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FINAL REPORT

Submitted Pursuant to CONTRACT #93/370P

Between The

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION and
THE ATLANTA ECONOMIC DEVELOPMENT CORPORATION

Regarding The Status of all Investment Projects, and Progress Attained in Strengthening the African Business Development Center and Establishing the Advisory Board of the Center

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INTRODUCTION

This is the final report prepared by the African Business Development Center in accordance with Contract #93/730P between the United Nations Industrial Development Organization and the Atlanta Economic Development Corporation (AEDC).

This report updates the status of AEDC's efforts since inception of the contract. Although contractual objectives have been attained, full implementation of each of the identified projects has not yet been achieved. Progress however has been far greater than anticipated during the six-month contractual period. The Atlanta Economic Development Corporation in general and the African Business Development Center in particular are highly pleased with all aspects of the program. It is felt that a substantial level of credibility within the community-at-large has also been achieved. Consider the following accomplishments:

- Completion of a preliminary project qualification trip to Senegal and Dakar;
- Execution of a planning seminar at the Carter Presidential Center in Atlanta attended by Senegalese businessmen, African Development Bank representatives and members of the Georgia business community;
- Completion of a simultaneous teleconference linking interested parties in Dakar, Abidjan and Atlanta and coordinated by Ambassador Andrew Young, Walter Huntley, President of AEDC and John Crow of Pannel, Kerr and Foster. This teleconference was broadcast in 46 African countries via the United States Information Service (USIS), Television Network;
- Establishment of on-going relationships with key Senegalese Government, U.S. Government and private sector individuals;
- Continuation of working relationship with UNIDO;
- Development of foundation for cooperative efforts with the U.S. Department of Commerce, the U.S. Agency for International Development, the State of Georgia, and the City of Atlanta;
- Development of foundation for permanent cultural exchange utilizing the Cultural Olympiad as a lever;
- Expansion of the Board of Directors to include Richmond Aggrey, Julius Hollis

and Walter R. Young.

- Engagement in assorted protocol activities with City of Atlanta officials during numerous visits by African dignitaries and business leaders;
- Continuation of educational affiliation;
- Development of business data base by the University of Georgia
- Development of a working relationship with the African Development Bank in the implementation of the following projects:

Goree Island Hotel - Positive Recommendation
Infant Formula Project - Request Pending (favorably received)
Low Cost Housing - Request Pending (favorably received)
Low Cost Medical Facility - Request Pending (favorably received)

• Initiation of efforts to correct institutional deficiencies of the ABDC in order to expand effectiveness and to engage in successful private sector fund-raising activities. Deficiencies existed in the following:

Legal Structure
Board of Directors
Advisory Board
Long-Term Objectives
Organizational Table

The Atlanta Economic Development Corporation (AEDC) is committed to insuring the success of the African Business Development Center and has pledged its on-going financial, personnel and logistical support in the completion of the Senegalese commercial activities and anticipates an even greater involvement and cooperation with UNIDO during the course of the 1994 contract which will focus on Ghana, Southern Africa and Senegal follow-up activities.

PRELIMINARY REPORT

The results of the current contract between UNIDO and the AEDC have been stimulating, rewarding and productive. In the execution of this contract it is felt that an effective strategy for stimulating commercial activity has been determined. The strategy which evolved consists of the following components:

- Determination of Social and Cultural Linkages
- Project Identification
- Project Pre-qualification
- Participant Identification
- Participant Pre-qualification
- Preliminary Site Visitation
- Institutional Identification
- Preliminary Liaison Activities
- Structured Site Visitation
- Implementation and Implementation Monitoring

Determination of Social and Cultural Linkages

It is our conclusion that commercial activities of substance are more likely to evolve in those situations where some social and cultural linkages already exist. The long standing relationships between Senegal and some Atlanta citizens as well as the relationships developed through efforts of the Atlanta Committee for the Olympic Games enabled the ABDC to begin discussions at a far higher level of credibility and confidentiality than would otherwise have been the case.

Project Identification

In the project identification phase, it was essential to match governmental priorities with private sector priorities, focusing on projects appearing on both lists.

Project Pre-Qualification

Project pre-qualification involved further qualification of the previously identified projects utilizing size and management criteria. Projects that emphasize certain definable objectives (eye glass grin ling, peanut butter processing, hotel development, etc.) and could be accomplished within a two year period of time were selected.

Participant Identification/Pre-Qualification

From the U.S. perspective, the business data base being refined by the University of Georgia will be extremely useful in the future. In the current effort, ABDC was fortunate in being able to use the resources of the AEDC to identify local businesses. Identification of the Senegalese business participants was initially determined via governmental sources. Pre-qualification however was accompanied by reference to private sector entities and individuals whom the Atlanta community know and trusted.

Preliminary Site Visitation

Of critical importance in narrowing the project focus was a preliminary site visit by the project director and two technicians. After a brief visit and discussion with the various Senegalese businessmen we were able to shorten the list of prospective projects to those we considered to have the highest probability of success. This visit also included a social audit as well as a political risk analysis.

Institutional Identification

Organizations such as the United Nations Industrial Development Organization, the United Nations Development Program, the African Project Development Facility, U.S. Agency for International Development and the African Development Bank offer substantial resources as well as an experience base which can and ought to be used where applicable. Their participation or simple endorsement can frequently prove invaluable in the successful out come of a particular project.

Preliminary Liaison Activities

Activities such as the Seminar held at the Carter Presidential Center and the Teleconference arranged through the U.S. Information Service Network are additional activities which insure that all parties are comfortable communicating with each other and essential in answering the typical questions encountered in the beginning stages of any commercial activity. This activity is just one more in the chain of events between project conceptualization and project implementation. Its benefit is in the addition of another layer of pre-qualification.

Structured Site Visitation

When preceded by the above activities, the actual trade mission can be guaranteed a

minimal success. Much of the preliminary work has been done. Meetings and activities can advance to the preliminary agreement and possibly actual joint venture agreements themselves can be initialed. Social and cultural activities can then be engaged in a manner calculated to develop confidential relationships and experience the cultural diversity which will ultimately be of importance in ongoing commerce.

Implementation and Implementation Monitoring

Subsequent to the completion of the above activities, the most effective role of the ABDC is one of implementation monitoring. The parties themselves have been introduced, the agreements have been formed. Technical assistance is no longer essential but bureaucratic obstruction still persists. It is in the area of overcoming these obstructions that ABDC services can be most effectively utilized.

We think this strategy is an effective one and we will utilize it and further refine it in our 1994 UNIDO contract which will focus on activities in Ghana and Southern Africa.

BODY

STATUS OF PROJECTS AND INITIATIVES through December 15, 1993

Project 1: Scnegal - Atlanta Cultural and University Linkages

The African Business Development Center anticipates that the activities within this category will be constant and ongoing.

Executive Director and Project Consultant, Jacob Henderson's final field trip to Africa took place during the period of time between November 17 and December 8, 1993. Individual conferences were held with the Ministry of Tourism and Air Transport, The Ministry of Culture and with Minister Papa Ousmane Sakho of Economy, Finance and Planing. The substance of these conversations were relayed to Ambassador Mansour Seck in Washington, D.C. as part of our routine efforts to maintain dialog and continuing communication. Conversations were also held with Mr. Julius Coles, director of USAID which will hopefully lead to a closer relationship with the University of Dakar and institutions of higher learning in the Atlanta area.

Mr. David Bruce, a board member of the African Business Development Center, is currently involved in an effort designed to coordinate African oriented programs of all of the various Georgia institutions. Upon completion this entity will have the capability of interfacing in an effective manner with various African institutions, offering teacher and student exchanges, specific training programs and continuing education activities. For example, the corporate data base which was prepared and currently undergoing refinement within the context of this contract could be matched with complementary training and exchange programs for managers and high level employees should they become involved in a development venture in Africa. It is anticipated that many successful interface activities will take place within the context of VJSAID objectives.

With respect to ABDC's cultural initiative, it has been stated in a previous report that we have engaged in meetings with the director of the Cultural Olympiad (see Exhibit 1). The Cultural Olympiad is an activity taking place within the context of the Olympic games and involves a series of cultural events taking place prior to and during the course of the games. There has been an agreement to highlight various African countries, their arts and their artifacts.

Efforts are ongoing in developing an appropriate mechanism for retailing the more suitable products for distribution on a continuing basis throughout the Southeast.

Project 2 Renovation of Relais De Espadon Hotel on Goree Island

Progress toward the successful implementation of this project is continuing. During the recent field trip concluded by Mr. Henderson, initial steps leading to incorporation of the local Senegalese company were concluded. The company is Niagara Hotel Holding Co. S.A.R.L. The company is being organized by Mr. Aziz Dieye, Managing Partner of Coopers and Lybrand Senegal. The key in-country partner is El Hadj Diop, a Senegalese businessman.

Meetings were also held during this field trip with Mayor Urbain Diagne of Goree and key members of the Goree Island community. As part of the hotel renovation effort, they have identified approximately thirty houses on the Island which they would like renovated to the extent that a portion could be used as a residence for the villager and the remaining portion could be used as a guest facility, managed by the hotel group. This concept will be incorporated within the final hotel development concept.

The Ministries of Culture and Tourism and Air Transport reiterated their support for the project and again pledged their support of the final development site work which is scheduled to begin in late February. This work will consist of engineering, architectural and components. The nature of the conversations which took place was Technical and focused on the correspondence included herein as exhibit (2).

Mr. Henderson travelled from Dakar to Abidjan where meetings were held with President Babacar N'diaye, Vice President, Sangowawa, Project Officer Lobe N'doumbe and acting U.S. Director David Bloomgarden. Following those meetings, the

feasibility funding request was clarified in a letter attached herein as Exhibit (3). That request was received favorably and passed on to the acting U.S. Representative who passed it on with a positive endorsement to the Washington, D.C. home office. A favorable response is anticipated within the next three weeks which would allow work to begin by the end of February. Long term finance has been secured and the project should move forward along anticipated lines.

Project 3 Direct Air Linkage Between Dakar, Atlanta, and Other Cities

This project is currently moving steadily toward completion. The majority shareholders in Air Luxembourg, Mr. Ronald de Smets and Mr. Renzo Bianchini have incorporated a subsidiary company, Air Teranga, in both Senegal and The Gambia. The company has gotten authority to operate in both The Gambia and Senegal (see attached Exhibit 4). The remaining authorization required is from the U.S. Federal Aviation Administration. The application will be hand carried to Washington by the Atlanta Economic Development Corporation. During the first week in November, Mr. DeSmet met in Atlanta with Airport officials, the Mayor's Office, the Governor of Georgia's Office, Chamber of Commerce officials, Olympic Committee members and officials at the Atlanta Airport. All are in agreement to lobby as strenuously as necessary to obtain FAA approval of the Air Teranga application.

It is anticipated that flights will be scheduled between Accra, Banjul, Dakar, Atlanta and return. Additionally, by opening a gateway to Africa from the Southeast, a significant amount of passenger traffic and freight traffic will result. This will in all likelihood facilitate greatly the potential for increased commercial activity. The round trip airfare between Dakar and Atlanta is calculated at less than \$870 which represents a significant reduction of the most economical fare currently available (approximately \$1,600).

During the course of our activities under this contract, it was determined that the Air Teranga team was in a far stronger position to initiate flights than our original Sunjet team. The Sunjet organization had inexperienced management and incomplete backup research and marketing data.

Air Teranga is also in the process of selecting a U.S.

organization to act in the capacity of general sales agent, coordinating and promoting all ticket and freight sales.

Projects 4,5,6 Peanut Butter, Infant Formula, and Ethanol

As mentioned in previous reports, Nutritional Dynamics International, Inc. is the Georgia based company acting as the expatriate partner in each of the above ventures. At present, the Infant Formula Project is the most advanced and was reported on indepth in Interim Report two. Gary Gunderson, the primary consultant and Mr. David Rabham. President of Nutritional Dynamics are currently in Swaziland finalizing details on an identical Infant-formula facility at that location. All details including financing have been arranged and construction is scheduled to begin in due course. The precise schedule will be finalized during their visit. It is expected that lessons learned in this process will be applied effectively to the Senegal facility. As has been mentioned in interim report two, the African Development Bank has given full verbal support to this project and are currently awaiting additional information before processing. Ms. Avisha Jeffries, project consultant is meeting this week in Atlanta with Sheik Hassan and his staff to refine and submit the proposal in its proper format. Ms. Jeffries is scheduled to return to Dakar in the following week for a minimal period of 30 days during which time she anticipates completion of all necessary preliminary work. The assistance given to this project by UNIDO was essential in stimulating the initial activity which is an essential condition precedent to any successful venture. The project is able to continue under its own force at this point in time.

Both the Ethanol Alcohol facility and the peanut butter processing facility have been placed in abeyance because of the simple problem of limited manpower. This effort will be rekindled in 1994 and pursued thereafter. Both projects enjoy the support of the Senegalese government, the U.S. government and the private sector within each country. The projects are of the size and relative simplicity that our experience has taught us are most favorable and most manageable and most able to be prequalified with minimum expenditure of exploratory funds.'

Projects 7-8 Low Cost Housing and Low Cost Turnkey Medical Facilities

As mentioned in earlier reports, Dr. Walter Young has

engineered a development team consisting of Laminier Inc., the Costain Construction Co., SICAP of Dakar and the McMeadow Group of Atlanta to engage in the production and construction of Low Cost Housing and Low Cost Medical facilities. The group has incorporated a local Senegalese company and has begun execution of its plans. Their observations can be reviewed in an attached draft copy of their analysis labeled as Exhibit 6. The uniqueness of this project lies in the nature of the construction material which consists essentially of building blocks, possessing effective insulation but fabricated with a small portion of imported ingredients and a large portion of locally available materials.

The group has determined that its most effective method of proceeding would involve first the construction of a prototype of each facility. The effective fabrication, exhibition and marketing of the product involves the cooperation of the Senegalese government, the U.S. government, the African Development Bank, and the U.S. Agency for International Development. As such, this project has the longest gestation period of any of the other projects considered. This is despite the fact that each of the corporate entities is committed to expending their own funds and that each of the above governmental entities as well as the African Development Bank have given assurances of their maximum support.

The Atlanta Economic Development Corporation would like to explore additional ways in which UNIDO can be of assistance to this project and will contact the appropriate persons for input at a later date.

Initiative (1): US Embassy Liaison

At the US Embassy and the offices of USAID, relationships were established at the initiation of the contract. The Ambassador, the director of USAID and the director of the US Information Service were essential in our initial penetration efforts. In addition to assistance in the project prequalification phase, the assistance in arranging logistical support for the trade mission itself was most helpful. The USIS effort in facilitating the teleconference and in its broadcast throughout its network of offices was commendable.

In the long run however, it has been the offices of USAID that

have proven itself most useful on an ongoing basis. They have offered assistance, advice, translation and legal support on all visits by our consultants. Moreover, they have identified pending projects in which they themselves have strong interests that offer the potential for participation by US based companies. Through this participation, it is hoped that the US companies can then identify local projects in which they can participate, thus decreasing the penetration costs.

Initiative (2): African Development Bank Liaison

The African Development Bank has shown itself to have objectives that are identical to those of UNIDO. It was fortuitous that the Bank had recently established its Private Sector Development Unit (PSDU). We were directed to this window by the bank President, Mr. Babacar N'diaye and have during the course of this contract established an ongoing relationship that is of essential importance to each of our projects with the single exception of the Air Teranga initiative which is fully funded by itself.

In addition to having established personal relationships on the working level, key board members of the ABDC have also established working relationships with Bank officials. Board Chairman Walter Huntley and members Walter Young and Julius Hollis, currently enjoy a regular communication with President N'diaye and his associates. This has resulted not only in a more informed and favorable review of our project requests but also in the initiation of a closer relationship with the African Business Roundtable (ABR). The ABR is an organization composed of the 100 largest African owned businesses, operating under the direction of the ADB. It has recently organized a mission of its members to Atlanta and opened a permatient office in Washington, D.C.

Initiative (3): Strengthening the African Business Development Center and establishing the Advisory Board

The final meeting of the Board of Directors of the ABDC in 1993 took place on Monday the 13th of December, 1993. The agenda for the meeting had been prepared and posted to all members on 17 November 1993. (See exhibit 7). The primary topics for action were new board members, private corporate support and the establishment in Atlanta of a biennial African Development

Conference focused on commercial activities.

The Biennial Conference is patterned after the Miami Conference on the Caribbean and anticipates support from the US Department of Commerce. Decisions have already been initiated in accordance with the correspondence shown in Exhibit (8).

The candidates for Board of Director positions and Advisory Board members have been solicited. During the interim period, the board passed a resolution authorizing the chairman Mr. Walter Huntley to contact Mr. Carl Ware, Vice President of Coca-Cola Africa soliciting his agreement both, to serve on The Board of Directors and to act as coordinator of fund raising activities in the private sector. Thereafter, he would act as co-chairman of the Financial Private Sector Committee and assist in the identification of their Board Members. The Board, when reconstituted will include the seven working committees listed in (Exhibit 9) and are as follows:

Executive Committee
Financial Private Sector Committee
Umbrella Coordinating Committee
University Liaison/Information Committee
Domestic/International Agency Coordinating Committee
Political/Advisory Committee
Innovation/New Technology Committee

This structure, when fully implemented will enable The African Business Development Center to act effectively as a strong advocate for American-African Commercial Cooperation.

TERMINAL SECTION

Set forth in the following paragraphs is a summary of the conclusions drawn as a result of activities conducted under the subject contract. These concluding comments will be separated into the following headings: Strategy, Projects, and Future activities.

Strategy

As mentioned in the Preliminary section of this report, we have found that a strategy promoting commercial activity between expatriate and in-country firms must incorporate the following series of activities if the probability of success is to be enhanced:

- Project Identification
- Project pre-qualification
- Participant Identification
- Participant pre-qualification
- Preliminary site visitation
- Institutional Identification
- Preliminary liaison activities
- Structured site visitation
- Implementation and Implementation monitoring

Projects

Project 1: Senegal-Atlanta Cultural and University Linkages

Activities under this category have begun and an ongoing basis for cooperation has been set. The University of Georgia, The Georgia Regents Consortium and The Cultural Olympiad Office are the foundation stones upon which subsequent activities will be built.

Project 2: Renovation of Relais de Espadon Hotel an Gorece Island

This project has moved from conceptualization to the beginning steps of implementation. The African Development Bank has favorably endorsed the application for final planning financing. It is anticipated that the full engineering, architectional and marketing tasks will begin in late February with actual construction scheduled for mid-summer, 1994.

Project 3: Direct Air Linkage Between Dakar, Banjal, Accra and Atlanta

Civil Aviation Authority Certification has been received by Air Teranga from both The Garebia and Senegal. Air Teranga has retained a consultant group to assist their lobbying efforts with the Federal Aviation Administration in Washington, D.C. and is presently negotiating a general sales agreement with a local travel agency. If all goes as anticipated, Air Teranga will begin flights utilizing two DC-10 (30)'s in late March or early April 1994.

Projects 4,5,6: Peanut Butter, Infant Formula and Ethanol

Nutritional Dynamics International, Inc is moving positively toward implementation of the Infant Formula Facility in Senegal. The in-country partners are committed to perform the requisite preliminary worksteps and especially so in view of the successful facility which nutritional has recently begun in Swaziland. The Peanut Butter and Ethanol projects have been placed temporarily in Abeyance, but will be re-activated in 1994 when manpower is available.

Projects 7&8: Low Cost Housing and Low Cost Medical Facilities

Although on a slower treadmill, this project is moving forward satisfactorily. The participating companies have been identified, the joint venture agreement has been negotiated and the local Senegalese company has been incorporated. The group is presently in the midst of endeavors to fund and erect a prototype house and a prototype medical facility.

Initiatives 1,2,3: Embassy Liaison, African Development Bank Liaison and Institutional Strengthening.

The above liaison activities all fall under activities to be incurred by a strengthened institutional base. The foundation for ongoing cooperation has been laid. What remains is the finalization of Board Structural changes. These changes have been addressed by The Board of Directors and will be finalized during the early portion of 1994. Steps are currently underway to enlist the full support of the Coca-Cola Company. Former Ambassador Andrew Young has already given assurances of his ongoing

support as has Mr. Gary Guuderson of The Carter Presidential Center. Both The Atlanta Economic Development Corporation and The African Business Development Center are in full agreement to implement the recommended alterations and proceed in 1994 under phase IIIB of the current UNIDO contract focusing on Ghandr and Southern Africa. A revised proposal will be submitted under separate cover.

ADDENDA



MEMORANDUM

TO:

Jeffrey Babcock, Cultural Olympiad

FROM:

Walter R. Huntley, Jr., Atlanta Economic Development Corporation

Jacob R. Henderson, Jr., African Business Development Center

RE:

MEETING BETWEEN HUNTLEY, BABCOCK, HENDERSON

10/20/93

SUBJ:

FOLLOW-UP ACTIVITIES

DATE:

October 28, 1993

Pursuant to our most informative meeting last week, it is our understanding that:

- 1) The Cultural Olympiad is presently agreed to highlight Africa as part of its overall mission.
- 2) This effort will be coordinated with those of the National Black Arts Festival.
- 3) Currently anticipated presentations include the construction of an African Village, and an African-oriented Olympic Rings Event in 1995.
- 4) The above activities, as well as others, will be guided by a committee presently consisting of Henry Elonge, Alice Burnette, Abdoulai Sosseh, Kawalie Fataki III, and Mor Thiam.
- We have been invited to participate on this committee, and the next meeting will be held on Saturday, 10/30/93 at noon.

It is our further understanding that the Cultural Olympiad division is currently engaged in the finalization of a fund-raising presentation to the AT&T foundation among others.

Mr. Jeffrey Babcock October 28, 1993 Page 2

It is also our understanding that there exists a common interest in our organizations making cooperation highly desirable. Initiatives, which we discussed, include the following:

- A) High-quality art Exhibitions (See Booklet);
- B) Artifacts Exhibition & Distribution;
- C) Focus on key countries in which we have strong interest (Senegal, Ghana, Zambia);
- D) Development of permanent post Olympic Museum; and
- E) Joint fund-raising through the African Development Bank's Business Roundtable.

We will call to explore appropriate follow-up strategy.

JRHjr/dt

FAX TRANSMISSION

	DATE: NO. PAGES S (including FAX sheet)
TO: COMPANY TELE. # FAX #:	DBBCCAZ-U.c- S. Hyhley 1: Cottal Olypsed 224-1996 224-1538
FROM:	Atlanta Economic Development Corporation (AEDC) 230 Peachtree Street, N. W. – Suite 1650 Atlanta, Georgia 30303 Telephone: 658–7000 FAX #: 658–7734
	COMMENTS/INSTRUCTIONS



Mr. Huntley
June 4, 1993
Page Two

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TUN 0 8 1951

Atlanta Committee for the Olympic Cames 256 Williams Street, Suite 600G P.O. Bux 1996 Atlanta, GA 30301-1996 USA Telephone 404-224-1996 Facsimile 404-224-1997

June 4, 1993

Mr. Walter R. Huntley, Jr.
President
Atlanta Economic Development Corporation
230 Peachtree Street, NW
Suite 1650
Atlanta, Georgia 30303

Dear Walt:

.

I am delighted to know that you will be traveling soon to Senegal and that you will have an opportunity to explore some possible tie-ins with Atlanta's Cultural Olympiad. Senegal is an extremely interesting and important center of cultural activity in Africa and we are very hopeful of involving any number of Senegalese artists in our program over the next several years. I had the pleasure to meet with Senegal's International Committee Member (and IOC Executive Board member) Judge Imbaye during his recent visit to Atlanta, during which I expressed strong interest in bringing Senegalese artists and other African artists to Atlanta.

We have two specific periods during which we would especially welcome participation by Senegalese artists: During the National Black Arts Festivals of 1994 and 1996 when our role will be to present African artists in conjunction with and in support of the NBAF program. As you know, our programming is being centered around two specific interests — ancient roots and traditions and contemporary cultural expressions, and encompasses music, dance, theater, film and video, visual arts, literature. We also maintain a strong interest in and commitment to educational possibilities in all programs we present.

We would welcome any information (especially printed materials/press kits, art catalogs, video and/or audio recordings of proposed artists, etc.) which will provide the kind of background information from which we can determine what will work best within our program framework.

provide the kind of background information from which we can determine what will work best within our program framework.

And, you know what a tremendous fan of Youssou N'Dour I am -- we would be thrilled to present Youssou and his fabulous ensemble plus other Senegalese ensembles as a part of our program.

I hope your trip is productive and look forward to receiving any information you may be able to gather while you are visiting Senegal. We will then be pleased to follow up with the Cultural Office in Washington or Dakar.

With every good wish, I am

Yours sincerely,

Jeffrey N. Babcock Director Cultural Olympiad

JNB/aj

REPUBLIQUE DU SENEGAL IPLE - UN BUT - UNE FOI

MINISTERE DU COMMERCE ET DE L'ARTISANAT

Nº 1 U V Z . /M.C.A/DCI/ BCP

Dakar, le 19 007 1000

DIRECTION DU COMMERCE INTERIEUR

Fa Ministro

à Monsieur le Ministre du Tourisme et des Transports Aériens

DAKAR

OBJET : Projet de rénovation de l'hôtel

"les Relais de l'Espadon" de Gorée.

: V/L nº 02875/MTTA/DPAT/DPT REF. du 23/9/93.

21.10.43 Comme suite à votre lettre citée en référence, je vous fais tenir,

ci-après, les éléments de réponse nécessaires à la mise en oeuvre du projet mis en objet :

- 1) En l'état actuel de la règlementation, le principe général est la liberté des prix, hormis quelques exceptions comme le riz, le sucre, l'huile, etc...
 - 2) Vous voudrez bien trouver en annexe :
- une copie de la loi 65-025 sur les prix et les infractions à la législation économique
- et une copie du régime de la règlementation du commerce extérieur, auquel il faut toutefois ajouter le décret 93-1029 du 06 septembre 1993 portant règlementation de l'importation des véhicules d'occasion - JO n° 5541 du mardi 27 septembre 1993 - page 312.

Enfin, concernant les subventions, je vous invite à vous rapprocher du Ministère de l'Economie, des Finances et du Plan (Guichet unique).-

MINISTERE DU TOURISILE COURSIES ARRIVEE DOCO : 19. (C. 93

BB/nd 10 7 2 2 9 MEFP CT/36 REPUBLIQUE DU SENEGAL UN PEUPLE - UN BUT - UNE FOI MINISTERE Dakar, le DE L'ECONOMIE, DES FINANCES -5 OCT. 1993 ET DU PLAN Le Ministre MINISTERS DU TOURISME <u>Référence</u> : Votre lettre n° 2871/MTTA du 23 Septembre 1993. SAVISHA SHRIVEE 10 93 Monsieur le Ministre, Par lettre en référence, vous sollicitez de la documentation sur la fiscalité, les investissements et la réglementation du commerce extérieur au Sénégal. Je vous transmets, ci-joint, la loi<u>n°87-25 de 18 août 1987 portant</u> code des investissements, ainsi que la loi n° 89-31 du 12 octobre 1989 qui en modifie certains articles. Je vous adresse également que<u>lques tableaux synoptiques de</u> la fiscalité au Sénégal.) S'il vous est nécessaire d'avoir un niveau de détail plus élevé, je vous invite à vous référer à la loi n°90-40 du 9 Juillet 1992 portant Code général des Impôts, qui a été publiée dans le Journal Officiel du mois de Juillet 1992. En ce qui concerne la fiscalité de porte, il y a lieu de noter qu'elle a subi de nombreuses modifications ces dernières années, de sorte qu'il est difficile de vous transmettre toutes les lois pertinentes. Toutefois, mes services sont disposés à apporter aux promoteurs américains les renseignements sur la tarification et les exonérations qui leur paraîtront nécessaires dans le cadre de l'étude de faisabilité du projet. S'agissant enfin des barrières non tarifaires, je vous invite à vous adresser à mon collègue du Commerce et de l'Artisanat dont relève la réglementation du commerce extérieur. Miller aux for 92) Monsieur le Ministre du Tourisme et des Transports Aériens. Casmane DHENE

MINISTERE DE L'EQUIPEMENT

PORT AUTONOME DE DAKAR

Bd. de la Libération

Boîte Postale 3195

URGENT Tél. 23.45.45 / 23.80.06

Télex : 21.404 - PAD.KR

Monsieur le Ministre du Tourisme et des Transports Aériens

LE DIRECTEUR GENERAL

Objet : Projet de rénovation de l'Hôtel Relais de

l'Espadon de Gorée.

V/Réf.: Lettre n° 2872 MTTA/DPAT/DPT

du 23 Septembre 1993.

P.J. : 2

Monsieur le Ministre.

Suite à votre lettre, je vous prie de bien vouloir trouver cijointe une documentation complète sur :

- Les conditions naturelles du Port de Dakar :
 - . conditions météorologiques ;
 - . Conditions nautiques ;
 - . Conditions géotechniques.
- Le site ;
- Les accès :
 - . Accès nautiques;
 - . Accès routiers;

et du Développement.

- . Accès ferroviaires.
- Les installations portuaires ;
- Les deux chaloupes de Gorée.

Pour tout autre renseignement souhaité, vos services pourront s'adresser directement à la Direction des Services Techniques

LHISTOPE DU TOURIOME

COURRIER ARRIVEE

Vous en souhaitant bonne réception,

Veuillez agréer, Monsieur le Ministre, l'expression de mes salutation très distinguées;

DJIBRIL NGOM

Dakar, le

REPUBLIQUE DU SENEGAL Un Peuple - Un But - Une Foi

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MT.F.P

MINISTERE DU TRAVAIL
ET DE LA
FORMATION PROFESSIONNELLE X

Dakar, le 2 1 001 1993

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DPAN

Le Ministro

MINIGTERE DU TOURISME

COURDIES ARRIVEE

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RIFERENCE: V/Lettre nº 001874/DPAT/DFT du 23 Septembre 1993.-

Monsieur le Ministre.

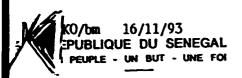
Par lettre citée en référence, vous avez sollicité de ma part un certain nombre de renseignements relatifs aux conditions d'emploi et de rémunération dans les branches de l'hôtellerie.

En réponse, je vous fais parvenir le barême des salaires applicables dans l'hôtellerie, la restauration et le tourisme, en précisant toutefois que la rémunération des travailleurs concernés dans ce secteur, ne se limite pas au salaire de base. Le salaire d'un travailleur, quelqu'il soit est, fonction de l'emploi qu'il occupe et des conditions de travail auxquelles il est soumis.

Par ailleurs, s'agissant du régime syndical, je dois vous préciser que dans le secteur concerné, il éxiste des syndicats de base affiliés aux centrales syndicales reconnues, notamment la C.N.T.S. et l'U.N.S.A.S.

Il serait utile que les promoteurs touristiques prennent contact directement avec les services du musuril pour de plus amples informations.

A Monsieur Tidjane SYLDA Ministre du Tourisme et des Transports Aérieux. D A U A R ا سال اسال



MINISTERE DU TOURISME ET DES TRANSPORTS AERIENS

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MTTA MDAT MOT

Le Ministre

Cher Monsieu: Walter HUNTLEY,

A l'occasion de la mission de prospection de promoteurs américains au Sénégal, du 26 au 30 Juin 1993, un certain nombre de projets avaient été identifiés et proposés au Gouvernement sénégalais en vue de susciter des relations de partenariat avec la partie américaine dans des domaines bien précis.

A ce propos, je voudrais vous faire parvenir, pour information, photocopies des correspondances adressées aux départements concernés et les réponses de certains d'entre eux.

S'agissant de la prorogation du délai actuel, jusqu'en janvier 1995, pour la mise en oeuvre du projet de réhabilitation de l'hôtel de l'Espadon à Gorée, je vous marque mon accord à ce sujet pour vous permettre de poursuivre l'examen du projet avec le maximum de garanties quant à sa maîtrise technique et financière.

Veuillez agréer, Cher Walter HUNTLEY, l'assurance de mes salutations distinguées.

(/-)

/)/)onsieur Walter B. HUNTLEY JR
Président de la A.E.D.C.
23C. Peachtree Street, NV. Suite 1650

Atlanta - Georgia 30 303



HENDERSON A S S O C I A T E S

Mr. John M. ABABIO
Private Sector Development Unit
African Development Bank
01 B.P. 1387 Abidjan 01
Côte d'Ivoire

20 November 1993

Dear Mr. ABABIO,

RE: Feasibility funding request - Goree Island Hotel project

This letter will clarify the remaining questions you have posed regarding the above referenced feasibility funding request and enable you to complete your analysis.

Henderson associates and J.H. Hollis Associates have pooled their resources and are acting jointly as project co-managers. The entire development team will additionally include PKF associates, Circle Development Corporation, Law Engineering represented by their African Affiliate Alexander GIBB and the Niagara Hotel Company-Senegal S.A.R.L, a Senegalese Company.

In the feasibility analysis, in addition to providing overall project management, the Henderson/Hollis Associates will provide the following services:

- (1) Team coordination/liaison
- (2) Provision of local Consultancy
- (3) Provision of local logistics/meeting arrangements
- (4) Provision of translation/interpretation services
- (5) provision of local labor for evacuation/survey/ etc.
- (6) Provision of preliminary legal documentation
- (7) Provision of Preliminary customs/tariff concessions
- (8) Negotiation with appropriate ministries
- (9) Provision of printing/photo services
- (10) Equity/debt structuring
- (11) Sourcing of long term finance

This can be accomplished within a Budget of \$53,000. The total funding request would therefore compute as follows:

I	Project Management Services	53,000
II1*	Architectural Services	58,200
III•	Engineering Services	27,820
IV*	Marketing Services	40,000
	Subtotal -	179,020
	10% contingency	17,000
	Subtotal	196,020
V*	Travel/Subsistence	
	(see attached schedule)	44,800
•.	Total Funds required	240,820

The overall tasks to be preformed under this request are numbered (5) five through 48 on the attached enclosure* labeled development process.

Desk research, field work and related activities including final feasibility study preparation can be performed within a ninety (90) period of time. Prior to initiating the study, we will submit to the bank a detailed work plan indicating methodology, procedures and sub contractors, if any, who will conduct the work.

It is our understanding that the TDA program funds at a maximum level of \$150,000. We request funding at this level and are prepared to provide the balance required for completion, if necessary.

Sincerely,

Jacob R. Henderson Jr.

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SIR ALEXANDER

FAX No.: NAROBI 2106

CONSULTING ENGINEERS SHELL HOUSE P.O. BOX 30020 NAIROBI KENYA TELEPHONE NAIROBI

FAX MESSAGE

Page . J. . of . .

TO

PKF Consulting

FAX: No.:

000 1 404 8421165

FOR THE ATTENTION OF:

John Crow

SUBJECT:

Goree Island, Senegal

DATE

15/11/93

PJSepegal /634

We are advised that you may now be in a position to proceed with the feasibility studies for the restoration of the hotel on Gores Island, Senegal, and that you require confirmation of the validity of our proposal for the engineering study, originally submitted to you on 21 May 1993.

We have pleasure in confirming that our proposal remains valid and wa look forward to hearing fruther from you.

Rezards

HISTORIC HOTEL Isle of Goree Republic of Senegal

Budgel for Engineering Study

1. INTRODUCTION

We have been asked to provide a budget figure for a study to analyse the existing conditions of the hotel site on Goree Island and to set the design criteria for the rehabilitation work.

In the preparation of this proposal we have followed the format of the "Scope of Engineering Investigation 3/2/93", and have also taken note of the assignments indicated in the "Development Process 3/1/93", appended.

2. SCOPE OF THE WORKS

2.1 Property Boundary Survey

We have assumed that survey and legal work such as this would best be covered a local team employed directly by the project team leaders.

Should it be required, we could send a survey team in to undertake the physical survey. We have separated this element as a provisional fee. The provisional fee would cover a physical survey of the site and preparation of plans indicating structures, houndaries and adjacent properties. It would exclude a legal search of records to indicate easements, covenants etc.

2.2 Topographical Survey

As above, this is included only in the provisional fee for a physical survey of the site should this be required.

2.3 Utilities Survey - water, sewer, electricity, telephone, storm water.

Site survey to indicate existing facilities for water supply, sewerage, electricity, telephone and storm water drainage. These will be marked on survey plans of the site.

Meetings with the authorities to assess the reliability of the existing services, the ability of the existing services to cope with potential development of the site, any plans for development of existing services, procedures and authority requirements for utilising the services. A report will be prepared.

2.4 Studies to meet ibeal environmental requirements

Meetings with authorities to establish local environmental regulations.

It is noted that in item 22 of the Development Process 3/1/93 Law have been assigned to undertake environmental analysis with a budget of \$13,500. It is assumed that this is for future analysis, and that at the study stage it will be our role to establish local requirements.

It is also noted that financiers may impose environmental guidelines. This has not been included in the study.

2.5 Analysis of existing structural conditions

Item 23 of the Development Process 3/1/93 assigns existing structural analysis to 'circle' with a budget of \$36,000.

Sub items are assigned:

24	List of bulldings	Circle
25	Site monsurements	Circle
26	Structural testing	Law
27	Photographic documentation	Circle
28	Material analysis	Law.
29	Vegetation	Law

We have allowed for the items assigned to Law (Items 26, 28 and 29). We would be pleased to quote for undertaking the additional elements (24, 25 and 27) If required.

We propose to visit the site for a visual inspection of the structural elements. In particular we would make a detailed inspection of the state of the key structural elements such as columns and beams, checking where we normally expect deterioration under the local conditions, and would propose to assess the foundations with selective excavations. We would look for settlement, inspect all cracking and record this in photographic form. We would take tests with a Schmidt hammer where appropriate.

Material analysis would be confined to visual inspection, it would not be planned at this stage to undertake coring and strength testing.

Major elements of vogetation would be identified, and their impact on the buildings be noted.

2.6 Analysis of existing structure for hazardous materials

We propose a visual inspection of the huilding to determine the presence of likely hazardous materials,

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2.7 Solls Analysis

Item 30 of the Development Process 3/1/93 assigns Soil conditions to Law for an amount of \$6000.

Within this amount, we would anticipate supervising the digging of trial pits around the site, having soils samples taken and laboratory analysis undertaken in order to assess the foundation conditions and appropriate design criteria for additional buildings. We have assumed that the analysis could be undertaken by local laboratories.

2.8 Peasibility of independent water / fire protection systems

We have assumed that the intention of this item is to ascertain the practicality of utilising water supplies from non governmental sources.

We will establish the normal methods for obtaining water on the island. We do not anticipate that ground water will be feasible, but will verify this. We do not anticipate that de-salination will be economically viable, but will comment on the possibility, and on whether the power supplies are likely to be able to cope with this. We will establish whether water can normally be obtained through private means.

2.9 Feasibility of additional structure locations

Our inspection of the site will determine the areas most likely to accommodate additional structures. This will be used to locate additional trial pits and soils samples to determine the feasibility of additional structures and the anticipated bearing pressures that could be used for design criteria.

2.10. Research of local and international laws, covenants and codes governing design criteria

We will visit the relevant authorities to establish the requirements and guidelines governing design criteria.

3. ASSUMPTIONS

We have made certain assumptions in our preparation of the scope and pricing of the proposal, and our fee structure is conditional upon these assumptions. Certain of these assumptions are included in the scope of works outlined above, in addition:

- a) We have assumed that the project team leaders will provide us with a local contact who will provide local information, arrange meetings with the necessary authorities and assist in logistical preparations.
- b) We have assumed that the language in which we will be working will be English, and that, where necessary, staff will be provided to assist us in overcoming language barriers. The cost of providing such staff, and the cost of translations will be covered by others.

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c) We have assumed that local staff will be provided to assist the project team, in particular for site assistance associated with clearance and excavation work, and survey work should this be required.

4. FINANCIAL

We have appended our financial summary.

4.1 Fors

We would propose a lump sum fee of US\$ 14,620.00 to undertake the study.

In addition we would propose a lump sum fee of US\$ 6,000.00 to undertake the soil investigation - this fee has been identified in Item 30 of the Development Process dated 3/1/93 and assigned to Law.

4.2 Reimbursables

We would propose that reimbursable costs he reimbursed as incurred. In addition, we would propose a 10% handling and financing charge for air fares.

Reunbursable costs would include air fares, airport tax, accommodation, transport, miscellaneous site expenses, printing, documentation and communication costs.

We would also propose that a subsistence allowance of US\$ 40/day be paid for each member of staff for each day on site.

4.3 Provisional fee for survey

We have separated the charge for this item as we consider that it may be more appropriate to utilise a local team.

In the event that we would undertake the physical survey, we would propose a lump sum fee of US\$ 7,200.00, with reimbursable costs over and above the fee. This charge would not include for assistance which we have assumed will be provided locally to the account of others.

4.4 Currency of payment

We would require payment in US dollars to an account that we would nominate,

4.5 Tuxes and duttes

The above fees and cost estimates exclude any allowance for local taxation or duties which would be in

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APPENDIX 1 - FINANCIAL SUMMARY

GOREE ISLAND Budget for Engineering Investigation

19/5/93

8,000.00

Engineering services to analyse the existing conditions of the hotel site to set the design criteria for the rehabilitation project

1 Fees - lump sum

•	Site	Office	Total	Rate	Total US\$
Project Director Senior Services Engineer	7	1	1	650	650.00
Senior Structural Engineer	<u>′</u>	5	12	600	7,200.00
Draughtsmen	•	3	10	600	6,000.00
Sacretarial :		5 .	. 5	70	350.00
Total Fee		· · . 6	6	70	420.00 .
	•				14,820.00

2 Soil Investigation - lump sum

Item 30 of Davelopment Process 3/1/93

Indicated as Law - \$6000

3 Reimbursables - estimate

2 engineers to site for 7 days, 6 nights

Air fares Accomodation (26) Subsistence (27)		1700 \$/flight 80 \$/night	3,400,00 950.00
Transport	; 14 days	40 \$/day	560.00
	7 days	50 \$day	350.00
Unice costs (photoco	orles printing communications		., 030.00
Total reimbursable e	oples, printing, communications)	allow	600,00
· ····· · · · · · · · · · · · · · · ·	· stimate	-	5,870.00

4 Provisional fee for survey

Sanior surveyor	7	5	12	600	7,200.00
Reimbursables estimate Air fares Accomodation Subsistence (2x7) Transport	1 flights 6 nights 7 days 7 days		80 40	\$/flight \$/night \$/day \$day	1,700,00 480.00 280.00 280.00 2,740.00



3399 Peachtree Floed NE Suite 1250 Atlanta GA 30326-1150

Telephone (404) 842-1150 Telefax (404) 842-1165

October 26, 1993

Mr. Julius H. Hollis J.H. Hollis and Company 230 Peachtree Street, NW Atlanta, Georgia, 30303

Re: Consulting Services for a Hotel Feasibility Study on Gorèe Island, Senegal

Dear Julius:

We appreciate the opportunity to submit this proposal to conduct an economic feasibility study for a proposed historic hotel project to be located on Gorèe Island. To assist in the development process for this project, we propose to conduct a market and economic feasibility study to:

- Render an independent, third-party opinion of existing and potential demand for the property and its market feasibility.
- Provide architectural and planning recommendations and suggestions within the scope of the project concept.
- Develop a ten-year statement of estimated annual operating results for the project as proposed and recommended, and using cost information provided by architectural and engineering firms, prepare cash flow projections for the hotel.
- Present our findings in a formal document suitable for inclusion in a submittal for use in securing construction or primary mortgage financing, a lease, management agreement or franchise affiliation.

APPROACH TO THE STUDY

The study would be concerned with the determination of current and potential future demand for resort hotel accommodations in the market area, assessment of existing and potential future competitive supply, and the share of the market that could reasonably be attained by the proposed project. Our approach to the study will be in phases, as follows:

PKF CONSULTING

FAX NO. 4048421165

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Mr. Julius H. Hollis October 26, 1993

Page 2

PHASE I - MARKET ANALYSIS

Site Analysis

Since the location of a property within its market is of major importance to the success of a project, we will evaluate the following factors regarding the site.

- * Access
- Visibility
- * Ambience
- * Present utilization
- * Topography, as appropriate, related to access, visibility and potential development
- Relationship to demand generators
- * Relationship to area amenities
- Advantages/disadvantages of the site in comparison to competitors

Area Review

We will gather and analyze relevant economic data regarding the market area to determine whether the overall economic environment in the area appears suitable for resort hotel development. We will examine correlations between key economic factors and the demand for hotel rooms, and will utilize certain available forecasts of these indicators in our evaluation of potential future demand. The factors to be considered would include information ranging from world tourism trends to national, regional and local data for West Africa, Senegal, Dakar, and Gorèe Island.

Primary Research

We will perform primary market research in the site area. This will consist of interviews with key demand generators, inspection and evaluation of competitive properties and discussions with persons familiar with development patterns in the area and individuals knowledgeable about the local resort hotel market. Among those with whom we will conduct such interviews are:

- * Managers of regional tourist attractions
- Owners and managers of potentially competitive hotels throughout the region
- * National and local officials in tourism, culture, buildings and transportation
- * Bankers, editors, and development organization representatives
- * Chamber of commerce representatives
- * Airline representatives from companies currently serving the area, as well as those who might plan future routes, and charter carriers for package tours

Mr. Julius H. Hollis October 26, 1993

Page 3

- Meeting planners
- Travel planners and wholesalers in Europe, and particularly, in the United States, Caribbean and Brazil

Preparation of Supply and Demand Estimates

On the basis of the foregoing research, we will prepare estimates of future growth in demand for, and the supply of resort hotel accommodations in the market area.

We will analyze historical growth in demand, and the characteristics of each of the principal segments of demand for hotel rooms. Using the information gathered in our research, we will estimate growth rates in demand for each market segment. Demand for resort hotel room nights will then be projected for the next ten years. Next, we will assess the historical growth in the competitive supply of both rooms in the market area and future growth in the supply.

This will allow us to prepare an estimate of future supply of competitive resort hotel rooms, the demand for resort hotel accommodations, the expected occupancies of the competitive rooms supply, and the ratio of total area supply which the proposed hotel is likely to represent.

Market Share Estimates

Upon completion of the estimate of market area's future room supply and demand for rooms, we will estimate the share of the market which the proposed resort hotel should reasonably be expected to capture, by market segment, for its first ten years of operation, resulting in estimated occupancies for the property by year.

Room Rates

Fundamental to our estimate of market penetration and occupancy is the room rate position of the resort hotel. On the basis of our interviews with other local and regional hoteliers, tour and travel industry representatives and potential users, as well as published hotel rates, we will recommend room rates for the resort hotel in current value dollars. We will estimate the portion of demand that will require discounted rates and will estimate an overall average daily rate for the hotel. We will then inflate this rate to project the average for the first ten operating years.

Facilities Recommendations

On the basis of our market research and our projection of the state of the competitive market for the foreseeable future, we will prepare recommendations for facilities which, in our opinion, will best meet demonstrated market demand. These recommendations include Mr. Julius H. Hollis October 26, 1993

Page 4

- * Number and mix of guest rooms
- * Size, type and capacities of restaurant and lounge facilities
- * Banquet, meeting and other function space
- * Hotel amenities and services
- Affiliation with an international hotel company

These recommendations are intended to provide the architect and planner with the basis for a design program for the proposed project and will serve as the basis for our estimates of attainable occupancy and average daily room rate.

Preliminary Report

We will discuss our preliminary findings and conclusions with you including facilities and rate recommendations, and annual average occupancy and room rate for the typical and each of the first ten operating years. At your request we will furnish you with an interim letter outlining our initial conclusions and opinions concerning the facility.

At the conclusion of Phase I, if the initial results are positive and with your authorization, we will continue working toward finalization of the report.

PHASE II - STATEMENT OF ESTIMATED OPERATING RESULTS AND FINAL REPORT

Evaluation of Food and Beverage Supply and Demand

During the fieldwork interviews, we include questions regarding food and beverage preferences, dining habits, and attitudes. Based on this research, and an evaluation of competition, we will prepare estimates of the expected food and beverage patronage at the proposed hotel. These estimates, by outlet, include:

- The percentage of "in-house" business which can be captured during each meal period.
- The number of average daily covers which can be captured from the local dining market during each meal period.
- Average checks which can be attained during each meal period.
- Potential banquet revenue and expected room service volume, if available, based on the estimated market mix.

PKF CONSULTING FAX NO. 4

FAX NO. 4048421165

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Mr. Julius H. Hollis October 26, 1993

Estimated Operating Results

Based on the results of Phase I, our agreement as to the type property most suited for this area, and local and national industry comparables, we will project financial results for the first ten-year operating period. This statement will include revenues and expenses for all operated departments, including food and beverage, and results in a "bottom line" of Income Before Fixed Charges. Fixed charges include property taxes, property insurance, depreciation, interest and taxes on income.

Since the estimated operating results will be based on estimates and assumptions which are subject to uncertainty and variation, we will not represent them as results that will actually be achieved.

Preparation of Cash Flow Projections

Using the development cost information provided by the architects and engineers, and based on a likely financing scenario, we will prepare cash flow projections for the project for a twenty year period. We will also include calculations of return on investment based on this scenario.

Report

The foregoing information will be presented in a report suitable for use in obtaining financing, a franchise or management agreement. Though the exact format of the report will evolve as the engagement progresses, the following topic headings will provide an overview of the expected final report.

- * Introduction
- * Executive Summary
- * Site Location Analysis
- Area Review
- * Rooms Supply and Demand
- Food and Beverage Supply and Demand
- * Statement of Estimated Annual Operating Results
- Cash Flow Projections

A draft copy of the report will be issued to you. Upon your approval, ten copies of the final report will be prepared and delivered to you.

Mr. Julius H. Hollis October 26, 1993

Page 6

LIMITATIONS OF THE STUDY

Our report will be subject to the following limitations:

- 1. The conclusions reached are based upon our present knowledge of the larging market in the competitive area as of the completion of our fieldwork.
- 2. As in all studies of this type, the estimated annual operating results are based upon competent and efficient management and presume no significant change in the competitive position of the lodging industry in the immediate area from that set forth in our study.
- 3. Estimated operating results are also based on an evaluation of the present general economy of the area and do not take into account, or make provisions for, the effect of any sharp rise or decline in local or general economic conditions which may occur. To the extent that wages and other operating expenses may advance over the economic life of the proposed project, it is expected that prices of room accommodations and other hotel services will be adjusted to offset such advances.
- 4. The accompanying financial projections will, to the best of our knowledge and belief, reflect our best judgement, based on present circumstances of the expected conditions and the expected course of action for the operation of the hotel. The assumptions disclosed in the report will gathered during the course of our fieldwork. There will usually be differences between the projected and actual results, because events and circumstances frequently do not occur as expected, and those differences may be material.
- 5. The scope of our study and reports thereon would not include the possible impact of zoning or environmental regulations, licensing requirements or other such matters unless they have been brought to our attention and are disclosed in the report.
- 6. We have no obligation to update our findings regarding changes in market conditions that occur subsequent to the completion of our fieldwork.
- 7. It is understood that our report will be prepared primarily for use and guidance in determining the feasibility of the project in relation to its costs and for possible use in obtaining mortgage financing, or in negotiating a lease, franchise, or management contract. However, our report and the material submitted may not be included in any prospectus or printed material used in connection with the sale of real estate, securities, or participation interests to the public, or in any newspaper publicity or other public forum without our written permission.

PKF CONSULTING

Mr. Julius H. Hollis October 26, 1993

Page 7

- 8. Any drafts or preliminary information communicated to you during the course of the assignment are for internal management use only, and may not be disclosed to any outside third parties without our prior written consent.
- 9. Pannell Kerr Forster Consulting, Inc. cannot be held liable in any cause of action resulting in litigation for any dollar amount which exceeds the total fees collected from this individual engagement.
- 10. Any legal expenses incurred in defending or representing ourselves concerning this assignment will be the responsibility of the client.

ADDITIONAL SERVICES

We will be pleased to provide additional services in connection with this project. These services might include: structuring equity, negotiation of management contracts or franchises. Our real estate group, staffed with accredited members of the Appraisal Institute (MAI), provides narrative appraisals often required when financing, purchasing or selling commercial properties. These services would be the subject of a separate proposal and fee structure.

FEES AND STUDY TIMETABLE

At the beginning of this study we will plan to meet with the team in Atlanta or in Dakar to discuss plans for the proposed hotel, sources of information, and the appropriate procedures for obtaining necessary data. We will keep you informed of the progress of our work as it proceeds by telephone or letter as required.

If at any time during the course of our study we form an initial opinion that there is insufficient demand for the hotel, we will suspend the assignment at that point and discuss our findings with you. If you desire that we terminate the assignment at that point, we would write you a brief letter summarizing our findings and charge you only for that time actually incurred to date at our regular per diem rates, plus expenses.

Assuming our findings are positive, our professional fee and timing of the phases will be as follows:

	Professional <u>Fees</u>	<u>Timetable</u>	
Phase I	\$25,000	6 weeks	
Phase II	\$15,000	4 weeks	

DEC-14-93 TUE 11:15

PKF CONSULTING

FAX NO. 4048421165

P. 09

Mr. Julius H. Hollis October 26, 1993

Page 8

In addition to our fees, we are reimbursed for all out-of-pocket expenses incurred in performance of the assignment. These may include travel and subsistence of our representatives while in the field, telephone and postage charges, purchase of statistical data, and report production.

Our fees are based on the time required by the individuals assigned to the engagement, plus direct expenses. Individual hourly rates vary according to the degree of responsibility involved and the skill required. Billings are due upon submission. On the last day of each month a finance charge computed at the maximum rate permitted by State statutes will be added to account balances outstanding since the first day of the month, after deducting current payments.

As is customary in assignments of this nature, we require a retainer of \$25,000 prior to scheduling the assignment. A progress payment of an additional \$10,000 plus out-of-pocket expenses incurred to that date will be billed to you at the completion of fieldwork and the communication of preliminary conclusions to you. Upon receipt of the progress payment, a draft copy of the report will be issued for review. If you defer our issuance of the final report more than 30 days beyond the delivery of the preliminary draft, we will be required to update our findings at an additional fee. The remainder of any fees and expenses will be billed to you at the time we are completing the draft and will be payable prior to our issuance of the final report.

Based on our present scheduling, we should be able to commence Phase I of the assignment within two to three weeks of receiving authorization to proceed, barring unforeseen circumstances.

Commencement of Phase II will be at your discretion. However, since it is based on our fieldwork and analysis conducted in Phase I, a lapse of more than 90 days may require updating of information. This would result in an adjustment in fees dependent on work required.

Mr. Julius H. Hollis October 26, 1993

Page 9

ACCEPTANCE

If this proposal, valid until March 31, 1994, correctly states the nature of the work you wish undertaken and arrangements are satisfactory, please sign the enclosed copy of his proposal and return it to us, together with the requested retainer, as our authorization to schedule the assignment. If, on the other hand, you have any questions, please do not hesitate to call on us. We certainly appreciate the opportunity to submit this proposal, and look forward to working with you on this assignment.

Sincerely,

PKF Consulting

	MONTH COMPAR
Rv	John R. Crow
~,	
	Director

Mar Ball

JRC/kaa

Enclosure

	~	~~	-		_
Δ	(1	()	$\boldsymbol{\nu}$	Œ	ı)·

DATE:

BY:	 	
TITLE:	 	 _



October 18,1993

Mr. Julius H. Hollis J.H. Hollis and Company 230 Peachtree Street, N.W. Atlanta, Georgia 30303

Re: The Gore'e Island Hotel

Dear Mr. Hollis:

Circle Development Corporation proposes to provide the following development, historic consulting and architectural services for the Gore'e Island Hotel:

I. Assist in defining development goals

2. Assist in defining investor goals

3. Assist in defining local community goals

4. Define historic preservation goals

5. Define architectural goals

6. Prepare historic overview

7. Prepare statement of historic significance

8. Prepare outline of important historic features

a. photographically document historic features

b. prepare guidelines for treatment of each historic feature relative to design and construction

9. Verify existing drawings

10. Develop detailed program for the hotel

11. Prepare analysis of existing space assessment relative to space needs

hotel

12. Prepare preliminary site design

13. Prepare preliminary building design

14. Prepare preliminary systems design with guidelines for integrating systems into historic structure

15. Prepare preliminary interior design concepts and budget

16. Prepare preliminary cost estimate

17. Assist in preparing preliminary development budget

17II REYNOLDS STREET

BRUNSWICK, GEORGIA

31520

912 262-0085

FAX 912 262-9404



Mr. Julius Hollis Page 2 Circle Development Proposal October 18, 1993

Circle Development Corporation proposes to provide these services for a fee of \$58,200. Normal printing, photographic expense and travel would be in addition to the fce. We estimate one additional trip to the site for four people for 6 days will be required.

The fee will be payable as follows:

20% upon acceptance of proposal
10% monthly billings until completion

We will provide a detailed schedule of the work for approval upon acceptance of the proposal.

We look forward to participating with you on this exciting and important project.

DEVELOPMENT CORPORATION

President



October 18,1993

Mr. Julius H. Hollis J.H. Hollis and Company 230 Peachtree Street, N.W. Atlanta, Georgia 30303

Re The Gore'e Island Hotel

Dear Mr. Hollis:

hotel

Circle Development Corporation proposes to provide the following development, historic consulting and architectural services for the Gore'e Island Hotel:

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- 5. Define architectural goals
- 6. Prepare historic overview
- 7. Prepare statement of historic significance
- 8. Prepare outline of important historic features
 - a. photographically document historic features
 - b. prepare guidelines for treatment of each historic feature relative to design and construction
- Verify existing drawings
- 10. Develop detailed program for the hotel
- 11. Prepare analysis of existing space assessment relative to space needs
- 12. Prepare preliminary site design
 - 13. Prepare preliminary building design
 - 14. Prepare preliminary systems design with guidelines for integrating systems into historic structure
 - 15. Prepare preliminary interior design concepts and budget
 - 16. Prepare preliminary cost estimate
 - 17. Assist in preparing preliminary development budget

1711 REYNOLDS STREET

BRUNSWICK GEORGIA

31520

912 262-0085

FAX 912 262-9404

PKF CONSULTING



Mr. Julius Hollis Page 2 Circle Development Proposal October 18, 1993

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We look forward to participating with you on this exciting and important project.

iterely, In the DEVELOPMENT CORPORATION

F. Larry Evans
President

BANQUE AFRICAINE DE DÉVELOPPEMENT AFRICAN DEVELOPMENT BANK

ADRESSE TELEGRAPHIQUE
AFDEV ABIDJAN
TÉLÉPHONE: 20 40.44
TÉLEX: 22717
23498
23363
FAX: 32.77.53



61 B.P. I307 - ABIDJAN 61 CÔTE D'IVOIRE

RÉFÉRENCE: PSDU/D. 2-SEN/ILN/mde

DATE: 14/12/93

TELEFAX TRANSMISSION

TO

Mr. Jake HENDERSON

FAX N°

404 658 7734

404 842 1165

FROM

Isaac LOBE NDOUMBE

Private Sector Development Unit

SUBJECT

GOREE ISLAND HOTEL PROJECT

FAX N°

(225) 20 49 64

Nº OF PAGES :

1

Dear Mr. Henderson,

Further to our telephone conversation of 13 December 1993, I would like to confirm that your request for feasibility study funding under the TDA programme has been sent to the cifice of the U.S. Executive Director for consideration.

Yours sincerely,

Isaa LOBE NDOUMBE



DATE 20th OCTOBER 1993

LICENSE No. 135/95

THE CIVIL AVIATION ACT 1991 THE AIR SERVICE (LICENSING) REGULATIONS 1979

The Minister of Works and Communications in exercise of his powers under the Air Service (Licensing) Regulations of 1979, hereby grants licence to AIR TERANGA (GANBIA) LTD of 136 KAIRABA AVENUE, FAJARA P.O.BOX 2858 SERREKUNDA to operate an Air Service on the route BANJUL/AFRICA/EUROPE/USA/SOUTH AMERICA/ASIA AND FAR EAST/Banjul.

VALIDITY OF LICENCE:

20th October 1993 - 30th June 1994

TYPE OF SERVICE:

Non-Scheduled

FREQUENCY:

One Frequency

AIRCRAFT TYPE:

DC10-30, REG/F-GHOI

CONDITIONS:

- Only passengers, their baggage and mail may be carried;
- b. Flights are to be operated in accordance with the company's schedule submitted to the Director General of Civil Aviation and approved;
- c. The minimum price at which passengers are offered seats will be in accordance with those contained in section 'i' of GCAA form No. 1 (application for a licence to carry goods, passengers or both);
- d. Details of the number of passengers and cargo(kg) carried into and out of The Gambia (with point of origin and of return) are to be sent to the Director General of Civil Aviation within four weeks of the end of the year 93/94; and
- e. Aircraft operating under the terms of this licence will comply with the maintenance and operating requirements of the State of Registry and the Civil Aviation Regulations, 1992.

THE MINISTER RESERVES THE RIGHT TO WITHDRAW THE LICENCE IF THE ABOVE CONDITIONS ARE INFRINGED.

HON MATHEW YAYA BALDEH, MP MINISTER OF WORKS AND COMMUNICATIONS

N's wede

PIM/AS REPUBLIQUE DU SENEGAL

INISTERE DU TOURISHE ET

DES TRANSPORTS AERTENS

DIRECTION DE L'AVIATION CIVILE

Analyse:

Arrêté portant agrément de la Société AIR TERANGA comme société de transport aérien non régulier de passagers

Le Ministre du Tourisme et des Transports Aériens,

VU la Constitution ;

VU la loi nº 87-02 du 21 janvier 1987 portant Code de l'Aviation civile ;

VU le décret nº 93-717 du jer juin 1993 portant nomination du Premier Ministre ;

VU le décret nº 93-720 du 2 juin 1993 portant nomination des Ministres;

VU le décret nº 93-723 du 7 juin 1993 portant répartition des services de l'Etat et du contrôle des établissements publics, des sociétés nationales et des sociétés à participation publique entre la Présidence de la République, la Prmature et les ministères :

VU la circulaire nº 6241 : TPUT.DT.DAC du 24 avril 1973 fixant les conditions d'agrément des sociétés aériennes de transport de fret

ARRETE

Article premier. La Société AIR TERANGA, 5 Avenue Georges Pompidou Dakar, numéro de registre du commerce de Dakar 93-8596 du 19 août 1993, est agréée comme société de transport aérien non régulier de passagers et de fret.

Art. 2. La Société AIR TERANGA est autorisée dans les conditions fixées par son permis d'exploitation à effectuer : du transport aérien non régulier.

Art. 3.- Cet agrément est valable pour une période de deux (2) ans.

Si une opération de transport ou de travail aérien au moins est effectuée pendant cette période et au titre de l'agrément, celui-ci sera tacitement reconduit au-delà du terme de deux (2) ans et pour une nouvelle période de deux (2) ans.

Dans le cas contraire, l'agrément sera considéré comme caduc et ne sera plus accordé à AIR TERANGA.

Art. 4 .— Cet agrément pourra être retiré, suspendu ou voir son champ d'application modifié, si nécessaire, sur simple décision du Ministre chargé de l'Aviation civile, notamment en cas de manquements graves et/ou répétés aux lois et réglements régissant l'aviation civile. Il en sera de même si la société cessait d'être sous le contrôle des sénégalais soit per une modification de la répartition du capital, soit par le changement des responsables de la société.

Le retrait ou la suspension de l'agrément entraîne ipso-facto l'annulation définitive ou provisoire du permis d'exploitation aérienne visé à l'article 2.

Art, 5.- Cet agrément n'est pas transférable à une autre personne physique ou morale.

Art. 6.- Le Directeur de l'Aviation civile est chargé de l'exécution du présent arrêté qui sera publié au Journal officiel.-

ations :	
P3	3
Α	10
CNA	2
éressé	2
5	2

2



Tijane SYLLA



DATE 20th OCTOBER 1993

LICENSE No. 134/93

THE CIVIL AVIATION ACT 1991 THE AIR SERVICE (LICENSING) REGULATIONS 1979

The Minister of Works and Communications in exercise of his powers under the Air Service (Licensing) Regulations of 1979, hereby grants licence to AIR TERANGA (GAMBIA) LTD of 136 KAIRABA AVENUE, FAJARA P.O.BOX 2858 SERREKUNDA to operate an Air Service on the route BANJUL/AFRICA/EUROPE/USA/SOUTH AMERICA/ASIA AND FAR EAST/Banjul.

VALIDITY OF LICENCE:

20th October 1993 - 30th June 1994

TYPE OF SERVICE:

Scheduled

FREQUENCY:

One Frequency

AIRCRAFT TYPE:

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- a. Only passengers, their baggage and mail may be carried;
- b. Flights are to be operated in accordance with the company's schedule submitted to the Director General of Civil Aviation and approved;
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THE MINISTER RESERVES THE RIGHT TO WITHDRAW THE LICENCE IF THE ABOVE CONDITIONS ARE INFRINGED. $\begin{picture}(0,0) \put(0,0){\line(0,0){150}} \put($

HON MATHEW YAYA BALDEH, MP MINISTER OF WORKS AND COMMUNICATIONS

CERTIFICATE OF COMPLIANCE

The undersigned Claude BOSSU, Vice President Engineering and Maintenance and Roger BLANC, Director Quality Assurance, certify that the DC.10 30 aircraft:

RECISTRATION

F-BTDB

FUSELAGE NUMBER

63

has been inspected in accordance with one time and repetitive inspections in compliance with European program SIMP/EU/DC.10 as entered in the technical aircraft log book.

Dates of compliance and results of these inspections are shown in annexes to this certificate.

Vice President
Engineering and Maintenance

Director Quality Assurance

C. ZOSSU

R. BLANC

32 2 6472716 P.0

28-OCT-1993 16:07

SCHE AIR LIFT W

THE COMMINGATIVE IN MEAN AND TRANSPORTS, IT

Va la Constitution

Yn l'Ordennance-Cell (1970) du 29 mars 1978, portant réglémentation des conditions (1970) de l'étable de les services aériens, spécialement en son article (27)

Vu l'errêté départemental a' 005 du les avril 1978 relatif à la licence d'exploitation d'un service mérieu de transport public;

Vu le dossier de leurnée de license d'exploitation d'un service sérieu de transport public latrodait par la Société SCIBE AIR LIFT;

Civilet

Sur avis du Conseil-Supériour de l'Aviation

ARRETT

Article ler,-

La Société SCIRE III LITT est suterisée de exploiter dans les conditions prévues par les marticles (15 20 1 l'article 23, les articles 40 à 44 de l'Ordennance-Lei nº 78 009 de 129 mars 1978 et les articles 1, 2, 3, 4, 5 et 6 de 12 articles particles 1 a 1978, les services aériens non réguliers le transport public pour tente destination reprise au tableau des inrifé su manere.

Les services sériess prévus pirdestes se sont autorisés qu'à la condition de ne pas constituer des séries systématiques de vels portant préjudice aux lignes régulières.

Article 2.-

La Société devra perter à la pomaissance du Consissair d'Etat aux Transporte et Communications fonts médification importants dans son organisation administrative, commercials/of toolsique.

Article 3.0

Dans tous son contrate de transpert, la Beciété dels au confermer strictement aux dispositions prévues par la Convention de Var-sovie, telle que medifiée à ce jour et applicable de Zelre.

Article 4.-

La Société épit popagrire une police étangurance convruet :

- 1°- le corps de chaque avion contre les risques en vel en en sol:
- 2°- sa responsabilité pour dessages causés sux personnes transportées, la sonne assurée ne deit pas être inférieure aux limite fixées par la Convention de Varsovies
- 3°- se responsabilité pour donnages emmés en frêt périés, la sonne assurée un doit être inférieure enz limites fixées par la Convention de Varsovie;
- 40- es responsabilité pour domnages cansés aux tiers à la surface. La source accurée ne doit pes être inférieure aux limite fixées par la Convention de Rose sur la même ebjet en tenant compte du poiés de chaque avien.

Article 5.-

La présente licence d'exploitation est particulière à la fociété et n'est consible à anoune autre parsonne physique en merale.

Article 6 .-

La présente licence ne desenre valuble qu'autant que enbais teront les conditions ayant présidé à an délivrance...

Article 7 .-

La présente licence est reneuvelable tons les dix ans.

Article 8 .-

Le Délégné Général à la Régie des Voies Abricanes est charde l'exécution du présent Arrêté qui entre en vigneur à la date de sa signature.

Certifié conforme, à Kinshasa le 5/5/92

SECRETALIRE SENERAL AUX TRANSPORTS

Pais A Kinghaga, 2

20 29 janvier 19

INSPECTEUR DEE PINANCES

Bord

"]u:'



RECIPLICE FRANCAISE

REPUBLIQUE FRANCAISE MINISTERE DES TRANSPORTS

Direction Générale de l'Aviation Civile 93. Boulevard du Montparnasse - 75006 PARIS

CERTIFICAT D'IMMATRICULATION

Numéro de registre

B13006

Marque de nationalité

et d'immatriculation

Constructeur

Type, série Muméro de série

Aérodrome d'attache

F-PTDB

MCDONNELL-DOUGLAS CORP DOUGLAS DC 10-30 4685U

PARIS CH DE GAULLE

NOM DU PROPRIETAIRE : -

SOCIETE PEGASUS CAPITAL CORPORATION ONE MARITIME PLAZA, 15, TH FLOOR SAN FRANCISCO, CALIFORNIA 94111, USA

:

Il est certifié, par les présentes, que l'aéronef ci-dessus désigné a été dûment inscrit au registre de la République Française, conformément à la Convention relative à l'Aviation Civile Internationale en date du 7-12-1944 et au Code de l'Aviation Civile.

Délivré le 29/06/90

Le fonctionnaire chargé de la tenue du registre d'immatriculation des aéroness

> A retourner au bureau immatriculation en cas de vente ou de destruction de cet appareil - 143, Rue Blomet 75015 PARIS -

RÉPUBLIQUE FRANÇAISE

CERTIFICAT D'EXPLOITATION

MINISTÈRE DE L'ÉQUIPEMENT, DU LOGEMENT,

Exemplatre Nº

REPUBLIQUE FRANÇAISE

30500

MINISTÈRE DES TRAVAUX PUBLICS ET DES TRANSPORTS

SECRETARIAT GENERAL A L'AVIATION CIVILE

CERTIFICAT DE NAVIGABILITÉ

1 - Marques de nationalité et d'immatriculation

F-BIDB

2 - Constructeur et désignation du type de l'aérones DOUGLAS AIRCRAFT

Avion: DOUGLAS DC: 10-30

3 - Nº de série de l'aéronef

46.850

4 - Montions d'amploi: Transport Public de Passagers - 1

5 - Le présent Certificat de Navigabilité est délivré à l'aéronef ci-dessus désigné, conformément à la Convention relative à l'Aviation Civile Internationale en date du 7 Décembre 1944 et aux Règlements Français.

Cet adronal est réputé apte au voi lorsqu'il est entretanu et utilisé conformément aux textes précités et aux limites d'emploi applicables.

Le prosont Certificat n'est valable qu'associé aux documents suivants: - Manuel de vol approuvé

Le Secrétaire Générat

BORD

ORA:

002

S. : . A VAL A

EXP

...3050 (

DIRECTION GENERALE DE L'AVIATION CIVILE

CERTIFICAT DE LIMITATION DE NUISANCES

SPECIAL

1 - Marques de nationalizé et d'immatriculation

2 · Constructeur et désignation du type de l'aéronef

DOUGLAS AIRCRAFT . Avion : DOUGLAS DC 10-30 2 · Nº do série de l'aéronaf

46.850

- 4 Numéro du certificat de Type de Limitation de Nuisances ; N
- E Le présent certificat atteste que l'esronef décigné diclessus satisfeit sux exigences des réglements applicables en France en matière de limitations de nuisances. Ca certificat est délivré conformément à la Convention relative à l'Aviation Civile internationale en date du 7 décembre 1944 et au Code de l'Aviation Civile.
- 8 Velidité : "Ce certificet est velide pour sutant que l'escones désigns ci-dussus set entratenu conformément aux réglements en vigueur et que toute modification à l'eéronef est approuvée sulvant la réglementation en vigueur.

Le présent Certificat n'est valable qu'associé aux documents sulvents : ianual da vol approuvé par la D.G.A.O.

Voir au verso, les conditions particulières de velidité

TE APPELE 33 ! 43 23 93 48

Validité du serdifiert de Limitation de Nylegore &

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	Bureau Venites	30-049
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TELEFAX TRANSMISSION SHEET TO Rewilliam W. Albae FROMRAL AVEASION ADMINISTRATION Fax re : 1 202 267 5594

Number of pages including transmission sheet

Subject : UTA Transition to an all Stage 3 fleet - Asseal Progress Report

Dear Mr Albee,

I received today 1992 Annual Progress Report forms advaced to UTA - Paris Nord II - 9, rue des Trois Sceurs - 93420 VILLEPIRTE (France), with a yellow unsigned handwritten note dated 24 May asking to complete and return the report to the FAA by 7 June 93.

May I recall my letter GR.LV 9 075/RM.YF sent to you on January 28, 1993 emplaining that UTA had been manged into hir France at end of December 1992 (presisely on December 29th).

Therefore hir France 1992 Progress Report, seat to you under letter GR.LV 9 076/EM.ML on February 1, 1993, also covers former UTA airplanes. A copy of page 4 of this report is attached, where those airplanes are marked with an arrow.

Please feel free to contact me, if you need any additional information concerning this report.

Best regards

FROM :

Emermel MCCAR

ATR PRANCE

DESPECTION GENERALE GROUPE (GR.LV)

Process MICHAL
Director Environmental Protection

Telephone : 33 1 43 23 95 58

Code SITA : PARLVAF

Telefam Mr : 33 1 43 23 98 34

If receipt of this transmission is impurfact call back, as soon as possible, phone number 13 1 43 23 99 31

Un certificat de Limitation de Nuisances, avec mention "SPECIAL", a été délivré à l'avion DOUGLAS DC 10-30 immatriculé F-BTDB, conformément à l'Article 1 de l'Arrêté du 18 AVRIL 1974, en effet, bien qu'une certification de type de limitation de nuisances n'ait pas été prononcée, il a été vérisié que les exigences de l'annexe 16 à la Convention relative à l'Aviation Civile

Les niveaux de bruit ainsi que la procédure de limitation de bruit utilisée sont dormés dans le Manuel de Vol DC10-30 approuvé D.G.A.C. dans la section IV A ou IV B.

Internationale, 2ème partie chapitre 2, ont été satisfaites quand cet avion

est équipé de mottes CF6-50A ou 50C.

2 JAN. 1980

INSURANCE CERTIFICATE

SCIBE AIRLIFT DC 10-30 Res P-BTDB

We, C.E.C.G.A. S.A. Brussels as insurance broker, herewith declare that we have effected a passenger accident insurance in the name of TAINO AIRLINES OF DOMINICAN REPUBLIC and/or EUROPEAN AIRLIFT - Brussels for those passengers embarking above aircraft operated by this agency, within the borders of the Federal Republic of Germany.

For this insurance payments of:

- DM 35.000,- in case of death.
- DM 35.000,- in case of permanent disability will be made for each passengers.

The insurance begins at the time of embarkation and ends upon disembarkation. It also covers the return flight for passengers nowly embarked in the Federal Republic of Germany. Payments from this insurance will also be effected, if a legal liability does not exist.

As far as payments from the insurance are made, the Indemnity claim will lapse.

This insurance will be valid from 31.12.92 untill 30.12.93.

Issued at: Brussels, October 1st 1993.

Maurice PICARD
Managing Director

Gompugnie Européenne de Conseil et Gestion d'Assurance : a. Avenue Louise 116 Bla 1 1050 Bruxelles Tel 2/616.61.65 Fax 2/646.62.39



INSURANCE CERTIFICATE

We, CECGA Brussels, acting as insurance broker, certify that we have placed for the account of EUROPEAN AIRLIFT Brussels and/or TAINO AIRLINES OF DOMINICAN REPUBLIC an insurance policy covering the following aircraft:

DC 10-30 S/N 46.850 registered F-BTDB with 310 passengers seats

We certify that the said insurance policy is covering passenger legal liability, third party legal liability, baggage, freight and mail legal liability upto a combined single limit of US \$ 500.000.000 anyone passenger and/or anyone accident and/or anyone occurrence as original.

Geographical limit: Worldwide excluding

Irak, Lybia, Liberia, Mozambique, Rwanda, Somalia, Sudan, Bolivia, Perou, Salvador, Nicaragua, Panama, Liban, Angola, Afghanistan, Cambodge (Kamputchea), ex-Yougoslavia, Armenie, Azerbaidjan, Ethiopia, Georgia, Tadjikistan, but held covered subject to prior agreement from Insurers.

We also certify that the above aircraft is insured in Hull and Hull War risks for an agreed value of US \$ 39.000.000.

The above mentioned coverage is underwritten from July 2nd. 1993 0 hour to July 1st. 1994 24 hours GMT.

All subject to the terms and conditions of the original insurance policy.

The present certificat makes nul and void any other certificate issued previously for the same aircraft and the same insured.

C.E.C.G.A.
as insurance broker

Maurice PICARD

Managing Director

Brussels, October 1st. 1993.

C.E.C.G.A.

S.A.

S.A.

Brussels, October 1st. 1993.

C.E.C.G.A.

S.A.

Brussels, October 1st. 1993.

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Compagnie Européenne de Conseil et Gestion d'Assurance s. a. Brenne Louise 116 Ble 1 1050 Bruxelles Tel 21 liste les les les concenses.

Schedule

Monday November 8, 1993

Mr. Ronald deSmet Mr. Renzo Bianchini Air Luxembourg/Air Teranga

8:30 a.m.	Breakfast	Jake Henderson Director, ABDC, Consultant
		Jackie White Consultant
10:00 a.m.	Meeting	Dr. Jeffrey Babcock Director Cultural Olympiad
11:30 a.m.	Lunch Meeting	Mr. Walter Huntley Pres, AEDC
		Mr. Steve Baker Asst. Commissioner City of Atlanta Dept of Aviation
		Ms. Ayisha Jeffries Linkages, Inc.
2:00 p.m.	Governors Office	Frank Bates Special Assistant Hooper Wesley, Small Business
		Carlos Martel Georgia Department of Industry & Trade Atlanta Chamber of Commerce Representative



Arlanta Committee for the Olympic Games 250 Williams Street, Suite 6000 P.O. Box 1096 Atlanta, GA 30301-1996 USA Telephone 404 224-1996 Facsimile 404 224-1997

November 8, 1993

Mr. Jake Henderson Atlanta Economic Development Corporation 230 Peachtree Street, NW Suite 1650 Atlanta, Georgia 30303

Dear Jake:

Thanks very much for arranging the meeting with Mr. de Smet.

We look forward to working through possible connections and will appreciate hearing from you as you make progress with Air Luxumbourg — Lilanta.

Please give Walt my best regards.

Yours sincerely,

Jeffrey N. Babcock

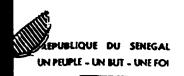
Director

Cultural Olympiad

JNB/aj

cc: Jan Sugarman

Stephanie Hughley



MINISTERE DE LA FEMME DE L'ENFANT ET DE LA FAMILE

CELLULE ENFANT

№05279/cT2
Dekar, 10-119 1101/1993

Le Ministre

Le Ministère du Tourisme et des Transports Aériens du Sénégal m'a fait part de la mission de prospection de Promoteurs américains pour des projets de fabrication d'aliments pour enfants à base de produits locaux.

Mon département ministériel est chargé de conduire la Politique du Sénégal en faveur de la Femme et de l'Enfant, cette couche fragile de la population qui nécessite une attention particulière pour l'amélioration de leurs conditions de vie.

A cet effet, je vous fais parvenir le document de projet intitulé "A.G.C.RUY XALELE, Aliment lacté pour enfant" incluant en même temps "NDOUGA, aliment léger pour adulte".

Ces produits qui sont une valorisation des céréales locales a eu l'assentiment des services compétents sénégalais: l'ITA: L'Institut de Technologie Alimentaire, le SANAS: Service de l'Alimentation et de la Nutrition Appliquée au Sénégal, du Ministère de la Santé et de l'Action Sociale (PP 46 - 47 - 58).

Le produit a été conçu et développé par Monsieur Mamadou SOW, qu'il a dédié à tous les enfants du monde.

Au Sénégal, le projet "RUY XALELE" est l'unique unité de production d'aliment lacté de sevrage et d'aliments légers pour maman à base de céréales à 100 %.

C'est pour cette raison que le promoteur inventeur a déposé et obtenu le brevet de l'O.A.P.I. (Organisation Africaine de la Propriété Intellectuelle) pour la protection de son invention.

Le projet revêt une importance capitale de par sa rentabilité et ses effets induits au profit des bénéficiaires:

- utilisation des ressources locales (mil, maïs, niébé sorgho, huile de palme...);
- amélioration de l'alimentation des femmes-mère et des enfants en âge de sevrage ;
- limitation de la mortalité des bébés et des enfants en âge de sevrage ;
 - contribution aux recettes des finances publiques ;
 - " à la création d'emplois.

Le projet mérite d'être retenu, car il cadre parfaitement avec les préoccupations de l'Etat en matière d'autosuffisance alimentaire avec l'utilisation des produits locaux, la baisse de la mortalité enfantine et la création d'emplois.

Je vous en souhaite bonne réception.

Veuillez croire, à l'assurance de ma considération distinguée.

"YOUNG-SALL INTERNATIONAL (LAMINAR BUILDING SYSTEMS) AND SICAP S.A.* OF DAKAR SENEGAL; JOINT VENTURE IN HOUSING CONSTRUCTION, FOR THE DAKAR REGION OF SENEGAL, A UNIDO - A.E.D.C. SPONSORED PROJECT

*Sicap S.A; Societé Immobilieré du cap vert

A.E.D.C.: Atlanta Economic Development Corporation.

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- 2.0.3 Laminar Building System
- 3. Project-Paced Development
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1.0 INTRODUCTION AND SUMMARY

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As the advance consultant (The Consultant) for planning, structure, and organization, I departed Atlanta on June 23, 1993, after an hurried meeting with senior executives of the Atlanta Economic Development Corporation (AEDC) to proceed Dakar Senegal via NYC. Inasmuch as the initial funds from sponsoring United Nations Industrial Development Organization (UNIDO) under contract no 93/370P had yet to be effected and received by AEDC: the AFBDC unit director was charged to bring both funds to cover my expenses in Dakar and the return leg of the Atlanta-NYC-Atlanta airline tickets for my ultimate return to Atlanta.

- 1.0.1 The governing Terms of Reference (T.O.R Exh 16) was elaborated in contract and correspondences between AEDC and the sponsoring UNIDO. Ipso-facto it was to identify suitable projects which fitted UNIDO's objectives explicitly stated i.e. projects that would achieve the following:
 - 1. Generate increased local employment
 - II. Enhance local value added
 - III. Conserve cost
 - IV. Transfer technology
 - V. Increase linkage between Senegalese and USA businesses especially in the private sector.

I did not regain Atlanta until September 13, 1993, after a rigorous project identification, development, and structure which mission took me literally from Senegal through Ivory Coast, Nigeria; return twice to the Ivory Coast and a month long stay in Senegal to consolidate mission activities; and also due absence of return of airline tickets back to Atlanta from NYC, NY, USA (See Exh 13)

2.0 THE PROJECT DESCRIPTION

Three projects were identified by participant entrepreneur members of the trade mission from Atlanta which arrived Senegal on the 31st of June 1993. These were in descending order of priority:

- 2.0.1 Water reservoir/storage and pumping stations in rural Senegal; to enhance irrigation via constant flow of water during planting and harvesting periods in rural Senegal.
- 2.0.2 Low cost medical clinics for concentrated all purposes health-care delivery in Senegal to enhance maximum utilization and greater healthcare.

2.0.3

III. Low cost building materials system for urban housing construction. A system of modular development presented by Miami, Florida, USA, based-company "Laminar

Building Systems*, which has been proven in the USA and Jamaica and whose unique features are (1) lower cost of production of panels for building (2) lower erecting cost of varied categories of construction edifices (3) greater utilization of local material e.g. husk of sugar cane and (4) increases in local employment in as much as the system is labourr intensive.

3.0 THE PROJECT-PACED IDENTIFICATION/DEVELOPMENT MISSION

3.0.1 The uniqueness of this mission was the instant acceptability by local entrepreneurs in the building/real estate segment of the Sengalese industry. The assets in the new new system was recognized in the local industry; also by relevant units of the Sengalese governments and the result was the greater paces which demanded a momentum of project cycling to development. The pacing of acceptability translated into pressure to follow the logic of continuity at enhancement or curtailment of activities. As stated the logic was in continuity to development which has in the space of approximately three months achieved the following:

3.0.2

I. Formation of a registered Senegalese American Joint Venture Company with both Laminar Building Systems and societe immobiliere du cap vert (Sicap S.A), one of the most prominent building and estate developers owned jointly by private and Sengalese government as key participant in conceived projects. (Exh 5)

3.0.3

II. Capitalization of above joint venture company, which involves prominent local business entrepreneurs in Senegal. (Exh 2)

3.0.4

III. Agreement at percentage cost sharing for two prototypes construction; and a feasibility study of ultimate market acceptance by partners. (Exh 4)

3.0.5

IV. Strongest support from the highest political organ in Senegal for project realization, and this support also to search for funding at local, regional financial institutions, for project development and funding. (Exh 6)

3.0.6

V. Applications for prototype funding feasibility and other requirement from the African development bank, the banque d'habitations in Senegal and strong support for funding searches in major European. African, American and Middle-East financial institutions. (Exh 3)

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VI. The consultant regained Atlanta, on September 13, 1993, after a most harrowing experiences including being stranded in Dakar - Senegal for upwards of two weeks, and a two and a half month barnstorming through West Africa from Senegal. The countries visited are detailed in (Exh 10) as well as the businesses and political leaders met.

4.0 <u>RECOMMENDATION</u>

4.0.1 CORE-PROJECT FOR UNIDO AEDC EFFORT

In order to achieve maximum visibility and recognition, it is recommended that UNIDO and through AEDC with the University of Georgia adopt the Laminar building system project as its flagship project which will demonstrate both the effectiveness and potential profitability, as well as linkages between US and African business establishments. This adoption could entail the following:

- 4.0.2 Funding by UNIDO for a period of one year starting September 1993, the cost for the administration and development of the Laminar project, which sum would include cost of a consultant and part of the conceived two prototypes and feasibility studies identified in the body of this analysis. This investment could be repayable from the expected stream of royalty cash inflow from a successful project commissioned (see Exh 11). At an estimated project completion cost of US 2 million and assumption by UNIDO of 25% share of this projected cost; would come to a repayable contribution over a 5 year period of US 500.000 by UNIDO.
- 4.0.3 That a special administrative unit headed by an effective and competent project director/consultant be engaged ho will oversee all coordination between the joint venture partners and who will report directly solely to the president of the AEDC through the Vice President for operations. A competent and an effective coordinator would serve as a focal point of both the African and U.S. participants as well as link sponsoring and financial institutions in order to maintain the central focus of the project.
- 4.0.4 The above recommendations are premised on the characteristics and uniqueness of the Laminar project namely; employment generations in the Dakar Senegal, region.
 - II. High local value added
 - III. Technology transfer
 - IV. Cost reduction (See para 5.0.1)
- 4.0.5 A successful project of dimension so stated would achieve the following for the AFBC and the AEDC of Atlanta.

- I. Create cash inflow from proportional share of royalty to strengthen the AFBDC's future efforts on behalf of the region.
- II. Positive maximum impact of a successful project aided by UNIDO/AEDC would enhance credibility of viable projects in Africa as zone for investments by U.S. firms and businesses. These would effectively act as agents for appropriate technology transfer.
- III. Enhance viable project development which should be viewed as a pilot for the zone franc region, which zone is experiencing major environmental changes (see para 5.0.1).

5.0 ANALYSIS

The environment and the project.

5.0.1 Senegal, U.M.O.A. and the zone franc region.

The Senegalese economy and society is in the process of fundamental changes common to third world countries with unique currency system tied by treaty to a major European (EEC) region i.e. France, who is itself refocusing its energy towards Europe. The lack of growth, the contraction in money supply, and the inherent low liquidity in money supply translated higher prices and high cost in the local economy and which is accentuated by a rural-urban migration of population at averages of 10-15% per annum. Urban dislocation in major cities such as Dakar, St. Louise, Rufisque etc. is accentuated by absences of affordable housing, which construction is hampered by high cost. A typical middle income housing translaters in Dakar to approximately US30.000 and low housing at US15.000 in an economy and society in which unemployment is most high, local value added and business enterprises are low. The result is high crime, unrest and much social dislocation. The present Senegalese government even during an austerity program emphasizes and seeks foreign and local investment in key areas of its economy for positive impact.

5.0.2 The rapidity of positive reaction to the Laminar structural building systems as a new system for present and future construction of houses in Senegal is underlined by this scenario of high cost and unavailability of housing for urban population growing at a breakneck pace.

The Project

6.0.1 The project aims simply to develop as an industry the utilization of the Lamina building systems as a means to provide an economical and sound alternative in housing construction. The system includes building techniques that utilize severally patented processes and products. These key elements in the production process provide the Laminar system with a range of adaptability to the various world environmental. The system can be as easily completed in third world countries as in the more advanced regions.

- 6.0.2 The systems centers on the Laminar panel used as a wall system and as a completely designed structural unit. The Laminar panel provides the optimal combination of lighter weight, lower cost and higher structural strength than conventional concrete panels or wood framing.
- 6.0.3 The structural aspect of the panel is also one third (1/3) the thickness of a normal 6" concrete slab or cememt block that would be used in other types of concrete structures. It is created in a special mold and is used to build an entire home. This system offers greater fire and weather resistance as well as durability. It is also less labor intensive than competition resulting in lower costs of production and completion.

7.0 THE PRODUCT SYSTEM ADVANTAGES

7.0.1 <u>COST</u>

The Laminar panel is approximately two thirds (2/3) the cost of a conventional concrete system. Consequent cost savings are as a result of these factors.

- I. An efficient production system
- II. Utilization of less skilled labor
- III. Use of local filler products

7.0.2 WEIGHT

The material used to produce the Laminar panel produces a finished product that is approximately half the weight of a normal concrete.

7.0.3 STRENGTH

The special patented material used to make the Laminar Panel and the panel's design give it a high degree of tensil and compressible strenght as well as a high degree of elasticity. As a result houses built from the Laminar panel are able to withstand how environmental disasters.

7.0.4 ERECTION TIME (On Site)

A rapid casting method is accomplished through the use of a special movable production line. The set up and demolding time for the Laminar panel takes approximately one hour compared to seven or eight hours for a conventional concrete panel. This quick setting and demolding speed contributes to increased production and lower cost to the customer.

7.0.5 DESIGN FLEXIBILITY

Both the interior and the exterior walls and roof can be finished using a wide selection of patterns such as brick, adobe or shingle. This makes the outer facade and the interior faces less costly; aesthetically pleasing and easy to finish and maintain.

7.0.6 INSULATION

Both the walls and the roof are fully insulated, since the Laminar panels are made using an insulated cone. This is critical in both hot and cold climates. The insulation for these walls achieves a R-20 value, the insulation for the roof achieves a R-30 value.

7.0.7 RESISTANCE

A structure made of Laminar panels is resistance to fire, vandalism, termites, water mold and fungus.

7.0.8 PRE-ENGINEERED CONSTRUCTION SYSTEM

Finally a completed structural building system panel can be constructed in about 1 hour from initial layout to staging for shipment. A Laminar designed production line can produce as many as 120 panels per day, utilizing contractor to prepare the sites, erect the panels and completed the finish work, a project can be completed much faster than the typical site built structure while offering advantages in cost and quality of construction. A modular design of the Laminar panels allows for a great deal of flexibility. Single family homes, cluster homes and multi-story high-rise projects as well as commercial building can be constructed using the structural building system.

8.0 PROJECT STRUCTURE

8.0.1 PROJECT CYCLE TO COMPLETION

Exh 11 is a flow design process of the conceived project cycle to completion.

PROJECT CYCLE

EXH 11

		1993	1994
	June - Sept.	Oct Dec.	Jan June - Dec.
Identification			
Structure			
Development			
Pre-feasibility			
Feasibility/2 Prototypes			
Funding			
Commission			

- 8.0.2 From January 1993 September 1993, the mission engaged and compressed the identification structure, development and pre-feasibility phases of this life cycle process. During this period suitable local partners, had been identified (See Exh 2); a local company created with U.S. participants and terms for joint venture with local partners negotiated and completed. In this period also, pre-feasibility and local funding for envisated two prototypes (one economy villa, the other deluxe) were identified and application made to international financial institution (See Exh 3) as well as partnership contribution (paid capital), and a modus vivandi for participation, were negotiated in an enabling protocol of Joint Venture (Exh 4).
- 8.0.3 By June 1994, market reaction and determination would enable commencement of the projected 800 units to be initially funded by the local banque d'habitation in Senegal. By December 1994, it is evisaged the project should be commission and as a going concern and similar moves could be explored in the republics of Cote d'Ivoire, Giabon and Nigeria. The Joint Venture expects entry into the parallel business of vending the Laminar panels to end users. Calculating from projection in FY'94, for the Dakar region, Sicap expects new housing units at 10,000 and a relative share of the market at 10% or 1,000. With demonstrated acceptance of the Laminar system based on the attributes analyzed (Para 7) the joint venture expects to complete approximately 800 units of housing by FY'95. This is expected to grow at a compound rate of 25% to FY'96, when we assume a 50% market

share up to by FY 2,000. This in spite of expected competition, which we intend to defend via lower funding cost, financing packages and brand awareness. In this extrapulation of demand for 10 years, we assume growth of new housing units under constructions at 20% annual growth to dominance at 50% market share from 1996 - 2000.

Exh 12 New Housing Units in Dakar Region

Demand Projection

FY'95	FY'96	FY'97	FY'98	FY'99	FY'2,000
i. 10.000	12.000	14.000	17.280	20.736	24.000
ii. 800	1.000	7.000	8.000	10.000	12.000

- i. The total new housing units in Dakar.
- ii. Joint venture share of the new market.

9.0 FACTORS AFFECTING SUCCESSFUL OUTCOME

- 9.0.1 The critical problem that may negatively impact the success of this project is the availability of an effective and competent coordinating entity which would serve as linkage and drive force between the U.S. and African sponsoring as well as financial institution worldwide.
- 9.0.2 The critical role of the UNIDO and AEDC's funding, recruiting and sustaining of this coordinating link as well as part financing or as source of funds for consultancy to complete feasibility as well as part of the projected cost of the two envisaged prototype house for construction in Dakar, remains in view of this consultant as the most effective method of participating by UNIDO-AEDC to ensure success of this project (Para 4.0.3). The coordinator would also define and regulate the roles, functions and responsibility between
 - 1. Originating U.S. partners
- II. Executing agency (UNIDO/AEDC) and Senegalese Joint Venture partners i.e. societé immobilieré du cap vert (Sicap) S.A.

10.0 FUNDING

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It is the aim of the Joint Venture partners to source funds worldwide and especially from financial institutions identified in Exh 9.

11.0 CONCLUSION

The strength of the project is a product that is most relevant to prevalent conditions in the proposed pilot area namely Dakar, Senegal. This relevance had conferred the unique character of fas pace and instant acceptability by all identified participants in this enterprise. The character of the project also fits with an appropriate linkage and a capability to demonstrate viability of suitable projects for investment purposes between the U.S. and African entrepreneur in a mutually beneficial manner. From November up till December 1993, the development and structuralization phases of this project will continue as well as the active search for additional funding for the proposed two (2) prototypes to be constructed at a suitable lot already proposal as donation by Sicap S.A. in its memorandum of J.V. with Young/Sall International (See Exh 5) Sicap stipulates a deadline of December 1993 for this prototype constructions for demonstrations buyers and local financial institution. It is in this period that UNIDO and AEDC can impact its greatest contributions in ensuring via a capable consultant/coordinator financed by itself, that all aspects of the project remain focused and all problems associated with Joint venture structuralization are ably coordinated and directed. During this stage, an accompanying feasibility study would also be conducted to demonstrate and enhance the viability for this purposes and with strongest support from the highest political organs and relevant institution in Senegal, formal applications are in process for submission to the relevant financial institutions identified in (Exh 9), it is expected that project will be commissioned by December 1994 instant.

EXHIBITS

- 1. The Laminar Building Systems
- 2. Short biographies of local and joint venture partners.
- 3. Applications for funding of prototypes and feasibility study to the African Development being.
- 4. Joint venture; protocol of agreement between laminar young/sall international with societé immobilieré du cap vêrt (Sicap S.A. of Dakar Senegal.)
- 5. Protocol of J.V. between Young-Sall international and Sicap S.A. of Dakar.
- 6. Letters of incorporation of Young-Sall International S.A.R.L., a Senegalese Company.
- 7. Letter of Strongest Support from H.E. President de la Republic du Senegal, Dr. El Hajji Abbou Diour to Young-Sall International.
- 8. Letter of support to the ADB from the Hon. Minister of Housing and Urbanism of the Republic of Senegal.
- 9. Sources of project funding.
- 10. Business and key personalities met during missions
- 11. Project Llfe cycle.
- 12. Now Housing Units in the Dakar region, a projection
- 13. Table of expenses
- 14. Glossary
- 15. Others
- 16. T.O.R.

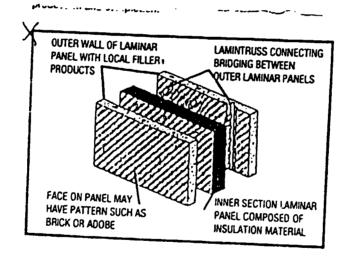


EXHIBIT 2

PROJECTED PARTICIPANTS

SICAP S.A.

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Societé immobilieré du cap vert; Dakar based property development company with capital of CFA 2.700 (billion) with major residential units (Sicap I, II, III, IV Sicap Liberté, injected with local private equity.

LAMINAR, THE INTERNATIONAL INC

U.S. based company is a leader in the field of cementation binder systems development and application. Laminar has developed the structural building systems in response to the growing worldwide crisis in affordable and available housing.

DR. WALTER YOUNG

Atlanta based businessman/entrepreneur. Principal of Y.I.D.C. (Young International Development Corporation); Investment and trading company with activities in the U.S. and Nigeria.

IBRAHIMA SALL (Represents Senegalese Interests)*

Economist; principal of Dakar based Matis International S.a. Engaged in housing, real estate development (Saim holdings S.a.). Former president of societé immobiliére de Gilly M'Daye, a major business conglomerate in french speaking Africa.

MAITRÉ KAZEEM SHARARA

Lebanese - Senegalese businessman/lawyer with interest in Hotel, real estate, mining and trading activities.

Maitre Daniel Sedar - Senghor: Notaire (Solicitor) of Dakar Senegal

*Other Senegalese interests represented by Ibratima Sal.



September 28 1993

H.E. Babacar N'Diaye, President African Development Bank (ADB) 01BP 1387 ABIDJAN Cote d'Ivoire

Re: Feasibility Study Funds; Laminar Building System: Intent to apply for overall feasibility study grants of approximately USD 2,000,00 (Two million US Dollars).

Feasibility study to include building of two prototypes to be conducted by specialist firms.

Feasibility /prototypes to demonstrate the utility and commercial viability of the Laminar building system which emphasizes low cost building materials and cost reduction in structural erections for the Republic of Senegal.

Dear President N'Diaye:

This is to inform you formally that all plans are finalized for application for the grant to study the viability of the Laminar building system for housing development in the Republic of Senegal. We expect to submit duely completed application forms at the ADB with strong support by the Senegalese government, latest October 30 1993.

From initial costing we believe our expectation is for a grant of USD 2 million which in addition to the feasibility study will encompas the erection of two prototypes in an identified zone in Dakar, Senegal and cover the cost of demonstration and management for a six (6) month period. Potential Senegalese home purchasers will have adequate opportunity to view the prototypes.

We have already formed a Senegalese company, registered in Senegal, involving major Senegalese business men and have developed a strong relationship with Sicap of Dakar (Societe Immobiliere du cap vert). We attach herewith a copy of the Letter of Understanding between our two company, dated September 17 1993.

We believe our intervention at this crucial period in the history of Senegal and in the critical area of housing is most relevant in solving major urban problems originated by rural - urban migration in a high cost (CFA Zone) environment.

The strength in our proposed systems for investment remains in employment generation, technology transfer, local value utilization and value added and cost conservation; this is expected to be pilot program for the West Africa region.

We are counting on your continued strong support and best wishes for the success of our venture.

Sincerely,

YOUNG INT'L DEVELOPMENT CORPORATION

Dr. Walter F. Young

F. Peter Akerele

Cc: Diagne Assane PDG SICAP- Dakar Senegal Fax 221/24-88-60

FXh 4

ENTIE

LE SOCICIO "YOUNG INTERNATIONAL DEVELOPMENT CORPORATION"

2265 Cascade Road, S.W., ATLANTA, GEORGIA 30311 - USA, Représentée par

"YOUNG & SALL INTERNATIONAL - SARL", 14 Rue Robert BRUN DAKAR, SENEGAL,
WEST AFRICA.

D'UNE PART.

ĒT

La Société Impobilière du Cap-Vert. Place de l'Unité Africaine DAKAR SENEGAL

ş¢.

D'AUTRE PART,

Entendu que la Société VOUTG INTERNATIONAL DEVELOPMENT CORPO-RATION (Y.I.D.C.) détient un nouveau processus de construction appelé "LAMINOR DUILDING SYSTEM", qui réduitait de se à -e % les coûts de construction et de 15 % les coûts de la main d'oeuvre;

Entendu également que la Société Immobilière du Cap-Vert (SICAP) souhaite mettre à la disposition des populations dans dega de misone de qualité, en vue de satisfaire les besoins des génégalits;

Projets de logement grâce and trabaiq es de construction de Y.L.D.C.;

En conséquence desegnoi les Sociét à Y.I.D.C. et SICAP ont convenu, aux litermes du présent protonet offsué en un 17é, jour le Déptembre 1808, ce qui suit :

fier et réaliser la construction de CERR (°) misons témoins (1 type moyen standing, 1 type economique), en vas de monter le processus "Laminar Building System" détenu et de commercialisation.

- ilune techniques et plans exectés par les deux parties.
- DAKAR et exclusivement réservé à la construction du projet pilote. Ledit terrain devra être doté d'un réseau d'infrastructures destinées à la viabilité comprenant : égouts, cau, électricité, téléphone, routes et système d'écoulement.
- 4°) Le coût de projet, le calendrier des paiements seront arrêtés lorsque toutes les spécifications techniques seront convenues, étant entendu que l'ensemble don chargos, freie et taxes deurent être répartie à parte égales entre les parties.
- 5°) Les maisons témoins devront demeurer ouvertes au public pendant une durée de Six (6) mois (phase le demonstration) en compagnie de vendeurs producés par la CICAP et chargée de requeillir les informations émanant du public et d'accurant l'entretien des maisons.
- 6°) L'objet du projet phote, ainsi que l'asage qui en sera fait, est la eréa tien d'un centre de démonstration destiné à le promotion du "Laminar Building System".

Les objectifs sont notamment :

• .€.

- a) Définir l'acceptabilité des tecnniques et matériaux du "Laminar Building Systém";
- o) determiner le style de construction qui sera le mellique alimi que les le exigences en matière d'aménagements spéciaux ;
 - c) Déterminer les contra de construction et les prix de vente ;
 - d) Permettre à CICAR d'étudier et de comprendre la toohnique de construution de logements de Y.I.D.C. avent de s'engager dans des projets plus importants.

SICAP s'engage à fournir un personnel compétent et qualifié en matière lecturque et commerciale, ains, qu'à veiller à la maintenance et au bon fonctionnement

- 7°) Y.I.D.C. garantit que chaque maison témoin sera conforme aux plans et spécifications convenue, et dépourvue de malfaçons concernant le travail de construction et les matériaux et ce, pendant une période d'une (1) année, et à transférer toutes les garanties reçues des l'adricants et lournisseurs à la dicar lors de la vente.
- 8°) Toutes les spécifications techniques, les coûts, charges, frais, droits et taxes ainsi que leur répartition, le calondrier de réalisation, le réglement des différends et indemnisations seront convenus entre les parties pour, avec le présent protocole, faire l'objet d'un contrat de partenariat.
- on) La V.I.D.C. et la SICAP c'ongagont à, des la conclusion satisfaixante du projet pilote, conclure et financer la réalisation d'au moins 300 logements pour les chents de la SICAP et 211 logements pour le personnel de l'U.S.A.I.D.

En foi de quoi, les pasties ent signé le présent protocole à la date mentionnée au début des présentes.

Pour la Société Immobilière du Cap-Vert

Signature

Due cleur GENERAL

Pour la Société Young International Development Corporation.

Signature

Horalina

A Colone

(titre)

DATE ______ III, WA

DATE AT STEPPENISH 1903

4188 \$ 221 228EZT Eh4

P. 81

OU CAP-VERT

POUNG INTERNATIONAL DEVELOPMENT CORPORATION

PROTOCOLE D'ACCORD

SOCIETE IMMOBILIERE DU CAP-VERT



Na/Référance

Obje:

Société Anonyme d'Economie Mixte
PLACE DE L'UNITE AFRICAINE
Téléphone 24 69.26 — 24 68 25
Boite Pos ale 10 020 et 1 094

DAKAR

EXAS

Dakar, le

a. 2 1, 1990

La SICAP et la Société Young International Development Corporation Se sont mis d'accord pour la réalisation de 2 prototypes de logements à Dakar.

Si ces 2 prototypes donnent satisfaction aux populations du Sénégal sur le plan de la qualité et du prix, la SICAP s'engage avec l'appui de Monsieur Walter YOUNG à trouver des sources de financement, et à lancer un programme de 250 logements dans son site de Sacré-Coeur III

LE DIRECTEUR GENERAL

ASSANE' DIAGNE



Societe Anonyme d'Economie Mixte au Capital de 2742650.002

PLACE DE L'UNITE AFRICAINE

Tél. 24-68-25 et 24.69.26

DAKAR

FRX 24-88 60



COMPTE RENDU DE REUNION

Exh &

Ce mardi 29 juin 1993, s'est tenue une réunion de prise de cont entre la SICAP et des promoteurs/hommes d'affaires américains faisant partie d'u mission commerciale de la ville d'ATLANTA aux USA.

Etaient présents :

Pour le compte de la SICAP

Messieurs :

- Assane DIAGNE, Directeur Général
- Mor THIOUNE, Contrôleur de Gestion
- Moussa MARA, Directeur Technique
- Mamadou M. BARRO, Directeur des Affaires Administratives et Juridiques
- Massaer NDIAYE, Chef du Service Financier.

Pour le compte de Young International Development Corporation

Messieurs :

- Remi OLATERU-OLAGBEGI, Vice-Président (ROOLA)
- Nony E. MBAEZUE, Président (MCMEADOY)

Monsieur DIAGNE a commencé par souhaiter la bienvenue aux représentants de Young International Development Corporation et leur a présente la SICAP, en mettant notamment l'accent sur sa mission qui est la construction de logements, la préparation de terrains et la satisfaction des besoins en logements des populations de Dakar et des autres régions.



Jag.

En outre il a indiqué l'intérêt de la SICAP dans un partenar dynamique qui apporterait à la Société des technologies nouvelles, une meilleure logistique et des financements qui pourraient accélérer le processus de product de maisons, réduire le coût des constructions et améliorer la qualité de l'ensemi

La délégation d'ATLANTA a pour sa part indiqué, qu'elle détenait un nouveau processus de construction appelé "Laminar Building System' qui réduirait de 30 à 40 % les coûts de construction et de 15 % les coûts de mai d'oeuvre. Elle a demandé au Directeur Général de la SICAP d'indiquer son nive: d'intérêt de ce processus et les détails d'une participation financière éventuelle de la SICAP.

Le Directeur Général de la SICAP a répondu que la nouvelle démarche de la SICAP consistait à procéder par une réalisation sur le terrain c'est-à-dire par construire deux ou trois prototypes qu'elle montrerait à ses clients éventuels. Dans la construction de ces prototypes, le SICAP serait prête à participer pour 50 % au coût.

S'il s'avérait une demande réelle pour ce type de logements, la SICAP lancerait alors un programme de construction.

En conclusion, le Directeur Général a réitéré son intérêt pour les technologies nouvelles et l'apport de financement à des conditions intéressant (durée longue, coût bas).

Après diverses échanges, la Délégation d'ATLANTA a convent qu'elle présenterait à ses partenaires un projet de construction de deux prototypes.

Pour ce qui concerne la demande de logement au Sénégal, la SICAP a indiqué que celle-ci se situait à 10.000 logements par an pour la région de Dakar et que elle-même (la SICAP) se fixait comme objectif la construction de 15 000 logements par an.

La Délégation d'Atlanta a indiqué que se prochaine étape était Abidjan où elle se proposait de prendre contact avec la Banque Africaine de Développement pour voir dans quelle mesure des financements pourraient être obtenus.

\leij...

Monsieur le Directeur Général de la SICAP a enfin remercié les hommes d'affaires américains pour leur visite et leur a indiqué qu'ik trouver dans la SICAP et au Sénégal des partenaires sérieux et efficaces.

Les hommes d'affaires américains se sont réjouis de leur accuei au niveau de la SICAP.

Après avoir posé diverses questions sur les structures de la Société, ils se sont félicités du haut niveau d'expertise et de compétence des cadres.

FAIT A DAKAR, le 29 Juin 1993

Pour la SICAP

Pour les Hommes d'Affaires Américains

Remi OLATERU OLAGBEGI

E. MBAEZUE

Dr. Walter F. Young, President / Y.I.D.C.

89/27/93 11:14 E 221 22082:

-- : SE-BHORNOTOIRE

P. 91

Strahima Sall

Fahl

liconomiste - Administrateur de Sociale

Att. 1 haltre Daniel S. SENG-. .

Cher Monsieur,

Comme convenu au tilephone avia longuer Ballacheune, je vous confirme notre désir et notre ferre valenté le continuer notre participation. Er descirou N'DLC et noi à le applité VULG et SALL. Des raixons de calend drier chargé avaignt nouvelle à l'abbentie le processue mais nous fincliserer dans les plus brefs déluis par le mise se place des fonds.

Veuillez agréer, outre l'Etre, que sentimente aniceau.

République du Sénégal Un Geople . Un Dut . Une Foi

Le Président de la République

* 02 6 9 g

PR/CAB/DIPLO

Dakas, le

1 4 JUIL 1993

(Dh 7

1 Cher Monsleur,

Votre lettre du 29 juin 1993 m'est blen parvenue. Son contenu a retenu toute mon attention et je voudrais d'emblée vous remercier pour l'intérêt manifeste que vous portez à mon pays et vous encourager à poursuivre votre entreprise.

C'est en effet grâce à des initiatives comme la vôtre et celle des hommes d'affaires d'Atlanta qui vous ont accompagné qu'il sera donné corps à cette coopération fructueuse que nous appelons tous de nos voeux.

Vous pouvez donc être assuré que mon soutien vous est acquis et que les instructions nécessaires vont être données aux ministères de mon Gouvernement qui sont compétents dans vos domaines d'intervention.

Je vous prie à mon tour de transmettre à mon ami Andrew, votre frère, mes chaleureuses salutations.

Veuillez agréer, Cher Monsieur, l'assurance de ma considération distinguée.

-) u

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EXHIBIT 9

PROJECTED/PROBABLE SOURCES OF FUNDING

- I. African Development Bank (ABD)
- II. Banque D'habitation (Senegal housing Bank)
- III. Local Partners Contribution e.g. Laminar Systems and Sicap S.A. (See Protocol of Joint Venture between partners.)
- IV. Dar-Al-Mar-Al-IsLami (European based investment bank).
- V. European Investment bank (EIB)
- VI. Overseas private Investment Corp. (Opic Africa growth fund).
- VII. Caisse De La Co-operation (France)
- VIII. United Nations Development program (UNDP)
- IX. United Nations Industrial Development Corporation (UNIDO)
- X. International Finance Corporation (IFC)
- XI. The U.S. Department of Commerce U.S. Housing Department (??)
- XII. Equator Bank LTD.

EXHIBIT 10

(Business and key personalities met during mission).

<u>Senegal</u>

- i. President ABDOU DIOUF of the republic of Senegal
- 2. Sicap SA
 - i. Assane Diagné PDG (President Director General)
 - ii. Moussa Mara (Tech. Director)
 - iii. Mor Thioune (General Manager)
- 3. Banque d'habitation Dakar Senegal (PDG)
- 4. Visit housing developments in Dakar (Sicap Liberté, Sicap-Baobabs, Sicap, I, II, III, IV, V, VI).
- 5. Local Partners
 - I. Ibrahim Sall; PDG Matis International (Trade, housing development, television etc.), former President of Societé Immobilieré de Gilly Mbaye, Director construction of Coté Gilly Mbayé)
 - II. M. Bacirou N'Dao PDG Lonase (Lottery), Inspector de finance. Mayor of M'Backe.
 - III. Kazeem Sharara Avocat de la cour Supreme, MBA Wharton School of Finance: Businessman of Lebanese background.
 - IV. Maitre Daniel Sedar-Senghor Notaire (Solicitor).
- 6. The U.S. Ambassador to Senegal, Dakar

Michael Meigs Economic Counselor U.S. Embassy

7. Tom Ray
U.S.A.I.D.
Aide de alimentaire
Dakar, Senegal

- Thiam El Hadj, Mamadou Lamine
 President
 A.E.L.N.A.S. (Employees of U.S. missions in Senegal with projected 231 units for construction.
- 9. Minister of housing and urbanism and his principal advise Senegal
- 10. Ministers of Irrigation and rural development. Senegal and his principal advisors.

COTE D'IVOIRE

- M. Sangowawa
 V. President/Acting President BAD
- 2. M. Dankoussoua Director Senegal BAD
- 3. Isaac Lobe Ndoumbe
 Prinicpal Investment Office
 Private Sector Development Unit (BAD)
- 4. Malang Thiam
 Chef Director SARP (BAD)
- 5. Others
- Clomergan Ignace: Senior Partner Arthur Anderson
 Affican Round Table
- 7. Digne Loum
 President
 La Financieré
 Abidjan Cote d'Ivoire
- John Marques Kakumba PDG Vanasco Air Freight Luanda Angola
- 11. Freitas Elpidio Banque Central

(BCEAO)

12. Catherine Houghton Commercial Attaché U.S. Embassy Cote d'Ivoire

REP DU BENIN

)

- Desire Vieyra
 Ministre d'Etat, (Presidency)
 Rep du Benin
- 2. M. Lemon
 Bangu Credit Loyannais
 Rep du Benin

NIGERIA

- Walter Jibunoh
 Chairman
 Costain Construction, Lagos
 Layos
- 2. Managing Director HFP Housing
- 3. L. Towry-Coker
 Principal
 TCA
 Architects/Developers
 Lagos
- 4. Otumba T. Ismael Ismael and Partners Lagos
- H.I. Belo-Osagie
 Chairman
 Credit Transaction and Investment & Co.
 Lagos
- 6. Hon Richard Swing

U.S. Ambassador Lagos, Nigeria

}

7. Hon. Barnabas Gamadé
Secretary (Minister) of Housing and Works
Abuja, Nigeria

Exh 14 GLOSSARY OF TERMS

U.N.I.D.O

United Nations Industrial Development Organizations; U.N. specialize agency for development of industry and promotion of Investment.

A.E.D.C.

Atlanta economic development corporation USA (Georgia).

A.F.B.D.C

African Business Development Center is an evolving unit/effort by the AEDC to stimulate interest and participation in investment activities by U.S. regional corporations in sections of African business.

<u>U.M.O.A</u> (The Zone Franc)

The 16 West African Countries with common currency (The CFA Franc) which was created in 1948 by Treaty between France and its former colonies. The 16 member country's have a common reserve, financial and monetary policies with its aggregate demand kept as an account (The Compte d'operation) which operates as a unit in the French treasury as against reserve management by the Bank de France (The French Central Bank). From 1948, the parity of 1 French franc equals 50 CFA was established and had remained unchanged up till present. This parity and the underlying guarantee at external convertibility by the French Treasury is a major bane of contention in the UMOA member states: hard pressed by external negative receipts from primary commodity exports and a huge external debt. The prevalent issue of which direction the zone franc would evolve becomes more pressing with France's adhesion to the unit of currency of the EEC; the European Money Exchange rate Mechanism (ERM).

EEC

The twelve member nations of the European economic community.

SICAP 8-9

Societé Immobilieré du cap vert of Dakar Senegal. Limited Liability Company in real estate development

EXHIS

A. E. L. M. A. S Association des Employes Locaux De la Mission Americaine au Senegal

Dakar. le 10/9/1993

A messieurs AKERELE and Dr Walter Young YOUNG INTRENATIONAL ATLANTA/ USA

Messieurs,

Suite aux discussions que j'ai eues avec Mr Akerele, à Dakar, je sollicite au nom de l'Association des Employés Locaux de la Mission Américaine au Sénégal (AELMAS), votre collaboration pour notre projet de construction d'une cité de deux cent onze (211) logements de 150 m2 en moyenne. Les membres de ce projet sont tous des employées de l'USAID, du Corps de la Paix, du Centre culturel et de l'Ambassade des Etats Unis d'Améerique au Sénégal, Cette cité comprend aussi des infastructures de commerce et autres.

Nous vous demandons de nous faire des propositions pour le financement et la construction de cette cité. Je vous signale que nous faisons une prospection de beaucoup de firmes de votre qualité pour enfin choisir la proposition la mieux disante.

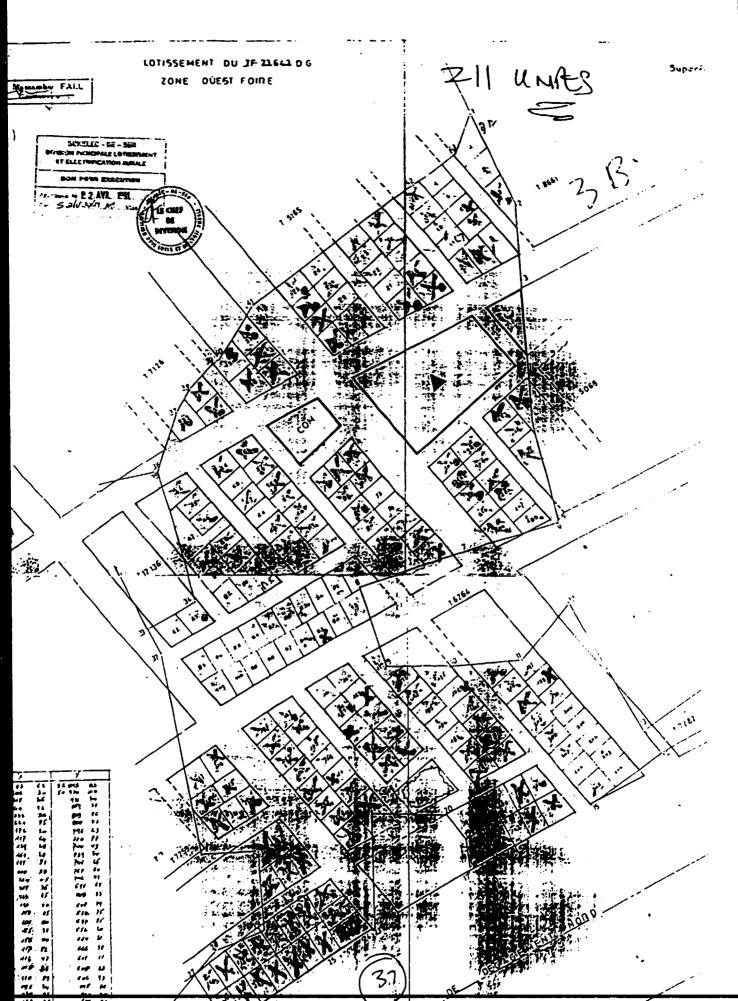
Dans l'attente d'une réponsee rapide, veuillez agréer nos sentiments respectueux.

Le Président

Mamadou Lamine Thiam

Mawadu (· The aan

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MAYUR MAYNARD JACKSON CHARMAN OF THE BOARD WALTER R. HUNTLEY, JR. PRESDENT

BOARD MEETING OF THE AFRICA BUSINESS DEVELOPMENT CENTER

MONDAY, DECEMBER 13, 1993 12:00 P.M.

ATLANTA ECONOMIC DEVELOPMENT CORPORATION 230 PEACHTREE STREET, N.W. SUITE 2100

P.SVP - (404) 658-7000

MEMORANDUM

TO:

Board of Directors

FROM:

Jacob Henderson, Director

African Business Development Center

RE:

INSTITUTIONALIZATION OF ABDC

DATE:

November 15, 1993

In recent correspondence, Board members were requested to submit lists of potential candidates for membership on the Board of Directors and the Advisory Board. In seeking to identify these candidates, no guidelines were given. What follows is a proposed structure for our organization which may be of use in this context.

Experience under our current UNIDO contract, personal experience, and suggestions from others give indication that in order for ABDC to achieve its goals and reach the hoped for degree of success, a comprehensive approach is required. Although such an approach involves diverse functions, all may be comfortably accommodated within the parameters of the following suggested Board/Advisory Committees:

- 1. Executive Committee
- 2. Finance/Private Sector Committee
- 3. Umbrella Coordinating Committee
- 4. University Liaison/Information Committee
- 5. Domestic/International Agency Coordinating Committee
- 6. Political/Advocacy Committee
- 7. Innovations/New Technology Committee

EXECUTIVE COMMITTEE

This Committee would essentially perform oversight functions, and act on behalf of the board when rapid action is required. The President of the Atlanta Economic Development Corporation (AEDC) is the suggested Chairman.

230 PEACHTREE STREET NIW A CHITE 1650

Board of Directors November 15, 1993 Page Two

FINANCE COMMITTEE

This Committee would have three (3) ongoing functions: 1) Involves establishing the fiscal year budget and monitoring expenditures; 2) Involves coordinating and executing fundraising activities; and 3) Involves ongoing identification and liaison with international, and domestic project and trade financing institutions. Carl Ware, Scott Seydell, and Rich Aggrey are the suggested Co-Chairmen.

UNIVERSITY/INFORMATION COMMITTEE

This Committee would focus on municipal, state, and regional university programs and training capabilities. Information accumulation and press functions would also be essential. It would also coordinate and assist in the execution of seminars focused on cutting edge topics; luncheons-featuring prominent speakers, and newsletter publication. Tom Schoenbaum, Ed Irons, and Tom Houck are the suggested Co-Chairmen.

UMBRELLA COORDINATING COMMITTEE

The function of this Committee is to identify and to maintain close liaison with all city, state, and regional organizations engaging in complementary activities (i.e., Georgia Bureau of Industry and Trade, Chambers of Commerce, The Carter Center, The Southern Center, Regents Global, etc.). David Bruce, Art Dunning, Richard Josephs, and Gary Gunderson are the suggested Co-Chairmen.

DOMESTIC/INTERNATIONAL AGENCY COOD'G COMMITTEE

The function of this Committee will be to maintain communication with all domestic and international agencies whose activities complement our objectives (i.e., USAID, Department of Commerce, Trade Development Program, Exim Bank, OPIC, The Africa Growth Fund, The African Development Bank, etc.). Darl Snyder, Julius Hollis, and Jackie White are the suggested Co-Chairpersons.

CULTURAL/SOCIAL AFFAIRS COMMITTEE

In the Overall context of our goals, it is essential to recall that the most enduring commercial ventures are born through confidential relationships, and that these relationships most often evolve in a social context. It is the purpose of this committee to promote cultural activities and social functions, which provide a nourishing environment for this evolution. Suggested Co-Chairpersons for this Committee are Rebecca Aggrey, Dr. Richard Long, Sonja Young, Temi Silver, and Shirley Henderson Coleman.

MEMORANDUM

TO:

Walter R. Huntley, Jr., Chairman, ABDC

FROM:

Jacob R. Henderson, Jr., Director, ABDO

RE:

STATUS REPORT

DATE:

October 26, 1993

Of our initial UNIDO contract of \$49,500, \$22,500 remains. An invoice for \$15,000 was submitted with the second interim report on 15 October 1993. The final invoice for \$7,500 will be forwarded with our final report no later than 15 December 1993.

An additional proposal in the amount of \$140,000 for exploring commercial opportunities in Ghana and Zambia has been submitted but not yet approved. Should we receive a negative response, our position would revert to "high and dry". In order to avoid this posture, I believe it necessary to obtain commitments of support from the Atlanta private sector by years end. We have certainly attained a level of credibility sufficient to justify that support. Consider the following:

- Completion of trade mission preceded by intense preparatory steps including three-way teleconference broadcast to 46 African countries resulting in hotel project, food project, air transport project, and construction project;
- Establishment of on-going relationships with key Senegalese Government, U.S. Government and private sector individuals;
- Continuation of working relationship with UNIDO;
- Development of foundation for cooperative efforts with U.S. Government Department of Commerce, U.S. Agency for International Development, State of Georgia, City of Atlanta;
- Development of foundation for permanent cultural exchange utilizing cultural Olympiad as a lever;

<u>MEMORANDUM</u>

Walter R. Huntley, Jr., Chairman, ABDC October 26, 1993

- Increased exposure through attendance and participation in world bank meetings, African Development Bank meetings. Congressional black caucus meetings, and an array of Seminars sponsored by the Carter Center, The Council for U.S. and Italy, the Atlanta Management Institute, etc.:
- Expansion of Board of Directors to include, Richmond Aggrey, Julius Hollis, Walter Young;
- Engagement in assorted courtesy activities with City of Atlanta officials during visits by numerous African dignitaries; and
- ▶ Continuation of Educational institution affiliation.

These accomplishments justify a determined effort by ABDC to approach:

- 1. Atlanta (Georgia) private sector; and
- 2. Prominent Atlanta (Georgia) foundations.

The level of funding required should range between \$300,000 and \$400,000 per annum, totaling \$900,000 to \$1,200,000 for a three-year period ending in 1996.

There exist certain structural deficiencies which must be rectified in order to expand effectiveness and to engage in any successful fund-raising activities. These deficiencies can be found in the following areas:

Legal Structure (Compliance)
Board of Directors (Reconstitution)
Advisory Board (Recruitment)
Fund-raising (Strategy-execution)
Organization Table (Determination)

These considerations should provide the basis for setting the agenda of our next board meeting. If it is not possible to find a suitable date for the meeting, I suggest selecting an Executive Committee, with board approval by poll. This should be done at our earliest convenience.

ATLANTA ECONOMIC DEVELOPMENT CORP. GENERAL FUND - 1993

I. Staff salaries A. President B. VP Development C. Neighborhood Devalopment Coordinator D. VP Operations E. VP Loans F. Development Officer G. Loan Packager H. Economic Dev. Specialist I. Controller J. Accounting Assistant K. Receptionist L. Secretary, Development M. Secretary, Loans	125,000
N. Executive Assistant	45.000
O. Secretary	137000
P. Director, International Development	
Staff Total	\$230,000
II. Staff Fringe BenefitsA. FICAB. Health/WelfareC. Workers Comp/Business Insurance	
Total Fringes #) 35%	80,000
III. Administration	
A. Supplies	4,000
3. Consultant/Prof. Services	30,000
C. Rentals/Leases	22,020
D. Telephone	6,000
E. Posiage/Courier	2,400
F. Memberships	3,000
G. Subscriptions	1,000
I. Auto Allowance	
J. Printing & Binding K. Litigation	
L. Advertising	
M. Audit Fees	
Travel/Per Diem	50,000
Total Administration	96,400
TOTAL	\$406,400

Some of Atlanta's Prominent Foundations

d: Robert W. Woodruff Foundation Inc. Inection: Coca-Cola founder ets: \$353.25 million

ent Annual Contribution: 26.45 million

d: Tull Charitable Foundation nection: J.M. Tull Metals Co.

ets: \$25.21 million ent Annual Contribution: \$2.00 million

d: Cecil B. Day Foundation Inc. nection: Days Inns founder

ets: \$21.62 million

ent Annual Contribution: \$1.12 million 1: Rich Foundation

nection: Formerly linked with depart-

📥ts: \$1901 million

ant Annual Contribution: \$937,300

3: The J.B. Fuqua Foundation Inc. nection: J.B. Funua

ets: \$15.89 million

ant Annual Contribution: \$376,637

#: The Coca-Cola Foundation nection: Coca-Cula. Cu. ts: \$13.36 million

nt Annual Contribution: \$6.14 million

: The Turner Foundation Inc. ection: Ted Thaner

ts: \$11.68 million

nt Annual Contribution: \$713,700

: Georgia Power Foundation ection: Georgia Power Co.

ts: \$12.27 million at Annual Contribution: \$593,966

"The Trust Company of Georgia Foun-

oction: SunTrust Banks Inc. 15: \$11.06 million

ht Annual Contribution: \$1.37 million

Delta Air Lines Foundation ection: Delta Air Lines

s: \$10 61 million

ht Annual Contribution: \$939,325

Lanier Brothers Foundation* ection: Oxford Industries Laniera

s: \$6.33 million t Annual Contribution: \$391,801

James M. Cox Foundation ction Anne Cax Chambers and Bar-

Charitable Foundation Inc. Connection: John H. Harland Assets: \$2.01 million Recent Annual Contribution: \$350,000

Cousins

Fund: Cousins Foundation Inc. Connection: Ton Cousins

Assets: \$1.76 million Recent Annual Contribution: \$164,760

Fund: Bank South Foundation Connection: Bank South Assots: \$1.74 million

Recent Annual Contribution: \$322,502 Fund: Great Northern Nekoosa Foundation**

Connection: Georgia Pacific Corp.

Assets: \$1.47 million

Recent Annual Contribution: \$919,023

Fund: The Conboy Foundation

Connection: James and Lynne Conboy Assets: \$1.27 million

Recent Annual Contribution: \$90,000

Fund: Pattillo Foundation

Connection: Patrillo Construction Corp. Assets, \$1.22 million

Recent Annual Contribution: 0 Fund: The Equifax Foundation

Connection: Equifux Inc. Assets: \$1.06 million

Recent Annual Contribution: \$738,713

Fund: The Selig Foundation Connection: Steve Selig Assets: \$976,680

Recent Annual Contribution: \$307,563

Fund: The Citizens and Southern Fund Connection: NationsBank

Assets: \$912,945

Recent Annual Contribution: \$1.46 million

Fund: Allen Foundation Inc.

Connection: office supply store family Assols: \$750,426

Recent Annual Contribution: \$238,583

Fund: Oxford Industries Foundation Inc. Connection: Oxford Industries Inc.

Assets: \$724,931

Recent Annual Contribution: \$99.547

Fund: Dennis C. Hayes Foundation Inc.

Connection: Dennis C. Hayes Assets: \$425,130

Recent Annual Contribution: \$65,000

Fund: Mary E. Haverty Foundation Inc. Connection: furniture store family

Assets: \$322,791

Recent Annual Contribution: \$35,850

Fund: The Dan & Anne Pattillo Family Foundation

Connection: Decetur developer's family

Assets: \$193.947

Recent Annual Contribution: \$44,000

Fund: The Marcus Foundation Inc. Connection: Beenard Marcus

Assets: \$174,967

Recent Annual Contribution: \$126,000

Fund: Crawford & Co. Foundation Inc. Connection: Crawford & Co.

Assets: \$160,375

Recent Annual Contribution: \$97,730

Fund: The Ayoub Foundation Connection: Sam Ayoub Assots: \$110,774

Recent Annual Contribution: \$31,500

Fund: Atlanta Fulcons Foundation Inc.

Connection: Atlanta Fulcons Assets: \$87,083

Recent Annual Contribution: \$86,950 Fund: The RTM Foundation Inc.

Connection: Arby's franchiseo

Assets: \$74,532

Recent Annual Contribution: \$249,950 Fund: Virgil R. Williams Charitable Founda-

lion

Connection: Virgil R. Williams Assets: \$46,874

Recent Annual Contribution: \$30,630

Fund: Raymond and Patricia Riddle Foundation

Connection: Raymond Riddle Assots: \$24,363

Recent Annual Contribution: \$2,000

Fund: A.L. Williams Jr. Pamily Foundation Connection: A.L. Williams Jr.

Assets: \$11,831

Record Annual Contribution of

Fund: The Pharaon Foundation Connection: Chaith Phurnon Assets: \$763 Recent Annual Contribution: \$105,000

Fund: John Wieland Family Foundation

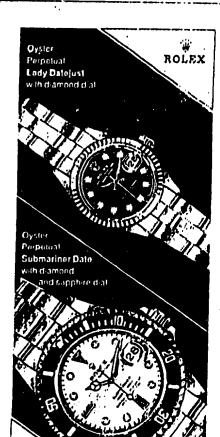
Connection: John Wieland

Assets: \$232

Recent Annual Contribution: ()

Source: 1990 and 1991 IRS 990 reports * Foundation is being dissolved

" Foundation is being merged with Georgia-Pacific Foundation



Assets: \$4.50 - 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 10

Fund: O. Wayne Rollins Foundation Connection: the Inte O. Wayne Rollins

Assets: \$4.75 million
Recent Annual Contribution: \$46.200

Fund: John H. Harland Co. Foundation Connection: John H. Harland Co.

Assets: \$2.77 million

Recent Annual Contribution: \$199,888

Fund: Hudgens Family Foundation Connection: Scott Hudgens

Assets: \$2.48 million Recent Annual Contribution: \$98,200

Fund: The Oxford Foundation Inc.

Connection: Surtain Lanier Assets: \$2.41 million

Recent Annual Contribution: \$102,125

Fund: J. Mack Robinson Foundation Connection: J. Mack Robinson

Assets: \$2.06 million

Recent Annual Contribution: \$129,000

Fund: Realan Foundation Inc. Connection: J. Rex Funua

Assets: \$1.98 million Recent Annual Contribution: \$76.700

Fund: John H. and Wilhelmina D. Harland

Recent Annual Contribution: \$2.45 million

Fund: The Zaban Foundation Inc. Connection: Erwin Zaban

Assets: \$666,719

Recent Annual Contribution: \$320,275

Fund: Helen S. Lanier Foundation Connection: Oxford Industries Laniers

Assets: \$593,615

Recent Annual Contribution: \$41,400

Fund: National Service Foundation Inc. Connection: National Service Industries Inc.

Assels: \$514,495

Recent Annual Contribution: \$269,223

Fund: The Kahn Foundation Connection: Roger Kahn

Assets: \$505,886

Recent Annual Contribution: \$156,335

Fund: The James R. Kuse Foundation

Connection: James R. Kuse

Assels: \$492,634

Recent Annual Contribution: \$27,000

Fund: Abrams Foundation Inc.
Connection: Bernurd Abrums

Assets: \$433,246

Assets: \$11.558

Recent Annual Contribution: \$1.37 million

Fund: Doug Barnard Foundation Inc. Connection: U.S. Rep. Doug Barnard

Assets: \$8,659

Recent Annual Contribution: \$1,350

Fund: AnnCox Foundation

Connection: Anne Cox Chambers

Assets: \$1,590

Recent Annual Contribution: \$365,795

Fund: HTG Foundation
Connection: Holcombe Greene

Assets: \$859

Recent Annual Contribution: \$100

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RECOMMENDATION ON FUND RAISING STRATEGY

Signature

Please respond via fax a.s.a.p.

RECOMMENDED ADVISORY BOARD MEMBERS TERM BEGINNING JANUARY 1994

Signature

Please respond via fax a.s.a.p.

RECOMMENDATION ON FUND RAISING STRATEGY

Signature

Please respond via fax a.s.a.p.



November 17, 1993

Ms. Kathryn E. Hoffman Assistant to the Secretary U.S. Department of Commerce 14th & Constitution Avenue, N.W. Washington, D.C. 20230

RE: MEETING 3 NOVEMBER 1993 - ATLANTA, GEORGIA

Dear Ms. Hoffman:

We found your visit to Atlanta both informative and encouraging. We hope it marks the beginning of a productive relationship between the Atlanta Economic Development Corporation (AEDC) and the Department of Commerce.

I am enclosing a brief review of the initiatives we discussed including backup exhibits. If you would peruse this review quickly, and thereafter, advise us which are within the scope of your (DOC) authority, we would then refine and elaborate our proposal. This elaboration would include all relevant factors (i.e., objectives, staff requirements, time lines for completion, financial requirements, etc.).

I am currently scheduled for a field trip to Africa. I will contact you upon my return on 8 December 1993 at which time we can hopefully begin to move forward.

Jacob R. Henderson, Jr., Director

African Business Development Center

JRHjr/dt

Enclosure



Possible Initiatives U.S. Department of Commerce/ Atlanta Economic Development Corporation

AFRICAN INITIATIVES

- Co-sponsorship and funding of an African Development Conference similar to the Miami Conference on the Caribbean in conjunction with the African Business Development Center. Possibly timed to coincide with olympic games or cultural activities (See brochure). (Exhibit 1)
- Funding of African Business Development Center sufficient to retain professional staff, and fully-develop pilot program for increasing trade and development activities between African firms and Southeast US firms. Utilizing considerable experience and regional assets of Georgia Citizens. (Exhibit 2)

TOURISM INITIATIVES

- Funding of an AEDC/ABDC effort to establish a program to assist Atlanta and Georgia in the development of a tourist trade targeted at African visitors. Such an effort would enhance the possibilities of a successful air route between Atlanta and West Africa via air Teranga or Sunjets also would complement olympic efforts. (Exhibit 4)
- Cultural Tourism Development funding of an effort to fully-develop African-American tourist destinations in the Southeast and execution of a program designed to increase travel-related business opportunities for minority-owned enterprises. This would complement an initiative by State Representative Diane Harvey Johnson. (Exhibit 5)

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The substantial financial contributions of local government entities, inderwriting a portion of Conference expenses, make it possible to set registration sees below cost and thus within reach of a wider range of participants.

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U.S. Department of Commerce

U.S. Department of Agriculture U.S. Customs Service

Office of the U.S. Trade Representative

U.S. Food and Drug Administration

Florida International Affairs Commission

Caribbean Association of Industry and Commerce

Federación de Entidades Privadas de Centro América y

Panamá (FEDEPRICAP) West India Committee

The Canadian Council for the Americas

COOPERATING MIAMI ORGANIZATIONS

City of Miami Department of Conferences and Conventions

Dade County Aviation Department

Florida Department of Commerce

Greater Miami Chamber of Commerce

International Trade Board (City of Miami)

Miami-Dade Chamber of Commerce

Port of Miami

The Beacon Council

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and the

U.S. Agency for International Development Bureau for Latin America

GUIDE

ON-SITE INFORMATION

CONFERENCE REGISTRATION, Mezzanine Level, near elevators. Both pre-registered participants and those registering on site must check in at the registration counter. No one will be admitted to the Conference areas without a registration badge. Registration hours:

Sunday 2:00-6:00 p.m.

Monday 8:30 a.m.-8:30 p.m.

Tuesday 8:00 a.m.-6:30 p.m.

Wednesday 8:30 a.m.-7:30 p.m.

Wednesday 8:30 a.m.-7:30 p.m. Thursday 8:00 a.m.-8:00 p.m.

SPECIAL PROGRAM REGISTRATION, Mezzanine Level, in the registration area, adjacent to the public telephones. Here you can:

- buy extra meal tickets
- register to participate in a special program without registering for the entire Conference:
 - Apparel or agribusiness field trips (\$75)
 - Seafood field trip (\$50)
 - Miami Conference Institute (\$75)

C/LAA BOOTH, Mezzanine Level, just past the registration area, on the right before you enter the Ballroom Foyer. This is the place to come for information about year-around C/LAA programs, to purchase Caribbean Basin Databooks or subscriptions to Caribbean Action, to locate members of the C/LAA staff, or to get help in understanding the various features of the Conference and taking maximum advantage of them. Open Sunday through Thursday.

GRAM-INFORMATION BOOTH, Mezzanine Level, opposite the C/LAA Booth. A business networking service is being coordinated by staff of Global Production magazine. They will assist in setting up on-site business appointments between registrants, and follow up on arrangements made from advance registrations. (See page 10).

CARIBBEAN BASIN BUSINESS NETWORKING PRO-

PRESS AND MEDIA SERVICE

- Press Room, Oxford Room, Mezzanine Level
- Press conferences, Cambridge Room, Mezzanine Level
- Pre-Conference Press Briefing: Monday, December 2, 11:30 a.m., Cambridge Room, Mezzanine Level

CONFERENCE HOTELS

 Inter-Continental
 (305) 577-1000

 Sheraton Brickell
 (305) 373-6000

 Dupont Plaza
 (305) 358-2541

 Howard Johnson
 (305) 374-3000

INTER-HOTEL TRANSPORTATION will be provided by Miami Bus & Limo. There will be continuous service between all Conference hotels, on the following schedule:

Monday, December 2 \$:00-10.00 a.m.; 9-11:00 p.m.
 Tuesday, December 3 7:30-9:30 a.m.; 9-11:00 p.m.

• Wednesday, December 4 7:30-9:30 a.m.; 9-11:00 p.m.

• Thursday, December 5 7:30-9:30 a.m.; 9-11:00 p.m.

MAJOR COMPONENTS OF THE MIAMI CONFERENCE

The Miami Conference is the "town meeting" of the Caribbea Basin—a regional institution that is in many ways greater tha the sum of its parts. But the total in fact reflects a half-doze distinct and highly developed components, together serving the twin goals of advancing enterprise and development-orienter policy dialogue, and facilitating business interaction.

Follow the shaded strips to the right margin and fan back the pages to reveal hidden tabs. These identify the pages that contain details on that particular Conference component.

Miami Conference Institute

A day-long pre-Conference instructional briefing providing basic information on the Caribbean Basin region, preferential trade systems (like CBI or Lomé) that affect the Caribbean region, and international sources of financing for business development.

Caribbean Basin-U.S. Trade Exposition

Week-long exhibits and activities designed to introduce potential business partners. Exhibit booths and business offices of Caribbean Basin countries. Booths of service-providing companies and agencies. Trade round tables. Country promotion presentations. Business exchange service.

Conference Program-Meal Sessions and Opening/Closing Events

Luncheon and dinner sessions addressed by Caribbean Basin heads of government and other top dignitaries. Opening reception and program; closing fiesta.

Conference Program Business Development Sessions

Workshops on issues and challenges affecting the region's most important industrial sectors, and areas of special opportunity. An intensive schedule of concurrent sessions Tuesday morning and afternoon plus some additional business sessions Thursday afternoon.

Conference Program Policy Development Sessions

The Wednesday and Thursday programs will include large sessions as well as concurrent workshops covering the current policy agenda—world trade developments, preventing adverse short-term impacts on the Caribbean Basin, progress on economic reform and integration within the region, building domestic support, and enhancing long-term competitiveness.

Field Trip Program

Field trips in apparel, agribusiness and scafood, to be held Friday, are excursions taking participants outside the hotel to see first-hand import-processing operations at Miami's scaport, airport, and private-sector firms involved in marketing, processing, or shipping Caribbean Basin imports.

Collateral Events

Beginning the weekend before, a wide range of business and policy meetings and cultural activities will be held in conjunction with the official Miami Conference, most of them under independent sponsorship. In addition, CLAA's own

CALENDAR FOR THE WEEK

ATT STIMME	•
ALL WEEK	
 Caribbean Basin-U.S. Trade Exposition 	10-13
 Business Exchange in cooperation with 	10-13
Global Production magazine	10
 Collateral eventsinformational, business, 	.0
cultural and social sessions hosted by a	
wide range of outside sponsors	62-67
MONDAY, December 2	
Miami Conference Institute	
Florida and ROC/Taiwan trade roundtables	8-9
• Exposition opening, 6:00 p.m.	12
 Conference Opening Reception, 6:30-8:00 p.m. 	13
sponsored by Rums of Puerto Rico	13
TUESDAY, December 3	.,
Task Force strategy breakfast Morning and afternoon work.	13, 67
 Morning and afternoon workshops addressing marketing, transportation, finance, trade issues, 	
opportunities and success stories in the region's	
most promising sectors-AGRIBUSINESS,	
TOURISM, APPAREL, ELECTRONICS,	
INFORMATION PROCESSING, and	
MANUFACTURING	14-32
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FINANCE, TRANSPORTATION	
TELECOMMUNICATIONS	14-32
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redio Novola of SECOFI Mexico, and French	
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FRIDAY, December 6

Apparel, Apribusiness and Seafoo

SECTOR GUIDE

If your interest as a Miami Conference participant is in particular business sector (such as apparel or tourism), you w find a complete program tailored to your needs within the Mia Conference. This SECTOR GUIDE will direct you to t program components within your area of interest, carefu scheduled to avoid conflicting simultaneous sessions and provide, in most cases, an integrated all-day program on Tue day, plus additional elements of interest in the Institute, fie trips or Wednesday or Thursday sessions.

This SECTOR GUIDE, continuing on the next two pages, cover the following sectors:

 Agribusiness 	 Manufacturing
 Apparel 	• Tourism
 Communications 	 Transportation
 Energy and Environment 	The European
 Finance and Financing 	Connection

Details of each session are provided on the pages indicated. addition, a graphic layout of the Tuesday, Wednesday ar Thursday sessions, clearly showing the program options avai able at any given time, is found in the centerfold, pages 34-3

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A(GRIBUSINESS	
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	10:30 Tuesday moming)	2
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•	Transporting Agricultural Products	_
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on a combined registration fee package for the

Miami Conference and Agritrade '91.

Tuesday at a Glance

TOURISM AGRICULTURE TRANSPORT COMMUNICATIONS MANUFACTURING FINANCE RESOURCES Strategies for Financing for Agriculture Port Information Processing: "Made in North Offshore Models and Joint Marketine Capturing Markets by Privatization Financial Services America'' Resources for S:43-19:13 a.m. Capturing Data 5:45-11:45 a.m. Renewable Energy Buyfront Room B 3:45-10:15 a.m. 3:45-11:45 a.m. 8:43-10:13 a.m. Theore Lobby Level Page 15 3:45-10:15 a.m. Balmoral Room Flamunco Room Page 18 Mezzanine Level 8:45-11:45 a.m. Escorial-Mezzanine Level Level Alhambra Gusman Room Flagler Room Aquaculture Sugar From MFA to Free Electronics Page 19 Room Lobby Level 'age 14 Lobby Level Trade in Apparel Outsourcing 10:30-10:00 a.m.-Page 17 Page 20 Lobby Level 11:43 a.m. 12:00 noon 936 Challenges 10:30-11:43 a.m. 10:30-11:45 a.m. Bag Sont B Godfrey Room Page 16 Sandringham Windsor Balmoral Room 10:30-11:45 a.m. Lobby Level Lobby Level Mezzanine Level Mezzanine Level Theatre, Mezzanine Page 21 Page 22 Page 23 Page 24 Page 25 Plenary Luncheon, 12:00 noon-1:45 p.m., Ballroom, Mezzanine Level, Page 26 Telecommunications: Can the Caribbean Basin Survive Financial Environmental Transporting Agricultural lourism Building a Constituency the Uruguay Round and NAFTA Implications of lanning Products Management the EAL 2:00-5:00 p.m. 2:00-5:00 p.m. 00-5:00 p.m. 2:00-5:00 p.m. 2:00-5:00 p.m. 2:00-5:00 p.m. Escorial/Alhambra Room Sandrineham/Windsor Balmoral Room lamingo Koom Bayfront Room B Mezzanine Level obby Level Mezzanine Level Mezzanine Level Lobby Level Theatre, Messanine Page 29 l'age 30 Page 32 age 27 Page 28 Page 31 en entropy for a long comprehend of their north and only a series of the comprehensive Thursday at a Glance Wednesday at a Glance he International Context **Building the Constituency** Open Forum: Building a Free Trade Consensus AFTA and Hemspheric EC 1992: The Single Market 9:30-11:45 a.m., Bayfront Room A and B. Lubby Level Page 48

raile l'olley 3:30-10:00 a.m.

Trianon Ballroom, Mezzanine

Caribbean Rim

10:13-11:45 a.m.

Junior Ballroom

Initiatives

3:45-5:15 p.m.

Gusman Room

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Flagler Room

Lobby Level

Business Workshops The Cuba EC Dananas:

Level

Building Long-Term Competitiveness

Building the Region's Long-Term Competitiveness

Infra-Technology Human structure: Resource

Dupont Room

Lobby Level

2:15-3:30 p.m. Bayfront Room A Lobby Level, Page 54 Closing the Development Research & Gap

Natural Resource Management Development 3:45-5:15 p.m. 3:45-6:00 p.m.

Challenge Production and of Free 7.0041 Marketing Carthbean 2:15-3:30 p.m. 2:13-3:00 Tourstun Escorial/Alhambru p.m, Room 2:15-5:00 Sandringhum Mexanine Level p.n. Mezzanine Page 51 Baimoral Lord Room

Advantages

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2:00-3:30 p.m.

Lobbe Level 1.43

Plenary Recentlon and Diance, 7:30,70:30 mai.

Regional Integration for Competitiveness

Barfront A

13-5:00 p.m., Versailles Hullroom, Mezzanine Level

Access to Major

10:13-11:43 a.m.

Busfront Room A

Markets

30-10-00 a.m.

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):15-11:45 a.m.

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SECTOR GUIDE

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•	Infrastructure: Closing the Gap (long-term
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•	Natural Resource Management (long-term
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TR	ANSPORTATION

TRANSPORTATION

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•	Task Force Strategy Breakfast (7:00 a.m., Wednesday)
•	Infrastructure: Closing the Gap (long-term

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COMMUNICATIONS

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•	EC 1992: The Single Market
	(major policy session, Wednesday morning)
•	Plenary address by 1773 to the con-

Plenary address by UK Minister of State
Timothy Sainsbury (Wednesday lunch)

 Challenges to the Free Trade Consensus (plenary legislative dialogue, Thursday morning)
 A Future for EC Banana Exporters

(business workshop, 2:15 p.m. Thursday)
Increasing Exports to Europe

ENERGY AND ENVIRONMENT

Models and Resources for Renewable Energy

AF. Bus. DEU. CTR 8/23

CURRENT STATUS OF PROJECTS AND INITIATIVES

Project 1: Senegal - Atlanta International Educational & Cultural Linkages.

Under this category, the African Business Development Center essentially obtained the commitment of various ministries to begin the exchange of information on a periodic basis. It was agreed that Walter Huntley would contact Secretary Ron Brown of the U.S. Department of Commerce to determine ways in which they could be of assistance. It was moreover agreed that Atlanta would showcase Senegal during the Cultural Olympiad preceding the 1996 Summer Olympic Games in Atlanta. A strong effort will be made to market and assist distribution and import of Senegalese artifacts and crafts. (see addenda) Educational initiatives will be explored at a later date by Dr. Thomas Schoenbaum.

Project 2: Renovation of Relais de Espadon hotel on Goree Island.

The U.S. group obtained a twelve month extension on its exclusivity contract with the government of Senegal and completed its pre-feasibility analysis. (see addenda). The pre-feasibility study was submitted to the African Development Bank for funding. A response is anticipated within thirty (30) days. Senegalese partners have been identified and legal structures will be finalized prior to the end of September.

In conjunction with the hotel renovation, the U.S. group also made commitments to Mr. Mahtar M'Bow director of the Goree-Almadies foundation, and former Secretary General of UNESCO to pursue foundation funding in the United States.

Project 3: Direct Air Linkage between Dakar, Atlanta and other cities. Aircraft maintenance and spare part supply. In its formative stages it is mandatory that this project maintain a very high degree of confidentiality. Suffice it to say for the moment that the projects are promising and the financing is intact. Additional required study will take place during a visit of the Senegalese principals to the U.S. in early September. The freight processing unit of the Atlanta Airport will play a vital role. (see brief correspondence in addendation additional details). Air Luverbower Air Itrance

Projects 4,5 & 6: Peanut Butter, Baby Food, Infant Formula and Ethanol Alcohol Manufacturing

The Peanut Butter and Baby Food facilities are promising primarily because of the strength of both the U.S. and Senegalese partner. Since the trade delegation to Dakar on June 26th, Mr. Tijane Cisse has already come to Atlanta and conducted a site visit to similar facilities in South Georgia. Letters of intent have now been signed and preparation is being made for submission of request for feasibility financing to ADB.

The Ethanol Alcohol feasibility study is currently being updated by the U.S. partner. Discussions subsequent to the trade mission have been held with both ambassador KA and El Hadj Diop. The next step is the drafting of the formal letter of intent (see attached addenda).

Projects 7 & 8: Low Cost Housing and Low Cost Turnkey Medical Facilities.

Strong interest has developed for these projects because of the necessity for having a strong local input in the fabricated building material and the availability of adequate funding. Dr. Walter Young has taken the initiative on these projects to the extent of incorporating a local Senegalese entity. He enjoys the full cooperation of the U.S. Embassy and the African Development Bank. He is currently in the final stages of completion of the pre-feasibility analysis for submission to the African Development Bank.

Initiative 1:

U.S. Embassy liaison - The Hon. Mark Johnson, U.S. Ambassador to Senegal is currently awaiting a copy of this report to enable him to more thoroughly identify areas in which he can provide greatest assistance. He and his staff have already provided invaluable assistance in the identification of the appropriate Senegalese authorities through which credible information can be secured. We anticipate a careful cultivation of this invaluable resource.

Initiative 2:

African Development Bank Liaison - Through the years, many of the members of our group have established long standing relationships with senior personnel at the African Development Bank. Additionally, ADB as well as the African Business Roundtable have expressed a desire to establish an ongoing relationship with the city of Atlanta and its business community. These officials unanimously view this initiative as an opportunity to illustrate how efficiently we can cooperate. We are currently in the phase of completing the necessary preliminary prevork to the placement of our funding requests in their processing publing. (see addenda)

Projects Undertaken / Personnel Utilized

A listing of the projects undertaken and the personnel involved are listed as follows:

Project 1: Senegal - Atlanta Informational, Political, Cultural and Educational Linkages.

U.S. Personnel

Walter Huntley, Jr. Jacob Henderson Ayisha Jeffries Carole Tyson

President, AEDC
Director ABDC, - Henderson Associates

President, International Linkages Director USAID - Caribbean

Senegalese Personnel

Ambassador Ibra D. Ka Gen. Mansour Seck Hon. Moustapha Ka Papa Ousmane Sakho A. Dialy N'Diaye Tidiane Sylla Coura Ba Thiam

Tidiane Sylla

Coura Ba Thiam

Ibrahima Diouf

Mansour Cama

Mamadou Niang Mahtar M'Bow (Newely appointed Ambassador) Vice President, --- Assembly

Min. of Finance, Economy & Planning Min. of Energy, Mines & Industry Min. of Tourism & Air Transport

Min. of Culture
Dir. Guichet Unique

President National Counsel of Employers,

V.P. Chamber of Commerce President, Chamber of Commerce President, Goree-Almaies Foundation

Project 2: Renovation of Relais De Espadon hotel. Renovation of a minimum of 30 village houses and provision of basic utility infrastructure on Goree Island.

U.S. Personnel

Walter Huntley, Jr. Jacob Henderson Julius Hollis

Nony Mbaezue

President, AEDC

Dir. ABDC, Henderson Associates

Investment Banker

Construction Management Architecture,

Engineering

Ayisha Jeffries Walter Young Environmentalist

Board Member, ABDC

Senegalese Personnel

Tidiane Sylla Coura Ba Thiam Ibrahima Diouf

Aziz Dieye El Hadi Diop

Urbain Diagne

Jean Louis Correa

Min. of Tourism & Air Transport

Min. of Culture Dir. Guichet Unique

Sr. Partner, Coopers & Lybrand

President Direco Mayor of Goree

V.P. Union Des Goreens

Project 3:

Direct Charter Air service between Dakar/Atlanta/other U.S. locations.

U.S. Personnel

Jackie White

Jacob Henderson Julius Hollis

Nome Mbaezu Walter Huntley Air Craft Specialist

Dir. ABDC, Henderson Associates

Investment Banker

(Hangar) Construction Management

President, AEDC

Senegalese Personnel

El Hadi Diop Ibrahima Dieng

Tidiane Sylla

President Direco

Dir. SunJets

Min. of Tourism & Air Transport

Projects 4, 5 & 6:

Peanut Butter production, Ethanol Alcohol Manufacturing, Baby Food & Infant Formula Production

U.S. Personnel

Gary Gunderson Ayisha Jeffries Walter Huntley

Agro Business Specialist

Environmentalist President AEDC

Senegalese Personnel

Sheik Hassan Cisse

Tijane Cisse El Hadj Diop Ambassador Ibra Ka A. Moctar Sow

Imam Medina

Sr. Advisor to Sheik Hassan

President, Direco Ambassador to U.S. President Senlait

Projects 7 & 8:

Low cost housing & low cost medical facility development

U.S. Personnel

Dr. Walter Young

Laminier Systems

F. Peter Akerele

Development Consultant

Ambassador Mark Johnson U.S. Ambassador Michael Meigs

Commercial Officer

Nome Mbaezue

Construction Management

Prince Olateru - Olabegdi Constain Construction

Senegalese Personnel

M. Lena Senghor

Businessman

Ibrahim Sall

Businessman

Ibrahima Diouf

Dir. Guichet Unique

Private Meeting U.S. Embassy Personnel:

Meetings included discussions of means by which Embassy Personnel could be useful in assisting our development efforts.

Personnel United States Embassy:

Ambassador Mark Johnson

Robert Kott

- Charje I'affairs

Michael Meigs

- Commercial office

Julius Coles

- Director, USAID

Abidjan meeting at African Development Bank:

Meeting included obtaining assurances of financial support of both feasibility studies and long term investment as well as discussion on appropriate procedure. (see addenda)

U.S. Personnel:

Jacob Henderson

Julius Hollis Walter Young

F. Peter Akerde Nony Mbaezue

Remy Olateru-Olabegdi

- ABDC

- Investment Banker

- Laminier Systems

Development ConsultantConstruction Management

- Constain Construction

U.S. Embassy Personnel:

Catherine Houghton
David Bloomgarden

Commercial AttacheU.S. Director/ADB

African Development Bank Personnel:

Babacar N'Diaye

M. Sangowawa

John Ababio

Marly B N'Diaye

Gabriel Kariisa Lobe N Doumbe Stephen Owusu

El Hadj Dankassoua

- President

- Sr. Vice President

- Dir. Private Sector Development Unit

- Department Dir. Treasury

Dir. Department Central ProjectsPrincipal Investment Officer PSDU

- Chief Dev. Research/Policy
- Charge' Principal Programs

1020 CONGRESS

Ist Session

SENATE

Report 102-150

TOURISM POLICY AND EXPORT PROMOTION ACT OF 1991

Mr. Hollings, from the Committee on Commerce, Science, and Transportation, submitted the following

REPORT

OF THE

SENATE COMMITTEE ON COMMERCE, SCIENCE, AND TRANSPORTATION

ON

S. 680



balance of payments surplus in a decade—\$1.3 billion. In 1990, ISTTA reported an impressive \$5.2 billion surplus.

er 2 years of positive growth, however, the industry was coned in 1991 with the Persian Gulf war and a recession, both of a threatened to destroy the gains of the preceding 2 years. At earing, representatives of the industry reported that revenues and substantially for all sectors of the travel and tourism into in the first half of 1991. The Committee believes that if the d States is to expand upon its recent surplus in tourism, it must pursue a more vigorous and coordinated Federal impolicy.

is0 was introduced to fulfill that objective. The bill, as reportould make several changes in the 1961 Act to focus the Federmism program on expanding the Nation's tourism surplus. sill also reauthorizes funding for the USTTA. No USTTA aucation legislation has been approved by Congress since 1981. ally, S. 680 would create a private, nonrprofit Rural Tourism opment Foundation (Foundation) to encourage the developand promotion of rural tourism in the United States. In addio testimony presented by witnesses during the July 19, 1991, ng, support for the creation of such a Foundation was indicattwo reports that were brought to the attention of the Comduring the 101st Congress: the "National Policy Study on Tourism and Small Business Development," released by the A in September 1989; and "Rural Foonomic Development for O's, A Presidential Initiative," prepared by the Economic Council Working Group on Rural Development and released · White House in January 1990.

h studies note the rapid changes and economic stresses facing America and point out that, while agriculture remains its important industry, rural America's future depends upon its to create employment opportunities in off-farm activities is tourism. They note that Federal, State, and local governhave a valuable role to play, but that they must improve contion of their activities so that they complement private-efforts to secure the long-term economic health of rural ca.

USTTA's "National Policy Study on Rural Tourism and Business Development" notes that, until recently, few Feder-cymakers have recognized tourism as a tool that can help disand strengthen the economy of rural America. As a result, has been neither a coherent national policy on rural tourism pinent nor any coordination among Federal agencies whose ms directly affect rural tourism enterprises.

example, although the National Park Service, the Forest 2, the Bureau of Land Management, and the Army Corps of ters each publish maps and informational materials related ir own scenic and recreational lands, the Federal Governmoduces no comprehensive information on such lands. While ay be frustrating to American families that want to visit naparks and recreation areas across the country, the implicative particularly troublesome with regard to the ability of

This fact is illustrated by recent USTTA studies which in that the majority of international visitors want to visit an anscenic beauty when they travel to the United States. However tential international visitors tend only to know about the most, ular, often overused, Federal sites such as the Grand Canyon, and Yosemite and Yellowstone National Parks. They are unaware of hundreds of other Federal parks, forests, and recreational lands throughout the United States.

Most of these Federal lands are located in rural areas. Of the National Park Service's 355 parks, parkways, recreation areas, historical parks and sites, monuments, and seashores, only 61 are located in or near metropolitan areas. Only 10 of the 156 National Forests are located within one-half an hour's drive of a major city. Only one of the Bureau of Land Management's 460 recreational areas is located within one-half an hour's drive of a major city. All but about 10 percent of the Corps of Engineers' 4,300 recreation areas located around 472 manmade lakes across the country are in rural America.

Given current budgetary constraints, neither the USTIA nor the Federal agencies responsible for seed and recreational lands are able to develop comprehensive information which could be used to attract potential visitors to rural America. S. 680 would create a Foundation, modeled after the National Parks Foundation, as a mechanism for filling such critical information gaps, fostering cooperation between private and public sector tourism and economic development interests affecting rural America, and accomplishing other national and regional goals important to the development and promotion of rural tourism. Language similar to the Foundation provision in S. 680 as reported was approved by the Senate on June 12, 1991, as an amendment to S. 1204, the Surface Transportation Efficiency Act of 1991.

LEGISLATIVE HISTORY

On March 14, 1991, Senator Rockefeller introduced S. 680, the Tourism Policy and Export Promotion Act of 1991, a bill to amend the International Travel Act of 1961. The bill is cosponsored by all other members of the Committee, and Senator Bond.

The Foreign Commerce and Tourism Subcommittee held a hearing on July 10, 1991, to review the state of the tourism industry and the Federal Government's policy with regard to the tourism industry. The Committee met in open executive session on July 30, 1991, to consider S. 680. Senator Rockefeller offered an amendment in the nature of a substitute. This amendment was approved with one further amendment by Senator McCain, which directs the Secretary of Commerce (Secretary), within 18 months of the date of enactment of the legislation, to report to Congress on activities of the Department of Commerce (DOC) and other Federal agencies to increase tourism opportunities for, and encourage travel by, disabled persons. S. 680 as amended was ordered to be reported without objection.

2. require the Secretary to report barriers to travel and tourism innually:

3. direct DOC to improve travel and tourism data;

4. require the USTTA to concentrate its efforts on those internaional markets that have the greatest potential for increasing ravel and tourism expenditures,

5. establish a program to assist States, cities, and other nonprofit organizations in developing tourism trade with targeted markets elected by the USTTA, after receiving comments from persons in-

erested in such trade:

6. require the Secretary, in consultation with other appropriate igencies, to take action to ensure that international tourists are not unnecessarily delayed when entering the United States;

7. establish three regional field offices and a new career position, he Deputy Under Secretary for Tourism Trade Development, to nanage those offices and the new tourism trade development proram:

8. create a Foundation to assist in facilitating private/public artnerships designed to promote rural America as a travel destiration:

9. provide a 3-year authorization for the USTTA: \$21 million for 'Y 1993, \$24 million for FY 1994, and \$27 million for FY 1995, of thich up to \$500,000 would be authorized in each of those fiscal ears to match contributions and provide administrative services or the Foundation; and

10. require a study and a report to Congress by the National scademy of Sciences on the health benefits of tourism, as well as a eport to Congress by the Secretary on the activities of DOC and ther Federal agencies to increase tourism opportunities for and ncourage travel by disabled persons.

ESTIMATED COSTS

In accordance with paragraph 11(a) of rule XXVI of the Standing 'ules of the Senate and section 403 of the Congressional Budget et of 1974, the Committee provides the following cost estimate, repared by the Congressional Budget Office:

> U.S. CONGRESS, CONGRESSIONAL BUDGET OFFICE, Washington, DC, September 11, 1991.

Ion. ERNEST F. HOLLINGS. hairman, Committee on Commerce, Science, and Transportation, 'S. Senate, Washington, DC.

DEAR MR. CHAIRMAN: The Congressional Budget Office has preared the attached revised cost estimate for S. 680, the Tourism olicy and Export Promotion Act of 1991. This estimate supersedes ie estimate of September 5, 1991, and corrects an erroneous bill umber reference.

Enactment of S. 680 would not affect direct spending or receipts

If you wish further details on this estimate, we will be pleased to provide them.

Sincerely.

ROBERT D. REISCHAUER, Director.

CONGRESSIONAL BUDGET OFFICE-COST ESTIMATE

1. Bill number: S. 680.

2. Bill title: Tourism Policy and Export Promotion Act of 1991.

3. Bill status: As ordered reported by the Senate Committee on Commerce, Science, and Transportation on July 30, 1991.

4. Bill purpose: S. 680 would amend the International Travel Act

of 1961. Included in the bill are provisions that would:

Direct the Department of Commerce to expand its survey of international air travelers;

Instruct the Secretary of Commerce to provide an annual report on foreign barriers to travel and tourism exports and an estimate of the economic impact of those barriers;

Direct the Secretary to ensure that foreign tourists are not unnecessarily delayed when entering the United States;

Direct the Secretary to select markets appropriate for tourism trade development and authorize the Secretary to provide grants to regional governmental entities and nonprofit organizations for tourism development programs;

Direct the Secretary to assemble information on economic activity associated with scenic and recreational travel, and with the identification and promotion of scenic byways and Indian reservations as tourist attractions;

Establish a Rural Tourism Development Foundation to de-

velop and promote rural tourism;

Reorganize the internal structure of the United States Travel and Tourism Administration;

Increase the membership of the Tourism Policy Council; Clarify national tourism policy.

S. 680 would authorize appropriations of \$21.0 million in fiscal year 1992, \$24.0 million in fiscal year 1993, and \$27.0 million in fiscal year 1994.

5. Estimated cost to the Federal Government:

(By liscal year, in millions of dollars)

	1997	1993	1994	1995	1916
Authorization kvet	21.0	74 0	27 0	0	0
	16.2	77.0	26.1	6 0	1.7

The costs of this bill fall within budget function 370.

Basis of estimate: CBO estimates that the full amounts authorized will be appropriated. The outlay estimate is based on historical spending rates.

4-93

Official business

Washington, DC 20230

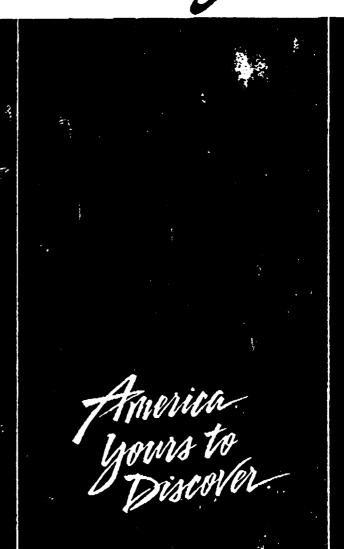
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United States Travel and U.S. Department of Commerce Tourism Administration

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U.S. Department of Commerce United States Travel and Tourism Administration



An Equal Opportunity Employer

stability and growth of the U.S. travel industry. OPP identifies and addresses bilateral and multilateral issues which may create travel barriers affecting the nation's travel account.

The Office's staff supports the interagency Tourism Policy Council and subcommittees reporting to the Council. This Council can consult and coordinate tourism-related policies with other Federal agencies but has no jurisdiction over state, local or private sector policies.

The OPP works with other governmental policy offices, intergovernmental organizations and the travel

trade. Its main activities are to:

· Develop domestic and international policies;

 Participate in bilateral and multilateral negotiations with other national governments to reduce or eliminate obstacles to international trade in tourism;

Represent global U.S. trade in tourism policy interests, with particular emphasis on negotiating greater access for U.S. tourism companies;

 Designate a delegate for the Department of Commerce in U.S./Canada civic aviation negotiations;

 Serve as the directorate of U.S. World's Fairs and Expositions for the Bureau of International Expositions (BIF);

 Initiate the development of rural, cultural and environmental policy in tourism; and

 Extend information and awareness on tourism to educators and trainers.

The following represents some of OPP's activities and issues:

Expanding International Tourism Trade

Working to reduce or eliminate barriers to trade in tourism to expand the global marketplace for promoting and marketing U.S. tourism products is a major activity of OPP. OPP has participated in the services negotiations of the GATT Uruguay Round and in the trilateral North American Free Trade Agreement talks with Mexico and Canada to ensure that international tourism trade is as liberalized as possible. OPP also coordinates USTTA advice and participation in certain bilateral civil aviation negotiations which seek to improve international air service and increase transportation opportunities for the United States.

To date, the United States has signed nine tourism agreements which facilitate governments working together to expand tourism; the most recent agreements are with Argentina, Mexico and Venezuela. Tourism side letters to U.S. trade agreements have been negotiated with Poland, Czechoslovakia, Bulgaria, Mongolia and Romania. Side letters guarantee that trade in tourism will benefit from new trade agreements as these countries open their markets.

Additionally, through OPP, USTTA represents U.S. tourism interests in several international organizations where member countries work to facilitate and increase tourism around the world. These organizations include the World Tourism Organization (WTO), the Organization for Economic Cooperation and Development (OECD), the Organization of American States (OAS), and the Asian-Pacific Economic Cooperation group (APEC). USTTA holds leadership roles in many of these organizations.

Rural Tourism Development

Today only 9 percent of all rural residents work on farms or ranches. Fewer than 19 percent of rural Americans earn their living from the land. While income from agriculture is shrinking, tourism's economic contribution to certain rural areas throughout the U.S. is expanding.

USTTA, working with other Federal agencies, helped draft the Federal Task Force Report on Rural Tourism. This report, which called for numerous Federal agencies to cooperate on a rural tourism development policy, was endorsed by the National Tourism Policy Council. In 1993, USTTA will provide advice and assistance to the Rural Tourism Foundation in establishing a rural tourism policy, and will conduct training seminars and promotional programs to foster tourism development as an economic base for rural America. Recognition for this activity was derived from Congress and the Administration in 1992 in the form of new authorizing legislation (P.L. 102-372) which established the Rural-Tourism Foundation.

Cultural Tourism Development

The United States is rich in ethnic and cultural diversity. USTTA and the Minority Business Development Agency (MBDA) have joined forces to collaborate on cultural tourism development opportunities. Working with other Federal agencies, USTTA will conduct training and awareness activities to identify minority historical and cultural heritage opportunities for potential tourism development.

In addition, USTTA, in cooperation with MBDA, is planning conferences, workshops, and training seminars for minority-owned travel businesses and other activities to heighten awareness of minority historical and cultural sites, and to increase related business opportunities in tourism for minority-owned enterprises. Through its efforts in cultural tourism development, USTTA aspires to use tourism, development as an economic option for urban renewal.

FROM USTTA Prochuse

EXHIBIT (5)

Sample SEMIMARS

TOURISH DEVELOPMENT PROGRAM

CURRICULUM

25 Hours of Instruction (5 Units Total)

Seminar sessions which could be added from tour guiding program:

Successful Communication Geography/Economics History/Cultural Practices Local Studies

Each session meets for 5 hours: 40 Hours Total

TOURISM DEVELOPMENT CURRICULUM

I., II. Focus on Tourism

- history of tourism and place in society today
- relationship to travel and hospitality industry
- transportation systems: land, air, water; includes computer reservation systems
- analysis of consumer demand for tourism products
- growth and future potential growth for tourism development
- currency exchange

III. Tourism Management

- factors affecting tourism: economic, social, environmental
- resources management
- basic management techniques as applied to tourism
- business ethics; quality control

IV. Tourism Planning and Development

- research and methods used in strategic and functional planning for tourism development
- special topics: historic site development, regional development, local development of tourism
- analysis of successful tourism programs

V. Wholesale Tour Development/Promotion

- tour categories and descriptions, incentive travel
- applied sales and marketing techniques
- tourism advertising, packaging tours
- media impact
- procedures for conducting public relations campaigns
- graphics and design for promotions,
- prochure development

VI. Finencing

- profit and not-for-profit companies
- private funding sources: conventional, non-conventional
- public sources of funds: local, state and federal
- tex incentives for tourism development
- in-kind corporate contributions

VII. Vendor Communications

- major suppliers to travel/tourism industry
- negotiation of contracts with vendors
- procedures and strategies for selecting and monitoring vendors
- problems of working with vendors

VIII. <u>Travel (Tour) Agency Hanagement</u>

- agency operations
- principles of developing satisfied customers
- assessment of travel information
- procedures for implementing a travel market campaign

TOUR GUIDE EDUCATIONAL PROGRAM

CURRICULUM

Total Hours of Instruction = 45 Hours plus: 5 Hours of On-the-Job Tour Guiding

Additional:

10 Hours of research work

Upon completion, a certificate will be awarded. Program cost is \$300.00.

Curriculum is divided into seminar sessions which can be taken individually for a cost of \$25/5\$ Hour session.

Each session meets for 5 Hours:

I & II. Principles and Practices of Tour Guiding

- introduction to leisure travel
- on-tour procedures
- overview of airport and hotel operations
- basics of travel industry rules and regulations;
 also covers airline ticketing
- business ethics
- etiquette and protocol
- different kinds of tours: from taxi tours to motor coaches
- equipment profile

III. <u>Psychology/Group Dynamics</u>

- psychology of the visitor (Why do people travel?
 What are their expectations?)
- human/public relations
- different needs of groups and operational differences
- receptive and incentive services

IV. Successful Communication (includes role-playing)

- narration delivery what, when, where, how
- body language, voice and diction
- effective public speaking techniques
- importance of personal appearance

V. <u>Handling Difficult Situations</u>

- spotting troublemakers
- common types of emergencies
- uncommon types of emergencies
- working knowledge of CPR, Heimlich Maneuver, First Aid
- hospital locations
- how to summon emergency assistance

VI. Geography/Economics

- general world knowledge (included environmental and climatic differences)
- in-depth U.S. knowledge
- intense region-specific knowledge
- city and state economics

VII. <u>History/Cultural Practices</u>

- general world history
- in-depth U.S. history
- intense region-specific history
- basic cultural differences, values and practices

VIII. Local Studies

- familiarization with special events and local events calendars
- local attractions/tourist areas/local architecture
- overview of restaurants and hotels
- basic map-reading
- overview of photography

IX. Research and Planning

- research methods/sources
- itinerary planning
- tour development skills
- specialized tour development
- promotion of tours

X. Applied Tour Guiding

- 5 Hour tour guide field study presentation of student-developed tour

Upon completion of the above courses, a written examination will be given to all students before awarding the certificate.