

The AFRICA JOURNAL

THE CORPORATE COUNCIL ON AFRICA

SEPTEMBER/OCTOBER 05



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Corporate Council on Africa (CCA) members represent nearly 85 percent of total U.S. private sector investment in Africa. Since 1993, CCA has been the leading American organization dedicated to enhancing trade and investment relations between the United States and the 53 countries of Africa.

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networks, trade and investment opportunities and the promotion of your business operations in Africa. Join CCA and benefit from services and programs that are as diverse as our membership.

For more information about CCA membership, contact Christopher More, Director of Membership at cmore@africacncl.org.

THE CORPORATE COUNCIL ON
AFRICA 

Promoting trade and investment between the United States and Africa.

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This issue of The Africa Journal is dedicated to the business relationship with government, particularly our own. For many businesses operating in Africa, government contracting is the lifeblood of their work on the continent. Small and medium-sized businesses especially look to the U.S. Government for support of

their work in Africa. Funds available for Africa have grown significantly under the Bush Administration. Furthermore, the World Bank, under the dynamic leadership of Paul Wolfowitz, is reaching out to the private sector on a level never seen before at the Bank. We anticipate more opportunities for U.S. private business than ever presented before through government and intergovernmental bodies.

The mantra for at least the next two or three years, as it regards African economic investment and development, will be “public-private partnerships”. We believe that Governments have never been so truly receptive to genuine partnerships, in which both sectors share in the planning and implementation.

CCA staff are prepared to assist our members in finding ways to develop your investment in Africa through public-private cooperation. We have excellent relationships with MCC, the World Bank, OPIC, Ex-Im and other governmental institutions and are convinced that these institutions are increasingly open to working with private companies in programs that benefit all parties.

We hope you find this issue useful to your plans.☉

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< By Brittany Williams >

KENYA

The government of Kenya has joined the International Electrotechnical Commission (IEC), one of the largest standardization organizations in the world, as an Associate Member. The Kenya Bureau of Standardization (KEBS), the governmental entity that will liaise with the IEC, was established in 1974 to ensure standards existed throughout the country for industry, commerce, and trade. As the KEBS Managing Director John Masila describes, "The IEC works through national committees whose key responsibility is to implement standards that improve on the safety and quality nature of manufactured goods and services."

Kenya's membership in the IEC is an active step towards complying with global standards, which will increase the value of Kenyan businesses and decrease the cost of doing business in the country. More than 65 nations worldwide belong to the Geneva-based IEC. South Africa and Kenya are the only two African representatives as of September 2005.

MAURITANIA

Nearly one month after Col. Ely Ould Mohamed Vall led a bloodless coup ousting President Maaouya Sid'Ahmed Ould Taya from power on August 3, 2005, Mauritania's new leader has freed scores of political prisoners jailed under Taya's 21 year old regime. Most

Mauritanians welcomed the coup that ended Taya's rule, which was characterized by a ruthless crackdown on opposition and alliance with Israel and the American war on terrorism.

Col. Vall has pledged to organize public elections within two years, and the desert nation is preparing to pump oil for the first time in its history by early 2006. With its oil resources, Mauritania will surely step into the international spotlight in the coming months. The question remains, however, whether the country will successfully transition to a democracy over the same period of time. The former president continues to live in exile in the nearby country of The Gambia.

NIGERIA

A South Korean consortium recently acquired two deepwater blocks in the oil-rich Gulf of Guinea off the coast of Nigeria. Allegations from Western oil companies that now produce most of the region's crude oil question the

Nigerian government's decision to award the blocks to the Koreans, asking if the principle of transparency is truly in place. The decision comes at a time when the Nigerian government is emphasizing its desire to have foreign investors support Nigerian infrastructure at higher levels than in the past. Oil exploration in the Niger Delta is continually plagued by armed militia attacks. However, increased competition in Nigeria could bring about higher levels of organization and investment in public works.

SOUTH AFRICA

South Africa's President Thabo Mbeki and his former Deputy President Jacob Zuma appeared once again under a united front in early September, months after initial discord in the party erupted. A split in the governing ANC party began after Zuma's financial advisor, Schabir Shaik, was convicted of corruption in June. Following Mr. Shaik's conviction, allegations arose concerning Zuma's possible connection to foul play and created a large divide within the ANC party.

The ANC has noted "a real danger of steadily but surely eroding public confidence in the ANC" resulting from this conflict that threatens to tear the party apart. The two leaders attempted to mend their party's image of unity through a joint public address. The men's resolve to stay the course in a united ANC party remains to be seen.

Correction:

The article entitled, "West African Apparel: Seeing If the US Market Fits," which appeared on page 12 of the July/August edition of The Africa Journal, should have noted that it originally appeared in International Perspectives, a publication of Abt Associates, headquartered in Cambridge, Mass.

HOW'S THE WATER? JUMPING INTO THE DEVELOPMENT

< By Andrew Mack >

With the seating of new Presidents at both the World Bank and the African Development Bank and worldwide calls for increased aid to Africa, development agencies have been much in the news in recent months. New initiatives from the Millennium Challenge Corporation to increase funding for work on AIDS, malaria and tuberculosis have brought additional resources and new approaches to development agency financing of projects. Given the tremendous social and infrastructural needs in many places on the continent, funding is clearly crucial for development.

DEVELOPMENT AGENCY-FUNDED POOL

However, the “who, what, where, why and when” of funding remains a mystery for many private sector firms doing business in Africa. They know there is significant activity on the development agency side but are unclear what if anything this funding might mean for them and their business.

Firms looking at Africa ask—

- Can working with the development community help my company's bottom line?
- Is it possible to do this quickly and efficiently, at the pace of business?
- How can work with the development community fit into my company's longer-term growth plans?

The answer is that many firms can be and are successful in working with the development community, using development agency-financed projects to build sales, contacts, knowledge of new markets and enhance the effectiveness of community and marketing outreach. Many CCA members have — and more firms should — take advantage of work with the development community to help build business. The key lies in understanding how the agencies work and how to position your company to work with them.

What's in it for Private Firms including CCA Members?

Many U.S. firms interested in the African market do not realize just how large the development agency business is on the African continent. The current World Bank project portfolio for Africa (including North Africa) contains more than 550 existing projects with nearly **\$12 billion in undisbursed funding**. The Bank also has a pipeline of coming projects in 35 countries with total project funding of **another \$12 billion**. Projects address or involve nearly every area of business, from Agriculture (77 existing and 25

proposed projects) and Transportation (48 and 23), to Law, Justice and Public Administration (109 and 26), Water (32 and 11), Health (94 and 11) and Energy and Mining (48 and 13).

Other development agencies are also significant contributors. In 2004 the African Development Bank approved projects worth more than \$4 billion. USAID budgets for Africa are over \$1 billion annually. Other bilateral development agencies and different parts of the UN system like UNICEF or UNDP contribute hundreds of millions more. From technology, to services, to manufactured goods, nearly every project requires international inputs and expertise.

Still, despite the significant opportunities US firms frequently lag behind other international competitors, especially European firms, in taking advantage of these opportunities. During a CCA-sponsored meeting earlier this year in Washington, then AfDB President Omar Kabbaj acknowledged the shocking statistic that U.S. firms accounted for just over 1% of all AfDB awarded contracts. Clearly U.S. firms don't know as much as they might about how to tap these valuable sources of business opportunity.

At the same time, while development agency-supported projects themselves can be important sources of revenue, there are other ancillary (and potentially very real) benefits to building relationships with development agencies and pursuing development agency-sponsored projects. These benefits include:

- Learning — Work with development agency-financed projects provides meaningful learning opportunities for firms wishing to expand into new markets. The contracts can provide a strong base to cover the costs of establishing a local presence and building local experience. This can be especially important where companies are new to work with the continent.

See P8, Col. 1

HOW'S THE WATER? JUMPING INTO THE DEVELOPMENT AGENCY FUNDED POOL

Continued from page 7

- Contacts in Government — Government is typically the client in the case of projects funded by development agencies. Working on development agency funded projects can help a firm build contacts in government that are essential as business expands. Early project work with government creates good will and can help show how a firm's plans fit with the country's development goals.
- Safety and Security - Development agency projects are often designed as loans (or sometimes grants) to the project countries, and are governed by

development agency procurement guidelines that

increase transparency in the contracting process and the likelihood and timeliness of full payment. While not perfect, these guidelines do help level the playing field and provide avenues for legal protest if and when needed.

- Corporate Social Responsibility (CSR) and Community Relations - Working with or alongside development agency projects can help firms leverage investments in CSR initiatives. By using development agency expertise, firms can make these investments more efficient and increase acceptance among the local government and target population.

"All of this lowers costs, provides large dollar procurement opportunities and helps the bottom line"

Understanding the System is the Key

To be successful in development agency-funded projects, firms need to learn the system and/or work with consultants who do. This starts with understanding the language of procurement - the timetable, the project cycle, and when necessary, the steps necessary to raise concerns if a particular procurement is not following the rules. Development agency procurements have their own timing and development agency projects take time - sometimes up to two years for project development until contracting begins - but there are opportunities for a firm at every

stage of the project cycle. Knowing the process can help firms with a limited footprint on the ground to use their personnel and other resources in the most efficient way and increase their likelihood of success.

At the same time, it is crucial to "get known" in the development community. Like product managers in any firm, the people at organizations like the World Bank who design projects work within their own knowledge base. Getting in front of them to share your firm's expertise—where applicable to the development needs of a project, and

See P9, Col. 1

Case Study: Procurement Challenges

Q: Can my firm do anything if I feel we have been treated unfairly in procurement under development agency projects?

A: The answer is yes, and much more than you might imagine. It starts with knowing and enforcing the procurement rules. The key is knowing when and how to push.

In one case, a client in the technology sector complained that a project had been "cooked" for a competitor. CCA member and expert in international funding agency procurement, Development Finance International, Inc. (DFI) reviewed the procurement documents and identified where a preference had been stated for a particular brand—a tactic contrary to procurement rules—then helped the client write a letter to the implementing agency that addressed the issue. The preference was taken out of the contract under consideration, and the client was back in the game with an excellent chance for success.

In another case, a corporate client had actually lost its bid and a government agency was negotiating with a competitor. However, large projects take time to close, and bids need to be "protected" during this period. DFI continued to track this project, working with funding agency staff to understand the reasons for award to the competitor. As problems emerged in the negotiation, clear and appropriate messages were sent to both the development agency and government stating that the client was ready—and able—to address those concerns and perform to the needs of the project. With research, DFI was also able to point out problems with the contracting party which in the end led to a scrapping of the original contract and a re-bid. What had been lost was reopened as a new contract opportunity.

The key in both cases is knowing the procurement rules, and then making them work for you.

in an appropriate way - can help make a firm stand out from the crowd. Building recognized capacity and the reputation as a “thought leader” within the institutions can help attract the kind of positive attention that at the minimum leaves project specifications open to you, and in a perfect world, creates projects with components based on your company's capabilities.

Finally, increasing your understanding of the needs and trends within the institutions can help firms “swim with the current” of the development agencies. Knowing the size and timing of projects, the key initiatives, and the internal thought leaders within the development community can help firms respond to and sometimes participate in the creation of new initiatives like the one surrounding the use of treated bed-nets in the fight against malaria.

Opportunities are out there for firms interested in building their business in Africa working more closely with development agencies. By following the trends, knowing the system, learning the language of the development agencies, committing dedicated time and resources, and getting the right help — both inside and outside - firms can tap into a significant pool of funds and build the bottom line in a secure, long-term way. ●

Andrew Mack has served as Africa Director for DFI, Inc. for three years and is a former World Bank official. He can be reached at 202 256-1077 or 301 986-1226.

Case Study: Getting Known at the Institutions

- Q:** How can I create a name for my company with development agencies so I can be seen as a vendor of choice?
- A:** Learn the language of the development agencies and become seen as a “thought leader” in solving development problems.

Firms can be successful if they understand the needs, clients and approach of the development agencies. However, many vendors struggle because they treat work with development agencies like typical sales calls. Development agencies are different and a successful approach reflects an understanding of these differences. Firms often make the mistake of speaking about their technology or products without re-calibrating the message in terms of the problems that are being addressed by development agency staff. Project managers—many of them academic specialists or economists—typically start with an objective (e.g. improving budget process transparency) not with a focus on the technology mechanism that may form a part of that improvement.

To be seen as a thought leader, firms need to focus on the problems their products or services solve, then work with development agency project managers and consultants to help them present these successes in special events like technical “Brown Bag” lunches, where a series of project managers come together to learn about an innovation in the field. DFI has helped companies pull together many such events.

Successful approaches start with the problem and work backwards to the product. The message from the company side is simple —we understand the issues, we have a relevant solution, and we want to work with you.

Case Study: Creating Project Opportunities

- Q:** Must firms simply follow the project pipeline? Can companies help design projects?
- A:** While companies rarely drive the project agenda, there is much that firms can do to push forward a good idea and prime the pump for a potential project.

Development agencies face big challenges and big needs. Budgets are rarely enough to address these issues, and for years now the World Bank, UN and others have been trying to find viable ways to work more closely with business. Funding agencies know they need help—not just in terms of financial support, but in terms of sound new ideas that will work. The key, therefore, is to identify an area of mutual interest, then work to participate in or supplement the effort in the short run, leading to long-term opportunity.

In one case DFI worked with a large agricultural client interested in expanding the market for its new inputs. Working together with DFI and the World Bank project team, the firm created a training program for farmers, extension agents and government officials on agricultural best practices, including crop diversification, use of higher-quality, environmentally benign inputs, seed technology and marketing.

The training program was a success. Training reached thousands of farmers, the reputations of the government, World Bank and the company, were all substantially enhanced, and the market grew sharply for the new inputs.

The result was a commercially and developmentally-viable win-win solution which could be replicated around the continent.

Millennium Challenge Corporation Update < By Nelly W. Swilla >

New CEO Nominated

President George W. Bush nominated U.S. Ambassador John J. Danilovich to be Chief Executive Officer of the Millennium Challenge Corporation (MCC) on August 11, 2005.

Ambassador Danilovich is presently Chief of Mission to Brazil and has previously served as ambassador to Costa Rica. Prior to these appointments, Ambassador Danilovich was a businessman active in the international shipping, property, publishing, and investment fields, with a strong background in foreign affairs.

Compacts Signed with African Countries

The Millennium Challenge Corporation has signed two compact agreements with African countries since the start of 2005. The Republics of Madagascar and Cape Verde each signed MCC Compact Agreements totaling approximately US\$110 million on April 18 and July 4, 2005, respectively.

Madagascar's Compact supports a program designed to raise incomes by transforming the country's rural population from subsistence agriculture to a market economy. The program comprises three projects that will work together to help rural Malagasy secure formal property rights to land, access credit and protect savings, and receive training in agricultural production, management, and marketing techniques. This integrated approach will provide farmers the necessary conditions to use land productively, build profitable businesses, and help ensure

environmental sustainability.

The Cape Verde Compact has a broad goal of poverty reduction and economic growth, but has identified three areas for special attention. First, the MCC-Cape Verde compact calls for a watershed management and agriculture support project. The MCC will provide approximately US\$10.8 million to fund activities that increase the capture, storage, and distribution of rainfall water, which will allow poor farmers to irrigate their fields and raise agricultural productivity. Agricultural support activities will include applied research, pest control, training services, and credit. The second priority is to design an infrastructure project to efficiently connect nine inhabited islands to Cape Verde's capital. The MCC will provide up to US\$78.7 million for road and small bridge investments to improve transportation links to ports, airports, social services, employment opportunities, and local markets, as well as to upgrade the Port of Praia facilities. The third priority is a private investment project focused on removing constraints to investment in the private sector, which the MCC will support to the value of US\$7.2 million. The MCC funding will enable



Rice fields of Madagascar

the Cape Verde government to undertake reforms in the financial sector that will help increase access to financial services and develop the market for government securities.

Lesotho, Senegal, Ghana, and Mozambique have each signed pre-compact grants with the MCC. Lesotho and the MCC signed a pre-compact grant of US\$1.4 million in Maseru, Lesotho, on June 4, 2005. The pre-compact funding is geared toward a feasibility study of the Metolong Dam Project, which is intended to provide a major source of water to Maseru, and policy reforms to boost Lesotho's business and investment climate. Senegal signed a pre-compact grant with the MCC of US\$6.5 million to assist in the

Agricultural support activities will include applied research, pest control, training services, and credit.

development of its compact proposal on July 20, 2005. Senegal's compact proposal outlines the construction of a large-scale industrial, commercial, and residential development 30 kilometers southeast of Dakar. The project, called the Diamniadio Platform, seeks to provide an appropriate space on the Dakar Peninsula for commercial and industrial expansion. Ghana signed a pre-compact grant with the MCC of US\$3 million to assist in continued development of the government's MCA compact proposal on August 11, 2005. The compact proposal aims to make Ghana a world-class exporter of high value fruit and vegetables through the creation of a strong investment climate. In order to achieve this, the proposal recommends efforts to improve roads, irrigation, training, and access to finance. The MCC and Mozambique signed a pre-compact grant of US\$6 million for development of the government's MCA compact proposal on September 9, 2005. The Government of Mozambique's compact proposal focuses on improving and increasing access to water and sanitation and providing business development assistance in four northern provinces-Cabo Delgado, Niassa, Nampula, and Zambézia.

First Threshold Country Plan Approved

The MCC Board of Directors also approved the first Threshold Country Plan on July 8, 2005. The MCC Threshold Program was established in FY 2004 to assist countries on the "threshold", meaning they have not yet qualified for Millennium Challenge Account (MCA) funding assistance, but have demonstrated a significant commitment to improve their performance on the sixteen MCA eligibility criteria that fall under the areas of ruling justly, investing in people, and encouraging economic freedom. The Government of Burkina

Faso (GOBF) Threshold Program is a US\$12.9 million program that aims to improve girls' primary education completion rates. Other African countries that are eligible for MCA Threshold Country Program assistance are Kenya, São Tomé and Príncipe, Tanzania, Uganda, Malawi, and Zambia.

New "Lower Middle Income" Countries Added to Candidate Pool

In fiscal year 2006, MCC legislation allows for consideration of a new category of "lower middle income" countries for MCA assistance. On July 28, 2005, the MCC Board of Directors announced twenty-nine candidates in the lower middle income category for FY 2006. Countries are categorized as lower middle income if they have a per capita income between US\$1,575 and US\$3,255 and are not prohibited from receiving U.S. economic assistance under the Foreign Assistance Act of 1961 or any provision of law. Five African countries fall under this category, namely, Algeria, Cape Verde, Namibia, Swaziland, and Tunisia. The Board expects to select fiscal 2006 eligible countries in November 2005.

The addition of twenty-nine countries to the MCA candidate pool brings the total number of MCA eligible countries to ninety-eight. This raises the all-important question of funding. Will Congress provide increased resources to the MCC to accommodate the expanded



The Government of Burkina Faso (GOBF) Threshold Program is a US\$12.9 million program that aims to improve girls' primary education completion rates.

candidate pool? Or will the MCC receive a very modest increase in funding because of mounting budgetary constraints resulting from the Iraq war and the effects of Hurricane Katrina? The latter scenario will put poorest countries at a disadvantage as they will be forced to compete for limited funding against lower middle income capable of producing more sophisticated MCA compact proposals. The Center for Global Development Policy presented a strong case before the House Committee on International Relations for not including lower middle income countries in the FY 2006 candidate pool, arguing that such countries generally have access to market-based sources of development finance and many have already graduated from other aid programs.¹ The suggestion is not to expand the candidate list unless Congress approves significant additional funding close to the original US\$5 billion figure called for in the founding MCC legislation.² ●

Nelly W. Swilla is a Research Analyst at The Corporate Council on Africa.

¹ Steve Radelet, A Note on the MCC Selection Process for 2005 (Washington: Center for Global Development, September 23, 2004)

² Steve Radelet.

Ghana and Senegal MCC Compact Development—What’s In Store for Business? < By Sherry-Lee Abrahams >

The Millennium Challenge Corporation (MCC) signed a US \$6.5 million Compact development agreement with Senegal in July, 2005. A similar pre-Compact agreement with a value of US \$3 million was signed with Ghana in August.

Senegal will use the funds to further develop its Compact proposal to the MCC. Senegal plans to build a large-scale industrial, commercial, and residential site (The Diamando Platform) on the Dakar Peninsula. The project was chosen due to the lack of space for commercial and industrial expansion in the port city and capital, Dakar. The Senegalese plan to conduct technical assessments for the Diamando Platform. These include surveying prospective industries, determining the extent of demand for industrial space and the required infrastructure for these industries, surveying land ownership and social issues, developing policies related to future land management, conducting environmental and social impact feasibility studies, and assessing institutional arrangements. A preliminary design and construction model for the project’s core infrastructure will also be developed.

For Ghana, the development priorities are different. Ghana’s Compact proposes to develop high-value

agricultural exports. The country plans to elevate its status to a “world class agricultural exporter” by improving its transportation and agro-processing infrastructure. Ghana hopes to improve access to financing for small and medium sized agricultural enterprises and to address training and skills development needs in the sector. The US \$3 million MCC Compact development funds will be used to analyze the agricultural value chain, identify business services and related delivery mechanisms, assess foreign investment demands, prepare technical designs for roads and irrigation systems, conduct preliminary environmental assessments, and assess existing local infrastructure.

MCC eligible countries determine the ambit of Compact proposals in consultation with civil society, the private sector, and non-government organizations. Compact agreements which span a maximum 5-year period are between the MCC and the recipient country government. MCC regulations cover monitoring and evaluation once projects are in place. Procurement decisions are however strictly in the realm of recipient countries.

Senegal and Ghana are not frontrunners in the U.S. trade relationship with Africa. Total 2004 U.S. imports from Senegal and Ghana

were US \$3 million and US \$145 million respectively. Other eligible African countries namely Benin, Mali, and Mozambique are also not traditionally strong U.S. trade partners. Lesotho only recently began to elevate its trade relationship with the U.S. through AGOA, although this trade has largely been spurred by Asian investment into the country’s textile and apparel manufacturing sector.

U.S. businesses seeking to benefit from contract opportunities brought about by MCC Compact agreements with the eligible African countries need to develop relationships with the relevant governments and implementing agencies. U.S. companies will have to bid alongside foreign competitors from France, the UK, South Africa, China etc. The U.S. Department of Commerce notes that U.S. businesses are not favorably positioned to take advantage of development and contractual opportunities that arise from projects funded through the African Development Bank, the World Bank, and other multilateral grant and lending institutions.

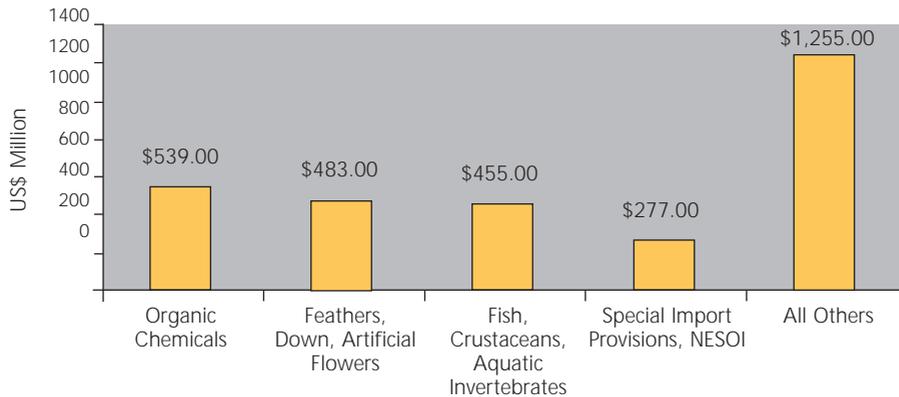
The Department of Commerce recently deployed a commercial officer to the African Development Bank in Tunis to help U.S. businesses elevate levels of commercial success when bidding for Bank-funded contract

MCC Eligible African Countries—Overview of Compact Proposal Project Targets

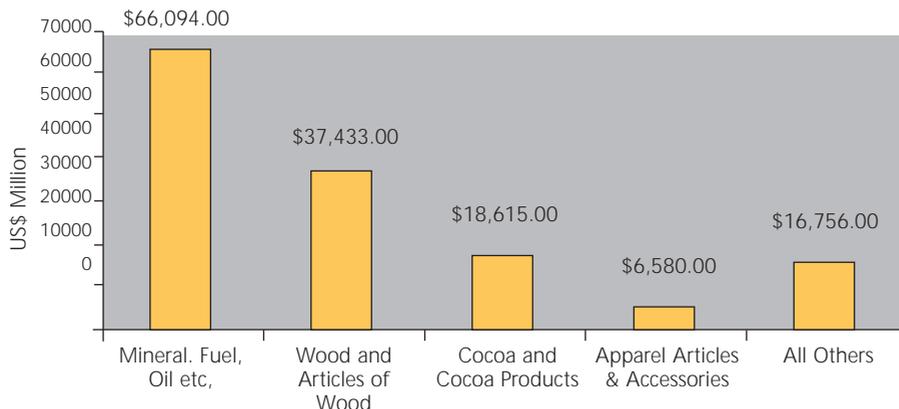
Benin	Ghana	Lesotho	Mali	Senegal	Mozambique
Agribusiness Land Tilting Policy Reform Transportation Infrastructure	Agribusiness Finance & Credit Land Titling Policy Reform Transportation Infrastructure Water Management Policy Reform Water Management	Policy Reform Water Management	Agribusiness Transportation Infrastructure Water Management Business Finance & Credit Transportation Infrastructure	Business Finance & Credit Transportation Infrastructure	Agribusiness Business Education & Health Finance & Credit Transportation Infrastructure Water Sanitation

In addition to Ghana and Senegal, Lesotho also has pre-Compact development funds approved through the MCC.

2004 U.S. Imports from Senegal



2004 U.S. Imports from Ghana



opportunities. The MCC is funded solely through U.S. Congressional appropriations. While the MCC has no direct role in procurement, U.S. businesses should be encouraged to spend time studying country Compact proposals to gain a better understanding of the types of projects countries are targeting. U.S. businesses can also research who the key local development contractors are and seek out opportunities for developing supplier partnerships. Not all MCC eligible countries will

choose projects that intersect with U.S. business operations in-country. However, for those U.S. businesses that are already involved in agricultural production and processing, road, port, and airport planning, construction, and upgrading in the eligible countries, the best strategy would be early marketing of services to implementing ministries and agencies.

In addition to Ghana and Senegal, Lesotho also has pre-Compact development funds approved through

the MCC. Pre-Compact development funds use is monitored by USAID. Countries who receive these funds are not guaranteed approval when final Compact proposals are submitted. The MCC believes that these countries have made demonstrable progress to develop sound Compact proposals. The advanced funding will benefit countries by helping to fine tune ideas and work on those areas of the proposals that need improvement.

MCC Compacts provide significant amounts of funding for development purposes to eligible countries that meet criteria for just and democratic governance, economic freedom, and investment in citizens, particularly women and children. The U.S. government program can help develop U.S. private

sector interest in Africa by encouraging the private sector to look into opportunities that arise through Compact proposals. In turn, U.S. companies stand to play a decisive role in strengthening and growing the U.S. trade relationship with eligible countries. ●

Sherry-Lee Abrahams is a research analyst for the Corporate Council on Africa

More information on eligible country proposals to the MCC can be found at <http://mcc.gov/countries/eligible/index.shtml>

Taking Advantage of Opportunities at the African Development Bank

< By Rashida Petersen >

A company uses innovative technology to create over 50 computer community centers for children in Kenya and Uganda, as part of the New Partnership for Africa's Development (NEPAD) E-school Initiative.

Thanks to an integrated health program, a man in Senegal receives needed treatment at a mobile hospital rather than making the ten-mile walk to a clinic outside his village.

Over 6,000 local jobs are created as the result of a telecommunications and information technologies improvement program in Morocco.

What do all of these cases have in common? All were financed in whole or in part by the African Development Bank, and each project represents examples of opportunities for U.S. companies to be involved in addressing the key challenge of poverty reduction and sustainable development in Africa.

If your company is interested in helping to meet that challenge, look to the opportunities available at the African Development Bank Group (AfDB). The African Development Bank is a regional multilateral development finance institution established in 1964. It mobilizes resources to finance development programs throughout Africa. 53 African and 24 non-African countries are members and donors to the Bank, including the United States, the Bank's largest non-African donor. The Bank Group consists of three institutions:



African Development Bank Education Initiative, Cote D'Ivoire

the African Development Bank (which includes the Private Sector Department), the African Development Fund, and the Nigeria Trust Fund. The central goal of the Bank Group is to promote sustainable economic growth and reduce poverty in Africa. It is the largest investor in infrastructure and social development projects in Africa mobilizing over \$8 billion in 2004 in collaboration with the World Bank Group, and is the only AAA-rated financial institution in Africa. The African Development Bank is currently located in Tunis, Tunisia.

The African Development Bank's projects offer innovative prospects for American firms seeking to do business in a number of sectors, including priority areas such as renewable energies, transportation, finance and banking and agriculture. In the

process of working with the Bank, U.S. companies sell their products and services abroad while developing new markets in Africa. Unfortunately, American companies have traditionally not taken sufficient advantage of opportunities provided by African Development Bank group-financed projects for a variety of reasons including lack of knowledge about the Bank and how to work within such a large organization from a long distance to find the niche for American companies.

Addressing the needs of U.S. Companies

The U.S. Commerce Department's, U.S. Commercial Service Trade Advocacy Center, has re-established a presence at the Bank in Tunis through the U.S. Commercial Liaison Office. The U.S. Commercial Liaison Office, at the African Development Bank, is an integral part of the U.S. Representation at the Bank and works closely with the U.S. Executive Director's Office, to demystify the inner-workings of the Bank for U.S. companies. The U.S. Commercial Liaison Office provides one-on-one counseling for AfDB projects and potential opportunities, contact/partner identification, support

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CCA Member Boeing Sells Jets to Angola < By Brian Walker >

The Boeing Company [NYSE: BA] and TAAG Angola Airlines recently reached a definitive agreement for the purchase of two 777-200ER and four 737-700 airplanes. The firm airplane order has a catalogue list value of \$649.6 million and is valued at approximately \$990 million with options. The first 777-200ER is scheduled for delivery in July of 2006, when the first new 737-700 will also join the fleet. The remaining airplanes on order will be delivered in 2006.

J. Miguel Santos, Boeing Commercial Airplanes' director International Sales said "Boeing is proud to be the manufacturer of choice for TAAG and to be part of Angola 's future growth and development. Our work in Angola, in partnership with TAAG, will help establish a successful all-Boeing airline, driving self-sustained economic development that's integrated on a national level."

TAAG's Chairman Eng. Mateus Neto commented on how partnering with Boeing brings added value to the airline. "We are convinced that Boeing offers the best and most reliable airplanes to meet our fleet renewal requirements. Their willingness to operate as part of our team and participate directly in our national carrier's success, with an eye on the country's economic development, is what sets Boeing apart in the commercial aviation field," said Neto. He said that TAAG's order is intended to fully replace the current fleet of two 747-300s and five 737-200s.

Lee Monson, Boeing Commercial Airplanes Vice President of Sales for the Middle East and Africa, discussed how bringing TAAG's fleet up to date required a great deal of close cooperation between the airline and Boeing.

"It's always rewarding to see the

Boeing team working in tandem with our clients, as exemplified by our joint effort with TAAG to engage the appropriate regulatory agencies to obtain ICAO Category

One status for Angola's Regulatory Authority, the INAVIC."

Monson also described how Boeing will provide its airport technologies team to consult with the national airport authorities of Angola, ENANA, to determine how best to improve the domestic airport's infrastructure.

Boeing's 777 family includes the world's most advanced wide-body aircraft, and the 777 is the only airplane to receive ETOPS (extended-range, twin-engine operations) certification upon first entering service. Thirty-eight airlines have placed firm orders for 693 Boeing 777s, making it the fastest selling twin-aisle airplane in history, far outselling its closest competitor despite entering service two years later.

TAAG's new 777s will be configured to carry 263 passengers and 20 tons of cargo while burning less fuel and needing less maintenance than the competition. Fuel burn is 36 percent less per seat than the older model 747s and maintenance cost are 61 percent lower, further enhancing TAAG's operating efficiency.

The Boeing Next-Generation 737 is unmatched by any competitive airplane in its class. Designed ten years



after the competing Airbus A320, and boasting one of the highest daily utilization rates in the industry, the Next-Generation 737 flies higher, farther and more efficiently than its competitor. To date, 86 airlines have placed orders for more than 2,700 Next-Generation 737s. Overall, the 737 is the world's best-selling commercial jet airplane family, with more than 5,800 ordered by 223 customers.

The 737-700's cargo and passenger versatility will allow TAAG to effectively serve all its domestic and regional destinations with unmatched efficiency and reliability due to a 28 percent fuel consumption drop per seat and 52 percent lower maintenance costs than the 737-200s now approaching retirement.

While providing the world's best airplanes to its customers, Boeing's long-established market dominance in Africa is based on its history of setting the standard for meeting industrial participation agreements, initiating joint ventures and actively pursuing a strategy to build and assist in the growth of Africa's aviation sector. ●

Brian Walker is a Communications Officer for Boeing's Middle East & Africa division. He can be reached at 206 766-2929.

Glenscare Africa

In 2004 three Americans with more than 50 years combined experience in international transportation joined with a group of Africans to formulate plans to provide transportation solutions for American corporations, NGOs, and government agencies with shipments to and from the African continent. A primary objective was to assist in the development of the African nations by having transportation services provided by African rather than European owned companies. From those conversations Glenscare Africa, Ltd. was created and is owned equally by Americans and Africans.

Glenscare Africa provides quality transportation services to, from, and between the African nations while assisting in the establishment of transportation infrastructure, wealth, employment opportunities and stability in the African nations. The locally owned transportation providers are able to compete with larger European logistics providers while building stability within their own countries.

Marshalling local knowledge, onsite ownership, political connections and western oversight Glenscare Africa provides door to door transportation services for food aid, relief goods, medical equipment, pharmaceuticals, special products, project cargo and household goods using all modes of transportation. Landlocked countries are Glenscare Africa's specialty with particular emphasis placed on the "last mile delivery" and the movement of goods within the countries.

American shippers may obtain rates and coordinate shipments through the Glenscare Africa headquarters office in Fredericksburg, Virginia. ☉

For more information phone 866 447 7664 or email info@glenscareafrika.com

BearingPoint, Inc

BearingPoint, Inc. (NYSE: BE) is one of the world's largest publicly listed management consultancies, with over 17,000 professionals worldwide serving more than 2,500 clients. The company provides business and technology strategy, systems design, architecture, applications implementation, network infrastructure, systems integration and managed services to multinational corporations and governments internationally. Its service offerings are designed to help clients generate revenue, reduce costs and access the information necessary to operate their business on a timely basis.

Headquartered in McLean, Virginia, BearingPoint has 130 offices in some 40 countries worldwide, including North America, Africa and the Middle East, Asia/Pacific, Latin America and Europe. BearingPoint has extensive experience working with both private sector and public sector clients on a variety of policy, strategy, operational improvements, and technology solutions.

BearingPoint's Emerging Markets Division is a leading provider of fiscal, financial and economic advisory and transactional services to governments and commercial clients. The division offers a broad range of advisory services, including public sector reform, banking and financial sector, central banking, fiscal, privatization and public utilities, health, trade, investment and infrastructure, and e-government and ICT. BearingPoint's Emerging Markets team is currently undertaking engagements in 65 emerging and transition countries, including DR Congo, Egypt, Kenya, Nigeria, Senegal, Sudan, Tanzania and Uganda. ☉

*For more information contact:
Lauren White, tel: 1-703-747-5568,
email: lauren.white@bearingpoint.com.
www.bearingpoint.com*

WorldSpace, Inc

WorldSpace, Inc. was founded in 1990 by Noah A. Samara, its Chairman and CEO, to provide digital satellite audio, data and multimedia services primarily to the emerging markets of Africa and Asia. A pioneer of digital satellite radio, Samara was also instrumental in the development of the satellite radio industry through his early involvement with XM Satellite Radio in the United States.

The company provides a variety of programming through a subscription-based service that uses portable satellite radios. WorldSpace is the first and only company with rights to the world's globally allocated spectrum for digital satellite radio. Its footprint covers over 130 countries including India and China, all the countries of Africa, the Middle East and most of Western Europe—an area that includes five billion people and more than 300 million automobiles. Its two fully operational satellites and ground infrastructure are based on proprietary and patented technology.

The company delivers news, sports, music, brand name content and education. WorldSpace broadcasts 62 channels —38 with content provided by international, national and regional third parties and 24 WorldSpace-branded stations. These stations represent the most popular international music formats including contemporary hits, country, classic rock and jazz.

WorldSpace's program directors and radio jockeys operate from studios in Washington, DC, Bangalore, India and Nairobi, Kenya. Four of these stations are also available in the United States on the XM Satellite Radio network. ☉

For more information call 301 960-2200 or wstechnology@worldspace.com

The World Bank Multi-Country AIDS Program: Building National Business Coalitions to Address HIV/AIDS

< By Caroline Hope >

While addressing HIV/AIDS in its workforce is in a company's best interest, it may not always constitute a company's core business or strategic capacities. Instead, many companies look to external expertise and implementing resources to either complement their own contributions to existing health initiatives or to create appropriate workplace responses to HIV/AIDS. The World Bank Multi-Country AIDS Program (MAP) is an integral and unique resource partner in this process, offering unprecedented funding opportunities to the private sector for HIV/AIDS workplace-related programs. In partnership with the MAP, CCA provides its members with direct access to World Bank funding opportunities and assists companies in navigating the MAP application process and disbursement procedures.

The Multi-Country HIV/AIDS Program (MAP)

In September 2000, the Bank launched the Multi-Country HIV/AIDS Program (MAP) for Africa. The MAP addresses the obstacles faced by many sub-Saharan Africa countries working to develop a strategic response to HIV/AIDS by committing substantial International Development Association (IDA) resources and leveraging co-financing on a country-by-country basis through the International Partnership Against AIDS in Africa (IPAA). MAP made an initial \$500 million of flexible and rapid disbursing grants available to African countries to assist in scaling up national HIV/AIDS efforts and approved an additional US\$500 million in IDA financing in 2002 for the second stage of the MAP for Africa.

MAP Approach

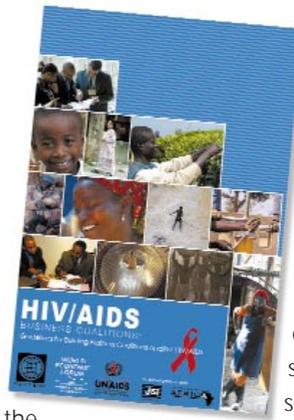
The overall development objective of the MAP is to dramatically increase access to HIV/AIDS prevention, care, and treatment programs, with emphasis on vulnerable groups. A key feature of the program is direct support to community organizations, NGOs, and the private sector for local HIV/AIDS initiatives.

The emphasis of this new approach, due to the nature of the epidemic, is on speed, scaling up existing programs, building capacity, "learning by doing" and continuous project rework, rather than on exhaustive up-front technical analysis of individual interventions. The new approach relies on immediate monitoring and evaluation (M&E) of programs to determine which activities are efficient and effective and should be expanded further and which are not and should be stopped or benefit from more capacity building. Funding "good" programs quickly is more important than funding "best practices" with delay, which results in even more HIV infections.

The MAP approach represents the first phase of a long-term World Bank commitment to support the national mobilization of sub-Saharan African countries against the HIV/AIDS epidemic; in its design, the MAP is unprecedented in its flexibility and coverage.

Private Sector Access to MAP Resources

MAP funds are accessed through individual country National AIDS Commissions (NACs), charged with



developing, disseminating and coordinating the implementation of national HIV/AIDS responses, including the role of the private sector. Increasingly in Africa, NACs recognize the expanding role of civil society and the private sector in creating a diverse and comprehensive

response to HIV in conjunction with more traditional partners such as central health ministries, local government, NGOs, faith-based organizations and communities. To better engage and support corporate and private sector partners, the MAP has instituted a funding mechanism within the NACs through which private sector organizations can apply for resources. CCA assists its members to navigate the application process and associated NAC requirements to access MAP funds.

MAP, CCA & National Business Coalitions

CCA staff has worked extensively with The World Bank on the implementation of the private sector component of the MAP, which includes capacity building for national business coalitions against HIV/AIDS; creating and adapting tools and procedural mechanisms to assist business in addressing the epidemic in the workplace; and developing and implementing regional conferences to facilitate private sector participation in the development of national HIV/AIDS agendas. Specifically, CCA and World Bank staff worked closely with the NAC in the Democratic Republic of the Congo to review and adapt

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ABBOTT HIV/AIDS INITIATIVES

Multifaceted Responses to the AIDS Pandemic, from Medical Science to Humanitarian Aid

Nearly 40 million people are infected with HIV worldwide and 95 percent live in the developing world. Abbott has been committed to the fight against HIV/AIDS since soon after the virus was first identified. In 1985, Abbott introduced the first licensed test to detect HIV in blood. In the years since, Abbott has continued its leadership in HIV diagnostics and expanded its scientific commitment into therapeutics, discovering and developing both Norvir® (ritonavir), one of the first HIV protease inhibitors (PIs), and Kaletra® (lopinavir/ritonavir), a second generation PI. Abbott remains committed to its research in the HIV/AIDS arena.

Today, Abbott is not only pursuing scientific innovation, but also is working in the humanitarian arena to help those infected and affected by the virus. Abbott and the Abbott Fund are investing \$100 million over five years to the fight against HIV/AIDS in the developing world, implementing a range of programs in partnership with governments, nongovernmental organizations and industry peers. These partnerships are designed to help build an expanding foundation to fight HIV/AIDS in developing countries, where the pandemic is most prevalent and the need for assistance is the greatest.

Access to HIV Care

Through its access program, Abbott offers its HIV therapies, Kaletra and Norvir, at a loss to Abbott, in 69 countries including all of Africa. Abbott also provides an HIV rapid test, Determine® HIV-1/2, at no profit. To date, Abbott has shipped more than



35 million Determine HIV tests at no profit through the access program. To find out more visit www.accesstohivcare.org.

Prevention of Mother-to-Child Transmission of HIV

Abbott is donating Determine HIV rapid tests to programs for the prevention of mother-to-child transmission (PMTCT) of HIV in 69 countries, including all of Africa. Abbott partners with leading organizations working in PMTCT and collaborates with Boehringer Ingelheim, which provides free HIV treatment for PMTCT programs. To date, more than three million tests have been donated to PMTCT programs. To find out more, visit www.pmtctdonations.org.

Support for Orphans and Vulnerable Children

The Abbott Fund provides care and support for orphans and vulnerable children who are infected and affected by HIV/AIDS, and the communities that care for them. Abbott Fund supports model programs in Burkina Faso, India, Malawi, Romania and Tanzania by contributing grant funding and

donating health care products. The initiative aims to develop and support models to address specific community needs in four interrelated areas: health care services and infrastructure, voluntary HIV counseling and testing, education, and basic community needs—such as clean water. In

2004, more than 146,000 children and families received services through the Abbott Fund initiative. To find out more about the program, visit www.stepforwardforchildren.org.

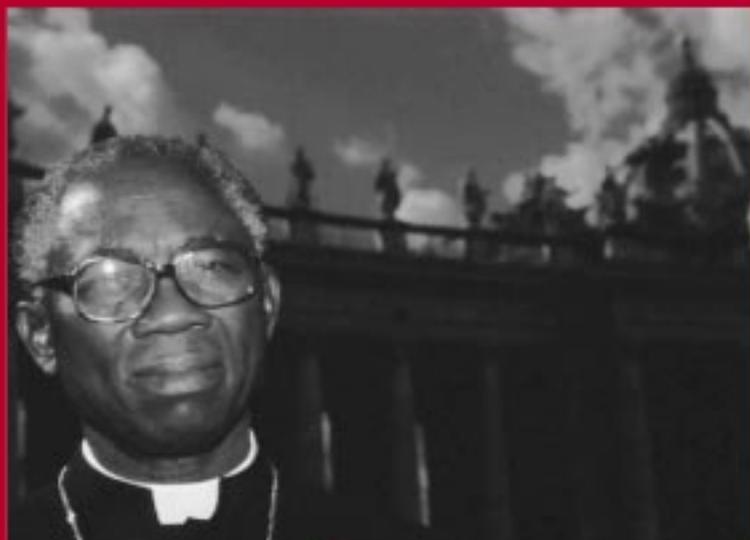
Strengthening Health Care Systems

The Abbott Fund and the Government of Tanzania are partnering in one of the most comprehensive initiatives in Africa to strengthen a country's health care system to meet the treatment needs of people with HIV and other lifelong diseases. The partnership covers multiple hospitals and laboratories in Tanzania, including modernizing health care facilities and systems, training medical and laboratory staff, and expanding access to HIV voluntary counseling and testing (VCT). A central component of the Abbott Fund initiative is the strengthening of Muhimbili National Hospital in Dar es Salaam, Tanzania's leading referral and teaching hospital.

In 2005, a new Abbott-funded, three-story outpatient treatment center and state-of-the-art clinical laboratories will open at Muhimbili National Hospital, serving up to 1,000 patients per day. To find out more, visit www.tanzaniacare.org. ●

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United States Agency for International Development (USAID)

< By Carl Unegbu >

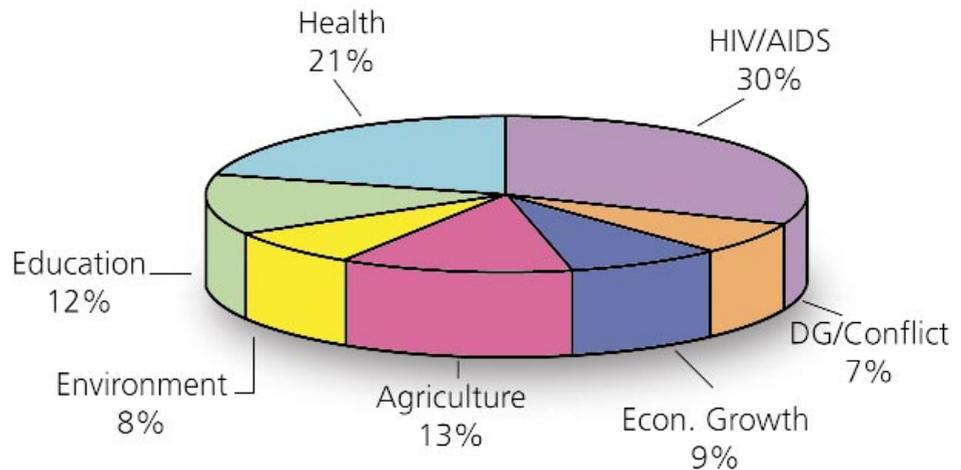
As a developing part of the world, Africa has long been a major area of focus for the USAID, founded in 1961 as one of the foremost instruments of American foreign assistance programs. In recent years, USAID has increasingly focused its attention and money in Africa around a number of hallmark initiatives, as shown by the way it has disbursed the \$1.028 billion contained in its Congressional Budget Justification for FY 2005.

(The agency's Africa Bureau officials said that about \$.9 billion of this appropriation has actually been spent to date.) Help me with the arithmetic, how much is .9 billion?

For fiscal year 2005, these initiatives include the Initiative to End Hunger in Africa (IEHA) which aims to cut hunger in half in Africa by 2015 (\$44.5 million); the Initiative on Trade for African Development and Enterprise (the TRADE Initiative [\$25 million]); the Congo Basin Forest Partnership (\$53 million over three years) and the Africa Education Initiative (\$53 million). Others include the President's Emergency Plan for AIDS Relief (PEPFAR [\$50.6 million]); the Anti-Corruption Initiative; the Conflict Initiative and the Leland Initiative for increased African access to information technology.

Aside from specific Initiatives, other notable expenditures include health care and disease prevention programs (\$160.4 million); education programs (\$105.2 million); family planning programs (\$86.8 million) and programs for the promotion of democracy and governance (\$89.5 million).

USIAD's Priority Sector Spending in Africa



Opportunities for American Firms

USAID conducts business with outside entities (both for-profit and not-for-profit) by way of assistance and acquisition instruments. Please explain what is an instrument, does this mean a program? For private firms wishing to do business with the agency, the acquisition instruments, rather than the assistance instruments, are more appropriate since they pertain to the agency's procedures for contracting and purchase orders which are essentially market-based. The counterpart assistance instruments deal mostly with the agency's giving of funds or similar resources to outside parties such as? (usually via grants and cooperative agreements with not-for-profit entities) executing public purpose functions.

The usual subjects what do you mean? of a USAID acquisition or procurement include technical assistance such as contracts for managerial or technical consultancy in developing and implementing sustainable development programs; commodities like equipment and supplies needed for its projects or for

the household and office use of its staff USAID staff? or for disaster relief or even those what? funded under the agency's commodity import programs designed to supply specific needed goods in overseas countries. The agency's procurement could also include contracts for the provision of academic or professional training needed for the execution of its projects or the training of its staff; as well as contracts for the purchase of food aid for its various emergency, supplemental feeding and food security programs.

Doing Business with USAID

The best starting point for anyone wanting to do business with USAID is a visit to the agency's business and procurement website (www.usaid.gov/business) which contains in-depth information on the processes and the opportunities and also features links to other sites and resources to assist potential business partners of the agency. For firms interested in doing business in Africa, there is the Bureau for Africa in Washington, DC, headed by Assistant Administrator Lloyd Pierson.

Aside from specific Initiatives, other notable expenditures include health care and disease prevention programs (\$160.4 million); education programs (\$105.2 million); family planning programs (\$86.8 million) and programs for the promotion of democracy and governance (\$89.5 million).

(www.usaid.gov/locations/sub-saharan_africa) Tel: (202) 712-0500. The USAID business and procurement office is headed by Michael Walsh and can be reached at (202) 712-4681.

American firms interested in pursuing specific business opportunities or learning about business opportunities in particular countries or regions of Africa should contact the USAID missions in those particular countries. (A listing of these missions is available at: www.usaid.gov/locations/sub-saharan_africa/.)

In terms of regulations, USAID's acquisition and procurement processes are governed by the Federal Acquisition Regulations (FAR), the USAID Acquisition Regulations (AIDAR) and the USAID Automated Directive System (ADS).

Under the procurement regulations, the agency's intended procurements, be it commodity, service or equipment, are first advertised on both the FedBizOpps website (www.fbo.gov or www.fedbizopps.gov) (Tel: 877-472-3779), which is essentially a centralized notice board for procurement by all federal agencies as well as on the USAID's business and procurement website (www.usaid.gov/business). The advertisement runs for about a 15- day period, following which Requests for Proposals (RFPs) are issued, on the internet site (or in hard copy format upon request), instructing that proposals are due at a particular location after 30 days.

In submitting the proposals the

technical outlines and the cost outlines are required to be packaged separately since they must be reviewed separately—by a technical review committee and the contracting officer respectively. Based upon a combined assessment of both the technical and cost proposals, the contracting officer then specifies what is considered a competitive range of offers with a reasonable expectation of winning the contract and negotiates with them. Best and final offers (BAFA) are then invited with the contract being ultimately awarded to the proposal providing the greatest value to the Government, all factors considered, technical and costs.

For small businesses, there is an advantage under Section 608 of the Foreign Assistance Act. In this regard, the agency maintains an entire department known as the Office of Small and Disadvantaged Business Utilization and Minority Resource Center (OSDBU/ MRC) whose mission is to ensure access by small businesses to USAID programs. This office identifies and safeguards intended procurements that fall under the Small Business "set aside" or

Section 8 (a) schemes (both reserved for small business entities) before the solicitation is even published on the FedBizOpps website. (The OSDBU/MRC may be reached at www.usaid.gov/procurement_bus_opp/osdbu (202) 712-1500.)

Under the OSDBU program, the "set aside" regulations reserves solicitations of USAID procurements of between \$2,500 and \$100,000 for small business entities on a competitive basis. (Purchases not exceeding the \$2,500 threshold are considered as "micro-purchases" and need not even be solicited on a competitive basis.)

With the USAID progressively ramping up its African operations there seems to be no better time than now for an American business to grab a piece of the action. ●

Carl Unegbu is a New York-based attorney and journalist. He can be reached at ocarls@yahoo.com

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The West Africa Trade Hub (WATH) is a partner of CCA's West Africa International Business Linkages (WAIBL) program. It is a USAID-financed trade development project working in 20 countries throughout West Africa. In 2005, it generated \$1.1 million in exports and \$6 million in pending orders through its sponsorship of 45 export-ready West African companies. It also provided training and information on AGOA, the African Growth and Opportunities Act, through its AGOA Resource Centers in 14 countries and worked to facilitate regional trade through studies on transportation difficulties and food sanitation standards. For more information, visit www.watradehub.com

West African Handicrafts Finding New American Homes

West Africa's many and diverse cultures have given rise to some of the world's finest handicrafts and home décor—examples of which will be coming to a store near you thanks to WATH's efforts. In May, WATH sponsored 17 companies and cooperatives from six countries to exhibit at the Sources tradeshow in New York City. More than \$20,000 in sample orders were placed on the spot and contacts made there have led to larger orders now being produced and shipped to the US market.

Farafigne Tigne of Mali has exported \$20,000 worth of bead jewelry, while Niger's GIE-Dani is filling orders for more than \$15,000 in leather bags, sandals, silver jewelry and ostrich leather purses.

Village Artisanal de Ouagadougou in

Burkina Faso shipped \$12,000 in Tuareg leather boxes this summer to giant buyer MaxMarr and has pending orders for \$20,000 to other leads generated at Sources.

Meanwhile, Fritete African Works and Tekura Enterprises, both of Ghana, have joined forces to complete a 48,000-piece, \$220,000 order from Target for candleholders, bowls, sculptures and masks - their second Target order in two years. WATH is providing technical assistance in quality control and production planning to the companies for the order, which will ship this fall. ☉

Versions of these stories originally appeared in the WATH Factor, a monthly e-newsletter. To subscribe, write to info@watradehub.com.

Entrepreneur Brings Lifelong Love of Shea Butter to U.S. Market

Eugenia Akuete has been preparing all her life to sell shea butter. Her mother, a midwife, applied it to newborns—including her own daughter—to prevent heat and diaper rash. But this Ghanaian entrepreneur still had much to learn when she started selling the West African nut-based moisturizer to the American market.

Only now, after years of building her knowledge and client bases, is Akuete starting to sell larger volumes of bulk butter and black soap to Western consumers. In August 2005, she clinched a \$10,050 order in one day, after a Chicago buyer contacted her through WATH's website. In 2003, after years of selling out of her



Eugenia Akuete

suitcase, Akuete founded Naasakle Ltd., which buys shea nuts from women's cooperatives in Ghana's

northern region and converts them into ivory, beige and yellow butter. Naasakle now regularly ships 1,000 pounds at a time to 10-15 customers across the US, with some additional business to the UK and Canada.

"Over the years, I've become more confident," said Akuete, listing the conferences and workshops on shea butter she's attended in the US, Ghana, Mali and Burkina Faso.

They've educated her about the importance of chemical analysis and quality control—critical for selling to the US market. ☉

The Joy of African Cooking and Eating

< By Bijou Muhura >

In Sub-Saharan Africa, traditionally, the kitchen is located outside or in a separate building from the living quarters. Many kitchens are full of large pots of the freshest of ingredients: meat, fish, vegetables, and spices, some simmering over a fire particularly in the afternoons at the end of the workday.

There are thousands of different dishes, but the most telling characteristic of most sub-Saharan dishes is the use of **chili peppers** and vegetables. The two main types of chili peppers are either *Scotch Bonnets* or *pili pili* which add to the savoring taste of any dish. As for vegetables, the most common are yams, okra, cassava/ cassava leaves, Amaranth, groundnuts, Molokhia, black-eyed peas, cabbage, pumpkin leaves, maize/ corn, and sweet potatoes. Many people cook with red palm oil which gives food both a distinctive taste and color. Other oils primarily derived from vegetables, peanuts or olives are also used in cooking or seasoning.

Where people live in Africa determines their main staple. In Sudan, the staple tends to be millet; in Rwanda, it includes a combination of beans and sorghum or corn. In Ethiopia, it is teff, a grain used to make *injera*; in Ivory Coast, it is fermented cassava which produces a main dish called acheke. In southern DR Congo, it is corn cooked like bread to make kakontwe (in Katanga) and bidia (in Kasai). In eastern DR Congo, it is either cassava or plantains, and it is rice in central and northwest DR Congo. One main dish to note is *Fufu*, pronounced *Foo-foo* or *Foutou* which is to West and Central Africa a staple that can be equated to mashed potatoes in traditional European and American cooking. Fufu is a thick and smooth accompaniment for dishes that need



Ingredients

- two or three spoonfuls of cooking oil or butter
- one onion, finely chopped
- two sweet green peppers (bell peppers), chopped
- one clove fresh garlic, minced
- one-half teaspoon ground ginger
- one teaspoon curry powder (or a similar amount of a combination of ground cayenne pepper or red pepper, cumin, coriander, and turmeric)
- a few whole cloves
- one teaspoon salt
- one chicken, cut into small serving-sized pieces
- one cup of water
- four (or more) potatoes, clean and cut into quarters
- three ripe tomatoes, cut into chunks
- two cups coconut milk
- fresh cilantro or parsley, chopped
- one tablespoon lemon juice

sauce and vegetables. There are Fufu-like staples all over Sub-Sahara Africa that have diverse names in the different parts of the continent. In Eastern Africa, it is called *Ugali*, in Southern Africa, it is *Sadz*, in Central Africa, it is called *fufu* and in parts of West Africa, it is called *foutou*. In West Africa, fufu is usually made of yams, sometimes combined with plantains. In Central Africa, fufu is made of cassava tubers, like *Baton (Manioc)*. Fufu can also be made out of cassava flour, semolina, rice or potato flakes.

In Sierra Leone and Liberia, the main staple foods are rice and fufu whereas it is rice and millet in Guinea. Dishes made from the same ingredients like

Kuku Paka

Directions

Heat the oil in a large pot. Over high heat fry the onions and green peppers for a few minutes, stirring constantly, stir in the minced garlic and fry for a minute longer. Add the spices and salt and mix well.

Add the chicken to the pot. 1(Add another spoonful of oil, if necessary to keep chicken from sticking.) Brown the chicken pieces on all sides. Remove chicken and set aside.

Add water to the pot and bring to a slow boil. Add the potatoes and cook them until they begin to become tender. Return the chicken to the pot and continue to cook at a low boil, stirring occasionally, until the chicken and potatoes are done.

Stir in the tomatoes and cook for a few minutes more. Then add the coconut milk, reduce heat, and gently stir and simmer until sauce is thickened. Stir in the lemon juice. Garnish with the fresh coriander leaves or parsley immediately before serving.

Serve Kuku Paka with plantains or rice

ground nuts are cooked and called differently in each one of these countries. It is peanut soup or stew in Sierra Leone and Liberia, but mafe in Guinea (more ingredients are added to this dish when compared to peanut soup). Although these countries share borders, they each have unique dishes; Liberia has a stew called palm-butter; Sierra Leone has a type of vegetables called, "greens", in Cameroon it is ndole.

In each West African country, the ingredients might be the same, yet each time one tastes or eats their food, it always comes out as a new experience and a savoring moment. For example, just chicken or rice can

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Taking advantage of the Opportunities at the African Development Bank

Continued from page 14

in procurement disputes, and advocacy, liaising with U.S. Embassies in the region, and with the Advocacy Center headquarters in Washington DC, as appropriate, to come up with strategies to ensure transparency and a level playing field.

How to work with the Bank

There are three main ways to work with the African Development Bank: by bidding on tenders offered by AfDB borrowing countries, by providing consultancies or technical services, and by borrowing or investing in the bank-funded private sector projects.

Bidding on tenders: The AfDB allocates a large portion (80-85%) of its resources to public sector projects. In order to be successful in these projects it is important to start following the project early in the process, be familiar with the Bank's procedures and rules for procurement, and engage the borrowing country to sensitize its executing agency to U.S. goods or services that might be available.

Consulting and technical services: The AfDB works with consultants in three ways: implementing the Bank's technical cooperation program; assisting in project preparation; and implementing and performing due diligence.

Borrowing/Investing in Bank-funded Private Sector projects: The AfDB has a thriving, yet relatively small, Private Sector Department that funds private sector projects. U.S. firms interested in approaching the Private Sector Department should alert the US Commercial Liaison Office in order to obtain information on the AfDB's mandate and criteria for private-sector projects, which is determined on a case-by-case basis, and to review the elements of the company's business proposal to make sure it addresses the developmental mandate of the Bank as well as financial risk. In 2004, the Bank approved, 4 private sector loans totaling more than \$233 million. In order to minimize transactions costs and risk exposure, the Private Sector Department extends loans of a minimum of

\$3,500,000 to single private borrowers, provided that this does not exceed 35% of the total cost of the project investment.

Africa remains one of the world's largest untapped markets. For companies with experience working in Africa, working with the Bank is a way to expand business opportunities on the Continent. For firms new to the region the African Development Bank can provide a safety net in the form of professional staff with years of experience in the region, working with a world-class institution that continues to maintain a AAA credit rating, under new corporate leadership from recently installed, President Donald Kaberuka, who is focused on expanding private sector development. ●

To learn more about the U.S. Commercial Liaison Office and business opportunities involving the African Development Bank please contact the U.S. Commercial Liaison Office at tel:(216) 71-831-117; fax:(216)71-830-244; or email: Rashida.Petersen@mail.doc.gov; or visit the website at www.afdb.org

CULTURE

The Joy of African Cooking and Eating *Continued from page 22*

be cooked in a hundred different ways. The food tempts you from spicy drinks and "small chop" to ginger beer, jus de bissap, coconut juice, tamarind drink, and plantain fritters. There are entrees such as ceebu jen or chicken yassa in Senegal, peanut sauce or chicken kedjenou in Ivory Coast, and nkatankwan or ashanti chicken in Ghana.

There are various sauces: red palm oil

sauce, mushroom sauce, kale sauce, egussi sauce, moambe sauce, peanut sauce, sauce aux crevettes, shitor din sauce or sauce aux champignons et citron. For a finishing touch, after a great meal, there is chin-chin, paw-paw mango fool, kola nut, akara, fruit salad, coconut pie and more.

One can go on and on about different ingredients, food, taste, the savoring moment and just end there, but it

wouldn't be right without giving a delicious recipe. Below is a recipe called *Kuku Paka*, a chicken-coconut curry, a dish from East Africa. It is also sometimes called an Ismaili dish as it shows up on some Indian menus. ●

Bijou Muhura is a CCA staff member who is pursuing a Master's Degree in Public Policy.

The World Bank Multi-Country AIDS Program: Building National Business Coalitions to Address HIV/AIDS

Continued from page 17

procedural mechanisms through which the private sector accesses MAP funds, including the NAC private sector manual, application form, evaluation criteria, eligibility criteria, indicators, and 100 day action plan.

Regional Private Sector Mobilization

The primary objective of the regional private sector mobilization meetings is to build the capacity of national business coalitions against HIV/AIDS. During these forums, participants have the opportunity to develop country specific plans and identify strategies

and partnerships aimed at facilitating implementation and enhancing national responses to the epidemic. In 2004, CCA worked extensively with The World Bank on the development and implementation of regional conferences in Malawi and South Africa that brought together business coalition and NAC representatives from 14 African countries. CCA also collaborated in the writing and editing of the Guidelines for Building Business Coalitions against HIV/AIDS, a guide published by the World Bank Group, the World Economic Forum, UNAIDS and CCA. It provides practical and

operational guidance to companies and/or leaders in the private sector in coordinating a collaborative response to HIV/AIDS. The guide includes lessons learned and best practices in forming and enhancing the effectiveness of business coalitions against HIV/AIDS. ●

For further information on MAP and national business coalitions against HIV/AIDS, please contact Caroline Hope at The Corporate Council on Africa, chope@africacncl.org

Caroline Hope is a Program Manager for CCA's HIV/AIDS Initiative

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