

"MADAGASCAR : SELF-SUFFICIENT AND PREPARED TO MEET INTERNATIONAL DEMANDS"

P 6-7

Volatiana Rakotondrazafy:
"Madagascar is on its way
to Industrial Emergence"

P 14-16

TRADE
Overview on
commodities

P 30

CULTURE
The Stories behind
American New Year's
Traditions

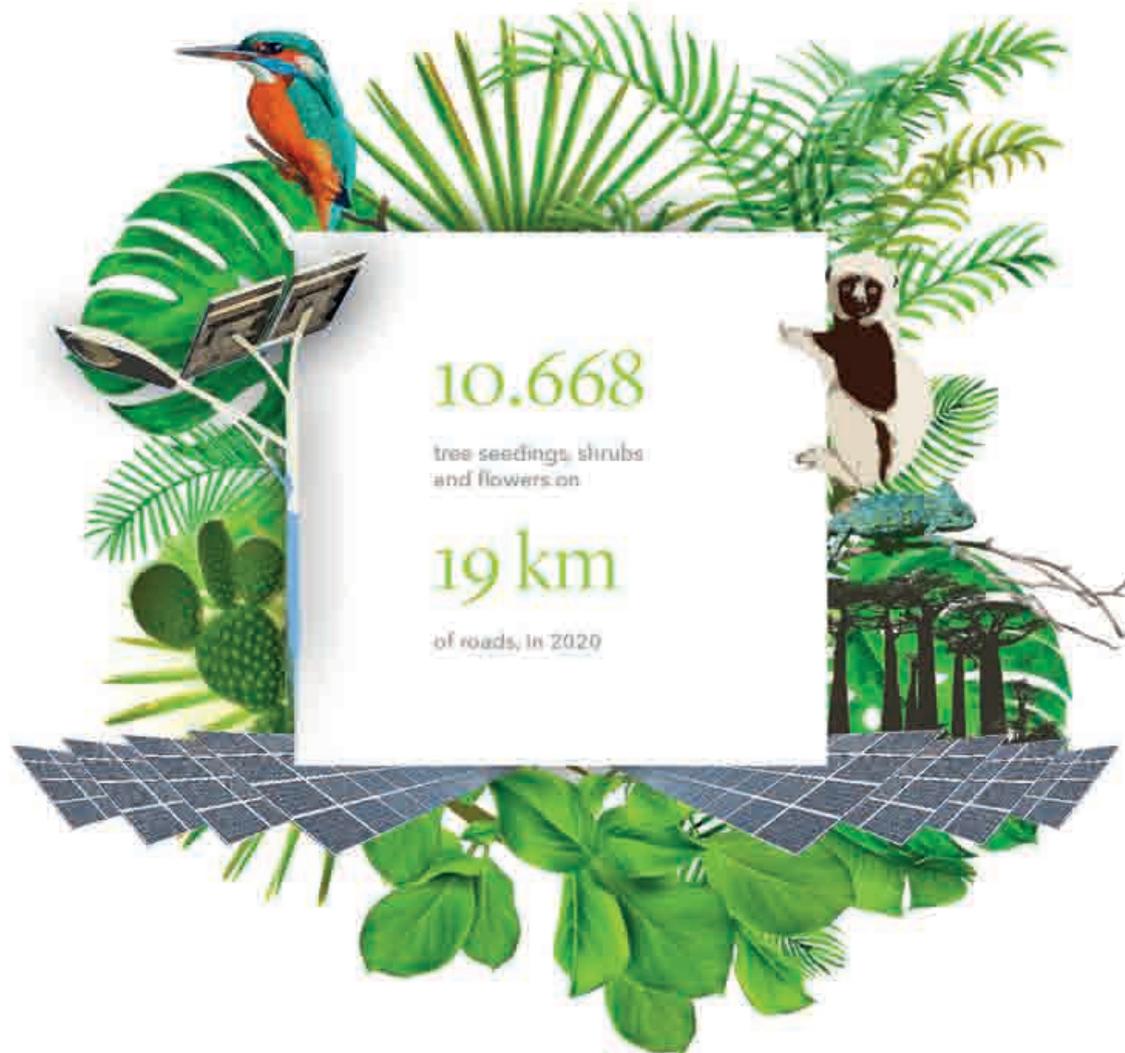
**5 GROWING
TRENDS**

which define
the future of
business
p 10

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CONTENTS

- P6-7:** Volatiana Rakotondrazafy:
"Madagascar is on its way
to Industrial Emergence"
- P8:** Business Practice: New Zealand
has a lot to teach to the world
- P10:** 5 growing trends which define the
future of business
- P12:** Getting our economy "circular"
- P14-16:** Overview on commodities
- P20-22:** AmCham and AGOA
Resources Center Newsletter
- P23:** Women in Fashion Business:
Meeting Michela Ramitomboson
- P28:** The Ahavah Leadership: From A
Blame Culture To An Affirming One.
- P29:** Adding value: The most effective
way to generate and convert leads
for any businesses
- P32 -34:** Traveling Madagascar

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Minister of Industry, Trade & Crafts,

**“Madagascar: self-sufficient
and prepared to meet
international demands.”**

"Madagascar: self-sufficient and prepared to meet international demands." If I have to summarize the business vision in 2019 and for the next 4 years in one sentence, this is it.

Fostering dialogue, prioritizing meetings with companies, and seeing the realities of the economy and the private sector in the regions were the first actions taken within the Minister of Industry, Trade & Crafts (MICA) to achieve this vision.

Industrialization as a vector for sustainable and inclusive growth is the main focus of MICA around the Velirano N ° 7 of the Emergence Madagascar Plan (PME): to locally produce the current consumption needs of the population, promote regional industrialization based on the potential for transformation of each region, promote industrial zones of emergence and stimulate consumption of local products through the "Malagasy ny Antsika" label.

Providing Madagascar with its very first "Country Program" to support industrial emergence 2019-2023 was a major step forward in meeting these commitments. This "Country Program", signed at the 18th General Conference of UNIDO in Abu Dhabi in November 2019, was developed for the implementation of the roadmap towards inclusive and sustainable industrialization, as mentioned in the Declaration of Lima which was adopted on December 2nd, 2013 at the 15th session of the General Conference of the Organization.

The program was launched in Madagascar during the Industrialization Day of Africa on November 21st.

The holding, in Antananarivo in November, of the 11th African Private Sector Forum, organized by the African Union Commission, is one of the signals that show to the continent and the world that Madagascar is preparing to be a major actor on platforms such as SADC or COMESA and soon the AfCFTA or African Continental Free Trade Area. 350 high-level business leaders promoted sharing on challenges and their experiences around the theme "Transforming African Economies through

mobilization of Private Sector and Capitalizing on Best Practices in Other Regions of the World". For Madagascar, the meetings between the counterpart ministers of the continent during the forum mainly opened support for the strategy of setting up industrial zones.

In addition to these key events, some achievements stand out at MICA for a business-friendly climate. For industrialization, the mapping of industrial opportunities and the revival of state-owned companies marked the year along with the signing of the "Country Program". Continued economic control of domestic trade has allowed MICA to strengthen price verification in the market. To facilitate external trade and develop exports, the Export Promotion Agency (APEX) will be operational very soon after the recent finalization of the legal framework of the implementing decree. Another important aspect of the trade is the recent inauguration of the House of Consumers, coming within the framework of the protection of the consumers. The craft sector has also been active to mention only the signature of the agreement between the Minister of Economy & Finance, the Institut National de la Statistique (INSTAT) and the MICA for the exploitation of a reliable and up-to-date database for the census of craftsmen on all Madagascar. More recently, the launch of the digital map of craftsmen is the result of a sustained effort to target the distribution of 200,000 cards by 2020.

In the PME, by 2023, actions are continuing in particular to support industrial infrastructures, the promotion of healthy competition, the fight against the informal sector and consumer education.

In conclusion, MICA, in its accompanying role, continues the dialogue with the entire private sector. The actions as a whole are concerted with the aim of creating a win-win tripartite partnership between the State in its tax revenues, the Enterprises in their profitability and the population in their right to a decent job and to improved social conditions.

By Lantosoa Rakotomalala
Minister of Industry, Trade & Crafts,



Volatiana Rakotondrazafy: "Madagascar is on its way to Industrial Emergence"

To support Madagascar's Industrial Emergence, the United Nations Industrial Development Organization (UNIDO) launched the first-ever country program for the country last November. UNIDO Country Representative in Madagascar, Mrs. Volatiana Rakotondrazafy gives an overview of the program.

A brief overview of what the UNIDO achieved in Madagascar these last five years?

"As a specialized agency of the United Nations responsible for SDG 9, UNIDO's core mandate is to promote Inclusive and Sustainable Industrial Development (ISID) in developing countries and transition economies. The UNIDO supports the Malagasy government in realizing its industrial development program. Broadly speaking, the agency intervenes in reinforcing agro-industry, trade, innovation and the country's institutional capacities. These are supported by sectoral interventions in the development of agribusiness and selected value chains, renewable energy for productive use, environmental protection, the creative industry and entrepreneurship development. This last component particularly addresses the cross-cutting dimension of women empowerment and youth inclusion issues."

Why did we have to wait until November 2019 to launch the first country program for Madagascar?

"Following the Malagasy government's request, the UNIDO helped Madagascar in the establishment of its first country program to support the country's Industrial Emergence. Aligned with national priorities, this program aims to stimulate technology exchange, innovation, investment, the development of relevant skills and job creation with the ultimate goal of laying the foundation for a sustainable and inclusive industrialization process. While UNIDO's technical cooperation in Madagascar has always been through

stand-alone projects in a variety of sectors, the current framework is a new generation of programming that aims to provide systematic solutions based on the contexts, issues and challenges of each member state. The framework considers both the economic, social and environmental aspects of sustainable development. It proposes a package of integrated and multi-sectoral interventions, focusing on the participation of key stakeholders, especially the private sector, to bring benefits for the poorest and most marginalized segments of the population."

A brief presentation of the country program?

"Officially signed by the Government and UNIDO on the sidelines of the 18th UNIDO General Conference in Abu Dhabi on 3 November, the program is spread over four years (2019-2023). It is rooted on the current UN Development Assistance Framework in Madagascar (UNDAF) and is part of the collective responses of the United Nations System to the Big Island. As such, it helps to foster economic growth, job creation and community resilience in an environmentally sustainable and inclusive manner through the development of a strong industrial sector.

The Country Program is organized around four major axes: (i) agro-industry and value chains, including the promotion of entrepreneurship in promising sectors, (ii) renewable energies and environmental protection, (iii) Support for the development of Industrial Emergence Zones / Industrial parks and regional industrialization, and (iv) institutional strengthening for competitiveness, innovation and investment promotion. Those axes were identified jointly with the national counterpart (central and regional government, private sector, CSO ...) during the various formulation and consultation missions that preceded the drafting of the framework document."

Could you please show how a country program worked in another recipient country?

"Currently, more than 50 Country Programs have been developed around the world. 11 African countries have Country Programs under implementation¹ while other countries, such as Senegal or Zambia, have transformed the program into a larger one, a Program for Country Partnership (PCP)². It is a more relevant tool for catalyzing more partnerships and mobilizing more technical and financial resources for multi-stakeholder and transformational intervention of the private sector.

In Cambodia, the program has been established since 2018 to transform and modernize the country's industrial structure from a labor-intensive industry to a skills-based industry by 2025. In Senegal, services provided by UNIDO under the PCP helped to support the development of the Diamniadio Park. Through this support and catalyzed partnerships, Diamniadio began operations in 2018, creating 1,000 new jobs initially while additional 4,000 are expected by the end of 2019."

Who will benefit from the funding in Madagascar?

"The Country Program represents a flexible portfolio estimated at approx. US\$ 35 million. Resources will be allocated to the implementation of priority projects jointly identified with the Government. These projects will be carried out on the basis of partnerships and innovation involving the private sector, other development partners, communities, particularly women and youth, and the public sector which ensures their leadership. A Coordination Unit for the implementation of this portfolio is being set up, under UNIDO funding."

What are the conditions for the success of the industrial emergence of Madagascar? Are we on track?

"Like other countries such as Senegal or Ethiopia, Madagascar is aiming for an industrial emergence. If we assume that all current reforms are effective, and the country's investment climate is favorable, targets would be reached under some conditions. First, it

requires a strong and sustained leadership from the State, coherent actions along the industrialization chain, and the involvement of all actors at all levels of all links. It would also be imperative to remain focused on truly key sectors then gradually integrate other sectors and available best practices. Resources allocated should be in line with the objectives set. This is why the existence of a Country Program can serve as a lever to accelerate industrialization because it allows to catalyze, coordinate and set up innovative partnerships through the identified priority initiatives.

For example, Ethiopia's PCP enabled UNIDO to secure more than \$ 680 million to finance projects planned under the program (including the development of industrial parks), in addition to the \$ 46 million portfolio which is being currently implemented. In Senegal, the Government has put \$ 30 million to implement the PCP, in addition to the resources that UNIDO has mobilized."

At this pace, will we reach the targeted 25% contribution of the industrial sector to the GDP by 2025?

"Madagascar is on its way to industrial emergence and strives to reach 25% contribution of the industrial sector in the GDP by 2025 (currently 13%)³. This objective could be achieved with the effective and harmonious involvement of all actors and actions to meet internal needs first, maximizing local resources, and by paying particular attention to existing industries."

How do you see Malagasy industry in view of the challenges of the African Continental Free Trade Area (AfCFTA)?

"Faced with the challenges of AfCFTA, Malagasy Industry has an advantage in terms of local resources, know-how and willingness. However, this is not enough to position Madagascar in the best possible way. More measures and investments will be needed, primarily in terms of infrastructure, energy, innovation and technology to face the competition and especially to remain competitive over time. And this is a matter of continuous dialogue and work between the public and private sectors, in collaboration with other relevant partners."

1. Angola, Burkina Faso, Ghana, Mauritania, Mozambique, Nigeria, Rwanda, Swaziland, Uganda, Zambia, Zimbabwe

2. Senegal, Ethiopia, Ivory Coast, Rwanda, Zambia

3. Malagasy Industry Portrait (MICA November 2019)

Business Practice: **New Zealand** has a lot to teach to the world

Once again, the World Bank's "Doing Business Report 2020" ranked New Zealand 'easiest place in the world to do business'. Does that mean that its economy is in good shape? If we refer to what NZ Finance Minister Grant Robertson said at the release of the report, definitely yes! In 2017, the country had a GDP per capita up to US\$ 42,940.85 with a large middle-class citizenship, resulting in strong demand for goods and services. But more than just having a strong economic system, New Zealand offers a favorable business environment for entrepreneurs and investors.

So here are many reasons why New Zealand deserves the famous top spot:

Half a day to create your business. New Zealand has the lowest number of procedures required to start a business – just one – and offers a comprehensive network of physical and technological infrastructure to support entrepreneurs, even foreign ones, in setting up their businesses. Once you get a viable idea, get through the process via RealMe login, you will get your New Zealand Business Number (NZBN) automatically and your company is legally created in a few hours' time. Besides, it is possible for Sole Traders and Partnerships to incorporate their businesses 'for free'.

Available sourcing market information. Do you want to have quick business stats before implementing your business idea? You can find updated statistics about the activity and performance of businesses in New Zealand in a few clicks, from business demography to annual enterprise surveys.

Low-cost business advice and mentoring. The government supports businesses and self-employed people through grants and skills and knowledge-building, depending on the stage and/or size of their businesses. You will have to register for free to one of the 14 Regional Business Partner Networks and have access to a wealth of advice and knowledge, and especially business networks.

Safety for any kind of business. This is an important decision-making tool for any investor. Any business legally started in New Zealand has nothing to fear in any term. Information can then be safely divulged. A foreign investor holding the right visa is highly protected by the laws. Financially speaking, New Zealand's banks have been rated as the second soundest in the world, so you do not have to worry about losing money.

Second least corrupt nation in the world. The 2018 Corruption Perceptions Index released by Transparency International ranked New Zealand #2 least corrupt nation, after Denmark, out of 175 countries. New Zealand has invested a lot in strengthening its anti-corruption and integrity framework – even though they do not have an anti-corruption commission.

In view of this, it really looks simple and safe to do business in New Zealand, a country which also has a good history of international relationship that made it quite easy to deal business with other countries of the world. A lot to learn from NZ!



Edited by Kenny Raharison

Sources: Newshub.co.nz | zegal.com | business.govt.nz | stats.govt.nz | provisas.co.nz

In **2019**



14.161
recipients
employees



237
recipients
companies



RAVELOARIJAONA
Nonat
Executive director
CENTRE FAFIALA

The FMFP allows us to better conduct our rural-based activities, by empowering their beneficiaries – farmers – in their agricultural activities. The FMFP made it possible for us to increase the farmers' incomes with the added value generated from professional training.



RASOANIRINA
Céline
Training Manager
ACCORD KNITS

Professional training is mandatory within our company whether we like it or not. It has become a must for our personnel in order for them to master the handling of new equipment, in view of the current technological change.



RANDRIANASOLO
Dieu Donné
Truck driver
BOLLORÉ

I started working as a truck driver in 1997. After all these years of service, I could take advantage of my very first professional training with FMFP's funding. I realized how important trainings are to update my skills and thus ensure zero accident risk.



RANDRIANANTSOA
Lovaniaina
Pre-employment
AVENTOUR
MADAGASCAR

Born in Tamatave, I have been selected for trainings in German language and guidance techniques, funded by FMFP. At the end of the trainings, I will be able to claim the position of tourist guide within AVENTOUR to accompany German cruisers during their stay in our city.

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5 growing trends which define the future of business

Do you want to make more impact on your business in the coming years? Follow closely trending developments and stay on the cutting edge of what is going on!

- 1- **The workplace of the future is going to be a digital one.** The digitization of the world is not new to us. And recent trends show us that it is not going to slow down anytime soon. Just take a look at these quick stats! The number of workers who telecommute has increased by 20% in the last decade; and cloud computing spending has grown 4.5 times faster than traditional IT spending. Businesses must adapt to survive!
- 2- **Get your business protected from cyberattacks.** It is now becoming more and more difficult to detect internet-based attacks before they occur. Businesses need to get the help of leading thinkers in the world of cybersecurity to minimize their vulnerability to potential attacks. This is readiness to cyberwarfare!
- 3- **Invite robots to your business.** We have heard a lot about increased automation which seems to be a threat for human jobs. By 2022, for example, 80% of all advertising processes in the U.S. will be managed automatically. Why not start to automate some "menial" tasks so that your employees can perform better in what is more important for your business?
- 4- **Specialize instead of being a jack-of-all-trades.** Study shows that small businesses focused on niche markets are far more likely to make a quick impact than slow-moving megacorporations are. Your business should have particular objectives and recognizable branding to be easily remembered by consumers.



- 5- **Use disruption to your advantage.** When you specialize, you can be exposed to disruption, mainly digital disruption, meaning that other companies can take some core part of your business and run away with it. Just identify potential aspects of your competitors' operations and think of capitalizing upon them ... quickly!

It may seem strange to talk about global trends when a country like Madagascar is still lagging far behind in many aspects. But at least, there is an undeniable need to be aware of what is happening and what is coming next. Let's keep our eyes wide open, no one is going to wait for us to make steps forward!



Edited by Kenny Raharison

Source: Forbes



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Getting our economy "circular"

"Circularity 2030" has recently become a buzzword, especially after the Responsible Business Forum 2019 in Singapore last November. These quick stats will show you why.

- 9 out of 10 people around the world breathe polluted air, according to a 2018 report by the World Health Organization. It is estimated that around 7 million people die every year from exposure to fine particles in polluted air.
- In a report called The New Plastics Economy, the Ellen MacArthur Foundation and the World Economic Forum predicted in 2014 that there will be more plastic than fish in the sea by 2050.
- By 2075, the world could be facing widespread starvation. The Earth lost half of its topsoil in only 150 years while it can take a 1,000 years to generate 3cm of new topsoil. In 2015, a UN official suggested that we only have 60 years of viable topsoil left.

The circular economy movement was launched by Dame Ellen MacArthur. According to her Foundation, "In a perfect circular economy, resources mined from the earth would be reused over and over, while biological resources would be used as long as possible and then returned to the earth in a biologically sound way."



Ellen MacArthur is a sailor and circular economy advocate. She was made Dame in 2005 after the fastest solo sail around the world in just over 70 days

In the 2018 "The New Big Circle" report from the World Business Council for Sustainable Development and The Boston Consulting Group was really optimistic and projects that transitioning to a circular model could unlock a whopping \$ 4.5 Trillion of GDP growth. According to another 2015 report by The Club of Rome, if key circular economy policy measures are to be adopted – renewable energy, eco-design, emissions trading, etc. – carbone missions could be cut by a whopping 70% by 2030. Circularity also has the potential to fix the world food system. Consumers in rich countries waste almost as much food as the entire net food production of Sub-Saharan Africa. A circular food system will help us reach SDG2 "Zero Hunger".

How? Circularity involves rethinking whole systems and not just looking at individuals parts because many problems are interconnected. Circularity demands rethinking of private finance which only looks for returns over short time periods while going circular is a longer-term process. Businesses have to stop relating "sustainability" to costs, but consider it as an essential part of their business models instead – innovative ones. Integrating the circular economy concept into the education curriculum is a proposed solution as well because people need to change their habits too, and technology doesn't solve everything.

People should reconnect to nature; and companies should understand that businesses depend on a healthy economy, which depends on healthy people, which depends on a healthy planet.



Edited by Kenny Raharison

Sources: Responsible Business – Green is the new black

QMM à Madagascar c'est:

- 1 milliard \$ investi à Madagascar
- 2 000 employés dont + 97% de malgaches
- 2 095 Hectares d'aires protégés
- 400 000 arbres plantés
- 2,5 M \$ par an investis dans l'environnement et la communauté: éducation, santé, affaires et amélioration des conditions de vie.
- 80 000 personnes utilisent l'électricité fournie grâce au partenariat de QMM avec la JIRAMA.
- 2 500 jeunes ont bénéficié d'une bourse d'études du programme RISE
- 350 millions \$ investis dans des infrastructures communes : routes, électricité, eau et santé publique.

QIT Madagascar Minerals, membre du Groupe Rio Tinto, est une compagnie minière, détenue à 80% par Rio Tinto et à 20% par l'Etat malgache, représenté par l'Office des Mines Nationales et des Industries Stratégiques (OMNIS). QMM opère près de Fort-Dauphin à l'extrémité sud-est de Madagascar. Nous produisons de l'ilménite, du zirsill et du sable contenant de la monazite.

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- Est protégé par une brise-lame de 625 m de longueur
- Dispose de 3 quais, respectivement de 275m, de 150m et de 75m.
- Dispose d'aires d'entreposage sécurisées et de deux entrepôts pour les marchandises générales
- ISPS (International Ships and Ports Facilities Security) code conforme et certifié ISO 9001 (Qualité) et ISO 14001

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Overview on commodities

Being in 2018 the 126th largest export economy in the world and enriched with most of the natural raws used in global production, Madagascar seems to retain a hidden potential. At the top, vanilla, cocoa beans, cinnamon, litchi, coffee and other specialty foods of the island contribute to the circa USD 3 billions exported each year.

As reported by the International Trade Commission (ITC), during the past five years, exports from the island

increased at a rate of 33.68 % from USD 2.2 billions in 2014 to USD 2.99 billions in 2018. The top exported product being Spices which represent 34 % of the total exports in 2018 followed by Raw Nickel which accounts for 14,26 %. Indeed, this precious bourbon spice is now the first value in the international market with 30 000 hectares of plantation in Madagascar and green pods value from 27 to 81 USD; and vanilla prepared beans are sold 450 USD per kilo.

Table 1: **Top 10 exported commodities in 2018** (USD THOUSAND)

	Product label	Exported value in 2014	Exported value in 2015	Exported value in 2016	Exported value in 2017	Exported value in 2018
	All products	2 243 190	2 164 461	2 261 351	2 846 993	2 998 622
1	Coffee, tea, maté and spices	264 537	393 436	584 682	950 596	1 024 429
2	Nickel and articles thereof	602 855	550 724	400 963	340 961	427 696
3	Articles of apparel and clothing accessories, not knitted or crocheted	245 492	205 822	242 620	292 606	267 660
4	Other base metals; cermets; articles thereof	87 512	95 228	79 102	151 916	226 246
5	Articles of apparel and clothing accessories, knitted or crocheted	213 488	206 353	223 799	233 121	219 283
6	Natural or cultured pearls, precious or semi-precious stones, precious metals, metals clad ...	26 300	27 216	40 595	109 937	123 802
7	Fish and crustaceans, mollusks and other aquatic invertebrates	109 977	90 512	117 465	140 378	114 175
8	Ores, slag and ash	97 538	71 664	64 458	112 609	89 223
9	Essential oils and resinoids; perfumery, cosmetic or toilet preparations	39 492	26 024	34 660	44 884	71 858
10	Mineral fuels, mineral oils and products of their distillation; bituminous substances; mineral ...	84 404	64 240	57 730	46 370	51 470

Available full data in 2018
Source: USITC (www.trademap.org)

Where do Madagascan products go?

Among the top ten destinations from Madagascar are USA, France, Germany, Japan, or Netherlands. Whilst history with France can explain current trade relationships with the island, the United States of America is from 2018, with 624 USD millions imported, and now the first international trade collaborator of Madagascar. (table 2)

How about AGOA exports in 2019?

A major component of raise within trade with the USA is Madagascar's eligibility to the African Growth and Opportunity Act (AGOA). According to

the official website agoa.info, the island is in August 2019 ranking as the 8th AGOA exporter before Ethiopia and after Lesotho.

With this in mind, in 2019, 60 companies were involved in contributing to exports under AGOA in which 38 are coming from the Textile and Apparel sector, 11 from the Specialty foods sector and 8 from the Handicraft sector. (figure 1)

Based on Madagascan Customs Department, a total of circa 143 USD millions were exported to the US under AGOA from January to October 2019 with contribution in 95% from the textile sector. (table 3)

Table 2: **Top destinations for commodities in 2019** (USD THOUSAND)

Importers	Exported value in 2014	Exported value in 2015	Exported value in 2016	Exported value in 2017	Exported value in 2018
World	2 243 190	2 164 461	2 261 351	2 846 993	2 998 622
1 United States of America	186 984	234 522	292 396	531 304	624 009
2 France	526 243	436 955	541 948	645 324	613 824
3 Germany	99 364	126 021	189 593	203 481	213 900
4 Japan	144 089	114 421	115 052	97 820	211 713
5 Netherlands	146 569	145 980	98 374	133 852	153 024
6 China	100 455	142 975	144 173	172 692	149 981
7 United Arab Emirates	9 034	14 199	24 650	78 854	111 331
8 South Africa	97 525	87 113	78 949	77 965	102 269
9 Korea, Republic of	139 228	113 747	96 154	74 519	86 887
10 India	68 221	118 549	84 653	90 006	78 320

Source: USITC (www.trademap.org)

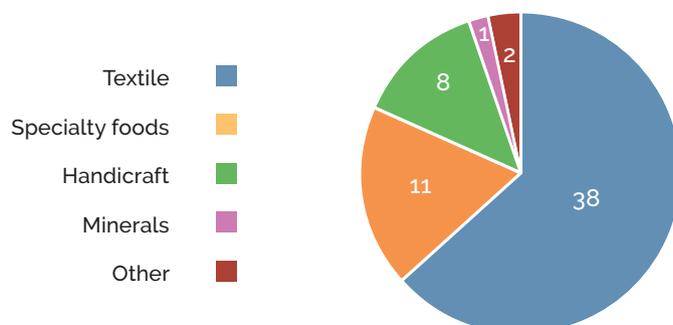


Figure 1: **Number of companies per sector in AGOA exports**

Source: Calculations based on Madagascan Customs Department data

Table 3: **AGOA exports per sector from Madagascar in 2019** (USD THOUSAND)

	Textile	Specialty foods	Handicraft	Minerals	Other	Total
January	10 962	123	-	-	2	11 087
February	11 433	144	1	-	-	11 577
March	11 932	86	1	5 160	-	17 179
April	15 362	66	0	-	-	15 428
May	15 158	39	17	-	-	15 214
June	15 861	11	51	-	9	15 932
July	18 434	22	-	-	16	18 473
August	15 280	147	1	-	65	15 493
September	11 673	68	53	-	-	11 794
October	10 842	103	-	-	-	10 945
Sectors	136 937	810	123	5 160	91	143 121

Source: USITC

USD THOUSAND

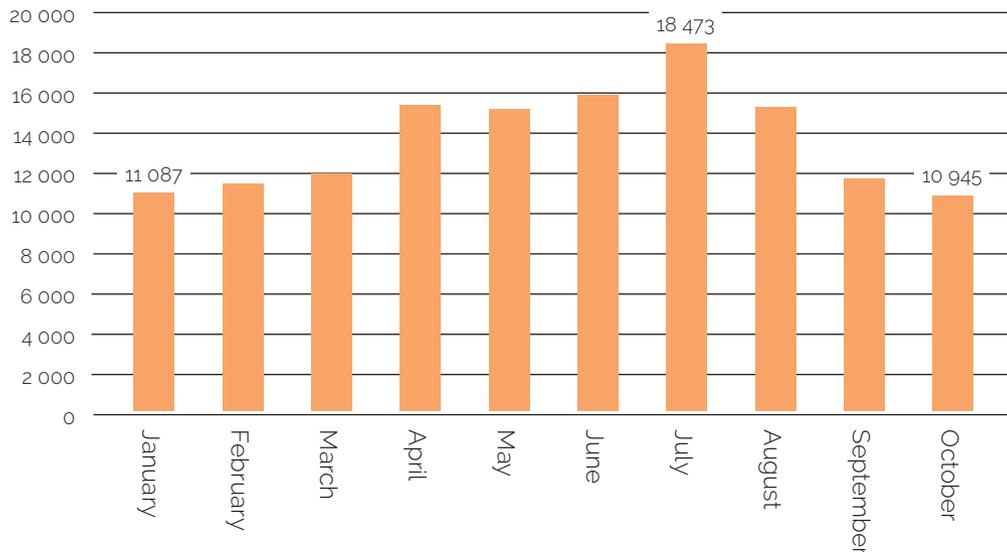


Figure 2: **Exports per month in 2019**

Source: Calculations based on Madagascar Customs Department data

Last but not least is above a figure that outlines the achievements over the past months in 2019 for AGOA exports from the island.

Remaining an important asset in the organic/natural global production framework, and continuously developing industries (textile, clothing

and apparel, agri-business, mining...), Madagascar starts to identify and exploit its comparative advantages. 2019 is another step done in the economy, thanks to all stakeholders and most of all, thanks to the private sector.



Edited by Elodie Rabenivo



MAidagascar Initiatives for Digital Innovation

Fabienne RAFIDIHARINIRINA :

“ The key is to produce high quality data”

Madagascar Civil Society has always pleaded for transparency within Government but none has focused their activities on opening data to the public. Since 2017, Madagascar Initiatives for Digital Innovation (MAIDI) is known for its action toward Open Data in the country. To give our readers a better understanding of the topic, we invited Fabienne RAFIDIHARINIRINA, President of the organization to showcase this new trend.



**Fabienne
RAFIDIHARINIRINA,**
President of MAIDI

Amcham Madagascar : What is exactly Open Data and why did you choose to focus on it ?

F.R : Open Data is data released under an Open Licence in its raw format, accessible anytime, anywhere and can be freely used by anyone. I started the organization after an Open Data fellowship with Canal France International. The whole training and the attendance of the Open Government Partnership summit in 2016 convinced me of the need of Open Data in Madagascar.

AM : How was it to launch a very new initiative in Madagascar ?

F.R : No body understood the why of everything we did and no entity we contacted responded. We started with what we had in hand with the least cost possible for we received no funding ,we offered free open data training and collected data we found everywhere. The « Madagascar Made Product » was the first database we built followed by databases we create from reading one by one Midi Madagascar

articles. Though we didn't know where to publish them at that time, the objective was just to do “something”.

AM : After 3 years of existence, where is MAIDI now?

R.F : The latest achievement is the upgrade of Openstat Madagascar into an Open Data Demand platform. While we will still continue to supply and update databases, citizens can now demand open data to national authorities. However, we cannot guarantee each demand will

get positive feedback, we will for sure convey these demands, use them to support our Open Data advocacy and highlight the reality of national data needs.

AM : What's the main challenge of Open Data ?

It's data reutilization. Although the key is to produce high quality data, we need to equip citizens with data analytics skills using open source software to give a sense to what has been published.

AM : Your message to our Government and Malagasy Citizens ?

Citizen participation is essential in digital governance and Openstat Madagascar was created to facilitate Government to Citizen relationship in terms of Access to Information. The future of work revolves around data and all databases we published so far are for you to reuse. Analyze them, show us that they matter for better decision making and economic development. This would be our greatest reward ...

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AMCHAM MADAGASCAR GALA 2019 IN PICTURES

AmCham celebrated its 10th anniversary on Friday, September 27, 2019 at The Station Analakely. A way for the AmCham family to take a look at what has been done since the association's creation and to drink to the next 10 years. Long live AmCham!



*Russell Joseph Kelly,
President of AmCham*



*H.E. Mr. Richard Randriamandrato, Minister
of Economy and Finance, Guest of Honour*



*H.E. Mr. Michael P. Pelletier, U.S.
Ambassador to Madagascar*



*Zouzar Bouka, 2nd President
of AmCham, Chairman at ViMa*



*Marcellin Andrianarivelo-Razafy,
General Manager of Henri Fraise Fils & Cie*



Mamy Rabe, Chairman at Moneytech



*Zouzar Bouka, Minister Richard
Randriamandrato and President
Russell Kelly*



*Vice-President Tom Cushman, Ambassador
Michael Pelletier and President Russell Kelly,
cutting AmCham's Anniversary cake*

Charter and Sponsoring Member



Sponsoring Member



AGOA Resources Center:

5 Madagascan companies will exhibit at the Sourcing at Magic, Las Vegas in February 2020

Since 2016, UBM Fashion shows have been an invaluable meeting place for Madagascan companies seeking access to the US market.

Backed by both expertise and experience at the Sourcing at MAGIC or Coterie New York trade shows, AmCham, through the AGOA Resources Center project will bring five (05) companies to Las Vegas.

Here they are:

- PLG Confection
- Haytex Madagascar
- Nivo Jewels and Precious Stones
- Diamondra Création Madagascar
- Unik Bags

The participants have already had the opportunity to welcome Mr. J.C. Mazingue and Mr. Ben Perumal, textile consultants, who gave useful information and advice about the trade show.



Participants meeting on Friday, November 15 at the U.S. Embassy/Andranomena

About the show:

SOURCING AT MAGIC is the link to the entire global supply chain. This incredible source of inspiration, education, innovation and resources is what keeps fashion moving. With over 40 countries represented, this must-see destination attracts designers, brands and retailers alike to discover what they need to move their business forward.

Warm thanks to AGOA RC Madagascar and AmCham's partner: U.S. Embassy in Madagascar



ANNOUNCEMENTS

Be at Magic with us! If your company (textile or handicraft) is willing to send flyers or company profiles to be showcased during Sourcing at Magic, please feel free to contact us as soon as possible.

Upcoming Trade Shows 2020

- IFT Food Expo, McCormick Place, Chicago, July, 12-15, 2020
- Natural Food Expo East, Pennsylvania Convention Center, Philadelphia, September, 23-26, 2020
- Sourcing at Magic, Las Vegas, August 2020

For further information:

elodie@amcham-madagascar.org
(+261) 20 22 410 34 | 32 05 596 04
C1 Building, Explorer Business Park
Ankorondrano, 101 Antananarivo

Highlights on AGOA 2019



AGOA stands for "The African Growth and Opportunity Act." It is a trade act put into place by the United States in 2000 in order to help grow the trade relationship between the U.S. and Sub-Saharan African (SSA) countries. Each African country must meet a set of criteria in order to qualify. To list a few: countries must be working to improve its rule of law, human rights, and respect for core labor standards (i.e. child labor). If a country is deemed fit for AGOA, that country can trade to the United States duty free (no taxes!). AGOA has since earned a contracted extension through 2025.

AGOA's recent activities:

- December 31, 2018: AGOA related exports from East African countries to the US reached about \$1 billion between October 2017 and September 2018, a 17 percent increase from the same period the previous year.
- January 2, 2019: Ethiopia's exports under AGOA jumped by 62 percent between October 2017 and September 2018.
- February 4, 2019: Historically, most United States presidents wait until their second term before legislating African related events. Donald

Trump published a plan for dealing with trade and international security between Africa and the U.S. during his first term -- a rare feat for a president.

- April 11, 2019: Eight Kenyan exporters of cut flowers made 78 linkages worth an estimated \$259,000 at the World Floral Expo in Dallas, TX, USA.
- July 2, 2019: The annual review of the eligibility of sub-Saharan African countries to receive benefits under the African Growth and Opportunity Act (AGOA) begins.
- October 26 2019: The United States plans to review South Africa's eligibility to participate in its Generalized System of Preferences (GSP), the largest and oldest American scheme to allow duty-free imports from less developed countries.
- November 15, 2019: The United States Embassy of Madagascar hosts a training session for Malagasy entrepreneurs attending "Magic" trade show in Las Vegas, Nevada in February 2020.

By Timothy Fallon and Fiona Fitzgerald
Source: AGOA.info

Welcome to AmCham family:

Our latest new members:

Homemade Stone Forge – Rematiptop – Carlton – Iron Ore Corporation of Madagascar – SOMIA – USAID Mikajy – Malazaso – Festival SA Party – Herisoa Randriantseheno – IMALOTO Power Project – Pure Vanilla – Sambava Epices

AmCham Youth members:

Today Movement – Sherlock Holmes Recrutement – Il-Lifting Sarlu – Agripower

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Women in Fashion Business: Meeting **Michela Ramitomboson**

Could you please tell us a little bit about yourself and your business?

"My name is Michela Ramitomboson I am from Mahanoro, in the east coast of Madagascar. I am a fashion designer and owner at myMitoo. MyMitoo is a Malagasy ethical fashion brand, we produce eco-friendly resort wear and accessories for men and women located in tropical area so that they can wear chic and comfortable clothing."

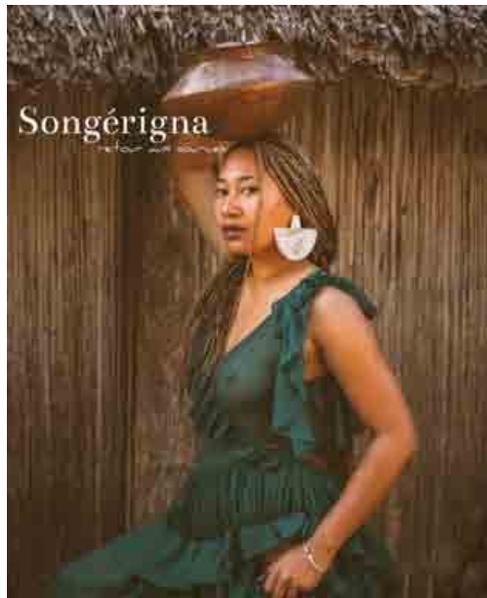
Where does your inspiration come from?

"Songérigna, means "return to the origin" in Betsimisaraka. Our SS20 collection is the story of two women Dan Soleymanova and myself, talking about our return to the roots. To honor the past for making us the women that we are today. And to express our love for our culture, we consider ourselves extremely lucky to have grown up in such beautiful place.

So, its natural beauty, the wild and free, the vegetation surrounded by Ravinala, the very simple life of the country side, the strength and resilience of the people inspired me for this collection."

Is fashion business profitable in Madagascar? How to sell art and the "Vita Malagasy"?

"The textile and clothing industry is big in Madagascar, but the finished product is reserved for international markets. Then the second hand is the main source of clothing for locals, followed by the Chinese and imported fashion.



The Vita gasy has a tight place in the market, plus the locals are mostly attracted by foreign products.

But there is still a gap and a need for an affordable and good quality Malagasy produced clothing for the local market.

My approach to this challenge is to build and communicate my brand identity based on what do I know and where I am from. Songérigna is a great example to this, we value and celebrate our culture

and Malagasy-ness in different ways. Hoping to inspire our customers to feel connected and buy the local brand. Plus the local brand supports our economy and has a more direct impact and empowerment to the people that makes them."

What would be your message to young Malagasy women entrepreneurs?

"Being a young women in entrepreneurship could be an advantage but it could also be the first barrier, it's not a secret. So be prepared, master your field and be professional. Know your why and remember it, it will keep you move forward. Stay true to your value and identity, it will keep you focused. Challenges are made to be faced, it will strengthen your expertise and brings innovation, be consistent.

And last, whatever you want to do, you should never doubt yourself."



Interview by Kenny Raharison

Global Innovation Index 2019: United States is a leader in global innovation

The United States continues to rank as a top destination for businesses to invest in or start new companies, a United Nations report shows.

Northern America — consisting of the U.S. and Canada — is the top “innovation” region in the world, according to the U.N.’s Global Innovation Index 2019.

The index drew on 80 indicators in making its innovation assessment, including access to a skilled workforce, high-tech infrastructure and credit. Another factor: strong intellectual property laws that allow entrepreneurs and inventors to own their ideas and have the exclusive right to use them to make money from their hard work.

The United States ranked first in market sophistication, which looks at availability of credit; investment; and trade, competition and market scale.

The annual report from the U.N.’s World Intellectual Property Organization looks at the regulatory and private sector environments in 129 economies to evaluate their level of innovation and business potential.



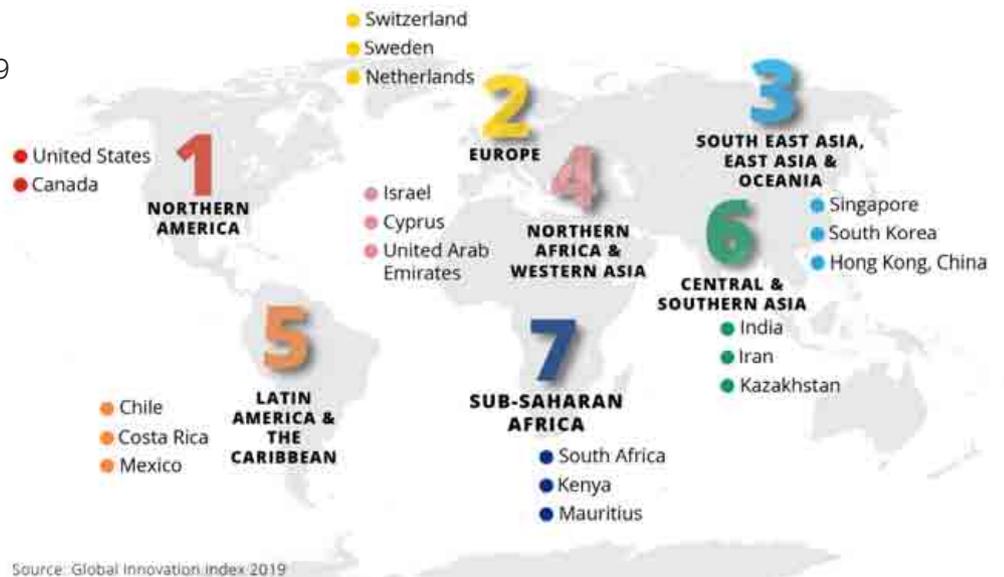
By Leigh Hartman
(ShareAmerica)

Top 15 leaders in innovation



Source: Global Innovation Index 2019

Top innovation economies by region



Source: Global Innovation Index 2019

#YALIEntrepreneurs: Location Is Vital for a New Business

Choosing a business location is one of the most important decisions a startup will make. The choice requires solid research and precise planning. Before deciding on a location, talk to building co-tenants or other business owners in the area.

Consider these location factors:

1. **Exposure:** Choose a location that provides ample exposure to your customers.
2. **Image:** Is the location consistent with the image you want to maintain?
3. **Competition:** Are the businesses around you complementary or competing? Which areas are your competitors ignoring?
4. **Local labor market:** Does the area have potential employees with the skills you need or the ability to be trained?
5. **Your plans for growth:** If you anticipate the business will grow, look for a building that has the space you may need.
6. **Proximity to suppliers:** They need to be able to deliver your supplies.
7. **Safety:** Will customers — or employees — feel safe in the building or traveling between their homes and your business?
8. **Laws and regulations:** Local authorities may have rules about what kind of business can operate in specific locations.

Consider financial variables that could affect your business:

1. **Hidden costs:** Very few spaces are business-ready. Include costs like renovation, decorating, information technology system upgrades, etc.

2. **Taxes:** What are the tax rates for your area? Could you pay less in taxes by locating your business in a nearby area?
3. **Wages:** What is the prevailing fair wage rate in your area? You will get the best employees if you offer fair wages.
4. **Government incentives:** Your business type or location can determine whether you qualify for a government business incentive program.

Always consult with a small business specialist or counselor familiar with local circumstances to help you answer any questions you may have about where to launch your business before you make any final decisions.

Source: www.yali.state.gov



Mandela Washington Fellow Hetiariivony Rabetsimamanga of Madagascar teaches young entrepreneurs marketing, which includes determining where to locate a business like this hat stall. (Credit: Hetiariivony Rabetsimamanga)

How the U.S. helps small businesses succeed

Carol Espinosa never dreamed of owning and operating her own business in America, but the entrepreneurial life found her anyway.

The founder of Freedom Interiors in Kansas City, Missouri, Espinosa was named the 2019 Small Business Administration's Person of the Year for the state. But her journey to the top of the interior design circuit didn't always seem clear-cut.

Born and raised in Rio de Janeiro, Brazil, Espinosa attended the University of Kansas, where she majored in creative writing. After graduating, she worked in a furniture supply store doing data entry and eventually made her way up the project management chain.

There, Espinosa learned that the U.S. government is required to award a certain number of contracts to women- and minority-owned small businesses each year. She fulfilled those prerequisites, so she decided to start her own workplace design company. *"I got encouragement from other business owners, telling me that I could absolutely do it," she said. "Eight years later, here we are!"*

Now she is one of the millions of Hispanic and Latino-American entrepreneurs who run their own businesses. Espinosa credits a variety of organizations that provided her with mentorship opportunities and vocational training: The Helzberg Entrepreneurial Mentoring Program connects Kansas City entrepreneurs with established business owners, and the Latino Business Action Network provides educational programs through the Stanford Latino Entrepreneurship Initiative-Education Scaling program.

"The wonderful thing about the U.S. is the number of resources for entrepreneurs and startups," she said. "There are lots of people and organizations ready to provide you with coaching and mentorship."

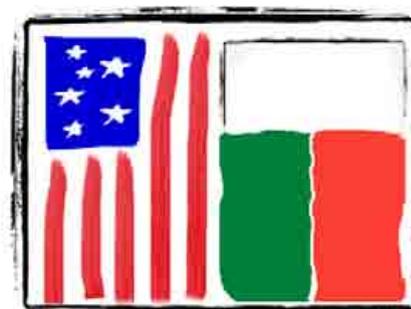


At the beginning of 2018, there were five employees at Freedom Interiors. Currently, the company consists of 15 people and is on target to reach their 25-25-25 goal: 25 employees, with \$25 million yearly revenue, by 2025.

Espinosa's keys to success? Don't be afraid of failure and surround yourself with an incredible team of employees. *"Failure is part of the process," she said. "It's just another step to get where you're going."*



By Noelani Kirschner (ShareAmerica)*



U.S. EMBASSY
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The Ahavah Leadership: From A Blame Culture To An Affirming One.

A Blame Culture At Work

A lack of supporting words from your boss. A coworker who is constantly complaining or spreading way too much rumors and gossips. A Lack of praise or recognition for the work you are doing... For most of us, a day at work has more chance to look just like that – a bad one. But let's face it! We are now living in a society where unnecessary corrections, criticisms and blames are easily given, whereas positive words are often refrained. No wonder that 2 out of 3 people claimed that, every single week, they have at least one of these bad days mainly because of these negativities at work (*"Our study of bad work days: How common are they and what makes them bad?"* Woohoo Inc., 2015).

Constructive Criticisms

What then? Should we thus ban all corrections, criticisms at work and instead, boost positivity at work? Well, this is quite tricky... Constructive criticisms and corrections are needed, and are fully appropriate as when one is leading your company off the cliff... However, too many corrections – even for the sake of helping – can be damaging. In the long run, they will make your employees stressed, depressed, less motivated and unproductive at work.

Studies have demonstrated that only positive words have the power to help people to remain highly motivated and to make their best efforts at work. The idea is, then, to keep our constructive criticisms only for important situations and only when it's needed. This is more crucial as it takes more than one positive comment to overcome the consequence of a negative one. Indeed, for every negative comment a person received, the latter needs to receive at least 6 positive comments in order to remain fully

motivated and perform highly at work (Losada and Heaphy: *"The Role of Positivity and Connectivity in the Performance of Business Teams"*, 2004.)

Fostering A Culture Of Affirmation: Where To Start?

Start with encouragement! Indeed, hope-building words as "I am confident that you are going to do great," "you can do it" or, "I believe in you" will inspire its hearers to give more efforts, to try harder and improve themselves for a specific task. The next time you are tempted to correct someone, overlook minor mistakes and encourage instead. You can also offer sincere praises, such as "good job!" or "I am proud of you" for any accomplishment or task done with success. Praise will express your approval. However, be careful with praise. Too many praises or insincere ones can be ineffective, and sometimes damaging.

Finally, there are affirmations. It will require time and attention but affirmation will make the biggest difference. It expresses the good you perceive in someone in order to empower them to continue to do good. Sam Crabtree, author of "Practicing affirmation," says that an affirmation saw something good in another person and then says "Yes! Do that... Do it again!" Thus, look out of the good characters or values you see in others and just express it. Start building a culture of affirmation in your organization and see the difference!

Narindra Randrianavony

Narindra is the founder of Ahavah. A Fulbright Alumnus, he is passionate about combining his passion for the Travel & Tourism industry and his fight in life: Emotional Abuse. Feel free to contact him @narindra.randrianavony@gmail.com



Adding value: The most effective way to generate and convert leads for any businesses

Chances are if you read this article, you are either a “wantentrepeneur” or a seasoned business owner or maybe a struggling entrepreneur. Whatever your situation, arguably the ever persistent question nagging you would be: What is the most affordable and yet the most effective strategy to generate and convert leads?

Adding value

Based on personal experiences and backed up by sciences, by far, the single most effective strategy with the highest ROI is to intentionally add value to people's lives. Not only does it position you as a kind person, but by doing it consistently, you also earn an authoritative status, making you a top of mind in your space. As Mark Cormack says it: “All things being equal, people will do business with a friend; all things being unequal, people will still do business with a friend”. By following this advice, you no longer network with people. Instead you connect with them in a deeper way. So many people network, exchange business cards and yet barely connect.

So what does “adding value” really mean?

Practically, it means you do for others what they cannot do for themselves. It is delivering your service in a faster, smarter and better way. In some cases, it could be about offering a free high-value piece of advice or consultation, seminar or training on topic where you show expertise (first, I assume you have expertise here). It could mean you share relevant contents (articles, podcasts or website) that could help people (friends, target audience). In some instances, it involves connecting people to some of your useful networks so as to alleviate people's problems. For others, it could be about displaying some very friendly manners and yet as basic as sending a thank-you note, smiling, sincerely praising, offering a drink

or free food, giving an unexpected ride to people. It could mean you give some of your time to listen to other people's input.

Positive outcomes

As has been the case to date for my business, overtime, it will cause a certain category of people (I call leads) to pay attention and to show eagerness about your services or products in a more meaningful way. Later on, it causes them to like and ultimately trust your value proposition. It will show up with the likes in your Facebook or LinkedIn pages. Increasingly, more converted leads will buy from you. In addition, your raving fans expectedly or unexpectedly spread the words around your services in company's board meeting where you do not have access to or to people you may have not heard of. It will position you as an authority in your space. One thing after another, you will be offered more opportunities to write or to be featured in big time newspapers and even to land speaking engagement in high profile events.

Ultimately, it will build your credibility and allow you to charge more for your services.

Call to action

Intentionally adding value definitely establishes your credibility. It is the most relevant component for your success. Without lead generation and conversion, there is no business. My hope is that as the year 2019 draws to an end, you take stock of your relationship-building skills. If you struggle, make up your mind to change these by adding value to people for the year 2020.

By Rija Rajemisa, Founder and CEO of Corban Performance Consulting (or Corban), Fulbright alumnus (2007-2009)

www.facebook.com/corbanperformanceconsulting

The Stories behind American New Year's Traditions

The second decade of the 21st century is about to come to an end. Whatever our age is, a new year remains a way for us to honor the passing of time, to take stock of the past and to appreciate that we all can start a new page in the book of life, a book that we write ourselves. How do American people traditionally celebrate the new year?

Together we sing "Auld Lang Syne". This is the official new year's song in the U.S., but historically it originated in Scotland, from a poem of the same title by Robert Burns. "Auld Lang Syne" can be translated into standard English "*for old times*". Due to strong similarities, it is believed that some of the passages were derived from "Old Long Syne," a ballad printed in 1711 by James Watson. The Scottish started to sing the song each New Year's Eve, joining hands to form a circle. At the last verse, people would place their arms across their chest and lock hands with those standing next to them. At the end of the song, the group would move toward the center and back out again. The song looks back over happy days from the past, separation, then coming back together. "Auld Lang Syne" is then believed to be a sincere expression of friendship. Later in the 19th century, Scots who were emigrating to Canada and the US made the song rise to popularity. Happy New Year henceforth goes hand in hand with these words, "(...) *And there's a hand my trusty friend! And give me a hand o'thine! And we'll take a right good-will draught, for auld lang syne.*"

Together we attend the traditional Times Square Ball Drop. The first-ever "ball drop" was held on December 31, 1907. Time balls date back to early 19th century in England. At that time, the first two

time balls were built at Portsmouth harbor in 1829 and at the Royal Observatory in Greenwich in 1833 in order for seafaring captains to tell the time. They are built high enough to be seen from a certain distance. The U.S. Secretary of the Navy ordered the first time ball to be built atop the United States Naval Observatory in Washington D.C. in 1845. But soon, newer technologies made it possible for people to set their watches wirelessly. They had to wait until 1907 to get the time ball back and remain ... in New York City. For the first time that year, the New Year's Eve Ball made its maiden descent from the flagpole atop One Times Square. A way for American people to spend not only a magical and spectacular, but also an emotional New Year's Eve!

It's time we wrote our New Year's resolutions. This is a pretty old tradition with religious meanings. Babylonians, 4,000 years ago, began writing resolutions as part of a religious festival known as Akitu. Romans considered New Year's resolutions to be holy rite of passage, a tribute to Roman god of beginnings and transitions, Janus. Early Christians also incorporated the act of reflecting on and atoning for past sins into formalized rituals. Nowadays, the concept has become much more secular, emphasizing on one's individualized goals.

In Malagasy, we are used to saying, "**Mirary taona zina**" – wishing you a productive year in all aspects of your lives. Cheers!

Edited by Kenny Raharison
Sources: ThoughtCo | Times Square Ball

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Traveling Madagascar

Visiting Madagascar will most likely entail a flight arrival to Antananarivo. With Antananarivo -- 'Tana,' for short -- having the biggest international airport in the country, it is a good starting and/or end point for any traveler visiting this country. While Tana is a reliable home base to plan trips around, to really enjoy and experience all this country has to offer one must add some of these destinations to their itinerary. Following are some of the most beautiful areas, best restaurants, and best kept secrets from the ever-amazing Madagascar.

MAHAJANGA

MAHAJANGA -- A quaint and quiet coastal town in northern Madagascar. Mahajanga (now spelled: Majunga) is a common destination for native Malagasy to take a beach vacation and is definitely a spot that shouldn't be missed for tourists.

How to get there:

- **By road:** 12 hours from Antananarivo. The road can be very bumpy, but comparatively is in very good condition.
- **By plane:** 1 hour flight from Antananarivo. Be sure to arrive to the airport early as airlines can be unreliable.

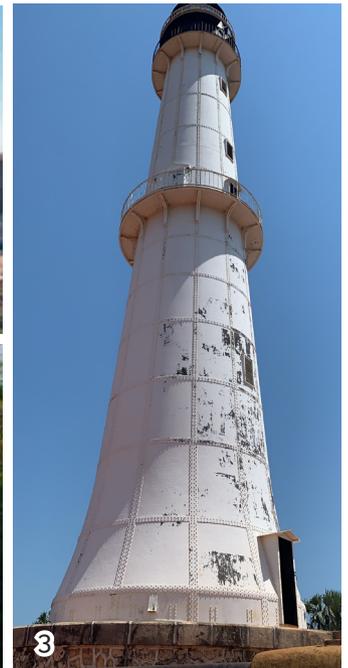
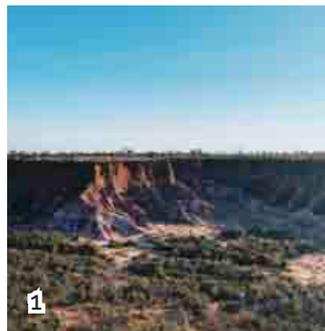
What to do:

- **Cirque Rouge** - A large red canyon right on the ocean. Extremely picturesque and peaceful. It is recommended to follow the stream to the beach, where the waves await.
- **Brochettes** - A Malagasy staple. Brochettes are small pieces of meat grilled on a skewer. Majunga is home to the best brochettes in the country, so be sure to eat as many as possible while enjoying a Majunga sunset.
- **Visit Katsepy** - Across the bay from Majunga is a lighthouse that is an icon on Majunga's skyline. Rent a small boat to travel across the channel to Katsepy where you can see lemurs, eat lobster, and climb the lighthouse for 360 degree views of Madagascar.

Where to eat:

- **Madam Chabbaud's** - Located downtown, this restaurant is a long standing establishment. The seafood is to die for, but call ahead! It is a popular spot so it is best to make a reservation.

- **Lovers Garden** - A gorgeous place to enjoy those brochettes. Lovers Garden overlooks the coast and is the perfect place to have some beers and brochettes.
- **Pape Raeleur's** - A delicious pizza place right on the beach. Pizza is universal!



1. Cirque Rouge before sunset
2. Stream at Cirque Rouge to follow to find the beach
3. Lighthouse at Katsepy to climb and experience 360 degree views

NOSY-BE

NOSY-BE -- The most visited place in Madagascar, but don't let that deter you. While Nosy Be attracts the most tourists in the country, it's for good reason. It is an island full of beautiful beaches and amazing locals. Despite the high tourism, Nosy Be should not be overlooked.

How to get there:

- **By road:** 20+ hour bus from Antananarivo to Ambanja, followed by a 30-45 minute taxi from Ambanja to Ankify, finished with a ferry from Ankify to Nosy Be. The island is also accessible from Mahajanga via 15 hour bus to Ambanja, followed by the same journey from Ambanja to Ankify, and finally Ankify to Nosy Be.
- **By plane:** 1.5 hour flight from Antananarivo. Always arrive at the airport early and check for updates on the flight status.

What to do:

- **Snorkel/Scuba Dive** - At the right time of year (Oct - Dec), Nosy Be's waters are teeming with whale sharks. These completely docile sea creatures are breathtaking to swim with. There are also gorgeous coral reefs and huge sea turtles. To visit Nosy Be and not enjoy the world underwater would be a mistake.
- **L'Cascade** - Not quite a waterfall, this swimming oasis is a crisp fresh-water swim which can be a nice change from the sea and the sand.
- **Lokobe Reserve** - Hiking trails and empty beaches await at this wildlife reserve. After a walk through a dense jungle, enjoy a private beach for the afternoon. It is recommended to pack a lunch!
- **Visit Nosy Iranja** - A moderately pricey excursion from Nosy Be, Nosy Iranja is a rare phenomenon. Two islands are connected by a sand bar which is walkable and joins the islands into one during low tide. Nosy Iranja has the most visually appealing white sand and blue water in Madagascar.

Where to eat:

- **TAMANA Hostel** - A rooftop bar/restaurant is the perfect place to unwind after a day in the sun. In addition to fantastic accommodation options, the restaurant at Tamana is a place to get incredible renditions of both local Malagasy dishes and western favorites.
- **Beach Bar** - Located right on the sand, Beach Bar has the best pizza in Nosy Be. After a long time traveling, some pizza is always welcomed



4. Beautiful beaches Nosy Be has to offer



5. Rooftop view at TAMANA Hostel



6. L' Cascades freshwater swimming hole



How tourists perceive Madagascar: Two young American travelers, **Timothy Fallon** and **Fiona Fitzgerald**, shared their experiences while visiting three of Madagascar's most famous cities: Mahajanga, Nosy-Be, and Fort-Dauphin.

FORT DAUPHIN

FORT DAUPHIN -- The coolest spot in Madagascar. Fort Dauphin is a dream destination for any tropical paradise lover. The city is one of the furthest south inhabited places in Madagascar. It offers surreal scenery with perfect white beaches, waves fit for surfing, and a lush green mountain as a backdrop.

How to get there:

- **By road:** Fort Dauphin is almost inaccessible by road. It can be done, but it would take multiple days and most certainly require a 4X4 vehicle.
- **By plane:** 2 hour flight from Antananarivo. Look for flights to Tolagnaro (same place as Fort Dauphin). And again, arrive at the airport early!

What to do:

- **Surf** - Fort Dauphin has multiple surfing beaches fit for a surfer of any level.
- **Hike Saint Pic Louis** - The mountain can be seen from almost everywhere in Fort Dauphin, hiking to the top offers a reverse angle of the epic beaches.
- **Eat oysters and lychees** - The oysters go for 2,000 ariary for a dozen and are some of the best in the world. Needless to say: eat as many as you can fit! In December, lychees become fresh and are the perfect treat for any day. The fruit tastes like it is freshly picked from the Garden of Eden

Where to eat:

- **Chez Marceline** - A great bar right on the beach, Chez Marceline has options for any appetite. Just out front are the best surfing waves in Fort Dauphin, so enjoy some sambos and watch the surfers go!
- **Pizza Express** - A town isn't perfect without a good pizza joint, and pizza express has good dough, good cheese, and delivers!

Written by Fiona Fitzgerald And Timothy Fallon
All Photo credits: Timothy Fallon and Fiona Fitzgerald



7. Best view on the island, overlooking Libonona Beach
8. Sunsets on the beach where you can enjoy oysters every night.
9. Surfing on Ankoba Beach



Contacts details:

Address:
Explorer Business Park - C1 Building
Ankorondrano - Antananarivo - Madagascar

Phone Number:
+ 261 20 26 410 34

Opening Hours:
Monday to Thursday : 08:00 a.m to 04:00 p.m
Friday: 08:00 a.m to 01:00



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APPLICATION FOR MEMBERSHIP

We hereby apply for membership of the American Chamber of Commerce in Madagascar and agree, if elected to membership, to be bound by its rules and regulations and to pay the appropriate Annual Dues: (PLEASE PRINT or TYPE)

Name of Organisation: _____

Physical Address: _____

Postal Address: _____ Code: _____

Telephone(s): _____ Fax: _____

Place and Date of Incorporation: _____

Business activities: _____

Website: _____

Number of Employees (of your particular company or the group of companies of which it is a member, whichever is larger): _____

(1) Chief Executive/Managing Director: _____

Direct Tel _____ Direct Cell _____ Email _____

Additional Senior Management :

(1) _____ Title: _____ Cell: _____ Email _____

(2) _____ Title: _____ Cell: _____ Email _____

(3) _____ Title: _____ Cell: _____ Email _____

Relationship with US parent organisation, if any (i.e. subsidiary, branch or other): _____

Location of Parent Organisation in the USA - City and State: _____

Countries where your company operates: _____

Name of AmCham member companies willing to sponsor your application: _____

Name and title of person who completed this form: _____

See next page for annual dues.

Date:

Signature:

AmCham Dues

For companies with:

1 to 10 employees	300,000 AR per year
11 to 50 employees	600,000 AR per year
More than 50 employees	1,500,000 AR per year

For NGOs: 600,000 AR per year

Sponsoring membership: 15,000,000 AR (*)

One of AmCham's objectives is to keep its annual dues affordable for all businesses. We also recognize that many companies have very significant investments in Madagascar but may have a small number of employees relative to their business activities. We ask that those companies join AmCham at the highest level.

(*) Companies/NGOs interested in becoming Sponsoring Members of AmCham will receive the following special benefits:

- No annual dues for three years - that is 2017, 2018, and 2019
- The organization's logo will appear on AmCham's publications, website and social media
- Invitations to special, smaller gatherings that will proceed or follow regular AmCham activities
- Special consideration for international events organized or facilitated by AmCham

As noted above, annual fees will be waived through 2019. From 2020 onward, annual membership dues will apply to new Sponsoring Members.

The Board of Directors has great ambition for AmCham and is committed to making it a force for improving Malagasy-American trade. We look forward to your active participation.

On behalf of the AmCham Board of Directors,

Yours truly,

Russell J Kelly
President

Please submit your application form at the AmCham's office with a check corresponding to your dues and payable to "Chambre de Commerce Américaine à Madagascar" or "AMCHAM", as well as your company profile;

AMCHAM
Bâtiment C1,
Explorer Business Park,
Ankorondrano - Antananarivo 101
Madagascar