INSIDE AFRICA

Now is the time to invest in Africa

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Recent developments

Growth in Sub-Saharan Africa is recovering, supported by modestly rising commodity prices, strengthening external demand, and the end of drought in a number of countries. Security threats have subsided in several countries. Several factors are preventing a more robust recovery. In Angola and Nigeria, tight foreign exchange liquidity conditions, reflecting distortions in the foreign exchange market, constrain activity in the non-oil sector. In South Africa, political uncertainty and low business confidence are weighing on investment.

In contrast to oil and metals prices, cocoa prices have plummeted, reducing exports and fiscal revenues in Côte d'Ivoire, Ghana, and other cocoa producers. The drought in East Africa has continued into 2017, adversely affecting economic activity in Kenya, and contributing to famine in Somalia and South Sudan.

Regional inflation is gradually decelerating from a high level, although it remains elevated in Angola, Nigeria, and Mozambique. Inflationary pressures increased in East Africa, due to drought.

Outlook

Growth in Sub-Saharan Africa is forecast to pick up to 2.6 % in 2017 and to 3.2 % in 2018, predicated on moderately rising commodity prices and reforms to tackle macroeconomic imbalances. Per capita output is projected to shrink by 0.1 % in 2017 and to increase to a modest 0.7 % growth pace over 2018-19. At those rates, growth will be insufficient to achieve poverty reduction goals in the region, particularly if constraints to more vigorous growth persist.

Growth in South Africa is projected to rise to 0.6 % in 2017 and accelerate to 1.1 % in 2018. A rebound in net exports is forecast to only partially offset weaker-than-previously-forecast growth of private consumption and investment, as borrowing costs rise after the country's sovereign-debt ratings downgrade. Nigeria is forecast to go from recession to a 1.2 % growth rate in 2017, gaining speed to 2.4 % in 2018, helped by a rebound in oil production, as security in oil producing regions improves, and by an increase in fiscal spending. Growth is forecast to jump to 6.1 % in Ghana in 2017 and 7.8 % in 2018 as increased oil and gas production boosts exports and domestic electricity production.

Growth in non-resource intensive countries is anticipated to remain solid, supported by infrastructure investment, resilient services sectors, and the recovery of agricultural production. Ethiopia is forecast to expand by 8.3 % in 2017, Tanzania by 7.2 %, Côte d'Ivoire by 6.8 %, and Senegal by 6.7 %, all helped by public investment. However, some countries need to contain debt accumulation and rebuild policy buffers.

Risks

The regional outlook is subject to significant internal and external risks. A sharp increase in global interest rates could discourage sovereign bond issuance, which has been a key financing strategy for governments. Weaker-than-expected growth in advanced economies or major emerging markets could reduce demand for exports, depress commodity prices and curtail direct foreign investment in mining and infrastructure in the region. Proposed cutbacks to U.S. official development assistance will be a concern to some of the region's smaller economies and fragile states.

On the domestic front, countries including Angola, Mozambique and Nigeria need to implement significant fiscal adjustment policies to sustain macroeconomic stability and nurture economic recovery. Increased militant activity is a risk in Nigeria. Weather-related risks are elevated in East Africa. Worsening drought conditions will severely affect agricultural production, push food prices higher, and increase food insecurity in the sub-region.

Sub-Saharan Africa Country Forecasts
(annual percent change unless indicated otherwise)

		Est.	Forecast			
	2014	2015	2016	2017	2018	2019
GDP at market prices (2010 US$)						
Angola	4.8	3.0	0.0	1.2	0.9	1.5
Benin	6.4	2.1	4.0	5.5	6.0	6.3
Botswana[a]	4.1	-1.7	2.9	4.0	4.2	4.3
Burkina Faso	4.0	4.0	5.4	6.1	6.3	6.3
Burundi	4.7	-3.9	-0.6	1.5	2.0	2.6
Cabo Verde	0.6	1.5	3.9	3.3	3.7	3.7
Cameroon	5.9	5.8	4.5	3.9	4.4	4.6
Chad	6.9	1.8	-7.0	0.2	3.2	3.1
Comoros	2.1	1.0	2.2	3.3	4.0	4.0
Congo, Dem. Rep.	9.0	6.9	2.2	4.7	4.9	4.9
Congo, Rep.	6.8	2.6	-2.1	1.0	1.5	1.5
Côte d'Ivoire	8.5	9.2	7.8	6.8	6.5	6.3
Equatorial Guinea	-0.7	-8.3	-7.3	-5.9	-7.0	-6.0
Ethiopia[a]	10.3	9.6	7.5	8.3	8.0	7.9
Gabon	4.3	4.0	2.3	1.3	2.4	2.9
Gambia, The	0.9	4.1	2.1	2.5	3.8	4.0
Ghana	4.0	3.9	3.6	6.1	7.8	6.2
Guinea	0.4	0.1	4.6	4.4	4.6	4.6
Guinea-Bissau	2.5	4.8	4.9	5.1	5.1	5.1
Kenya	5.3	5.7	5.8	5.5	5.8	6.1
Lesotho	4.5	1.6	2.5	3.0	3.4	3.6
Liberia	0.7	0.0	-1.2	3.0	5.3	5.7
Madagascar	3.3	3.8	4.4	3.5	6.4	4.7
Malawi	5.7	2.8	2.5	4.4	4.9	5.3
Mali	7.0	6.0	5.6	5.3	5.2	5.1
Mauritania	5.6	1.4	2.0	3.5	2.7	4.6
Mauritius	3.7	3.5	3.5	3.4	3.5	3.3
Mozambique	7.4	6.6	3.3	4.8	6.1	6.7
Namibia	6.5	5.3	1.2	3.0	4.0	4.2
Niger	7.0	3.6	4.7	5.2	5.5	5.5
Nigeria	6.3	2.7	-1.6	1.2	2.4	2.5
Rwanda	7.0	6.9	5.9	6.0	6.8	7.0
Senegal	4.3	6.5	6.6	6.7	6.9	7.0
Seychelles	3.3	3.5	4.4	4.2	3.8	3.5
Sierra Leone	4.6	-20.6	5.0	5.4	5.6	5.9
South Africa	1.6	1.3	0.3	0.6	1.1	2.0
Sudan	2.7	4.9	4.7	4.1	3.9	3.9
Swaziland	2.7	1.9	-0.6	1.7	3.1	3.2
Tanzania	7.0	7.0	6.9	7.2	7.2	7.4
Togo	5.9	5.4	5.0	4.6	5.5	5.5
Uganda[a]	5.6	5.6	4.8	4.6	5.2	5.6
Zambia	5.0	2.9	3.3	4.1	4.5	4.7
Zimbabwe	3.8	0.5	0.7	2.3	1.8	1.7

Source: World Bank.
World Bank forecasts are frequently updated based on new information and changing (global) circumstances. Consequently, projections presented here may differ from those contained in other Bank documents, even if basic assessments of countries' prospects do not significantly differ at any given moment in time.
a. Fiscal-year based numbers.

(World Bank)

A Better Investment Framework for Africa

Africa’s enormous economic potential is not news. But, until now, policymakers around the world have not successfully defined the political and economic steps that must be taken to enable Africa to realize this potential fully. That is why the German G20 presidency has launched its G20 Africa Partnership initiative.

At the core of this effort to intensify cooperation with Africa lies the G20 Compact with Africa (CWA). The CWA offers interested African countries the opportunity to improve conditions for private investment, including in infrastructure.

The CWA’s structure is straightforward: African countries, together with their bilateral partners and international financial organizations with proven expertise on Africa (such as the African Development Bank, the World Bank Group, and the International Monetary Fund), will jointly develop, coordinate, and implement tailor-made measures. The main aim is to lower the level of risk for private investments, by improving economic and financial conditions and strengthening institutions. Over time, the resulting increase in investment will boost growth and productivity, create jobs, and raise living standards, as envisioned in the African Union’s own Agenda 2063 program.

The CWA stands for a new approach in international development policy. Of course, we are not reinventing the wheel. But the mode of cooperation and coordination among the many bilateral and multilateral players, as well as the commitment of the African countries, is something new.

We view the CWA as a long-term, demand-driven process. It is open to all African countries that are interested in improving their investment environment on a sustainable basis. But, most important, the decision-makers are the African countries themselves. They will determine what they want to do to improve conditions for private investment, with whom they want to cooperate, and in what form. Only if the African countries “own” the initiative will it be a success.

So far, five African countries – Côte d’Ivoire, Morocco, Rwanda, Senegal, and Tunisia – have committed to full participation in the CWA. Ghana and Ethiopia will join this month.

CWA countries, the international financial organizations, and bilateral partners are working closely together on the details of the country-specific compacts. At the G20 meeting in Baden-Baden in March, some members – and also non-G20 countries – indicated that they would like to become bilateral partners. The German government will also contribute via the bilateral framework – called a “Marshall Plan with Africa” – developed by our Federal Ministry for Economic Development and Cooperation.

Our main job, however, is to bring private investors and African countries together. With the upcoming G20 Africa Partnership Conference in Berlin on June 12-13, we will provide a platform for these African countries to reach out to investors in order to enhance the continent’s engagement with the private sector. CWA countries will present the key elements of their investment compacts in a roundtable with investors. They will also outline the key industries and infrastructure projects for which they are seeking private funds.

After the Berlin meeting, the implementation phase of the CWA initiative will start. The country teams will further specify their compact measures and consider the milestones for their implementation. At this point, dialogue with investors will be particularly significant, because such conversations will help African countries to establish which measures and instruments are crucial for engagement with the private sector.

To be successful, this initiative cannot focus on short-term results. It needs to continue beyond Germany’s G20 presidency in 2017/2018 and to be supported by the G20 over the longer term. Germany, of course, will continue to take responsibility for the CWA’s implementation. The G20 will be informed on a regular basis about how the investment compacts develop.

Most important, by sending a signal to other African countries, progress in the participating countries will determine whether the CWA becomes a success for all of Africa. If all parties involved – African countries, international organizations, bilateral partners, and, not least, investors

– collaborate closely, the CWA has the capacity to promote sustainable, robust, and inclusive economic growth throughout the continent. (By Wolfgang Schäuble, Project Syndicate)

IMF, WORLD BANK & AFRICAN DEVELOPMENT BANK

World Bank Supports Road Connectivity in Northern Ghana

WASHINGTON, June, 6, 2017— The World Bank approved today a $150 million International Development Association* credit for Transport Sector Improvement Project (TSIP) in Ghana. It will help improve regional connectivity in the Northern Region involving rehabilitation of road links from Tamale to Yendi and Tatale on the Eastern border with Togo, and about 200km of feeder roads to link agricultural value chains to provide access to markets and support agribusiness.

The direct beneficiaries of the road work under TSIP would be the users of the road corridor and the populations of the area where feeder roads are to be improved. These include farmers needing improved access to bring farming inputs and extension services to their farms and to transport their produce to their value chain buyers and local communities needing improved access to social services such as schools, clinics, and markets. Smaller towns, villages, and rural settlements within the targeted rural areas will also benefit directly from socioeconomic improvements.

"Our support to Ghana under the TSIP seeks to respond to Government's priorities of inclusive economic growth, job creation, increased efficiency in delivering public services, and better accountability to citizens," said **Henry Kerali, World Bank Country Director for Ghana.**

The project will reduce travel time on selected parts of the classified road network in Northern Ghana, promote road safety, and strengthen the institutional management of the transport sector by using the Performance Based Contracting Methodology. It will specifically contribute to capacity building and modernization of the transport sector institutions, generating efficiency gains in a sector that is a major contributor to growth and poverty alleviation.

The World Bank Group's twin goals of ending extreme poverty and promoting shared prosperity are aligned with that of the Ghana Shared Growth and Development Agenda II. The TSIP's target area, Northern Ghana, is identified in the 2014 Household Survey as being consistently poorer than the rest of the country. The area derives most of its income from agriculture through a mix of irrigation along the major rivers and dryland farming. The current state of the road infrastructure is a key contributor to low income growth and poor access to services and growth opportunities.

The activities of the TSIP will cover three main areas of support; innovative performance-based contracting on trunk and feeder road networks, allowing the respective responsible agencies to gain experience and to later use it in domestically funded contracts; Improving road safety through the development and implementation of a Road Accident Data Management System and a computerized system to manage the Drivers' and Vehicle Licensing System of Ghana; and Considering Options to modernize the road management institutions as well as support the implementation of Public Private Partnerships in the road sector with the development of a road tolling policy.

* The World Bank's International Development Association (IDA), established in 1960, helps the world's poorest countries by providing grants and low to zero-interest loans for projects and programs that boost economic growth, reduce poverty, and improve poor people's lives. IDA is one of the largest sources of assistance for the world's 77 poorest countries, 39 of which are in Africa. Resources from IDA bring positive change to the 1.3 billion people who live in IDA countries. Since 1960, IDA has supported development work in 112 countries. Annual commitments have averaged about $19 billion over the last three years, with about 50 % going to Africa.

AfDB to work with African Central Banks to increase national savings

The African Development Bank (AfDB) and the Governors of Central Banks in Africa have resolved to strengthen cooperation on a range of issues to curb illegal financial outflows, bolster measures to improve tax collection and exchange information to improve monitoring of domestic financial markets.

The AfDB has also agreed to work with the Governors of the respective Central Banks on incentives to enable them deepen the financial markets using new technologies and innovations. The partnership is also expected to ease access to global markets that would enable more countries to issue long-term sovereign bonds.

AfDB's Senior Vice-President Charles Boamah told a special session of the Central Bank Governors at the 52nd AfDB Annual Meetings in India that measures to curb the illicit outflow of finance from Africa remain weak and should be addressed. "There are clearly big challenges which contribute to illicit financial flows. To boost the domestic financial resources, we need major tax reforms and reforms in the global capital markets. There are tremendous efforts that the AfDB is exerting externally and there may be more retail measures required," Boamah told a session on Boosting Domestic Resource Mobilisation to Finance African Transformation," on Wednesday, May 24.

AfDB considers every opportunity to assist African countries to raise finances locally for their economic and social development projects is important, but only if countries implement measures to improve tax collection, said Boamah. New measures should also aim to increase national savings.

Speaking on domestic resource mobilization, John Panonetsa Mangudya, Governor of Zimbabwe's Reserve Bank, stressed how export incentives and subsidies for producers of export goods helped to stimulate production and export volumes while measures were taken to cushion the market from the rising dollar.

He explained that though Zimbabwe had resorted to the use of the U.S. dollar as its local currency, the rise of the dollar in recent months led to more expensive prices for the Zimbabwean exports. He hailed the AfDB's support for agriculture and urged the World Bank to follow suit.

Second Deputy Governor at the Bank of Ghana, Johnson Asiamah, stressed that promoting the fixed-income financial markets, which include income from bonds and interests and the issuance of a Diaspora Bond with 15-20 year repayment period, were among domestic fundraising measures being considered. "We are in the preliminary stage of issuing the Diaspora Bond and would be interested in learning more. We are also putting a premium on how to formalize our financial sector by bringing on board more players from the informal financial sector through our digital payment systems," Asiamah said.

The Governor of the Central Bank of Gambia, Bakary Jammeh, noted that The Gambia was seeking urgent cash injection from the AfDB to recover from a political impasse earlier this year. He spoke of declining import cover and diaspora remittances.

Meanwhile, AfDB has pledged joint measures and coordination with the Central Banks to support effective management of the foreign currency remittances from African expatriates and migrant workers who regularly send money home.

The AfDB has started implementing projects with countries in Africa to deal with currency risks and stability which is often associated with huge losses suffered by major producers and exporters.

Boamah said the Bank was prepared to work with banks on collective investments to cover the currency risks, measures to enhance financial technology and the AfDB's landmark lending to the agriculture sector to further enhance raising of local funds for development.

In a speech, the Vice-Governor of the Bank of the Democratic Republic of Congo (DRC), Jules Bondombe, expressed fears that measures being implemented by the Central Banks had largely failed to stop large sums of money from leaving the continent through illicit transactions. "We are compelled to grant tax incentives to mining companies and as you know, the DRC economy is mostly dependent on the mining sector. We are creating avenues for the flight of capital," Bondombe said. He urged the AfDB to help with measures to stop the flight of capital in his country, currently estimated at US $10-15 billion.

ALSF at Africa Energy Forum 2017 - Unlocking capital investments key to attracting private sector participation in energy sector

The quest for energy security is central to a great part of the advisory services and litigation support provided by the African Legal Support Facility (ALSF). In keeping with this focus on energy, the ALSF is participating and supporting the 19th Africa Energy Forum (AEF) which is hosting thousands of high-level officials and experts, from 7-9 June, in Copenhagen.

Every year, the Africa Energy Forum strives to connect African government representatives in the power and industrial sectors with private and public solution-providers. As in previous years, the Facility is well-represented at this year's Forum, to contribute to the lively discussion surrounding Africa's energy future, and to raise awareness of the ALSF's role in securing that future.

On the eve of the Forum, Stephen Karangizi, Director of the Facility, joined several African ministers in delivering opening remarks in advance of the event. "The ALSF is excited as sponsor and participant in this year's Africa Energy Forum, as it provides us an opportunity to identify the energy-related challenges most commonly encountered by the private and public sectors," Karangizi said. "By interfacing with different power partners—including the African Development Bank's *New Deal on Energy*, and *Power Africa*—we have supported, concluded, or are in the process of negotiating contracts which amount to 2.7GW of electricity."

Noting that the Africa Energy Forum provides a unique opportunity to address existing and emerging challenges, Karangizi said that unlocking capital investments would certainly have a positive effect, as would encouraging the involvement of the private sector. "The bottom line is that private capital requires policy coherence and a clear direction. The ALSF has supported the development of this coherence and looks forward to playing an expanded role in both in the future," he said.

The ALSF has organized several high-level meetings with ministers from across the continent on the margins of the Forum. With the aim of providing updates on ongoing ALSF projects, and discussing future opportunities for collaboration, staff members of the Facility are meeting with African government delegations, regulators, utilities, private investors and legal advisors.

The ALSF's Chief Legal Counsel, Amir Shaikh, moderated a high-level 'Regulators' Roundtable,' held during the Forum. In addition to private sector participants—including representatives of Globelq, DLA Piper, Tetra Tech, and Karpowership—the Roundtable benefited from the participation of various national regulatory authorities, namely: Angola, Ghana, Lesotho, Kenya, Mali, Seychelles, South Africa, Zambia, and Zimbabwe.

In line with the African Development Bank's 'High 5' priorities, and with the New Deal on Energy for Africa, the ALSF regularly assists African governments in negotiating and finalizing energy transactions. In 2016, the Facility advised African governments on more than 15 Purchase Power Agreement (PPA) negotiations, which represent a combined 1,400MW of energy potential. The ALSF is committed to developing new model agreements, power toolkits, and training opportunities which will help to unlock the potential of Africa's renewable and nonrenewable resources.

AfDB approves €5 million equity investment to support small businesses in sub-Saharan Africa

The Board of Directors of the African Development Bank Group (AfDB) has approved a €5 million equity participation in Investisseur & Partenaire pour le Développement 2 (IPDEV.2), to support Small Growing Businesses (SGBs) in Sub-Saharan Africa. Senegal, Cote d'Ivoire, Benin, Mali, Niger, Burkina-Faso, Cameroon, DRC, Ghana, and Madagascar are among the targeted countries.

IPDEV.2 is an innovative impact investment company launched by Investisseurs & Partenaires (I&P) the Manager, to finance and support SGBs1, startups at the base of the pyramid of SMEs. IPDEV.2 plans to launch 10 investment funds in selected Low Income Countries through which it will provide equity, quasi equity and debt to more than 500 SGBs with investment needs ranging from € 30,000 and € 300,000 over the next decade translating to 15 000 jobs to be created of which

30% will be for women. IPDEV.2 is a 3rd generation investment company which provides financial and technical assistance to SGBs which cannot access classic lenders as they are seen to be too risky despite being great drivers of development and inclusive growth.

The project aims to address job creation needs and SGB financing gaps by kick-starting early-stage investing in African SGBs, through a model that **(1)** attracts African capital toward the underserved segment of SMEs and strengthens local asset managers capacity **(2)** builds an impact investment industry in some of the least developed countries in Africa and fosters development of indigenous investment teams capable of financing early stage businesses and **(3)** accelerates the emergence of entrepreneurship on the continent.

Each investment vehicle will be managed by a local team identified and trained by I&P (the Manager) and have a capitalization of between €2 and €5 million, of which IPDEV.2 will take a maximum stake of 30%. The remaining 70% will be raised locally through the Manager's established network. The 1st close proceeds were used to launch the initial 3 of the 10 planned vehicles in Senegal, Burkina Faso and Niger. In each case, I&P and the national Fund Managers succeeded in attracting commercial investment from a range of institutional investors in each country including banks, corporates, insurance firms, sovereign funds and other financial institutions such ASKIA, Société Générale Bank, Fonsis, Sonatel, and seasoned entrepreneurs.

The equity participation provides the Bank an opportunity to be part of an innovative program designed to broaden access to finance to a large spectrum of small start-ups in a single investment vehicle and in a flagship initiative well aligned with its High 5s. IPDEV.2 will improve the quality of life of Africans by improving access to finance to the underserved sectors of SMEs, thereby creating jobs for the bottom of the pyramid and fostering local entrepreneurship. It will also promote industrialization and agriculture by increasing productivity of SMEs especially in the small agribusiness sector.

The project is also consistent with the Bank's Ten Year Strategy (2013-2022) as it involves using a proven vehicle to impact an underserved segment of the population by fostering entrepreneurship, inclusive growth, private sector development, capital markets strengthening, governance and skills development and plays a critical role in job creation and poverty alleviation.

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AfDB and JICA sign US$ 300 million loan under EPSA Initiative

The Japan International Cooperation Agency (JICA) has signed a JPY 34.41 billion (about US$ 300 million) loan agreement with the African Development Bank under the Enhanced Private Sector Assistance (EPSA) initiative which is a component of Japan's Official Development Assistance (ODA) to Africa. The "Seventh Private Sector Assistance Loan" carries an interest rate of 0.35%, to be repaid in 40 years after a 10-year grace period. The loan is intended to promote economic growth and reduce poverty in Africa by supporting the private sector through the AfDB's non-sovereign window. The signing ceremony was held at AfDB headquarters in Abidjan, Côte d'Ivoire in the presence of Japan's Ambassador to Cote d'Ivoire, Hiroshi Kawamura, JICA Director General for Africa, Ryuichi Kato, and JICA's Chief Representative in Cote d'Ivoire Tsutomu Iimura. The Bank was represented by Acting Vice President for Finance, Hassatou N'Sele and General Counsel Helene N'Garnim-Ganga.

Speaking at the signing ceremony, N'Sele thanked the government and people of Japan as well as JICA for their continuous support to the AfDB and the African continent under the EPSA Initiative. The loan agreement marks the conclusion of the 2nd phase of the EPSA Initiative and the beginning of the 3rd phase, which was announced at the 6th Tokyo International Conference on African Development (TICAD) held in Nairobi, Kenya in August 2016. The 3rd phase has a joint target of over US$ 3 billion for the next three years.

The Acting Finance Vice President emphasized the importance of the EPSA Loans that have reached a cumulative US$ 1.5 billion since 2007. "JICA is a very strategic partner of the AfDB and a major contributor to development in Africa. Your support in promoting private sector growth,

quality infrastructure and alleviating poverty has helped the Bank to grow its private sector portfolio more than ten-fold since the inception of the EPSA Initiative just over a decade ago. In line with the Bank's High 5 priorities, all of which involve the private sector, the Loan will contribute to further growth of the Bank's non-sovereign operations," she said.
Director General Kato observed that JICA's priorities for Africa are fully aligned with the High 5s and affirmed JICA's intention to achieve the US$ 3 billion joint target for the 3rd phase of EPSA over the next three years.
The US$ 100 million first Private Sector Assistance Loan from JICA to the AfDB was signed in 2007. This seventh loan brings the grand total to US$ 1.5 billion. The Private Sector Assistance Loans are one of three components comprising the EPSA Initiative, the other two being the Accelerated Co-financing Facility (ACFA) for public sector co-financing with JICA (US$ 1.5 billion since 2007), and the Fund for African Private Sector Assistance (FAPA), a multi-donor thematic trust fund administered by the Bank.

AfDB and Export Trading Group (ETG) sign US$ 100 million non-sovereign guarantee corporate loan
The African Development Bank (AfDB) Group and Export Trading Group (ETG) marked a significant milestone on May 30 with the signing of a US$ 100 million loan to finance part of the company's Agricultural Investment Program (IP) in Africa which will promote employment for youths and women, and adopt an integrated value-chain approach that emphasizes access to regional and global markets. Africa faces a significant food security challenge and continues to depend on food imports to meet ever-growing demand. The continent spent over US$ 35 billion to import food in 2015 and net food imports are projected to increase to more than US$ 110 billion by 2025. As a Pan-African integrated agricultural production, processing, and trading company, the AfDB believes ETG has the potential and is the right partner for supporting production, storage, transport, processing, logistics and the capacity to maximize synergies and efficiencies at every stage of the value chain continuum.
ETG's investment program will consist of: (i) Fertilizer projects in Kenya and Zambia; (ii) Processing Plants (rice, cashew, maize, sesame, cotton, biscuit) in Kenya, Tanzania, Zambia, Mozambique, Togo, Ethiopia, Benin, Zimbabwe, Nigeria and Uganda; (iii) Multi-commodity warehouses in Burkina Faso, Malawi, Zambia, Zimbabwe, Niger, Benin, Nigeria, Zambia and Ethiopia; and (iv) Silos in Zimbabwe.
The program is strongly aligned with four of the top five priorities (Hi5s) of the Bank namely Feed Africa, Industrialize Africa, Integrate Africa, and Improve the quality of life for the people of Africa. It will significantly contribute not only in improving food production in Africa but most importantly in value addition and the wide distribution of food across the continent using the sponsor's broad distribution networks.

INVESTMENTS

Mozambique, Finland keen to trade
The Finnish ambassador, Laura Torvinen, has said Finland is working with Mozambique on strategies expanding bilateral relations to include trade involving the private sector, APA can report. Officials of the two countries met in the Mozambican capital Maputo to discuss mechanisms to this effect, at a seminar organized by the Embassy of Finland in partnership with the Chamber of Commerce of Mozambique (CCM).
The seminar under the theme: "Doing Business with Mozambique", has four investment sectors namely, infrastructure, logistics, transport and forests. In this last one, that Nordic country has a recognized reputation at global level. "We felt we could support the private sector in Mozambique through the creation of partnerships with the Finnish private sector," Torvinen, was quoted as saying by the private Television station Stv. The chairman of the CCM, Julião Dimande, considered

the event as a platform for the country to bring the added value of the Finnish support to the Mozambican private sector. The two countries will produce a business directory, in which companies from both parties will be able to interact and create partnerships. Finland has had a long history of relations with Mozambique, focused on development cooperation. (Apanews)

Chinese companies invest over US$8.5 billion in Mozambique's construction sector

The construction contracts signed by Chinese companies in Mozambique reached US$8.71 billion by the end of 2016, the Secretary General of Forum Macau said in Maputo during the "Meeting on Productive Cooperation between China and Portuguese-speaking Countries." Xu Yingzheng also said that in 2016 China's direct non-financial investment in Mozambique reached US$23.13 million and China's direct investment reached US$724 million by the end of 2015.

The head of Forum Macau also said that cooperation between China and Mozambique is a reality in areas such as car assembly, agriculture, television, construction, processing and manufacturing and development of natural resources.

During his speech at the meeting, co-organised by the Mozambican Investment Promotion Centre, Xu recalled that "China is not only a commercial power, but also an investment power, and cooperation in productive capacity is an important initiative for economic cooperation and trade relations with the outside world, as well as an important support for China's potential integration into the industrial chain, the value chain and the global logistics chain."

The Secretary-General of Forum Macau also recalled that "Portuguese-speaking countries are faced with the need to improve their structures, improve the level of industrialisation and optimise their industrial structure," and therefore there is a lot of room for cooperation with China.

The meeting was attended by government officials, diplomats, business people from Mozambique and China, the Deputy Secretary-General of Forum Macau, Echo Chan spoke about the role of Macau as a service platform in linking China with Portuguese-speaking countries and what this means in terms of supporting China's relations with the eight member countries of Forum Macau.

Echo Chan recalled that Macau is a duty free port, geographically close to the interior of China, has two official languages, an affinity with Portuguese-speaking countries, great cultural diversity, is a Unesco World Heritage Site, has close economic, trade and cultural relations with Portuguese-speaking countries, has bilingual human resources, with command of the Portuguese language and is a signatory of several protocols to avoid double taxation. (Macauhub)

Angolan agency signs private investment contracts worth US$21 billion

The value of investment contracts signed in Angola from 2016 to June of this year totals US$21 billion, the director of the Technical Unit for Private Investment (UTIP) said in Luanda. Norberto Garcia said that this amount is the sum of investments in 42 projects with contracts signed by the UTIP, many of which have already been implemented and "have contributed significantly to the process of economic diversification." For example, the director of the UTIP noted a project by Tidiane Trading, Lda, for production of monoblocks and electricity pylons, whose US$10.05 million investment contract was signed.

The project, to be executed in an estimated area of 30,000 square metres, is located in the Special Economic Zone, in Viana, where one of the areas for the production of electrical equipment has already been built. Garcia said that since the UTIP was established, about 20 months ago, investment contracts with a combined value of about US$9 billion have been signed. It is UTIP's responsibility to receive and analyse investment proposals worth over US$10 million, or the equivalent in kwanzas. (Macauhub)

Cabo Verde is in a position to attract investors from China

Cabo Verde (Cape Verde) is in a good position to attract investments by business people from China and Portuguese-speaking countries, through the meeting of Economic and Trade Cooperation that begins today in Praia, said the president of national investment agency Cabo Verde TradInvest, Ana Bárber. The event, called the Entrepreneurs' Meeting for Economic and Trade Cooperation between China and the Portuguese Speaking Countries (CPLP), will take place at the Cabo Verde International Fair (FIC) in Praia, and is expected to be attended by 400 business people, 160 of them from China and Macau. Bárber also noted that TradInvest will present some private projects looking for synergies and "concrete partnerships" between Chinese and Cape Verdean companies. Industrialisation, the maritime economy and fisheries, financing and services, and also Cabo Verde as a China/CPLP business platform, are the four panels selected for the debates. Bárber also noted that political and social stability, coupled with the geographical location of Cabo Verde at the crossroads of Europe, Africa and America, makes the archipelago attractive as a platform that allows products to be shipped to ECOWAS, to the United States and the European Union under the Special Partnership. (Macauhub)

Uganda close to deal on new airport credit of up to $365 mln

Uganda said it hopes to close a loan deal of up to 325 million euros ($365.92 million) this month with a UK government credit agency and Standard Chartered Bank for an international airport to service its oil industry. Crude oil reserves were discovered in the east African country's Albertine rift basin near the border with the Democratic Republic of Congo more than 10 years ago.

A series of setbacks, however, including a lack of infrastructure and wrangling over taxes and development strategy for the fields, have repeatedly delayed the start of production. Tony Kavuma, chief mechanical engineer at the Ministry of Works and Transport, told Reuters that Uganda had already held preliminary talks with UK Export Finance, the UK government's export credit agency, and Standard Chartered Bank for a loan of 310-325 million euros. He said the Ministry of Finance and the two financing organisations were negotiating the final terms of the loan agreement and signing was expected by the end of June. "We want to have this airport operational by June 2019. It's a very tight schedule...we need it (the airport) like yesterday," Kavuma said.

The facility will be Uganda's second international airport after Entebbe, which is located on the shores of Lake Victoria, south of the Ugandan capital Kampala. It will serve chiefly to transport equipment and goods for the oil industry.

Last month Uganda and Tanzania signed a framework agreement for a proposed $3.55 billion crude export pipeline, clearing the way for a project crucial if Uganda is to meet its oil production commencement target of 2020.

Uganda is also planning to construct a refinery near the oil fields to help process domestically some of its crude reserves, which are estimated at 6.5 billion barrels. Of that, 1.4 billion to 1.7 billion barrels are considered recoverable. Both the refinery and the airport are to be located in a 29 sq km (11 sq mile) area in the rift basin, near the oilfields. Kavuma said the airport was deemed necessary after potential investors in the refinery and other oil-related projects voiced concern that Uganda's narrow and weak roads would complicate the transportation of heavy loads and equipment.

The loans would be used to finance the first phase of the airport and the government would borrow another 215-280 million euros to finance a second phase, he said. ($1 = 0.8882 euros) (By Elias Biryabarema, Reuters)

BANKING

Banks

EFG Hermes eyes acquisition in Nigeria, Kenya brokerage licence

Egypt's EFG Hermes wants to enter Nigeria through an acquisition and expects to get regulatory approval to start a brokerage business in Kenya this year as part of a big push into frontier markets, a senior executive told Reuters. The investment bank also plans to boost its research team to between 12 and 15 from eight over the next 12 months as interest among institutional investors grows in smaller, fast-growing economies in the Middle East, Asia and Africa, Ali Khalpey, CEO of EFG Hermes' Frontier market unit, said in an interview. EFG took a controlling stake in Karachi-

based Invest and Finance Securities Ltd last year, which now operates as EFG Hermes Pakistan Ltd, with a staff of 60 people.
As well as Nigeria, Kenya and Pakistan, EFG is also eyeing expansion into Bangladesh and Vietnam, said Khalpey, who joined EFG from frontier-focused investment bank Exotix Africa LLP. "We have chosen those five markets as we like the macro-environment and want to be on the ground to benefit from the growth story," he said. "The frontier market should be a decent part of the revenue growth of EFG Hermes' overall business," Khalpey added, without disclosing any revenue targets.
Once it gets the regulatory approval in Kenya, EFG hopes to have an office with 10 to 15 people to serve as a base for Tanzania, Rwanda and Uganda, he said. "We like to look at illiquid, non-transparent markets where being on the ground gives incredible competitive advantage over everybody else," he said. Khalpey said he was quite excited about long-term prospects for Pakistan, where the economy has been growing at a good pace and the stock market has performed well, until a recent correction.
In May, index provider MSCI reclassified Pakistan as an emerging market from frontier market status. Economic growth is projected at 5.3 % this fiscal year - short of the government's 5.7 % target but the fastest since 2007.
Despite the spate of positive news, Pakistani stocks have been hurt by political uncertainty as the country's prime minister Nawaz Sharif faces an investigation into corruption allegations linked to the so-called Panama Papers leak. He has denied any wrongdoing. "It is an unfair environment to judge Pakistan long term, short term there are clearly some challenges," Khalpey said. "We are there for the long term and we see a very long term growth trajectory for Pakistan." (By Saeed Azhar and Tom Arnold, Reuters)

KCB Group offers to take over National Bank of Kenya
KCB Group, Kenya's biggest lender by assets, has proposed to take over National Bank of Kenya through a share swap, to increase its share of the government's banking business, documents seen by Reuters. Kenya's banking industry is undergoing consolidation after the closure of two mid-sized lenders and a third smaller one, in the months to April 2016, exposed weaknesses caused by corporate governance lapses. KCB and National Bank of Kenya share the same largest shareholders, the state and the state's pension fund, and they have both traditionally competed for the government's banking business, including deposits. In its proposal, KCB, which also operates in neighbouring countries, said it would initially take over 70 % of shares of National Bank of Kenya, before announcing its offer for the remaining stake. It said in the documents it would offer shares of KCB to the owners of National Bank of Kenya to complete the deal, but it was also open to other transaction modes. (By Duncan Miriri, Reuters)

Bank in Mozambique launches Chinese foreign exchange services
Millennium bim, a Mozambican bank whose main shareholder is Portugal’s Banco Comercial Português (BCP) group, has launched a Chinese foreign exchange service, “which aims to facilitate business and trade between the bank’s customers and their Chinese suppliers.” The bank also said in the statement that the decision to start marketing the service also stems from the fact that the People’s Republic of China is becoming one of Mozambique’s main economic partners. The bank pointed out that this service was created under the China International Payment System (CIPS) and customers who wish to benefit from the service have to comply with the documentation requirements of the Chinese authorities. “The transactions carried out have no limits, but the system requires that the beneficiary companies have accounts based in Chinese territory,” according to the Millennium bim statement. This service is one more in a suite that Millennium Bim has created for businesses, including a recently launched business credit card that ensures better management of customer-company accounts.

Previously, Standard Bank Moçambique and Société Générale Moçambique launched a similar service. Standard Bank said it was in a privileged position to assist Mozambican businessmen with interests in China and vice versa, given its strong link with the Commercial and Industrial Bank of China (ICBC), the largest Chinese and world bank, with a 20.1% stake of the Standard Bank Group since 2008." Banco Comercial e de Investimentos, 60% controlled by the Portuguese state financial group Caixa Geral de Depósitos, is another bank in Mozambique that already provides this service. (Macauhub)

Financial restructuring of Angola's largest bank has a monitoring committee

The process of financial restructuring of Banco de Poupança e Crédito (BPC), the largest bank in Angola, will be accompanied by an ad-hoc commission appointed by the Minister of Finance, according to an order dated 1 June.

The order indicates that the commission was created taking into account the need to proceed with restructuring and financial reorganisation of the BPC, in line with the guidelines approved by the government under the programme to transform the state-owned bank.

Other assumptions that underpinned the creation of the commission are the safeguarding of state interests in the institution, maintaining depositor confidence and the stability of the Angolan financial system.

BPC is owned by the Angolan state, with 75%, the National Social Security Institute (15%) and the Social Security Fund of the Armed Forces, with the remaining 10%. The bank ended 2016 with a loss of 29.5 billion kwanzas (US$177 million), due to the need to establish provisions to cover impairments resulting from doubtful loans. The bank's report and accounts for 2016 also showed that the board of directors decided to set aside provisions amounting to 72.7 billion kwanzas (US$436 million) in order to clear the balance of doubtful loans and to "definitively" consolidate the credit portfolio. (Macauhub)

Afreximbank embarking on a bold 5-year plan, says chief economist

In January 2017 the African Export-Import Bank (Afreximbank) embarked on its new five-year plan, dubbed "Impact 2021: Africa Transformed".

The bank may be called an export-import bank but it sees itself as much more than a trade finance bank or a traditional exim bank such as those in mature economies that are geared to assist local companies expand their global market share and exports by providing finance and guarantees. As its chief economist, Hippolyte Fofack, points out, given the structure and the lack of diversification of African economies, if the bank played a traditional role, it would essentially be sustaining the colonial economy by providing guarantee financing to export gold, export diamond, export cocoa.

The bank's new strategy, under the helm of Dr Benedict Oramah who took over the leadership at the bank in September 2015, represents a paradigm shift, moving away from simply assisting raw commodity exporters to a model where it begins to support the production of value-added exports and services. The bank intends to act as a catalyst for industrialisation and export development, helping to steer Africa away from a model based on exporting raw materials.

This is a bold project for a bank – how exactly can it accomplish such a task? Fofack points to a number of examples in terms of initiatives and projects the bank is financing. For example, in a partnership with the Export-Import Bank of China, Afreximbank is financing the development of industrial parks and special economic zones with the objective of overcoming the constraints imposed by the deficit in infrastructure to promote industrialisation and help African countries take advantage of ongoing rebalancing and industrial delocalisation in Asia and elsewhere.

In terms of helping industries move up the value chain and capture more of the profit, the bank launched a successful pilot, the Africa cocoa initiative (Africoin) to add value to cocoa and raise African market share. Right now, Africa, which is the world's largest supplier of cocoa, gets less than 2% of the annual revenue of the chocolate industry. This pilot is being deployed to other commodities such as cashew nuts and palm oil.

The bank wants to be much more involved with the small and medium-sized enterprise (SME) sector; it will do so by working even more with trade finance intermediaries to provide additional support to SMEs and is working on a fund to provide financing for companies in export supply chains including technology companies.

Fofack points out that financing is partly what holds back many young African entrepreneurs, and that financing these young businesses falls within the bank's strategy of diversifying African exports. That second pillar of the new strategy – industrialisation and export development – which Fofack describes as helping the continent move away from the colonial economy, whereby African countries essentially export primary commodities, will be critical for the first pillar, which is boosting intra-African trade. Without diversifying production and export base, there is not much a country like The Gambia can export to Kenya.

The bank will be focusing on expanding the production base – ie goods produced locally – as well as getting the goods to market, connecting producer and buyer and ensuring these goods can be delivered. There is much talk today about the fourth industrial revolution, with its implication that massive job creation based on industrialisation is a thing of the past.

But Fofack does not believe that any country has leapfrogged into new technology without going through some cycle of structural transformation whereby productivity is increased in the agricultural sector, shifting the surplus of labour into manufacturing and then services. It would be far-fetched to think that Africa will move straight into the service industry without going through such a cycle, he says.

It is all the more important in Africa given the low level of skills and high percentage of people in the informal sector, which he considers a "disguised form of unemployment". Those who are in the informal sector, he says, are not there by choice, they are there because of lack of opportunity in the formal economy.

Industrialisation, and especially light manufacturing industries, is therefore fundamental, not only as a way of creating jobs and reducing exposure to recurrent adverse terms of trade shocks, but also for skill building, knowledge creation and technology transfer. He adds that this focus does not mean the bank will eschew new technologies and innovations – hence the fund for Africa export development (Funfed).

Promoting intra-African trade

Fofack says that the bank will continue to do what it has been known for, that is "exercising even more trade finance leadership", the third pillar of the bank's strategy. In a continent where the trade finance gap has been known to be significant, there is still massive appetite for this service and it is demonstrated by the fact it has doubled its balance sheet in the past two years. In the past, though, the bank has focused on extra-African trade, while now the paradigm shift will also see it focus on intra-African trade and helping industries move up the value chain and building regional value chains.

The bank has identified several intra-Africa trade champions it is assisting in terms of cross-border trade and investment: these include the Nigerian conglomerate Dangote, the Tunisia-based Loukil group and the Egyptian cable makers Elsewedy. He laments the closure of many companies during the structural adjustment programme of the 80s and 90s, saying that Africa is having to build some industries from scratch, as with freight and transport.

Under the new strategy the bank will increase financing towards logistics infrastructure such as sea links as well as shipping and transport companies operating on a regional basis to boost trade between countries and different blocks.

Delivering on the strategy

Is he worried that the bank is growing too quickly? And what about expertise and know-how – how will the bank be able to deliver on this new strategy? The bank has been on a big recruitment drive. But he is quick to point out that the financial soundness of the bank – the fourth pillar of the strategy – depends on how you manage your clients and your risk.

The bank now has a more nimble structure, with a team who "manage the relationship with the clients, a credit quality assurance unit that ensures sound credit operations and an efficient credit approval process, enabling the bank to diversify without sacrificing its growth aspirations or soundness." Afreximbank will be holding its Annual Meetings at the end of June in Kigali, Rwanda. It will be hosting a round table bringing together its intra-African trade champions. (African Business)

Russian bank VTB open to Mozambique's debt restructuring

Russian bank VTB is available to start talks related to Mozambique's debt restructuring, said a bank official who gave assurances that all possible information was provided so Kroll Associates UK could conduct the audit for which it was hired.

An independent international audit of the US$2 billion loans taken out by three public companies backed by the Mozambican State was a condition put forward by the International Monetary Fund (IMF) for the resumption of the aid programme to Mozambique.

The report, after several delays, was delivered last May to the Attorney General's Office (PGR) of Mozambique, which pledged to publish an executive summary soon and at a later date the full report. Yuri Soloviev, the VTB's first executive vice president, told the Reuters news agency that the bank is unaware of the content of the report but is available to discuss a possible process restructuring Mozambique's debt. VTB and Crédit Suisse are the two banks that have set up loans to Mozambican tuna company Ematum (US$850 million that has already been restructured), Proindicus (US$622 million) and Mozambique Asset Management (US$535 million). (Macauhub)

Markets

Nigeria to start international roadshow for diaspora bonds sale

Nigeria will start an international road show next week for the sale of a diaspora bond and has named Bank of America Merrill Lynch and Standard Bank of South Africa as joint lead managers, its debt management office said.

Africa's biggest economy first unveiled in 2013 plans to sell diaspora bonds worth between $100 million to $300 million from Nigerians living abroad. But the government at the time did not appoint a bookrunner until an election brought the opposition into office.

A roadshow will start on June 13 with meetings planned in Britain, Switzerland and the United States, the debt office said in a statement. "Nigeria has filed a registration statement for the Bonds with the United States Securities and Exchange Commission," the statement said, adding that the Bonds would be listed in London. It gave no price expectations. Nigeria, grappling with its first recession in 25 years that was largely brought on by low oil prices and the impact of attacks on energy facilities in the Niger Delta, has set a budget of 7.44 trillion naira ($23.66 billion) this year. The West African country expects a budget deficit of about 2.21 trillion naira in 2017 as it tries to spend its way out of a recession, with more than half the deficit to be funded through external borrowing. The OPEC member country successfully raised $1 billion in February and $500 million in March from Eurobond sales and is planning more external borrowing to plug the gap in this year's budget. ($1 = 314.50 naira) (By Oludare Mayowa. Reuters)

ENERGY

Fund for Africa participates in solar energy project in Mozambique

The Emerging Africa Infrastructure Fund (EAIF) will participate in a large solar energy project in Mozambique through a US$16.9 million loan, according to a statement released. The statement added that the loan, which has a repayment period of over 16 years, has been guaranteed by the International Finance Corporation (IFC) of the World Bank Group.

This solar energy project will be built by the Scatec Solar group, and the contract for the sale of electricity to state-owned Electricidade de Moçambique (EdM) was signed in November 2016.

The project, which is the first large solar power plant in Mozambique, will be located in the city of Mocuba, Zambezia province, and is expected to have an installed capacity of 40 megawatts, which allows the annual supply of 77,000 megawatt hours, or enough for 175,000 homes.
A shareholder agreement was also signed between KLP Norfund Investments AS (22.5%), Scatec Solar (52.5%) and Electricidade de Moçambique (25%), and the cost of this project is estimated at US$84 million.
The IFC will provide US$64 million (76%) to finance the project and the remainder will be guaranteed by the shareholders, and the share of Electricidade de Moçambique will be provided by the Government of Norway through a donation EAIF, which operates under the umbrella of the Private Infrastructure Development Group, is currently funded by four governments – the United Kingdom, the Netherlands, Sweden and Switzerland, according to the institution's website. (Macauhub)

Over 20 MW of Ngove energy for Bie
The electricity sector in Cuito, central Bié province, will get additional 20 megawatts this year through the Ngove dam (Huambo) to boost the development of the sectors of hotel and tourism trade as well as geology, mining and industry. This was said by provincial governor, Álvaro Manuel Boavida Neto. Boavida Neto was speaking to Angop at presentation of the results achieved during the last five years in those sectors. According to him, there will be industrial activity when the state expands the electricity sector in the cities and rural areas. The move will allow the increase of agricultural production, mostly based on mechanisation and supported by electricity. At the present the province of Bié, he said, has only ten megawatts obtained through generator sets and Ngove dam, since 2012. To meet the demand, he noted, the province plans to acquire another generator set with a capacity of over 25 megawatts to boost the development of industry and other sectors. (Angop)

Libolo to have 60 KV power station
The electricity sector in the municipality of Libolo, coastal Cuanza Sul province, will have in the next 18 months, with the construction of the substation of 60 kilovolts, aiming to boost the development of industry, hotel, trade and tourism.
Speaking to Angop today, the municipal administrator, Luís Mariano Carneiro, said that the works began on the 10th of this month (June). He pointed out that more than 67.656 inhabitants will have electricity in their homes, so it is a gain for the population of Libolo that waited a long time for the construction of a power station. Currently the municipality of Libolo receives energy from Cambambe dam (Cuanza Norte). The municipality of Libolo has a population estimated at 85,106 inhabitants. (Angop)

INFRASTRUCTURE

Chinese companies pave road between Cuamba and Lichinga in Mozambique
The Sinohydro Corporation and China Communications Construction are due to start asphalting National Number 13 (EN13) connecting the cities of Cuamba and Lichinga in Mozambique's Niassa province, according to the Mozambican press. EN13 gives the province of Niassa access to the port of Nacala, in the province of Nampula, also part of the so-called Niassa development triangle (Lichinga/Cuamba/Marrupa/Lichinga), which is essential for the disposal of surplus agricultural production.
The works, whose first stone was laid by the President of the Republic, in the first phase will cover two sections – Lichinga/Massangulo and Massangulo/Muita – over an approximate length of 173 kilometres, according to the established work schedule. The Lichinga/Massangulo section is financed by the Japanese International Cooperation Agency (JICA), while the Massangulo/Muita section, is financed by the African Development Bank (ADB). In both cases there is a contribution

from the Mozambican central government. Daily newspaper Notícias reported that the award of the Muita/Cuamba section, of 134 kilometres, will be the subject of a new public tender.
The value of the Massangulo/Muita works is approximately 2.100 billion meticais, the Lichinga/Massangulo section is expected to cost 2.600 billion meticais and the overall project will cost an estimated 8.000 billion meticais (about US$131 million).
The two cities – Cuamba and Lichinga – were once again linked by rail in November 2016, after six years of downtime due to the advanced state of disrepair of the 272-kilometre line. (Macauhub)

Luso-Chinese consortium hired to build railway in Mozambique
The consortium made up of Portuguese construction group Mota-Engil and the China National Complete Engineering Corporation has signed a contract with Thai Moçambique Logística to build a 500-kilometre railway in Mozambique, the group said in a market filing.
Mota-Engil also said in the statement filed with the Portuguese Securities Market Commission (CMVM) that the project, which is part of the logistics corridor that will connect the Moatize mining area to the port of Macuse in Zambezia province, will have a contractual duration of 44 months and cost US$1.389 billion.
China National Complete Engineering Corporation is a subsidiary of the China Machinery Engineering Corporation listed on the Hong Kong Stock Exchange. This project is the most valuable contract in the history of the Portuguese group and the first consortium (50/50) between Portuguese and Chinese companies.
The statement said that given the high level of goods and services coming from China, it is very likely that Chinese export credit institutions, in the case of China's Export and Import Bank, could contribute "positively" to the process of setting up financing for the project. The start of construction work may be in 2018, "once the client's negotiations to finance the project are concluded" said the statement dated 13 June. The CEO of Thai Moçambique Logística, José Pires da Fonseca announced last March that the project had been awarded to the consortium made up in equal parts by the Mota-Engil group and the China National Complete Engineering Corporation. (Macauhub)

Freight trains return to Niassa province, Mozambique
The first freight train since 2010 to travel to the city of Lichinga, northern Mozambique, left the city of Nacala and is due to reach the capital of Niassa province after travelling 890 kilometres, the Northern Development Corridor (CDN) company said.
According to the statement from CDN, which holds the concession on the line, the train is made up of 13 armoured wagons, five of which are carrying cement and the same number of wheat, one of salt and two fuel tank cars with a capacity of 40 tonnes each. Passenger trains already travel along the line.
The movement of passengers and now freight convoy gained momentum following the inauguration by the President of the Republic, Filipe Nyusi, in November 2016, of the Cuamba/Lichinga railroad (formerly Nova Freixo and Vila Cabral), over a distance of about 262 kilometres. Reconstruction of this section of the railway, costing US$100 million, included laying metal sleepers as well as building new bridges, landmine clearance, and limiting erosion and deforestation. The statement added that CDN's main aim is to strengthen Niassa by transporting goods from Nacala to the province and from there and other places along the railway line to Nacala. CDN is a public limited company incorporated and registered in Mozambique, charged with the integrated management, recovery and commercial exploration of the port of Nacala and the rail network in northern Mozambique. (Macauhub)

Cement sales in Mozambique require certification from 30 September
The sale of uncertified cement is prohibited in Mozambique from 30 September, the director of the National Institute for Standardisation and Quality (INNOQ), Alfredo Sitoe, announced in Maputo.

The measure, which is the result of the application of Decree 28/2016 of 18 July, which approves the regulation on the production, transport and sale of cement in Mozambique, requires that from that date all imported and locally-produced cement must bear the INNOQ quality certification mark. Sitoe added that cement bags also have to include the date of production and validity and specified that this measure is to ensure that consumers, including contractors and works supervisors, have no doubts about the quality of the product provided.
The director of INNOQ also said the measure will facilitate the work of the National Inspectorate of Economic Activities (INAE) to determine if a particular bag or lot of cement is duly certified. (Macauhub)

Tanzania signs $154 mln contract with Chinese firm to expand main port
Tanzania's government signed a $154 million contract with the state-run China Harbour Engineering Company (CHEC) to expand the main port in the commercial capital, Dar es Salaam. Tanzania is seeking financing for infrastructure projects as part of its plans to transform the country into a regional transport and trade hub.
Under the contract funded by a World Bank loan, CHEC, a subsidiary of the state-run China Communications Construction Co Ltd, will build a roll-on, roll-off (ro-ro) terminal and deepen and strengthen seven berths at Dar es Salaam port. Tanzania hopes expansion of the port will increase container throughput to 28 million tonnes a year by 2020 from around 20 million tonnes currently. "Deepening and strengthening of the berths will allow big container ships to dock in Dar es Salaam. All these efforts are being done in order to increase competitiveness of the port," works, transport and communications minister Makame Mbarawa said at the signing of the contract.
East Africa's second-biggest economy wants to profit from its long coastline and upgrade its rickety railways and roads to serve the growing economies in the land-locked heart of Africa. Big gas finds in Tanzania and oil discoveries in Kenya and Uganda have turned East Africa into an exploration hotspot for oil firms, but transport infrastructure in those countries has suffered from decades of under-investment. Tanzania said in January it will receive a $305 million loan from the World Bank to expand its main port, where congestion and inefficiencies are hampering service delivery.
The port, whose main rival is the bigger but also congested port of Mombasa in Kenya, acts as a trade gateway for landlocked African states such as Zambia, Rwanda, Malawi, Burundi and Uganda, as well as the eastern region of the Democratic Republic of Congo.
The World Bank said in a 2014 report that inefficiencies at Dar es Salaam port were costing Tanzania and its neighbours up to $2.6 billion a year. Chinese President Xi Jinping announced plans to plough $60 billion into African development projects at a summit in Johannesburg in 2015, saying it would boost agriculture, build roads, ports and railways and cancel some debt. (By Fumbuka Ng'wanakilala, Reuters)

20 million Africans benefit from transport and ICT projects financed by AfDB in 2016
Transport and information and communication technology (ICT) projects financed by the African Development Bank (AfDB) in 2016 would have a positive impact on the living conditions of close to 20 million Africans over the next few years. The AfDB made this forecast in the Annual Report of the Infrastructure, Cities and Sustainable Development Department, published on 9 June 2017.
The report cites 1.6 billion US dollars as the total amount of loans and grants provided by the Bank in transport and ICT in 2016. This amount is allocated to 15 countries to finance a wide range of projects such as international roads systems, railway lines, urban infrastructure and projects related to new information and communication technologies.
With these new projects, the global portfolio of transport and ICT projects under implementation rose to 118 in 47 countries, cumulatively valued at 11.8 billion US dollars. "Transport and ICT play a pivotal role in the pursuit of the Bank's five operational priorities, particularly in supporting industrialisation, regional integration, agricultural modernisation and for the overall improvement of

the living conditions of Africans," explained Amadou Oumarou, Director of the Bank's Infrastructure, Cities and Sustainable Development Department.
The report features the various projects using infographics and maps to help explain how each project is integrated into its specific geographic and economic context. For example, the Mueda-Negoman road opened the first paved link between Mozambique and Tanzania, and will connect with other roads financed by the AfDB in the region. The Trans-Saharan fibre optic backbone will connect Chad and Niger with their neighbours, strengthening internet access in particularly remote areas. The report explains how the projects being financed contribute to regional integration across the continent. This year, the approved projects will finance the paving 1120 km of roads and laying 2060 km of fibre optic cable.
The document also describes the Bank's holistic approach: the financing of each infrastructure project is accompanied by measures designed to stimulate economic activity and improve the wellbeing of the people in the project areas. A road project connecting Rwanda and Uganda includes launching a training program for 1,600 women who make their living through cross-border trade, the construction of two markets near the border crossing and support to seven local associations. Also of note are projects to provide better access to isolated areas of Cameroon and southern Ethiopia, accompanied by strong support for agricultural development and construction of health and education infrastructure.
In 2016, the Bank’s role has evolved in such a way as to emphasise urban mobility and the development of sustainable cities. The report cites the creation of a "Cities and Urban Development" division, which will assist the Bank in tackling challenges posed by the continent's rapid urbanisation. The past year was marked by significant infrastructure projects in Abidjan, Accra and Kampala, amounting to over 500 million dollars, an unprecedented Bank investment in the urban transport sector.
Finally, the projects being financed reflects how the Bank accompanies its partners and clients, especially in capacity building. The 2016 operations include the training of 250 local staff and administrative managers. In the long-term, the Bank is committed to finance the elaboration of local, national and multinational infrastructure development strategies. These would include the establishment of an urban development plan for Accra; creation of an agency dedicated to coastal protection in Togo; design of a development plan for Lake Victoria involving three neighbouring countries, and coordinating preliminary studies for the construction of a highway corridor between Abidjan and Lagos connecting five countries. In doing so, the Bank will strengthen the level of expertise and coordination of its member states' administrations thereby opening the way for future development projects. (AfDB)

MINING

Coal is Mozambique’s biggest export in first quarter

Coal was Mozambique’s biggest export in the first quarter of 2017, overtaking aluminium, according to the first Monthly Summary of Statistical Information published by the Bank of Mozambique. Coal exported in the period, which accounted for 33.4% of all exports, generated revenues of US$326.1 million, an increase of 200.5% over the first quarter of 2016. Coal and aluminium (with exports of 249 million euros, a year-on-year increase of 29.5% and a weight of 25.5%) accounted for 58.9% of Mozambique’s exports in the quarter.
In the first three months of the year, Mozambique sold free on board (FOB) goods in the amount of US$976.61 million, an increase of 40.1% compared to the same period of 2016.
The monthly summary released by the central bank said large projects – which include coal mining and aluminium production from bauxite deposits – accounted for 80.3% of all Mozambican exports. Mozambique’s traditional exports, such as shrimp, cashew nuts, cotton, sugar and tobacco made up the remaining exports. Major projects also include natural gas exploration in Inhambane province (with sales of US$72.4 million and a weight of 7.4%) as well as exploration of heavy sands

deposits, mainly in Moma, Nampula province, which provided exports of US$42.8 million, with a weight of 4.4%.(Macauhub)

Coal India Group prepares new coal prospecting project in Mozambique

Coal India Ltd (CIL) expects the Mozambican government to respond to a request submitted for the allocation of exploration rights for two new coal blocks, according to the Indian Ministry of Coal's annual report for 2016/2017. "The request was submitted to the Mozambican government but no response has been received so far," according to Indian news agency, the Press Trust of India.

Coal India African Limited (CIAL), a 100% controlled subsidiary of the CIL group, received exploration licenses for two coal blocks covering an area of 224 square kilometres from the Ministry of Mineral Resources.

However, the studies and analyses carried out on the samples collected showed that 170 square kilometres of the two blocks did not contain coal "up to at least a depth of 500 metres" which would allow for economically viable exploration.

The conclusions were subsequently approved by the group's board of directors, which decided to return the two operating licenses to the Mozambican government. The Mozambican government subsequently issued a prospecting license for the remaining 54 square kilometres, valid until 6 August, 2019, the agency said, citing the ministerial report.

S.Africa's Sibanye says $1 bln rights issue oversubscribed

Sibanye Gold's $1 billion rights issue, aimed at raising capital to help fund its acquisition of U.S. platinum producer Stillwater, was oversubscribed by almost five-fold, the company said. Such capital raising efforts are comparatively rare at the moment in South Africa's troubled mining sector, which is beset by a range of challenges including policy uncertainty and labour and social unrest. But Sibanye, which has built a reputation on its dividend flow, is diversifying away from its home base with its Stillwater acquisition, reducing its exposure to the risks associated with doing business in South Africa. Those risks are underscored by a violent, wildcat strike unfolding at Sibanye's Cooke operation west of Johannesburg, which was triggered by worker resentment at the company's drive to root out illegal miners. "Approximately 97 % of shareholders subscribed for 1.2 billion new Sibanye shares in terms of the rights offer resulting in ...Excess applications were received for an additional 5.9 billion new shares, almost five times more than the rights offer shares available," Sibanye said.

Offered at a discount of 60 % to its closing price on May 17, the funds raised will repay a portion of a $2.65 billion loan facility it used to acquire Stillwater. Sibanye's dividend yield is 5.64 %, well above the 2.16 average of its South African peers, Reuters data shows. (By Ed Stoddard, Reuters)

Fertilizer production project launched in the province of Zaire, Angola

The first stone of Lucunga's Integrated Phosphate Exploration and Transformation Project (PIETFL), in Tomboco municipality, Zaire province, was launched, marking the beginning of an overall investment of US$132 million by Angolan company Vale Fértil.

The concession area of this project is 504 square kilometres, with an estimated 215 million tonnes of phosphate rocks and approximately 71 million tonnes of phosphate rock deposits, with a phosphate content of around 10%. The aim of this project is the exploration and transformation of phosphate rock deposits and their processing for the production of fertilizers for the domestic market and for export. The mining rights were granted to Vale Fértil by an order of the Minister of Geology and Mines dated 1 June, in compliance with the Presidential Decree of 8 June, 2015.

The investment will be splits 50% for the first two years and the other 50% for the third year, with fertilizer production expected to start in 2019 with 330,000 tonnes and a market value of US$76 million. Production is expected to reach 550,000 tonnes in 2022 and a value of US$126 million. The mine is located in Lucunga and the mineral processing units (calcination and granulation) at the Soyo Industrial Complex. The location was chosen with a view to gradually building up the

Lucunga Mining Development Hub (PDML). The Ministry of Geology and Mines said in a statement that this project, as it is a significant investment in a geographical area outside urban areas, will boost the creation of the Lucunga Mining Development Hub and stimulate the creation of new companies capable of responding to the development needs of the integrated phosphate exploration and conversion project itself. (Macauhub)

De Beers vessel samples for diamonds at speed

De Beers has launched the world's largest diamond exploration ship to operate off the coast of Namibia, as the diamond producer looks for higher-value gemstones to help it fight off increasing competition.

The SS Nujoma could sample for diamonds at double the speed of other ships in the fleet and help extract higher-value diamonds than on land, said Bruce Cleaver, De Beers chief executive. "Offshore diamond mining is becoming increasingly important in meeting global demand for diamonds as many of the major onshore deposits have now been discovered," Mr Cleaver said. The spending on the ship comes as De Beers and Russia's Alrosa, the biggest diamond producers, face rising supply from new mines run by smaller mining companies. Analysts at RBC Capital Markets forecast that total diamond supply would increase 4 per cent to 145m carats in 2018 "before retreating as older mines begin to reach the end of their lives".

New production from companies including Firestone Diamonds, Petra Diamonds and Stornoway Diamond would rise from 4.5m carats this year to 8.5m carats by 2020, they estimated. That includes projected supply from the Gahcho Kué mine in Canada's Northwest Territories, which De Beers is developing in a joint venture with Mountain Province Diamonds.

The diamond industry is also facing a series of threats to its future, from man-made "synthetic" diamonds to the changing tastes of millennial consumers. Analysts at Citi forecast that man-made diamonds, which have the same composition as natural diamonds, could rise to 10 per cent of supply by 2030 from about 2 per cent currently. That is pushing miners to focus on higher-value diamonds. Diamonds from the seabed in Namibia were worth $500 a carat, double the average value of De Beers' current production, Mr Cleaver said. "As the world changes, it's very important to have profitable production," he said. "It's more expensive than mining on land but carats are much more valuable."

The $157m ship searched for diamonds at 120m-140m below sea level, said De Beers. The Anglo American-owned company has been mining for offshore Namibian diamonds since 2002 and last year that area accounted for 1.2m carats, out of a total output for De Beers of 27.3m carats. Diamond-producing countries such as Botswana and Namibia have sought a greater share of revenue from the industry. Last year Namibia won a deal from De Beers to secure the right to a greater share of diamonds from its mines for 10 years. The Namibian government received 80 cents of every dollar generated by their diamond partnership, according to De Beers, and was the largest contribution to the country's economy. (By Henry Sanderson, Financial Times)

OIL & GAS

Nigerian oil close to capacity after Forcados force majeure lifted

Royal Dutch Shell lifted force majeure on exports of Nigeria's Forcados crude oil, a spokeswoman said, bringing all of the West African country's oil exports fully online for the first time in 16 months.

The resumption of Forcados, which typically exports 200,000-240,000 barrels per day (bpd), bringing Nigeria to around the 1.8 million-bpd level the government said it wanted to achieve before joining OPEC output cuts, from which it is now exempt. Force majeure is a legal declaration that means the operator cannot fulfil a contract due to circumstances outside its control.

The Organization of the Petroleum Exporting Countries and some other producers agreed last month to extend output cuts of about 1.8 million bpd until March. The initial six-month deal had

been due to expire at the end of this month. Nigeria and Libya, whose output has been disrupted by unrest and other factors, were both exempted from the curbs. Forcados had been under force majeure since February 2016 after a militant attack on the main export route, the Trans Forcados Pipeline. Despite a brief resumption in the autumn of 2016, militants struck again and force majeure was not lifted.
Last week, Shell issued a loading programme for June exports that lifted planned exports from Nigeria to 1.75 million bpd, taking it to at least a 15-month high. One trader said the programme had been revised higher to 252,000 bpd, putting crude oil exports for the month at 1.8 million bpd. "The Shell Petroleum Development Company of Nigeria Ltd (SPDC) lifted the force majeure on crude oil exports from Forcados Terminal," the firm said in a statement, saying the move was effective from 4 p.m. (1500 GMT). "SPDC is grateful to various stakeholders, particularly the federal and Delta State governments, security agencies, NNPC and communities for their support in the repair of the three sabotage leaks on the pipeline," it said. The lifting marks the first time in 16 months that all of Nigeria's oil grades were free of loading disruptions severe enough to require force majeure.(By Libby George, Reuters)

Vitol, Gunvor eye Mozambique fuel distributor privatisation
Global oil traders Vitol and Gunvor are interested in buying Mozambique's struggling state-owned fuel distributor Petromac, local media reported. An executive at Switzerland-based Gunvor and a senior investment manager at Vitol told Zitamar News, a Maputo-based news website, they are interested in the cash-strapped firm. Petromac has struggled to reliably supply Mozambique with fuel due to cash shortages and the government has warned it is among the state institutions that pose a risk to the southeast African country's financial stability. Fuel distributors operating in Mozambique include France's Total, Portugal's Galp and BP. Petromac holds around 40 % of the distribution market. Mozambique, which has a population of 28 million, is trying to win back budgetary support from the International Monetary Fund and Western donors after they cut aid last year amid a $2 billion hidden debt scandal. Mozambique received a boost last week when Italian energy company Eni signed an $8 billion deal to develop a huge offshore gas field. (By Joe Brock, Reuters)

TELECOM

Safaricom Plans Mobile-Money Roll-Out After Vodafone Stake Sale

- Kenya’s biggest company may expand M-Pesa into Nigeria, Angola
- Regulator report into dominance to add measures to help rivals

Safaricom Ltd. may expand its popular mobile-banking service M-Pesa into countries such as Nigeria and Angola, as East Africa’s biggest company grapples with regulatory scrutiny in its home market of Kenya. The sale of a 35 % stake in the Nairobi-based company to Vodacom Group Ltd. by parent Vodafone Group Plc has enabled Safaricom to look to new markets, Chief Executive Officer Bob Collymore said in an interview at his office in the Kenyan capital. That’s because Vodafone has an agreement with the South African government to only expand in Africa through Vodacom, its majority-owned Johannesburg-based unit. “Before the end of the year, I would expect to have something to roll out,” Collymore said June 8. Safaricom may seek to agree to platform-sharing deals with competitors such as MTN Group Ltd. to expand M-Pesa rather than set up in new countries, he said. The expansion of the mobile-banking service would be Safaricom’s first significant move since Vodacom’s $2.6 billion stake purchase last month and will enable the company to examine growth opportunities outside its home country, where its market-leading position is under pressure from regulators. M-Pesa, which means mobile money in Swahili, had more than 25 million customers in 11 countries such as Tanzania and Ghana at the end of March, proving popular in countries without developed banking systems. In Kenya, 79 % of mobile banking transactions are made over M-Pesa, which processed 851 billion shillings ($8.2 billion) in the third quarter of last year. Safaricom shares have gained 19 % this year, valuing the company at 911 billion shillings.

Dominance Curbs

Kenya's telecommunications regulator is finalizing a market study on Safaricom's dominance of the industry amid calls by some lawmakers for the company to be broken up. The report will probably conclude that while Safaricom isn't abusing its market position, it should be ordered to share infrastructure and say up front when it plans to change prices or introduce new offers, Collymore said. "We are not objecting to share, because sharing means you get additional revenue," the CEO said. "What we are losing sleep about is compelling us to share at a regulated price. If you are going to start to regulate how much we are going to charge, we are going to have a problem. We're going to have a fight about this one, because why would my investors invest?" The release of the regulator's report has been delayed by the expiry of the Communications Authority of Kenya Chairman Ben Gituku's three-year term in office last month and the fact that no replacement has been found yet, Director-General Francis Wangusi said last week. (By Bella Genga, Bloomberg)

AGRIBUSINESS

Mozambique exports maize to Malawi and Tanzania

At a time of food shortages in parts of Mozambique, APA learned that President Filipe Nyusi has asked farmers in the northernmost province of Niassa to stop selling their surplus crops in Malawi and Tanzania. According to Noticias, the state-controlled daily newspaper, Nyusi was speaking at a rally, when he told his audience to find ways of managing production internally since he did not want to see a situation where "in moments of crisis, we re-import our own production"."Agricultural produce should not all be sold abroad, but should be marketed inside the country so that the abundance of this region of northern Mozambique can be felt nationally, particularly in the south of the country which may face a lack of rainfall", he said. The problem of Mozambican maize being sold in Malawi has been raised for decades. Meanwhile, UN FAO said farmers in drought-hit southern Africa urgently need help to plant the next harvest, or else the food crisis gripping the region will continue into 2017. Southern Africa has been badly affected over the past year by the El Nino weather pattern which has wilted crops, slowing economic growth and driving food prices higher. Some 579,000 children in Mozambique will need treatment for severe hunger this year, and up to 5 million people urgently need food aid. (Apanews)

Angola invites Israeli companies to invest in fertilizer production

The National Director of Forests of the Angolan Ministry of Agriculture suggested that Israeli entrepreneurs should invest in fertilizer production in the country "in order to contribute to the diversification of the economy and reduce poverty" during the 1st Angola-Israel Business Forum. Speaking about investment opportunities in Angola in the agricultural sector, Domingos Nazaré Veloso emphasised that low levels of mechansation and a lack of fertilizers have been the main factors limiting agricultural development in the country. The National Forest Director noted that Angola needs 200,00 to 300,000 tonnes of fertilizer per year and only produces between 70,000 and 100,000 tonnes. Domingos Nazaré Veloso, quoted by the Angop news agency, stressed that the main concern in the agricultural sector is distribution and sale of production and there is a lack of distribution to urban centres where large consumers of agricultural products are found. The Israeli ambassador to Angola, Oren Rosemblat, said at the forum promoted by the Angola-Israel Chamber of Commerce (CCAI) that his country has a US$2 million credit line immediately available to help Angolan companies increase two-way trade. (Macauhub)

Lunda Sul: Angola with potential to develop agricultural sector

Angola has the agricultural potential to make its economy self-sustaining, said in Lunda Sul province, the Polish ambassador, Piotr Mysliwiec. The diplomat said so after the meeting he had with the children from "John Paul II" Nursery belonging to the archdiocese of Saurimo, of which the Embassy supports with various means. Piotr Mysliwiec said that Angola has conditions to develop a sustainable agriculture that will allow a quality and quantitative production in order to help the country stop imports of several products. There are two credit lines to finance joint projects in the agriculture sector, under Angolan/Polish cooperation agreement, Piotr Mysliwiec said. He stressed that his country is working on more active cooperation between the two nations in the sector of agriculture to be implemented in southern Huíla province. The Polish ambassador added that his government has available a USD 100 million-credit line and another one standing at 60 million dollars to fund projects expected to be defined by the Angolan side. According to him, Angola/Poland's cooperation is focused on the maritime economy, academy of fishery and marine sciences, in the province of Namibe. (Angop)

Farmers to harvest over one million tons of agricultural products
Sumbe - The farmers of the coastal Cuanza Sul province will harvest at least 1.7 million tons of varied agricultural products during the second season of 2017.
This was said to the press by the local agriculture director, José Silva. According to him, during the second season it is expected to be harvested several products such as maize, cassava, bean, peanut, potato, vegetables and citrus fruits cropped in a 448.708 hectares of land. In comparison to the previous year, the current expected harvest will record an increase of 478.305 tons, resulting from the farmers' commitment. The said agricultural campaign counted on the participation of 600 peasant families. (Angop)

UPCOMING EVENTS

4th Mining on Top- Africa Summit (MOTA) 6th -7th July 2017 Frankfurt Germany
http://ametrade.org/miningontopafrica/

Africa Hotel Investment Forum 11-12 October 2017 Radisson Blu & Kigali Convention Center – Kigali, Rwanda *www.africa-conference.com*

Africa Impact Investing Leaders Forum 2017 17-19 December 2017 London, UK
www.aiilf.com

Workshop on Sustainable Rural Biofuel Strategy in Africa 2018 - Workshop to be held at 21st Session of the African Forestry and Wildlife Commission, in early 2018 (TBC) - In cooperation with the World Agroforestry Center (ICRAF) and Japan International Research Center for Agricultural Sciences (JIRCAS)

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Disclosures

Eaglestone was founded in December 2011 with the aim to be a committed partner for the development of businesses located primarily in Sub-Saharan Africa and to support the development of renewable energy projects on a global basis.

The company has three business activities - financial advisory services, asset management and brokerage - and currently has offices in Amsterdam, Cape Town London, Lisbon, Luanda and Maputo

Eaglestone is committed to operating and behaving according to the highest standards of corporate governance. Its subsidiary in the United Kingdom is authorized and regulated by the Financial Services Authority. The first of its six Luxembourg based funds has received approval from la Commission de Surveillance du Secteur Financier.

Eaglestone operates with a clear vision and mission to act on behalf of and in the best interests of all its stakeholders, whether they are investors, employees or users of its services.

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