

# MEMORANDUM

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## WORLD BANK OUTLINES MEASURES FOR AFFORDABLE ELECTRICITY IN AFRICA



A new World Bank study on Thursday presented an assessment of the financial health of electricity utilities in Sub-Saharan Africa, and suggested how utilities can be profitable while extending affordable services for the poor.

According to the World Bank, financial health of electricity utilities is central and the most under-reported issues on the movement to reach universal access of electricity to millions of potential users in Africa.

"Less than half of utilities cover operating expenditures while several countries lose in excess of US\$0.25 per kWh sold. In this context, it will be difficult for utilities to maintain existing assets, let alone facilitate the expansion needed to reach universal access goals," said Lucio Monari, Director, Energy and Extractive Global Practice at the World Bank.

The study looked at utility financial statements and power tariffs in more than 40 countries, and spending data in household surveys for 22 countries.

"It remains surprisingly difficult to get basic bread-and-butter data such as tariff schedules, operational performance data, and financial statements. We focused heavily on raw data collection directly from Sub-Saharan utilities. This study's strength is that it distills lessons from dozens of countries. We hope it will help make Africa's power sector financially sustainable and advance the goal of universal access to electricity," Monari explained.

Key messages from the report suggest several ways of recovering the cost of supply and making electricity affordable among them improved operational efficiency, increasing access to electricity is to make the initial connection affordable to the poor, installing Individual meters in poor households among others. (APA 20-04-2017)

## ECOWAS PARLIAMENTARIANS TO FIGHT COUNTERFEIT, EXPIRED MEDICINES

One of these medicines is fake.  
Can you tell which?



SAFEMEDICINES.org

ECOWAS parliamentarians are resolved to fight counterfeit, expired medicines, The Daily Observer reported in a story on its front page under the headline: 'ECOWAS Resolves to Fight Counterfeit, Expired Medicines'.

According to the story, the joint committee on Health and Social Welfare, Trade, Customs and Free Movement of Persons and Goods of the 4th Legislature of the ECOWAS Parliament last Thursday unanimously adopted a resolution to fight counterfeit and expired medicines in the sub-region.

The resolution was adopted on the fourth day of the delocalized meeting that took place in the Liberian capital Monrovia.

Before the adoption of the resolution, the Joint Committee recommended that severe administrative and penal sanctions must be instituted by member states on offenders.

The Daily Observer also published another front-page banner headline: 'Nat'l Budget Being Compromised' - Former Justice Minister Outlines Missteps in current regime.

According to the story, former Liberian Justice minister Benedict Sannoh has said the major problem holding the country back is the national budget, and the manner in which it is formulated and executed.

The national budget was not crafted and executed in the interest of the country and its people, but rather for personal aggrandizement, and the culprits of these acts are found in the legislature and executive branches of government, Sannoh added.

He also stressed the need for stringent measures and the introduction of good laws to achieve the government's development goals.

Counselor Sannoh, who resigned his post as Justice minister about two years ago, was speaking over the weekend at a civil society forum in Monrovia.

Meanwhile, the former secretary general of the Progressive Alliance of Liberia (PAL), J. Oscar Quiah, reminded Liberians that it was because of their fight on the fateful day of 14 April, 1979 that Liberia as a country is experiencing the tenets of true democracy.

Speaking on state radio over the weekend, Mr. Quiah said if they had not stood up in the fight for multi-party democracy or if they had given up, the same Liberians would have considered them failures.

Some Liberians in the United States in collaboration with Liberians in the country were said to have organized the April 14, Rice Riot and the 12 April, 1980 coup that brought an end to the rule of the Settler minority otherwise known as Congos.

The Inquirer published this story as its front-page banner headline: 'Our Actions Brought True Democracy'...Former Progressives Secretary General Asserts.

These and other stories dominate the headlines in the Monday April 17 editions of Liberian newspapers. (Daily Observer 17-04-2017).

## **BOTSWANA WITNESSES DECLINE IN FOREIGN CURRENCY RESERVES**



Financial statistics from Bank of Botswana show that the country's foreign currency reserves decreased by 4.5 percent to US\$7.6 billion during December 2016 from US\$8 billion the previous month, APA learnt here Tuesday.

The figures show that based on changes in the reserves – adjusted for unrealized gains and losses – the balance of payments was in an overall deficit by US\$320 million in December while for the fourth quarter of 2016 the deficit was US\$87 million.

For the year to date, the cumulative surplus was US\$280 million.

At the end of February 2017, according to data from the central bank, the country's currency, the Pula, appreciated against the Euro by 2.7 percent while firming against the Pound Sterling by 2.2 percent.

The Pula continued to strengthen against US dollar by 1.8 percent while appreciating against the Japanese Yen by 0.7 percent.

The Pula lost ground against the South African Rand as it depreciated against it by 2.3 percent.

In the 12 months to February, the Pula appreciated against the Pound (23.4 percent), Euro (14.2 percent), US dollar (10.7 percent) and the Yen (10.2 percent) but depreciated against the Rand (11.4 percent). (APA 18-04-2017)

## CARLSON REZIDOR HOTEL GROUP SHARES INSIGHTS ABOUT OPERATING IN AFRICA



Carlson Rezidor Hotel Group Shares Insights About Operating in Africa

For the global hospitality industry, Africa has long been a continent of equal parts risk and potential. The same qualities that have made Africa so enticing to hotel owners and operators—its natural beauty, the untapped market, a lower cost of property relative to many other markets—are some of the same that have presented challenges.

Marc Descrozaille knows the dual reality of Africa well. Descrozaille is currently the area vice president for Africa and Indian Ocean with the [Carlson Rezidor Hotel Group](#), one of the most dynamic and accomplished hotel companies on the planet. According to [the group's website](#), it operates 57 hotels in Africa under several different brands.

Indeed, Descrozaille and the [Carlson Rezidor Hotel Group](#) have had quite a bit of success developing properties in Africa, more, certainly, than much of their competition. By seeing what Africa could one day become years before many other developers, they've managed to thrive in a region that has long been held back by problems with corruption, infrastructure, and a deficit of properly-trained hospitality industry talent.



In a recent interview with TOPHOTELNEWS, Descrozaille discussed some of what has helped the group succeed, as well as Africa's past, present, and future as it pertains to the global hospitality industry. Descrozaille painted a picture of Africa as a challenging region that has slowly but steadily begun to improve, in terms of how easy it is for hotel operators to do business there.

"It's not ideal," said Descrozaille. "It's still difficult, but it's better than it used to be."

Of the obstacles holding Africa back, infrastructure is one of the most frustrating, described by Descrozaille as "kind of a chicken and the egg situation." In order to build hotels, Africa needs to have more reliable infrastructure, yet it's difficult for many countries to bolster their infrastructure without more hotels to house workers and developers, or to drive revenue.

Another major challenge for hotel owners in Africa is the continent-wide deficit of trained luxury hotel workers. A key to success in the industry right now—regardless of the market—is building properties that capture a sense of locality, conveying an authentic and unique spirit of the places where they are located. There is a temptation to bring in service industry talents from other parts of the world, but this delegitimizes localization. It's also a short-term solution, one that would not reward countries in Africa for fostering talent.

That's why Descrozaille said that the [Carlson Rezidor Hotel Group](#) is working hard to train and prepare Africans to lead and manage their properties in Africa.

"We want to increase the number of general managers and team leaders coming from the continent," said Descrozaille.

In terms of advice, Descrozaille was hesitant to reveal too many of the strategies that have made his group so successful in the area, lest an intuitive competitor put them to use, but he did reveal some broad strokes of his success.

The [Carlson Rezidor Hotel Group](#), he said, has always taken a long-term and patient approach, one that is key to success in on a continent where fortune and timing can make all the difference. They have also remained acutely aware that the countries that make up Africa are diverse, and they need to be treated as such. What works for South Africa may not be the correct approach for countries such as Uganda or Kenya.

"Africa is a huge continent with a lot of diversity in many ways," he said.

Cultivating relationships is also important, because finding contractors and other partners one can trust is key.

And while this all may seem like shop talk or important only to those in business, Descrozaille also emphasized how important a viable and dependable hotel market can be to communities. The right hotels can generate revenue, development and economic opportunities where there were none before. For a continent with many challenges, hotel owners and operators can make a meaningful difference if they focus and succeed in a way that's beneficial to all involved.

"For Carlson Rezidor, our most important growth region is the powerful African continent, where we have the largest pipeline of hotels and rooms under development of all hotel chains. We will continue to drive the momentum which has placed secured our leading position." said Descrozaille. (Hospitality net 12-04-2017)

## WEAK S/AFRICAN CURRENCY SET TO SPIKE PETROL PRICES



Fuel price hikes will be the first major expense to hit South Africans in the wake of a weaker rand currency, the Automobile Association of South Africa (AASA) has warned.

The AASA's mid-month data released on Tuesday forecasts that as of next month petrol will go up by 55 cents a litre, while diesel will cost around 30 cents a litre more, and illuminating paraffin an estimated 41 cents a litre extra.

The fuel-hike predictions are based on unaudited mid-month fuel price data released by the Central Energy Fund, the AASA said.

"The loss of confidence by investors and the sovereign ratings downgrades by ratings agencies Fitch and Standard & Poor's, have led to the rand slipping against the US dollar, down from around R12.35 at the beginning of the month to its current position of around R13.40," senior AASA official Layton Beard said.

The association said the rand's weakness largely contributed to the expected fuel price increase, with hikes in international petroleum prices accounting for the balance.

"However, there is no certainty that the impact of the downgrades has been fully priced into the economy. The picture for May could be substantially different," Beard said. (APA 18-04-2017)

## **MALI LAUNCHES EXTRACTIVE INDUSTRY-RELATED PROJECT**



A project called Improving Monitoring of Extractive Industries in sub-Saharan Francophone Africa (PASIE) was launched Monday in Bamako, at a ceremony attended by Mali's Mines Minister Tiémoko Sangaré.

"PASIE is a five-year regional initiative aimed at improving governance, transparency and accountability in the extractive sector in sub-Saharan Francophone Africa, in order to contribute to better sustainable economic growth within countries concerned," stated a press release issued after the launching ceremony.

The main countries targeted by the project are Burkina Faso, Madagascar, Mali and Cameroon.

These countries are "rich in extractive resources" and "have experienced significant growth in activities related to this sector in recent years," the statement added.

PASIE was launched concomitantly in the four targeted countries this Tuesday.

It aims to facilitate "the collection of revenues derived from the exploitation of extractive resources, comply with legal and regulatory frameworks, policies and guidelines governing the sector, takes into account environmental protection interests, respect for gender and the socio-economic impact of these activities," according to the press release.

The project was funded by the government of Canada for an unspecified amount. (APA 18-04-2017)

## **NIGERIA'S MAIN INTERNATIONAL AIRPORT REOPENS NEXT WEEK AFTER RUNWAY REPAIRS**



Nigeria's main airport, the Nnamdi Azikiwe International Airport, in Abuja will be reopened next week after a six-week closure to allow for repair works on the runway.

The head of the government's digital communications team, Tolu Ogunlesi, confirmed that major works on the runway had been completed as at April 12, 2017.

The decision to close the airport was largely due to the dangerous condition of its sole runway. An \$18 million contract was awarded for the repairs to an Abuja construction firm, Julius Berger.

The airport will officially be reopened next Wednesday (April 19, 2017) to air traffic. He also disclosed that authorities had taken advantage of the closure to upgrade some facilities, especially in the main domestic departure terminals.

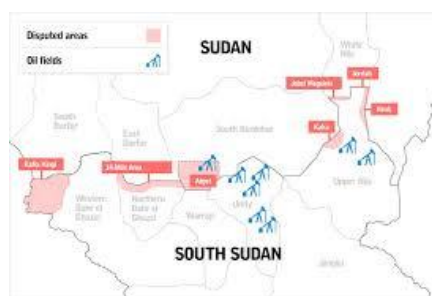
Kaduna airport served as the main international airport for Africa's most populous nation after the closure of the Abuja by the then Acting President, Yemi Osinbajo on March 8, 2017.

Kaduna airport is located about 160 km (100 miles) north of the capital. The government made arrangement for free bus and train services for passengers whose flights took them to Kaduna and had to commute to Abuja.

Passengers and some airlines complained about the negative effects of using Kaduna, aside its effect on their business schedules, the state is also known for its notoriety with regards to kidnapping.

Abuja airport handled an estimated 5,000 domestic flights in December 2016 alone, making it the second busiest airport in the country.(Africanews 13-04-2017)

## SUDAN COURTS UAE, SOUTH KOREA INVESTMENT



The Minister of Oil and Gas in Sudan, Mohammed Zayed, has welcomed the desire of companies in the UAE and South Korea to invest in the oil fields in his country.

On Tuesday, the minister met with a delegation of the South Korean company, Khan, and a delegation of the UAE company Oxid.

In a press statement after the meeting, the minister said they "discussed the possibilities and opportunities available to invest in the oil sector in Sudan.

"We have provided a full explanation of the situation in the country," referring to the opportunities available, and the potential of Sudan in the area of infrastructure for the oil sector.

According to the Sudanese oil minister, low oil production and rapid natural depletion of fields in the country is one of the most important challenges facing this sector.

He spoke of opportunities in the industrial sector in Sudan, and possibilities for the generation of electricity from gas, and the extraction of gas and fertilizer.

Sudan produces about 118,000 barrels of oil per day, down from 450,000 barrels per day after its split into two countries in 2011.

The new nation of South Sudan has taken three-quarters of the production fields within its borders.

Meanwhile, Sudan's annual inflation rate rose to 34.68 percent in March from 33.53 percent in February, the country's central statistical agency said on Tuesday.

Food and energy prices continued to rise after government action to cut subsidies in early November last year.

Rising prices began to rise in Sudan following the country's split in 2011, with three quarters of oil production going to the new state in the south.

Oil is the main source of hard currency necessary to support the Sudanese pound, and for financing imports of food and other items.

The rise in inflation coincided with economic measures taken by the Sudanese government last November, to raise fuel prices, electricity tariffs and withdraw subsidies for medicines. (APA 18-04-2017)

## ALGERIE : TOTAL ET SONATRACH RENFORCENT LEUR COOPERATION



Le siège de Sonatrach à Oran

Selon des informations de Jeune Afrique Business +, un accord a été signé entre Total et Sonatrach, sonnait le glas de la bataille à laquelle se sont livrés en 2016 les deux groupes pétroliers à propos de l'exploitation du champ de Tin Fouye Tabenkort (TFT).

L'accord signé ce lundi 10 avril par Sonatrach et Total doit élargir la coopération des deux groupes pétroliers. Il ouvre la voie à de nouveaux projets dans les secteurs pétrolier et gazier en Algérie, mais il y est aussi question de la prolongation de l'accord conclu entre les deux en décembre 2016, sur la construction d'un complexe pétrochimique de taille mondiale, basé à Arzew près de Mostaganem, et qui produira du polypropylène.

Sa signature intervient quelques jours après la visite du Premier ministre français Bernard Cazeneuve à Alger, dont le déplacement a été l'occasion d'évoquer les investissements français dans le pays.

L'accord prévoit surtout la résolution à l'amiable du [différend entre les deux géants pétroliers](#). Total avait en effet poursuivi en mai dernier la compagnie pétrolière algérienne devant la Cour internationale d'arbitrage de Genève, en raison de l'imposition d'une taxe sur « les profits exceptionnels ».

Cette taxe, instaurée par le gouvernement algérien pour bénéficier de la hausse des prix du pétrole au cours des années 2000, était estimée contraire à la clause de stabilité fiscale contenue dans le contrat du projet de TFT signé par Total. (JA 12-04-2017)

## ETHIOPIAN AIRBUS JOINS RE-OPENING OF ABUJA AIRPORT

Ethiopian Airlines announced it will participate in Tuesday's re-opening of Abuja airport with the arrival of its Airbus A350-900 in the West African nation.





A statement issued by the airliner said the state-of-the-art aircraft will re-start the scheduled service on the Addis Ababa-Abuja route, thereby gracing the reopening of Abuja airport on April 18.

Ethiopian Group CEO Tewolde GebreMariam stated: “As a veteran Pan African airline, Ethiopian Airlines has always been the source of pride to connect the African continent and beyond.”

Ethiopian Airlines’ presence in Nigeria dates back to the 1960s, the same time Nigeria got independence from British colonization.

“We have always given our best to Nigeria at all times, both at good and challenging times, and we have been part of Nigeria’s historic growth and always consider ourselves as vital partners in the history and growth of Nigeria as a country,” GebreMariam added.

Ethiopian Airlines currently operates 20 weekly flights to four Nigerian cities, Lagos, Abuja, Enugu and Kano, offering hassle-free connection to its worldwide network spread in five continents.

It would be further recalled that Ethiopian Airlines has been the first in Africa to own and operate the A350 in African skies. (APA 18-04-2017)

## HOW BIG IS AIRBNB’S BUSINESS IN AFRICA?

Nairobi was selected as one of the 12 global launch sites for Airbnb Trips. Travellers to these cities can now participate in experiences such as long-distance running with Kenyan athletes.

Online home-rental platform Airbnb has taken off globally and has, in start-up terms, “disrupted” the hotel industry. The company allows ordinary home-owners (or “hosts”) to market and rent out lodging to visitors looking for an alternative to the traditional hotel room. Airbnb was launched in 2008, and today has around three million listings in over 65,000 cities worldwide.

In Africa, South Africa is by far the biggest Airbnb market, accounting for almost half the listings on the continent. According to Nicola D’Elia, Airbnb’s general manager for the Middle East and Africa, the number of listings in South Africa has doubled in the last year alone.

“But the demand from travellers, both internationally and domestically, is growing even faster,” he notes. “The number of South Africans staying in an Airbnb when they travel within the country has quadrupled in the last year, for example.”

Cape Town, particularly, has taken off – with some hosts earning double the amount renting their properties out on Airbnb during peak season than they would via a long-term lease. Alongside this, estate agents are [reporting](#) an increased interest from buyers to invest in properties that can be marketed on Airbnb.

The company has also partnered with women entrepreneurs in Langa, a suburb in Cape Town, to host tourists looking to experience township life, heritage and culture. The partnership is in line with Airbnb’s focus on offering authentic “experiences” to travellers. In November it launched a new product, Airbnb Trips, which allows entrepreneurs to market excursions (such as [guided township tours](#)) or lessons (like traditional dance classes) on Airbnb’s platform.

Beyond South Africa, the rest of the continent has generally been slower to take off – although the company’s management remains confident over its potential. Airbnb’s CEO and co-founder, Brian Chesky, has already made a few trips to the African continent.

“Africa is one of the fastest-growing regions in the world for Airbnb,” says D’Elia. “However, that growth is coming off a relatively small base compared to other continents. Airbnb has over three million homes listed on the platform globally; about 80,000 of those are in Africa.”

Despite South Africa’s dominant market share, only Cape Town and Johannesburg are in the top five African cities by number of listings (in first and third place respectively). Morocco’s Marrakesh and Casablanca come in at second and fifth place, and Kenya’s Nairobi is the company’s third-largest city in Africa.

“These are both business hubs and amazing tourism destinations with rich cultures and stunning natural beauty. Airbnb has grown mostly organically in these destinations that have always been sought-after destinations for a variety of reasons,” explains D’Elia.

“There are many places in Africa that show great potential and I am confident that we will see similar growth all over the region once awareness grows. Many other places come to mind: Lagos as a hub for business travel, for example, [and] Namibia and Mozambique for their natural beauty – just to name a few.”

Both Cape Town and Nairobi were also selected as two of the 12 global launch sites for Airbnb Trips. Travellers to these cities can now participate in experiences such as long-distance running with Kenyan athletes or wine tastings at Cape vineyards.

“People are travelling more than they ever have... But the way people travel is changing too, driven by a new experience economy where people place greater value on experiences over ownership,” notes D’Elia.

“The days of standing in line to take the same photos as everyone else, or staying in exactly the same kind of hotel room no matter what city you’re in, are coming to an end.” (How we made it in Africa 12-04-2017)

## CRISIS-HIT MOZAMBIQUE CANCELS INTERNATIONAL ADVERTISING FESTIVAL



The Mozambican Association of Marketing, Advertising and Public Relations Companies (AMEP) has announced the cancellation of this year’s Maputo International Advertising Festival, due to lack of funds and sufficient interest, APA can report on Tuesday.

“The real national and international economic situation, and the deep and growing disinvestment in the advertising industry in Mozambique and globally, has forced advertising agencies and producers from Mozambique and many other countries, to reduce their investment in participating in international festivals and competitions”, AMEP said in a media statement sent to APA on Tuesday.

The festival has been an annual fixture in the business calendar of the Mozambican capital, but this year there is neither the money nor sufficient interest to hold it.

AMEP said the minimum financial conditions needed to hold the festival do not exist this year or for the immediate future, and those who have already paid upfront for their participation in the festival will be reimbursed, while the companies and other institutions who had agreed to sponsor the festival will also receive their money back.

Until recently one of Africa's brightest prospects, Mozambique is facing its biggest economic crisis since a 16-year civil war ended in 1992, after evidence of more than \$2 billion in secret loans emerged in April last year.

Problems have accelerated since the IMF and Western governments withdrew aid vital to funding the budget of Mozambique, which gained independence from Portugal in 1975 after five centuries as a colony.

The Metical currency has dropped 40 percent in 2016, public services have deteriorated and inflation rose to 25 percent in December from just 5 percent the previous year.

Mozambique hopes its financial saviour will be the development of huge gas reserves, which the government said would begin to flow by 2021.

Bond-holders will be relying on gas revenues to get their money back, making the timing crucial. (APA 18-04-2017)

## TELECOMS : AU BURKINA FASO, ORANGE VEUT DETRONER ONATEL



La ministre Hadja Fatimata Ouattara et Bruno Mettling lors de l'inauguration du siège de l'opérateur, à Ouagadougou

Le géant français, arrivé dans le pays en 2016, ne compte pas se contenter d'une place de numéro deux. Il défie la filiale locale de Maroc Télécom sur les prix tout en multipliant les investissements. [Après le rachat d'Airtel en juin 2016 pour 515 millions d'euros](#) et son rebranding mi-mars, Orange Burkina Faso affiche désormais son ambition de jouer les premiers rôles au Pays des hommes intègres. Le nouvel arrivant se prépare à relancer dès cette année les investissements que le groupe indien, qui se sépare de ses filiales africaines pour se recentrer sur son marché domestique, avait arrêtés.

Nous reconnaissons notre place de challenger, mais nous visons celle de leader, comme sur tous nos marchés. En RD Congo, nous étions quatrième à notre arrivée, nous sommes premier aujourd'hui. Son objectif : rattraper son retard sur ce marché et pourquoi pas ravir sa première place à Telmob, nom commercial de la branche mobile d'Onatel, le leader historique des télécoms dans le pays. « Nous reconnaissons notre place de challenger, mais nous visons celle de leader, comme sur tous nos marchés. En RD Congo, nous étions quatrième à notre arrivée, nous sommes premier aujourd'hui », rappelle Bruno Mettling, directeur général adjoint d'Orange chargé de l'Afrique et du Moyen-Orient.

### Agressive

Le groupe français a recruté l'équipementier suédois Ericsson pour la rénovation des infrastructures réseau, dont l'obsolescence pénalise le trafic et la qualité du service. Il entend ainsi investir 21 milliards de F CFA (32 millions d'euros) avant la fin de l'année pour améliorer les communications. « Nous nous mettons à niveau pour faciliter le moment venu la migration de la 3G à la 4G », explique Ben Cheick Haidara, le directeur général d'Orange Burkina Faso.

Depuis le début de l'année, cette nouvelle filiale rattachée à Orange Côte d'Ivoire dit avoir enregistré une augmentation de 24 % de son parc, qui compte désormais 6,3 millions d'abonnés. [Elle talonne ainsi son principal concurrent, Telmob, et ses 7,2 millions d'usagers](#). L'objectif est d'atteindre le seuil des

10 millions de clients au cours des trois prochaines années, en partie grâce à la mise en place d'une politique des prix agressive.

Ainsi, les communications nationales sont théoriquement facturées 90 F CFA la minute – un tarif similaire à celui de Telmob –, mais, depuis juin 2016, l'opérateur propose des bonus de 200 % à 300 % sur les recharges, qui permettent de diminuer le tarif réel des appels.

### **Bonnes performances d'Onatel**

Cela suffira-t-il pour détrôner Onatel ? Car, de son côté, le groupe détenu à 51 % par Maroc Télécom et à 26 % par l'État burkinabè accélère aussi les investissements pour préserver ses positions. En 2016, Onatel a ainsi consacré un peu plus de 29 milliards de F CFA à l'amélioration et à l'extension de ses infrastructures.

Par ailleurs, [l'agence de notation ouest-africaine Wara estime, dans une note publiée en juillet 2016](#), que « le soutien opérationnel quotidien de l'actionnaire majoritaire permet à [l'opérateur] de mettre en place des procédures efficaces et étrennées depuis presque une décennie » pour maintenir son leadership sur le marché.

En effet, depuis l'arrivée de Maroc Télécom à son capital, en 2007, Onatel – dont les activités fixe et internet sont résiduelles – n'a cessé d'afficher de bonnes performances. L'opérateur a ainsi réalisé un chiffre d'affaires de 157,5 milliards de F CFA en 2016 (+ 9 % par rapport à 2015), contre 128 milliards de F CFA (+ 5,7 %) pour Orange Burkina Faso. Et malgré des sanctions infligées par le régulateur, il a enregistré un bénéfice net d'un peu plus de 24 milliards de F CFA (– 5 %).

### **Data et mobile banking**

Pour s'imposer face à Onatel, Orange Burkina Faso mise aussi sur des pôles de croissance comme la data et le *mobile banking*. La filiale du groupe français travaille à la construction d'une ligne de fibre optique entre Ouagadougou et la frontière ivoirienne, qui sera connectée au réseau ivoirien pour apporter un meilleur débit internet. Des consultations sont en cours pour choisir le fournisseur qui réalisera ces travaux.

L'investissement est estimé entre 5 et 6 milliards de F CFA. L'explosion d'utilisateurs de smartphones dans le pays est une opportunité que veut saisir Orange pour développer son offre internet. Enfin, sur le créneau du *mobile banking*, Orange Burkina Faso veut doubler le nombre de ses utilisateurs d'ici à 2020. Avec actuellement quelque 3,7 millions de clients, cette activité représente environ 14 % du chiffre d'affaires de l'entreprise. La Côte d'Ivoire et les 3 millions de Burkinabè vivant sur son territoire pourraient rapporter gros à l'opérateur.

### **Pas de changement d'équipe à Ouaga**

Ben Cheick Haidara, directeur d'Airtel au Burkina Faso, a été maintenu en fonction par Orange. Ce financier de formation passé par KPMG a commencé dans les télécoms en 2000 pour Telecel, la filiale du groupe Atlantique pour laquelle il a ensuite travaillé au Gabon, en Côte d'Ivoire, au Niger et au Bénin. Recruté en 2014 par Bharti Airtel pour diriger les opérations au Burkina Faso, c'est lui qui a en grande partie piloté la cession de cette filiale au groupe Orange. (JA 12-04-2017)

## **MOZAMBIQUE LOSES MILLIONS OF DOLLARS THROUGH MONEY LAUNDERING**

The fraudulent use of the financial system to conceal or disguise illicit financial flows caused financial losses to the Mozambican state estimated at 1.887 billion meticals (US\$26.4 million) in 2016, according to a report from the Attorney General's Office (PGR).

In the report, which will be presented to the Mozambican parliament, the PGR says that suspected fraudulent uses of the financial system include situations such as the inflows of cash from criminal activity, such as misappropriation of state funds, abductions, human trafficking, trade of narcotics and psychotropic substances and parts of protected species.

The PGR also argues that loss of profit due to criminal activity has greater dissuasive power than restricting the freedom of offenders and it therefore suggests the creation of an institution for the recovery of criminal proceeds as recommended by international conventions, which has worked well in several countries.

“We continue to deal with fraudulent schemes involving circulation of large sums of money outside the financial system, fueling an informal circuit at home and abroad. Given that large amounts of money are involved in this type of crime, the PGR is working with the Bank of Mozambique to reinforce measures to control currency,” said the PGR document.

In the document quoted by daily newspaper Noticias, the PGR estimates that 10.5% of people trafficked in Mozambique have suffered sexual exploitation and 89.5% organ harvesting and forced labour. (18-04-2017)

## MAROC, MAURICE ET ÉTHIOPIE, QU'EST-CE QUI FAIT GAGNER CES TROIS CHAMPIONS AFRICAINS ?



Port-Louis vu de la citadelle

Une Tribune co-écrite avec Olivier Poujade, co-fondateur de East Africa Gate (cabinet de conseil dédié à l'accompagnement des investisseurs en Éthiopie et dans la Corne de l'Afrique).

Pour qui remet les pieds aux environs de Tanger, au Maroc, sans y être venu depuis quinze ans, la surprise est grande. Les champs ont laissé place à l'une des usines automobiles les plus modernes au monde, reliée au nouveau port de TangerMed, faisant de cette région jadis négligée un pôle de croissance majeur au sud de la Méditerranée.

Dix années de croissance économique à deux chiffres ont non seulement radicalement transformé le paysage urbain d'Addis Abeba, capitale où fleurissent les building, mais ont aussi permis d'innover l'Éthiopie avec un réseau de routes, d'écoles et de centres de santé.

Dans un autre registre, la transformation de l'Île Maurice est en marche : l'économie du textile et de la canne à sucre a fait place à des sociétés de services et du savoir. L'Éthiopie, le Maroc, Maurice — trois pays très différents (respectivement 94, 33 et 1,3 millions d'habitants) et situés à des milliers de kilomètres de distance — font figure de « champions africains ». Leur succès s'explique par certaines caractéristiques communes.

### Stabilité

Premièrement, ces pays sont stables et n'ont pas connu de conflit de grande ampleur sur les quinze dernières années. Malgré les tensions avec leurs voisins respectifs, la monarchie marocaine, comme le parti dominant en Éthiopie (EPRDF), ont eu le mérite de permettre à ces pays de maintenir une stabilité et une cohésion nationale indispensable à leur développement.

Ces deux pays ont été largement épargnés par les conflits qui ont ébranlé le Maghreb et la Corne de l'Afrique, même si l'islamisme demeure problématique au Maroc et que les récents troubles en Éthiopie ont été réprimés vivement, dans un contexte de sécheresse aiguë. L'Île Maurice a également réussi à

maintenir la paix civile, malgré une population mélangée et des partis qui s'opposent fortement, dans le cadre d'une démocratie représentative, pour accéder au pouvoir.

### **Des plans sectoriels**

Deuxièmement, les gouvernants de ces pays ont une vision claire de leur développement et une véritable capacité à mettre en œuvre leurs plans sur le terrain, avec méthode et détermination, dans les domaines économiques et (dans une moindre mesure) sociaux. Le Maroc a mis en place des plans sectoriels concrets (« [Plan Maroc Vert](#) » dans l'agriculture, « [Programme Émergence](#) » pour l'industrie, etc.).

L'Éthiopie, plus dirigiste, met en place des plans quinquennaux de développement, qui ne sont pas sans rappeler le modèle chinois. Maurice, qui suit un modèle de développement plus libéral, dispose d'un plan de développement national clair, décliné en programmes spécifiques pour les secteurs stratégiques (urbanisme, agriculture, ICT, secteur financier, etc.), sur lesquels se positionnent des groupes industriels familiaux puissants.

### **Diversification économique**

Troisièmement, ces pays ont connu une croissance soutenue et raisonnablement inclusive. Leur développement n'a pas été fondé sur les seules matières premières mais sur une diversification de l'économie. Le « miracle mauricien » (croissance annuelle supérieure à 4% sur deux décennies), a permis à l'île de devenir un pays à revenu intermédiaire supérieur (20 000 dollars par habitant en parité de pouvoir d'achat), en passant d'une économie sucrière (20% du PIB en 1968) à une économie fondée sur le tourisme, l'industrie (textile) et surtout les services (75% du PIB aujourd'hui).

L'Éthiopie a mis en place un programme d'investissement public massif, permettant à l'économie de croître à un rythme accéléré sur la dernière décennie (environ 10% l'an) et de doubler le PIB par tête (à 1 500 dollars, un niveau qui demeure faible). Une performance d'autant plus remarquable que ce pays ne dispose pas d'industries extractives majeures et que l'agriculture (de subsistance pour l'essentiel) représente plus de 40% du PIB.

Le Maroc a quant à lui connu une croissance de l'ordre de 3,5% sur la dernière décennie, le phosphate, sa principale ressource d'exportation jusqu'en 2015 (remplacée depuis par les exports du secteur automobile) représentant moins de 5% du PIB (le pétrole représentant environ 30% et 45% des PIB de l'Algérie et de l'Angola).

Les grands pays du continent sauront-ils s'inspirer de ces exemples ?

La multiplication ces dernières années des annonces par les chefs d'Etat africains de plans nationaux visant à faire de leur pays des « économies émergentes » à horizon 2030 a parfois pu paraître optimiste. A en juger par les exemples de nos trois « champion africains », cette ambition n'est pas hors de portée. Mais comme le dit un proverbe pygmée dans sa sagesse : « le petit poulet n'instruit pas maman poule »... les grands pays du continent sauront-ils s'inspirer de ces exemples ? (JA 11-04-2017)

## **NATIONAL BANK OF ANGOLA KEEPS BENCHMARK INTEREST RATE AT 16%**

The Monetary Policy Commission of the National Bank of Angola decided to keep the country's main benchmark interest rate, the BNA Rate, at 16%, as well as the 20% liquidity absorption and seven-day liquidity rate at 7.25% a year, the central bank said.

At the meeting held on 31 March but whose decisions were announced on 13 April, the commission paid particular attention to price developments, and found that the rate of inflation in February maintained the downward trend started in January 2017.

Figures from the National Statistics Institute for the Consumer Price Index of the province of Luanda showed that monthly inflation rose to 2.59% in February from 2.29% in January, but the inflation rate measured by the average of the last 12 Months against the preceding 12 months, fell from 40.39% in January to 39.45% in February.

The central bank also reported that in February commercial banks acquired foreign currency in the equivalent of US\$919.8 million, of which US\$798.8 million from the BNA and the remainder to customers, with the average kwanza exchange rate against the dollar remaining unchanged at 165.90 kwanzas. (18-04-2017)

## DANONE BUYS REMAINING 60% STAKE IN BROOKSIDE DAIRY TANZANIA



Danone buys remaining 60% stake in Brookside Dairy Tanzania

Danone has agreed to acquire all of Brookside Dairy's Tanzanian dairy business, less than three years after investing in a 40% stake.

The buyout will be completed through Brookside Holdings – the wholly owned subsidiary that acted as a vessel for [the French company's acquisition of a minority stake in 2014](#).

At the time, FoodBev reported that Brookside Dairy had annual revenues of €130 million and was East Africa's leading dairy products group.

Tanzania's competition commission confirmed: "The FCC has received a merger notification to the effect that Brookside Holdings intends to acquire 100% of the issued share capital in Brookside Dairy Tanzania. FCC is currently investigating the intended acquisition in line with the provisions of the FCA and the FCC procedure rules."

After completion, Danone will own all of Brookside's Tanzanian business and will continue as a minority partner in Kenya and Uganda.

The company is buying out the 60% stake owned by Africa's influential Kenyatta family, which includes the current president of Kenya, Uhuru Kenyatta.

According to Business Daily Africa, the divestment "comes against the backdrop of lukewarm diplomatic relations between Kenya and its southern neighbour.

"The two countries have developed mutual suspicion arising from differences over Uganda's decision to abandon a joint plan to build a multi-billion shilling crude oil pipeline through Kenya in favour of Tanzania, and Dar es Salaam's refusal to ease its tough work permit regulations for Kenyans."

Seemingly, Brookside Dairy, which was founded in Kenya in 1993, will consolidate and re-focus its operations in its home market. (FoodBev Media 27-03-2017)

## SOUTH AFRICAN FOOD RETAIL GROUP ANNOUNCES INVESTMENTS IN ANGOLA

South African group Shoprite plans to invest US\$571.7 million in the expansion of its supermarket and distribution network in Angola under an investment contract signed with the Technical Unit for Private Investment (UTIP).

The project involves opening 15 shopping centres over the next five years, 22 supermarkets (three already in operation since 2015), a warehouse and two residential structures for staff, as well as improvements in four supermarkets.

The investment will cover 11 of Angola's 18 provinces and includes the creation of 5,613 jobs for Angolans, of which 3,278 in Luanda.

The contract with the UTIP provides for tax incentives to be granted to the Shoprite group, such as the reduction of 65% in the payment of Industrial, Capital and Property taxes for a period of 10 years.

The Shoprite group, established in South Africa in 1979, is present in Angola through the companies Shoprite Supermercados, Mercado Fresco de Angola and Shoprite Angola Imobiliária. (18-04-2017)

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The Memorandum is also made available by AHEAD-GLOBAL, BCA, Chamber of Tenerife (by posting it at the Africa Info Market), CCA - Canadian Council on Africa, CCA - Corporate Council on Africa (USA), ELO,HTTC ,NABA,NABC (by posting selected news) and SwissCham-Africa to their Members.



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