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BIZnet

COMESA Business Council - Your Market Hub

# BIZNET NEWSLETTER

Newsletter of the COMESA Business Council

## NEWS & FEATURES




## Who we Are:

CBC is the recognized Business Member Organization, established as a private sector institution of COMESA. We represent the interests of businesses sectors at a regional level. The services provided go beyond advocacy, to actively promote business participation in regional integration, investment and global trade. This is done by facilitating the growth of strong business synergies, the development of business opportunities, business alliances, legislative and strategic advocacy. We provide custom tailored services that are driven by both industry and enterprise interests.

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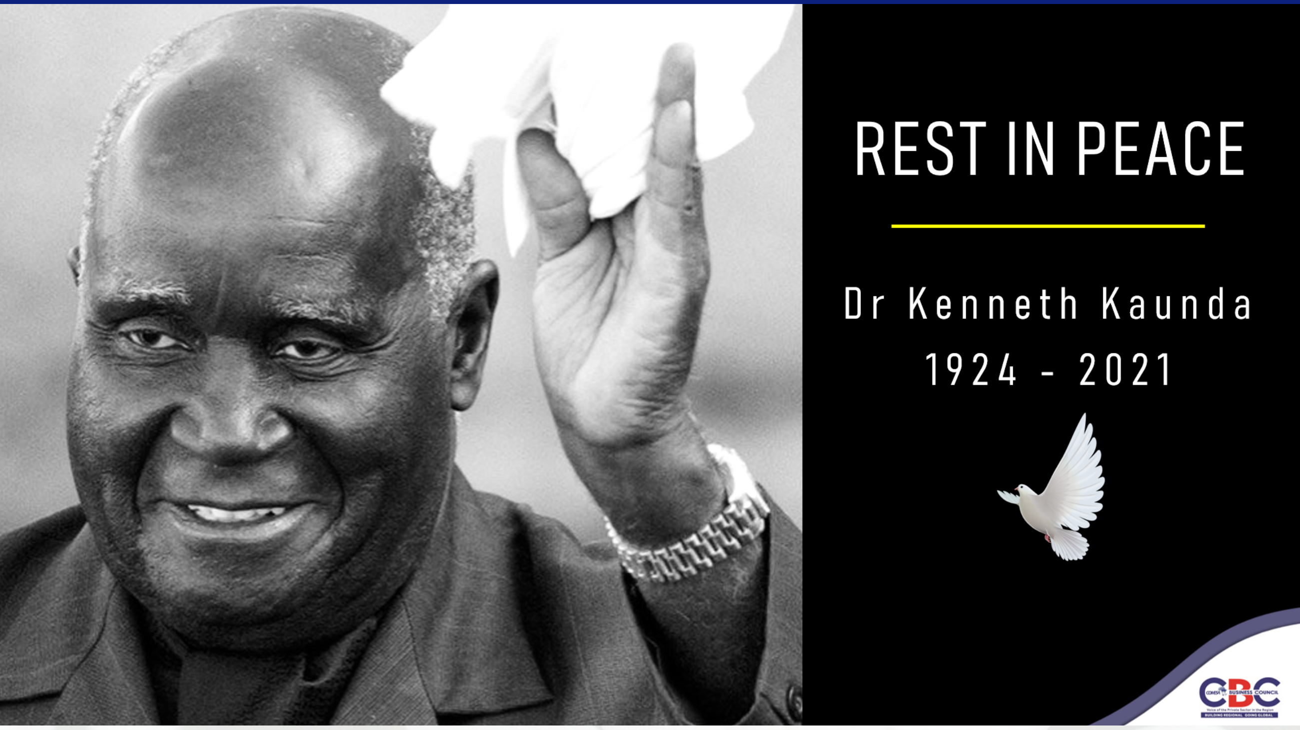
# OUR CONDOLENCES, HONORING PIONEERS AND LEADERS OF AFRICA




The COMESA Business Council joins the people of Zambia and the rest of the African continent in mourning Zambia's first president and father of Africa's Liberation Dr. Kenneth Kaunda. Great leader died on 18th June, 2021, two months after celebrating his 97th Birthday.

Dr Kaunda was the defining figure in Zambia's independence movement and laid the successful a foundation of Zambia and most Southern Africa Countries, through his exemplary leadership, vision, and famous slogan 'One Zambia One Nation'. He was a staunch activist against apartheid and a great advocate for HIV/AIDS." Dr. Kaunda will be celebrated for many generations to come.

We are united in our sadness with the Kaunda family and the government and people of the Republic of Zambia. May his soul rest in eternal peace.


It is with a haevy heart that we announce the passing on of Mr. Gideon Badagawa the Executive Director - Private Sector Foundation Uganda .

Mr. Badagawa served on the CBC Board of Directors. May his soul Rest in Eternal Life.

# MUSEVENI, TSHISEKEDI COMMISSION ROAD PROJECTS LINKING THEIR COUNTRIES

Uganda's President Yoweri Museveni and his DR Congo counterpart Felix Antoine Tshisekedi commissioned the construction of 223kms of roads that will connect the two countries. The two leaders, who met at Mpondwe, a border point between DRC and Uganda, urged contractors to undertake the roads projects immediately. They said the projects will "cause a tremendous change in socio-economic transformation of the lives of the two people." Uganda will contribute 20 per cent of the total cost of the project as a measure to boost trade between the two countries.

The roads to be built are Nebbi-Goli Mahagi-Bunia (190kms), Bunia-Bogoro-Kasenyi (55km) and Rwebisengo-Budiba-Buguma-Nyiyapandam, including Budiaba Bridge across River Semuliki (49km). Speaking at the event, Mr Museveni revealed that Uganda is ready to collaborate with DRC in other projects. "I am very happy for His Excellency Felix who brought DRC in the East African Community, now you cannot talk about East Africa without talking about DRC," he said.

Mr Tshisekedi said the road project will boost the DRC economy and improve trade relations between the two countries. "I pray that we also build such relations in other areas such as security and agriculture," he said. During the event, the two heads of state also commissioned Mpondwe Bridge. In May, officials from Uganda and DRC signed major agreements that will see the two countries bolster cross border trade, development and the stabilisation of eastern Congo.

Read More on: https://www.theeastafrican.co.ke/tea/news/east-africa/museveni-tshisekedi-commission-road-projects-3440474

# RWANDA BUSINESSMEN DATES SOUTHERN AFRICA

The president for the Private Sector Federation of Rwanda was recently in Zambia to explore areas of investment and corporation with the private sector in Zambia. The president was hosted in Zambia by the COMESA Business Council. Mr. Bafakulera had interactions with a few private sector players in Zambia. In the coming months, Mr. Bafakulera will lead a trade mission from Rwanda to Zambia. The trade mission will be composed of businessmen that would wish to invest in Zambia. The trade mission will will also date Malawi and Eswatini with the same objective.


# GLOBAL HELP TRADE DESK

The International Trade Centre working with the COMESA Business Council (CBC) hosted a webinar on Global Trade Helpdesk on 27th May, 2021. the to the capacity of its members to effectively trade and process market related information. To fulfill this purpose, ITC is organizing a webinar on Global Trade Helpdesk for CBC members.

The objective of this virtual event was to help Business Support Organisations (BSOs) use the TRADEHELPDESK to access information relevant to businesses during the COVID-19 pandemic. By using the Global Trade Helpdesk, BSOs will have access to consolidated information about changes in trade policy in response to the pandemic. Notably, a BSO could:

- Access information about market size and growth, export potential, applied tariffs including any preferential tariffs, as well as mandatory regulations applied in the target market
- Explore private standards to help their companies members/clients reach niche markets such as Fairtrade and organic segments

The one-hour thirty minutes webinar helped to equip participants with relevant skills in market analysis to identify and compare export opportunities in the face of COVID economic lockdowns and market disruptions.

The participants were drawn from CBC membership and beyond. Each organisation will assign three (3) technical staff who are responsible for providing business and trade intelligence to members. The participants will be encouraged to share the knowledge gained from the Webinar with colleagues.

Workshop Content
The webinar content included the following elements:
i.Summary of the challenges businesses are facing globally
ii.Strategies for Business Associations during COVID-19
iii.Summary of COVID-19 related trade measures and resources available
iv.Demonstration of Global Trade Helpdesk tool to assess export potential and market diversification strategies
v.Practice exercise comparing opportunities

Resource Persons
The resource persons for this virtual event included:

1. Ms. Anna Jankowska-Ericksson - Market Analyst
2. Mr. Martin Maidana Lopez - Associate Trade Information Officer
3. Ms. Miyoba Lubemba - Senior Programme Officer Institutional Strengthening
4. Ms. Saskia Marx - Business Development Adviser

A special appreciation goes to all the participants of the webinar

# AIRLINE SECTOR IN AFRICA SOAKS UP $10B LOSS

The airline industry in Africa recorded a passenger revenue loss of about $10.21 billion for the year 2020, with passenger numbers dropping from 95 million in 2019 to 34.7 million in 2020, representing a year-on-year decline of 63.7 percent. The African Airlines Association published its impact assessment analysis on June 2, giving an in-depth analysis of the continent's air industry performance for 2020, showing that the carriers will continue to lose money in 2021, although it is expected to reduce to about $8.35 billion.

From the end of March, the majority of carriers grounded their aircraft causing a drastic seat and revenue per kilometre drop of 85 percent and 94 percent respectively in April. The reduction in traffic continued until June, before reversing with the gradual opening of borders. The survey also found that African airlines carried more domestic traffic in 2020, making 43 percent of their total traffic.

"The leading carriers in terms of domestic traffic are airlines like Safair, Ethiopian Airlines, Mango Airlines, and Air Algerie. Those five airlines carried 4.8 million passengers on domestic routes during the year. International traffic represented 57 percent breaking down into 19 percent of Intra-African and 38 percent of intercontinental passengers." Europe is the major international destination of African airlines, representing 21 percent and even exceeding Intra African traffic (19 percent), domestic excluded. Traffic to the Middle East tended to increase, while traffic to Asia reduced due to Covid-19.

Northern Africa leads in passenger numbers, representing 36.6 percent of the total continental traffic, boosted by European tourists. Eastern Africa is second with a share of 22.2 percent of the continent's market. Domestic and Intra-African traffic are dominant in this region, both representing 70 percent of the traffic in 2020. Southern Africa suffered a 63.6 percent drop in traffic due to Covid-19 with the region having only 21 percent of the continental traffic but its share of domestic market grew to 77 percent in the last quarter of 2020, from 66 percent before Covid-19. Central and Western African regions both represented 19.7 percent of the traffic in Africa.

Johannesburg and Cairo were the busiest airports as per landings and take-offs, with Jomo Kenyatta International Airport in Nairobi leading ranking by freight traffic handling more than 330,000 tonnes in 2020 followed by Cairo's 280,000 tonnes.

Read more: https://www.theeastafrican.co.ke/tea/business/airline-sector-in-africa-soaks-up-usd-10b-loss-3429688

# KENYA, ETHIOPIA ONE-STOP BORDER POST AT MOYALE OPENS

The much-awaited Moyale One-Stop Border Post (OSBP) on the Kenya-Ethiopia border has finally commenced operations. This means that the border regulatory officials clearing traffic, cargo and persons from both Ethiopia and Kenya will now relocate to Moyale and sit side by side on either side of the border, where they will undertake exit and entry formalities in a joint and/or sequenced manner. The move follows the official launch of Moyale OSBP in December 2020, by both President Uhuru Kenyatta and Ethiopian Prime Minister Abiy Ahmed.

It has raised hopes to bolster trade and cooperation between the two countries. Moyale OSBP will be the first of its kind in Ethiopia and the fifth for Kenya with other operational OSBPs being Busia, Malaba, Namanga and Taveta. Speaking at the commencement meeting, Mr Mengistu Tefera, Ethiopia's head of delegation and Special Advisor to Commissioner-General Ethiopia Customs Commission said, "The people of Ethiopia and Kenya deserve to tie their economic and social relations under the principle of mutual benefit. The establishment of the OSBP will have a significant role in improving cross border trade and free movement of people."

A fully functional OSBP is expected to reduce the border crossing time by at least 30 percent, to enable faster movement of cargo and people. "Today, with the collaboration of both governments, development partners; the legal frameworks, construction, supplying office infrastructure and ICT technology and solar power of Moyale are fulfilled and ready for operation," said Kennedy Nyaiyo, Kenya's head of delegation and the Secretary of Kenya's Border Management Secretariat. "Let us utilise the OSBP and explore its opportunities to facilitate trade between Ethiopia and Kenya."

Moyale OSBP is complemented by the development of other infrastructure projects such as a bitumen standard 438-kilometre road from Merille River to Moyale in Kenya and a 300-kilometre road in Ethiopia, with support from Africa Development Bank (AfDB), European Union, and the two governments in Nairobi And Addis. "The OSBP will improve efficiency by reducing time and transport costs for businessmen, traders, tourists, transporters, and communities while crossing from one partner state to another," said Mr Abenet Bekele, TMEA Ethiopia Deputy Country Director.

His counterpart, TMEA Kenya Programme Manager Mr Daniel Muturi, congratulated the two governments for the major achievement. "We have already seen momentum created by the Lamu Port South Sudan Ethiopian (LAPSSET) corridor with the launch of the first berth at the Lamu Port," said Mr Muturi. "The Moyale OSBP will be a key catalyst to enhance trade on the trans-African Highway to accelerate socio-economic transformation for both countries."

Read more on: https://www.theeastafrican.co.ke/tea/business/kenya-ethiopia-one-stop-border-post-at-moyale-opens-3430514

# SUEZ CANAL SHIP CASE ADJOURNED FOR SETTLEMENT TALKS


An Egyptian court on Sunday adjourned until July 4 the case of a hulking cargo vessel that blocked the Suez Canal for nearly a week earlier this year. The decision came after both legal teams of the Suez Canal and the vessel's owners asked for more time for negotiations that aim at resolving their financial dispute.

The dispute centers on the compensation amount the Suez Canal Authority is claiming for the salvage of the vessel Ever Given, which ran aground in March, blocking the crucial waterway for six days. The money would cover the salvage operation, costs of stalled canal traffic, and lost transit fees for the week the Ever Given blocked the canal.

At first, the Suez Canal Authority demanded $916 million in compensation, which was later lowered to $550 million. Since it was freed, the Panama-flagged vessel, which carries cargo between Asia and Europe, has been ordered by authorities to remain in a holding lake mid-canal as its owner and the canal authority try to settle the compensation dispute.

The two sides have traded blame for the vessel’s grounding. The Ismailia Economic Court adjourned the hearing after the Suez Canal’s attorneys said they were looking into a new offer made by the vessel’s owners. Lawyers did not share any details of the offer.

The six-day blockage disrupted global shipping. Hundreds of ships waited in place for the canal to be unblocked, while some ships were forced to take the much longer route around the Cape of Good Hope at Africa’s southern tip, requiring additional fuel and other costs.

About 10% of world trade flows through the canal, a pivotal source of foreign currency to Egypt. Some 19,000 vessels passed through the canal last year, according to official figures.

Read more onhttps://www.mbtmag.com/home/news/21520930/egypt-suez-canal-ship-case-adjourned-for-settlement-talks

# BUSINESS HOURS IN ZIMBABWE SLASHED IN NEW LOCKDOWN


Zimbabwe's government on Saturday slashed working hours for business and ordered companies to send 50% of their staff to work from home as part of new measures to curb the spread of Covid-19 Last week alone, the country recorded about 700 new Covid-19 infections and 68 deaths, prompting authorities to take action. With the country's public hospitals ailing, observers say the actual number of infections and deaths from the coronavirus is much higher than the official statistics as most patients prefer to get treatment at home.

Announcing the new lockdown measures on Saturday, vice-president Constantino Chiwenga, who also doubles up as health minister, said there had been a fourfold increase in new cases and deaths in the past week, compared to the week before. Chiwenga said retail businesses and shops' operating hours will be from 8am to 6pm with operators expected to ensure "strict adherence to preventive measures such as proper wearing of face masks, sanitising and temperature checks of clients".

"They should also ensure that they limit the number of clients in their shops to maintain physical distancing. Beer halls and night clubs will remain closed whilst bottle stores will operate from 10am-4pm. "Operators should ensure that there is no drinking in and around their premises. Failure to adhere to these measures will result in withdrawal of business licences. "Hotel and lodge bars and restaurants are open to their residents up to 22.00 hours. All other restaurants and fast foods outlets will serve takeaways only."

Chiwenga said the new measures will see strict monitoring of travellers. "At all ports of entry there shall be strict enforcement of the 48- hour-old PCR [polymerase chain reaction] negative certificate requirement and mandatory testing of all travellers from hot spots at their expense regardless of their negative PCR certificates. There shall be quarantining of those coming from hot spots in designated quarantine centres at their own expense. Those who present with fake Covid-19 negative certificates shall be arrested and prosecuted," he said.

Chiwenga also announced the banning of all public gatherings except funerals, which will be limited to 30 people. The ban on gatherings also includes workshops, with the government saying such meetings should be conducted virtually. Law enforcement agents will be deployed to monitor compliance with these new measures, which means police and soldiers will again be heavily deployed on the country's highways and in residential suburbs.

In a state of the nation address on Saturday, President Emmerson Mnangagwa said Zimbabwe had been badly affected by Covid-19, but its citizens had remained resilient. "The Covid-19 pandemic hit the world like an atomic bomb and the collateral damage has been enormous. While millions were killed, tens of millions have lost their livelihoods, business and jobs. Zimbabwe has not been spared. But Zimbabweans have faced this crisis with typical courage," he said. Three Zimbabwean towns, Kariba, Kwekwe and Karoi, are under total lockdown after a surge in Covid-19 cases.

Read more on: https://www.businesslive.co.za/bd/world/africa/2021-06-13-business-hours-in-zimbabwe-slashed-in-new-lockdown/

# PRODUCT FOCUS -Vanilla - HS Code 0905.1000 & 0905.2000

Vanilla is a spice derived from orchids of the genus Vanilla, primarily obtained from pods of the Mexican species, flat-leaved vanilla. There are two main types of vanilla on the international market:

- Bourbon vanilla, from Vanilla planifolia "Andrews". This type is the most popular cultivated variety, mainly cultivated in Madagascar. V. planifolia is the same variety originating and growing in Mexico but has become synonymous with Madagascar. Bourbon vanilla is the preferred type of vanilla used in Europe, although vanilla extracts are also used.

- Extract-grade vanilla, from Vanilla tahitensis. This type is a weaker vanilla with "fruity, floral, and sweet flavours", which is grown in Papua New Guinea and Indonesia. Extract-grade vanilla is used to produce vanilla extract, which is the main form used in the United States of America Vanilla is normally sold in the following forms.

- Whole or ground natural vanilla, used as a spice. Vanilla is most commonly traded in pods (i.e. beans), but vanilla powder can also be found on the market.

- Vanilla extract, used as a flavour in the food industry and as a fragrance in the cosmetics industry.

**OPPORTUNITIES**
The table below highlights major importers regionally and internationally.

| International Markets | | Regional Markets | |
|---|---|---|---|
| ✓ United States of America<br>✓ France<br>✓ Germany<br>✓ Netherlands<br>✓ Canada<br>✓ Switzerland<br>✓ Indonesia | ✓ Poland<br>✓ Japan<br>✓ Australia<br>✓ Italy<br>✓ Denmark<br>✓ United Kingdom<br>✓ Belgium<br>✓ Czech Republic | ✓ Mauritius<br>✓ South Africa<br>✓ Morocco<br>✓ Nigeria<br>✓ Uganda<br>✓ Comoros | ✓ Congo, Democratic Republic of the<br>✓ Eswatini |

Source: ITC Trademap and ExportPotentialMap

USA, France and Germany are the leading importing countries of vanilla on the international market.

**MARKET ANALYSIS**
According to UN COMTRADE - Trademap statistics, COMESA's exports vanilla worth US$526 thousand. The major export markets for COMESA include, France, Germany, Netherlands, Canada and Switzerland, among others.

# PRODUCT FOCUS -Vanilla - HS Code 0905.1000 & 0905.2000

The world's largest importers of this commodity group in 2019:

- USA - 44% of the world imports ($525 million)
- France - 17.8% ($209 million)
- Germany - 10.6% ($125 million)
- Canada - 5.57% ($65 million)
- Japan - 2.35% ($27 million)
- Netherlands - 2.08% ($24 million

The world's largest exporters of this commodity group in 2019:

- Madagascar - 57% of the world exports ($584 million)
- France - 9.71% ($99 million)
- Germany - 6.9% ($70 million)
- Indonesia - 6.79% ($69 million)
- Canada - 6.42% ($65 million)

Vanilla accounted for a substantial share of total exports of

- Madagascar - 21% of Madagascar's total exports in 2019 ($584 million of $2.68 billion)
- Comoros - 14.3% ($7.03 million of $49 million)
- Mauritius - 1.02% ($19.2 million of $1.87 billion)
- Indonesia - 0.041% ($69 million of $167 billion)
- France - 0.017% ($99 million of $556 billion)
- Canada - 0.014% ($65 million of $446 billion)

EXPORT POTENTIAL

In recent years, the COMESA countries which have been producing and exporting vanilla include:

| | Country | Potential & Existing Export Markets |
|---|---|---|
| 1 | Madagascar | USA, France, Germany, Netherlands, Canada, Switzerland, India |
| 2 | Comoros | Germany, France India, Canada, Netherlands |
| 3 | Mauritius | USA, Australia, Denmark, France, India, Germany |
| 4 | Uganda | Germany, USA, India, United Kingdom, South Africa |

Source: ITC Trademap and ExportPotentialMap

**MARKET ENTRY**

Certification and the need to fulfil both legal and non-legal requirements pose major obstacles to producers and exporters entering the market. As an exporter you depend a lot on the quality control of your buyer.

**PRICES**

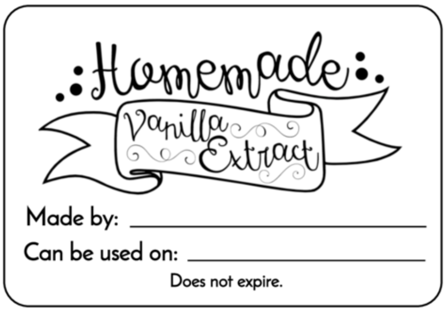
The global prices for vanilla are skyrocketing due to low global production and high demand. The average global market price for vanilla in May 2018 was between US$ 600 and US$ 700 per kg. It is not uncommon for the retail price of vanilla to be as high as €2.99 per gram (i.e. €2,990 per kilo). These prices are only paid for small consumer packages, typically containing only 1 pod.

# PRODUCT FOCUS -Vanilla - HS Code 0905.1000 & 0905.2000

**LABELLING**

Correct labelling is important for buyers. To this end, pay extra attention to the labelling of your product. For bulk vanilla, the following information is important:

- Name of the product
- Details of the manufacturer (name and address)
- Batch number
- Date of manufacture
- Product grade
- Producing country
- Harvest date (month-year)
- Net weight.




Other information that exporting and importing countries may require include the bar, producer and/or packager code, as well as any extra information that can be used in order to trace the product back to its origin.

**PACKAGING**

Vanilla beans are often subdivided according to their size (length) and then bundled, with each bundle containing some 70–100 beans and weighing between 150 and 200 grams. The bundles are then packed into waxed paper-lined tin boxes which hold between 20 and 40 bundles. The tins are in turn packed in cardboard boxes. As vanilla is very sensitive to moisture, packaging of vanilla must be handled with appropriate care. Vacuum-packing is not good for the quality of vanilla when it is not yet completely dried. Many buyers will refuse to buy it. Vacuum-packaging vanilla that is sufficiently dried is less of an issue, although there will still be buyers unwilling to accept it.

**QUALITY**

Product quality is a key issue for buyers and includes food safety as well as product quality. The quality of vanilla is among other things determined by the pod length, which varies in the commercial product between 10 and 25 cm.

- **Grade A**, also called gourmet or prime quality, is a pod full of seeds with deep black coloration and moist, flexible pods. Grade A-1 beans have a deep, intoxicating aroma and have a moisture content of 30-35%. As this vanilla is visually attractive, it can be a feature ingredient in gourmet cuisine. Grade A-2 beans have a lower moisture content, ranging from 25% to 30%.
- **Grade B**, also called extract grade or manufacturing grade, is widely used in the food, beverage and flavour industries. The pods may be whole or split, with lower moisture (15–20%) than gourmet grades. Further quality features preferred by most importers include vanillin content (minimum 2%) and moisture content in the range of 20% to 30%. Vanilla is graded in accordance with the relevant national standard of the producing country. In addition, ISO standard 5565-1:1999 provides some general guidelines on the grading, handling and packing of vanilla.

**REQUIREMENTS**

- Food safety: traceability, and hygiene is critical for market access
- Mycotoxins contamination: for vanilla, maximum levels of mycotoxins are set for aflatoxin (between 5 µg/kg for aflatoxin B1 and 10 µg/kg for the total aflatoxin content B1, B2, G1 and G2). For ochratoxin, the maximum level is 15 µg/kg.
- Maximum residue levels of pesticides: anthraquinone residues may be found in spices such as vanilla as a result of artificial drying with fire. The smoke contains anthraquinone, which can end up in the product if appropriate precautionary measures are not taken.
- Microbiological contamination: exporters must make sure that their products there is no salmonella
- Food additives and adulteration: spices and spice blends are rejected by custom authorities for containing undeclared, unauthorised or excessive levels of extraneous materials.
- Maximum levels of polycyclic aromatic hydrocarbons: contamination with PAHs stems from bad drying practices.
- Irradiation: this process is allowed but not commonly used, as consumers do not always accept such treatments.

# PRODUCT FOCUS -Vanilla - HS Code 0905.1000 & 0905.2000

**STANDARDS**
Environmental and social issues are becoming more and more important in the supply of Vanilla. Social and environmental certification schemes include actions aimed at sharply reducing and registering the use of pesticides, taking action to ensure the safety of employees and/or even including price guarantees.

Exporters are urged to comply with food quality and safety standards such as Global GAP, Fair Trade and Sustainable Agriculture Network:

**a) GLOBAL G.A.P. Crops (Global Good Agricultural Practice):** The standard is primarily designed to reassure consumers about how food is produced on the farm by minimising detrimental environmental impacts of farming operations, reducing the use of chemical inputs and ensuring a responsible approach to worker health and safety as well as animal welfare.

**b) HACCP (Hazard Analysis and Critical Control Points):** Requirements for the hygiene of food is laid down and states the general hygiene procedures for food at all stages of the production process from primary production to the world consumer ("from-farm-to-fork approach").

**c) Fair Trade International:** An independent, non-governmental, not-for-profit organization that promotes sustainable development and poverty alleviation and sets the Fairtrade standards. One organization (FLO-CERT) is responsible for auditing and certification of compliance against the Fairtrade standards.
d)Sustainable Agriculture Network - Rainforest Alliance: Network of conservation groups committed to community-based conservation initiatives and research. The certification program for SAN standards is operated by Rainforest Alliance.

**e) BRC (British Retail Consortium)**: BRCGS' Standards guarantee the standardisation of quality, safety and operational criteria and ensure that manufacturers fulfil their legal obligations and provide protection for the end consumer. Certification to BRCGS' Standards is now often a fundamental requirement of leading retailers, manufacturers and food service organisations.

**f) IFS (International Food Standard):** The IFS comprise eight different food and non-food standards, covering the processes along the supply chain. However, IFS does not specify what these processes must look like but merely provides a risk-based assessment of them. The different standards are now used by manufacturers and retailers worldwide to meet new requirements for quality, transparency and efficiency resulting from globalisation.

# CBC'S UPCOMING ACTIVITIES


Pharamaceutical Workgroup Meeting - 30th June 2021

Agro - Industry Technical Workgroup Meeting -13th July 2021

DFI - Public Private Dialogue 22nd July 2021

Egypt - COMESA Business Forum - August

# WISHING TO BUY OR SELL


Get in touch with the CBC Business Facilitation Team:
info@comesabusinesscouncil.org

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3. Membership development; We partner with our members-towards strengthened business collaboration.

**www.comesabusinesscouncil.org**

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**BUSINESS POLICY AND ADVOCACY**
Influencing policy is at the heart of what we do

1

2

**BUSINESS FACILITATION SERVICES**
Business support services that are regional in nature.

**MEMBERSHIP DEVELOPMENT**
We are our members -towards strengthened business collaboration

3

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Voice of the Private Sector in the Region
BUILDING REGIONAL GOING GLOBAL

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