



INDO-AFRICAN BUSINESS

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TO A VIBRANT
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Dear Readers,

Greetings. What you're reading is the inaugural issue of Indo-African Business, yet another trans-continental magazine, ink-fresh from our steadily-growing print-stable. Yes, we have caught up with Africa, the vibrant continent of infinite promise. Exploited and plundered by the West for centuries, this land of hope has woken up like a lion from a long slumber - hungry, angry and unstoppable. Africa today is aware of its vast strength and wants to regain its wealth and self-respect. African nations have organized themselves as a powerful union, set up their own forum to carry out the much-needed economic development programme across the continent. The New Partnership for Africa's Development (NEPAD) has vowed to eradicate poverty and diseases from the face of Africa. We whole-heartedly support the African efforts and contribute our mite to the development of a mighty continent on the march towards prosperity, progress and peace. Realizing the importance of Africa from the point of view of bilateral trade, the Indian Commerce Ministry has evolved a "Focus Africa" programme. In this context, we salute the initiative taken by the Export-Import Bank of India, which has recognized the rich potential of a continent sitting pretty on vast, untapped natural resources. In essence, an economically developed Africa can dictate terms to the world at large. T. C. Venkat Subramanian, Chairman and Managing Director of Exim Bank, captures in detail the untapped economic potential of a continent that has opened its doors to unlimited investment. In the same vein, Prabhakar R Dalal talks about the trade route to Africa that the Exim Bank has paved with credit. Then we have delved deep into two inter-related areas -- tourism and aviation. We bring to you an exclusive interview with Ato Girm Wake, CEO (world-wide) of Ethiopian Airlines. Yes, it's the national air-carrier of Ethiopia, once ruled by Queen Sheba, whose encounter with King Solomon, the Wise, is the subject of Biblical folklore. While Wake's speaks of the airlines' expansion plans, his colleague, Ayenew Alemneh, who till recently looked after India and South East Asia business, thinks the booming Indian economy will boost tourist flow into Africa. Then we have a report about how the sleek Tata Minibuses have rolled into Senegal, with a whole lot of other products slated to follow suit. As a pleasant diversion, we take you on a Kenyan Safari, the mother of all such adventure tours in Africa.. We also present the Hollywood's never-ending fascination for Africa. In the final analysis, Black is beautiful; the most luminescent and priceless; like the Black Pearl, prised out of the oyster from the azure waters, off the dream island of Mauritius. Or simply look into the eyes of an African child, you'll understand. That's Africa for us. We're hooked to it. And so will you be; from the very first issue onwards; forever.

Wish you happy reading

Satya Swaroop

Managing Editor

satya@newmediacomm.biz

भारतीय निर्यात-आयात बैंक

EXPORT-IMPORT BANK OF INDIA

T.C. Venkat Subramanian
Chairman & Managing Director

टी.सी. वेंकट सुब्रमणियन
अध्यक्ष एवं प्रबंध निदेशक



Bilateral trade between India and the African region has received a new impetus with several initiatives taken by Government of India and Exim Bank including extension of new Lines of Credit, Exim Bank-IFC co-operation arrangements under Africa Project Development Facility, Government of India's Consultancy Trust Fund with African Development Bank, Exim Bank's equity stake in Afrexim Bank and proposed stake in Development Bank of Zambia and West African Development Bank, Government of India's 'Focus Africa Programme' and the 'New Partnership for African Development (NEPAD),' amongst others. India's oil-exploration company, ONGC has made significant investment in Sudan and is looking for similar investments in Angola and other African countries. The region has significant potential for growth in trade and investment from India. 'Indo-African Business,' is an initiative supported by Exim Bank, for promoting and facilitating India's trade and investment with the African countries. This bilingual (English and French) magazine will be a facilitator in highlighting the potential in the region and serve as a useful reference to the Indian business enterprises seeking to expand trade with Africa.

(T. C. Venkat Subramanian)

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I commend Mr Saya Swaroop for the initiative to launch the Indo-African Business magazine. His other publication on Latin America has proved to be useful. These publications cover the areas which are emerging new markets for India's exports. These regions have been identified by the Government of India for focused trade promotion.

These magazines will fill the information gap and encourage Indian exporters and business to explore the opportunities in these new markets

I wish success for both the magazines.

R. Viswanathan

*Joint Secretary (Investment and Trade promotion)
Ministry of External Affairs,
Government of India*



"Congratulations again for yet another wonderful initiative in launching a bilingual trade magazine, this time in order to boost trade with Africa. Importers and exporters in India and also from the African continent would greatly benefit from it."

Dr. V.S. Gopalakrishnan

Director General, World Trade Centre, Mumbai.

Embassy of the
Republic of the Sudan
New Delhi
Ambassador's Office

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



سَفَارَةُ جُمْهُورِيَّةِ السُّودَانِ

نيو دلهي
مكتب السفير



Launching a timely and important Indo-African Business Magazine in association with the Export Import Bank of India dedicated to enhancing India-Africa economic relations is undoubtedly a well-thought of and significant initiative. I am confident that this would stimulate the interest of all concerned and would give momentum and fresh impetus to one of the basic ingredients in the framework of South-South Co-operation, namely a prosperous and all-round co-operation between India and the continent of Africa.

Relations between Africa and India are not relations of friendship. They are of kinship. Since the dawn of history the peoples of the two regions came together and interacted.

The Indian Ocean and Seas associated in the writings of historians, poets and voyagers with legends, wonders and beauty have never been barriers to such interaction between India and South, East, West and North Africa. These routes were and continue to be vehicles and carriers of trade, peoples and ideas.

India and Africa share similar histories and legacies of colonialism as well as struggle for independence. The fact that there is ample room for co-operation between Africa and India needs no elaboration. There exist enormous opportunities in trade, investment, economic, scientific, technological, cultural and human resources development. Africa can greatly benefit from the Indian experience in small and medium-scale enterprises as well as in the area of food security and agro-processing along with information technology and pharmaceuticals. Perhaps, the time now is ripe for the establishment of necessary mechanisms for a prosperous Indian-African Union dialogue through which this partnership both in private and public sectors, is expressed and channeled. Towards the attainment of these objectives, I am sure that the Indo-African Business Magazine will greatly assist.


Abdalmahmood Abdalhaleem Mohammad
Ambassador of the Sudan



It is a matter of pride and satisfaction that the historical relations between Ethiopia and India, marked by cultural and commercial links between the two ancient civilizations, have traversed a long path ushering into much closer bond of friendship in the 21 st century. Since the establishment of diplomatic relations in 1948, bilateral relations between these sisterly countries have witnessed close and multidimensional cooperation in trade, commerce, cultural, social and political fields. In the international arena also, whether in NAM or UN forums both countries have supported and contributed to the causes of peace and harmony among nations of the world.

These newly forged relations have opened up possibilities to strengthen and expand cooperation in the areas of trade, human resource development, agriculture, rural development and small-scale industries. Transformation of Ethiopian economy from centrally controlled to market oriented, have brought wide opportunities for private foreign entrepreneurs to join hands with domestic entrepreneur for mutually beneficial joint ventures and projects. A few potential areas for investment in Ethiopia are educational and technical training, water resources management, pharmaceuticals and development of small-scale industries. Ethiopia is highly enriched country for the purposes of harnessing natural resources and agro-industry development. Besides, one can also engage in fruitful business activities in purchasing hides and skins, coffee, pulses and cotton, which are available in abundance and at competitive prices too in Ethiopia.

I am happy to note that New Media Communication Private Limited is launching a quarterly magazine Indo-African Business in association with Export Import Bank of India. I hope that the magazine will provide much needed information for the Indian business community to take advantage of potential business opportunities in trade and investment especially in Ethiopia and Africa in general. I extend my good wishes for the success of this venture.

Dr. Teketel Forssido

*Ambassador of the Federal Democratic Republic
of Ethiopia to India*



Synergy between India & Africa Unlimited Trade & Investment Potential Awaits Tapping

T.C. Venkat Subramanian

Chairman & Managing Director, Export-Import Bank of India

Despite the many challenges facing Africa, considerable progress has been achieved through improved macro-economic management and continued structural progress in many countries. This has resulted from the strong commitments of many African governments to prudent fiscal, monetary and exchange rate policies.

Stimulus to sustained growth would emanate from the deepening of reforms, structural transformation, rebuilding institutional capabilities and sound as well as efficiently managed macro-economic policies. The need for African countries to redouble their efforts is firmly articulated in the New Partnership for Africa's Development (NEPAD). Reflecting the increasing resilience of the African countries to global uncertainties, real GDP growth of Africa strengthened to an estimated 4.1 per cent in 2003, from that of 3.5 per cent in 2002, and during 2004 is projected to increase further to 4.2 per cent. On the inflation front, improved macroeconomic policies have resulted in relatively low inflation rate in most African economies.

Since the commencement of operations of Export-Import Bank of India (Exim Bank) in 1982, the countries in the African Continent have been a focus region, and thus a critical component of Exim Bank's strategy to promote and support two-way trade and investment. This commitment towards building relationships with the African region is reflected in the various activities and programmes which Exim Bank has put in place with a view to create an enabling environment to facilitate and enhance bilateral commercial relations between India and countries in Africa.

Indo-African Trade Relations

Synergy that exists between India and Africa can be gauged from the fact that bilateral trade has risen to as much as US\$ 6.6 billion in 2002-03 from that of US\$ 967 million in 1990-91, due to rise in both exports to and imports from the African region. India's exports to Africa have reached US\$ 3.1 billion in 2002-03 from a relatively low figure of US\$ 394 million in 1990-91. As a result, the share of Africa in India's total exports has risen from a marginal 2.2 percent in 1990-91 to a healthy 6.0 percent in 2002-03. Concomitant rise in imports from Africa during the comparable period attest to increased two-way trade relations, wherein India's imports from Africa have risen from US\$ 573 million in 1990-91 to US\$ 3.4 billion in 2002-03, with a resultant 5.6 percent share in

India's total imports, up from 2.4 percent share in 1990-91.

"Focus Africa" Programme

The "Focus Africa" programme launched by the Government of India from the year 2002-03, was enhanced in April 2003 to cover, in effect, the entire African continent. Besides identifying specific countries, the programme has also identified specific product groups for focussed approach, and has also called for an integrated approach involving all concerned institutions and agencies for enhancing bilateral trade and investment relations.

Exim Bank's Initiatives

As highlighted above, Exim Bank has committed resources and has in place a comprehensive range of facilities and programmes to facilitate and catalyse India's trade with the African region.

Exim Bank has extended Lines of Credit (LOCs) to a number of institutions/agencies in Africa with a view to boosting India's exports to the region particularly for SMEs. To add to these initiatives, Exim Bank also actively facilitates investment by Indian companies in Africa in the form of joint ventures and wholly subsidiaries. These ventures are in countries including Botswana, Egypt, Ghana, Kenya, Mauritius, Uganda, South Africa, Tanzania, Senegal and Zambia, and encompass diverse areas such as hotels, hygiene products, denim textiles, pharmaceuticals, dyes and fertilizers.

Participation in projects in Africa funded by multilateral agencies is an important avenue to enhance presence in overseas markets, and Exim Bank actively facilitates



participation of Indian companies / consultants in such projects. As a partner institution to promote economic development in Africa, Exim Bank maintains strong institutional linkages with key institutions in Africa which include the African Development Bank, the Afri Exim Bank, the PTA Bank, the East African Development Bank, the West African Development Bank (BOAD), the Association of African Development Finance Institutions and the World Bank. At the same time, Exim Bank has tie-ups with institutions such as the International Finance Corporation (under which the Africa Project Development Facility is operated), the PTA Bank, and the African Management Services Company, to provide consultancy support services in the region.

Exim Bank has also taken active participation in the institutional building process in a number of countries in Africa. Besides being associated in the setting up of the Afri Exim Bank and taking equity stake, the Bank has been involved in the design and implementation of Export Finance Programmes of Industrial Development Corporation, South Africa, and in the establishment of Export Credit Guarantee Company in Zimbabwe.

Exim Bank has recently published a research paper on "*Strategy for Quantum Jump in Exports: Focus on Africa, Latin America and China*", which outlines an analytical approach for achieving a significant increase in India's exports, over the medium term, by focusing on Africa, as also on Latin America and China. With regards to Africa, the study estimates that India could aim to achieve by 2007, a target import share of 10 per cent in Africa, which would translate into an export level valued at US\$ 18 billion. This, in turn, would give an added edge in achieving the overall export target set by the Medium Term Export Strategy of the Government of India.

Regional Combinations for Focussed Approach

Strategy to enhance bilateral trade and investment relations would need to encompass a regional approach, and this in turn could entail focussing on select regional trading arrangements in the region. With a view to boost intra-regional trade and investment flows,



a number of countries in Africa have entered in trading arrangements while existing ones have been renewed in recent years. These arrangements envisage removal of tariffs and other impediments to intra-regional trade flows, while some also aim at fostering common economic and monetary union amongst member countries, as also common currency.

Major trading arrangements in Africa include the Common Market for Eastern and Southern Africa (COMESA), Southern African Development Community (SADC), Southern African Customs Union (SACU), West African Economic and Monetary Union (UEMOA), Economic Community of West African States (ECOWAS), Central African Customs and Economic Union (UDEAC), Economic Community of Central African States (ECCAS), Indian Ocean Commission, among others. These trading arrangements represent countries in eastern, southern, and western as also western Africa.

Opportunities in the Services and IT-related Sectors

Opportunities in the services sector could also be explored, with many countries in the region actively promoting business opportunities in recent years. Sectors such as tourism, healthcare, education, financial services present opportunities for setting up related infrastructure as also skilled manpower to render services in these sectors.

With the global information and communication technology (ICT) revolution increasing making inroads in the African region, the strengths of countries like India in the IT, bio-tech and software development areas could be harnessed to facilitate and supplement the concrete measures that have been effected in the region. For instance, in 1998, 15 African countries agreed to support an Information and Communication Infrastructure known as 'The Africa Connection', and development efforts are in progress in SADC, COMESA and ECOWAS countries. Further, members of the East African Community, viz. Kenya, Tanzania and Uganda, have also launched a telecommunication project to improve access to advanced and reliable communications. Besides these, many African countries have also embarked on developing and building up their ICT infrastructure. With IT set to play a key role in the economic development in the region, opportunities exist to take part in developments in the sector, while supporting African countries in formulating national IT policies would serve to forge long-term relationships in the region.

Focus-Africa

India's Campaign To Boost Commerce & Trade Across A Continent

India has always sympathized with peoples' movements across Africa and maintained close and cordial relations with governments in that continent. However, commercial relations have not grown commensurately due to various reasons. These include distance, language barriers, inadequacy of information about business opportunities, incidence of civil strife, macro-economic instability and the modest progress made in liberalization and privatization. Taking into consideration all these issues, the Indian Commerce Ministry chalked out an ambitious "Focus-Africa-Programme" to boost commerce with that continent.

Under the *Programme*, announced on March 31, 2002 by the Commerce Minister along with the EXIM Policy for the five-year period 2002-07, the focus will be laid on seven countries of the Sub-Saharan Region, namely, South Africa, Nigeria, Mauritius, Tanzania, Kenya, Ghana and Ethiopia

Exactly a year later, on April 1, 2003, the scope of the **Focus-Africa-Programme** was further extended to all the other countries of the Sub-Saharan African region, where India has Diplomatic Missions. This covered Angola, Botswana, Ivory-Coast, Madagascar, Mozambique, Senegal, Seychelles, Uganda, Zambia, Namibia and Zimbabwe, along-with the six countries of North Africa viz. Egypt, Libya, Tunisia, Sudan, Morocco and Algeria. Many Missions in Sub Saharan Africa are concurrently accredited to other countries in the region. **Thus, the Programme in effect, covers the entire African continent.**

Under the **Programme**, India extends assistance to exporters, Export Promotion Councils (EPCs), etc. to visit these countries, organize trade fairs and invite African trade delegations to visit India. The initiatives taken so far have received encouraging response from exporters. It is likely to result in expanded bilateral trade in the near future.

AWARENESS SEMINARS ON AFRICA

In the period starting from the announcement of the **Programme** till August 2003, a large number of seminars were held across the country, involving the Commerce Ministry, the EPCs, a large number of exporters and representatives of African Missions. These include six awareness seminars organized by EPCs in the chemical sector at Delhi, Mumbai, Kolkata, Chennai, Bangalore and Hyderabad, four workshops organized by the Federation of Indian Chambers of Commerce and

Industry at Bangalore, Hyderabad, Chennai and Cochin, two seminars by Synthetic & Rayon Export Promotion Council at Surat & Coimbatore and two seminars by Confederation of Indian Industry at Chennai and New Delhi

STUDIES ON AFRICA'S TRADE POTENTIAL

The National Centre for Trade Information (NCTI) conducted a Study on trade potential in respect of Sub-Saharan African countries. Indian Institute of Foreign Trade (IIFT) made a study on warehousing requirements in Southern African Countries. India signed a Revised Trade Agreement with Zambia in April 2003. India also Mounted high-level trade missions/official delegations to South Africa, Ethiopia, Tanzania and Uganda. INDIA TECH in Addis Ababa was held in April 2003 Exhibition/Fairs in Kenya & Tanzania held by Synthetic Rayon & Textile EPC. Business delegation from Plastics Sector visited Tanzania, South Africa, Sudan, Kenya etc. CAPEXIL participated in Dar-es-Salaam Specialty Trade Fair. Export Promotion Councils participated in SAITEX in S.Africa. MoUs signed with Ethiopia on technical assistance and cooperation in water resources.

FUTURE PACTS WITH AFRICAN COUNTRIES

Trade Agreements with members of the South Africa Customs Union (to lead to a Free Trade Arrangement by December 2004), Mauritania, Madagascar, Djibouti, Mozambique etc, under consideration. Bilateral Investment Promotion & Protection Agreement is under consideration with some African countries.

ONGOING SCHEMES AND ACTIVITIES

The existing Trade Agreements with 23 Sub-Saharan Countries through the institutional mechanisms like Joint Trade Committee Meeting, Indo-South Africa Commercial Alliance, etc, are being reviewed.

Also underway are additional lines of credit provided by Exim Bank to Sub-Saharan African Countries. So far 28 Lines of Credit (LOC) of Rs. 414 crores have been provided. Also taken up is the process of upgrading the credit rating of certain countries by ECGC.

Other Ministries have also initiated several measures e.g. meeting with banking sector was organized by Ministry of External Affairs recently, issues relating to import of pyrethrum from Kenya are being examined by Ministry of Agriculture.

DELEGATIONS FROM AFRICA

Several trade delegations and important government leaders from African countries visited India. Notable among these were the visit of John Kufuor, President of Ghana, and of Alistair Ruiters, Director General, Department of Trade and Investment from South Africa and of delegations from Cameroon, Tanzania, Mozambique, Rwanda, Djibout, Zambia, Ethiopia, Kenya and Tanzania and Mozambique.

OTHER MEASURES AIMED AT BOOSTING TRADE

India and Egypt are presently examining the possibilities of concluding a bilateral Preferential Trade Agreement. Two rounds of talks have been held so far.

Similarly, India and SACU (Southern African Customs Union, consisting of South Africa, Namibia, Botswana, Lesotho and Swaziland) are in the process of negotiating a Free Trade Agreement (FTA).

ENHANCED INTERACTION:

Interaction with important trading partners will be enhanced to act as a catalyst for the private sector to explore and tap full potential. Institutional arrangements already exist with the countries of African region in the form of Joint Trade Committees. These institutional mechanisms have been activated. Steps will also be taken for formation of Joint Trade Committees with the countries identified under "Focus-Africa-Programme."

JOINT BUSINESS COUNCILS:

FICCI plans to have increased interaction with their counterparts and hold meetings of the Joint Business Councils (JBCs) at regular intervals. Similarly CII/PHD Chambers of Commerce & Industry also propose to have regular interaction with their counterparts in the Sub-Saharan African region with whom they have signed MOUs. Simultaneously, seminars and conferences are proposed to be organized within the country for creating awareness on emerging markets in Africa.

TRADE MISSIONS:

Trade/Economic Missions result in creating necessary awareness in the region regarding India's economic reforms, strength of Indian Industry and its export capabilities. These also provide impetus for businessmen to explore new markets. High level trade missions shall be mounted to the African region.

TRADE PROMOTION MEASURES:

The Indian Trade Promotion Organisation (ITPO) shall undertake various trade promotion measures, which would include participation in specialized and commodity specific fairs and exhibitions in the countries of Africa, special promotion and publicity in the African countries, India Promotion in Departmental Stores in respect of consumer products, organizing buyer-seller meets, promotion by Indian Mission by organizing catalogue/brochure exhibitions.

Jointly promoted by India Trade Promotion Organization (ITPO) and National Informatics Centre (NIC), NCTI has carried out studies to map export potential for focus African Countries at the specific 6 digit HS Code level of HS Classification. NCTI is also the Trade Point under

UNCTAD's Trade Efficiency Programme and part of the Network of 150 Trade Points across the globe, 21 of which are located in African Countries.

INCENTIVES

Besides these incentives admissible to all exporters to the Focus Africa countries, approved export/ trading houses, recognized consortium of SSI Units and approved organisations are entitled, subject to fulfillment of the conditions prescribed in the MDA guidelines, to the following additional incentives. A. Reimbursement of expenditure on opening and maintaining a warehouse in African countries on a declining scale of 75 per cent, 50 per cent and 25 per cent in three successive years. Reimbursement of 50 per cent of eligible expenditure (on rent up to a maximum of Rs. 2.00 Lakh and expenditure on salary upto Rs. 4.00 Lakh) on opening and maintaining foreign offices in African countries. Besides individual exporters who are entitled to the above benefits, EPCs and other approved organizations are eligible to additional benefits as prescribed in the MDA guidelines from time to time.

ECGC COVER

Some African Countries are placed in a low category for grant of ECGC cover. Because of the low grading, exporters have to pay higher premium for getting commercial cover. The grading shall be reviewed periodically so that the actual economic situation of the countries is reflected in the grading of ECGC.

EXIM BANK LINES OF CREDIT

Lines of Credit enable Indian exporters, including Small and Medium Enterprises (SMEs), to export a variety of products (industrial manufactures, consumer durables and capital and engineering goods) to importers in these countries without repayment risk. While 15 per cent to 20 per cent of the contract value is paid as advance by the importers, the balance 80 per cent to 85 per cent of the contract value is disbursed by the EXIM Bank to the Indian exporters on shipment of goods. The recovery of credit extended to the overseas buyer is taken care of by the Exim Bank, without recourse to Indian exporter.

EXPORT PROMOTION COUNCILS (EPCS)

The success of "Focus: Africa" Programme requires the proactive role and involvement of Export Promotion Councils (EPCs), Apex Chambers and Indian Missions located in African Region. The EPCs will carry out market surveys for items with export potential in Africa and disseminate information to their members through publications. They will bring out promotional literature in local languages, hold commodity specific seminars in selected industrial centers, prepare compendium of main importers/associations in Africa and disseminate the same to their members and encourage members to participate in specialized International Fairs,

APEX CHAMBERS OF COMMERCE & INDUSTRY

Apex Chambers of Commerce & Industry, on their part, will establish and strengthen ties with their counterparts in Africa and ensure more frequent exchange of trade delegations. They will widely disseminate information

INITIATIVE

amongst Indian businessmen through their publications, bulletins and other periodicals regarding potential Indian exports to Africa. They will also organize seminars and workshops at regular intervals at various industrial centers to create awareness regarding the untapped potential that exists in the region for exporting goods.

INDIAN DIPLOMATIC MISSIONS IN AFRICA

The Indian missions located in African countries have been instructed to organize catalogue/brochure exhibitions, provide regular feedback on implementation of the programme, play a proactive role in coordinating promotional measures like organization of Buyer-Seller-Meets, visit of delegations and participation in trade fairs, carry out market surveys for the specified products in collaboration with the ITPO and concerned EPCs and send processed/usable information in bulletins to the EPCs on focus products



billions, growing at an impressive 7.7 per cent. India's bilateral trade with Ethiopia was \$10.46 million in 2003 against \$ 18.44 million in 2002. Ethiopian imports from India consist mainly of steel and iron. It exports to India raw hides and skins, cotton and pulses.



stood at \$ 18.4 million as on March 2003, down from \$19.97 million in 2002. India imports wood and wood products and metal scrap from Ghana. Drugs and pharmaceuticals, cotton yarn and fabrics, machinery and metal products

KENYA

Kenya, with a population of 30.8 million, posted a GDP of \$11.4 billion in 2001 (the latest available), which registered a negative (minus) growth of 0.9 per cent during the year. India's bilateral trade with Kenya stood at \$33.13 million in March 2003, marginally higher than

the previous year's \$32.02 million. Kenya imports drugs and pharmaceuticals, machinery and metals products from India and exports inorganic chemicals, pulses and tea among other products.

SOUTH AFRICA

South Africa, with a population of 43.2 million accounted for a GDP of \$ 113.3 billion in 2001 at an annual growth rate of 1.2 per cent. Indian exports to South Africa accounted for \$471.34 million at the end of March 2003 up 33.23 per cent over the previous year's \$353.77 million. Rice, worth \$132.86 million, was the main commodity that was imported.



MARITIUS

Mauritius, with a population of 1.2 million (Year 2001) accounted for a GDP of \$ 4.5 billion on an annual growth of 6.1 per cent. India imported products worth \$ 15.99 million in 2003, up from \$3.27 in 2002 while its exports touched \$ 163.5, slightly more than the previous year's \$165 million. Mauritius imports mainly cotton from India and exports pearls, precious stones to this country..



NIGERIA

Nigeria, with a population of 129.9 million posted a GDP of \$ 41.2 billion in 2001 at an annual growth rate of 1.5 per cent. India's exports to Nigeria accounted for \$445.7 million in 2003, down from \$564.47 million in the previous year. India's imports from Nigeria in 2003 amounted to \$77.05 million against \$ 87 million in the previous year. India exported to Nigeria machinery, vehicles and electrical equipment and imported from that country wood and wood products and metal scrap.

TANZANIA

Tanzania, with a population of 34.5 million accounted for a GDP of \$9.3 billion, with an annual growth of 2.9 per cent in 2001. India's exports to Tanzania accounted for \$114.5 million in 2003, up from \$90.99 million in the previous year. India's imports stood at \$90.31 million in 2003, up from \$76.27 million in the previous year. India exported cotton fabrics, machinery and pharmaceuticals while it imported cashew nuts and precious and semi-precious stones from Tanzania.

Resilient Africa Poised for Strong Economic Growth

Africa has exhibited resilience in economic activity in recent years, reflecting strengthened macroeconomic stability. Growth in Africa accelerated to 4.1 per cent in 2003 from 3.5 per cent in 2002. This was mainly because of many countries strengthening their macroeconomic policy framework in recent years inflation has generally been brought down to relatively low levels and fiscal deficits reduced reduction in external debt burdens through the Heavily Indebted Poor Countries (HIPC) initiative, and due measures taken to improve governance.

Economic activity in sub-Saharan Africa has been quite resilient over the past three years despite global economic uncertainty, and the growth is now projected to pick up strongly to 5.1 per cent in 2004 and further to 7.0 per cent in 2005. This is due to the improved policy environment, the global recovery, higher commodity prices (in 2004), more favourable weather conditions in some countries, and large expansion in oil production (in Angola, Chad and Equatorial Guinea).

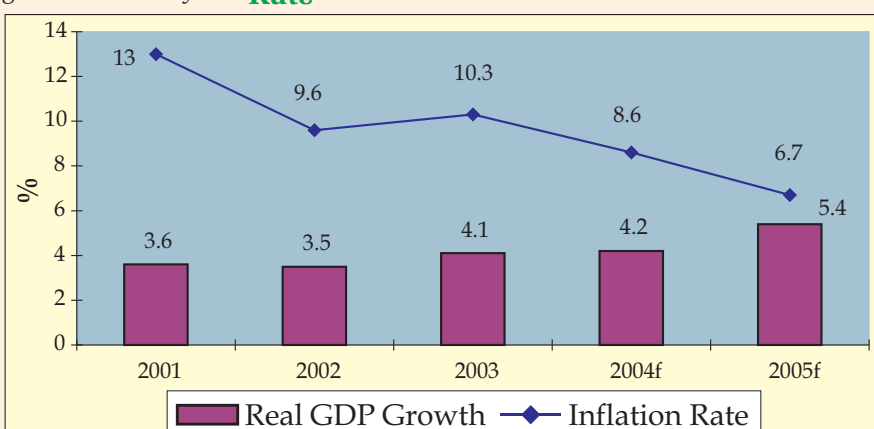
Improved macroeconomic policies in Africa have also been reflected in the single digit inflation in many countries, aided by reduction in fiscal deficits since the mid 1990s. Notable exceptions are Angola and Zimbabwe, where inflation rate stood at 98.3 per cent and 431.7 per cent, respectively, during 2003, and to a lesser extent in Ghana, Nigeria and Ethiopia. For the region as a whole, inflation stood at 10.3 per cent during 2003, up from 9.6 per cent in 2002, and is estimated to come down to 8.6 per cent in 2004.

Total exports from Africa has increased from US\$ 96 billion in 1980 to US\$ 139 billion in 2002, while Africa's imports also rose from US\$ 80 billion to US\$ 133 billion during the same period. In the year 2003, Africa's exports grew significantly by 22 per cent to stand at US\$ 173 billion, while imports grew at a rate of 17 per cent to stand at US\$ 165 billion. Despite the rise in trade, the share of Africa in global trade has registered a decline from 5.0 per cent in 1980 to 2.4 per cent in 2003 in the case of exports, and from 4.0 per cent to 2.2 per cent in the case of imports.

The central challenge in Africa remains to put in place the conditions necessary to achieve the Millennium Development Goals notably a sustained reduction in poverty. Africa's efforts need to be accompanied by

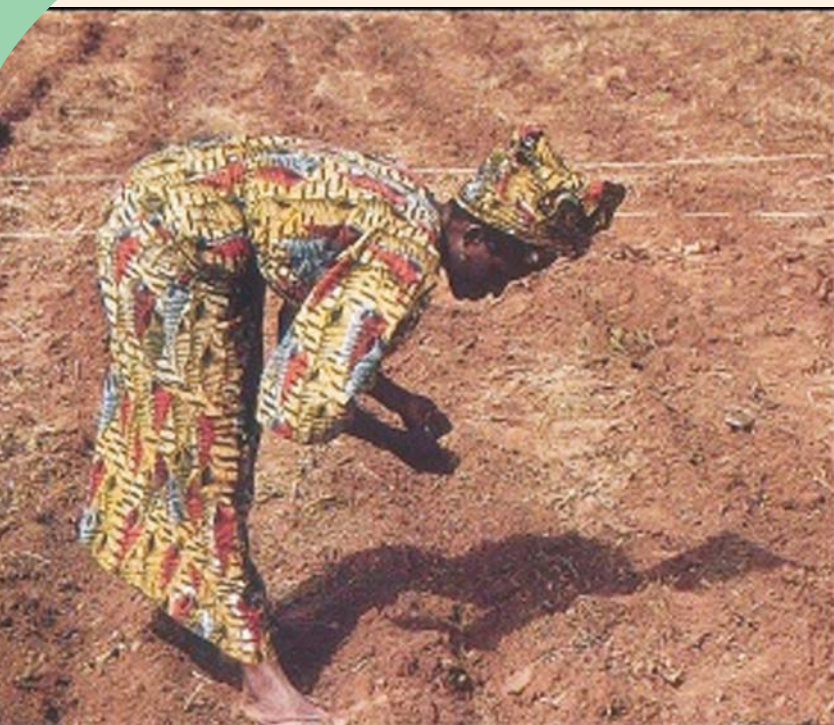
additional assistance from the international community, including higher aid, debt relief, and, most important, improved market access.

AFRICA: Real GDP Growth & Inflation Rate



RECENT DEVELOPMENT REGION-WISE

In **North Africa**, the *Algerian* economy grew by a modest 6.7 per cent in 2003, following the 4.1 per cent growth achieved in 2002. This can be attributed to the favourable weather conditions, fiscal stimulus (partly related to reconstruction needs following the May 2003 earthquake) and increased oil output. However, the growth rate is expected to come down to 4.4 per cent in 2004 followed by the recent deterioration in the country's fiscal position, as the government is forced to address acute levels of unemployment by creating public-sector jobs and raising public-sector wages. Economic activity also grew in *Morocco* due to a bumper harvest and an impressive growth in the construction sector. The agricultural sector is estimated to have grown by over 20 per cent on the back of a 55 per cent expansion of cereal output, solid growth in the horticultural and livestock sectors and a surge in olive production. The construction sector also expanded strongly, reflected in a 9.7 per cent



Ghanaian economy grew by 4.7 per cent in 2003 and is expected to rise to 5.0 per cent in 2004 owing to the developments in the gold mining sector. Higher producer prices and good rains will boost the cocoa production further from the bumper crop harvested in 2002-03.

In **East and Central Africa**, low investor confidence, lack of donor support and a slump in the tourism industry had kept economic activity low in *Kenya* at 1.5 per cent in 2003. Prospects for 2004 are brighter, given promised donor support, with about half the funds planned for infrastructure projects for roads, airports, seaports, railways and electricity. Growth rate of *Uganda* came down to 4.9 per cent in 2003 from that of 6.7 per cent in 2002 following poor rains in the first half of the year and continued poor prices for the key commodities, coffee and tea. The lower food crop production offset the strong growth in cash crops production. However, in 2004, the growth rate is expected to go up to 5.5 per cent in 2004 supported by higher exports, especially non-

rise in cement sales and a 12 per cent increase in mortgage disbursements in 2003. A strong performance in the agricultural sector, following good rains after three years of drought, a recovery in tourism as well as increased government consumption, has been responsible in boosting the real GDP growth rate of *Tunisia* to 6.1 per cent in 2003 as compared to 1.7 per cent in 2002. However, growth is expected to slow down in Morocco and Tunisia in 2004, to 3.0 per cent and 5.6 per cent respectively, as the impact of the strong rebound in agricultural production that followed the ending of a prolonged drought, fades.

In **West Africa**, increased oil production underpinned an exceptionally strong economic expansion in *Nigeria*, as the economy grew by 10.6 per cent during 2003. But the growth is expected to slow down sharply in 2004 to as low as 0.9 per cent as the boom in the oil sector wanes. Expansionary fiscal and monetary policies have resulted in a pickup in inflation and a decline in international reserves. The average consumer price inflation stood at 14.4 per cent in 2003 as compared to 13.7 per cent in 2002. Due to political uncertainty and the effective division of the country into two, with its associated costs, coupled with the lack of donor support and difficulties in implementing economic policy the GDP of *Cote d'Ivoire* contracted by 3.8 per cent in 2003. However, the country is expected to grow at 1.8 per cent in 2004, with slow restoration of economic normality as some firms and businesses resume normal operations throughout 2004. In contrast, the

traditional exports such as fish, and by continued growth in manufacturing, transport and communications. In *Sudan*, real GDP growth, which registered a growth of 5.8 per cent in 2003, is expected to remain strong, driven largely by high levels of consumption and investment. Real GDP growth is expected to move further up to 6.2 per cent in 2004 due to significant foreign investment inflows into large capital projects and by increased export volumes on the back of expanded capacity in the oil sector. The *Ethiopian* economy, on the other hand, contracted by 3.8 per cent in fiscal year 2003 (fiscal year ending July 7th) as compared to 1.2 per cent growth in 2002, as the worst drought for years cut output in the agricultural sector, which accounts for about 40 per cent of GDP. Good rains are expected to push the current 2003-04 harvest 60 per cent higher than last season, which will cut the food aid requirement. Better rainfall will encourage some increased private investment and the



economy is also expected to benefit from debt relief and donor support. Services (transport, financial and communications) will continue to benefit from increased trade activities and rising investment over the forecast period. The real GDP growth is thus expected to rebound to 6.7 per cent in 2003-04.

In **Southern Africa**, although oil production fell in *Angola* in 2003, owing to problems with the Kuito field, the steady increase in production in recent years is set to continue as new oilfields come on stream. This will help to boost real GDP to 12.8 per cent in 2004 and 11.2 per cent in 2005, although this energy driven growth will be capital-intensive and import-dependent, with few linkages to other sectors of the economy. The average annual rate of inflation fell to 98.3 per cent in 2003, representing a drop into double digits for the first time in over a decade. This was supported by measures like costly intervention in the foreign exchange market to prop up the kwanza and delays in increasing the prices of fuel and utilities. Economic activity in *Zimbabwe* is set to continue declining as the current political crisis and the lack of coherent economic policy combined with the disruptions in the economy caused by the rapid implementation of the land reform programme and the adverse impacts of drought and AIDS. In addition to this, the slump in commercial agriculture is having adverse effects on industry and services, purchasing power is falling and near-hyperinflation persists. GDP contracted by around 40 per cent during 1999-2003, and the economic decline is expected to slow down to a rate of 9.2 per cent in 2004, from that of 13.2 per cent in 2003, as the small-scale farmers boost maize production in 2004-05. In *South Africa*, the economy is estimated to have expanded by just 1.9 per cent in 2003, as the weak global economy coupled with the strengthening of the rand during the year, had an adverse effect on the export sector's contribution to overall GDP. Although sluggish growth was also posted for agriculture, mining and manufacturing, tourism continued to grow strongly, benefiting from the cricket World Cup. However, real GDP growth is forecast to increase to 2.6 per cent in 2004 and the main boost to growth will come from gross fixed investment as privatisation gathers pace and inflows of foreign direct investment increase.

Real GDP Growth & Inflation in Select African Countries

	Real GDP Growth (%)				Consumer Prices (%)			
	2002	2003	2004f	2005f	2002	2003	2004f	2005f
Africa	3.5	4.1	4.2	5.4	9.6	10.3	8.6	6.7
Mahgreb	3.4	6.2	4.2	4.5	2.1	2.2	3.0	3.1
Algeria	4.1	6.7	4.4	4.3	1.4	2.6	3.8	4.0
Morocco	3.2	5.5	3.0	4.0	2.8	1.2	2.0	2.0
Tunisia	1.7	6.1	5.6	6.0	2.8	2.7	2.7	2.5
Sub-Sahara	3.4	4.4	5.1	7.0	14.0	17.4	14.8	9.2
Ethiopia	1.2	-3.8	6.7	6.4	-7.2	15.1	5.5	3.0
Sudan	6.0	5.8	6.2	6.5	8.3	7.7	6.5	6.0
Congo D.R.	3.5	5.0	6.0	7.0	27.7	9.1	6.0	5.0
Kenya	1.0	1.5	2.6	3.6	2.0	9.7	-0.2	3.4
Tanzania	6.3	5.5	6.3	6.5	4.6	5.0	4.7	3.8
Uganda	6.7	4.9	5.5	6.2	5.7	5.9	3.5	3.5
Angola	15.3	4.5	12.8	11.2	108.9	98.3	40.2	15.9
Zimbabwe	-12.8	-13.2	-9.2	5.2	140.0	431.7	640.0	200.0
Ghana	4.5	4.7	5.0	5.0	14.8	26.4	8.6	6.0
Nigeria	1.5	10.6	0.9	5.9	13.7	14.4	16.5	10.1
Cameroon	6.5	4.2	4.7	5.1	6.3	1.2	2.0	2.0
Cote d'Ivoire	-1.6	-3.8	1.8	4.4	3.1	3.8	3.2	2.7
South Africa	3.6	1.9	2.6	3.2	8.9	6.0	3.2	5.6
f forecasts								
Source, International Monetary Fund								

Notwithstanding the important progress that is being made, the challenge remains to achieve strong growth across Africa on a sustained basis. Even during the recent period of improved growth in the region, there have been large cross-country differentials. Over the past three years, real per capita GDP has declined in nearly one-third of the African countries, while only a small number have realized real per capita GDP growth in excess of 4.0 per cent. For making significant inroads into poverty, the performances of the faster-growing countries need to be replicated throughout the region. Of particular importance are steps to develop infrastructure and strengthen institutions, promote private sector investment, reduce government involvement in the domestic economy, improved governance and transparency. Some regional initiatives, including the African Peer Review Mechanism for economic and political governance launched through the New Partnership for Africa's Development (NEPAD), and the African Union's adoption of a Convention on Preventing and Combating Corruption have already been put in place. The international community has a key role to play in Africa's development, including higher aid flows, debt relief, and enhanced exchange of trade and technology.

Exim Bank Paves Trade Route to Africa with Credit

By Prabhakar R. Dalal



Africa has been a traditional market for India. Indian technology is considered appropriate, adaptable and affordable, in Africa. However, India's share in African continent's total imports is a meager 2.12 per cent. Financial support structure is essential to promote trade and investment flows. Exim Bank seeks to play a pivotal role in this regard.

Exim Bank has been extending Lines of Credit (LOC) to African countries, to enable entrepreneurs and business people in Africa to import Indian equipment, technology and goods and services from India on deferred payment terms. Exim Bank has so far extended 23 LOCs to African countries with credit commitments aggregating US\$ 242 million. Currently, Exim Bank has 10 LOCs operational in the African region, covering 29 African countries involving credit commitments of US\$ 130 million to support transfer of Indian equipment, goods and technology from India to the African region.

Exim Bank extends LOCs to overseas governments, financial institutions, regional banks and other overseas entities, to enable them to import Indian machinery, goods and services, on credit terms. Under the LOCs, importers in the host countries make advance payment, which is normally 10 per cent of contract value and credit is provided by Exim Bank for the balance 90 per cent of contract value to borrowers in those countries. Exim Bank reimburses Indian exporters on shipment of goods. Thus, it is a safe mode of non-recourse financing option to the Indian exporter, particularly small and medium enterprises (SMEs). Exim Bank also operates LOC on behalf of the Government of India. These LOC are usually on softer terms.

Exim Bank has been using the LOC mechanism for promoting India's exports to markets in developing countries, such as the African market, which need deferred credit for buying Indian goods. LOC is a catalyst for export promotion and by virtue of being a non-recourse, risk-free facility to Indian exporters, it helps exporters to penetrate and develop new markets. Exporters receive cash payment for exports under LOC on shipment from Exim Bank and do not have to wait for the importers to pay. It is an arrangement for financing a

number of export contracts under one-umbrella and it is particularly relevant for SMEs. LOCs thus serve as a market entry tool for India's exports.

The eligible items for finance under the LOCs have traditionally been capital and engineering goods, consumer durables and spares. However, Exim Bank can now include other items such as raw materials and commodities. Apart from machinery, capital goods, consumer durables, pharmaceuticals and chemicals, the scope for coverage of products has broad-based to include other items such as garments, yarn, coffee, tea, rice and other commodities/products.

Exim Bank's Lines of Credit to Africa are as follows:

S.N.	Borrower	Amount of Credit
1	Offshore Development Company (Pty.), Namibia	Rs. 20 Cr
2	Eastern and Southern African Trade and Development Bank (PTA Bank), Kenya	US \$ 10 mn
3	Seychelles Marketing Board	US \$ 5 mn
4	ABSA Bank, South Africa	US \$ 10 mn
5	Central Bank of Djibouti	US \$ 10 mn
6	Banque Ouest Africaine De Developpement (West African Development Bank)	US \$ 10 mn (Equivalent Euros)
7	Government of Zambia	US \$ 10 mn
8	Government of Angola	US \$ 5 mn
9	Government of Sudan	US \$ 50 mn
10	Government of Ghana	US \$ 15 mn

Salient features of these LOCs are given below:

Offshore Development Company (Pty.), Namibia

Exim Bank and Offshore Development Company (Pty) Limited (ODC), a statutory entity in Namibia, signed an Agreement for an LOC of Rs.20 crores to ODC, Namibia. The ODC established under the Export Processing Zones Act, 1995 of Namibia is a private sector company with minority government shareholding for monitoring, regulating and promoting the Namibian EPZ as a vehicle for export-led industrialization of the economy. Government has allowed Exim Bank to extend LOC denominated in Indian Rupees upto equivalent of US\$100 mn with a view to enabling Exim Bank to offer export credits on competitive terms. Exim Bank's LOC to Namibia is first such Rupee denominated LOC under this

arrangement. Namibia is a country rich in resources and consequently has good economic potential with need for investment in areas such as agro-industries, transportation, construction, telecommunications, small scale and cottage industries. Good scope exists for importation by Namibia of Indian equipment, goods and technology in sectors like agro-processing, leather, auto components, and machine tools.

Eastern and Southern African Trade and Development Bank (PTA Bank)

Exim Bank and Eastern and Southern African Trade and Development Bank, also known as PTA Bank, signed an Agreement for an LOC of US\$ 10 million from Exim Bank to PTA Bank, to promote India's exports to 16 Eastern and Southern African countries. PTA Bank is a Regional Development Bank, established on November 6, 1985, pursuant to the Treaty for the Common Market for Eastern and Southern African States (COMESA). PTA Bank's regional member countries are Burundi, Comoros, Djibouti, Egypt, Eritrea, Ethiopia, Kenya, Malawi, Mauritius, Rwanda, Somalia, Sudan, Tanzania, Uganda, Zambia and Zimbabwe. China became the only non-regional member of PTA Bank recently. Besides these 17 member countries, African Development Bank is also member of PTA Bank. PTA Bank provides financial and technical assistance to promote economic and social development in member countries. India's exports to African member countries of PTA Bank amounted to US\$ 1.17 billion, in 2002-03. Principal items exported from India to the PTA Bank member countries include cotton yarn, fabrics and made ups, meat and preparations, machinery and instruments, plastic & linoleum products, and drugs & pharmaceuticals.

Seychelles Marketing Board, Seychelles

Exim Bank and Seychelles Marketing Board (SMB), Seychelles, signed an Agreement for an LOC of US\$ 5.0 million from Exim Bank to SMB, to support India's exports to Seychelles. SMB, established in 1984, is a statutory corporation wholly owned by the Government of Seychelles. SMB's main objective is to ensure availability of essential goods to the people of Seychelles on a long-term basis at stable economic prices. India's exports to Seychelles amounted to US\$ 6.19 million during the year 2002-03. The main items exported from India to Seychelles are rice, oil meals, transport equipment, readymade garments, machinery and instruments. Potential areas that Indian exporters can focus on are agricultural products, textiles including garments, transport equipment, machinery, consumer durables and drugs and pharmaceuticals

ABSA Bank, South Africa

Exim Bank has extended an LOC of US\$10 million to ABSA Bank Limited (ABSA Bank), the largest commercial bank in South Africa, to support India's exports to that country. ABSA Bank (the Amalgamated Banks of South Africa Ltd) was established in 1991, as a result of the largest merger in South African banking history between UBS Holdings Ltd., Volkskas Bank Ltd., Allied Bank Ltd. and Saga Financial Services Ltd. It is today the largest private sector commercial bank in

South Africa, with total assets amounting to over US \$ 25 billion. The Bank, together with its subsidiaries and associate companies, offers a comprehensive range of financial products and services, ranging from wholesale banking, retail banking and asset management services. India's exports to South Africa amounted to US\$ 476.9 million during the year 2002-03, registering a growth of 25.7 per cent over the previous year. Agriculture and processed food products, transport equipment, cotton yarn, fabrics, ready made apparels, madeups, machinery & instruments and manufactures of metal, were the principal items in India's export basket to South Africa. Potential areas that Indian exporters can focus on, are transport equipment, machinery, chemicals and pharmaceuticals, food items and spices, leather products, glass and ceramics, manufactures of metals and apparels. There also exists considerable potential for setting up joint ventures between Indian and South African partners in sectors like textiles, pharmaceuticals, information technology and hospitality services.

Central Bank of Djibouti, Djibouti

Exim Bank has extended an LOC of US\$ 10 million to Central Bank of Djibouti, to support India's exports to Djibouti. Djibouti is strategically located in the horn of Africa, which gives it an advantage to serve as an entry point to neighboring markets such as Ethiopia, Somalia, Eritrea and Sudan. India's exports to Djibouti were US\$ 37.53 million in 2002-03 registering a growth of 56.6 per cent over the previous year. Manufactures of metals, primary and semi-finished iron and steel, manmade yarn fabrics & made-ups, agriculture & allied products, plastic & linoleum products, drugs & pharmaceutical chemicals and cosmetics & toiletries are the principal commodities in India's export basket to Djibouti.

Banque Ouest Africaine De Developpement (West African Development Bank)

Exim Bank has extended an LOC of USD 10 million to West African Development Bank (Banque Ouest Africaine De Developpement - BOAD), a regional development bank, to support India's exports to member countries of BOAD in West Africa. This LOC will enable Indian exporters to export equipment, goods and services to the francophone West African market on medium term credit. West Africa holds good potential for export of machinery, transport equipment, bulk drugs, pharmaceuticals and engineering and other items from India. BOAD is a regional development bank for eight West African countries under the aegis of West African Monetary Union (UMOA). BOAD's member countries are Benin, Burkina Faso, Cote d'Ivoire, Guinea Bissau, Mali, Niger, Senegal and Togo. The region, which is well integrated with a common currency, FCFA and a common central bank, BCEAO, is working towards establishment of a common market for the West African region. Apart from Governments of eight member countries and the central bank BCEAO, the Government of France, Deutsche Investitions und Entwicklungsgesellschaft (DEG) acting on behalf of Germany, European Investment Bank (EIB) acting on behalf of the European Union, African Development Bank and the Government of Belgium are members of BOAD. India's exports to BOAD member countries in

2002-03 were US\$ 334.34 million. India's main exports to member countries of BOAD have been cotton yarn and fabrics, manufactures of metals, drugs and pharmaceuticals, manmade yarn and fabrics and transport equipment.

Government of Zambia, Zambia

Exim Bank and Government of Zambia have signed an Agreement for an LOC of US\$ 10 million to finance exports from India to Zambia. This is the third LOC being extended to Zambia. The first two LOCs of Rs.10 crores and Rs. 5.0 crores were extended in 1979 and 1982. The LOC can be utilised for export of capital goods, plant and machinery, industrial manufactures, consumer durables. India's exports to Zambia are in the region of US\$ 31.1 million in 2002-03. The main items in India's export basket to Zambia are machinery & instruments, transport equipment, drugs, pharmaceuticals and fine chemicals, cotton yarn fabrics and made-ups.

Government of Angola, Angola

Exim Bank has extended an LOC of US\$ 5.0 million to the Government of Angola (GOA), to finance India's exports to Angola. India's exports to Angola amounted to US\$ 37 million during the year 2002-2003, registering a growth of 32.9 per cent over the previous year's exports of US\$ 25 million. Meat & its preparations, drugs, pharmaceuticals & fine chemicals, cotton yarn fabrics & madeups, machinery & instruments, transport equipments and ready made apparels were the principal items in India's export basket to Angola. Potential areas that Indian exporters can focus on are export of Indian capital goods and services for sectors like railways, engineering, fishing as well as products like drugs and pharmaceuticals, to Angola. There also exists considerable potential for setting up joint ventures in Angola in sectors like pharmaceuticals and engineering goods

Government of Sudan, Sudan

Exim Bank has extended an LOC of US\$ 50 million to the Government of Sudan, to support India's export of equipment, goods and services to that country. India's exports to Sudan amounted to US\$ 105.20 million during the year 2002-2003. Machinery and instruments, transport equipment, drugs, pharmaceuticals and fine chemicals, manufactures of metals and primary and semi finished iron and steel were the principal items in India's export basket to Sudan in the year 2002-03. Potential areas that Indian exporters can focus on are equipment for rural electrification and railways, transportation vehicles and equipments, drugs and pharmaceuticals, machinery and instruments, textiles and related items. There also exists considerable potential for setting up joint ventures between Indian and Sudanese partners in sectors like textiles, pharmaceuticals and chemicals, information technology and small scale industries sector.

Government of Ghana, Ghana

Exim Bank has extended an LOC of US\$ 15 million to Government of Ghana, to finance India's exports to that country. Exim Bank has so far extended three LOCs to Ghana in the past, which have been fully utilised and repaid. These LOCs have resulted in export of various

items from India to Ghana, like transport vehicles, automobile spares and batteries, material handling equipment and its spares, power transmission plant and machinery. India recorded exports of US\$ 105.83 million to Ghana during the year 2002-03, as compared to the previous year's exports of US\$ 68.65 million, which is an increase of 35 per cent over the previous year. Drugs, pharmaceuticals and fine chemicals, cotton yarn fabrics and made-ups, machinery and instruments, manufacture of metals and primary & semi-finished iron & steel were the principal items in India's export basket to Ghana during 2002-03. As per Exim Bank's study titled "Strategy for Quantum Jump in Exports: Focus on Africa, Latin America and China", items like transport vehicles, plant and machinery, pharmaceuticals, cement, textiles, metals and metal parts and automobile parts hold good potential for export from India to Ghana.

A number of Lines of Credit to countries in Africa are under negotiation. Interested companies may do well to visit Exim Bank's website www.eximbankindia.com/loc.html

It is advisable for Indian exporters to consult Exim Bank regarding insurance and other service charges, wherever payable, before finalising the terms of the contract with the overseas importer. Indian exporters are encouraged to approach Exim Bank for information on buyers, market conditions. Exim Bank facilitates export transactions for coverage under LOCs. If an LOC to a particular market is not in place, Exim Bank considers the possibility of extending a fresh LOC, if the credit proposition is otherwise considered support-worthy and acceptable.

Institutional Linkages

Exim Bank maintains strong institutional linkages with key institutions in Africa which include the African Development Bank (AfDB), the Afrexim Bank, the PTA Bank, the East African Development Bank (EADB), the West African Development Bank (BOAD), the Association of African Development Finance Institutions (AADFI) and the World Bank. At the same time, Exim Bank has tie-ups with institutions such as the International Finance Corporation (under which the Africa Project Development Facility is operated), the PTA Bank, and the African Management Services Company, to provide consultancy support services in the region.

Exim Bank has also taken active participation in the institutional building process in a number of countries in Africa. Besides being associated in the setting up of the Afrexim bank and taking equity stake, the Bank has been involved in the design and implementation of Export Finance Programmes of Industrial Development Corporation, South Africa, and in establishment of Export Credit Guarantee Company in Zimbabwe.

Exim Bank has a Representative office in Johannesburg, South Africa which functions as a nodal point for facilitating trade and investment flows between India and Africa.

For further information, please contact: Mr. P. R. Dalal, General Manager, Export-Import Bank of India, Centre One Building, Floor 21, World Trade Centre Complex, Cuffe Parade, Mumbai 400 005 Telephone: (022) 22185272 Extn. 2112/22162073. Fax: (022) 22182460. E-mail: eximloc@eximbankindia.com

SENEGAL- Gateway to West Africa



TATA Minibuses

Drive in Other Indian Products to Follow

Tata Buses, which one can already spot plying on the roads of Dakar, capital of Senegal, would soon be an essential part of the street scenery of Dakar. This has been possible through a contract secured by M/s Tata Motors for supply of 3000 mini buses under the US \$ 19 million Urban Transport Improvement project in Dakar (Senegal) funded by the World Bank. The project also envisages improvement of roads, flyovers, setting up of a Road Transport Corporation to reunite the independent bus operators in Dakar who transport the citizens of Dakar in ramshackle 20/30 year old minibuses. These 3000 buses are being replaced by Tata buses. The Road Transport Corporation has been set up and it is in the process of reuniting the operators, setting tariffs and laying down the routes. Senbus Industries was set up by Senegalese Investors with Technical Support from Tata Motors. An assembly plant for production capacity of 1000 Tata buses per year was inaugurated in September 2003 at Thies around 80 kms from Dakar.

The entry of Tata Buses in Senegal could pave the way for entry of other Indian products and services to Senegal. Senelec, the state-owned electricity company of Senegal is in the process of expanding its network and has US \$ 350 million worth of network expansion projects at hand. Indian companies in the power sector can tap into these opportunities. There is huge potential for development of food processing industries such as maize processing, edible oils, bakery products, fruit and vegetable processing, juices, mineral water etc. Also, there is good demand for machinery and instruments, technology, goods and services in the pharmaceuticals and textiles sectors.

Endowed with quality infrastructure, Senegal has a preferential access to West African, European and

American markets. In fact Senegal could be used as a gateway for Indian products to penetrate Francophone West African markets. Its Investment Code is very attractive and offers various incentives. The Senegalese economy is opened to the world, Europe, America and Asia. It has major assets and real investment opportunities. These include

A BOOMING ECONOMY

- **A stable growth:** A real GDP growth rate of over 5.0 per cent since 1995 except for 2002.
- **A low inflation rate:** less than 2.0 per cent inflation rate since 1997 except for 2001.
- **A fixed exchange rate:** the CFA franc is pegged to the French franc at the rate of 1FF:100FCFA and to the Euro at the rate of 1Euro = 655.957CFAP.

• **Reduced customs duties:** A unique tariff system (referred to as the Common External Tariff (TEC) is in force within the West African Economic and Monetary Union (UEMOA) since 1999. Due to this measure, customs duty decreased on average from 24 to 12 per cent, goods circulate freely within the UEMOA space and are essentially exempted from customs duty, if they are community products.

A PREFERENTIAL ACCESS TO MARKETS

- **Senegal is committed to regional integration:** It is a member of the UEMOA, an economic union of eight (8) West African countries: Benin, Burkina Faso, Cote d'Ivoire, Guinea Bissau, Mali, Togo, Niger, Senegal.
- The economic Union has a market of 60 million consumers.
- Senegal is also a member of the Economic Community

of West African States (ECOWAS), which has a market of 200 million consumers for 16 member States.

- Senegal offers an exceptional geographical location with preferential access to European (EU/ACP Agreement) and American (African Growth and Opportunities Act, AGOA) markets.

AN ATTRACTIVE, INCENTIVE POLICY

In addition to the " traditional " conditions offered to investors (free repatriation of capital and dividends, no discrimination between nationals and foreigners, no limits in the employment of expatriates), the incentives effectively offer:

- Customs duty exoneration for equipment needed to implement investment programmes and tax benefits during the execution phase.
- Additional Tax benefits for SMEs active in the promotion of local resources, or established outside Dakar.

The Senegalese Government has created institutional infrastructure for encouraging trade and investment. Overseas Companies seeking to set up trade or industrial relations with Senegalese operators can contact:

NATIONAL AGENCY FOR INVESTMENT PROMOTION AND MAJOR PROJECTS (APIX)

APIX is an autonomous agency of the Office of the President. To improve the management of investment projects, a modern One-Stop-Shop, was opened at APIX, to deal with Processing all the administrative formalities for the establishment or modification of companies, joint ventures using a single registration form.

Contact:

52-54 Rue Mohamed V, BP 430, Dakar, Senegal

Tel: (221) 849 05 55. Fax: (221) 823 94 89.

Email: apix@apix.sn

Agence de Developpement et d'Encadrement des Petites et Moyennes Entreprises (ADEPME) Senegal

(Small and Medium Enterprises Development and Promotion Agency)

The mission of ADEPME is to provide advisory services to Senegalese as well as foreign entrepreneurs to set up their

businesses in Senegal. Its activities include project feasibility studies, business plans, capacity building, facilitating access to credit, information on foreign markets, business opportunities, statistics, trade fairs, seminars.

Contact :

9, Fenetre Mermoz, Av. Cheikh Anta Diop
BP 333 Dakar_ Senegal, Tel: (221) 869 70 71

Fax: (221) 860 13 63. Email: adepme@sentoo.sn

Fonds de Promotion Economique FPE (Economic Promotion Fund of Senegal)

Govt. of Senegal set up FPE in 1991 with the objective of promoting investment in the private sector especially to SMEs. FPE plays the role of a conduit between fund providers, the state, local financial institutions and the Senegalese private sector.

Contact:

15, Allee Robert Delmas, BP 6481 Dakar Senegal
Tel: (221) 849 64 64, Fax: (221) 821 80 57

Email: kgueye@fpe.sn



- Additional benefits for industrial and agricultural firms exporting over 80% of their production; these include :

- Waiver of Customs duty and stamp duty for equipment;
- Income tax exoneration, duty waiver on trade licence, land tax and all other taxes relative to registration and stamps.

A HOST OF INVESTMENT OPPORTUNITIES

- Agriculture, Fisheries
- Pharmaceuticals
- Mining Sector
- Manufacturing Industries
- Energy and Water Sectors
- Transport & Tourism
- Telecommunications

A STATE-BACKED INSTITUTIONAL ASSISTANCE INFRASTRUCTURE



African Union

A Quest for New Identity & Prosperity

The advent of the African Union (AU) can be described as an event of great magnitude in the institutional evolution of the continent. On

September 9, 1999, the Heads of State and Government of the Organisation of African Unity issued a Declaration calling for the establishment of an African Union, with a view, inter alia, to accelerating the process of integration in the continent to enable it play its rightful role in the global economy while addressing multifaceted social, economic and political problems compounded as they are by certain negative aspects of globalisation.

The main objectives of the OAU were, inter alia, to rid the continent of the remaining vestiges of colonization and apartheid; to promote unity and solidarity among African States; to coordinate and intensify cooperation for development; to safeguard the sovereignty and territorial integrity of Member States and to promote international cooperation within the framework of the United Nations.

Indeed, as a continental organization the OAU provided an effective forum that enabled all Member States to adopt coordinated positions on matters of common concern to the continent in international fora and defend the interests of Africa effectively.

Through the OAU Coordinating Committee for the Liberation of Africa, the Continent worked and spoke as one with undivided determination in forging an international consensus in support of the liberation struggle and the fight against apartheid.

Quest for Unity

African countries, in their quest for unity, economic and social development under the banner of the OAU, have taken various initiatives since 1980 and made substantial progress in many areas which paved the way for the establishment of the AU.

The OAU initiatives paved the way for the birth of AU. In July 1999, the Assembly decided to convene an extraordinary session to expedite the process of economic and political integration in the continent. Since then, four Summits have been held leading to the official launching of the African Union:

The Objectives of the AU

- To achieve greater unity and solidarity between the

African countries and the peoples of Africa;

- To defend the sovereignty, territorial integrity and independence of its Member States;
- To accelerate the political and socio-economic integration of the continent;
- To promote and defend African common positions on issues of interest to the continent and its peoples;
- To encourage international cooperation, taking due account of the Charter of the United Nations and the Universal Declaration of Human Rights;
- To promote peace, security, and stability on the continent;
- To promote democratic principles and institutions, popular participation and good governance;
- To promote and protect human and peoples' rights in accordance with the African Charter on Human and Peoples' Rights and other relevant human rights instruments;

To establish the necessary conditions which enable the continent to play its rightful role in the global economy and in international negotiations;

The Vision of the AU

- The AU is Africa's premier institution and principal organization for the promotion of accelerated socio-economic integration of the continent, which will lead to greater unity and solidarity between African countries and peoples.
- The AU is based on the common vision of a united and strong Africa and on the need to build a partnership between governments and all segments of civil society, in particular women & youth;
- To promote sustainable development at the economic,



social and cultural levels as well as the integration of African economies;

- To promote co-operation in all fields of human activity to raise the living standards of African peoples;
- To coordinate and harmonize the policies between the existing and future Regional Economic Communities for the gradual attainment of the objectives of the Union;
- To advance the development of the continent by promoting research in all fields, in particular in science and technology;

To work with relevant international partners in the eradication of preventable diseases and the promotion of good health on the continent.

Technical Committees

The African Union has set up Specialized Technical Committees to address sectoral issues and are at Ministerial Level:

- The Committee on Rural Economy and Agricultural Matters;
- The Committee on Monetary and Financial Affairs;
- The Committee on Trade, Customs and Immigration Matters;
- The Committee on Industry, Science and Technology, Energy, Natural Resources and Environment;
- The Committee on Transport, Communications and Tourism;
- The Committee on Health, Labour and Social Affairs; and
- The Committee on Education, Culture and Human Resources.

The Financial Institutions

- The African Central bank
- The African Monetary Fund
- The African Investment Bank

The AU Commission

The Commission is the key organ playing a central role in the day-to-day management of the African Union. Among others, it represents the Union and defends its interests; elaborates draft common positions of the Union; prepares



strategic plans and studies for the consideration of the Executive Council; elaborates, promotes, coordinates and harmonizes the programmes and policies of the Union with those of the RECs; ensures the mainstreaming of gender in all programmes and activities of the Union.

Members of the Commission

- Chairperson;
- Deputy Chairperson;
- Eight (8) Commissioners.
- Staff members

Portfolios of the Commission

1. PEACE AND SECURITY (Conflict Prevention, Management and Resolution, and Combating Terrorism...)
2. POLITICAL AFFAIRS (Human Rights, Democracy, Good Governance, Electoral Institutions, Civil Society Organizations, Humanitarian Affairs, Refugees, Returnees and Internally Displaced Persons)
3. INFRASTRUCTURE AND ENERGY (Energy, Transport, Communications, Infrastructure and Tourism...)
4. SOCIAL AFFAIRS (Health, Children, Drug Control, Population, Migration, Labour and Employment, Sports and Culture...)
5. HUMAN RESOURCES, SCIENCE AND TECHNOLOGY (Education, Information Technology Communication, Youth, Human Resources, Science and Technology...)
6. TRADE AND INDUSTRY (Trade, Industry, Customs and Immigration Matters...)
7. RURAL ECONOMY AND AGRICULTURE (Rural Economy, Agriculture and Food Security, Livestock, Environment, Water and Natural Resources and Desertification...)
8. ECONOMIC AFFAIRS (Economic Integration, Monetary Affairs, Private Sector Development, Investment and Resource Mobilization...).



NEPAD

A Vision & Framework For African Renewal

The Organization of African Unity (OAU) gave a historic mandate to five countries, namely, Algeria, Egypt, Nigeria, Senegal and South Africa, to develop an integrated socio-economic development framework for Africa. Thus, the New Partnership for Africa's Development (NEPAD) was unveiled in July 2001, at the 37th OAU Summit, where it was formally adopted the strategic framework document to eradicate poverty across the continent. In a nutshell, NEPAD is a vision and strategic framework for Africa's renewal.

The New Partnership for Africa's Development (NEPAD) is a pledge by African leaders, based on a common vision and a firm and shared conviction, that they have a pressing duty to eradicate poverty and to place their countries, both individually and collectively, on a path of sustainable growth and development and, at the same time, to participate actively in the world economy and body politic. NEPAD is anchored on the determination of Africans to extricate themselves and the continent from the malaise of underdevelopment and exclusion in a globalised world.

The poverty and backwardness of Africa stand in stark contrast to the prosperity of the developed world. The continued marginalisation of Africa from the globalisation process and the social exclusion of the vast majority of its peoples constitute a serious threat to global stability.

Historically accession to the institutions of the international community, the credit and aid binomial has underlined the logic of African development. Credit has led to the debt deadlock in the form of installments to rescheduling, still exists and hinders the growth of African countries. The limits of this option have been reached. Concerning the other element of the binomial aid we can also note the reduction of private aid and the upper limit of public aid, which is below the target set in the 1970s.

In Africa, 340 million people, or half the population, live on less than US \$1 per day. The mortality rate of children



under five years of age is 140 per 1000, and life expectancy at birth is only 54 years. Only 58 per cent of the population has access to safe water. The rate of illiteracy for people over 15 is 41 per cent. There are only 18 mainline telephones per 1000 people in Africa, compared with 146 for the world as a whole and 567 for high-income countries.

NEPAD calls for the reversal of this abnormal situation by changing the relationship that underpins it. Africans are appealing neither for the further entrenchment of dependency through aid, nor for marginal concessions.

At the time of unveiling NEPAD, the leaders said: "We are convinced that an historic opportunity presents itself to end the scourge of underdevelopment that afflicts Africa. The resources, including capital, technology and human skills, that are required to launch a global war on poverty and underdevelopment exist in abundance and are within our reach. What is required to mobilize these resources and to use them properly, is bold and imaginative leadership that is genuinely committed to a

sustained human development effort and the eradication of poverty, as well as a new global partnership based on shared responsibility and mutual interest."

"Across the continent, Africans declare that we will no longer allow ourselves to be conditioned by circumstance. We will determine our own destiny and call on the rest of the world to complement our





efforts. There are already signs of progress and hope. Democratic regimes that are committed to the protection of human rights, people-centred development and market-oriented economies are on the increase. African peoples have begun to demonstrate their refusal to accept poor economic and political leadership. These developments are, however, uneven and inadequate and need to be further expedited.”

NEPAD is about consolidating and accelerating these gains. It is a call for a new relationship of partnership between Africa and the international community, especially the highly industrialised countries, to overcome the development chasm that has widened over centuries of unequal relations.

Africa's place in the global community is defined by the fact that the continent is an indispensable resource base that has served all humanity for so many centuries.

These resources can be broken down into the following components:

The rich complex of mineral, oil and gas deposits, the flora and fauna, and the wide unspoiled natural habitat, which provide the basis for mining, agriculture, tourism and industrial development.

The ecological lung provided by the continent's rainforests, and the minimal presence of emissions and effluents that are harmful to the environment . a global public good that benefits all humankind.

The palaeontological and archaeological sites containing evidence of the origins of the earth, life and the human race, and the natural habitats containing a wide variety of flora and fauna, unique animal species and the open uninhabited spaces that are a feature of the continent. The richness of Africa's culture and its contribution to the variety of the cultures of the global community.

Africa has a very important role to play with regard to the critical issue of protecting the environment. African resources include rainforests, the virtually carbon dioxide-free atmosphere above the continent and the minimal presence of toxic effluents in the rivers and soils that interact with the Atlantic and Indian Oceans and the Mediterranean and Red Seas. NAFED will contain a

strategy for nurturing these resources and using them for the development of the African continent while, at the same time preserving them for all humanity.

It is obvious that, unless the communities in the vicinity of the tropical forests are given alternative means of earning a living, they will cooperate in the destruction of the forests. As the preservation of these environmental assets is in the interests of humanity, it is imperative that Africa be placed on a development path that does not put them in danger.

Modern science recognises Africa as the cradle of humankind. As part of the process of reconstructing the identity and self-confidence of the peoples of Africa, it is necessary that this contribution to human existence be understood and valued by Africans themselves. Africa's status as the birthplace of humanity should be cherished by the whole world as the origin of all its peoples. Accordingly, NEPAD must preserve this common heritage and use it to build a universal understanding of the historic need to end the underdevelopment and marginalisation of the continent.

Africa also has a major role to play in maintaining the strong link between human beings and the natural world. Technological developments tend to emphasize the role of human beings as a factor of production, competing for their place in the production process with their contemporary or future tools. The open uninhabited spaces, the flora and fauna, and the diverse animal species unique to Africa offer an opportunity for humanity to maintain its link with nature.



Africa has already made a significant contribution to world culture through literature, music, visual arts and other cultural forms, but its real potential remains untapped because of its limited integration into the global economy. NEPAD will enable Africa to increase its contribution to science, culture and technology.

In this new millennium, when humanity is searching for a new way in which to build a better world, it is critical that we bring to bear the combination of these attributes and the forces of human will to place the continent on a pedestal of equal partnership in advancing human civilization.

PTA Bank Reports Higher Profit, Assets

The Eastern and Southern African Trade and Development (PTA) Bank has reported higher profits and increased assets for 2003.

Announcing the results at the Bank's 20th annual general meeting held in the Tanzanian capital of Dar-es-Salaam on July 5, 2004, the PTA Bank President, Dr Michael Gondwe said the Bank had made a profit of US\$1.78 million in 2003 while the assets rose to US\$183 million from US\$144 million, a rise of 27 per cent.

Dr. Gondwe said the Bank had made impressive strides in its resource mobilization resulting in the signing of a US\$31 million line of credit with the African Development Bank, a new US\$10 million agreement with the Export Import Bank of India, and other facilities from the Overseas Private Investment Corporation (OPIC) of the USA, Standard Bank of South Africa, Merchant and Trade Bank of the USA and KBC Bank of Brussels among others.

"The resource mobilization efforts have been successful because of the positive image the Bank has carefully nurtured and the professionalism of its staff," he said.

The AGM was opened by the Tanzania's Vice President, Dr. Ali Mohamed Shein, and was attended by Ministers of Finance, Planning and Trade from majority of the sixteen PTA Bank member states. The African Development Bank and China also sent representatives to the meeting.

Addressing delegates and invited guests, Dr Shein said that the presence of the PTA Bank in Tanzania has helped boost business activity in the country.

"A growing nation needs capital to fund growth and that is where the PTA Bank has come in handy," he said. He gave the example of the recent listing of a Tshs15 billion bond which was oversubscribed as a positive step for Tanzania's capital markets.

"I also understand that Tanzania is among the top three beneficiaries of the Bank's financing and I am proud that our entrepreneurs have been quite active in utilizing the funds availed in the Bank," Dr Shein added.

The outgoing Chairman of the Board of Governors, Sudan's Finance Minister El Zubeir Ahmed Hassan said that even under difficult operating conditions, the Bank was able to excel by posting good profits. He said the



Bank's Five Year Corporate Plan was meant to improve its performance and enable it to attain an international rating.

"The Plan serves as a driving force for the institution and will undoubtedly consolidate the gains the Bank has made since it was established two decades ago," Hassan said.

The Board of Governors is the Bank's highest decision-making organ of the Bank and guides the Bank's operations. The members of the Bank are: Burundi, Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Malawi, Mauritius, Rwanda, Somalia, Sudan, Tanzania, Uganda, Zambia and Zimbabwe. The African Development Bank (AfDB) and China are non-regional members of the Bank. PTA Bank provides financial and technical assistance to promote economic and social development in member countries

The PTA Bank is a regional development bank covering 16 countries in Eastern and Southern Africa, set up in November 1985 under the provisions of the Treaty of 1981 establishing the Preferential Trade Area (PTA). The Eastern and Southern African Trade and Development Bank or popularly known as PTA Bank, has since been transformed into the Common Market for Eastern and Southern African States (COMESA), as a financial arm of the integration arrangement.

The PTA Bank's aim is to become a world class financial institution, run by professionals, deliver quality service to clients and contribute to the economic growth and prosperity of the Eastern and Southern African region.

Tanzania is currently among the top three beneficiaries of the Bank's project and trade financing. Cumulatively, the Bank has intervened in Tanzania to the tune of US\$200 million.

The intervention has been in various projects in tourism, infrastructure, manufacturing, mining and agribusiness.

PMCL's product gets European approval for use in foodpackaging



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Parawhite VSP-AF Liquid, a product of Paramount Minerals and Chemicals Limited (PMCL), has received approval in Europe for safe use as an Optical Brightener in the manufacture of Paper & Boards for Food Packaging as well as of Sanitary Paper & Sanitary Tissue.

PMCL, a leader in optical brighteners' production, said the approval has been received in accordance with the strict recommendations and requirements adhered to for their use in Europe.

These cover the following:

- The German Recommendation XXXVI (Tissue, hygiene paper and food packaging) for the health related evaluation of plastic materials according to the Foodstuffs and Consumer Goods Act, 34th memorandum, Bundesgesundheitsblatt 10 14 (1967), including the 207th memorandum, Bundesgesundheitsblatt 47, 602 (2004), state of 1 April 2004;
- The German Recommendation IX for the health related evaluation of plastic materials according to the Foodstuffs and Consumer Goods Act, 3rd memorandum, Bundesgesundheitsblatt 3, 235 (1960), including the 190th memorandum, Bundesgesundheitsblatt 37, 363 (1994), state of 1 April 2004.
- The product does not contain any azo dyes that could release amines forbidden according to the (Decree on Consumer Goods, representing the conversion of the directives 89/109/EEC, 90/128/EEC and 2002/72/EC and their consecutive amendments in to national law, Bundesgesetzblatt no. 20, date of issue: 15 April 1992, in the version of the communication of 23 December 1997, last modification of 7 January 2004, state of 8 March 2004.
- Rules of the Verpakkingen- en gebruiksartikelenbesluit (Warenwet), Staatsblad 558 of October 1, 1979, including the 16th Supplement of May 2003, State of October 2003.
- Requirements of the French Matériaux au contact des denrées alimentaires, Brochure no 1227, Journal Officiel de la République Française, issued on 15 July 2002 in the version of 2 January 2003.
- The demands of the European Standard DIN EN 71, part 3 "Safety of toys, migration of certain elements", state of May 2003, and met regarding the content and release of heavy metals.
- Nordic Eco-labelling for Printing Paper, tissue paper and paper envelopes as per January 2000. EU eco-label for copying paper (96/467/EU) and hygiene paper (98/94/EU).

Paramount Optical Brighteners' output up 50 pc

Paramount Minerals and Chemicals Limited (PMCL) has stepped up its production capacity of optical brighteners by 50 per cent to 9,000 MT per annum from 6,000 MT with effect from August 2004 to meet the growing demand for the product.

According to PMCL, a pioneer in the production of optical brighteners, the need for effecting a steep increase in capacity is driven by the excellent response to its products by global customers and positive sales growth over the past several months.

"The additional capacity from the Ambarnath plant would be utilized primarily to service our international customers in the Paper and Detergent segments," the company said in a statement, adding: "Over the next few years we foresee our capacity increasing by more than 250 per cent to 24,000 MT per annum."



RAHUL SANGHAI
Director

Flying on the wings of muse into the magical land of Queen Sheba



Africa's Link to the World, all set to expand further

- Ethiopian Airlines CEO (world-wide) Ato Girma Wake

Africa. The vibrant continent of a mysterious past. Where the nature's bounty is spread among the vast wilds of mind-blowing beauty. Where the continent is sitting pretty on unimaginable wealth. This Africa is emerging gradually from the days of the civil wars and with democratically elected governments coming into power; the future seems to be holding promise hope. Nothing symbolizes this change of fortune better than Ethiopia, the land of Queen Sheba. Ethiopian Airlines have been in India for the past thirty-seven years. In an interview with Satya Swaroop, Ethiopian Airlines CEO (world-wide) Ato Girma Wake talk about his company's future plans.

How long have you been with the aviation industry in general and with Ethiopian in particular?

I have had a total of 37 years in the aviation industry in general and out of this 27 years of experience was acquired in Ethiopian Airlines, the organization in which I grew up to maturity gaining valuable experience along the line. I served in various managerial positions, which I believe has contributed immensely to my development. The remaining years were spent with Gulf Air and two years with DHL.

How do you visualize the inroad and growth of Ethiopian Airlines in India?

Ethiopian Airlines has been operating to India since May

1966. India is one of our major markets and an area of very vast potential. We have plans to increase frequency and we are also considering operating to additional cities in India. The economy of India is dynamic and is growing at a rapid pace as is evidenced by the very significant growth so far achieved as well as the promising and positive forecast. It is with this in mind, coupled with positive trends of growth of the as yet untouched potential of Africa that we are looking into opportunities to increase our services to India. Currently we have a total of six passenger and two cargo flights to/from India.

Indo-Ethiopian relationship is of long standing and is today very strong and there are a number of areas where we are forging closer ties in order to benefit from the success story of the Indian experience. The liberalized Bilateral Air Service Agreement recently concluded is one evidence of the ties that exist between the two nations.

What are the opportunities for cooperation between India and Africa in the aviation sector?

The annual traffic between India and Africa is more than 300,000 and is expected to grow by more than 5.0 per cent annually. Currently significant share of the market is being carried by non-African and non-Indian airlines. If African and Indian carriers work together by integrating their resources and marketing capabilities they could dominate the market.

Both India and Africa have links that go way back in history and as can already be acknowledged the links between Africa and the subcontinent will grow as more and more links are forged in both the economic and cultural arena. Both have a huge opportunity for

economic development and commercial networking. It is a known factor the significant role that is played by air transport in facilitating economic growth and vice versa. We are confident we will be a beneficiary of this opportunity.

Indian Economy is abuzz with good feel factor. How do you feel this could propel Ethiopian Airlines into further expansion?

The growing Indian economy, technological and industrial advancement will accelerate growth of exports of finished products to Africa. Exports of raw materials to India from Africa, tourism flow to Africa, Indian investment in Africa and Indian expatriates in Africa will create huge opportunities for Ethiopian Airlines as well as any airline that operates in this market. As mentioned earlier the role that is played by air transport is vital and by the same token economic growth of a nation propels the growth of air transport, for with economic strength comes the need to expand ones horizon to wherever the opportunity is available.

Tell us something about the latest ventures your airway has entered into internationally?

We have set ourselves a vision, which is to be a world class African Airline. As an African carrier we have always taken our commitment to Africa as the number one objective and began with the motto "bringing Africa together" realizing successfully our aim in inter-connecting 26 African cities. Being in line with our vision, we now have crafted a new motto for ourselves, which is "Africa's Link to the World".

Further building on its reputation as a respectable and forward looking airline, Ethiopian Airline has embarked on a series of activities such as fleet renewal, image upgrading and service improvements aimed at repositioning itself as a modern and world-class airline.

We have recently opened new routes to Amsterdam, Stockholm, Paris, Hong Kong and Gouangzhou (Canton).

We have a major facility expansion underway, building an independent cargo terminal and an additional maintenance hangar.

What components do you feel go to make an airline customer oriented? How do you rate Ethiopian Airlines in this regard?

Safety, on-time performance, convenient schedule, and a service that targets the comfort of its customers are the most important components that go to make a customer oriented airline. Complacency is a danger that will lead any business entity downwards and this is especially true of the airline business. This is an ever changing industry where competition is very tough and with the sophistication of the needs of our customers and the choice that are available, airlines have to keep testing themselves constantly, not only to keep up with the competition but to be at the forefront in anticipating the needs of their customers. And so my answer to this is that

we are happy with what we have achieved, but believe that we have to keep improving our services constantly.

What are some of the strong points of Africa as a continent that could hold good for the aviation industry?

Africa is the last frontier for aviation development. With a population of more than 700 million, the potential is immense. Globalization and privatization will drive economic development of Africa and with the huge resources and a growing economy it is easy to forecast that the aviation sector will immensely benefit. The positive trends towards democratization, stability and economic integration coupled with the huge potential for foreign investment will certainly boost the aviation industry.

Africa has a number of strong points that are conducive for the growth of the aviation industry. It has as yet an untapped mineral wealth.

Not only is Africa a land of great potential economically with its untapped riches of mineral wealth but it is also a land where its unique and varied cultural diversity and natural beauty attracts visitors in millions. Ethiopia is truly a tourist paradise, with a culture and tradition that dates back more than 3000 years, a variety of wildlife including some endemic and awe inspiring natural beauty. Ethiopia is in addition a land of paleontological wonder as it is the birthplace of "Lucy", the world's earliest known hominid who lived more than three million years ago. Her bones are now at rest at the Ethiopian National Museum. The even more dramatic discoveries recently made, have now placed Ethiopia in the forefronts of Paleo-tourism.

What are some of the community development programs that the Airline has entered into as a corporate entity?

Ethiopian Airlines takes social obligation as part of its duty very seriously. As a result it engages itself in various development programs that it believes will benefit the society. To mention a few of the activities, Ethiopian Airlines assists the Children's Heart Fund of Ethiopia by facilitating young children with heart problems to travel abroad for life saving heart surgeries, HIV related causes and also plays a significant contributing role in the development of Ethiopian sports, etc.

Any message you would like to give for the business community that frequently travel to Africa and India?

Ethiopian Airlines has been serving the Indian-African market for the last four decades. Ethiopian has helped to promote economic, social and technological relations between the Indian sub-continent and Africa. Ethiopian Airlines is committed to further develop the Indian-African market and is currently investing further to expand its operation and enhance the quality of its services to its esteemed customers.

Booming Indian Economy will boost Tourist flow into Africa

- Ayenew Alemneh

With the Indian economy moving along the path of enviable growth, *Ayenew Alemneh*, the outgoing Regional Director, India & S.E Asia, tells *Satya Swaroop* in an interview about the growth prospects of Ethiopian Airlines, which could trigger great enthusiasm among Indian to visit Africa.



What are the initiatives the Ethiopian Airlines has taken recently?

We have embarked on fresh initiatives to expand our services. We have now changed our logo. And our motto is now linking Africa to the world. This is our major initiative. In fact it's a reality. We have been operating for the last 58 years and we have been serving a large portion of Africa...expanding network into Africa, like Ethiopia. We operate from East, West, and North to South of Africa. We have a large extensive network in Africa and now the

second initiative is that we have embarked upon upgrading our aircraft. We are buying 12 new aircraft. We have already received three of our aircrafts and are going to receive the rest in the next few months. This will help us increase our services. We have a very extensive well-synchronized networking from Beijing in the East to Washington in the West. We are also connecting from Stockholm in Sweden in the north to Johannesburg in the south. So we have several extensive networks vis-à-vis capacity. Along with this, we have opened a new destination in Sweden and added one more destination in China. We have been operating to China for a very long time. In fact we are one of the first Asians or Africans to start operations in China. We started it in 1974. We have destinations in Beijing, Hong Kong and now in Canton. We have restarted

our operations in Cameroon that we had suspended earlier. So gradually we are expanding by taking the help of new aircraft. So a new state-of-the-art airport

terminal has been completed in Addis Ababa and its now in operation. It is very modern and it makes Addis Ababa a very beautiful hub for our destination. It will give our passengers better services in transit. Another important development has been the construction of a very modern and expensive cargo terminal in Addis Ababa. It will be able to take care of the cargo business that we have. In India we have a very big cargo business. Many African countries have business relations with India and that gives us tremendous opportunities. The situation now is that African countries prefer to do business with India. The technology that Africans need is available in India. So this will provide us with better opportunities.

How many flights are there from India to Addis?

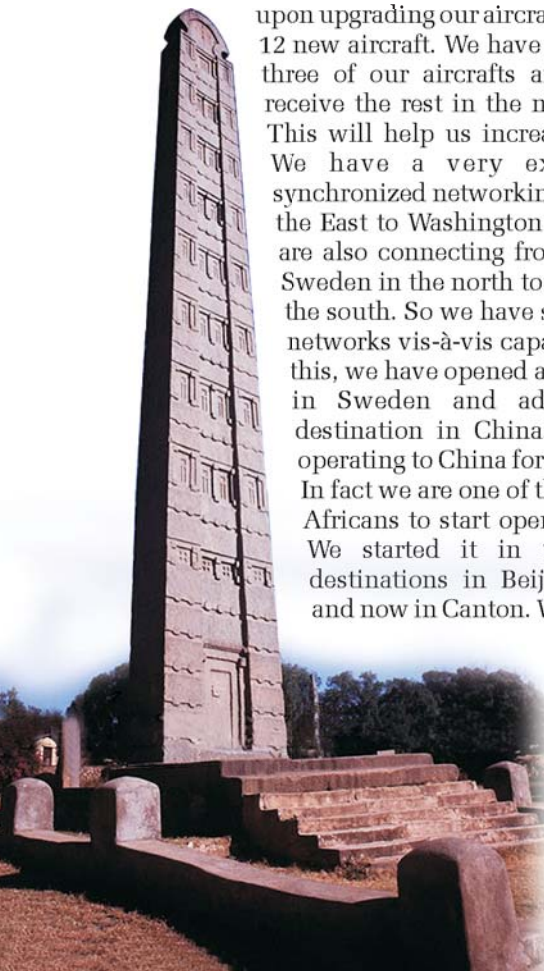
Actually we have four passenger flights a week into Mumbai and three cargo flights. We have two flights into Delhi. The government of India and the government of Ethiopia have had bilateral discussions on this and they have agreed on providing more opportunities to Ethiopian airlines to operate. So we are studying opportunities that we can exploit and expand. There are many destinations within the country from where we can operate.

So how do you feel has been the policy of the government of India?

Yes, it has been very helpful. History proves that we have always shared very good relations with the government of India. So it's not a new thing. The Prime Minister of Ethiopia visited this country some years back and meetings were held which helped the opportunity for expansion.

So how has been traffic from India to Ethiopia? Has it been only Ethiopia or Africa?

See, we are targeting not just Ethiopia but Africa. We are an African carrier. There has been a very significant improvement in the movement of people and cargo between India and Africa. The potential is great. The only thing is that we have to explore the potential. It is a good market and it is up to us to exploit the situation. We also have the support from the government. The traffic has been on the increase and the future seems to be bright.



The business relationship between India and Africa will definitely increase and India is also giving Africa priority. And as Indians are not new to Africa, doing business with Africa is very much in the offing.

There is a feel good factor about the Indian economy with the growth of GDP projected at 8.5 per cent and rising Forex reserves. What prospects do you feel does this hold for cooperation in the aviation sector?

The feel good factor is also there in Africa, in the past few years with regard to the political and economic situation. That is a very positive development. Countries are embarking on democratic processes, including the political life of the people.

Countries are now properly setting up their priorities, including improving the lives of the common man. In the past Africa was engulfed in many civil wars and famine. The situation is changing now for the better. Investment in Africa is now increasing. More governments are engaged in rural development. Whatever they are doing is achieving positive results. And India is playing a major role in this. India is transferring technology that will help these countries achieve their target. So the feel good factor in India is also reflecting in Africa. The problem is that due to the media, especially the western media, people have a very wrong impression of Africa. Of course, you cannot blame the people for that. It is the media that has been pumping ideas into their head. But the scene is now changing. As more and more people are visiting Africa they are realizing this.

How does your airline compare with other airlines, fare wise?

It is not the fares that are the only factor for competition. The main factor is service. People are less sensitive to prices. More and more people want service. They are ready to pay for better service. So what we want to concentrate on is the service and not prices. It is not difficult to give discounts but then what suffer are the service. So we will not indulge in that. We will try to give the best of the service at reasonable prices.

What are the marketing initiatives that you have taken to promote the airlines in India?

We undertake a lot of initiatives regarding promoting the airline. We interact with the travel trade frequently. We have discussions and seminars. We go out into different parts of the country and promote our products and services. We also arrange for the members of travel trade and tourism office to travel to Africa and see what it is like. So they are able to understand what Africa is all

about. Not only the travel agent fraternity but we also take people from the media. They are taken to different parts and then they see for themselves, meet the people and talk to them and then come back and write about it. We also have arranged for one team of journalists from India to go to Beijing utilizing our services. So we have been through a big publicity campaign and this is what we do. We also advertise in major publications like travel and tourism publications. We also believe certain

organizations will give us place to display our products on the Internet, through the websites.

So how will you see the performance of the Ethiopian Airline this year?



Tadesse - new India & S.E Asia head

Mr. Tadesse Adane has taken over as Ethiopian Airlines' Regional Director India & S.E Asia with effect from July 1, 2004. Mr. Tadesse, who has had rich exposure in countries such as France and Zanzibar and Israel, is now based in Mumbai.

The result is good. When you create awareness naturally people will notice it and their mindset will change. People who have as yet not availed of our services will start asking for it.

What will be your message for the business community?

It is high time to invest in Africa. It is rich with opportunities. The entire environment has changed and is changing especially with governments committed to democracy, coming to power. One added reason for India turning to Africa more in comparison to other European countries could be the rich cultural similarity and diversity shared by both the continents.

What are your hobbies?



That's a luxury to be enjoyed by the western countries only. Here there is no time. As the competition is increasing and getting tougher you have to keep yourself updated with the latest. There is no time to relax. You have so much to work upon. Especially for us from small countries, we really have no time but to keep working hard trying to match up with the rest.

Linking Africa and India - Kenya Airways



Kenya Airways is among the fast-growing airlines of the world today. Group Managing Director & CEO Titus Naikuni, who was in Mumbai recently, talks to Veerendra Bhargava and Shruti Sinha during a luncheon interview at Hilton Towers about the opportunities in the aviation sector that could be tapped by both Kenya and India.



How do you visualise the growth and inroads made by Kenya Airways in India?

I am very positive about the growth of this airways. As I have said earlier, the links between this country and Kenya are fairly strong and they lead back to the 1900s. The proximity between the two countries is very remarkable. It is only a matter of five to six days of sailing and Kenya is there within reach. The other thing is the technological advancements in India. There are changes in infrastructure going on in Kenya also. Look at education here. It is of good quality. And also there can be cooperation as long as the air sector is liberalised.

Please elaborate on the opportunities that exist in the aviation sector between India and Kenya.

Here one thing that I would like to say is that Kenya Airways offers a very good example of transition from a government-owned enterprise to a private sector enterprise. And it is being successfully run. It therefore has certain good lessons to offer regarding similar transitions and I think that India can learn from this. I don't mean to say that India does not know how to go about with similar transitions or that India does not know how to run a government-owned airlines but I think that this is a very good field for cooperation between the two

Are you looking for some sort of in-house technology from India?

Actually I don't know much about the aviation industry

here and so I am sorry but I am unable to answer this question. Well, I also think that this is a matter of challenge for India. You can come and show us your expertise and we can then see!

Please tell us about some of your latest ventures.

Some of the latest ventures that we have entered into are that we have a new 777, We have a fleet modernisation programme that we started a few years ago. We have three Boeing 777s, of which one has arrived and two are scheduled to arrive in June. Our current largest aircraft is a Boeing 767 with a capacity of carrying 216 persons with about 10 tonnes of cargo. This 777 is a 50% increase over the 767. The other thing we are looking at is revamping our cargo division. We want to increase our cargo capacity tremendously. We have also opened up our new route, which connects very well to India. We have also opened up new service stations and for the first time we are flying into Bangkok,





Hong Kong. We are doing it three times a week and we want to increase it to seven times a week.

How do you see the cargo market in India?

Excellent. I see the cargo market developing depending upon the currency situation and the taxation regime. One thing India must remember is competing now with others. Because of the improvement in communication, people know how to look for very competitive markets. One such market is Indonesia. So I think India will have to sharpen its pace.

What is the potential you see for the cargo from India?

I see a lot of potential.

Which components do you feel make the aircraft very customer oriented?

How would you rate your airways in this regard?

Well, customers are different. You can never have any one formula that will satisfy all the customers. Some will be interested in the cargo capacity and the rates that are offered to them. Some will be more interested in the comfort levels provided in the aircraft. One thing which all want is swiftness. Whichever class you may belong to you will always want the flight to be on time and no delays and by that standard our airways is doing well. More than 90% of our flights run on time. This is the rate of our on time performance.

Is there any USP or strength that you offer?

Yes, we do offer that. It depends upon the market and

depending upon the different markets our promotional offers also differ. You can go through our website and you can find out about that in detail. And we are working in tandem with different bodies like the South Africa Tourism Promotion Board to promote the African Continent.

What are some of the strong points about Africa as a continent?

It is huge, diverse and the infrastructure or roads and railways is not very well developed and so if you have to move there then the best connectivity is provided by the aviation industry.

Do you have any kind of tie-ups with other airlines in Africa to promote certain towns?

Yes, we have a lot. Like we have one with Air Malawi and so on and so forth. We also have certain programmes. And with regard to India we have a certain arrangement with the Jet Airways. So you see our relationship with India is one of cooperation and competition and hence one of co-competition.

Do you have any message for the business community?

Yes. Have confidence in Africa. Do not listen to the wrong reports of the media, especially the West and come and discover its vastness, resourcefulness and its potential. ■



BPO Irreversible

-L.C. Singh,
President & CEO of Nihilent Technologies

L C Singh has rich and varied experience in development, marketing and general management of over 30 years in the IT industry. His career includes stints with State Bank of India, Tata Consultancy Services (TCS) and Zensar Technologies. At TCS, he spent 18 years. As Senior Vice President, he was responsible for its business in the UK, South Africa and Middle East. As President and CEO of Zensar Technologies, he was responsible for restructuring of the company and getting it assessed at CMM Level 5.

At present, Singh heads Nihilent Technologies Private Limited (Nihilent), a global Solutions Integration company, headquartered in Pune. Today Nihilent is positioned as an organization that undertakes Strategic Responsibility Management (SRM) and delivers value to its customers through a Symbiotic Partnership Approach (SPA).

Following are some of Nihilent's products.

- Technology Level 5 or TL5 is an eBusiness architectural framework developed by Nihilent. It supports the technical implementation of unified business processes that allow exploitation of the available corporate intellectual capital.
- ProgramHUB™ is a product that Nihilent is developing in partnership with an overseas company. This product is a high-end solution for strategic planning for IT companies, with a proactive collaboration model to manage change through people as key competitive differentiators.
- Nihilent is introducing Business Excellence Software Series under an umbrella brand ThirdDream™. The software is targeted at the small and medium size businesses.
- Nihilent's SFA is a strategy to identify, attract and retain customers leveraging maximum out of direct sales force activities. Internet enabled SFA lets sales people connect to central information from anywhere.

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Indo-African Business presents you the observations of L.C. Singh on the controversial issue of Business Process Outsourcing (BPO) and its impact on job markets in the US and elsewhere. Singh stresses on the need for communicating to the US public on the true benefits of BPO.



Before responding to all the traumatic responses we hear from all over the globe are on Business Process Outsourcing (BPO), let us understand as to what is a Process? You receive a signal; you add something; then pass that new signal on to somebody else. That is a Process. Now, if you outsource the entire chunk of processes elsewhere, it does mean that you eliminate a certain number of players, who are part of those processes. Roles and a combination of roles make up a process. It is not different from outsourcing in manufacturing. Lots of US jobs have moved to Mexico and other locations worldwide.

Now, India has moved to a stage where the debate on outsourcing and whether or not this country delivers values, is all over. It has been proved that India delivers well and does well in quality terms.

In a knowledge economy, where the world has become small, we have our own trauma. This also very natural. Fundamentally something is changing. Some people are going to be affected, whether you like it or not. When people are affected, they get traumatized. On the face of it, some of the businesses conducted there, which mean jobs essentially, are moving to some other place. Suppose, US doesn't outsource and a competitor in

Europe does, that European company will become more competitive. So in the longer term, outsourcing has to be done. There is no alternative. The problem has to be managed and there are no two opinions about it. But what has happened is not changeable. It is an irreversible process. Blocking outsourcing is akin to India's old regime of controls which blocked things artificially.

The same vulnerability you can see in America. The reaction in the US is very similar and the philosophy is no different. Every change moves in a helix. It moves back and forward. Therefore, something that you see as the backlash is also part of the helix. It is bound to go back a little. All this H1B is basically a backlash. And it is very natural to a change. No change goes through straight. The Internet came, went down totally, and is spurting again. That's how change happens. When change takes place it affects a lot of people. As professionals, we should not be worrying too much about it. We should know how to manage, how not to add fuel to the fire, to lie low, to put influence, put forth our point of view, educate people, and tell them as to what can happen if they don't outsource.

We should have keynote speakers who should allay these fears, but not aggressively. If someone pushes a change in a day, which actually takes three years ... well, those are the guys who are called terrorists. Let's not try and make the change in one day, so that all jobs land here tomorrow... It is neither feasible nor is it possible. It is not the right way of doing things. It must be allowed to take its course.

Some rational data should be presented to the critics of outsourcing. What is it that you are talking about? Is it emotional or factual? And once you tell them it is emotional rather than factual and that it is hardly affecting the jobs and is a negligible percentage of the whole business, the situation will change. We must ask them, then why are you shouting so much? Then the public generally starts taking it in proper perspective.

But right now, what is news? **Change is news.** The job going away is news but the job remaining there is not. The 0.1 to 0.5 per cent that is affected is news. The adverse media publicity cannot be stopped. A media campaign has to be designed to counter it, if required, by the slots on TV channels. Put forth your point of view so that the masses are also aware of the real situation.

Mauritius to host African Cyber Summit ACT 2004 in Sept.

This year's African Computing and Telecommunications Summit, ACT 2004, is to be held at the Mauritius Cyber Tower from September 7 to 9.

ACT 2004 will focus on the theme "building partnerships to mainstream Africa's ICT sector". It will feature a number of forums, including one on business process outsourcing (BPO), which is particularly important for Mauritius, as the government hopes to develop the island as a BPO destination.

The island nation will host the event at its new Cyber Tower, which has been designed to provide BPO facilities and forms a key element of the Mauritian BPO strategy.

Other specialised forums at ACT 2004 include the African Telecom Operators Forum, the African Open Source Forum, a Forum on GSM Applications for Development, and the African eGovernment Forum.

The African ISP Association (AfriSPA) will hold its annual general meeting at the event, and according to Mauritius ISP Association chairman, Viv Padyatchy, it is hoped that all ISP associations across Africa will send at least one representative to the meeting.

Sean Moroney, group chairman of event organiser AITEC Africa, says ACT 2004 is gaining momentum as a true partnership event.

"ACT 2004 has a wide range of private sector, government and developmental organisations supporting it as a platform to share knowledge and experience across sectors and countries, to develop partnerships, and to seek best practice solutions to drive forward the rapid roll-out of computing and communications development across the continent."

Moroney says that among the organisations supporting the forum are the UN Economic Commission for Africa, the Global VSAT Forum, the Free and Open Source Foundation for Africa, the Canadian Government's Connectivity Africa Programme, and the International Federation for Information Processing.

Issues that will be raised at the forum include: ICT for public sector modernisation in developing countries, entrepreneurship as the bedrock for Africa's expanding ICT sector, ingredients for successful partnerships in Africa, and the impact of new economy business models on traditional business practices.

On the telecommunications side of the forum, discussions will focus on telecommunication monopolies being incompatible with the rapid roll-out of the Internet, surviving regulatory uncertainty in a tough telecoms market, VSAT technologies to bridge the digital divide, and rolling out end-to-end VOIP networks in Africa.



Prabhuu Sinha

BUSINESS IMPACT ANALYSIS

-An Effective Tool for Business Continuity Planning

“Two out of five enterprises that experience a disaster go out of business within five years. Business continuity plans and disaster recovery services ensure

continuing viability” - Gartner

It is therefore quite evident that organizations won't be able to operate at the same level during a disaster, and are seldom able to completely recover post a disaster. With the increased number and intensity of threats faced by organizations (some of the disasters and their impacts are shown in Table 1), and the risk of geographical concentration of key offices and back up facilities, organizations are being required to ensure that they survive a disaster and ensure continuity of their business. Hence organizations need to identify the critical operations that should be up and running even when the organization is struck by a disaster. Organizations need to identify the critical processes and ensure that those processes are running at “acceptable levels” during a disaster. Business Impact Analysis is the process that helps organizations to identify their critical processes. Therefore, a key requirement for successful business continuity planning is conducting an effective business impact analysis.

What is Business Impact Analysis?

Business Impact Analysis (BIA) as the name defines, is analyzing the impact of threats on the business. The business continuity institute defines BIA as, “The management level analysis by which an organization assesses the

quantitative (financial) and qualitative (non-financial) impacts, effects and loss that might result, if the organization were to suffer a Business Continuity Emergency, Event, Incident and/or Crisis”.

The BIA identifies who and what are vital to the business's survival. The BIA is the foundation for all business continuity planning programs. A BIA helps define the ramifications of the loss of the individual locations, business units, and processes. The Business Impacts fall into two major categories financial and operational. Financial impacts like lost sales, contract penalties and the extra expense incurred go straight to the bottom line in a relatively short period of time. Operational impacts like loss of customer confidence; loss of market share takes relatively slower time to take effect, but will be more devastating.

FIGURE 1 below shows some of the outage costs that will be

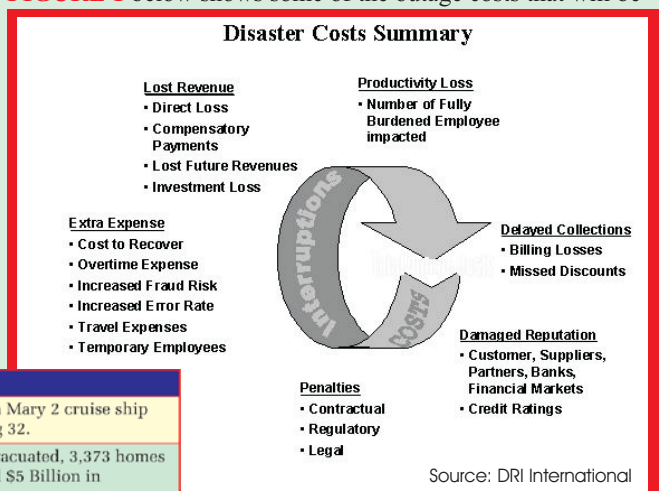


Table 1

DISASTER EVENT	DATE	LOCATION	IMPACT/LOSS
Ship Gangway Collapse	11/14/03	Saint-Nazaire, France	The gangway for the new Queen Mary 2 cruise ship collapsed killing 16 and injuring 32.
Wildfire	10/15/03	Southern California	20 killed, 174 injured, 95,600 evacuated, 3,373 homes destroyed, 749,319 acres burned \$5 Billion in damage.
Chi Chi Mexican Restaurant	09/20/03	Pittsburgh, PA, USA	Nearly 600 customers of Chi Chi Mexican Restaurant have become infected with Hepatitis after eating at the Beaver Valley Mall restaurant, 9,700 customers were exposed and so far 3 customers have died.
Power Outage	08/14/03	Eastern States of USA	50 million people placed in the dark following a major power outage. Power outage caused by First Energy Company "outdated emergency procedures", tree's not being trimmed and lack of communication according to government report.
Workplace Shooting	7/9/03	Marion, MI, USA	Gunman shoots 14 kills 5 and self at Lockheed Martin Plant.
Workplace Shooting	7/2/03	Jefferson City MO, USA	Employee at manufacturing plant shoots 8 employees kills 3.
Bus vs. Train	05/08/03	Siofok, Hungary	32 killed when bus crosses train tracks
F3 Tornado	05/08/03	Oklahoma City OK, USA	118 injured, 2000 homes damaged, GM plant damaged, three interstates closed for debris removal, Greyhound bus destroyed by tornado with passengers on board, 40,000 without power
Nuke Sub Crash	05/02/03	Beijing China	China officials claimed accident aboard sub killed 70 sailors.
SARS Virus Outbreak	03/01/03	Asia, North America	Over 7000 infected, 500 deaths as new virus spread. Travel restrictions and quarantines, loss of business, tourism, distribution, delivery and business operational impacts.
McDonald Bombing	12/6/02	Indonesia	3 killed 12 injured during bombing of McDonalds during Ramadan Fast.

Source: www.BusinessContinuity.info

incurred by organizations due to interruptions.

BIA identifies these potential impacts, and helps management to take informed decisions about business continuity and institutionalize risk management programs to take preventive measures. This enables Organizations to have a clear idea of what their risk appetite is, and how much they can afford.

Organizations that fail to conduct an effective BIA risks over committing or under-investing resources in Business Continuity Plans.

What are the objectives of a BIA?

The objectives of the BIA are to:

1. Assess Impact(s) of Disruption to business over time.
2. Determine time criticality of individual

business functions as related to organization function.

3. Determine required available time (Recovery Time Objective) for functional departments.

4. Determine the sequence of recovering critical functions in the event of a disaster.

A BIA provides

- Financial impacts by business unit, location, and the overall organization.
- Operational impacts by business unit, location and the overall organization.
- Current state of preparedness.
- Extra expenses necessary to continue operations after a disruption.
- Technology requirements for recovery.
- Special recovery resources.

BIA results are used to decide

- What are the critical business functions that are essential to the survival of the organization?
- How quickly critical business functions have to be back in before the impacts are catastrophic.
- What are the different strategies to adopt to meet the recovery window?
- What resources are needed to resume operations at an acceptable level?
- What elements must be pre-positioned in order to meet the recovery window?

Phases of Business Impact Analysis

Typically a BIA is composed of five phases.

1. Project Planning
2. Data Collection
3. Data Analysis
4. Reporting Findings
5. Presenting to Senior Management

1. Project Planning: The initial step in a BIA is to define the objectives and determine the scope of BIA. The preferred approach is to have all business functions in the scope and not to have preconceived assumptions on the criticality of business functions until the analysis is completed. Having defined the objectives and scope, the same should be presented to the Senior Management to obtain their commitment. Once these items are agreed upon, a project team should be formed. The project team should have employees with appropriate knowledge about the business processes (Business Experts), Technology Experts, Financial experts, third party staff or a combination. Next a detailed project schedule needs to be developed. The announcement about the project needs to be made to the participants by the Senior Management. The announcement should typically include a memo from Senior Management stressing the importance of the project and the need for full participation and co-operation. The Senior Management commitment can typically be demonstrated by having a policy for Business Continuity.

2. Data Collection: Data should be collected from various organizational units and from relevant business partners. Information systems can be complex, with a wide range of components, interfaces and processes. The BIA team should identify all interdependencies among these items, and identify the personnel from whom the information needs to be obtained.

Data collection is the most critical part of BIA. Data collection can be done using a structured set of questionnaires or having interviews with the concerned people or having a combination of questionnaire and interviews. The best approach to data gathering depends on the circumstances of the project and the

organization culture.

Care should be taken when developing the questionnaires. The questionnaire should be basic and short; should have a logical flow, and should be close-ended questions. Also, the topical questions should be grouped together and easier questions should build to complex questions within groups.

For data collection by interview, develop interview guide, train interviewers and have a proper schedule. While conducting interviews, the interviewer needs to be consistent and conversational and stay focused and maintain control. Also, the data provided by the interviewee needs to be validated. The advantage of data collection through interviews is that one can explore ideas that might be missed with questionnaire approach.

Though each organization's need of data is different, some of the aspects that can be considered during data collection are:

a. Business Impact: The purpose is to determine the potential impact to the organization in the event of an outage affecting a department. Information on what would be the business impact on the organization if this department could not function and meet its business obligations over a period of time 4 hours, 8 hours, 24 hours, 3 days etc. The impact can be quantitative (financial) or qualitative (non-financial). Each organization will have a different measure for the impact.

b. Business Processes: What are the different business processes performed by the department? For each process, provide its name and a brief description and rate its level of importance to the organization based upon the impact of its unavailability. For the critical business processes identified in the department, get the details like average volume of business transactions, processing time frames, workflow relationships and dependencies.

c. Recovery Strategies: Obtain the recommended business continuity strategy for the department over the various time frames.

d. Resource required: Obtain the resources required by the department if the business process needs to be conducted at a business recovery/alternate site. Also, get the vital records and critical files needed for recovery purposes and where the records are kept/stored.

Challenges

The primary difficulty that the BIA project team typically faces is in identifying the "Critical" business functions. Since the employees feel intimidated if their functions are not identified as "Critical" business functions. To overcome this, the BIA project team may end up identifying all the functions as "Critical", which does not serve the purpose. To avoid this situation, the BIA team can try to clearly define the objectives of the BIA and the associated deliverables and communicate the same to the relevant stakeholders. Then, the team can educate stakeholders on the context in which 'criticality' is being determined and seek stakeholder inputs to identify 'critical' business functions.

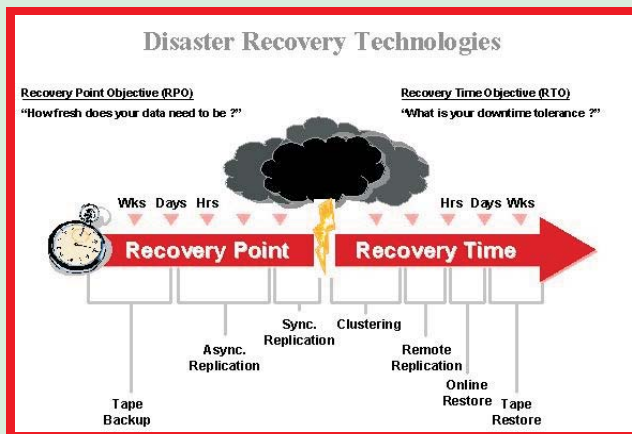
Another difficulty arises in establishing appropriate measures to assess the impact of non-availability of a business function. Establishing consensus among stakeholders on the measures, especially for non-quantitative impacts can be an uphill task.

3. Data Analysis The data obtained in the previous phase needs to be clearly examined and analyzed by the BIA team to identify critical information systems and processes, as well as potential disaster impacts. The analysis method to be used should be pre-defined and the criteria on which analysis will be done needs to be determined. The criteria vary from organization to

organization and this largely depends on the “Risk Appetite” of the Organization.

A proper Data analysis will help in achieving the objectives set. Figure 2 gives a pictorial representation of the tolerable limits (Recovery Time Objective and Recovery Point Objective) of failure or loss of functions, which is one of the deliverable of a BIA. The different strategies that can be adopted depend on the tolerable limits. Many customers in the Banking and Financial sectors are bound legally to ensure that zero data is lost and hence may opt for Synchronous replication for many applications. If the organization can tolerate at least a day of lost data and a few days of downtime after a disaster, the organization can rely on “tape backup”. Similarly different strategies are developed for the different functions, based on the risk appetite.

FIGURE 2



The analyzed data needs to be validated with the participants in the Data collection for accuracy and relevance. A BIA based on inaccurate or incomplete data can lead to development of a poor Business Continuity Plan.

4. Reporting Findings: The BIA findings should be documented in a formal report. The typical contents in a BIA report are:

- Overview
- Project Scope, Objectives
- Approach taken
- Assumptions
- Summary of Business Impacts Quantitative and Qualitative
- Detailed findings (by department or functional area)
- Recommendations

Presenting to Senior Management: The BIA report is presented to the Senior Management. The BIA team needs to be ready with explanations for not only the findings, but also for the recommendations. This presentation is the critical presentation for the BIA team to show the Senior Management why Business Continuity Planning is important and why it should be supported. A well written and presented BIA report will increase Senior Management's awareness about disasters and their impact and in turn increases the likelihood that Senior Management will approve the next stage of the project.

With the rapid growth in outsourcing, the benefits of outsourcing may be diluted if the organizations do not carefully consider how the existing business continuity plan could be affected by outsourcing strategies. Outsourcing operations can actually add to the risks the company is exposed to in a number of ways, since outsourcing a business operation introduces a

new interface between which information and resource flows. Anything that hinders accurate information exchange such as system or network downtime can have a dramatic effect on operational performance. Successful organizations generally focus on delivering benefits continuously to their stakeholders. When these win-win criteria are not met, relationships may break down and one or both parties suffer in various ways.

Organizations pay a heavy price for lost production and man-hours, yet relatively few are putting measures in place to prepare for similar crises in the future. Organizations need to carry out a comprehensive BIA in order to put in place an effective business continuity plan. While doing so, they also need to consider their key business relationships, including those with outsourcing service providers, in order to accurately reflect their highly inter-connected nature. A well-developed business continuity plan gives comfort and confidence to the organization that is outsourcing. A service provider establishes confidence and trust with the client if the organization demonstrates that a detailed BIA was done and the critical processes and the recovery strategies have been developed, tested and maintained. The other benefits of a good BIA are:

- Identifying critical business functions that are essential to the organization
- Determining the time criticality of individual business functions as related to the organization function
- Finding different ways by which the business function can be performed and eliminating any redundant activities
- Identifying different strategies to adopt to meet recovery window
- Rationalization of continuity and recovery investments
- Peace of mind knowing they can respond quickly and minimize disruption of service they provide to their clients.

ABOUT THE AUTHORS

Prabhu Sinha is the Senior Vice President (Quality & Process Solutions) at Satyam Computer Services Ltd. (India). Prabhu has over 30 years of experience in the field of IT and Quality. He is a member on the technical advisory board for the eSourcing Capability Model (eSCM) at Carnegie Mellon University. Satyam is the Founding partner of the consortium at Carnegie Mellon University that has developed the eSCM.

Madhu. K is currently working as a Lead Consultant in Satyam Computer Services Ltd. Madhu has more than 9 years of industry experience in Product Development, Project Management, Quality System Assessments and Quality Model development. Madhu is an ISO 9000 Registered Lead Auditor and has carried out more than 300 assessments in various sectors. Madhu was also involved in the development of the eSourcing Capability Model (eSCM) at Carnegie Mellon University.

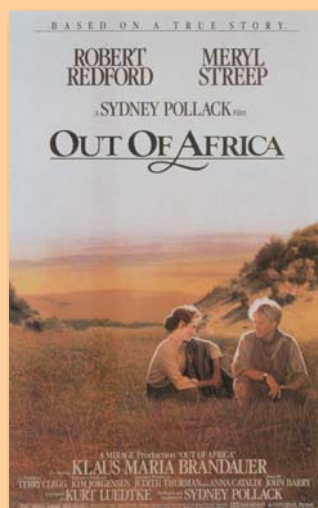


Bennet Suresh Kumar is a Process Consultant in Satyam's Outsourcing Process Consulting Practice, enabling the implementation of the eSourcing Capability Model (eSCM) in leading global organizations. He is a Visiting Scholar at Carnegie Mellon University, and is a co-author of the eSCM. Bennet was involved as a key team member throughout the eSCM initiative, from initial model conceptualization to final publication. He has also published articles / papers and delivered lectures in leading international conferences on Information Technology and Process Improvement.



Romancing Africa, HOLLYWOOD STYLE

Hollywood finds Africa fascinating. MGM (Metro Goldwyn Myer) has immortalized the King of the African jungle on its banner, with its legendary roar echoing through movie theatres across the globe. In fact, Hollywood has been visiting Africa time and again. Though the viewers around the world have been offered glimpses of historic insights, but often misleading information is mixed in these fictitious films. Generally, the story often told is that of a white man or woman in Africa. The continent and its people are mostly used as an exotic backdrop. Nevertheless a few of the films have been regarded as masterpieces in craft and the art of story-telling.



OUT OF AFRICA

The best picture to come out of Africa is 'Out of Africa' and no pun is intended here. Winner of seven Oscar awards, including the Best Picture in 1985, Out of Africa stars Meryl Streep as Baroness Karen Blixen, who comes to Africa with her husband, but finds love with another man (played by Robert Redford). Absolutely stunning cinematography by David Watkin is a highlight, along with great performances from both Redford and Streep

THE AFRICAN QUEEN



KING SOLOMON'S MINES

One movie- King Solomon's Mines was made thrice since 1937, when the first version was released. It was the classic story of white hunter Allan Quartermain who helps a young woman to find her lost husband somewhere deep inside Africa. The second was the best of the Solomon movies made in 1957. Story is the same: Quartermain falling in love with the woman he is guiding through the wild and dangerous Africa. Starring Deboarh Kerr and Stewart Granger. Good adventure entertainment and quite impressive action sequences. Filmed spectacularly on location in Kenya, Tanzania, Uganda, Congo and the US. The third was the worst version (1985) shot on location in Zimbabwe



John Huston, master of story telling, takes the viewers on a great adventure navigating a small boat through Africa during World War 1 in his 1951 film, the African Queen.. Humphrey Bogart as the ever drunk captain has to suffer a puritanical missionary, Katharine Hepburn. The opposite poles, they eventually fall in love. Simply, great filmmaking!

SHEENA

Also released in the same year (1984) is the female version of Tarzan. It was first put on the screen in 1955 and like Tarzan, Sheena was created as a comic book figure. Directed by John Guillermin and starring Tanya Roberts as the orphaned blond girl growing up with an African tribe. Some audience (mostly male) will enjoy watching a half-naked Queen of the jungle riding on the zebras and fighting bandits. The story takes place in a fictitious African state, but was filmed on location in Kenya.

HATARI!

Made in 1962, *Hatari*, an adventure film features John Wayne and is directed by Howard Hawks. A group of men make their living from trapping animals and selling them to zoo's in Europe and America. A woman shows up. She is a wildlife photographer and questions the men's methods. Exciting, entertaining and good action scenes. Filmed mainly in the national parks of Tanzania. "Hatari" is the swahili word for danger.



THE GHOST AND THE DARKNESS

This action drama, made in 1996, is based on a true



story from 1898, when the British were constructing the railroad through Kenya (view photos from Kenya). Man-eating lions killed several workers and British engineers. The movie describes the Africans with the same ignorance as common hundred years ago, but it is still good old-fashioned action. Val Kilmer and Michael Douglas stars in the movie, which is shot on location in South Africa and Kenya.

THE SNOWS OF KILIMANJARO

A wounded writer rethinks his life while waiting for relief. Gregory Peck stars in this movie based on the short story by Ernest Hemingway and made in 1952. Not much is actually shot on location in Africa.

GREYSTOKE: THE LEGEND OF TARZAN, LORD OF THE APES



The story of Tarzan has been told since the earliest days of filmmaking. Greystoke (1984), is at least a little different and it has its great moments also. Hugh Hudson directed a cast of Ralph Richardson, Ian Holm, James Fox, Andie MacDowell and of course Christopher Lambert as Greystoke/Tarzan. It is beautifully shot on location in Cameroon.

AFRICA GOES HOLLYWOOD

It is not that always Hollywood comes to Africa. These days it is the other way round. Three African films get their American television premieres on Robert Redford's Sundance Channel. There are retellings of bible stories, *Carmen* with a bi-sexual twist, and touching takes on boyhood.

Genesis is being shown for the first time on TV along with two other African feature films -- *Karmen Gei* , from Senegal, and *Our Father* , from Chad -- as part of the Sundance Channel's "Voices From Africa" series.

African Safari

An Endless Adventure



Traveling in Africa is an endless Safari with boundaries stretching beyond the horizons. Africa has everything to offer a tourist - the plains, the hills, the valleys and the rain forests with exotic wildlife, an adventure of a life time. Add to this the mystery of man's evolution through the millennia. Africa provides the solution. Skip the mind-blowing issues and set out on a thrill-a-minute safari, starting with Kenya, the first and the last word in such tours.



KENYA

Kenya is the most popular destination for safaris in the world. It is famous for its 'Out of Africa' scenic beauty, diverse cultures and abundant wildlife. The coastline and tropical beaches are equally inviting.

A Kenya Safari usually starts in Nairobi. From Nairobi one takes a private charter to Mount Nyiru in the heart of the Northern Frontier District for a camel pack adventure led by the local nomadic tribes in this wild, rugged territory. Or fly to Koobi Fora, the Cradle of Mankind, archeological hotspot and home to the proud Gabra tribe before heading off again for the shores of

Lake Turkana - frequently dubbed the 'Jade Sea' - where the ancient Turkana tribe has adapted to the harsh conditions of this capricious inland sea.

The wildlife is the prime attraction of Kenya safaris, that take place in some of Africa's most popular national parks including the Masai Mara, Tsavo, Amboseli, and Lake Nakuru.

A Kenya safari contains a mosaic of different cultures and traditions. The people have the natural ability to make every traveller feel at home - 'Karibu' a Swahili word meaning welcome is often heard

MASAI MARA SAFARI

Why go on a Masai Mara Safari? Put simply it is the best destination in Kenya for viewing wildlife... lots of it! The Masai Mara is home to a great wildlife spectacle. It is sometime between August and November that over two million wild beast migrate from the Serengeti in search of water and grazing.

For many people timing their Masai Mara Safari to coincide with the migration seems vital - but with a very abundant and healthy resident population of animals, a holiday to the Masai Mara is great at any time of the year. With its rolling grasslands and wide-open savannah - the Masai Mara is the kind of African landscape that you see in the movies!



The Wildebeest Migration is a dramatic story. It takes place within Kenya and Tanzania and is the greatest wildlife show on earth. Between the open plains of the Serengeti and the Masai Mara, thousands of wildebeest and zebra's migrate to greener pastures as the seasons change and the circle of life and death continues. Predators closely follow the Wildebeest Migration waiting for an opportunity to strike weak prey as they make their way into different territories.

The precise timing of the



Wildebeest Migration changes annually and it is a very unpredictable and spontaneous natural event. The calving season takes place in the Serengeti between the months of January and mid-March before the Wildebeest Migration begins heading towards the Western Serengeti in June. The best time to see the migration is usually between June and August when the wildebeest congregate and prepare to cross the famous Grumeti River. There are a few excellent camps in this area where you can stay to witness this natural phenomenon. If you are in the Masai Mara you can expect the wildebeest to make their arrival as early as July, but they generally arrive between August & September and remain in the Mara between October & November. Between December and January the wildebeest gradually begin their migration back towards the Serengeti.



SERENGETI SAFARI

Go on a **Serengeti Safari** and experience a soul-stirring feeling of space. Serengeti comes from the Masai word meaning 'Endless Plains'. It is these grasslands and savannahs that ensure that the area is jam-packed full of game. The Serengeti is well known for the wildebeest migration and annually 2 million animals move clockwise around this 14,763 square km ecosystem in search of grazing and water.

The predators follow the wildebeest and zebra closely - and a Serengeti Safari is an ideal opportunity to view lions and other big cats. Pin pointing and predicting the location of the wildebeest migration is challenging - but with a healthy resident population of animals, safari and game viewing within the Serengeti Game Reserve is great all year round.



ZANZIBAR

Zanzibar holidays are one of the most relaxing experiences that money can buy. After an East Africa safari the best way to unwind is just to relax on an island paradise. Zanzibar holidays offer comfortable accommodation, with ocean views that will effortlessly invite you to explore the coral reefs. Zanzibar

is also the ideal romantic retreat, where romance steals the evening by candlelight dinners, or on private romantic walks. Beach barbeques tantalize your taste buds with cuisine fresh from the sea.

Explore Zanzibar and leave refreshed, with a wonderful story to tell. Ending your safari holidays with an island style experience on Zanzibar will definitely leave you wanting to come back for more.



This 10-day beach-safari combination is ideal for couples wishing to celebrate their romance in Africa. Visiting Ngorongoro & Serengeti you are guaranteed extra special attention & awesome wildlife opportunities before heading to Zanzibar to enjoy lovely white sandy beaches to laze away the last few days of your holiday.



VICTORIA FALLS

Victoria Falls is one of the most impressive natural wonders of the world - you'll be swept away by its magnificence. You can enjoy a walking trail through the rainforest taking in the Vic Falls beauty.

Don't just go to see Victoria Falls but also play in and around it! Victoria Falls is Africa's adventure capital. Test your fear of heights by bungi jumping off the railway bridge. If that doesn't get your adrenalin pumping then strap on a life jacket and board a rubber dingy for some exciting white water river rafting! For the extra brave you can go it alone on a body board!

Declared a World Heritage Site, Vic Falls borders Zimbabwe and Zambia and is a gateway to some excellent game viewing. No matter what you hear - Victoria Falls is an outstanding place to visit and gets our vote every time.



THE OKAVANGO DELTA, CHOBE - BOTSWANA

Situated in the Northern part of Botswana is Chobe National Park and the Okavango Delta. Botswana is well known for being the place to go for up-market and luxury safaris and these two destinations make the perfect combination for your safari to Botswana.

Chobe National Park is famous for its huge herds of elephants and the combination of seasonal floodplains and grasslands means you can enjoy a game drive in the morning and a river cruise in the afternoon.

The Okavango Delta gives you a chance to have a real African experience - you really are in the middle of nowhere. Activities can include game drives, dug out canoes and nature walks. Virtually untouched and wild, the marshy wetland is home to over 450 species of birds. Fear not - you'll not be 'roughing it' - Botswana's accommodation is elegant and includes some of the best lodges and tented camps in Africa!

Kruger Park Safaris offer a huge variety and density of wildlife. Adjacent to the Kruger on its Western Boundary are a number of Private Game Reserves, including Sabi Sands, Timbavati and Manyeleti.

It's at these Private Game Reserves that you can enjoy **Fly In Safaris**. Go on safari in open vehicles these allow you to go 'off road' and to go on nighttime safaris. It is commonly accepted that there is no better place than the Kruger Area to photograph the big cats such as lions and leopards.

The Kruger Park also offers the best Self Drive Safaris in Africa. These are less expensive and best suited to families and those travelling on a slightly tighter budget. In this section we detail our Kruger Park Safaris.



BOTSWANA SAFARI

Botswana is a land-locked country, dominated in geographical terms by the Kalahari Desert, however it is probably more famous for its safari tours in the spectacular inland Okavango Delta.

Botswana safaris offer travellers truly amazing and diverse experiences in pristine environments. Explore the fascinating deserts, wetlands, savannahs, the delta and wildlife-packed game reserves of one of the wildest regions in Africa.

Botswana is a sparsely populated country and is backed by a stable, democratic government. It is often described as 'Africa 's success story' since its independence in 1966, and it continues to achieve growth and economic development today.



CAPE TOWN

Cape Town has been rated one of the top destinations in the world. Imagine yourself on holiday in Cape Town sipping cocktails on Camps Bay Beach as the sun sets in the distance. Cape Town holidays are relaxed - but sophisticated. Holidays here bring out the cool in everyone and give you a new lease on life, leaving you feeling refreshed, relaxed and vowing to return.

Day cruises on luxury yachts are a stylish way for



sightseeing, and going up Table Mountain gives you the perfect view of Cape Town. There is plenty to do in Cape Town, from wine tasting to water sports - there is something to keep every body happily occupied while enjoying your holidays.

The Cape Town beaches are legendary - you can spend hours on the beach soaking up the sun (or the bodies!), washed down with a bottle or two of South Africa's finest wines. Restaurants, bars and clubs essentially make up Cape Town's nightlife and are establishing themselves exclusively. Do holidays get better than this?



SUN CITY

Sun City is internationally renowned as South Africa's premier holiday resort offering a multitude of attractions and activities to keep everyone occupied. With its combination of golf, game and gambling, as well as world class hotels. Sun City is the perfect choice for any holiday in South Africa. Sun City is conveniently located about two hours' drive outside Johannesburg. Sun City in South Africa has so much to offer...

Book Via Divya & Travel Smart



Nailesh Mashru
CMD

Divya Tourism Pvt. Ltd, a leading travel agency certified by the International Air Travel Association (IATA), was formed in 2003. An offshoot of Shree Divya Travels, incorporated in 1993. Divya is the largest integrated travel agency of Gujarat with offices in Ahmedabad, Baroda, Rajkot and Surat in Gujarat

besides Mumbai and Udaipur in other parts of India. New branch offices are slated to open in Pune and Chennai gloire in the country and Dubai and London globally.

Besides IATA, Divya is also affiliated to Travel Agents Federation of India (TAFI) and Travel Agents Association of India (TAAI). Divya offers a one stop shop solution for the entire travel needs of the individuals as well as corporates.

Divya has a tie-up with all major international carriers of Europe and Far East. It has also been honoured with awards by Lufthansa, KLM, Gulf Air, Singapore Airlines, Thai Airways and Air India for its outstanding performance.

Divya is an authorized agent for submitting the passports to most of the European and Far Eastern consulates and embassies. The travel agency has its own fleet of luxury as well as budget cars with chauffeurs at all its offices. It also operates coaches and mini vans for large groups. Customers can also avail of self-driven options as well.

Other facilities that Divya offers include Forex service. Currently Divya sources foreign exchange from leading forex agencies. A proposal for acquiring its own forex licence is awaiting clearance by the Reserve Bank of India (RBI).

Divya is also the first agency from Gujarat to start a full-fledged trade fairs and exhibitions division. In fact, Divya is organizing its first trade fair in association with CPHI in Brussels, Belgium in December, 2004 and plans to conduct such fairs across different parts of the world, targeting various business segments.



Since Divya deals directly with airlines/hotels it does not incur any expenses like third party agencies. Due to

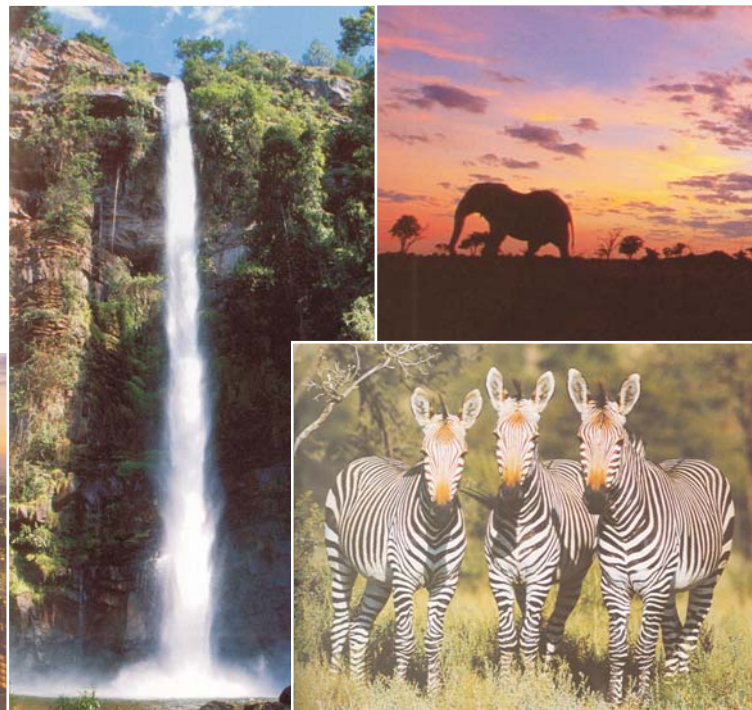


its large volumes with most of the airlines and hotels, Divya is in a position to bargain for fares which are much lower than those of its nearest competitors and hence the benefits are directly passed on to its customers. Divya has been servicing various corporates across all its branch offices and is also operating travel desks at client locations for coordinating the in house needs of such clients.

Being affiliated to various trade organizations such as TAFI & TAAI, Divya is at the forefront of various industry related issues which directly or indirectly benefit its customers.

Divya's turnover in such a short span of operations for the year ended March 2004 exceeded Rs.100 crore, the bulk of it coming from its ticketing operations. Divya is also in process of achieving ISO certification for all its branch offices.

Divya employs the best talent in the industry and the entire team of 100 plus travel consultants across its six branch offices have a collective experience of more than 500 years which ensures that each and every customer travels smart, first time, and every time.





Synergie entre Inde & Afrique

Le Potentiel Illimité Du Commerce Et D'Investissement Qui Attend d'Etre Exploité

T.C. Venkat Subramanian

Président-Directeur Général, Export-Import Bank of India

Malgré des nombreux défis faisant face à l'Afrique, des progrès considérables ont été réalisés par la gestion macro-économique améliorée et le progrès structural continu dans beaucoup de pays. Ceci est le résultat des engagements intenses de beaucoup de gouvernements africains au politique prudent fiscal, monétaire et de taux de change. Le stimulus à l'accroissement soutenu émanerait de l'approfondissement des réformes, de la transformation structurelle, de la reconstruction des capacités et des politiques macro-économiques solides aussi bien que efficacement contrôlées. Le besoin des pays africains de redoubler leurs efforts est fermement exprimé dans l'Association Neuve du Développement de l'Afrique (NEPAD). Reflétant la résilience croissante des pays africains aux incertitudes globales, l'accroissement réel de PIB de l'Afrique a renforcé à un approximative 4,1 pourcent en 2003, par rapport au cela de 3,5 pourcent en 2002, et pendant 2004, il est projeté de grimper davantage jusqu'à 4,2 pourcent. Pour autant que l'inflation est concernée, les politiques macro-économiques améliorées ont eu comme conséquence une inflation relativement basse dans la plupart des économies africaines.

Depuis le commencement des opérations Export-Import Bank of India (Exim Bank) en 1982, les pays dans le Continent Africain ont été le centre, et donc un composant critique de la stratégie de la banque Exim pour favoriser et soutenir ainsi le commerce et l'investissement bidirectionnels. Cet engagement vers développer les relations avec la région africaine est reflété dans les diverses activités et programmes que la banque Exim a mis en place avec une vue pour créer un environnement permettant pour faciliter et augmenter des relations commerciales bilatérales entre l'Inde et les pays en Afrique.

Les Relations Commerciale Indo-Africaines

La synergie qui existe entre l'Inde et l'Afrique peut être mesurée du fait que le commerce bilatéral a monté à partir de US\$ 967 millions en 1990-91 jusqu'à US\$6,6 milliards en 2002-03, qui est dû à l'élévation des exportations et des importations à la fois depuis la région africaine. D'un chiffre relativement bas de US\$ 394 millions en 1990-91, les exportations de l'Inde vers l'Afrique ont atteint US\$ 3,1 milliards en 2002-03. En conséquence, la part de l'Afrique dans les exportations totales de l'Inde a monté d'un pourcentage marginal de

2,2 pourcent en 1990-91 jusqu'à 6,0 pourcent en 2002-03. L'élévation concomitante dans des importations d'Afrique pendant la période comparable certifient aux relations commerciales bidirectionnelles accrues, où les importations de l'Inde d'Afrique ont monté de US\$ 573 millions en 1990-91 jusqu'à US\$ 3,4 milliards en 2002-03, avec une part résultante de 5,6 pourcent dans des importations totales de l'Inde, plus élevé par 2,4 pourcent en 1990-91.

Programme "Focus Africa"

Le programme "Focus Africa" lancé par le gouvernement de l'Inde dans l'année 2002-03, a accru en avril 2003 pour couvrir, en effet, le continent africain en entier. En plus de la identification des pays spécifiques, le programme a également identifié les groupes de produit spécifiques pour une approche focalisée, et a également réclamé une approche intégrée impliquant tous les établissements et agences intéressés pour augmenter des relations bilatérales de commerce et d'investissement.

Les Initiatives de la Banque Exim

Comme mentionné ci-dessus, la banque Exim a affecté des ressources et a mis en place une gamme complète des équipements et des programmes pour faciliter et catalyser le commerce de l'Inde avec la région africaine.

La banque Exim a avancé des lignes de crédit (LOCs) à un certain nombre d'établissements/agences en Afrique en vue d'amplifier les exportations de l'Inde vers la région en particulier pour des SME. Pour s'ajouter à ces initiatives, La banque Exim facilite également activement l'investissement des compagnies indiennes en Afrique en tant que société en participation et complètement de filiales. Ces entreprises sont dans les pays suivants : le Botswana, L'Egypte, Le Ghana, Le Kenya, Les îles Maurice, L'Ouganda, L'Afrique du Sud, La Tanzanie, Le Sénégal et la Zambie, et ils incluent les secteurs divers tels que les hôtels, les produits d'hygiène, le textiles denim, les pharmaceutiques, les colorants et les engrais.

La participation aux projets en Afrique financée par les agences multilatérales est une avenue importante pour augmenter la présence sur les marchés d'outre-mer, et la banque Exim facilite activement la participation des compagnies indiennes/ des conseillers dans de tels projets. En tant qu'établissement en partenariat pour favoriser le développement économique en Afrique, la banque Exim maintient des liens institutionnels forts

avec les établissements principaux en Afrique qui incluent la Banque de Développement Africaine, la Banque Afri Exim, la Banque PTA, la Banque de Développement de l'Afrique d'est, la Banque de Développement de l'Afrique occidentale (BOAD), l'Association des Etablissements Africains de Finances de Développement et de la Banque Mondiale. En même temps, la banque Exim a des connexions avec des établissements tels que la Société de Finance Internationale (le service de développement de projet de l'Afrique est actionné sous ce projet), la banque PTA, et les Compagnies Africaines de Services de Gestion, pour fournir des services de support et de consultation dans la région.

La banque Exim a également pris une participation active au processus de construction institutionnel dans un certain nombre de pays en Afrique. En plus d'être associée dans l'établissement de la banque Afri Exim et prenant la participation au capital, la banque a été impliquée dans la conception et l'exécution des Programmes de Finances d'Exportation de la Société de Développement Industriel, L'Afrique du Sud, et dans l'établissement ; Société de Garantie de Crédit pour l'Exportation au Zimbabwe.

La banque Exim a récemment édité un papier de recherches sur la "*Stratégie pour le saut Quantum dans les exportations : Focalisation sur l'Afrique, L'Amérique latine et la Chine*", qui souligne une approche analytique pour réaliser une augmentation significative des exportations de l'Inde, au-dessus du terme moyen, en se concentrant sur l'Afrique, aussi bien que sur l'Amérique latine et la Chine. Quant à l'Afrique, l'étude estime que l'Inde pourrait viser à réaliser d'ici 2007, une part d'importation de cible du 10% en Afrique, ce qui traduirait en niveau d'exportation évalué à US\$ 18 milliards. Ceci, alternativement, donnerait un bord supplémentaire en réalisant l'ensemble global de cible d'exportation visée par la Stratégie Moyenne d'Exportation du Gouvernement de l'Inde.

Combinaison Régionale pour une Approche Focalisée

La stratégie pour augmenter des relations bilatérales du commerce et d'investissement devrait entourer une approche régionale, et ceci alternativement a pu nécessiter de se concentrer sur des arrangements de commerce régional sélectif dans la région. En vue d'encourager du commerce et d'investissement intra régionaux, un certain nombre de pays en Afrique sont entrés dans des arrangements de commerce cependant ceux qui existent ont été renouvelés ces dernières années. Ces arrangements envisagent le déplacement des tarifs et d'autres

empêchements aux courants commerciaux intra régionaux, tandis que certains visent également à stimuler l'union économique et monétaire parmi les pays membres comme le devise commune.

Les arrangements de commerce principaux en Afrique incluent le Marché Commun pour l'Afrique de l'Est et du Sud (COMESA), La Communauté Africaine Méridionale De Développement (SADC), Union Douanière Africaine Méridionale (SACU), Union Economique et Monétaire Africaine Occidentale (UEMOA), La Communauté Economique des Etats Africains Occidentaux (ECOWAS), Coutumes Africaines Centrales et Union Economique (UDEAC), La Communauté Economique des Etats Africains Centraux (ECCAS), La Commission De l'Océan Indien, entre autres. Ces arrangements marchands représentent des pays oriental, méridional, et occidental aussi bien que l'Afrique occidentale.

Opportunités dans les Secteurs de Services et les Secteurs concernant IT

Opportunités dans le secteur de service peut être également explorées, avec l'arrivée de plusieurs pays, dans des dernières années, dans la région avec le but de promouvoir le commerce. Secteurs tels que le tourisme, services médicaux, éducation, les services financiers présentent les occasions pour construire infrastructure reliée en tant que main d'oeuvre aussi habile pour fournir des services dans ces secteurs.

La révolution dans les technologies globales de l'information et de communication (ICT) augmente des incursions dans la région africaine, les forces des pays comme l'Inde dans l'IT, des secteurs de développement de biotechnologie et de logiciel pourraient être armés pour faciliter et compléter les mesures concrets qui ont été effectuées dans la région. Par exemple, en 1998, 15 pays africains ont accepté de soutenir une Infrastructure d'Information et de Communication connues sous le nom de 'The African Connection', et les efforts de développement sont en marche dans SADC, Pays de COMESA et d'ECOWAS. De plus, membres de la Communauté Africaine Est, à savoir. Le Kenya, La Tanzanie et l'Ouganda, ont également lancé un projet de télécommunication pour améliorer l'accès avancées et fiables aux communications. En plus de cela, beaucoup de pays africains se sont également embarqués pour

développer et accumuler leur infrastructure d'ICT. Avec l'IT jouant le rôle majeur dans le développement économique dans la région, les occasions existent pour participer aux développements dans le secteur, tout en soutenant les pays africains en la formulation des politiques nationales de IT qui serviront à forger des rapports à long terme dans la région.



L'Afrique résiliente prêt à signaler la croissance économique forte

Afrique a montré une résilience dans l'activité économique ces dernières années, en reflétant une stabilité macro-économique renforcée. La croissance de l'Afrique a accéléré de 3,5 pourcent en 2002 jusqu'à 4,1 pourcent en 2003. C'était principalement à cause du fait de renforcement du cadre politique macro-économique par beaucoup de pays dans ces dernières années - l'inflation généralement a été rapportée aux niveaux relativement bas et aux déficits fiscaux réduits réduction en endettements externes par l'initiative de Fortement Endettée des Pays Pauvres (HIPC), et les mesures prises pour améliorer le gouvernance.

L'activité économique en Afrique Subsaharien a été tout à fait résiliente au cours des trois dernières années en dépit de l'incertitude économique globale, et on projette que maintenant la croissance reprend fortement à 5,1 pourcent en 2004 et ensuite à 7,0 pourcent en 2005. C'est dû à une politique d'environnement améliorée, le rétablissement global, des coûts plus élevés de matières premières (en 2004), des conditions atmosphériques plus favorables dans quelques pays, et grande expansion dans la production de pétrole (en Angola, Le Tchad et la Guinée équatoriale).

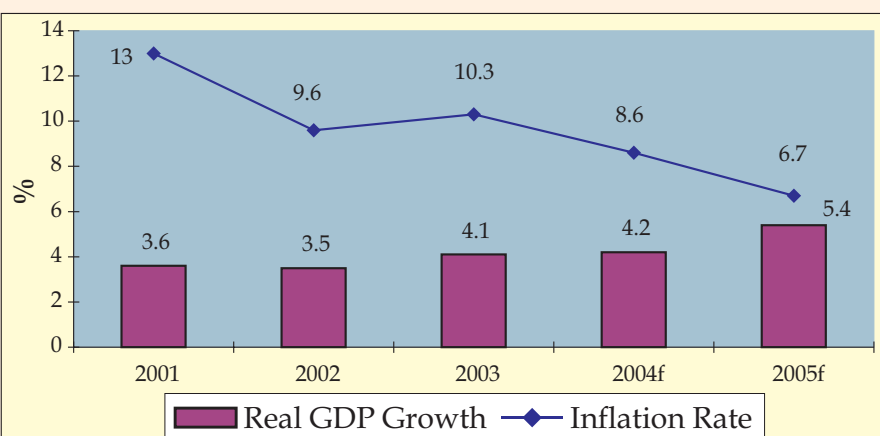
Les politiques macroéconomiques améliorées en Afrique ont été également reflétées dans l'inflation simple de chiffre dans beaucoup de pays, facilité par réduction des déficits fiscaux depuis les années mi 90. Les exceptions notables sont l'Angola et le Zimbabwe, là où le taux d'inflation s'est élevé à 98,3 pourcent et à 431,7 pourcent, respectivement, pendant 2003, et à un moindre degré au Ghana, Le Nigeria et l'Ethiopie. Pour la région dans l'ensemble, l'inflation s'est élevée à 10,3 pourcent pendant 2003, plus élevé par 9,6 pourcent en 2002, et est estimé à descendre à 8,6 pour cent en 2004.

Les exportations totales d'Afrique a augmenté de US\$ 96 milliards en 1980 à US\$ 139 milliards en 2002, tandis que les importations de l'Afrique montaient également de US\$ 80 milliards à US\$ 133 milliards pendant la même période. En l'année 2003, les exportations de l'Afrique se sont développées de manière significative par 22 pourcent pour s'élever à US\$ 173 milliards, tandis que les importations se développaient à un taux de 17 pourcent pour s'élever à US\$ 165 milliards. En dépit de l'élévation du commerce, la part de l'Afrique dans le commerce global a enregistré un déclin - de 5,0 pourcent en 1980 à 2,4 pourcent en 2003 dans le cas des exportations, et de 4,0 pour cent à 2,2 pourcent dans le cas des importations.

Le défi central en Afrique demeure pour mettre en place

les conditions nécessaires pour réaliser les Buts de Développement du Millénium - notamment une réduction soutenue de la pauvreté. Les efforts de l'Afrique doivent être accompagnés d'aide additionnelle de la communauté internationale, y compris une aide plus élevée, réduction de créance, et, le plus important, accès amélioré du marché.

Afrique: Croissance de PIB et le Taux d'Inflation Réelle



Développement Récent Selon les Régions

En **Afrique du Nord**, l'économie *Algérienne* s'est développée par des 6,7 pourcent en 2003, après une croissance de 4,1 pourcent réalisée en 2002. Ceci peut être attribué aux conditions atmosphériques favorables, stimulus fiscal (en partie lié à la besoin de reconstruction après le tremblement de terre de mai 2003) et rendement d'huile accru. Cependant, on s'attend à ce que le taux de croissance descende à 4,4 pour cent dans 2004 suivis de la détérioration récente en position fiscale du pays, comme le gouvernement est forcé d'adresser les niveaux aigus du chômage en créant des emplois de public secteur et en augmentant des salaires de public secteur. L'activité économique s'est également développée au Maroc dû à une bonne moisson et à une croissance impressionnante du secteur de construction. On estime que le secteur agricole s'est développé approximativement par plus de 20 pourcent avec une expansion de 55 pourcent de rendement de céréale, croissance pleine des secteurs horticoles et de bétail et d'une montée subite dans la production olive. Le secteur de construction a également augmenté fortement, qui est reflété dans une élévation de 9,7 pourcent des ventes de ciment et une augmentation de 12 pourcent sur des déboursements d'hypothèque en 2003. Une exécution forte dans le secteur agricole, après de bonnes pluies après trois ans de sécheresse, un rétablissement en

tourisme aussi bien que la consommation accrue de gouvernement, a été responsable en amplifiant le vrai taux de croissance de PIB de la Tunisie à 6,1 pourcent en 2003 par rapport à 1,7 pourcent en 2002. Cependant, on s'attend à ce que la croissance ralentisse au Maroc et en Tunisie en 2004, à 3,0 pourcent et à 5,6 pourcent respectivement, comme impact du rebond fort dans la production agricole qui a suivi la fin d'une période de sécheresse prolongée.

En **Afrique Occidentale**, la production de pétrole accrue a soutenu une expansion économique particulièrement forte au *Nigeria*, comme l'économie s'est développée par 10,6 pourcent pendant 2003. Mais on s'attend à ce que la croissance ralentisse brusquement en 2004 à aussi bas que 0,9 pourcent comme le boom dans le secteur pétrolier s'affaiblit. Les politiques expansionnistes monétaires et fiscales ont eu comme conséquence une collecte dans l'inflation et un déclin dans les réservations internationales. L'inflation moyenne de prix de consommation s'est élevée à 14,4 pourcent en 2003 par rapport à 13,7 pourcent en 2002. En raison de l'incertitude politique et la division efficace du pays en deux, avec ses coûts associés, couplé au manque d'appui et de difficultés de mis en place d'une politique économique le PIB de *Côte d'Ivoire* s'est contracté par 3,8 pourcent en 2003. Cependant, on s'attend à ce que le pays se développe à 1,8 pourcent en 2004, avec une restauration lente de la normalité économique comme quelques sociétés et entreprises reprennent les opérations normales tout au long de 2004. En revanche, l'économie *Ghanéenne* s'est développée par 4,7 pourcent en 2003 et on espère atteindre 5,0 pourcent en 2004 dû aux développements dans le secteur d'extraction d'or. Des prix plus élevés aux producteurs et de bonnes pluies amplifieront la production de cacao plus que la moisson exceptionnelle récoltée en 2002-03.

En **Afrique Centrale et Afrique de l'Est**, basse confiance des épargnants, le manque d'appui de distributeur et une récession dans l'industrie de tourisme avaient maintenu l'activité économique basse à 1,5 pourcent en 2003 en *Kenya*. Les perspectives pour 2004 sont plus sûres, en tenant compte l'appui de distributeur promis, avec environ la moitié des fonds projetés pour les projets d'infrastructure des routes, des aéroports, des ports maritimes, des chemins de fer et d'électricité. Le taux de croissance de l'*Ouganda* est descendu de 6,7 pourcent en 2002 jusqu'à 4,9 pourcent en 2003 à cause de mauvaises pluies dans la première moitié de l'année et de la continuité des prix faibles des produits clés, café et thé. La production inférieure de récolte vivrière a excentré la croissance forte de la production de la culture de rente. Cependant, en 2004, on s'attend à ce que le taux de croissance aille jusqu'à 5,5 pourcent soutenus par des exportations plus élevées, particulièrement exportations non traditionnelles telles que des poissons, et par croissance continue de la fabrication, transport et communications. Au *Soudan*, vraie croissance de PIB, qui a enregistré une croissance de 5,8 pourcent en 2003, est prévu à rester fort, conduit en grande partie par les niveaux élevés de la consommation et de l'investissement. On s'attend à ce que la vraie croissance

de PIB s'accroisse plus pour atteindre 6,2 pourcent en 2004 dus aux apports significatifs d'investissement étranger dans de grands projets capitaux et par les volumes accrus d'exportation sur la capacité augmentée dans le secteur pétrolier. D'autre part l'économie *Ethiopienne*, s'est resserré par 3,8 pourcent en exercice budgétaire 2003 (exercice budgétaire finissant le 7 juillet) par rapport à 1,2 pourcent de croissance en 2002, à cause de la plus mauvaise sécheresse pendant les années a coupé le rendement dans le secteur agricole, ce qui compte pour environ 40 pourcent de PIB. On s'attend à ce que de bonnes pluies poussent la moisson en 2003-04 par 60 pourcent plus haut que la saison précédente, ce qui coupera la condition d'aide alimentaire. De meilleures pluies encourageront un certain investissement privé accru et on s'attend à ce que l'économie également tire bénéfice de la réduction de créance et de l'appui de donateur. Les services (transport, financier et des communications) continueront à tirer bénéfice des activités commerciales accrues et des investissements élevés sous la période prévue. On s'attend à ce qu'ainsi la vraie croissance de PIB rebondisse à 6,7 pourcent en 2003-04.

En **Afrique australe**, bien que la production de pétrole soit tombée en *Angola* en 2003, en raison des problèmes avec le champ de Kuito, l'augmentation régulière de la production dans des dernières années continuera pendant que les nouveaux gisements de pétrole commencent la production. Ceci aidera à amplifier le vrai PIB à 12,8 pourcent en 2004 et 11,2 pourcent en 2005, bien que cette croissance conduite par énergie soit capitalistique et dépendante de l'importation, avec peu de liens à d'autres secteurs de l'économie. Le taux d'inflation annuel moyen est tombé à 98,3 pour cent en 2003, représentant une baisse dans de doubles chiffres pour la première fois dans plus d'une décennie. Ceci a été soutenu par des mesures comme - l'interposition coûteuse sur le marché des changes pour étayer le kwanza et les retards à augmenter les prix du carburant et des utilités. L'activité économique au *Zimbabwe* est placée pour continuer de diminuer pendant que la crise politique courante et le manque de politique économique logique combinait avec les ruptures dans l'économie provoquée par l'exécution rapide du programme de réforme de terre et des impacts défavorables de la sécheresse et de SIDA. En plus de ceci, la récession dans l'agriculture commerciale a des effets nuisibles sur l'industrie et les services, le pouvoir d'achat tombe et une presque hyper-inflation persiste. Le PIB s'est resserré par environ 40 pourcent pendant 1999-2003, et on s'attend à ce que le déclin économique ralentisse de -13,2 pourcent en 2003 à un taux de -9,2 pourcent en 2004, comme les petits exploitants amplifient la production de maïs en 2004-05. En *Afrique du Sud*, l'économie est estimée pour avoir augmenté par juste 1,9 pour cent en 2003, comme l'économie globale faible a couplée au renforcement du rand pendant l'année, a eu un effet nuisible sur la contribution du secteur d'exportation au PIB global. Bien que la croissance lente a été également signalée pour l'agriculture, extraction et fabrication, le tourisme, ils ont continué à se développer fortement, en tirant bénéfice de

la Coupe du monde de cricket. Cependant, la vraie croissance de PIB est prévue pour grimper jusqu'à 2,6 pourcent en 2004 et la poussée principale à la croissance viendra du investissement brute de capital fixe comme la privatisation arpentent et les apports de l'investissement direct étranger augmentent.

Malgré le progrès important qui est accompli, le défi demeure pour réaliser la croissance forte à travers l'Afrique sur une base soutenue. Même pendant la période récente de la croissance améliorée de la région, il y a eu de grands différentiels transnationaux. Au cours des trois dernières années, le vrai PIB par personne a

diminué dans presque un tiers des pays africains, tandis que seulement un petit nombre a réalisé la vraie croissance de PIB par personne au-dessus de 4,0 pour cent. Pour transformer des incursions significatives dans la pauvreté, les performances des pays dont la croissance est plus rapide doivent être repliées dans toute la région. Particulièrement les étapes pour développer l'infrastructure et pour renforcer des établissements, favorisez l'investissement de secteur privé, réduisez la participation de gouvernement dans l'économie domestique, gouvernement amélioré et transparent. Quelques initiatives régionales, y compris le mécanisme africain d'examen par les pairs pour le gouvernement économique et politique a été lancé par la Nouvelle Association ou le Développement de l'Afrique (NEPAD), et l'adoption d'une Convention par des syndicats africains sur l'Empêchement et le Combat contre la Corruption ont été déjà mises en place. La communauté internationale a un rôle principal à jouer dans le développement de l'Afrique, y compris des écoulements plus élevés d'aide, réduction de créance, et échange augmenté du commerce et de technologie.

Table: Croissance de PIB et le Taux d'Inflation Réelle dans les pays sélectionnés d'Afrique

	Croissance de PIB (%)				Prix des Consommateurs (%)			
	2002	2003	2004 ^f	2005 ^f	2002	2003	2004 ^f	2005 ^f
Afrique	3.5	4.1	4.2	5.4	9.6	10.3	8.6	6.7
Maghreb	3.4	6.2	4.2	4.5	2.1	2.2	3.0	3.1
Algérie	4.1	6.7	4.4	4.3	1.4	2.6	3.8	4.0
Maroc	3.2	5.5	3.0	4.0	2.8	1.2	2.0	2.0
Tunisie	1.7	6.1	5.6	6.0	2.8	2.7	2.7	2.5
Subsaharien	3.4	4.4	5.1	7.0	14.0	17.4	14.8	9.2
Ethiopie	1.2	-3.8	6.7	6.4	-7.2	15.1	5.5	3.0
Soudan	6.0	5.8	6.2	6.5	8.3	7.7	6.5	6.0
Congo D.R.	3.5	5.0	6.0	7.0	27.7	9.1	6.0	5.0
Kenya	1.0	1.5	2.6	3.6	2.0	9.7	-0.2	3.4
Tanzanie	6.3	5.5	6.3	6.5	4.6	5.0	4.7	3.8
Uganda	6.7	4.9	5.5	6.2	5.7	5.9	3.5	3.5
Angola	15.3	4.5	12.8	11.2	108.9	98.3	40.2	15.9
Zimbabwe	-12.8	-13.2	-9.2	5.2	140.0	431.7	640.0	200.0
Ghana	4.5	4.7	5.0	5.0	14.8	26.4	8.6	6.0
Nigeria	1.5	10.6	0.9	5.9	13.7	14.4	16.5	10.1
Cameron	6.5	4.2	4.7	5.1	6.3	1.2	2.0	2.0
Cote d'Ivoire	-1.6	-3.8	1.8	4.4	3.1	3.8	3.2	2.7
Afrique de Sud	3.6	1.9	2.6	3.2	8.9	6.0	3.2	5.6

f-prévision

Source, International Monetary Fund

Programme "Focus Africa"

En vue du commerce augmentant de l'Inde de une manière significative avec l'Afrique, un programme intégré "Focus Africa " a été lancé de l'année 2002-03 par le Gouvernement de l'Inde. L'objectif principal du programme est d'augmenter des interactions entre les deux régions en identifiant les secteurs du commerce et de l'investissement bilatéraux. Le programme "Focus Africa" se concentrerait sur la région Africaine Subsaharien avec l'emphase supplémentaire sur sept partenaires commerciaux principaux de la région, à savoir, L'Ethiopie, Le Ghana, Le Kenya, Les îles Maurice, Le Nigeria, L'Afrique du Sud, La Tanzanie et qui expliquent ensemble autour de 69 pourcent du commerce bilatéral total de l'Inde avec la région Africaine Subsaharien. Avril 1, 2003, le programme "Focus Africa " a été augmenté pour couvrir, en effet, le continent africain en entier. Des produits spécifiques pour des exportations vers ces pays ont été identifiés, ce qui alternativement peut être largement classifié dans les groupes de produit principaux suivants : fil de coton, tissus et d'autres articles de textile ; drogues et pharmaceutiques ; machines et instruments ; équipements de transport ; et technologie de télécommunication et d'information. En même temps le programme "Focus Africa" envisage d'augmenter les exportations de l'Inde dans la région par des efforts intégrés du Gouvernement de l'Inde, Organisation De Promotion Commerciale De l'Inde, Les Conseils De Promotion d'Exportation, Apex Chambres de commerce et de l'Industrie, Missions et établissements indiens tels que la banque Exim de l'Inde, ECGC.



La Banque Exim Fournit l'Itinéraire de Crédit pour Promulguer le Commerce en Afrique

Par Prabhakar R. Dalal

L'Afrique a été un marché traditionnel pour l'Inde. La technologie indienne est considérée appropriée, adaptable et accessible, en Afrique. Cependant, la part de l'Inde dans des importations totales du continent africain est d'un maigre 2,12 pourcent. La structure d'aide financière est essentielle pour favoriser l'écoulement de commerce et de l'investissement. La banque Exim cherche à jouer un rôle important à cet égard. La banque Exim avait prolongé des lignes de crédit (LOC) aux pays africains, pour permettre à des entrepreneurs et à des personnes d'affaires en Afrique à importer l'équipement, technologie et marchandises et services de l'Inde aux conditions de paiement différé. La banque Exim a jusqu'ici prolongé 23 LOCs aux pays africains avec des engagements de crédit agréant US\$ 242 millions. Actuellement, La banque Exim a 10 LOCs opérationnels dans la région africaine, couvrant 29 pays africains impliquant des engagements de crédit d'US\$ 130 millions pour soutenir le transfert d'équipement, marchandises et technologie de l'Inde à la région africaine.

La banque Exim prolonge des LOCs aux gouvernements d'outre-mer, institutions financières, banques régionales et d'autres entités d'outre-mer, pour leur permettre d'importer les machines, marchandises et services indiennes aux conditions de crédit. Sous les LOCs, les importateurs dans les pays d'accueil effectuent le paiement anticipé, ce qui est normalement 10 pourcent de valeur et la banque Exim fournit le reste de 90 pourcent de valeur de contrat aux emprunteurs dans ces pays. La banque Exim rembourse les exportateurs indiens sur l'expédition des marchandises. Ainsi, c'est un mode sûr de l'option non-retour de financement à l'exportateur indien, particulièrement pour les entreprises petites et moyennes (PME). La banque Exim actionne également le LOC au nom du Gouvernement de l'Inde. Ces LOC sont habituellement sur des conditions plus avantageuses.

La banque Exim avait employé le mécanisme de LOC pour favoriser les exportations depuis l'Inde aux marchés des pays en voie de développement, comme le marché africain, ce qui ont besoin du crédit reporté pour acheter les marchandises indiennes. Le LOC est un catalyseur pour la promotion d'exportation et en vertu d'être un non-retour, non risque service pour les exportateurs indiens, il aide des exportateurs à pénétrer et développer les marchés. Les exportateurs reçoivent de la banque Exim le paiement en espèces pour des exportations sous le LOC après l'expédition et ne doivent pas attendre le paiement

des importateurs. Il est un arrangement pour financer un certain nombre de contract d'exportation sous un parapluie et il est particulièrement approprié pour des PME. Les LOCs servent ainsi d'outil d'entrée dans le marché pour les exportations depuis l'Inde.

Les articles éligibles pour des finances sous les LOCs ont été traditionnellement les marchandises capitales et de biens technologiques, pièces de rechange et des produits de consommations. Cependant, la banque Exim peut maintenant inclure d'autres articles tels que les matières premières et les produits. En plus des machines, des biens capitaux, des biens du consommateur, des produits pharmaceutiques et chimiques, une place pour inclure d'autres articles tels que des vêtements, filé, café, thé, riz et d'autres produits/commodités est envisagé.

Les lignes de Crédit de la Banque Exim à Afrique sont les suivantes:

S.No.	Emprunteur	Montant du Crédit
1	Offshore Development Company (Pty.), Namibia	Rs. 20 Cr
2	Eastern and Southern African Trade and Development Bank (Banque PTA), Kenya	US \$ 10 mn
3	Seychelles Marketing Board	US \$ 5 mn
4	ABSA Banque, Afrique du Sud	US \$ 10 mn
5	Banque Centrale de Djibouti	US \$ 10 mn
6	Banque Ouest Africaine De Developpement (West African Development Bank)	US \$ 10 mn (Equivalent en Euro)
7	Gouvernement de Zambie	US \$ 10 mn
8	Gouvernement de Angola	US \$ 5 mn
9	Gouvernement de Soudan	US \$ 50 mn
10	Gouvernement de Ghana	US \$ 15 mn

Des caractéristiques saillantes de ces LOCs sont données ci-dessous:

OFFSHORE DEVELOPMENT COMPANY (PTY.), NAMIBIA

Exim Bank and Offshore Development Company (Pty) Limited (ODC), une entité statutaire en Namibie, a signé un accord pour un LOC de Rs 200 million pour ODC, de la Namibie. Les ODC établis sous l'Acte des Zones de Procédés de l'Exportation, 1995 de la Namibie est une compagnie de secteur privé avec la part du Gouvernement en minorité pour la surveillance, régulation et promotion du EPZ Namibien comme un véhicule pour une industrialisation de l'économie menée par l'exportation. Le Gouvernement a permis à la banque Exim de prolonger le LOC établi en roupies indiennes jusqu'à un équivalent de US\$100 en vue de permettre à la banque Exim d'offrir des crédits de exportation aux conditions concurrentielles. Le LOC de la

banque Exim à la Namibie est le premier LOC dénommé en roupie dans le cadre de cet arrangement. La Namibie est un pays riche en ressources et a par conséquent un bon potentiel économique avec le besoin d'investissement dans les secteurs tels que agro-industries, transport, construction, télécommunications, industrie de petite échelle et industries familiales. Une bonne portée existe pour l'importation de l'équipement indien, les marchandises et la technologie dans les secteurs tel que agroalimentaire, cuir, composants automatiques, et machines-outils, pas la Namibie.

EASTERN AND SOUTHERN AFRICAN TRADE AND DEVELOPMENT BANK (BANQUE PTA)

Exim Bank and Eastern and Southern African Trade and Development Bank, aussi connu en tant que la Banque PTA, a signé un Accord pour un LOC de US\$ 10 million de la Banque Exim à la Banque PTA, pour promouvoir l'exportation indienne à 16 pays Orientaux et Méridionaux de l'Afrique. La banque de PTA est une Banque de Développement Régionale, établi en novembre 6, 1985, conformément au Traité pour un Marché Commun pour les Etats Africains Orientaux et Méridionaux (COMESA). Les pays membres régionaux de la banque PTA sont le Burundi, Les Comores, Djibouti, L'Egypte, Eritria, L'Ethiopie, Le Kenya, Le Malawi, Les îles Maurice, Le Rwanda, La Somalie, Le Soudan, La Tanzanie, L'Ouganda, La Zambie et le Zimbabwe. La Chine est devenue récemment le seul membre non régional de la banque PTA. En plus de ces 17 pays membres, la Banque de Développement Africaine est également membre de Banque PTA. La banque PTA fournit l'assistance technique financière et favorise le développement économique et social dans les pays membres. Les exportations de l'Inde dans les pays membres africains de la banque PTA se sont élevées à US\$ 1,17 milliard, en 2002-03. Les principaux articles exportés depuis l'Inde vers les pays membres de la banque PTA incluent le fil de coton, les tissus, viande et préparations, machines et instruments, produits de plastique et de linoléum, et drogues et pharmaceutiques.

Seychelles Marketing Board, Seychelles

Banque Exim et Marketing Board des Seychelles (SMB), Seychelles, a signé un accord pour un LOC de US\$ 5,0 millions de la banque Exim à SMB, pour soutenir les exportations de l'Inde vers les Seychelles. SMB, établi en 1984, est une société statutaire complètement possédée par le Gouvernement des Seychelles. L'objectif principal de SMB est d'assurer la disponibilité des marchandises essentielles au peuple des Seychelles sur une base à long terme aux prix économiques stables. Les exportations de l'Inde vers les Seychelles se sont élevées à US\$ 6,19 millions pendant l'année 2002-03. Les articles principaux exportés depuis l'Inde vers les Seychelles sont riz, repas d'huile, équipement de transport, prêt-à-porter, machines et instruments. Les secteurs potentiels sur lesquels les exportateurs indiens peuvent focaliser sont les produits agricoles, textiles comprenant des vêtements, équipement de transport, machines, bien de consommation et drogues et pharmaceutiques

ABSA Banque, Afrique du Sud

La banque Exim a prolongé un LOC de US\$10 million à la banque ABSA (Banque ABSA), la plus grande banque de commerce en Afrique du Sud, pour soutenir les exportations depuis l'Inde à ce pays. La banque ABSA (les banques amalgamées d'Afrique du Sud) a été établie en 1991, à cause de la plus grande fusion dans l'histoire sud-africaine d'opérations bancaires entre USB Holdings Ltd., Volkskas Bank Ltd., Allied Bank Ltd. et Saga Financial Services Ltd. C'est aujourd'hui la plus grande banque de commerce de secteur privé en Afrique du Sud, avec les capitaux totaux s'élevant au US\$ 25 milliards. La

Banque, avec ses filiales et compagnies associé, offre une gamme complète des produits financiers et des services, d'ordre opérations bancaires en gros, services de banque de détail et de gestion de capitaux. Les exportations de l'Inde vers l'Afrique du Sud se sont élevées à US\$ 476,9 millions pendant l'année 2002-03, enregistrant une croissance de 25,7 pourcent au cours de l'année précédente. Agriculture et produits alimentaires traités, équipement de transport, fil de coton, tissus, prêt à porter, les machines et les instruments et fabrication de métal, étaient les principaux articles dans le panier d'exportation de l'Inde vers l'Afrique du Sud. Les secteurs potentiels sur lesquels les exportateurs indiens peuvent focaliser sont l'équipement de transport, machines, produits chimiques et pharmaceutiques, articles et épices de nourriture, produits en cuir, verre et céramique, fabrique des métaux et des habits. Il existe également un potentiel considérable pour l'établissement des coentreprises entre les associés indiens et sud-africains dans les secteurs comme textiles, pharmaceutiques, services de technologie de l'information et d'hospitalité.

Banque Centrale de Djibouti, Djibouti

La banque Exim a donné un LOC de US\$ 10 millions à la Banque Centrale de Djibouti, pour soutenir les exportations depuis l'Inde vers Djibouti. Djibouti est stratégiquement placé dans le klaxon de l'Afrique, ce qui lui donne un avantage au servir de point d'entrée aux marchés voisins tels que l'Ethiopie, La Somalie, Eritria et le Soudan. L'exportation indienne vers le Djibouti était de US\$ 37,53 million en 2002-03 ce qui est 56,6 pourcent plus que l'an dernier. Fabrique des métaux, fer et acier primaires et demi complets, les tissus et autres produits agricoles font à la main et produits alliés, produits de plastique et de linoléum, les drogues et les produits chimiques et les produits de beauté et les articles de toilette, les produits pharmaceutiques sont les principaux produits dans le panier de l'exportation de l'Inde à Djibouti.

Banque Ouest Africaine De Développement (West African Development Bank)

La banque d'Exim a donné un LOC de US\$ 10 millions à la Banque Ouest Africaine De Développement - BOAD, une banque de développement régionale, pour soutenir les exportations de l'Inde aux pays membres de BOAD en Afrique occidentale. Ce LOC permettra aux exportateurs indiens d'exporter l'équipement, marchandises et services au marché africain occidental francophone sur un crédit moyen. L'Afrique occidentale tient le bon potentiel pour l'exportation des machines, équipement de transport, drogues en bloc, pharmaceutiques et technologie et d'autres articles d'Inde. BOAD est une banque de développement régionale pour huit pays africains occidentaux sous l'égide de l'Union Monétaire Africaine Occidentale (UMOA). Les pays membres de BOAD sont le Bénin, Burkina Faso, Côte d'Ivoire, Guinée Bissau, Le Mali, Le Niger, Le Sénégal et le Togo. La région, qui est bien intégrée avec une devise commune, FCFA et une banque centrale commune, BCEAO, travaille vers l'établissement d'un marché commun pour la région africaine occidentale. En plus des gouvernements de huit pays membres et de la banque centrale BCEAO, le gouvernement de la France, Deutsche Investitions und Entwicklungsgesellschaft (DEG) agissant au nom de l'Allemagne, Banque Européenne d'Investissement (la EIB) agissant au nom de l'Union Européenne, la Banque de Développement Africaine et le Gouvernement de la Belgique sont des membres de BOAD. Les exportations de l'Inde vers les pays membres de BOAD dans 2002-03 étaient de US\$ 334,34 millions. Les exportations principales de l'Inde vers les pays membres de BOAD ont été fil de coton et tissus, fabrication des métaux, drogues et pharmaceutiques, filé et tissus fabriqué à la

main et équipement de transport.

Gouvernement de Zambie, Zambie

La Banque Exim et le Gouvernement de Zambie ont signé un accord pour un LOC de US\$ 10 millions pour financer des exportations depuis l'Inde en Zambie. C'est le troisième LOC donné à Zambie. Les deux premiers LOCs étaient de Rs.100 million et de Rs. 5 million ont été prolongés en 1979 et en 1982. Le LOC peut être utilisé pour l'exportation des biens capitaux, l'équipement technique, industriel fabrication, bien de consommation. Les exportations de l'Inde vers la Zambie sont de l'ordre de US\$ 31,1 millions en 2002-03. Les articles principaux dans le panier d'exportation de l'Inde vers la Zambie sont des machines et des instruments, équipement de transport, drogues, produits pharmaceutiques et chimiques fins, les tissus de fil de coton et d'autres choses.

Gouvernement de Angola, Angola

La banque Exim a donné un LOC de US\$ 5 millions au Gouvernement de Angola (GOA), pour financer les exportations de l'Inde vers l'Angola. Les exportations de l'Inde vers l'Angola se sont élevées à US\$ 37 millions pendant l'année 2002-2003, enregistrant une croissance de 32,9 pourcent plus des exportations d'année précédente de US\$ 25 millions. Viande et ses préparations, drogues, produits pharmaceutiques et chimiques fins, prêt à porter et le fil de coton, machines et instruments, les équipements de transport et habits étaient les principaux articles dans le panier de l'exportation de l'Inde en Angola. Les secteurs potentiels sur lesquels les exportateurs indiens peuvent focaliser sont l'exportation des biens capitaux et les services pour des secteurs comme les chemins de fer, engineering, pêche aussi bien que des produits comme les drogues et pharmaceutiques, à Angola. Il existe également un potentiel considérable pour l'établissement des coentreprises en Angola dans les secteurs tels que pharmaceutiques et des marchandises de technologie

Gouvernement de Sudan, Sudan

La banque Exim a donné un LOC de US\$ 50 millions au Gouvernement de Soudan, pour financer l'exportation indienne des équipements, biens et services à ce pays. Les exportations de l'Inde vers Soudan était de US\$ 105,20 million pendant l'an 2002-2003. Machines et instruments, équipement de transport, drogues, produits pharmaceutiques et chimiques fins, fabrication des métaux et fer et acier primaires et semi finis étaient les principaux articles dans le panier de l'exportation de l'Inde au Soudan en l'année 2002-03. Les secteurs potentiels sur lesquels les exportateurs indiens peuvent focaliser sont les équipements d'électrification rurale et de chemin de fer, les véhicules de transportation et les équipements, drogues et pharmaceutiques, machinerie et instruments, textiles et d'autres articles reliés. Il existe également un potentiel considérable pour l'établissement des coentreprises entre les partenaires indiens et soudanais dans les secteurs tels que textiles, pharmaceutiques et chimique, technologies de l'information et industries à petites échelles.

Gouvernement de Ghana, Ghana

La banque Exim a donné un LOC de US\$ 15 million au Gouvernement de Ghana, pour financer les exportations de l'Inde vers ce pays. La banque d'Exim a jusqu'ici prolongé trois LOCs au Ghana dans le passé, qui ont été entièrement utilisés et remboursés. Ces LOCs ont aidé l'exportation de divers articles de l'Inde au Ghana, comme des véhicules de transport, pièces de rechange et batteries d'automobile, appareils de manutention matériels et ses pièces de rechange, l'équipement technique de transport d'énergie. L'Inde a enregistré des exportations de US\$

105,83 millions vers Ghana pendant l'année 2002-03, par rapport aux exportations d'année précédente de US\$ 68,65 millions, qui est une augmentation de 35 pourcent au cours de l'année précédente. Drogues, produits pharmaceutiques et chimiques fins, les tissus de fil de coton et prêt à porter, machines et instruments, la fabrication des métaux et de fer et d'acier primaire et demi complet étaient les principaux articles dans le panier de l'exportation de l'Inde au Ghana pendant 2002-03. Selon l'étude de la banque Exim intitulé « l' stratégie pour le saut de Quantum dans les exportations : Focalisation sur l'Afrique, l'Amérique latine et la Chine », articles tels que des véhicules de transport, l'équipement technique, pharmaceutiques, ciment, textiles, les métaux et les pièces en métal et les pièces d'automobile ont la possibilité d'être exporter de l'Inde sur le Ghana.

Un certain nombre de lignes de crédit aux pays en Afrique sont en train d'être négocié. Les compagnies intéressées peuvent visiter le site web www.eximbankindia.com/loc.html de la banque Exim.

Il est recommandé aux exportateurs indiens de consulter la banque Exim concernant l'assurance et d'autres frais administratifs, payable n'importe où, avant de mener les clauses contractuelles avec l'importateur d'outre-mer. Des exportateurs indiens sont encouragés à contacter la banque Exim pour l'information sur des acheteurs, états du marché. La banque Exim facilite des transactions d'exportation pour l'assurance sous des LOCs. Si un LOC à un marché particulier n'est pas en place, la banque Exim considère la possibilité de prolonger un LOC frais, si la proposition de crédit est autrement considérée soutenable et acceptable.

Les liens institutionnels

La banque Exim maintient les liens institutionnels forts avec les établissements principaux en Afrique qui incluent la Banque de Développement Africaine (AfDB), la Banque d'Afrexim, la Banque PTA, la Banque de Développement Africaine Est (EADB), la Banque de Développement Africaine Occidentale (BOAD), l'Association des Etablissements Africains de Développement de Finances (AADFI) et la Banque Mondiale. En même temps, La Banque Exim a des connexions avec des établissements tels que la Société de Finance Internationale (le service de développement de projet de l'Afrique est actionné sous ce projet), la Banque PTA, et African Management Services Company, pour fournir des services de consultation dans la région.

La banque Exim a également participé activement au processus de la construction institutionnel dans un certain nombre de pays en Afrique. En plus d'être associée dans l'établissement de la banque d'Afrexim et prenant la participation au capital, la banque a été impliquée dans la conception et l'exécution de Export Finance Programmes of Industrial Development Corporation de l'Afrique du Sud, et dans l'établissement de Export Credit Guarantee Company au Zimbabwe.

La banque d'Exim a un bureau représentatif à Johannesburg, Afrique du Sud qui fonctionne en tant qu'un point nodal pour faciliter l'écoulement du commerce et de l'investissement entre l'Inde et l'Afrique.

Pour plus d'information, contactez: Mr. P. R. Dalal, Directeur Général, Export-Import Bank of India, Centre One Building, Floor 21, World Trade Centre Complex, Cuffe Parade, Mumbai 400 005. Téléphone: (022) 22185272 Extn.-2112/22162073 Fax:(022)22182460 Mèl: eximloc@eximbankindia.com

SENEGAL- La Porte à l'Afrique Occidentale



Les Minibus TATA trouvent un marché en Sénégal, d'autres produits Indien à suivre

Les autobus de Tata, qu'on peut déjà repérer sur les routes de Dakar, capital du Sénégal, vont bientôt faire une partie essentielle des rues de Dakar. Cela a été possible par un contrat fixé par M/s Tata Motors pour l'approvisionnement de 3000 mini autobus sous le \$ US 19 millions projet urbain d'amélioration de transport à Dakar (Sénégal) financé par la banque mondiale. Le projet envisage également l'amélioration des routes, des ponts auto routiers, l'établissement d'une société de transports routiers pour réunir les opérateurs indépendants d'autobus à Dakar qui transportent les citoyens de Dakar dans des minibus délabrés datant de 20/30 an. Ces 3000 autobus sont remplacés par des autobus de Tata. Une Société de Transports Routiers est mis en place et elle est en train de réunir les opérateurs, de placer les tarifs et fixer les itinéraires. L'industrie Senbus a été installée par les investisseurs Sénégalaises avec l'appui technique de Tata Motors. Une usine d'assemblée pour la capacité de production de 1000 autobus Tata par an a été inaugurée en septembre 2003 à Thies autour de 80 kms de Dakar.

L'entrée des autobus de Tata au Sénégal a pu préparer un terrain pour l'entrée d'autres produits et services indiens au Sénégal. Senelec, la compagnie d'Etat de l'électricité du Sénégal est en cours d'augmenter son réseau et elle a un projet d'expansion de réseaux actuels de l'ordre US \$ 350 millions. Les compagnies indiennes dans le secteur de puissance peuvent brancher sur ces occasions. Il y a un potentiel énorme pour le développement des industries agro-alimentaire telles que le traitement de maïs, huiles de table, produits boulanger, transformation de fruit et de légumes, jus, l'eau minérale etc... En outre, il y a bonne demande des machines et des instruments, technologie, marchandises et services dans les secteurs de pharmaceutiques et de textiles.

Doté de une infrastructure de qualité, le Sénégal a un accès préférentiel à l'Afrique d'Ouest ainsi qu'aux

Marchés Européens et Américains. En fait le Sénégal peut être employé comme passage pour les produits indiens pour pénétrer les marchés francophones de l'Afrique occidentale. Son code d'investissement est très attrayant et offre de diverses incitations. L'économie de Sénégal est ouverte au monde, L'Europe, L'Amérique et l'Asie. Il a les capitaux principaux et les occasions d'investissement productif. Ceux-ci incluent

Une économie éclatante

- Une croissance stable : Un vrai taux de croissance de PIB de plus de 5 pourcent depuis 1995 à l'exception de 2002.
- Un taux d'inflation bas : taux d'inflation de moins de 2 pour cent depuis 1997 à l'exception de 2001.
- Un taux d'échange fixe: la valeur du franc CFA par rapport au franc français est 1FF:100FCFA et à l'Euro est 1Euro = 655,957CFAF.
- Droits de douane réduits : Un système de tarif unique (appelé Tarif Externe Commun (TEC) est en vigueur dans l'Union Economique et Monétaire de l'Afrique Occidentale (UEMOA) depuis 1999. En raison de cette mesure, les droits de douane ont diminué en moyenne de 24 à 12 pour cent, les marchandises circulent librement dans l'espace d'UEMOA et sont essentiellement exemptées des droits de douane, s'ils sont des produits de la communauté.

Un accès préférentiel aux marchés

- Le Sénégal est commis à l'intégration régionale : C'est un membre de l'UEMOA, une union économique de huit (8) pays africains occidentaux : Le Bénin, Burkina Faso, Côte d'Ivoire, Guinée Bissau, Le Mali, Le Togo, Le Niger, Le Sénégal.
- L'union économique a un marché de 60 millions de consommateurs.

EXPORTATION

- Le Sénégal est également un membre de la Communauté Economique des Etats Africains Occidentaux (ECOWAS), qui a un marché de 200 millions de consommateurs pour 16 Etats membres.

- Le Sénégal offre un endroit géographiquement exceptionnel avec l'accès préférentiel aux marchés Européen (EU/ACP Accord) et Américain (Acte de Croissance et d'Occasions en Afrique, AGOA).

Une politique encourageante et attriante

En plus des conditions "traditionnelles" offerts aux investisseurs (rapatriement libre de capital et de dividendes, aucune discrimination entre les ressortissants et les Étrangers, l'emploi des expatriés illimité), les incitations offrent efficacement :

- L'exonération de droits de douane pour l'équipement a dû mettre en application des programmes d'investissement et des avantages fiscaux pendant la phase d'exécution.

- La taxe supplémentaire bénéficie pour des SME actives dans la promotion des ressources locales, ou établi en

Le Gouvernement de Sénégal a créé une infrastructure institutionnelle pour encourager le commerce et l'investissement. Les compagnies d'outre-mer cherchant à installer les relations industrielles commerciales avec des opérateurs de Sénégalais peuvent entrer en contact :

L'Agence Nationale pour la Promotion d'Investissement et les Projets Principaux (APIX)

APIX est une agence autonome du Bureau de Président. Pour améliorer la gestion des projets d'investissement, un moderne Un-Arrêter-Marché, a été ouvert à APIX, pour traiter toutes les formalités administratives pour l'établissement ou la modification des compagnies, coentreprises en participation en utilisant une fiche simple.

Contactez :

52-54 Rue Mohamed V, BP 430, Dakar, Senegal

Tél: (221) 849 05 55, Fax: (221) 823 94 89

Mèl: apix@apix.sn

Agence de Développement et d'Encadrement des Petites et Moyennes Entreprises (ADEPME) Sénégal

(Small and Medium Enterprises Development and Promotion Agency)

La mission d'ADEPME doit fournir des services consultatifs aux Sénégalais aussi bien que les entrepreneurs

étrangers pour installer leurs entreprises au

Sénégal. Ses activités incluent des études de faisabilité de projet, plans d'affaires, bâtiment de capacité, faciliter l'accès au crédit, l'information sur les marchés étrangers, débouchés, statistiques, foires commerciales, conférences.

Contactez :

9, Fenetre Mermoz, Av. Cheikh Anta Diop,

BP 333 Dakar_Senegal, Tél: (221) 869 70 71

Fax: (221) 860 13 63, Mèl: adepme@sentoo.sn

Fonds de Promotion Economique FPE (Economic Promotion Fund of Senegal)

Govt. de Sénégal a installé FPE en 1991 avec l'objectif de favoriser l'investissement dans le secteur privé particulièrement aux SME. FPE joue le rôle d'un conduit entre les fournisseurs de fonds, l'état, institutions financières locales et le secteur privé de Sénégal.

Contactez :

15, Allee Robert Delmas, BP 6481 Dakar Senegal

Tél: (221) 849 64 64, Fax: (221) 821 80 57

Mèl: kgueye@fpe.sn



extérieur de Dakar.

- Avantages additionnels pour les sociétés industrielles et agricoles exportant plus de 80% de leur production ; ceux-ci incluent :

Levée des droits de douane et de droit de timbre pour l'équipement ;

Exonération d'impôt sur le revenu, levée de devoir sur le permis commercial, impôt foncier et tous les autres impôts concernant l'enregistrement et les timbres.

Une foule d'Investissements intéressants

- Agriculture, Pêche
- Pharmaceutiques
- Secteur d'exploitation minière
- Industries de Production
- Secteurs de l'Energie et de l'Eau
- Transport & Tourisme
- Télécommunications

Une Infrastructure Institutionnelle d'Aide Soutenue par l'Etat