

# SUSTAIN

## CAPE VERDE ASSESSMENT MISSION

**S**haring  
**U**nited  
**S**tates  
**T**echnology to  
**A**id in the  
**I**mprovement of  
**N**utrition

**A U.S. Private Food Industry initiative  
in collaboration with the U.S. Agency for International Development  
through a Cooperative Agreement with the National Cooperative Business Association**

**Upgrading the Food Processing Industries in Developing Countries.**

## ***Why SUSTAIN?***

SUSTAIN represents a successful collaborative effort between the U.S. food industry and the Agency for International Development (A.I.D.) to upgrade food processing in developing countries. It provides an excellent model for similar private-public sector joint ventures in health, agriculture and other areas of concern to developing countries.

Food processing is a major contributor to development. It serves multiple roles. Food processing can increase the available food supply by extending the life of perishable food products. It can improve the nutritional quality of the diet by making nutritious foods available the year round. It can lead to the growth of related enterprises in transportation, storage, distribution and marketing. And, it can produce much needed foreign exchange by creating value added products both for export and for internal substitution of imported processed foods.

The U.S. food industry has embraced the concept that freely sharing its expertise and knowledge is of mutual benefit to recipient and donor - to the recipient by improving current operations - to the donor by contributing to a healthier global future.

## ***How SUSTAIN Works***

A.I.D. missions and trade associations in developing countries publicize SUSTAIN's goals and activities. Executives of U.S. food companies with technical expertise and overall knowledge of the food industry serve as the SUSTAIN Steering Committee, providing guidance and overseeing activities.

Food related companies in developing countries submit their requests to SUSTAIN through the A.I.D. mission or a designated organization in their country. SUSTAIN screens all incoming requests and if necessary asks for additional information. Appropriate U.S. companies are then invited to respond.

Some problems can be readily resolved by providing information. Others require that consultants be sent. When a consultant is sent, the usual assignment is for one to three weeks. Upon completion of the assignment, the consultant prepares a report describing findings and making recommendations. Depending on need, some consultants may return for follow-up visits to ensure that recommendations have been appropriately implemented.

## ***SUSTAIN Helps***

Requests are diverse. Help may be needed to solve processing problems, to identify equipment needs and sources of new and used equipment, to train personnel in the use of new equipment and new technologies, to find new uses for indigenous commodities, to establish or improve quality assurance procedures, to control insects and rodents in food processing plants and to improve plant layouts and materials handling.

In the past, U.S. food companies, large and small, have provided technical assistance in the form of information, consultants and training to food processors in Africa, Asia, Latin American and the Caribbean.

**S U S T A I N**

**CAPE VERDE ASSESSMENT MISSION**

**TEAM VISIT APRIL 28 - MAY 5, 1991**

**TEAM MEMBERS**

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**NCA Project 110.005**

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## EXECUTIVE SUMMARY

Despite a number of serious constraints, the overall outlook for the Capeverdean food production and processing industries appears to be very good. Government officials, especially those in the Ministry of Rural Development and Fisheries, are optimistic about certain policy initiatives that are being taken to promote agricultural development and rehabilitate the fisheries sector. A U.S.A.I.D.-funded Center for Investment and Export Promotion (PROMEX), one of the results of recent efforts by the government to create a free market economy and attract foreign investment, will strive to create a more favorable policy environment in Cape Verde as well as assist local firms in entering the export market. Private firms appear to be quite innovative in pursuing the development of new products, especially those with export potential. While it was acknowledged that Cape Verde faces formidable challenges to the development of a food processing industry, due to the lack of a dependable rainfall and a limited agricultural base, there are a number of areas which can be successfully developed.

In the agro processing industry there are quite a few areas with growth potential. While the level of technology and product quality appears to be relatively high in the baked goods industries, there was a need to assist these firms in finding export markets for their products (such as biscuits and pasta) which would allow them to earn foreign exchange and purchase needed raw materials on the international market. This would eliminate the current system of relying on donated wheat, which has left the industry to stagnate, and provided no incentives for increasing production or employment. Also, an initiative by a local firm to produce and market a baby food banana puree seems particularly promising. Lastly, the creation of a national fishmeal industry would not only promote the development of the livestock industry, but also serve as a potential export opportunity.

The area of fisheries and fish processing industries seems to be the area of greatest potential in Cape Verde. Given the abundant supply of fish in the nearby waters, and the existing limited infrastructure, this sector appears to offer the greatest opportunities for improving employment, income levels and the standard of living in Cape Verde. The tuna canneries, in particular, seem to be an area where SUSTAIN might have a long-lasting, positive impact.

The development of a food fortification industry in Cape Verde also has great potential. Not only is there interest in the creation of a national food fortification policy, but the local capacity for the production of vitamins packets which could be used in fortification is available, in the form of a local pharmaceuticals firm, INFARMA.

Lastly, there seems to be a complete absence of dependable, efficient systems of credit for small and medium-sized entrepreneurs. This was perceived as a crucial "missing ingredient" in all of the efforts to develop a food production and processing industry in Cape Verde. It was felt that perhaps the National Institute of Cooperatives, as it defines a new role for itself within the rapidly changing political and socio-economic environment in Cape Verde, could serve as the institutional catalyst for the implementation of new credit mechanisms in the country, oriented to the fisheries and small business sectors.

SUSTAIN was asked to come to Cape Verde to provide a private sector assessment of the country's food production and processing industries and make recommendations for further SUSTAIN missions which would address targeted opportunities. The short 6-day program was not conceived as an in-depth, long-term study of the industry. Rather, it was to serve as an information-gathering mission from which further visits could be planned.

SUSTAIN team members concluded that, together with the Center for Investment and Export Promotion (PROMEX) and the National Institute of Cooperatives, a viable food production and processing industry can be created in Cape Verde.

We hope that the SUSTAIN visit, report and follow-up activities produce results for Cape Verde in this very important industry.

## **I. INTRODUCTION**

### **A. SUSTAIN**

Sharing U.S. Technology to Aid in the Improvement of Nutrition (SUSTAIN) is an activity funded by the U.S. Agency for International Development, Bureau for Science and Technology Office of Nutrition (S&T/N). The goal of this activity is to provide better nutrition in selected developing countries by ensuring the quality, safety, and access of processed foods to the general population at reasonable prices. The purpose of SUSTAIN is to provide access to the technical knowledge and practical experience in the U.S. food processing and marketing industry to small-to-medium sized food processing companies in developing countries; to assist those requesting help in solving technical and management problems; to upgrade food processing and marketing practices, and to provide information for continued improvement and progress in the food processing industry of developing countries. SUSTAIN is now being implemented through a cooperative agreement with the National Cooperative Business Association (NCBA), an association of U.S. cooperative businesses.

The National Cooperative Business Association (NCBA), founded in 1916 as the Cooperative League of the USA, is a national membership association representing America's 45,000 cooperative businesses. NCBA promotes the cooperative model as a time-tested, self-help vehicle for revitalizing failing economies and developing new ones, based on local needs and conditions. NCBA serves as a catalyst to mobilize leaders of the cooperative sector of American private enterprise to provide assistance and resources to struggling communities, at home and abroad. Known overseas as CLUSA, NCBA has for more than thirty-five years worked with its own member co-ops, the U.S. Agency for International Development, the World Bank, United Nations Development Program, and other donor agencies to promote development and joint ventures in the Third World.

Within a year the SUSTAIN activity is to become part of the new Food Technology and Enterprise (FTE) Project, 936-5120, which is to be funded by S&T/N. It is slated as a \$15 million dollar project, \$10 million of which will be funded by the Office of Nutrition and \$5 million to be funded through buy-ins. The goal of the six-year FTE (which is designed but not authorized) is to improve the nutritional status of the malnourished poor in selected developing countries. The purpose is to create or adapt existing food processing and marketing technologies in order to develop cost-effective, sustainable food strategies and food

development technologies to increase the quantity, nutritional quality and affordability of food consumed by the malnourished poor in selected developing countries.

SUSTAIN/FTE will focus on micro-to-medium sized food processors and companies. Emphasis will be on technical assistance in areas such as: adaptation or use of low-cost technologies to improve food products and to expand the income-generating potential in the private sector; food preservation techniques to extend shelf life, storage and packaging under a variety of conditions; bulk reduction or increase; removing toxicants, maintaining or increasing safety; increasing nutrients (food fortification); increasing distribution potential; improving quality, texture, color, eye appeal and other sensory attributes; and improving marketing strategies. Illustrative technologies to be used include dehydration (solar drying), fermentation, low-cost extrusion cooking, fortification and enrichment.

**B. Purpose of SUSTAIN Assessment Mission**

A three person assessment team has worked in Cape Verde for a period of six days to provide the Center for Investment and Export Promotion (PROMEX) and the National Institute of Cooperatives (INC), in collaboration with USAID/Praia, with a preliminary assessment of certain aspects of the country's food production and processing industry, as well as recommendations for future SUSTAIN missions which would address targeted opportunities. The team has focused on assessing the needs and constraints to growth in the following four specific areas: (1) agro processing industry, (2) fish processing industry, (3) food fortification industry, and (4) credit and finance facilities development.

Based on meetings with a variety of government officials, state food industries, private food processors, cooperatives and associations, the team was able to formulate short and long-term recommendations as to how SUSTAIN activities could best complement and enhance the food industry development efforts already underway in-country, as well as support the export-related and foreign investment goals of the Government of Cape Verde, in particular those goals which relate to the stated institutional mandates of PROMEX and INC.

**C. Export Development Services Project**

The Export Development Services (EDS) Project (655-0014), set to commence activities in August 1991, is a USAID-funded

project that was developed in response to an encouraging Capeverdean environment characterized by significant policy reform, including an initiative directed toward the development of the private sector. The purpose of the EDS project is to enable Cape Verde to increase and diversify its foreign exchange earning capacity through an export-led growth strategy and increased private sector participation in the economy. Toward this end, the project has four principal objectives: (1) To establish the Center for Investment and Export Promotion (PRONEX) to strengthen the GOCV institutional capacity to effectively promote domestic and foreign investment for the export market, (2) assist the GOCV in the process of policy and administrative reforms necessary for the development of the export and support sectors, (3) strengthen public and private sector capacity to promote Cape Verde as an investment location, and (4) develop human resources capacity in support of principal project objectives and the attainment of project goals.

Given then the fact that over 50% of the Capeverdean population is employed in agriculture, and that exports of fish products account for over half of all Capeverdean exports, SUSTAIN's focus on the existing constraints in the Capeverdean food processing industry appears to complement and enhance the current and upcoming export-oriented growth initiatives of the Government of Cape Verde.

## II. ASSESSMENT OF NEEDS

### A. Agro Processing Industry

In order to discuss the growth potential of the agro processing industry in Cape Verde, it is important to note the conditions under which agricultural production occurs in Cape Verde. Lack of a dependable rainfall, recurrent droughts and deforestation have made development of the agricultural sector in Cape Verde an almost insurmountable challenge. In fact, agricultural production in the islands has at no point satisfied more than a third of the country's food needs. While the potential for growth in the agro processing industry does exist, it must be understood within the context of what is possible given the severe limitations imposed upon the country.

While the Government of Cape Verde has accepted the unlikelihood of ever achieving self-sufficiency in food production, the Ministry of Rural Development and Fisheries is currently advancing a series of initiatives designed to maximize the existing potential in the agricultural sector while minimizing those activities or practices which are detrimental to long-term growth. These goals include: the

introduction of economic rationality in the rural areas; the transformation of the rural economy into a business economy; and the supply of needed technical assistance, appropriate technologies, financing sources, and organizational mechanisms to the country's small farmers.

While it is hoped that over the long term these efforts will contribute to a significant increase in agricultural production in Cape Verde, it appears that at least for the foreseeable short-term future, the agro processing industry in Cape Verde will depend to a large extent on continued access to two main sources of raw agricultural goods: 1) those agricultural commodities obtained under food aid programs, such as the U.S. P.L. 480 Food for Peace Program, and (2) those few agricultural commodities grown in-country, such as corn, sugar, coffee, bananas and vegetables.

While the Capeverdean agro processing industry is not extensive, the team was able to visit a number of agro processing firms and gain a clear understanding of the major constraints to growth. The three main types of agro processing industries operating in Cape Verde are: (1) milling and baking industries, (2) dairy industries, and (3) livestock industries.

#### 1. MOAVE, S.A.R.L.-Flour milling facility

MOAVE, S.A.R.L. was created before national independence in 1972 as a private firm and became a mixed-company in 1975 when the Government of Cape Verde acquired 51% of the stock. The main activities are the production and marketing of wheat flour, with the majority of wheat coming from international food aid donors. The equipment (Bramanti from Italy) and technology utilized are state-of-the-art. This is the only flour milling facility in Cape Verde, which supplies the country's numerous bakeries and pasta factory.

The major constraints to growth are:

- Dependency on food aid commodities which lead to instability in raw material supplies and eliminate the ability of the mill to determine the quantity, quality, and specific characteristics of the wheat it receives.
- Lack of incentives to meet current domestic demand for wheat flour.
- Underutilization of the plant.
- No incorporation of maintenance into the regular production schedule, leading to a disruption in the operation of the mill.

Three other facilities visited represent the baking industry in Cape Verde.

## 2. Favorita Bakery

The Favorita Bakery, founded in 1908, is probably the oldest bakery in Cape Verde. This bakery specializes in the production of ten types of bread and two types of biscuits. While the equipment utilized is somewhat outdated, it is in good condition and, to the ingenuity and credit of the firm, all manufactured on the premises. While the owners admit they sometimes have difficulties in supplying domestic demand for biscuits, they operate the firm only five days a week with one shift of 10 hours a day. In order to solve this demand problem, they have preferred to invest in a new production line which will increase their biscuit production by 100% per day within a month. There appear to be no major technological problems with their baking process. At this time there is no fortification of their biscuits or bread.

The major constraints to growth are:

- Dependency on a single source of raw materials.
- Underutilization of the plant.
- Lack of information about export opportunities for their products.

## 3. Cooperative Bakery

The Cooperative Bakery was established by a local consumer cooperative in Assomada, Santiago in the early 1980's. It is a small, labor-intensive bakery with eleven employees producing one product--a small, crusty, tasty loaf of bread. Currently the firm operates six days a week with one ten-hour shift per day, although there is ample capacity for increasing output. A slight problem seems to be the uncertainty of who is the actual owner of the cooperative. While the bakery is technically owned by the consumer cooperative that created it, certain financial difficulties on the part of the consumer cooperative have made it necessary to transfer ownership of the bakery to the Support Fund for Cooperatives (FAC), an organization created and administered by the National Institute of Cooperatives.

Future plans of the cooperative bakery include the increased production of bread and new pastry products which could perhaps benefit from SUSTAIN assistance, but only when the ownership issue is resolved.

The major constraints to growth are:

- Uncertainty over who owns the bakery, and who is actually responsible for the management, marketing and financial administration of the business.
- Lack of incentives to meet potential market demand.
- Lack of technical knowledge to produce new products (i.e. pastries).

4. FAMA, S.A.R.L.

FAMA, S.A.R.L. is a mixed-ownership pasta factory created in December 1984. The main activities are the production of a variety of macaroni products, for which their technical and physical capacity seem to be more than adequate. Like the MOAVE, S.A.R.L. flour mill, the equipment and technology utilized are state-of-the-art. Their main problem appears to be an extreme underutilization of their productive capacity (they operate at approximately 30% of their actual capacity) due to limited domestic demand and a lack of export markets for their products. In addition, while imports of macaroni products are supposedly prohibited by the Government, a variety of such products do enter the country. The firm is currently operating five days a week, with twenty-five employees. Of particular interest to the SUSTAIN team was a new venture undertaken by the owners of FAMA, entitled FAMA II. This new venture foresees the production of a variety of products: a fortified cereal made from wheat, corn and beans for children, lactating women and the elderly; coffee; and an enriched drink mix made from toasted corn. An important need at this time is a quality control laboratory to test and monitor these new products.

The major constraints to growth are:

- (FAMA) Lack of export markets for their products.
- (FAMA II) Lack of a quality control laboratory.

The following visits were made to dairy industries.

5. F.A.P. Milk Processing Unit

The F.A.P. Milk Processing Unit was initiated in 1979 by the National Agro Processing Support Organization (F.A.P.), but only became fully operational in 1986. The unit specializes in the production of three varieties of yogurt: a plain yogurt, a strawberry yogurt, and a traditional, drinkable yogurt. The raw materials for the yogurt are fullfat-powdered

milk and non-fat dry milk imported from Holland, and cultures imported from Portugal. Supervised by a Capeverdean food engineer, the firm employs nine individuals and produces 20,000 containers of yogurt per month. In addition to supplying the local island of Santiago, the firm is also exporting yogurt to the international hotels on Sal island. Technological know-how and equipment appear to be sufficient for current activities, although there did seem to be a slight problem with the growth of bacterial phage in the production of the drinkable yogurt. John White, Food Technologist from SUSTAIN, offered suggestions and advice on how this problem might be addressed, and requested that a list of specific questions be sent to SUSTAIN.

The major constraints to growth are:

- Lack of a source of credit to expand current production.
- Lack of knowledge in the maintenance and repair of certain pieces of equipment.

#### 6. ENAVI, E.P.

ENAVI, E.P. is a state-owned and operated poultry and egg production and processing plant created in 1979 which produces over 7.5 million eggs and 300,000 chickens for domestic consumption per year. They have production plants in three islands: Sal, Sao Vicente and Santiago. Despite the fact that it appears to be a fairly successful operation, production techniques and technology utilized could be improved substantially. Major constraints to increased production are the lack of an adequate supply of fish meal to be used in animal feed, and government restrictions imposed on output in order to allow the informal sector poultry production to prosper and thus create income for rural families.

The major constraints to growth are:

- Lack of an adequate supply of fishmeal for animal feed.
- Government-imposed restrictions on production levels.
- Somewhat outdated technology and production techniques.
- Lack of information about export markets for current goods, or for potential processed chicken/egg products.

#### 7. PICA-PAU Industry

The PICA-PAU Industry was created in the early 1980's to

produce yogurt, fruit juices, table water, ice cream and bleach. A successful, profitable business, there appeared to be few problems in the sourcing of raw materials or needed technology. There did not appear to be any major constraints to increased production.

#### 8. DOCI Industry

The DOCI Industry is a business that was created in the late 1980's by the owner and operator of the PICA-PAU Industry. This business specializes in the production of candy, cookies, and preserves, utilizing imported glucose from Belgium and Portugal, and sophisticated flavorings from the United States, Great Britain and other European countries. It appears to be a relatively successful firm that has been able to capture over half of the total domestic candy market in Cape Verde. Of particular interest to the SUSTAIN Team is a new product to be launched shortly--an baby food banana puree which would take an indigenously available raw material and convert it to a stable, shippable product that has a worldwide demand. The idea is to make use of the large quantity of Capeverdean bananas which are not suitable for export, approximately 60% of the total production.

The major constraints to growth are:

- Lack of information on technical processes, packaging and marketing aspects involved in the production of banana puree.

#### 9. Vegetable Seed Production Station

While this station does not fall within the milling/baking, dairy or livestock industries, it is important with regard to the contribution it makes to increasing vegetable production in Cape Verde, and to increasing the vitamin and nutrient content in the local diet. Administered by the Food and Agricultural Organization (FAO), the Station is managed by a Belgian agronomist with many years of experience working in Africa. As a result of his work, Capeverdean farmers have little difficulty in acquiring vegetable seeds in the country, and get most of their seeds from his station.

According to the agronomist, the single greatest problem in the vegetable industry in Cape Verde is the lack of suitable storage facilities for irish potatoes.

The main constraint to growth is:

- Lack of adequate storage facilities for irish potatoes.

While the team was unable to visit any livestock industries, it was able to meet with a newly-formed Association of Farmers and Ranchers.

#### 10. Association of Farmers and Ranchers

A very interesting discussion was held with a newly formed Association of Farmers and Ranchers in Sao Vicente. The Association was formed with the objective of representing the views of the farmers and ranchers in Sao Vicente to the national Government. While agricultural and livestock production in Sao Vicente is limited due to the lack of water and animal feed, the farmers and ranchers felt that it was important that they join together to promote and protect their interests. The two main concerns presented were: (1) the need for new irrigation technologies which minimized water waste, and (2) the lack of sufficient national production in fish meal to be used in animal feed.

#### B. Fish Processing Industry

The fishing and fish processing industries of Cape Verde are without a doubt the area of greatest potential in this island nation. With an economic zone of 200 square miles and abundant fish resources, it is easy to understand the strategic importance of this sector to the national economy. In fact, in the last five years fish exports have accounted for about half of all Capeverdean exports. This sector was also responsible for the creation of 1,372 jobs between 1984 and 1989, which represents an increase of 34% over the previous five years. Lastly, the artesanal fishing sector supplies over 60% of the animal proteins consumed by the local population.

Yet, for all of the discussion, attention and importance given to the fishing and fish processing sectors in Cape Verde, real investment in the sector has been almost nonexistent. The industrial fishing sector consists of old, obsolete and inefficient vessels, a state-owned fishing industry which is financially troubled, and cold-storage facilities which are drastically underutilized. The artesanal fishing sector is no better off, with small-boat owners demoralized, without basic training in management and marketing, and with no sources of credit available to them with which to expand their businesses.

The SUSTAIN Team was able to speak with a number of important Government officials in the area of fisheries, as well as visit a variety of fishing and fish processing industries. While it was not possible to gain an in-depth understanding of all of the needs of the industry, the Team

was able to get an adequate understanding of the crucial areas that need to be addressed.

1. Minister of Rural Development and Fisheries

A short discussion with the newly-appointed Minister of Rural Development and Fisheries enabled the Team to gain an understanding of the new initiatives set forth in this sector. Clearly, this sector is a priority for the Government, and all attempts will be made to attract the foreign investment, technical assistance, training and credit needed to realize its potential. The Team made it clear that it was ready to assist the Ministry of Rural Development and Fisheries in these efforts.

The main constraints to growth are:

- Lack of sufficient technical, financial and managerial capacity in the industrial fishing sector.
- Lack of organization, discipline, and marketing techniques among small, artesanal fishermen.
- Lack of a national fishmeal industry.

2. Regional Authority on Fisheries

The Regional Director of Fisheries discussed the current situation in the fisheries sector of Cape Verde, and made suggestions as to how the sector could be developed. He felt that an important priority should be investment in the national tuna canneries. He cited the actual tuna catch of 8,000 metric tons out of a possible tuna catch of 45,000 metric tons. He emphasized the need for investments in this area to update the facilities, hygienic practices, food quality and safety conditions in the plants. Lastly, he felt that a crucial role could be played by the cooperative movement in the development of the artesanal fishing sector in Cape Verde, particularly in the area of developing reliable and dependable sources of credit for small fishermen.

The main constraints to growth are:

- Lack of investment in the national tuna canneries.
- Lack of a system of credit to small fishermen.

3. INTERBASE, E.P.

INTERBASE, E.P. is a state-owned fisheries, cold-storage and marketing facility in Mindelo, Sao Vicente. While the equipment and technology appear to be state-of-the-art, the facilities appear to be drastically underutilized. There did not seem to any areas where SUSTAIN assistance might be needed.

#### 4. Association of Boat Owners

The Association of Boat Owners has thirty members, each of which are the owners of 18 meter fishing boats, holding from 12-14 fishermen each. The fishing done on these boats is mainly for export. The main constraint to growth seems to be the lack of live bait. When Weldon Blanton of NCBA suggested that perhaps the Association might create an aquaculture cooperative for the production of the bait, they replied that this would be too difficult and too expensive. Again, there seemed to be a misunderstanding of what a cooperative is, and how it is designed to be a profit-making, private enterprise.

#### C. Food Fortification Industry

A key nutritional problem in the developing world is the lack of vitamins and important nutrients in the diets of the majority of the population. In order to address this problem, many governments of developing nations have opted to fortify basic commodities with iron and important vitamins. The fortification of key food items is seen as an important way of raising the nutritional standards of large segments of a country's population.

The team explored the interest in developing a national food fortification policy in Cape Verde, as well as the local capacity to produce vitamin packets, should such a policy be implemented.

#### 1. EMPROFAC, E.P.

EMPROFAC, E.P. is a state-owned firm involved in the import as well as the manufacture of a variety of medicines. As of mid-1991, EMPROFAC will be split into two businesses: EMPROFAC (which will continue to import medicine into the country), and INFARMA (a new joint-venture firm created to manufacture medicine). At this time, Cape Verde exports no medicine. Of particular interest to the SUSTAIN Team was the knowledge that should a national food fortification program be launched in Cape Verde, INFARMA is qualified and capable of producing vitamin, mineral and nutritional mixes to be used in the fortification of a variety of food products. In fact, Dr. Judith Lima, the Director of

INFARMA, promised the team she would raise the issue of creating a national food fortification policy in Cape Verde at an upcoming meeting with the Minister of Health.

The main constraints to growth are:

- Lack of a national policy on food fortification.
- Lack of knowledge with regard to food fortification industry development techniques.

2. MOAVE, S.A.R.L.

It is worthwhile as well to mention the team's discussions with MOAVE, S.A.R.L., the national flour mill, with regard to food fortification industry development. While MOAVE is not currently fortifying the flour it produces, the capacity for such fortification exists in the plant. It indicated a willingness to pursue the fortification of its flour if and when a national food fortification policy is developed.

D. Credit and Finance Facilities Development

Key to the development of the abovementioned agro processing, fish processing and food fortification industry efforts is the creation of a national system of reliable, efficient credit mechanisms. In exploring this issue, the SUSTAIN Team was able to meet with the Bank of Cape Verde, as well as other government officials.

1. Bank of Cape Verde

The SUSTAIN Team was able to meet briefly with the Administrator of the Bank of Cape Verde and learn of the new developments taking place in the financial services sector in Cape Verde. During the next eighteen months two new financial institutions will be developed: an investment bank and a commercial bank. The new banking legislation was discussed as well, which allows foreign banks to enter the country. Of particular importance to the SUSTAIN Team was the assertion by the Bank of Cape Verde that they would not be addressing the credit needs of small to medium-sized Capeverdean businesses, due to the lack of collateral on the part of these businesses. It was suggested by Waldon Blanton that perhaps a feasibility study could be conducted in Cape Verde to study the possibility of creating a system of cooperative credit unions to address this major constraint to the development of small to medium-sized agro processing and fish processing industries in Cape Verde.

### III. POSSIBLE AREAS OF ASSISTANCE

In looking at possible areas of assistance that could be provided through SUSTAIN to the Capeverdean food production and processing industry, it is important to note that this was a low-key, information gathering visit, and in no way represents an in-depth study of the food industry in Cape Verde. The objective of the mission was to obtain a variety of general information on the food industry in Cape Verde and make recommendations for further SUSTAIN visits which would address targeted opportunities.

Clearly, a strong factor in the development of the food production and processing industry in Cape Verde is the extent to which two local institutions, PROMEX and INC, make this industry a priority, and seek to take advantage of available the technical assistance and credit resources needed to develop this sector. SUSTAIN stands ready to assist both PROMEX and INC in their efforts to promote and strengthen the food production and processing industries in Cape Verde.

#### A. Short-Term Recommendations

1. Provide technical assistance to the FAMA II firm in the development of a quality control laboratory.
2. Respond to a request for information from the F.A.P. Milk Processing Plant with regard to the elimination of bacterial phage.
3. Provide technical assistance to the DOCI firm in its efforts to produce, package and market a baby food banana puree.
4. Respond to a request for information from the Association of Farmers and Ranchers with regard to drip irrigation technologies.
5. Respond to a request for information from the Association of Boat Owners on aquaculture development.
6. Provide technical assistance to a local vegetable production cooperative in the construction of a storage facility for irish potatoes in Sao Domingos, Santiago.

#### B. Long-Term Recommendations

1. Provide technical and informational assistance to the Ministry of Health and a private pharmaceuticals firm in Cape Verde, INFARMA, in the development of a national food fortification policy and industry.

2. Provide needed assistance to the USAID-funded PROMEX Center in addressing the informational and technical needs of Capeverdean food processing industries wishing to export their products.
3. Follow-up with a SUSTAIN assessment mission to Cape Verde for an in-depth analysis of the specific constraints facing the fish production and processing industries in Cape Verde. Specific areas that should be addressed include: (1) the needs of the country's tuna canneries, and (2) the feasibility of creating a national fishmeal production industry.
4. Explore the possibility of acquiring funding for an in-depth study of the National Institute of Cooperatives, with specific attention to be given to institutional reform issues with respect to the role INC can play in the development of the private sector and the creation of alternative systems of credit in Cape Verde.
5. Explore the possibility of acquiring funding to conduct a feasibility study for the creation of a system of cooperative credit unions in Cape Verde.

#### IV. FUTURE COURSES OF ACTION

In looking at possible assistance that could be provided through SUSTAIN to food processing firms, national institutions and associations in Cape Verde, it is important to note that assistance can only be forthcoming after a specific, formal request for assistance has been made to SUSTAIN in Washington, D.C.

##### A. Assistance to USAID/Cape Verde

##### 1. Quality Assurance

The ability of some Capeverdean food processing firms to enter the international food market will depend to a large extent on the quality of their products. This in turn implies access to reliable information on food quality, product standardization, grading, packaging, labeling and food safety issues. SUSTAIN is prepared to work closely with USAID/Cape Verde and the newly-created Center for Investment and Export Promotion in the organization of workshops, training programs and the development of stronger ties between the U.S. food industry and the Capeverdean food industry.

## **2. Marketing**

From the discussions held with Government officials, state-owned food processors, private companies and cooperatives, lack of knowledge in marketing, marketing research, and the development of marketing strategies seemed to be a key constraint to the development of the food industry in Cape Verde. SUSTAIN is willing to provide special assistance in this area in helping USAID/Cape Verde and PROMEX achieve their investment and export-oriented growth objectives.

### **B. Direct Technical Support**

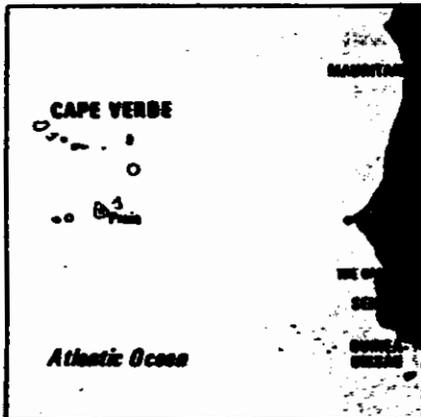
SUSTAIN is prepared to address requests for information from private companies, national institutes, and associations in Cape Verde, the Government of Cape Verde and USAID/Cape Verde. Requests for information that have already been made will be addressed to the appropriate source.

# Cape Verde



United States Department of State  
Bureau of Public Affairs

November 1989



**Official Name:**  
Republic of Cape Verde

## PROFILE

### Geography

**Area:** 4,033 sq. km. (1,557 sq. mi.), slightly larger than Rhode Island. **City:** Praia (pop. 55,000). **Other city:** Mindelo (pop. 47,050). **Terrain:** Rugged volcanic islands. **Climate:** Dry, temperate.

### People

**Nationality:** *Noun and adjective*—Cape Verdean (s). **Population (1989):** 364,207. **Annual growth rate (1980-87):** 2.02%. **Ethnic groups:** Creole (mixed African and Portuguese), African, European. **Religions:** Roman Catholic, Protestant. **Languages:** Portuguese (official), Crioulo (national). **Education:** **Literacy (1983):** 37%. **Health:** **Infant mortality rate (1988):** 11/1,000. **Life expectancy (1988):** 61 yrs.

### Government

**Type:** Republic. **Independence:** July 5, 1975. **Constitution:** 1981.

**Branches:** **Executive:**—president (head of state), prime minister (head of government), Council of Ministers. **Legislative:**—National Assembly. **Judicial:**—Supreme Court, lower courts.

**Administrative subdivisions:** 14 administrative districts.

**Political party:** African Party for the Independence of Cape Verde (PAICV). **Suffrage:** Universal over 18.

**Flag:** Three equal-sized stripes: vertical red band on staff side and horizontal yellow (upper) and green (lower) bands. On the red band is a black star surrounded by two cornucopias emerging from a seashell.

### Economy

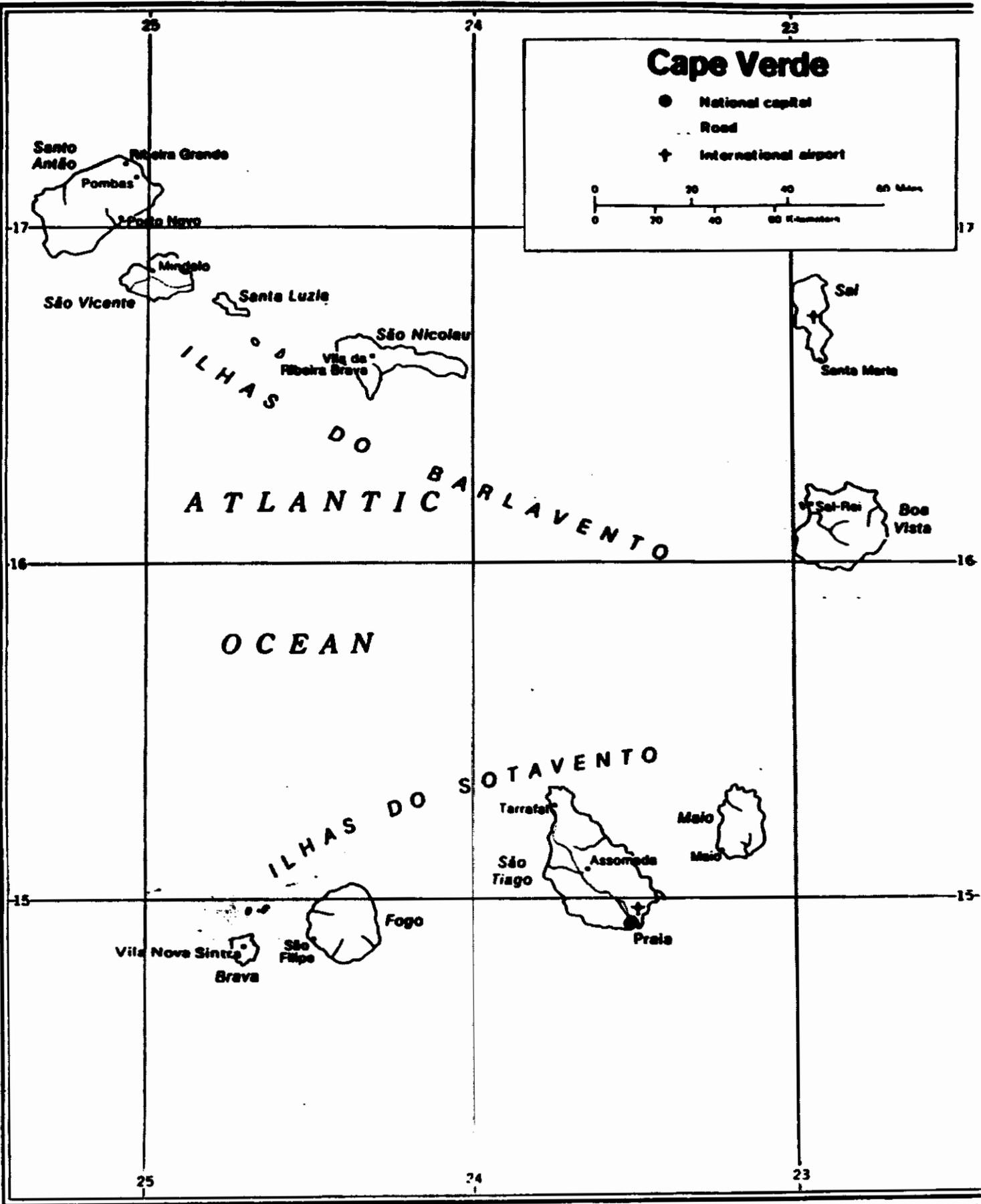
**GDP (1986):** \$193.5 million. **GDP per capita (1986):** \$371. **Annual growth rate (1980-86):** 6.8% (constant prices).

**Natural resources:** Salt, pozzolana, limestone.

**Agriculture:** **Products:**—bananas, corn, beans, sugarcane, coffee, fruits, vegetables, livestock products.

**Industry:** **Types:**—fish and fish products, salt, construction, building materials, ship repair, clothing, shoes, furniture, metal products, beverages.

**Trade (1986):** **Exports:**—\$4.5 million: bananas, fish, lobster. **Imports:**—\$108.8 million: petroleum and petroleum products; corn; rice; sugar; wide range of consumer, commercial, and industrial products.



**FOCUS OF DEVELOPMENT FOR A CAPE VERDE PROJECT SUSTAIN INITIATIVE**  
 by the  
**National Cooperative Business Association (NCBA)**  
 in cooperation with the  
**National Institute of Cooperatives (INC) and PROMEX**  
 Praia, Republic of Cape Verde

March 1991

**I. Introduction: General Framework** - The National Institute of Cooperatives (INC) and the newly-established national Center for Investment and Export Promotion (PROMEX) of Cape Verde, share a mutual concern for finding additional avenues to enhance the successful attainment of the export and foreign investment mandates of the country's development policies and programs.

Facilitating the immediate and long-term, export-related, investment and market development potentials of INC and the members and prospective members of the National Federation of Cooperatives in Cape Verde cooperatives are a matter of critical interest not only to the cooperative movement, but also to urban and rural community development groups linked to and benefitting from the growth of the cooperatives, and to a wide range of potential cooperant private entrepreneurs who may be able to benefit from new cooperative-corporate ventures development initiatives. Similarly, it is recognized that a growth in other, non-coop private sector initiatives in Cape Verde has beneficial development consequences for cooperatives as well, offering new opportunities for joint ventures development and other forms of collaboration for development between cooperative and non-coop institutions both at home and abroad.

INC and PROMEX note with emphasis their shared interest in facilitating the emergence of an innovative, long-term partnership with the U.S. cooperative movement to help Cape Verde reinforce its private sector, cooperative, and public sector efforts to:

(a) improve and otherwise further the country's emerging national, West African regional, and other trans-regional market development capacities and, thereby, enhance economic opportunities for both the people of Cape Verde and the African and other markets to which Cape Verde is linked; as well as

(b) improve business, managerial, and technical capacities in Cape Verde to enhance opportunities by Capeverdeans and their partners in development to more effectively respond to and benefit from the emerging markets of the tourism, air transport, shipping and transshipment, domestic and foreign fishing fleet, and domestic consumers and industries.

With regard to a Cape Verde Project Sustain, INC and PROMEX look towards assistance from the U.S. cooperative and non-cooperative private business-related sectors which can help build creatively upon and reinforce the private sector growth priorities already adopted by the government of Cape Verde, including particularly those adopted in connection with the USAID-supported export promotion program. The priority growth areas of this national export promotion program are the following:

(a) transshipment (ocean shipping and air transport), telecommunications(teleport), tourism and other services industries development including off-shore development finance and credit facilities development capable of advancing our national and regional/transregional business and trade development goals;

(b) manufacturing and processing industry development - off-shore manufacturing and fish- and shell fish-processing, as well as arid land agricultural production, processing, and marketing capacities; and

(c) the export processing and free trade zone development of the Republic of Cape Verde.

Inasmuch as Cape Verde aims at building foundations to allow for its emergence as a future "mini-Singapore" in the mid-Atlantic region, the U.S. cooperative movement and such projects as Sharing United States Technology to Aid in the Improvement of Nutrition (SUSTAIN), can, on account of diversified capacities and resources available through that movement and Project, be a significant partner in that development, with respect to both the domestic and international economic development concerns of Cape Verde. INC and PROMEX look towards such partnerships in development as instruments for the construction of new business, technology, and trade enhancement capacities to advance the long-term market growth opportunities of Cape Verde in particular, and of the African regions to which Cape Verde is linked in general.

## II. Food Industry-Related Focus Areas

Within the above general framework, and recognizing the central food industry-related development mission of Project Sustain, INC and PROMEX would welcome a preliminary needs assessments by a Sustain Project Team, to explore, at this juncture, the following four development needs and potentials in Cape Verde:

- (1) agro-processing and marketing;
- (2) fish processing and marketing;
- (3) food fortification industry development; and
- (4) credit and finance facilities development.

In regard to the food industry system, Cape Verde's presently small processing sector requires a wide variety of initiatives, incentives, and investments to advance the efficiency and capacities not just of specific existing and potential new processing ventures, but of all the related sectors involved in the whole post-harvest food system of the country (transport, warehousing and cold storage, packaging and marketing, as well as processing). Moreover, Cape Verde is acutely aware of their growth relationship to such other development areas as energy resources and telecommunications development.

The condition, needs and demands of Cape Verde's post-harvest food system, as well as the favourable general business climate, also provide for favourable conditions for the building of a modern, technologically appropriate food industry system in Cape Verde that is also capable of being an integral and dynamic part of a broader export and investment promotion strategy.

The applications of a wide range of technical, marketing and other business skills and experience connected with the introduction of new food fortification technologies for balanced nutritious products, and of related new food safety and quality control technologies, can, moreover, complement and strengthen existing and prospective crop research and development efforts undertaken in connection with the agricultural assistance programs (including particularly the USAID-funded agricultural assistance program), as well as promote other new, more cost-effective import, domestic crops export, and value-added re-export development opportunities.

#### (1) Agro-processing and Marketing

Needs assessments in the following specific areas of agricultural processing and market development have been suggested as a possible initial focus by Project Sustain:

##### i. Milling and Baking

a. milling (MOAVE's flour mill facility in Sao Vicente Island servicing the country's market),

b. baking (the PADARIA cooperative bakery facility in Santa Catarina, Santiago Island, servicing the consumers of the largest populated island of the country; as well as the baking industry FAMA in Sao Vicente Island)

## ii. Animal Feed and Dairy Industry Development

a. animal feed processing industry development (for the enhancement of dairy cattle, pig, and goat farming, as well as poultry industry growth, in various islands, particularly in connection with FOMENTO AGRO-PECUARIO/FAP and the cooperatives Center for Popular Production in Santiago Island, and the further development of the pork processing capacities of JUSTINO LOPES also in Santiago.)

b. dairy industry development (enhanced milk products development by FAP, and livestock development in Fogo Island's Monte Genebre and Santo Antao Island' Ribeira de Paul regions; and enhanced production and marketing of the hatchling/chicks export industry by MINDAVE in Sao Vicente Island and by ENAVI in Santiago Island.)

Of particular concern in regard to the above is the strengthening of the cooperative and related, independent small farms sector to enhance their crop and livestock production and marketing potential, as well as alert other medium-sized farmholders and especially small farmers, to the business and marketing growth alternatives of new cooperative private business organizing approaches and techniques, and to the possible further extension of agro-forestation techniques for crop diversification and livestock development purposes.

In this regard, INC also specifically notes its interest in exploring the formation of a sister institution relationship with the University of Wisconsin's cooperative education and training facility, with the goal of (1) complementing and otherwise enhancing the research and development efforts undertaken by the University of Arizona and the Cape Verde National Institute of Agricultural Research and Development (INIA) in connection with the USAID agricultural assistance program, (2) enhancing the capacities of the National Federation of Cooperatives and the Cape Verde cooperatives' Center for Popular Production, and (3) strengthening Cape Verde's cooperative linkages with such institutions as the Danish Federation of Cooperatives and the Cooperative Center at the University of Coimbra in Portugal.

### (2) Fish Processing and Marketing

In regard to the considerable wealth of fish resources in Cape Verde's Texas-sized economic zone off the west coast of Africa, there are a wide range of post-harvest and investment needs and opportunities. Technology transfers enhancing food quality and safety controls, as well as management, marketing, and technical skills improvements, can make major contributions to the development of this important export-oriented food sector. The following specific areas of exploration have been suggested as an initial focus of a Project Sustain team:

- i. canning(canneries in Sao Nicolau, Sal, Boa Vista, and Maio islands), and
- ii. fish meal processing industry development using fish-by-catches by domestic and foreign fishing interests for enhancing animal feed production and fertilizer applications for agricultural development.

In addition to the above two fish processing-related areas, INC requests assistance in exploring the further development of fishing cooperatives in collaboration with NCBA. In this regard specific note is taken of Cape Verde's awareness of the work of the University of Rhode Island in encouraging - with AID-supported programs at that University's International Center for Marine Resources Development (ICMRD) and Coastal Resources Center (CRC) - the development roles by fishing cooperatives in other parts of the world. Note is also taken here of the fact that the canneries are searching for investors and joint ventures partners for a privatized reinvigoration and modernization of the canneries industry.

### (3) New Food Fortification Industry Development

In regard to food fortification and food quality and safety technology and skills transfers, a broad range of considerations are in effect which have a bearing on the potential and growth of our food industry in general. Among the immediate interests that might be further explored are the following:

- i. the further development of laboratory capacities in Cape Verde to facilitate the testing, inspection, and research and development of food products (crops, as well as fish and shellfish); help provide technical assistance and training - to the food import, export, grower and harvesting, warehousing and transport, processing and marketing sectors - on nutrition, quality and safety controls, and for new products identification and development; and otherwise serve as an instrument for the promotion of technology transfers and relevant food, water, health, and other scientific information transfers needed for advancing the interests of nutrition and the food industry's growth capacities.
- ii. Of related concern is whether or how Cape Verde could establish a new "Food and Drug Administration" type of agency that further advances the quality and safety interests of the domestic and international food market; provides for the training of technical personnel in the industry sector, as well as of public sector food inspectors; and otherwise serves as a consumer protection agency and as a public education mechanism for nutrition and food quality/safety education.

#### (4) Credit and Finance Facilities Development

Critical to the systematic enhancement of the agro-business, fisheries business and related technology industries; other appropriate technology industry sectors and crafts and arts entrepreneurship; women enterprise development and small business and micro-enterprise development in general, is the availability and accessibility of credit and finance, as well as of finance- and specific industry development-related technical, managerial, and marketing skills. To that end, PROMEX and INC would welcome a needs assessment in the credit and finance facilities development area which would be able to enhance business development in the agro-business, fisheries, cooperative and other small business sectors, but also incorporate the potential and address the feasibility of a new, innovative, more systematic, and expanded application of the:

- (a) monetization and business and project development provisions the U.S. P.L. 480 Food For Peace Program, as well as of
- (b) other U.S. development capacities similar to P.L. 480, particularly those available through the U.S. Department of Agriculture under the new "Farm Bill" of 1990, and
- (c) similar monetizable agricultural aid programs of other existing and potential donors.

Noting with emphasis the already-ongoing Cape Verde cooperative efforts of both the Finance Institute for Cooperatives Support (IFAC) and Marketing Support Facility (SAC), and aware of NCBA's U.S. and international experience in the development of credit facilities capacities, INC and PROMEX hereby indicate their joint desire for technical assistance by NCBA to INC and the National Federation of Cooperatives for the development of preliminary designs and/or models for:

- (1) a new national multi-service credit facility in Cape Verde capable of servicing both cooperative and other small business development needs and interests, as well as agro-business (broadly defined) and related industry sectors, and
- (2) a related or complementary technical assistance, training and education, and information transfer facility in Cape Verde, working separately, but in close functional collaboration with and as a counterpart to the credit facility.

Such service facilities may be a possible model or demonstration for adaptation or extension in other African countries, and would, in their design, both supplement and complement the export promotion program, as well as reinforce the goals of the agricultural assistance efforts funded by USAID.

### III. Anticipated Products

Among the possible outcomes of the above initial needs assessment, INC and PROMEX would particularly welcome:

(1) reports and recommendations in the specific four areas explored by the Project Sustain team;

(2) observations towards a general agro-business development strategy, including, but not limited to Cape Verde institution-building, skills development and training, investment promotion, and marketing development, addressing not merely the growth needs of the cooperative movement in Cape Verde, but also other agro-business related endeavours; and

(3) specific design suggestions for various workshops or training sessions in such areas as:

- credit facilities development and management;
- food fortification and product quality and safety technologies applications;
- canneries processing management and marketing;
- agro-business production cooperatives development and management;
- fisheries cooperatives development and management;
- marketing cooperatives development and management;
- warehousing and cold storage facilities management; and
- in such other areas as may be identified as critical.

### IV. Conclusion

INC and the National Federation of Cooperatives, and PROMEX in particular, as well as other relevant institutions in Cape Verde - including INIA, the technical educational and training facilities of Cape Verde, and the National Institute for Technology (INIT) - need all the help that they can secure. INC and PROMEX are committed to working in close collaboration with such institutional resources in areas of mutual interest, as well as to enhance their respective institutional capacities.

INC and PROMEX are pleased to note that the United States, through the U.S. Agency for International Development, has provided development aid for the establishment and operations of PROMEX and for the export promotion thrust adopted by the Government of Cape Verde. In view of the significant market development potential offered by cooperatives in Cape Verde and elsewhere in Africa, and in the light of the considerable capacities of the U.S. cooperative movement, both INC and PROMEX warmly welcome a sustained, strong participation by the U.S. cooperative movement as a partner in the struggling nation's specific industrial and general market development efforts.

PROMEX and INC are each independently incorporated under the laws of Cape Verde, and under these laws are authorized to directly engage in development project development efforts with overseas private sector, public sector, and NGO/PVO partners in promoting ventures and trade development, as well as project endeavours relevant to the missions of the respective institutions. INC, the National Federation of Cooperatives, and individual Cape Verde cooperatives are, moreover, able to enter into direct joint ventures and investment arrangements, including for import and export purposes, with overseas partners and investors.

The Cape Verde cooperative movement - although founded only less than a generation ago in connection with the independence movement of the country - represents a newly emerging, corporate form of organizing in Cape Verde that not only enjoys the rights and potentials of other private corporate enterprises. It also has, very much like the cooperative movements elsewhere, a special national mission and galvanizing potential. Not the least of that potential is its important role in familiarizing a broader public with organizing, business and other useful knowledge and skills not readily obtainable from other sources.

As an additional avenue for enhancing broad economic change and improvements in Cape Verde, PROMEX agrees to work closely with and through INC to encourage and facilitate INC-NCBA cooperative sector endeavours and INC's related institution-building efforts, including particularly the further development of the National Federation of Cooperatives. Where feasible within the specific mandates of and resources available to PROMEX, it will seek to extend assistance to or otherwise help expedite possible entrepreneurial-related INC and NCBA initiatives which offer sound prospects for contributing to Cape Verde's development of its diversified national economy.

6 March 1991

APPENDIX III

LIST OF INDIVIDUALS THAT WERE CONTACTED  
AND THAT RECEIVED FOLLOW-UP LETTERS  
FROM THE SUSTAIN MISSION

1. His Excellency Gualberto do Rosario  
Minister of Rural Development and Fisheries  
MDRP  
Praia, Santiago
2. Mr. Francis T. McNamara  
U.S. Ambassador to Cape Verde  
C.P. 201  
Praia, Santiago
3. His Excellency Jose Luis Fernandes Lopes  
Office of the Cabinet of the Prime Minister  
Praia, Santiago
4. Mr. Thomas Luche  
Councillor, Chief of Mission  
U.S.A.I.D.  
Rua Hoji-Ya-Yenda No. 81  
Praia, Santiago
5. Mr. Sjorgen Gunnar  
PROMEX  
Praia, Santiago
6. Mr. Jacinto Santos  
President  
National Institute of Cooperatives  
C.P. 218  
Praia, Santiago
7. Mrs. Maria Fernanda Silva Lopes  
FAP-Milk Processing Plant  
C.P. 140  
Praia, Santiago
8. Mr. Eugenio Vera-Cruz  
Director -  
FAMA  
C.P. 313  
Mindelo, Sao Vicente

9. Mr. Flavio Delgado  
Director  
ENAVI, E.P.  
C.P. 121  
Mindelo, Sao Vicente
10. Mr. Amilcar Sousa Lima  
Director  
Regional Authority on Industry and Energy  
Avenida 5 de Julho-lo Dto.  
Mindelo, Sao Vicente
11. Mr. Orlando Mascarenhas  
Director General  
EMPA  
C.P. 107  
Praia, Santiago
12. Mr. Euclides Jesus Marques Oliveira  
Director General  
MOAVE, S.A.R.L.  
C.P. 90  
Avenida Marginal  
Mindelo, Sao Vicente
13. Mrs. Joana Morais  
Regional Authority on Industry and Energy  
Avenida 5 de Julho-lo Dto.  
Mindelo, Sao Vicente
14. Mr. Martinho Crisostomo  
Mayor of Sao Vicente  
Secretariado Administrativo de Sao Vicente  
Mindelo, Sao Vicente
15. Engineer Manuel Fortes  
Interbase, E.P.  
C.P. 59  
Mindelo, Sao Vicente
16. Mr. Adriano Salomao  
Director General  
ENAVI, E.P.  
C.P. 50  
Praia, Santiago
17. Mr. Achilles Tavares  
National Federation of Consumer Cooperatives  
of Cape Verde  
C.P. 218  
Praia, Santiago

18. Mr. Antonio Hilario da Cruz  
Administrator  
Bank of Cape Verde  
Praia, Santiago
19. Mr. Carlos Jorge Vasconcelos  
PICA-PAU/DOCI  
Caixa Postal 147  
Praia, Santiago
20. Mr. John W. Jones  
U.S.A.I.D.  
Rua Hoji-Ya-Yenda No. 81  
Praia, Santiago
21. Dr. Judith da C.F. Ribeiro da Oliveira Lima  
EMPROFAC, E.P.  
C.P. 59  
Praia, Santiago
22. Mr. Carlos Rocha  
Regional Authority of Fisheries  
C.P. 30  
Praia, Santiago
23. Mr. Claudio Furtado  
National Institute of Cooperatives  
C.P. 218  
Praia, Santiago
24. Mr. G. Van de Plas  
F.A.O.  
C.P. 66  
Praia, Santiago
25. Mr. Antonino Varela  
Padaria Cooperativa  
C.P. 35  
Assomada, Santiago
26. Mr. Raimundo Monteiro  
Director General  
EMPA  
Mindelo, Sao Vicente
27. Mr. J. A. Nascimento  
Tuna Cannery  
Santa Maria, Sal

28. Mr. Manuel Brandao Leite  
Favorita Bakery  
Mindelo, Sao Vicente
29. Mr. Francisco Figueiredo  
Association of Farmers and Ranchers  
Fishing Boats Cooperative  
C.P. 120  
Mindelo, Sao Vicente
30. Mr. Olavo Cardoso  
Commercial, Industrial and Agricultural Association  
C.P. 33  
Mindelo, Sao Vicente
31. Mr. Manuel Federico  
Support fund for Cooperatives  
C.P. 218  
Mindelo, Sao Vicente

**NCBA**

*National Cooperative Business Association*

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