers jobless. Closures have been blamed on the end of worldwide textile quotas. The quotas, which ended on January 1, 2005, gave developing countries a set share of richer country markets and limited the amount that countries such as China could export to the United States and EU. The factories that closed were Leisure Garments, Modern Garments, Precious Six Garments, TW Garments, Lesotho Hats and Vogue Landmark. The owners included two from Taiwan, two from China, one from Mauritius and one from Malaysia.

Union leaders and trade campaigners have been warning that the lifting of the quotas could lead to tremendous job losses for developing countries such as Lesotho and Swaziland. More companies are also expected to leave the countries.

RWANDA

Rwanda's traditional communal courts, known as Gacaca, set up to try crimes committed during the 1994 genocide, began systematic investigations

nationwide in January 2005. The court stated its intention of completing the investigations before year-end, in order to enable the Gacaca court proceedings by early 2006. In the current investigative phase, communities hold public meetings in which residents identify victims and suspects. In the trials, victims and suspects must face each, talking before a panel of locally elected judges. The judges will later issue verdicts. Officials estimated the number of people on trial could reach up to one million people, equaling one-eighth of the population.

SUDAN

In January 2005, the Sudan government and rebels from the south signed a peace agreement in Kenya, ending 21 years of fighting between the Muslim north and the Christian and animist south. The agreement includes a permanent ceasefire and protocols on sharing power and wealth. The conflict is Africa's longest-running civil war, resulting in 1.5 million people dead and four million refugees.

Formal talks for the peace deal began in 2002 and on December 31, 2004 the final issues were settled. The government and the southern rebels have agreed to set up a 39,000-strong army comprising fighters from both sides. The south will be autonomous for six years, culminating in a referendum on the key issue of independence. Sharia will remain in the north. A major issue has been oil revenue, which mostly comes from the south; the two sides have agreed on a share-agreement. Three border areas with special status in the agreement, where power is still shared, could cause problems later on if the south votes to secede from Sudan and claim full independence. An international force of nearly 10,000, including troops and military observers, could be deployed in southern Sudan by August 2005 to monitor the ceasefire.

THE BIOTECHNOLOGY AFRICA

<By Judith Chambers>

The ongoing debate about the role of genetic engineering in crop and livestock improvement has been largely a debate between “adopter” countries and those that have resisted the technology on the basis of moral, social, political, economic and philosophical grounds. Those who are prone to oversimplification of complex issues might characterize this as a trade dispute between the United States and the European Union, and, indeed, some aspects of the controversy are firmly rooted in issues of trade and global competitiveness.

However, as the technology has grown and evolved, both scientifically and in its global adoption, an increasing number of countries, especially those in the developing world, find themselves facing an economic conundrum, poised between reconciling a national policy and position with global trade realities and the domestic needs for increased food production and enhanced performance of the domestic agriculture sector. Perhaps nowhere is the reality of this dichotomy more apparent than on the continent of Africa.

First, it is important to consider a few basic observations about biotechnology and its generalized role in crop improvement and production. It is true that the technology, in the most basic of analyses, represents an extension of what farmers and breeders have been doing

for years, applying the science of genetics to improve and “fine tune” the agricultural performance of plants and animals. However, it differs significantly from more conventional approaches in that the technology is more precise and powerful. It enables the scientist or breeder to overcome traditional species barriers and to import genes from one species, such as a bacterium, into another largely unrelated species, such as a plant, in ways that were previously not possible. With that power comes enormous opportunity but also some risk; the debate on the value of the opportunity vs. the concern about the risk continues to fuel the polarizing rhetoric. This “risk vs. benefit” debate, however, is not entirely absolute and while the science is largely quantifiable, the social consequences are variable and contextual in nature.



DEBATE AND



AFRICA AND BIOTECHNOLOGY: WEIGHING THE CHALLENGES AND THE BENEFITS

Agriculture, in the United States and many other developed parts of the world, is big business. The U.S. agriculture sector is, by many accounts, one of the most efficient and productive systems for food production in the world. U.S. agriculture, developing from an excellent natural resource base and climate, has benefited from the establishment of a strong base of scientific capacity (as typified by the "Land Grant University System"), robust government support for research and extension within the U.S. Department of Agriculture, availability of financing, progressive land tenure policies, a system of intellectual property that has protected innovation in plant improvement, a reliable regulatory

system guarding the food supply, a stable and supportive political environment, and an approach to food production and value-added improvements that is highly commercial, capitalized and market-oriented. The application of biotechnology to this development base has been rational, systematic and integrated. The result is that the technology has been adopted enthusiastically by many U.S. farmers and without undue concern by a majority of U.S. consumers.

The situation by which this technology is being introduced into the African agriculture context is quite different and enormously more complex. Scientific capacity is low, the political dynamics around the commercialization of the agriculture sector are complex (given the preponderance of farmers among the rural poor), regulatory structures and

THE BIOTECHNOLOGY DEBATE AND AFRICA CONTINUED FROM PAGE 7.

mechanisms for compliance are often times weak, disease and pest pressures are abundant, markets function at a sub-optimal level, infrastructure to support the agriculture sector is largely absent and the pressure to provide food for growing populations is juxtaposed against Africa's growing role in a global economy and the global trade issues facing the agriculture sector, in general.

However, despite all of the above, there is a case to be made for the careful adoption of biotechnology in Africa. Currently, biotechnology is being used, as one additional scientific tool, to improve African varieties of cotton, maize, sweet potato, cassava, cowpeas and banana. In some cases these plant improvement programs are the domain of large multi-national companies who see opportunity in the African market for commercial varieties of maize and cotton. In others, the research is being conducted within the confines of public sector research institutions, such as national programs or the International Agricultural Research Centers of the Consultative Group on International Agriculture Research (CGIAR) on "orphan" crops such as cassava. Finally, in some instances, the development of African-specific genetically modified (GM) crops is being conducted as a joint effort of the public and private sectors, with donor funding often used to catalyze the formation of these creative partnerships.

The progress of the technology in Africa is continuing, despite the overarching global controversy surrounding its adoption for agriculture. Many African countries, such as South Africa, Egypt, Kenya, Nigeria, Zimbabwe, Malawi and Burkina Faso, have formulated, or are in the process of formulating, regulatory policies that govern safe and environmentally responsible introduction of genetically modified crops. As scientific capacity develops on the continent, and as the agriculture sector becomes increasingly liberalized, the development of indigenously produced products of agricultural biotechnology will also grow. All of this takes time, and from that perspective it is important to consider the role of biotechnology in African food security and economic development against the backdrop of the technology's commercial genesis. The first commercially produced GM crop was introduced into the marketplace in 1986 - less than 20 years ago.

SMALL HOLDER FARMERS AND GM CROPS

Critics of the technology often site the role of multi-national corporate dominance and a lack of technology



focus and impact on the small holder African farmer as reasons at the root of their resistance. Arguments range from insinuations that small rural farmers will become "captive" markets for the large seed companies or that the biotechnology revolution is ignoring the realities of subsistence farming.

It is critically important to understand the social and cultural dynamics of the African marketplace and the environment into which commercial GM crops are being introduced. African farmers tend to save their seed as an economic defense against the vagaries of weather, politics and price. This reality requires reconciliation with the highly proprietary nature of many GM varieties produced by industry and should be approached as part of a concerted and integrated effort to mitigate the various risks and realities that underpin seed saving practices in general. It is also important to realize that choice, free will and economics figure into the decision making process about this technology, both at the macro levels of government and at the micro level of the individual farmer. Farmers, whether large scale or small scale, tend to make decisions about what to plant or not to plant, how

It is also important to realize that choice, free will and economics figure into the decision making process about this technology, both at the macro levels of government and at the micro level of the individual farmer.

to grow or not to grow, in ways that promote their economic self interest. Performance, affordability and profit tend to drive the decision making process whether one is farming 2 hectares or 200,000 hectares. Small holder farmers will buy seed if the economics support it and particularly if other interventions in the marketplace create a climate for commercial incentive.

Similarly, the technology should not be heralded as a “silver bullet” on behalf of African food security. The reasons for food insecurity in Africa are multi-dimensional and, in some cases, not directly related to technology or the lack thereof. Instead, it should be seen as one additional tool, among a series of technological, market, and social forces, that can be used to improve the sector while attempting to maintain a neutral or positive ecological footprint on the continent.

THE MAKHATINI COTTON STORY

It remains true, to this day, that subsistence farmers comprise an unfortunate majority of the African agricultural landscape. However, more recently, a growing base of small scale, commercial African farmers are developing and are beginning to adopt this technology. They typically farm in a labor intensive fashion, on small plots of land (0.5 - 2 hectares, on average) and are, more often than not, women. Perhaps the best example of this trend is found among the cotton farmers of the Makhatini region of South Africa.

Cotton has been a major crop for the resource poor farmers of the Makhatini Flats, located in the Kwa Zulu Natal province of South Africa. The region is comprised of about 4,500 small holder farmers, organized into an active farmer’s association, the Ubongwa Farmers’ Association, who typically grow cotton on an average of 1-3 ha of rain fed land per farmer. There is a good value capture mechanism in place (the farmers are linked to the gins), a functioning local and regional market for cotton and historically good linkages between the input and output chains. In addition, the South African government has adopted a science-based regulatory policy (the GMO Act of

1997) towards biotechnology that has allowed the technology to develop commercially while putting in safeguards to deal with the risks.

Insect protected “Bt” cotton was first introduced by Delta and Pine Land and Monsanto Company, after regulatory review by the South African authorities, to the Makhatini farmers in the 1998/99 growing season. The Bt cotton variety was developed using the techniques of genetic engineering to introduce a bacterial gene (from the bacterium *Bacillus thuringiensis*— hence the name Bt) into the plant that produces a protein toxic to some cotton insect pests. This protein is very specific, had been thoroughly studied prior to its introduction into plants and has been shown to be non-toxic to humans, birds, animals and a variety of beneficial insects. Similar Bt proteins have been safely used by organic farmers, after being isolated from bacteria, as organic insecticidal sprays for over 50 years.

Since the introduction of Bt cotton to the Makhatini, a number of positive benefits have accrued to the small scale farmers. Farmers decreased their pesticide sprays nearly 50%, reducing the number from 10 to an average of 4 per growing season. They have seen an increase in yields of 20-60%. The decrease in pesticide costs, labor costs associated with frequent spraying and increase in yields more than offsets the higher price of the seed with the result that gross margins have increased, on average, USD 50\$ per hectare. Adoption rates for Bt cotton among the Makhatini farmers, due to the benefits realized from this product of biotechnology, is greater than 95% and represents just one of a growing number of success stories for biotechnology and Africa.

The Makhatini story illustrates the positive impact that biotechnology may hold for the small scale farmers of Africa. It also illustrates that a convergence of technological, social, market, political and organizational forces is important to fully optimize impact in the African context. ©

Dr. Judith Chambers is President of Emerging Market Solutions

Complete E-Business Suite



**All your applications engineered to work together
All your information in one place**

ORACLE®

oracle.com/ao

For more information contact Basma Kaafar:
E-mail: basma.kaafar@oracle.com
Telephone: +9714 390 9181

Tsunami Aftershocks in Africa <By Derrick Nayo>

The fallout from a magnitude 8.9 earthquake off the northern coast of Sumatra have far exceeded the threshold of possible expectations.

The first most result was a 500-foot tall tsunami wave, traveling at 500 miles an hour and reaching two miles inland on several coasts, eventually killing more than 162,000 people in approximately eleven countries.

The thousands that were lucky to survive are now susceptible to water born viruses and a poverty of an infinitesimal kind. Thousands of others are wandering orphans whose generation will forever be defined as the one lambasted by the tsunami.

Already the United Nations Children's Fund is reporting an unexpected phenomenon arising from the subsequent social anarchy: child predators are preying on vulnerable children by kidnapping them and selling them into bondage.

And after this and all else, sub-saharan Africa is now considering how Asia's crises will exasperate its own.

Roughly 200 people died from the tsunami in Somalia (54,000 were left in critical need), 10 in Tanzania and one in Kenya, which in aggregate clearly indicate that Africa did not experience the brunt of casualties. But Africa's problems are relatively more long term and many government and United Nations officials fear that economic aid coffers that supply several African countries will dry up as attention is shifted to south Asia. Already one large donor canceled a meeting with the U.N. to attend to the tsunami crises.

The liberal party in the Netherlands requested that 100 million euros set aside for a post civil war Sudan be reallocated to help tsunami victims.

British officials are saying there is no reason why help for the victims of the present disaster should come at the expense of those who suffer daily all throughout Sub-Saharan Africa.

They are hoping that Africa will benefit from the new "spirit of generosity".

British Prime Minister Tony Blair has repeatedly said he wants Africa to be a priority during Britain's presidency of the G8 this year.

Africa is the only continent to have grown poorer in the past 25 years.

It is the continent with the largest number of people living on less than a dollar a day - 49% of the total population.

One African in three is undernourished.

Twenty-eight million people in Africa are now affected by HIV/AIDS.

There are 11 million orphans in Africa as a result of AIDS.

Africa also accounts for 90% of global deaths from malaria, and a woman in Africa is over 100 times more likely to die in pregnancy or childbirth than a woman in a developed country.

In 2002, sub-Saharan Africa took in \$19.4 billion in official development assistance, eclipsing even the colossal tsunami donor response, which saw pledges



Aid being received after the tsunami disaster.

nearing \$3 billion in early January.

Ethiopia, for instance, which has a yearly struggle to feed its rapidly growing population, has just appealed for relief support for seven million people in 2005.

More than two million of them are in need of emergency food assistance.

Irish rock star Bob Geldof, who led the Live Aid efforts to relieve famine in Africa in the 1980s, made a recent plea for people not to forget Africa's social-political needs in the rush to help Asia. "The tsunami must be dealt with, it is an act of God, an act of nature," he told BBC radio. "Africa's an act of man. Millions die each year completely unnecessarily and that can be adjusted... The issue is one of poverty and debt and it need not be." ©

IMPORT U.S. EQUIPMENT TO AFRICA

NATIONWIDE EQUIPMENT
Serving The Construction Industry Worldwide Since 1983

Specializing In:

- Dozers • Loaders • Excavators
- Backhoes • Tipper Trucks
- Graders • Log Skidders
- Compactors • Water Trucks
- Swamp Buggies • LowBoy Trailers
- Bitumen Sprayers • Asphalt Plants
- Paving Equipment

EX-IM Financing

904-925-2500

sales@nwe-usa.com • www.nationwideequipment.com

CCA HIV/AIDS Initiative Offers U.S. Companies Improved Access to HIV/AIDS Information & Resources

The new HIV/AIDS web page on the Corporate Council on Africa's website is designed to be a valuable, user-friendly tool offering CCA corporate members and other private sector organizations access to resources and potential partners in order to most effectively address HIV/AIDS prevention, education, care and treatment for their African work forces, their families and their communities.

The CCA HIV/AIDS Initiative, in its second year, is supported by a three-year grant from the Bill & Melinda Gates Foundation. Over the grant's duration, CCA is committed to establish effective HIV/AIDS policies in the workplace with each of its members. On the continent, member companies will be involved in developing national HIV/AIDS plans and will work with African national commissions on HIV/AIDS. CCA will also work to increase corporate financial support to combat the disease.

Stephen Hayes, CCA President, speaks to the value of the new addition to the organization's web site. "The creation of a CCA HIV/AIDS web page enhances the overall value of the HIV/AIDS program by permitting CCA members to more efficiently learn about and access the many beneficial resources and services the HIV/AIDS Initiative provides."

Highlights of the interactive web page:

About the Initiative:

This section includes a description of the CCA HIV/AIDS workplace policy, information on the Council's HIV/AIDS Advisory Group, and a link to the CCA Member Survey, a confidential

questionnaire whose results will allow the program to serve members' needs more effectively.

Member Profiles:

CCA member activities in the areas of HIV workplace policy development, prevention education, VCT, treatment and other community activities led by CCA members are highlighted here.

In Country Work:

CCA staff work closely with corporate members and other private sector representatives in-country to assist them in building capacity, financing initiatives, developing and implementing HIV/AIDS programs, and monitoring and evaluating outcomes. Reports on the Initiative's recent in-country work are found here.

Funding/Partnership Opportunities:

The Initiative realizes that funding is often an obstacle to initiating workplace program and policy development. This section provides access to potential funding opportunities and treatment options for HIV/AIDS private sector initiatives.

News and Events:

In this section you will find Initiative press releases and relevant news articles highlighting the CCA HIV/AIDS Initiative; the Initiative quarterly newsletter detailing program activities; and a list of upcoming forums, meetings and fundraising events the Initiative is participating in or sponsoring.

Organizational Partnerships:

In order to provide CCA members with the tools and strategies necessary to develop and implement effective

HIV/AIDS workplace programs, the HIV/AIDS Initiative seeks to partner with technical assistance providers, international donor organizations and resource dissemination providers. This section lists the Initiative partner organizations that have the expertise and resources to effectively address the needs of CCA members.

Guides and Toolkits:

One of the primary goals of the CCA HIV/AIDS Initiative is to provide CCA members with the appropriate tools, resources and contacts necessary to strengthen each company's response to HIV/AIDS. A number of organizations are developing guides or toolkits covering a variety of sectors, regions and scenarios. These guides are useful in providing step-by-step approaches to HIV/AIDS program and policy design. Descriptions of the more recent guides/toolkits CCA has been involved in developing and implementing are found here.

CCA-HealthAfrica Database:

The CCA HIV/AIDS Initiative compiled a database of public domain reference resources, toolkits, policy templates and other information relevant to the private sector response to the epidemic. AllAfrica Global Media, a CCA member has committed to index and disseminate this information on its website through its new initiative, HealthAfrica.org. This section provides direct access to the database. ●

Visit the CCA HIV/AIDS Initiative on the internet at http://www.africacncl.org/HIV_AIDS/HIV_AIDS.asp and learn how the CCA HIV/AIDS Initiative can meet your needs.

Dikembe Mutombo Foundation, Inc.

Honored with USA Weekend Magazine's "Most Caring Athlete Award," NBA All-Star Dikembe Mutombo Mpolondo Mukamba Jean Jacques Mutombo of the Houston Rockets has long been dedicated to improving the health, education and quality of life for the people in his birthplace, the Democratic Republic of the Congo. Created in 1997, the Dikembe Mutombo Foundation, Inc. is attempting to eradicate many childhood diseases that have virtually disappeared in developed countries while those diseases are still life threatening to children in the DR Congo everyday.

Because infections caused by poor sanitary conditions are a serious threat to both children and adults in the Congo, one of the Foundation's most important goals is to improve the present public health facilities that are currently lacking in both medical supplies and trained personnel. One major project of the Foundation is to build a new 300 bed general hospital (Biamba Marie Mutombo Hospital) in the capital city of Kinshasa. The groundbreaking ceremony for the new hospital took place in Kinshasa on September 15, 2001. The \$29 million project is scheduled for completion in June 2006. At its opening, the Biamba Marie Mutombo hospital will be the first new hospital in the DR Congo almost 40 years.

For additional information contact Susan M. Johnson, Executive Director, Dikembe Mutombo Foundation, Inc., at mutombo@dmf.org or visit the foundation's website at www.dmf.org.

Nationwide Equipment

Nationwide Equipment (NWE) specializes in the rental and sales of reconditioned earth moving and road building machinery. Located in Jacksonville Florida, its on-site inventory includes all types of earthmoving, road building and mining equipment such as used dump trucks, excavators, compactors, motor graders, backhoes, loaders, cranes and road pavers.

As a result of their efforts, NWE was invited to the White House by President George W. Bush in July of 2004. Mr. Ed Kostenski, President of Nationwide Equipment, had a 30-minute private meeting with the President in the Roosevelt Room addressing issues relating to small businesses and how the tax proposals have helped Nationwide Equipment grow.

Within it's most recent success stories NWE has closed a deal with Sad Oil Distribution Company in Mali. In the 2003 CCA Summit these two companies met and had the opportunity to discuss the infrastructure developments in the African nation. Through an approximate \$1 million medium-term guarantee policy NWE will export heavy construction equipment to Sad Oil with the support of the Export-Import Bank of the United States (Ex-Im Bank).

For additional information contact Ed Kostenski, President, Nationwide Equipment, at sales@nwe-usa.com or (904) 924-2500.

Trade & Investment Corporation for Africa, Inc.

Trade & Investment Corporation 4 Africa promotes the enhancement of awareness of business opportunities in the international trading system through capacity building events. Trade & Investment Corporation for Africa promotes investment, project finance, trade information exchange and import/export finance as well as serves as the African Common Market Hub where business will happen.

Trade and Investment Corporation for Africa anchors its activities on three main axes. To forge a Hub from which business transactions involves actors within the African Growth and Opportunity Act (AGOA), the ACP-EU Cotonou Partnership Agreement and its Economic Partnership Agreement (EPA) and the African Common Market through African Free Trade Areas, all African countries, their Chambers of Commerce and their corporate members.

Trade & Investment 4 Africa has established a strategic network of partners and business associates across the African continent and the global markets that you need to link up with us - because we know the African Market best.

We are active in project identification and sourcing of finance for projects in key sectors, namely: agriculture; education; energy and power; financial services; healthcare; housing; telecommunications; tourism; infrastructure (airline business; railroad)

For additional information contact Frederick Y. Alipui, President/CEO, Trade & Investment Corporation for Africa, Inc., at falipui@yahoo.co.uk (301) 977-5907.

Cocoa: A Powerful Tool for Development <By Susan Smith>

Unique Foundation Leads the global Effort to Support Sustainable Cocoa Supply, while Benefiting Farmers and Preserving the Environment

Two dozen cocoa farmers cluster in a forest clearing in the Ivory Coast. The farmers listen intently as a facilitator discusses improved techniques for cultivating cocoa trees. The techniques can improve farmers' yields and increase their incomes.

On other days, the facilitator provides information on cocoa pollination, fighting the pests and diseases that can devastate a cocoa field and current market conditions. For the thousands of farmers who have attended the Champ L'ecole, or Field School, the classes can mean the difference between a good year and bad, between a marginal business and a thriving cocoa farm. With help from the field schools, some farmers have even reclaimed farms that have been given up as unproductive.

These "classrooms" in rural West Africa are at the forefront of a unique effort to improve the quality of life for millions of people and to ensure a sustainable cocoa supply. These Field Schools are organized by the Sustainable Tree Crops Program (STCP), under the leadership of the International Institute of Tropical Agriculture (IITA). The World Cocoa Foundation and industry members along with the U.S. Agency for International Development (USAID) fund and provide technical input for the program through a public-private partnership.

The WCF was founded in 2000, with the goal of strengthening cocoa sustainability in all of the world's cocoa growing regions. "The long-term success of the chocolate industry, the well being of small cocoa farmers and the future of the tropical environment are firmly linked," said Bill Guyton, president of the World Cocoa Foundation. "These issues are far too

complex for one company or one government to address."

The supply of cocoa is under threat from a variety of economic, environmental and social factors. Those involved with the WCF see this as a long-term effort, but the organization has already achieved significant success in the cocoa-growing regions of Africa, Asia and Latin America. An example: more than 4,000 farmers have attended the West African field schools in 2004. A survey showed that those attending the schools and program activities have seen their incomes increase by 5-15%.

A centerpiece of the WCF approach is its support of responsible sustainable cocoa. The organization sees cocoa as a powerful economic development tool that can improve the quality of life in cocoa growing regions. Cocoa can also help protect the tropical environment. "Cocoa sustainability is a win-win for the chocolate industry and for local farmers and communities who produce cocoa," Guyton said. "The success we've had so far shows that applying strong values in the field can result in a strong cocoa business."

The WCF's success has attracted the attention of many in the chocolate using and producing industries. The organization now has about 30 industry members including CAOBISCO, Nestle, Kraft Foods, Masterfoods, Hershey Foods, Starbucks, Toms Confectionery, Nidar, Archer Daniel Midland and Cargill. In addition, the WCF is working on projects with a long list of



Giving instruction at a Farmer Field School in Ghana

development agencies and non-governmental organizations, including the Deutsche Gesellschaft fur Technische Zusammenarbeit, the Danish Development Agency, the International Labour Organization of the United Nations, Canadian International Development Agency, the U.S. Agency for International Development, the International Institute of Tropical Agriculture, the U.S Department of Agriculture, Conservation International, the Nature Conservancy and Winrock International.

"We've been impressed at the scope of the World Cocoa Foundation's partnerships," said John C. Long, Vice President, Corporate Affairs, at Hershey Foods and Chairman of WCF. "In a short time, they've enlisted the key players around the world and have been able to secure resources and apply them in a fashion that is making a real difference."

Cocoa under Threat

Most of the world's cocoa is grown on small family-owned farms, about 10 to 15 acres in size. About 70% of the world's cocoa crop comes from West Africa, the balance from Asia and Latin America.

Demand for cocoa has increased at a steady rate of about 3% per year over the past 100 years, while the current value of the cocoa world's cocoa crop is about 4 billion annually. Cocoa is an extremely versatile commodity, used in products ranging from confectionery to cake mixes to cosmetics.

While demand for cocoa has steadily increased, the supply causes serious concern. Swings in price and devastating crop losses have resulted in massive shifts in production over the past two decades. Often considered an "orphan crop", cocoa has not received adequate research funding to breed disease tolerance or resistant trees. As a result 30-35% of the crop is lost each year, with a value of EU 1.5 billion.

Compounding the problems is the fact that many cocoa farmers lack the support of an extension network and have limited access to credit, technical information or market information. Farmers resort to traditional methods, which are inefficient and take a toll on the environment. The result of these problems is that farmers often abandoned cocoa for other crops.

Taking Science into the Field

To combat this array of challenges, the WCF has focused on "bringing science to the field" through farmer outreach programs. These programs, designed with the help of local governments and farmer cooperatives, emphasize education and knowledge transfer with the goal of increasing income for farm families through improvements in yield and quality.

Much of the focus is on bringing modern agricultural practices to cocoa. The WCF has worked with governments to introduce genetic varieties of cocoa to reduce susceptibility to pests and disease. The WCF also works with partners to fund research on cocoa.

What is striking about the world's cocoa supply is the linkage between the various problems. Farmers move on to more lucrative products. Producers without access to technology and training use inefficient methods that hold down their yields and take a toll on the environment. Farmers may be tempted to hold their children out of school so they can spend more time working on the farm.

But the WCF is coming up with creative ways of taking advantage of these links. By addressing one problem, a linked problem is also addressed. Take the environment, for example. Cocoa trees thrive in the shade provided by the canopy of taller trees. This means that cocoa co-exists extremely well with the hardwood trees of the tropical forest. In Brazil, the WCF has worked with partners to train farmers to grow their cocoa under the canopy of the rainforest. When farmers see their cocoa thrive under these conditions, they have a powerful economic incentive to preserve the environment.

The World Cocoa Foundation is also taking a leading role in ensuring that cocoa is grown responsibly. This effort gained impetus in late 2000 when a documentary on child slavery in West African cocoa growing ran on Channel 4 in the UK. Over the following months, media reports appeared in the U.S. describing abusive child labor and child trafficking.



Cocoa growing in Africa.

The WCF has included appropriate child labor practices in its field schools. The curriculum stresses the importance of child safety on farms, particularly with the handling of pesticides and tools like machetes, and the need to ensure that children have access to, and attend school.

The World Cocoa Foundation is seeing its efforts pay off around the world, but those involved know that ensuring a sustainable cocoa supply is a long-term effort. From the industry's perspective, WCF programs show promise in improving the lives of farmers, while relieving concerns over the future of the cocoa supply. WCF members also applaud the group's emphasis on values, particularly as businesses and consumers alike become more attuned to responsible practices throughout the supply chain.

The real proof of the WCF approach is found in the fields of West Africa. "Before the champ l'ecole I got nothing from this farm and was considering moving to palm oil," said Koffi Kacou, a cocoa farmer in Offampo, Ivory Coast. "Now I am happy to remain with cocoa." ©

For more information on the World Cocoa Foundation, go to www.worldcocoafoundation.org

Challenges, Opportunities, Trends and Roles in Agri-business Development in Africa < By Alonzo Dority >

Agribusiness is arguably the most important sector for Africa's economic development. Identifying and capitalizing on commercial opportunities will allow African agricultural producers to increase revenue, thus encouraging them to increase capacity and quality standards. Unlike other industries, agribusiness is a sector in which Africans have comparative advantage in human, capital and natural resources.

In addition, due to land requirements, the vast majority of agricultural business ventures are developed in rural areas; these rural populations stand to benefit from increased agribusiness development. In many African countries, urban areas are grossly overpopulated from the lack of employment outside of these centers. In the long term, a larger agribusiness sector could lead to better education, a slow down in the spread of HIV/AIDS and new markets for products and services as populations decentralize.

Challenges

Despite the potential opportunities, there are several challenges to be addressed if one is to be successful in agribusiness ventures in Africa. While not impossible to overcome, several factors will differentiate a good idea from a real opportunity.

Transportation infrastructure

The efficiency, availability and dependability of ports, roads, rail and air transport directly translate into costs for the producer, particularly in cases where the product is perishable. Many African countries suffer from both limited and sub-standard transportation infrastructure. In combination with freight security and customs for cross border trade, African agribusinesses must be strong

in supply chain management.

Cost and availability of utilities

Electricity and water are typically expensive and unreliable. Irrigation schemes, power generators and like solutions require the producer to have financial strength and a solid business plan to absorb both the initial and long term cost. In Africa, many potential agribusinesses do not have the capital or the access to financing to overcome these challenges.

Market access

Accurate local and regional marketing data is not often readily available and therefore becomes more of a development cost for the producer. In the international market, competition is often overwhelming given the huge gap in production capacity. Producers in Africa must have resources to identify, understand and publicize to their target markets.

Politics

Political stability and its effect on operations is an issue to be considered; a breakdown can drastically affect the above factors. In Africa where modern politics is still relatively new, producers must consider the regional, national and local political climate.

Opportunities

Even considering the above challenges, there is ample opportunity for agribusiness throughout the



Workers at a pineapple exporting factory

continent. Most new opportunities fall into four categories: food staples; food processing; tropical foods; organic market.

Staples

Several food staples eaten in Africa, particularly in urban areas, are imported. Many countries have the right conditions to produce such staples; some countries have even produced them in surplus in the past. Unfortunately, these countries have not organized the resources to exploit such ventures.

With new perspectives on governing, sector privatization and regional stability, opportunities are ripe for exploration.

Food Processing

Many processed foods including canned fruits and vegetables, deshelled nuts, juices and jams are imported for distribution in urban areas though they contain raw product from Africa. Regional distribution of such goods could justify processing facilities, capable of various products and by-products. Such value added ventures are quite challenging, considering the capital and electrical requirements, supply chain management challenges, and required marketing expertise.

However, the profit margins make these projects very attractive, granted

one can secure favorable financing terms. Further, the socio-economic impact of the mechanization of agribusiness in Africa may lead to new opportunities for human development and entrepreneurs in services such as engineering and metal works.



Workers at a cashew deshelling plant

Tropical Foods

Many tropical fruits highly valued in the developed world are indigenous to many countries in Sub Saharan Africa. Products include fruits, nuts, coffee, tea and cocoa. With investment in research, control, farmer organization and marketing, products from Africa could compete beyond their traditional European markets, particularly in the U.S and China.

Already a well developed global market, the trade of tropical foods would require a strong marketing strategy. Competition with more established tropical regions, such as South East Asia and Latin America, is the greatest challenge.

Organic Market

An important comparative advantage for African agribusiness is that products and facilities easily qualify as organic. Organic certification, which has become a value added factor of production, is a natural state of many agricultural products. The rapid growth in the demand of raw or processed organic food products should offer producers the incentive to make the relatively small investments to organize operations to reflect their products value as organic.

As a marketing strategy, the organic market offers a unique opportunity in the immediate term. As organic labeling is a relatively new phenomenon, African producers are on more equal footing in the international market. Additionally, African producers

have generally not developed fast enough to incorporate practices that disqualify products from being organic.

ROLES

Given the complexity of both the challenges and opportunities surrounding agribusiness in Africa, roles beyond those of the producer and the consumer are key to the success of any agribusiness venture. Coordinated involvement between government, non-profit, and other private sector actors often is the best solution to arrive at a successful project.

Government

Government involvement is almost unavoidable in most countries' agribusiness development. Therefore, it can be useful to incorporate a foreign government with developmental interest. Fortunately, in Africa there is no shortage of foreign government sponsored developmental initiatives or bi-and multilateral trade agreements affecting agribusiness. Aligning private investment interest with developmental goals of the host country and/or a project sponsoring country can pave an otherwise bumpy road of bureaucracy. Once a government is convinced that a project is in accord with its developmental objectives, public support can be enough to overcome initial obstacles.

Non Profit Organizations

Similar to government with regards to developmental interests, non profits can be useful in implementing the social investment requirements of any given project. Conducting training, performing research and organizing small producers are key roles often played by non profits in Africa. Often, these organizations are tied to a sponsoring government, thus further justifying public support.

Private

Outside private interest is the most sought after support. For African producers and exporters, these investors offer technical and marketing expertise. Most importantly however, the private interest must understand the importance of being open to and supportive of local operation. Private investment will only benefit agribusiness growth if it allows the technical and market expertise to spread beyond its own personnel.

Private interest helps producers secure financing. The most favorable situation is when the investor is involved on the distribution side, assuring product take off.

Partnerships

Partnership between two or more of the actors—government, non profit and private sector—can be a viable solution to the complexities and challenges facing agribusiness in Africa. If interests can be well defined and incorporated in the business plan arranged by the private sector sponsor, any challenge can be overcome. Properly orchestrated, government resources and influence combined with non profit technical assistance and private sector commercial drive and business savvy can succeed where each entity alone could not. ☉

Alonzo Dority is a Senior Associate of AfricaGlobal-Division of the Schaffer Global Group

Egypt-U.S. Agricultural, Policy, Export and Investment

<By Mounir Foda Sabaa>

The Arab Republic of Egypt boasts an impressive array of agricultural products, which make up a substantial portion of the country's economy. Arable land extends over 6 million acres and 33% of Egyptian labor is engaged in the agricultural industry, employing 5.069 million workers. Agribusiness makes up 24.6% of GDP, 20% of the total exports and 9.8% of the total investments. The annual growth rate in 2003 is 3.6%.

Measures of the agricultural economic policy reform program in Egypt

Since the 1990s Egypt has been moving gradually and successfully to a market economy. In the agricultural sector the following policy reform measures have been implemented:

- Phasing out government control on crop area allocation; subsidies to production inputs and credit; and forced delivery system for crops;
- Removing governmental constraints on private sector in importing, exporting and distribution of farm inputs;
- Removing governmental constraints on private sector in importing and exporting agricultural crops;
- Liberalizing the exchange rate and eliminating the constraints on foreign trade;
- Limitation on state ownership of land and sale of new land to private sector;
- Confining the role of the Ministry of Agriculture to Agricultural Research, Extension and Economic Policies;
- Adjusting the land tenancy system;
- Adjusting the interest rate to reflect the commercial rate;
- Diverting the role of the principal Bank for Development and Agricultural Credit (PBDAC), to financing agricultural development projects

Value of Egypt's agricultural exports to the USA during 1999-2003

(In US\$ 1000)

| Commodities exported | 1999 | 2000 | 2001 | 2002 | 2003 | Changes% 1999-2003 |
|-------------------------|--------|--------|--------|--------|--------|--------------------|
| Cotton | 6,554 | 18,696 | 1,592 | 13,228 | 20,846 | 218.1 |
| Cotton | 0 | 0 | 5,941 | 5,701 | 4,022 | - |
| Spices | 7,178 | 7,297 | 8,188 | 8,718 | 8,187 | 14.1 |
| Fruit Juices | 3,160 | 3,909 | 4,195 | 4,482 | 2,865 | (9.3) |
| Vegetables, frozen | 790 | 744 | 961 | 1,643 | 1,505 | 90.5 |
| Vegetable, dried/Dehydr | 38 | 276 | 457 | 382 | 477 | 1155.3 |
| Essential oils | 1,644 | 1,449 | 1,812 | 1,390 | 1,419 | (13.7) |
| Herbs & Drugs | 899 | 763 | 809 | 1,087 | 1,293 | 43.8 |
| Fruit, Prep, Misc | 1,202 | 1,311 | 637 | 918 | 590 | (50.9) |
| Other meat products | 1,942 | 163 | 250 | 749 | 586 | (69.8) |
| Other vegetable seeds | 139 | 277 | 99 | 152 | 204 | 46.8 |
| Honey | 0 | 0 | 3 | 66 | 426 | - |
| Sub total | 23,55 | 34,88 | 24,94 | 38,52 | 42,4 | 80,20 |
| Gross total | 27,977 | 41,973 | 30,684 | 45,052 | 50,098 | 79.1 |
| % | 84.2 | 83.1 | 81.3 | 85.5 | 84.7 | - |

Source: United State Department of Agriculture, Foreign Agricultural Service.

7-4 Egypt's agricultural imports from the US:

The following table shows the evolution of Egypt's agricultural imports from the US during 1999-2003. Corn, Wheat, Soybeans, Feed ingrd, Vegetable seeds, Sunflower seed oil...etc are the main agricultural commodities imported by Egypt from The US. The value represent between 85% to 95% of the total value of Egypt agri. Imports from the State. Value of some items were increase others were decrease and/or fluctuate.

as well as rural development activities. These reforms have shown positive impact on the performance of the country's agriculture industry. Tangible benefits include increases in cultivated area, total value of agricultural production, productivity per unit area and water, credit facilities, investment rate and Egypt's self sufficiency rate as well as improvement in farmers' net incomes.

Exports Promotion Strategy

The major trade partners include the EU and the USA with shares

exceeding 30% and 10% respectively of total Egyptian exports. Other trade partners include South East Asia and Arab countries. Trade with other developing countries, including those in Africa, is rapidly increasing.

The "Egyptian Export Development Strategy" documents the government's plan to achieve its goal of enhancing and promoting Egyptian exports during the coming decade. A system to mitigate past impediments to exporting has been identified. One method used to address such impediments is law no. 55, issued by the the Egyptian Ministry of Foreign

Trade for the year 2002. This law focused on financing research on exports, establishing marketing and training centers and facilitating communication between the Egyptian exporters and foreign importers. This new law supports cost efficiency for exporting to ensure fair competitiveness for the Egyptian exports in global markets.

Investment promotion and the attraction of Egypt's foreign investors

The government has taken various steps to ensure that the investment climate is as favorable as possible. Notably, the investment law of 1997 allows foreign companies to have 100% ownership of Egyptian companies and provides for the repatriation of dividends. The law identifies sixteen fields that benefit from investment incentives outlined in the law. Further, the government has created a "positive list" helping investors to identify favorable areas in which to invest.

The attraction of Egypt to foreign investors includes its political stability, large domestic market and diversified nature of its economy. The country has a labor force that is low cost, abundant and relatively easy to train and includes well-educated managers and professionals. Egypt's financial system is extensive and quite competitive. Investors are attracted to the prospect of an agreement with different economic groups which will bring free trade in industrial goods and maximum liberalization of trade in agricultural products.

Egypt's-U.S. import/exports trade

The main commodities that make up Egyptian agriculture exports to the United States during the last five years (1999-2003) are cotton, spices, fruit juices, fresh fruit, vegetables, oils, herbs and drugs and meat products,

Value of Egypt's agricultural imports from the USA during 1999-2003

(In US\$ 1000)

| Commodities imported | 1999 | 2000 | 2001 | 2002 | 2003 | Changes% 1999-2003 |
|-------------------------|-----------|-----------|-----------|---------|---------|--------------------|
| Corn | 282,591 | 344,615 | 401,084 | 381,021 | 360,516 | 27.6 |
| Wheat | 487,525 | 496,262 | 387,466 | 259,650 | 401,882 | (17.6) |
| Soybeans | 17,747 | 25,395 | 44,448 | 31,986 | 23,432 | 32.0 |
| Soybean Cake & Meal | 17,360 | 54,280 | 44,592 | 27,411 | 6,629 | (61.8) |
| Soybean Oil | 25,212 | 710 | 13,456 | 18,789 | 27,305 | 8.3 |
| Variety, Meats, Beef | 16,338 | 24,526 | 21,379 | 14,480 | 19,307 | 18.2 |
| Corn Oil | 11,510 | 8,547 | 10,599 | 14,078 | 19,307 | 67.7 |
| Corn Gluten Feed & ML | 4,453 | 16,531 | 17,807 | 14,201 | 21,470 | 382.1 |
| Feed, ingrd & FOD | 4,522 | 8,724 | 12,826 | 14,434 | 17,004 | 276.0 |
| Beef & Veal,FR/CH/FZ | 21,603 | 5,189 | 3,012 | 7,016 | 7,037 | (67.4) |
| Sunflower Seed oil | 9,092 | 7,459 | 1,543 | 5,984 | 1,600 | (82.4) |
| Edible Tree Nuts | 5,469 | 5,194 | 4,725 | 5,760 | 4,252 | (22.3) |
| Hardwood Veneers | 2,296 | 3,446 | 2,460 | 4,553 | 3,032 | 32.0 |
| Beef & Veal, Prep/Pres. | 138 | 362 | 3,920 | 4,497 | 3,504 | 2439.1 |
| Other vegetable seeds | 2,601 | 5,238 | 5,206 | 4,406 | 5,424 | 108.5 |
| Live Poultry | 4,108 | 2,570 | 2,068 | 3,563 | 1,229 | (70.1) |
| Fresh Fruits, Decidi | 5,256 | 2,254 | 2,476 | 2,429 | 809 | (84.6) |
| Hardwood Lumber | 4,942 | 4,910 | 2,177 | 1,305 | 1,595 | (67.7) |
| Non-fat Dry Milk | 13,660 | 4,581 | 4,040 | 0 | 0 | - |
| Sub total | 936.4 | 1020.8 | 985.3 | 815.6 | 925.3 | (1.2) |
| Gross total | 1,091,531 | 1,079,116 | 1,038,543 | 874,051 | 976,863 | (10.5) |
| % | 85.8 | 94.6 | 94.8 | 93.3 | 94.7 | (19) |

Source: United State Department of Agriculture, Foreign Agricultural Service.

representing more than 81% of the total value.

In terms of Egypt's agricultural imports from the U.S. from 1999-2003, the main items are corn, wheat, soybeans, feed ingredients, vegetable seeds and sunflower seed oil. The value of these products represents 85%-95% of Egypt's total imports from the U.S.

Egypt is working to further develop its agriculture sector in order to increase future trade with the U.S. and international community. Efforts that have been undertaken include specific

strategy documents as well as general measures to encourage exports.

Egypt hopes to see the fruits of its labor rewarded with increased trade and investment with the United States in the coming years. ☉

Mounir Foda Sabaa is Chief of Research, Agricultural Economics Research Institute Agricultural Research Center, Ministry of Agriculture, Egypt.

For additional information contact the Egyptian Embassy's commercial office at 202-265-9111

Investment Financing, Agri-based Value-chains and SME's in Africa <By Joyce Cacho>

Financial markets are instrumental in bridging great distances. In today's world of open financial capital flows, stock markets around the world match investor demand for returns on investment greater than can be derived from bank deposits while at the same time offering a mechanism to manage risks through diversification across industrial, geographic, and currency markets. However, alternatives to the public financial market, such as 'venture capital' funds, are investment instruments that may be most appropriate for emerging markets—especially when the local stock markets are still evolving from a thin base.

VIEWPOINT CHANGE— 'SMALL' IS GOOD!

African agriculture is becoming increasingly well known outside the continent, and the dominance of smallholder farms and the fact that over 70% of the population is linked to agriculture, are invariably viewed more as challenges than as opportunities. The real 'opportunity' of African agriculture is that from macroeconomic and private sector perspectives, 'small' means large numbers of entrepreneurs who can cushion macroeconomic swings by absorbing laid-off or retrenched workers. Research has shown repeatedly that the small-size business is often the best size for innovation. When viewed from this vantage point, Africa is characterized by large numbers of entrepreneurs seeking opportunities to sell their products to earn an income, to purchase other products in the market. Shifting smallholder farmers from the consumption limits of a subsistence agri-based livelihood, to active participants in a diversified,

more resilient macroeconomy is the overarching challenge.

Financing mechanisms and economic development have generally focused on the extremes of the enterprise size spectrum - either microenterprises or large commercial size enterprises. Microfinance institutions (MFI's), a model that has worked well for both the rural and urban poor, continue to grow because there is unmet demand by microenterprises for formal sector financing. Although MFI's represent a highly labor intensive financing mechanism, by employing 'community collateral' their performance is enviable, especially in the area of the small volume of non-performing loans. This translates into more effective and efficient re-deployment of financial capital than some 'traditional' banks.

The requirements of the MFI model—labor intensity to monitor 'community capital' and the small size of the loans—limits its replicability and makes unreasonable, the expectation that it is 'magic bullet' for meeting the financing needs of small size 'enterprises' in agriculture or other industries.

FINANCING GAP

To date, most investment (venture) funds in Africa have limited their scope to specific segments of the 'financing' pie. In fact, investment funds cluster in the below US\$50,000 project range or in the over US\$1 million range. Projects that lie between these extremes tend to be excluded from new financing products of traditional banks and also are not served by many of the investment funds.

Deal flow for projects between the US\$50,000 and US\$1 million range can come from enterprises graduating from existing funds with a micro

focus, the MFI's. Also, bundling smaller projects with a value-chain orientation in the food/chemical industry and related services, or similar projects geographically dispersed are additional sources of deals. However, delivering the double-digit, 'double bottom line' results of an 'in-between' investment fund requires a team that has the on-the-ground experience to implement the vision of smallholder agriculture seen from an entrepreneurial, business viewpoint.

A 'new' "Investment Fund" targeting in-between sized SMEs is currently 'under construction' in Kenya funded by the World Bank via the Ministry of Industry. There is strong interest in attracting capital from private companies with 'corporate social responsibility' requirements, donors with development finance 'windows' and private investment funds. However, the 'in between' financing space will not be filled by only one fund!

RESOURCES FOR CAPACITY STRENGTHENING & NETWORKING

Key complements to financing agriculture and the related value chains via investment funds are (a) capacity building for smallholder farm managers, and (b) a business environment conducive to growth. Turning first to strengthening the business skills of smallholder farmers, the good news is that there are more training programs being offered on the African continent, making the programs more accessible. Collaborations between U.S. and African universities present the opportunity to develop programs that inspire strong participant contribution in discussion. Participant sponsorship is an avenue for U.S. corporations to invest in developing networks in first-

stage, growing businesses. Making Markets Matter(c), Inc., an Ithaca, NY-based NGO, implements annual workshops for SME owner-managers. The workshop, developed via collaboration between Cornell and Stellenbosch Universities, takes place at Stellenbosch near Cape Town, South Africa. In addition to short-term programs such as Making Markets Matter(c), Inc. workshop, enterprise development centers have been established to support SME's in the enterprise and business sectors of Africa. An example is the Center for Excellence in Entrepreneurship Development (CEED), based at the United States International University (USIU) in Nairobi, Kenya. Annually, CEED hosts an International Entrepreneurship Conference involving participants from throughout Africa and other emerging markets.

Capacity building programs for SME's must be complemented by a conducive business environment—nationally and regionally—that supports the viewpoint that a vibrant, entrepreneurial private and finance sector is integral to shifting agriculture from its current subsistence, commodity position to one of contributing to a diversified and dynamic economy. Growth in foreign direct investment (FDI) in Africa has remained low during the past 10 years with the major share of flows targeting five countries in North Africa. In the recent past, FDI to acquire existing assets in Sub-Saharan Africa has been dominated by sales of state owned companies linked to economic restructuring programs. However, fostering a solid band of entrepreneurial businesses in Africa, especially in the agri-based value-chain, will be instrumental in priming the pipeline of merger and acquisition investment deal flow from foreign and domestic investors. In countries such as Mozambique, Uganda, Ghana and Tunisia initiatives to attract and

facilitate investment include establishing 'one-stop' investment agencies, implementing programs that permits foreigners or nationals to establish a company via the internet and infrastructure investments in export processing zones.

AGRICULTURE IN COMMERCE POLICY

Agri-based investing and financing in Africa can be greatly assisted by including agriculture in the broader commercial or business policy framework. This would strengthen warehouse receipting systems that permit commodity financing without individual finance institutions needing to manage the physical, agricultural collateral—a cost that easily tips the balance against financing the agri-based value chain. The Uniform Commercial Code (UCC), enacted in each state in the U.S., provides a template for African countries interested in taking initiative in commercial policy that fosters agri-based value chain investing. Similarly, fostering investment in agri-based value chains via commercial tax policies would signal to investors a country's commitment to promoting the development of food and chemical industries to serve domestic and regional markets in Africa. Lastly, the emergence of networks of Small Business Associations (SBA) could serve to strengthen linkages between agriculture and commercial policies and laws, while supporting the interests of the smallholder farmer and related agri-based firms. In the U.S., SBA's are key focal points of resource information, at a minimum, and function as part of the 'shock absorbing' system during periods of economic restructuring.

CONCLUSION

The Corporate Council on Africa's September 2004 Increasing Capital

Flows to Africa Conference, held in Johannesburg, South Africa, featured presentations by financiers as well as by companies marketing their projects. Although there is investment capital seeking the higher financial returns and projects needing financing and offering the higher returns, it is 'bridging' these essential components of a deal that is the major challenge. The Council's November 2004 U.S.-Africa Agribusiness Conference in Monterey, California brought together key components of the 'investment bridge' for a sector that is positioned to shift from its current commodity, smallholder, subsistence status to an entrepreneurial, small business, agri-based value-chain industry. In the transition of viewpoint of the dominant characteristics of African agriculture to that of being a profitable, double-digit return investment business, there are opportunities available for investment (venture) funds. A growing number of African countries are beginning to implement programs to facilitate investment and linking entrepreneurial behavior to the formal economy. Today, there are still investment gains to be derived from 'first mover' advantage. Although the window on these types of 'advantages' will decline as the number of investment funds for Africa increase and there is expanded coverage of sub-regions of Africa, the growth prospects for the continent with a vibrant private sector, will strengthen.®

Joyce Cacho holds a doctorate degree in agribusiness finance and worked with the U.S. office of Rabobank International—a Dutch cooperative, food and agribusiness bank, with a global reach. Currently, Ms. Cacho is based in Nairobi, Kenya and works as an Independent Consultant in the areas of Finance, Strategy, Food & Agribusiness Investment, Portfolio Management. Dr. Cacho may be contacted via cachojas@aol.com.

Botswana's Lifesaving Public Private Partnership < By Tony Carroll >

Upon arriving in Botswana as a young Peace Corps volunteer in May 1976, one could not help but be struck by sheer poverty and remoteness of the newly Independent country. At that time, annual per capita income was less than \$100, making Botswana the fourth poorest country in the world.

Notwithstanding this poverty, the land provided a modest living and Botswana was blessed by the fact it was a largely homogenous country and not riven by tribal conflicts. Most importantly, the Botswana had an inherent democratic culture forged in the widely consultative tribal forum called the Kgotla. Upon this base, Botswana has built a Democracy that is the envy of Africa.

Botswana is also the world's largest source of high quality diamonds. The country invested its national wealth in its people through public education and health care projects. By 1990, Botswana had attained ratings on the human development index that rivaled those of southern Europe, including universal free education until university and a life expectancy of nearly 70 years.

Reversal of Fortune: The onset of HIV/AIDS

However, Botswana's victory over poverty and underdevelopment proved pyrrhic. By the late 1980s Botswana began to see an escalation of HIV incidence that is only now beginning to plateau at upwards of 38% of the adult population. Botswana's life expectancy dropped from a high of 69 years in the late 1980s to 35 years at present.

The socio-economic impact has been devastating as the most productive actors in society have been most deeply effected. Moreover, the national health system has become overburdened with care and treatment of HIV/AIDS patients. One of the saddest tragedies of all is the plight of the orphaned children who are left behind.

So stark was the prognosis that in 1998, President Festus Mogae stated that the pandemic had put the whole existence of Botswana at stake. Botswana appointed a National HIV/AIDS Coordinator, the first of its kind in all of Africa, and instituted aggressive public information campaigns. Still, it was clear that Botswana was fighting an uphill battle.

A Public-Private Partnership

Merck and Co. has been a leader in the battle against the pandemic as manufacturer of protease inhibitors and anti-retrovirals (two of the most common form of HIV/AIDS treatment), and a developer of several vaccines. However, Merck recognized that providing medicines was only a part of the solution. In fact, poor administration of medicines would create increased resistance and endanger millions.

Merck wanted to create a private-public partnership driven by business principles and expectations.

To develop the model, Merck teamed up with The Bill & Melinda Gates Foundation and approached the Government of Botswana to form The African Comprehensive HIV/AIDS Partnership (ACHAP). To mount the response, ACHAP was armed with \$100 million (\$50 million from each foundation) and the free use of Merck's two antiretroviral medicines for the duration of the partnership.

Created as a public-private partnership, ACHAP also sought to support initiatives in the areas of prevention, care and support. Furthermore, ACHAP insisted that all programs it supports be locally owned and driven, cost-effective, sustainable and designed to build local infrastructure and capacity.

The Way Forward

Despite the pioneering success of the program, progress has not been easy.

Stigma surrounding the disease, the fact that so few HIV positive people actually know their status, and the shortage of skilled manpower have proven to be significant hurdles.

While in the first eighteen months of ACHAP less than 3,000 people enrolled for treatment, by the end of 2004 enrollment had dramatically increased. And with an ambitious program to decentralize treatment into rural villages, there are reasonable expectations that Botswana will have a majority of its infected population on treatment by the end of 2006.

The introduction of ARV therapy caused a major re-think of the policy of voluntary counseling and testing. As the promise of treatment means that HIV/AIDS is no longer a death sentence, HIV testing is now offered as a routine procedure in all healthcare facilities. Patients still retain the right to "opt out" and confidentiality is safeguarded. After nearly a year of this new policy, very few people are choosing to opt out and many more HIV positive people know their status before they become too ill to benefit from ARV therapy.

The biggest lesson from Botswana's ARV program to date has been the need to develop a model of care appropriate to the country, which in Botswana includes empowering nurse practitioners to perform some of the tasks previously the exclusive domain of medical doctors.

It is clear that the HIV/AIDS pandemic will be the major health challenge of the next decade. Despite the bleak scenarios, Botswana is proving that through the development of partnerships such as ACHAP it is possible to fight back against HIV/AIDS. When a country is able to mobilize the right mixture of political leadership, resources and technical expertise, progress is possible. ●

Tony Carroll is Vice President, Manchester Trade Ltd.

SAA Partner with the NBA for Africa's Youth <By Dale Nicholson>

South South African Airways and the National Basketball Association (NBA) joined forces in September for the second year in a row for Basketball Without Borders-Africa, a NBA program that provides the chance for 100 of Africa's bright, young athletes to learn sports and life skills from top U.S. basketball players and coaches.

Held in Johannesburg, September 6th through 10th, the program offers young players the chance to train with the pros and features extensive community outreach and seminars to promote leadership and healthy living, and address social issues including HIV/AIDS and drug abuse education and prevention.

South Africa's flagship airline and a leading sponsor of the event, South African Airways flew a contingent of current and former NBA players, including African-born Houston Rockets center Dikembe Mutombo (Congo), and coaching personnel from 10 different NBA teams to Johannesburg to serve as coaches for the camp.

The carrier also facilitated flights for the athletes from more than 20 African countries including Angola, Cameroon, Egypt, Lesotho, Mozambique, Senegal and Nigeria.

For Mutombo, the program is a chance to contribute to his homeland. "I'm very happy to return to Africa with the Basketball Without Borders program," said Mutombo. "The camp is a great event and an investment in the future of Africa's youth."

In addition to flying the players and athletes, SAA transported uniforms and gear from the U.S. to South Africa for Basketball Without Borders-Africa, including jerseys, shoes, t-shirts, hats, basketballs and sport equipment.

SAA also assisted the NBA in local outreach by flying over more than four tons of charitable goods for community pro-

grams including blankets, pillows, and school supplies, and more than 5,000 books, CDs and magazines for learning centers in South Africa. Donations were made to support the children of the Soweto Kliptown Youth (SKY) Trust, and the Ithuteng Trust in Pimville, South Africa, a school, orphanage, and youth empowerment program for children from poverty-stricken families.

"South African Airways is honored to partner with the NBA for Basketball Without Borders-Africa," says Roberto Cuesta, SAA's Vice President of Marketing for North America. "The camp is a unique educational program, and an incredible vehicle for goodwill, outreach, and cultural exchange. We are proud to be involved in the camp's mission and to bring the coaches, players and athletes to experience South Africa."

According to Amadou Fall, one of the camp's directors and an international scout for the NBA team the Dallas Mavericks, of 100 players who attended the camp in 2003, 14 are now attending American schools, at both the high school level and college level. A number of athletes from the September 2004 camp have also received invitations to study and play basketball in the United States.

"As a result of this past year's camp, athletes from Senegal, Tunisia, and Cameroon, now have scholarships at prep schools in Connecticut, Massachusetts and San Antonio," says Fall. "There are also other athletes with scholarship offers and we are working out the timing to help finalize." Fall, who hails from Senegal, is delighted for the African athletes to have this chance for education, sports and cultural



Basketball star Zach Randolph of the Portland Trailblazers stops to chat with children during this visit to the Kliptown Soweto Youth Trust

exchange. "I am from Africa," explains Fall, "and I know what it means for them to have this opportunity."

NBA ambassador and Hall-of-Fame legend Bob Lanier credited the teamwork between players, coaches, and sponsors for the success of Basketball Without Borders-Africa.

"Basketball can give young people a vehicle to grow and enrich their lives," says Lanier, who believes these youths will bring enrichment back to others in their communities. "It's a spirit of giving that goes on and on. If we can expand our efforts and our sphere of influence, we can help to make a difference in people's lives."

Many of the NBA players and coaches who came to South Africa to participate in the camp extended their travels to explore the country's natural and cultural sites. All were touched by the beauty of the land and its people.

"It's incredible," says Dallas Mavericks star Shawn Bradley recalling his time during Basketball Without Borders-Africa. "There are so many things we experienced that we will never forget. It was a great feeling and a wonderful opportunity." ©

Dale Nicholson is Director Corporate Communications, North America, South African Airways. For additional information, contact DaleNicholson@Flysaa.com.

West Africa's Hidden Treasures < By Brittany Williams >

West Africa's vibrant agribusiness sector has become a more integral part of the American economy than the average American most likely recognizes. Without natural products from countries like Ghana, Burkina Faso, Niger and the Ivory Coast, U.S. supply of chocolate, cashew nuts, certain cosmetics products and tropical fruits would not be so widely available.

The West Africa International Business Linkages (WAIBL) program, one of the Corporate Council on Africa's one of CCA's most successful programs, has recently focused its energy on this diverse and colorful sector. WAIBL, funded by the United States Agency for international Development's (USAID) West Africa Regional Program, focuses on increasing commercial partnerships between businesses in the United States and West Africa.

In November 2004, WAIBL sponsored the attendance of six West African companies at CCA's U.S.-Africa Agribusiness Conference held in Monterey, California. The conference focused on sustainable agricultural development in Africa, U.S. quality control standards, technology and market access. The West Africans in attendance, representing agribusiness interests in the dried fruit, tropical flower, gum arabic, shea butter, cocoa and grain industries, affirmed the growing interest of West African producers to export to the United States.

On February 1 and 8, 2005 WAIBL will

hold two U.S.-West Africa Agribusiness Conferences in Niamey, Niger and Accra, Ghana, respectively. The focus of the conferences will be on the U.S. companies traveling to Niger and Ghana: an equipment supplier; a broker of seafood, vegetables, and fruit; importers of shea butter; importers of traditional African food products; a transportation company focusing on cargo between the U.S. and Africa; and an importer of gum arabic. While the potential remains high for increased trade in agricultural goods, few Americans realize the actual extent of the presence of West African goods in our markets.

Shea butter, a product commonly called "women's gold" in Africa, is exported to the United States at a rate of more than 500 tons per year. The butter, used in lotion, soaps and various other cosmetics products, is a main ingredient in items sold by l'Occitane, Origins and Bath and Body Works. Eleven of the sixteen African countries producing shea butter are located West Africa, making it a quintessential region for many American cosmetic companies.

In the confection arena, 60% of the world's cocoa supply, the main ingredient in chocolate, is found in West African countries including the Ivory Coast, Ghana, Cameroon and Nigeria. Gum arabic, produced in the Sahel region of West Africa, is used in soft drinks, commercial aviation and cosmetics. West African coffee, pineapples, flowers, cashews, coconut and cotton are also ever-present in the American economy.



An employee packages soap made from shea butter at Natura Soap in Benin. The soap is made from shea butter sourced from rural women's cooperatives.



This farm is one of many sustainable agriculture sites of Project Songhai across Nigeria and Benin.

WAIBL's upcoming agribusiness conferences in Niger and Ghana will focus on bringing American equipment to the region in order to boost production, and on facilitating the purchase of West African products by American brokers and importers. One thing is for sure: these flavorful West African products continue to bolster American product diversity. ☉

Brittany Williams is the Program Coordinator of the West Africa International Business Linkages Program.

In the confection arena, 60% of the world's cocoa supply, the main ingredient in chocolate, is found in West African countries including the Ivory Coast, Ghana, Cameroon and Nigeria.

A Synergy Between the Old World and the New World

Courtesy of 57 Main Street Wine Company

South Africa, the second oldest New World wine country, is the only New World wine country that combines its Huguenot heritage of classic French winemaking skills with New World wine styles.

These wines, consciously positioned between Old and New World styles, are unique in their synthesis of the Old and New World. They retain the excellence of traditional styles of winemaking combined with New World technology and presentations.

Today, more than 300 years after wine was first produced at the Cape of Good Hope, the latest viticultural and oenological techniques and the innovative skills of South Africa's winemakers, ensure the country of a leading position among world wine countries.

South Africa has five wine regions, divided into 14 very diverse wine districts classified under the Wine of Origin Areas by the Wine & Spirit Board. Each is comprised of smaller wards, where specific micro-climates and terroirs dictate marked differences in grape varieties and wine styles.

Cape wine country extends over a large geographic area stretching from the northern West Coast region on the Atlantic Ocean to the near desert of the Klein Karoo. More than 100,000 hectares of vineyards are cultivated by 4,500 primary producers and wine is made in more than 340 cellars and estates.

These wine areas are among the most beautiful in the world. They range from historic Constantia near Cape Town to the centuries' old towns of Stellenbosch, Paarl and Franschhoek; from the fertile Breede River valley to the hills of the Olifant's River.

The Western Cape's Mediterranean

climate has warm summers and cold winters with winterfall between May and August. Winds from the ocean, mainly the Atlantic with its icy Benguela current, moderate the summer warmth. Further east and towards the north, the Klein Karoo, Olifants River and Orange River areas tend to be warmer and drier.

In 1973, legislation was introduced to recognize and protect the distinctive qualities that wines derive not only from certain areas and estates but also from specific grape varieties and vintages. A seal, which has been certified by this Board, appears on each bottle of wine, guaranteeing the reliability of all information relating to origin, variety and vintage as stated on the label.

The wine industry in South African context is much wider than signified by the ordinary meaning of a word "wine". Brandy and its building blocks (rebase wine and distilling wine) have always formed a significant part of South Africa's wine industry. In recent years grape juice and grape juice concentrates for use of non-alcoholic beverages, and not just for the sweetening of drinkwine, have also come to the fore. The South African wine industry thus encompasses drinkwine (natural, fortified and sparkling), rebase wine, distilling wine, brandy and other spirits distilled from distilling wine, and grape juice and grape juice concentrate from use in drinkwine and non-alcoholic products.

57 Main Street Wine Company is the exclusive importer and marketer of KWW International products in the United States and throughout the Americas. Formed through a joint venture between KWW International and Peter Andrew, LLC, 57 Main Street has emerged as one of the most vibrant and diverse importers of wine and spirits in the United States. The company's



South Africa is the only New World wine country that combines its Huguenot heritage of classic French winemaking skills with new World wine styles

portfolio includes fine wines, brandies and fortified wines, produced from the most exclusive South African wine regions, boasting a brand and wine style to suit every occasion and taste.

The company's commitment to advancing both consumer and trade awareness of South African wines and culture has resulted in rapid increases in regional distribution and sales. 57 Main Street plans to introduce wines and spirits from other countries to their portfolio, guided by the same principles of quality, innovation and character that have long been the signature of KWW International.

57 Main Street's headquarters are based in Garden City, New York, with national support provided by a team of experienced, multi-cultural professionals throughout the U.S. In addition to representing KWW's award-winning portfolio, 57 Main Street had the honor of introducing Imoya V.S.O.P. Cape Alambic Brandy to U.S. consumers, a tribute to the new spirit of the African renaissance in this country and internationally. ©

For additional information, contact Rachel Lovett at 516-357-2070 or customer care@57mainstreet.com or visit the company website at www.57mainstreet.com

Your spirit warms
our fuel-injection pumps.



DaimlerChrysler Corporation proudly supports the Corporate Council on Africa.
Best wishes for your continued success.



Brands of DaimlerChrysler Corporation

Chrysler, Jeep and Dodge are registered trademarks of DaimlerChrysler Corporation.

EXECUTIVE COMMITTEE

| | | | | |
|-----------------------------------|-------------------------------------|----------------------------------|---------------------------------------|---|
| Frank Fountain Chairman | Ken Evans Vice Chair | Larry Bailey Treasurer | Jack Edlow Member-at-Large | Van Yeutter Member-at-Large |
| Stephen Hayes President | Stephen Cashin Vice Chair | Earl Young Secretary | Henry McGee Member-at-Large | Maurice Tempelman Chairman Emeritus |

BOARD MEMBERS 2003 - 2004

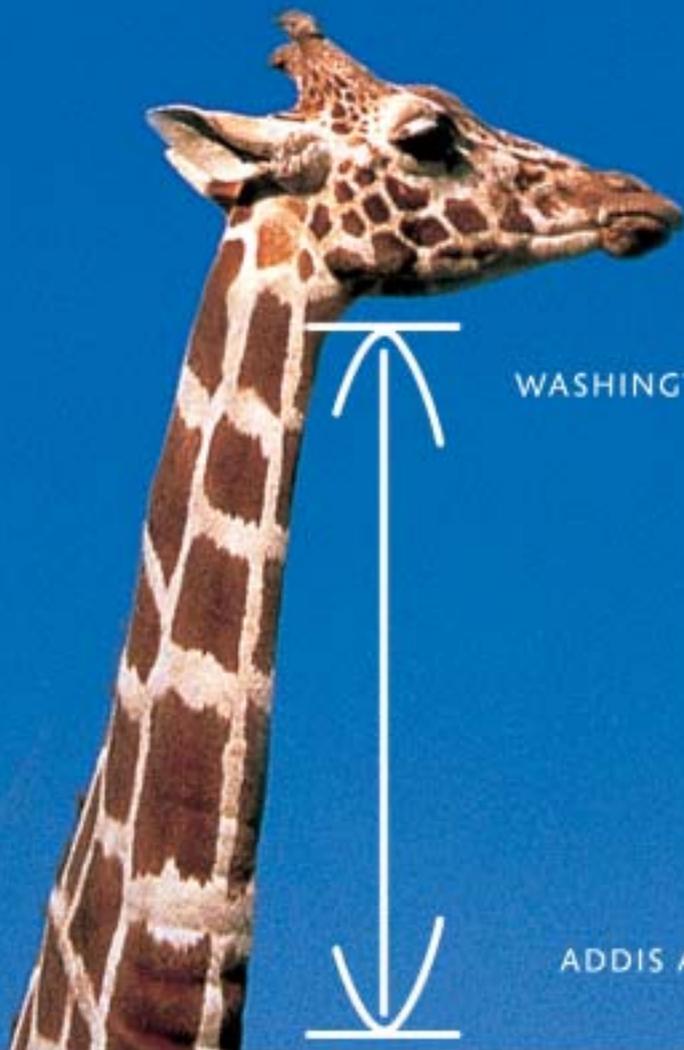
| | | | |
|---|--|---|---|
| Larry Bailey* LDB Consulting | William Guyton World Cocoa Foundation | Henry McGee ConocoPhillips | Phillip de St. Aubin The Boeing Company |
| Tony Barclay Development Alternatives, Inc. | Peter Hayes Microsoft | John Noel The Noel Group | Maurice Tempelman* Lazare Kaplan International Inc. |
| Stephen Cashin Modern Africa Fund Managers, LLC | Stephen Hayes* Corporate Council on Africa | George Otchere Science Applications International Corporation | Kadita Tshibaka Citigroup |
| Marjorie Chorlins Motorola | Walter Kansteiner The Scowcroft Group | Gregory Pensebene Anadarko Petroleum | JC Watts J.C. Watts Companies |
| Jack Edlow Edlow Resources Limited | Frank Kennedy HSBC Equator | Sharon Pratt Pratt Consulting, LLC | Stephen Witort 3M |
| Ken Evans Exxon Mobil Corporation | George Kirkland ChevronTexaco | Earl Reynolds Devon Energy | Van Yeutter Cargill Inc. |
| Frank Fountain DaimlerChrysler | Carlton Masters GoodWorks International | | Earl Young Jean-Raymond Boule Corporations |

*Ex Officio

THE CORPORATE COUNCIL ON AFRICA MEMBERS

| | | | |
|--|--|---|---|
| 3e | ConocoPhillips | International Truck and Engine Corporation | Panapress = News exchange |
| 3M | Conscious & Connected | J.D. Stark & Associates | Pegasus Energy c/o The Ballard Group |
| ABB Vetco Gray | International, Ltd.—A Subsidiary of The Imoyase Group, Inc. | Jean-Raymond Boule Corporations | PennWell Corporation |
| Abbott Laboratories | DaimlerChrysler AG | Johnson & Johnson | Pfizer, Inc. |
| Academy for Educational Development | De Villers Inc.= Africa 2005 Book Development Alternatives, Inc. | JurisAIDS | Piper Rudnick, LLP |
| Access Bank Plc | Devon Energy | Kenya Airlines | Placer Dome |
| ACDI/VOCA | Dikembe Mutombo Foundation | KHAFRA Engineering | Prince George's County Economic Development Corporation |
| Acrow Corporation | Doley Securities, Inc. | Kosmos Energy | Project HOPE |
| African Wildlife Foundation | Edlow Resources Limited | KRA Corporation | Qualcomm |
| Africare | Emerging Markets Partnership | Kroll | Raytheon Company |
| AllAfrica Global Media | EnCana Corporation | Law Offices of Ade Awojobi | ResourceLinc.Com |
| Allied International Marketing Corp. | EnterpriseWorks Worldwide | Lazare Kaplan International Inc. | Rwanda Investment Promotion Agency |
| Amerada Hess Corporation | Enviromental Remediation Holding Corp. (ERHC) | LDB Consulting, Inc. | SAIC |
| American Global Data Exchange Corp. (AGDE Corp.) | Ethiopian Airlines | Leader One Inc. | Samuels International Associates, Inc. |
| American Petroleum Institute | Evergreen Helicopter, Inc. | Lehman Brothers | Schaffer AfricaGlobal Group |
| American Soybean Association | Exxon Mobil Corporation | Life-Line Solutions, LLC. | Seacor Smit Inc. |
| American Worldwide Inc. | Fayus Enterprises | Living Water International | Shell Int'l Exploration and Production Inc. |
| Anadarko Petroleum Corporation | Fluor Daniel, Inc. | Lucent | South African Airways |
| Anjelo Mida, Inc. | Futures Group | MacQuarie | Standard Bank |
| Archer Daniels Midland Company | GAPCO | Madagascar World Radio | Standard Construction Ltd. |
| ARD, Inc. | General Electric Company | Magana Flowers (K) Ltd. | Starbucks Coffee Company |
| Baker & Hostetler LLP | General Motors | Management Systems International (MSI) | Structured Credit International Corporation |
| Banro Corporation | George Forrest International | Manatt.Phelps & Phillips | Sunoco, Inc. |
| Barron-Birrell, Inc. | Global Industries Ltd. | Manchester Trade/CTD America | TCC Group |
| BearingPoint | Goldwyn International Strategies | MandT Bank | Technoseve |
| Bell Helicopter | Good Governance Africa | Marathon Oil Company | The African Investment Corp. |
| Bing & Company, Inc. | GoodWorks International | Marriott International Inc. | The Coca-Cola Company |
| BKSH & Associates | Grupo-Valentim Amoes | May Farms | The Fermoy Group |
| Black & Veatch | G-Solutions Inc. | McDermott Inc. | The Liberia Group |
| B-M Communications, LLP | Guardian Scientific Africa, Inc. | Merck & Co., Inc. | The Riverview Group |
| Boeing Company | Halliburton | Meticulous Tours | The Scowcroft Group |
| Booz Allen Hamilton | Harris Corporation | Metrica, Inc. | The Washington Post |
| BP | Helz Oil | Microsoft | The Whitaker Group |
| Burlington Resources | HSBC Equator | Minority Business Development Agency | ThirdWave Networks Holding, Inc. |
| C/R International | Huges Capitol management | Missouri Office of International Marketing | Trade & Investment Corporation for Africa, Inc. |
| Cameron Division of Cooper | Human Resources Development Institute, Inc. | MITC Unvestmentos,SARL | TrendTV |
| Cameron Corporation | IBM | Monsanto Company | Tyson Foods Inc., International Group |
| Cargill Inc. | IDEAS Inc. | Motorola | United Bank for Africa Plc |
| Carrernation.com | Institute of Human Virology (IHV) | Moving Water Industries Corporation | University of South Carolina, Moore School of Business |
| Caterpillar Incorporated | Intels Group | MPRI | Vanco |
| Chemonics | InterAir South Africa | National Alliance of Black School Educators | ViaSat |
| ChevronTexaco | International Business Initiaves (IBI) | Nationwide Equipment Company | Watts and Company |
| CHF International | International Community Development Company (ICDC) | Ngarurih Investment Group | Worcester Polytechnic Institute |
| Cinergy Global Power - Africa Ltd. | International Development Enterprises | Noble Energy | World Alliances, Inc. |
| Citigroup Inc. | International Trade & Exhibitions (ITE) Group plc | Noel Group | World Cocoa Foundation |
| City Express Bank, Plc | International Trade Development Corp. | O'Meleveny & Myers LLP | Zephyr Management L.P. |
| Cliveden & Pierre, Ltd | | Oracle | |
| C-Me/ASAP Show | | Pan African Capital Group, LLC | |
| Cohen & Woods International, Inc. | | | |
| Compact Manifolds, Inc. | | | |
| Computer Frontiers Inc. | | | |

AFRICA DIRECT



WASHINGTON D.C.

ADDIS ABABA

.....

We know of many great reasons to visit Africa, but only one great way to get there... on Ethiopian's new fleet of modern Boeing 767-300ERs. Now, you can fly direct from Washington Dulles International Airport to the African continent on one airline, with no changing planes in Europe and no hassles. Ethiopian's expanding network links you to more African cities than any other airline. There's no better way to go to Africa.

.....

AFRICA'S WORLD CLASS AIRLINE

Ethiopian
የኢትዮጵያ

VISIT US AT WWW.ETHIOPIANAIRLINES.COM FOR CONVENIENT ONLINE BOOKING.
CONTACT YOUR TRAVEL AGENT OR THE ETHIOPIAN AIRLINES NEW YORK OFFICE: TEL: (1-212) 867-0995 (1-800) 445-2753 FAX: (1-212) 692-9589 E-MAIL: NYCSM@ETHIOPIANAIRLINES.COM
SERVICES TO ABIDJAN, ACCRA, ADDIS ABABA, AMSTERDAM, BAHAR-DAR, BAMAKO, BANGKOK, BEIJING, BEIRUT, BRAZZAVILLE, BUJUMBURA, CAIRO, DAR-ES-SALAAM, DIRE DAWA, DJIBOUTI, DOUALA, DUBAI, ENTEBBE, FRANKFURT, GUANGZHOU, HARARE, HARGEISA, HONG KONG, JEDDAH, JOHANNESBURG, KHARTOUM, KIGALI, KILIMANJARO, KINSHASA, LAGOS, LILONGWE, LOME, LONDON, LUANDA, LUSAKA, MUMBAI, NAIROBI, N'DJAMENA, NEW DELHI, PARIS, ROME, STOCKHOLM, TEL AVIV & WASHINGTON, D.C.