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CHALLENGE CORPORATION
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Millennium Challenge Corporation Hosts a Public Outreach Meeting

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Transcript

MCLEAN: Good morning and welcome to our home here at the headquarters of the Millennium Challenge Corporation. We're delighted you're here. We know you're busy, and we appreciate your interest in MCC as we pursue a shared goal of reducing poverty around the world.

We appreciate your interest in our work in Africa and particularly as we highlight today our partnership with Namibia. I want to give a special welcome to Florie Liser who's here from USTR as the Assistant USTR for Africa. Thank you for coming.

My name is Matt McLean. I'm the Vice President for Congressional and Public Affairs here at the Millennium Challenge Corporation. In late July I had the great pleasure of accompanying our Deputy Chief Executive Officer, Mr. Rodney Bent, who's over there -- give a wave, good -- who traveled to Namibia to sign that country's \$304 million compact to reduce poverty through economic growth.

Now, I've been working Africa issues for many years and traveled many times to Africa, but this was my first time actually to Namibia, and I will tell you that I was impressed. I spent a number of days in Windhoek. I traveled up to the north to Etosha National Park. I spent some time there, and I was impressed. And I'm not just saying that because I'm emceeding the Namibia Outreach Event, but if you catch me in a private moment, I will tell you the same thing.

Good things are happening in Namibia. This is a country that works. Opportunities for growth, investment and travel to Namibia are not hope. They're a reality. And if you've been to Namibia, you know what I'm talking about. And if you haven't been to Namibia, I encourage you to take a closer look. MCC took a closer look, and we're investing \$304 million and supporting what the Namibians are doing in their country.

This is our 11th compact in Africa and our 18th worldwide. Namibia is using its compact to make strategic investments in education, in agriculture and tourism that will stimulate economic growth and create opportunities for prosperity that will benefit the poorest Namibians. We are honored to partner with Namibia to help them as they champion their own development and they take the lead in their own goals for sustainable economic growth.

Let me share with you how we will proceed today. We will first hear from MCC's Chief Executive Officer Ambassador John J. Danilovich, who will brief us on the compact and what it means for growth in business development in Namibia.

Then Ambassador Danilovich will introduce a very special guest, the Ambassador of Namibia to the United States, His Excellency Ambassador Patrick Nandago. Thank you for coming. It's a pleasure to have you here. It's an honor, and we look forward to hearing your remarks.

After both Ambassador Danilovich and Ambassador Nandago speak, we will convene a panel of experts to examine in detail the compact, how it is opening up opportunities for education and how it will stimulate private sector activities and investment.

One housekeeping matter is that we are videotaping the proceedings here, so if you miss something, you can go to our Web site and take another look and review the proceedings that way.

With that, let me introduce Ambassador Danilovich. He served as the U.S. Ambassador in Costa Rica and also in Brazil. He has been at the helm of the Millennium Challenge Corporation since November of 2005. That's coming up on three years. We've had a very good three years under his leadership, and under his leadership MCC now has 18

compacts worldwide, committing nearly \$6.3 billion to partners in Africa, Central America, Eurasia and the Pacific to fight poverty.

Ambassador Danilovich?

(APPLAUSE)

DANILOVICH: Thank you very much, Matt.

And I want to welcome Ambassador Nandago, Assistant U.S. Trade Rep Florie Liser, and all of you friends of Namibia to the Millennium Challenge Corporation's headquarters here in Washington to celebrate our newest compact on the continent of Africa, that with Namibia.

MCC is proud to partner with 18 countries in Africa, Central America, Eurasia and the Pacific, where our commitments now total, as Matt mentioned, \$6.3 billion in grants. Over 70 percent of these grants benefit the people of Africa. Namibia marks our 11th compact partnership in Africa and stands as a further testament of our staunch and steadfast support of Africa's development. We're building on the good things already happening in Africa.

The compact reflects the next chapter in Namibia's story of development and captures the country's determination to end poverty and stimulate sustainable economic growth that will create new opportunities for the Namibians. The Namibians are fostering the very conditions that will attract greater private enterprise activity, which ultimately, is the unstoppable engine of sustainable growth.

MCC's Deputy CEO Rodney Bent traveled to Windhoek to join Prime Minister Angula in late July to sign the \$304 million MCC-Namibia compact. When I talked to Rodney, he shared with me how excited the Namibians are about the MCC's approach to development and how they see our assistance as helping them accomplish the goals they themselves have outlined for growth.

I would like to share with you a few details about Namibia's compact and why we see it important for the country's long-term growth. The \$304 million Namibia-MCC compact makes strategic investments in three sectors: education, tourism and agriculture. While the panel will go into greater detail, I'd like to say a few words about these areas, as they are each significant to Namibia's goal of tapping into the entrepreneurship of private enterprise to drive growth and lift the poor out of poverty.

First, the compact invests in education. An educated and skilled workforce is a fundamental ingredient for reducing poverty and stimulating growth. Namibians understand this, and Namibia's MCC grant builds on the country's commitment to education and to investing in its citizens. This will further provide the Namibians with the skills and education needed to participate in a productive economy.

Second, the compact invests in tourism. Namibia's natural beauty is one of its key assets, and tourism to develop those areas is a critical and emerging component of the Namibian economy. By improving the management and infrastructure of the Etosha National Park, by enhancing the marketing of Namibian tourism and by developing the capacity of communal conservancies to attract investments in ecotourism, Namibians will strengthen this key sector and generate income and jobs for the poor and rural households.

Namibia's commitment to tourism includes the recent passage into law of the Environmental Management Bill establishing mandatory review and mitigation procedures to protect the environment and promote the sustainable management of natural resources.

And third, the compact invests in agriculture. Agriculture is a key component of the Namibian economy. Investments in agricultural development will help farmers, including women, increase their productivity and profits.

Namibia's compact to reduce poverty and stimulate sustainable economic growth in these three ways is significant for several reasons. First, the compact confirms that Namibia is one the right tract. It's not easy for a country to become eligible for MCC funding. As a different and demanding form of development assistance built on accountability, MCC partners only with those countries that perform on 17 transparent political, economic and social indicators.

Our partner countries are actively reforming, strengthening good governance, fighting corruption, investing in health and education, protecting the environment, creating a business-friendly climate and encouraging economic freedom.

Namibia continues to enhance its performance on MCCs selection indicators by developing key policy reforms, confirming that the most dedicated countries, regardless of income level, can be champions of bold change. It even identified a senior-level official in the Office of the President to lead and oversee Namibia's efforts to enhance

its indicator performance. And the factors that determine who would make our best partners are the same ones the private sector evaluates to determine where they should make their investments.

MCC's emphasis on good policies is also good for business development.

Second, the compact builds on Namibia's capacity. As is the case with all of our partner countries, Namibia's compact outlines country-determined solutions for country-identified challenges. It is a plan by Namibians for Namibians. Namibians will benefit most from the compact by taking the primary lead in its implementation.

They have created their own core team of Namibians to manage the process. They have budgeted and invested their own funds to deliver compact results. They continue to make policy and institutional reforms. They are launching their fiscal and procurement agents to govern all compact procurements to international standards of competition, transparency and equal access.

By working toward the compact's success in these ways, the Namibians are deepening the knowledge and abilities they need to lead their own development well after the compact's end.

Third, the compact creates opportunities of private enterprise to grow and thrive. Private enterprise needs skilled labor, and the compact investments in education make this possible. In order to diversify the economy, the government is placing particular emphasis on two of the country's fastest-growing sectors, agriculture and tourism, and the compact builds on that emphasis.

I invite those of you here today from the private sector to consider how MCC investments in Namibia can be a starting point for complementary or add-on investments of your own. Through these sound policies and stronger capacity fostered by our model, we are creating a pro-business environment that clearly says Namibia is open for business. I encourage to explore the opportunities for the success of your business and the prosperity of the people of Namibia.

While congratulating Namibians on the signing of their compact, I am pleased that we can use this occasion to also write a new chapter in MCC's history as an innovative program for developing foreign assistance that tackles the needs of the world's poor with sustainable, long-term solutions for economic growth.

Today, that chapter is marked by the unveiling of the Millennium Challenge Corporation's new logo for the first time. Many thanks to the local design firm The Sutter Group for assisting us in designing the new logo, and we are pleased that Karen Sutter could join us here this morning.

With advice from our friends in Congress, our partners in the field and other stakeholders, our logo establishes a clear connection among MCC's programs to the people of the United States and our partners worldwide. After all, it is the generosity of the American people and compassion of our people that make our work in MCC partner countries possible in the first place.

As a result, MCC's new logo captures some of the very symbols of America and stands as a striking emblem of our partnership and progress. The new logo is built around a classic star like those on the American flag. It contains sweeping stripes of red and white symbolizing the fields and roads that are at the heart of many MCC programs around the world. In fact, you can see even the curve of the Earth in our new logo emphasizing that our partnerships span the globe, and our commitment to ending poverty is worldwide.

It contains three stars for the three principles upon which the MCC is built: Aid with accountability; country ownership and partnership; and results-based assistance, all essential ingredients for poverty reduction and sustainable economic growth. These same ingredients are part of MCC's innovative compact with Namibia.

I'm deeply honored that the Millennium Challenge Corporation is partnering with the government and people of Namibia to promote growth, development and lasting prosperity. Our partnership is that much more fruitful when the private sector joins us, and working together we can achieve tremendous outcomes that will improve the lives of the poor in Namibia today and into the future.

Thank you all very much for being with us here today, for your ongoing interest in the work of the Millennium Challenge Corporation and around the world and in our newest compact with Namibia.

It is now my great pleasure to introduce and to invite to the podium Namibia's Ambassador to the United States. Ambassador Patrick Nandago has served in Namibia's Foreign Ministry as Chief of Protocol and Undersecretary. Before arriving in Washington, he served as Namibia's Ambassador to Brazil, a country where we both have served in our diplomatic careers. Please join me in welcoming Namibia's Ambassador Patrick Nandago.

Mr. Ambassador?

(APPLAUSE)

NANDAGO: Thank you very much, Ambassador John Danilovich, for introducing me.

Distinguished guests, fellow diplomats, ladies and gentlemen, and of course, I have to recognize also the presence of Madame Florie Liser, Assistant U.S. Trade Representative for Africa. So good morning and welcome.

Namibia is indeed honored to be here today at the event rightly called the Namibia Public Outreach in order to celebrate the signing of the MCC Compact Agreement signed on July 28, 2008, in Windhoek, Namibia.

Namibia is happy to have been the 18th country in the developing world to sign a compact with the Millennium Challenge Corporation, exactly 18 years after our independence in 1990. We'll also be honored to have the presence of the delegation from the Corporate Council in Africa at the signing ceremony in Windhoek. So the delegation was led by its last president, Mr. Tim McCoy.

Since Namibia attained independence in 1990, our government has recorded significant progress in the provision of health, education, housing, creation of jobs, land reform, infrastructure and communication for the betterment of our people.

However, Namibia still faces formidable challenges, such as poverty, unemployment especially among the youth, the HIV/AIDS pandemic, lack of skills, as well as a host of other issues. In trying to address these challenges, it is important that we closely work together with all our brothers and sisters around the world but equally the United States of America.

Toward this end, our government has set itself a vision designed to raise Namibia to the level of an industrialized state by initiating a vision called Namibia's Vision 2030, which visualizes that five-year national development plans will be the main vehicles for achieving its objectives.

Accordingly, successive national development plans will contain the goals and intermediate targets that will eventually lead the nation to the realization of the vision. It is in that spirit that Namibia welcomes the Millennium Challenge Account Namibia Compact, which will unlock a substantial investment by the government of the United States of America into programs and projects that will contribute to a reduction of poverty through sustainable economic growth.

The MCA Namibia program highlights investment in the sectors of education, agriculture and tourism. From the onset, the Millennium Challenge Account Namibia's aim was to design a program that stayed close to the aspirations of its people. It consulted or we consulted countrywide a broad section of government, civil society, non-governmental stakeholders in the population a plus (ph) with a view to help everyone to own this compact.

The Millennium Challenge Account Namibia, together with other stakeholders, identified growth sectors or sub-sectors in the Namibian economy that would have a strong potential to contribute to poverty reduction. Of these, education, livestock development and marketing, indigenous natural products and tourism are determined to have the greatest development potentials.

Having identified the sectors, the government and Millennium Challenge Corporation helps to select individual projects for inclusion in the Millennium Challenge Account Namibia programs. This process was bettered by the selection of projects, which are 11 (ph), and useful to achieve the long-term development objectives in Vision 2030 and in the Millennium Development Goals in their visibility to generate the expected results, the process involved in ownership and leadership of the people together with an unwavering political commitment of the government of the Republic of Namibia.

The result of this deliberate effort is a program that allegedly (ph) engages with a sector-wide approach for the education sector, the education and training sector, including program called Ethics (ph), a program that buys into

market innovation in last of marketing, a program that will upscale the support to the indigenous natural products processing industry and a program that will continue to engage some of our best practices in tourism.

Ladies and gentlemen, the Millennium Challenge Account program seeks to unlock Namibia's inherent economic capacities and potential by providing access to skills and knowledge, opening up markets for livestock, indigenous natural products and tourism, encouraging public-private partnership and investment opportunities in tourism, facilitating innovation in processing of raw materials and opening new destinations for tourism expansion and development.

In education we seek to bring the quality of workforce closer to the requirement of industry and the labor market at large as it continues to be informed by the in-depth of analysis and studies undertaken by educational and management experts. In livestock we seek to bring the marketing opportunities to farmers who live north of the veterinary provinces closer to the opportunities farmers enjoy south of the fence. Internationally accepted disease control measures, including placeability (ph) are called to the last development activity.

On indigenous nature of products we seek to bring the colony benefit of adding value to raw natural products, such as Marula, Kalahari melon seeds, Hoodia, devil's claw, Ximenia closer to those who harvest and undertake the basic processing on these melts (ph), foods and products. The value seen across the Millennium Challenge Account Namibia program has adopted will ensure that the activities are responsive to the stark standing market realities for natural products.

In tourism we seek to bring the conservancies in our potential tourism areas into the mainstream of the tourism business increasing the financial and in-kind benefits to rural conservancy members. The internationally acknowledged best practice models for community-based tourism and community-based resource management underpin the tourism project.

I am excited that the interesting and innovative project included in the Millennium Challenge Account Namibia program will soon be implemented. These projects are directed at those members of our society who meet that extra (inaudible).

I'm glad that the Millennium Challenge Corporation investment in Namibia also requires a certain level of responsibility. Over the next few years, the government of Namibia anticipates to allocate substantial financial resources to the sectors that will be supported by the Millennium Challenge Account Namibia program. That of education, although we have already been allocating a substantial amount of money in our national budget, but we are still going to increase on that one. Same in agriculture and tourism. The government contribution reflects our ongoing budget allocation in these priority sectors.

Another commitment to the program comes in the form of our policy improvement plan that responds to the challenges as pointed out by the Millennium Challenge Corporation eligibility indicators. We want to remain competitive in terms of our performance on all those indicators, so that's a commitment.

Similarly, through the compact, the Namibian government has committed itself to some specific policy improvement. The more significant ones are as follows: To have in place an HIV/AIDS prevention plan at all the Millennium Challenge Account Namibia construction sites; to improve the management and organization of the Etosha National Park and to open up the park to controlled private sector tourism business activity; and to better support the communal imports.

Another contribution that Namibia is making towards the successful implementation of the Millennium Challenge Account Namibia program is in the form of human and other in-kind resources that have been made available to the proposal formulation, due diligence processes and ultimate design of the Millennium Challenge Account Namibia program and to continue to avail during its implementation.

In conclusion, ladies and gentlemen, we are happy to be here and to have reached such an important milestone, and we are extending an open invitation to more investors to come and invest in our beautiful country Namibia. I promise you all Namibia has a lot to offer, so welcome you to Namibia. I thank you.

(APPLAUSE)

MCLEAN: Thank you Ambassador Danilovich and thank you Ambassador Nandago for your remarks. We understand that the schedule may have already taken Ambassador Danilovich away from us, but we'd like to shift our time now to our panel discussion.

And as the panel makes their way to the table, I'd like to provide their introduction, so the panel can convene to the table. After our panelists provide brief opening remarks, we will have time for some question and answers. We have Amanda with the roving mike, and so because it's on videotape, make sure that the mike's close and if you could state your name and your organization and if you could be brief in your question, it would be very helpful.

Let me introduce the panel. First, we have Darius Teter, who is MCC's Deputy Vice President for Compact Development, overseeing the development of investment programs in all MCC-eligible countries. Previously, Darius worked for the Asian Development Bank in various capacities, including work in Bangladesh, India, Cambodia and Mongolia. He served as an adviser to the Indonesian Ministry of Finance with the Harvard Institution for International Development and as a consultant for the World Bank and also USAID. He is a graduate of Yale University and Harvard's John F. Kennedy School of Government. Much smarter than I thought, actually.

(LAUGHTER)

That's pretty good actually. He will talk more about the compact with Namibia and the development process.

On the far end is Mr. Patrick Fine from the Academy of Education Development. He also joins us. Patrick is the Senior Vice President and Director at AED for Global Learning Group and Global Education Center. That right? Yes? He did the AED team that did extensive work on education due diligence for the Namibia compact.

Patrick came to the AED from USAID where he was Senior Deputy Assistant Administrator for the bureau for Africa, and he is a member of the Senior Foreign Service. He also served as USAID mission in Afghanistan where we crossed paths a few years ago. Patrick holds a Master's degree in international education from University of Massachusetts, and he will talk about the education component of the Namibia compact in detail.

Also, we'd like to welcome Mr. Timothy McCoy in the middle from the Corporate Council on Africa, where he will discuss trade and investment opportunities in Namibia. Tim is the Vice President, Member Services, at CCA. He previously served as CCA's Director of Marketing and Public Relations and as its Director of International Business Programs.

As a footnote, I also want to mention that CCA has an upcoming infrastructure conference in October. Do you remember the dates on that?

MCCOY: The sixth through the eighth.

MCLEAN: The sixth through the eighth where Namibia will also be featured. I think MCC will be at that as well. It's an important conference. Tim will be here to give you more details if you're interested afterwards, and I think that's an important conference to attend.

So let me turn the time over to Darius, and we'll just go in that order if there's some opening remarks, and then we'll go to Q&A. I'll pop back up for Q&A.

TETER: Thank you, Matt. Ambassador Nandago has actually very eloquently and much more ably described the program than I could. What I will do is very quickly run through the weeds a bit of the specific activities that MCA Namibia has proposed to us and that we are going to co-finance with them just to tee off the Q&A session.

I would like to point out a couple of things about Namibia that really struck me when I started working on the program. As we all know, Namibia's a very young country that bears a painful legacy of generations of colonialism and apartheid. And by most metrics,

Namibia has in fact the most unequal income distribution of any country by geo- and eco-fission (ph) measures, by the U.N. measures. And this inequality is particularly evident in the northern communal areas where the majority

of the poor live, and that, frankly, explains the focus of the entire program that was proposed by the Republic. It's really focused in those northern areas, and we are very proud to support that focus.

And I'll go into the details, but I'd just to put sort of a chapeau, an overall theme, on the entire program that MC and Namibia propose. This is basically to integrate historically excluded populations into the mainstream economy by giving them the tools to participate in that economy by encouraging investment in one of the fastest-growing industries and by supporting improvement of both traditional and nascent economic activities in rural areas. I think that sort of encapsulates the entire program.

Also, as I thought was abundantly clear and very welcome in Ambassador Nandago's remarks, this is truly a Namibian program. They own it. We, you know, just sort of came along for the ride and learned a lot in the process.

Very quickly, the education project, it's about \$145 million, which is essentially half of the total compact amount. It has a number of components. The general education improvement includes primary and secondary schools upgraded, both the capital works and the equipment in the schools plus teacher and administrator training and support for teacher colleges. That falls under the rubric of general educational improvement.

There's also a textbook access and management program, support for the vocational and skills training activities in Namibia, which includes support for the National Training Fund and rehabilitation of nine community skills development centers in particular focusing of training Namibians in tourism skills to participate in the tourism and economy.

There is support to upgrade and built regional study and resource centers, which are essentially a combination of libraries, training facilities and also to help unemployed look for work; support to tertiary education finance, which will include both scholarships and grants for tertiary education. The beneficiaries -- we spent a lot of time looking at this. We tried to be conservative, but we could see at least 11,000 additional students having access to tertiary education finance.

In over 20 years something on the order of 50,000 people have access to training at the community development centers, 2,000 additional vocational training graduates with higher incomes and 41,000 graduates of the 47 primary and middle schools that we are improving -- sorry, that the Namibians are improving -- that we are helping to finance.

Under tourism, there's two really major components here. One is essentially marketing Namibia. There's a remarkably small number of North Americans who have visited Namibia's tourism market despite the fact that it's an amazing place to go. But there's a more subtle piece and I think in some ways even more important, which is developing new local tourism routes into the northern communal areas where it's just some of the most beautiful

scenery where wildlife numbers are recovering dramatically since the introduction of community-based natural resource management.

So trying to get more tourists into those areas and then supporting that as ecotourism development in the communal areas themselves, and this is focusing on 31 communal conservancies that the Namibian government feels has the greatest promise for greater tourism development based on the wildlife amenities and the view and all of the other attributes.

These communal areas need assistance to really participate in the modern tourism investment, either as joint venture partners, through training to get employment in those areas. When I was there, I actually visited some of the successful joint venture partnerships, including in the Damaraland Conservancy.

And then in agriculture, as Ambassador Nandago mentioned, we're looking at -- we're really focused on community-based rangeland management, capacity building for the community land boards and formalization of land rights. All of these underpin an improvement in livestock quality and then direct support to livestock quality through the veterinary centers in underserved areas, the rehabilitation of quarantine camps and a focus on marketing and transport. Since these and other communal areas, as the Ambassador mentioned, lie above the veterinary cordon fence, their ability to participate in export markets for meat products has been limited up to now.

And then the indigenous natural products activity, what I would like to mention is that this is an activity, you know, traditionally participated in by poorer families in rural areas and particularly women. So that's a quick summary of the detailed activities that MCC and Namibia will be implementing over the next five years. Thank you.

(APPLAUSE)

FINE: Hi. I'm Patrick Fine. I'm with the Academy for Educational Development.

In thinking about some of the things that have been raised here today and about the attractiveness of Namibia as a potential investment destination, what strikes me is you only need to go there once before you see quite clearly, before it's very striking, what a great potential this country has for a very prosperous economy.

And the experience that we had in working with the government of Namibia and the MCC on the education component really reinforced some of those qualities that make this a very attractive destination and a country of great, great potential.

I just want to mention a couple of them. I don't want to get into the details of the education component but to talk a little bit about the process of developing it because I think that it highlights a couple of important themes.

First of all, Namibia stands apart within the MCC as a country where MCC is investing in education. It's by far the largest investment in education that the MCC has made, and I think that's important for a couple of reasons. First,

it really shows how the MCC recognizes the importance of an educated workforce to economic development and international prosperity. So it's not just the physical infrastructure that is going to help a country, propel a country forward with respect to its economic growth. It's also the human infrastructure and the human capital.

Second, in addition to the general recognition of the role that education plays in economic development, this is a good example of where the MCC has worked with a national government to identify specific interventions in the education system that will lead and support economic development.

The Namibians deserve credit for being clear-sighted in their assessment of what the constraints to economic growth are and for identifying human capital as one of the major constraints. The MCC deserves credit for listening to what the Namibians said.

What we saw is a very example of country ownership on one hand and the partnership on the other. And I think that the development of this compact really highlights the way those two qualities work together to produce a very strong, very focused and very appropriately focused set of activities.

I think in this case the elements for country ownership were there, and that's one of the reasons that you see the success that we have here. And those elements were one, self-confidence. The Namibians knew very clearly what the issues were, and they were very articulate in their description of the problems that needed to be addressed.

Second, they had a policy framework. The Ambassador mentioned Vision 2030. There was a very well-developed education sector plan that provided basis for detailed, well-informed consultations around what was -- where the gaps were and where external finance could make a difference in investing in educational development. And that plan had been widely vetted within the country, so it was a plan that was based on extensive consultation. It wasn't just something that was cooked up in the capital city, so it provided this really strong technical basis for the discussion.

So on one hand, you've got this clear-sighted government that's articulate. You've got a good technical framework, policy framework, for carrying out discussions. And then you've got strategic targeting growing out of that plan and the discussions. And if you look at what the investments in this education component do, they invest in basic quality so raising the quality of the education system. They invest in vocational education, so targeting specific skill development to feed and fuel certain sectors, growth sectors, in the economy.

And it targets higher-level skills because if you look at Namibia's economy and its place in the world, it's a place where, as that economy grows, very quickly there's going to -- there already is the requirement, and the requirement will become more pronounced for people with university education with those higher-level skills because the economy itself is differentiating and becoming more complex.

Right now, only about five percent of Namibians make it through the system up through the university level, so increasing that is one of the important actions to take. So you've got the right kinds of focus, a strategic kind of focus to support economic growth in the country.

And finally, there was ground-trooping. That was the fourth characteristic of the process, and that ground-trooping was that as the MCC and the government got into negotiations around this plan, again, those talks were not confined to the capital city.

And the Namibian government, much to its credit, went out to its districts and talked all the way down to the school level with people about what the needs are, what the program could do and how it should be shaped so it would have the most, the strongest impact and the most direct response to the needs that were felt on the ground.

I was very impressed when I traveled around Namibia and talked to people at school level and talked to district education officers, and they were so well-informed about the MCC compact development process, about what was being talked about, about their input into the process.

And that's important not only because it gives you good ground-level feedback, but it's also really important because it lays a foundation for ownership of implementation because, you know, the easy part is designing the thing. The hard part is implementing the activity and making it a reality.

And what that ground-trooping process did that the MCC and the government of Namibia undertook was it created an awareness and buy-in from the people who are going to have to make this thing a reality. On the other hand, it also creates a lot of expectations, so now the government has to deliver on those expectations.

But I saw those as four very -- that self-confidence, policy framework, strategic targeting and ground-trooping -- as four very important elements to this process that created both country ownership and created a sense of partnership between the MCC and the government of Namibia.

I think those are the principal points that I wanted to make.

Thank you.

(APPLAUSE)

MCCOY: I want to apologize up front because if I say something several times during my remarks, it's not just because I've had a mental lapse. It's because I mean it, and those words are I cannot say enough good about Namibia. This is a tremendous country with tremendous opportunities in several sectors that I had the good fortune to see up close and in person this past July as part of the CCA trade mission.

This actually was my third trip to Namibia. The past two times took place several years ago, so I was also able to compare the country's development over the past five to seven years or so. And another word that's been used a lot up here: I was impressed.

First of all, I want to put things a little bit in perspective. It's been mentioned that Namibia's a young country, and one of the nice coincidences about the signing of the MCC compact was, if I remember correctly, this was the 18th compact that MCC had signed, and it's Namibia's 18th year of independence.

And it was something that was remarked on quite frequently during the signing ceremony, and then that night there was an excellent celebration that was held just outside of the capital where a number of us got to sample mopani worms as an appetizer for the first time. I highly recommend. Some things you just got to do.

But Namibia extended such warm welcome to the Corporate Council on Africa. Oracle is represented here this morning. Oracle was one of the companies that participated in our trade mission and I know is already making plans to return to Namibia. A couple of other countries, Nationwide Equipment is also making plans to return to Namibia. And we're actively engaging a major American agribusiness company that is interested in Namibia as a new market and possibly as a new base of operation, so Namibia is attracting interest already.

But just let me tell you a little bit more about what we saw there and why we think this is a place that you can't say enough good about. We started out in the capital city of Windhoek and met with President Pohamba, Minister of Trade and Industry, the Prime Minister, a wide range of government officials, all of whom made themselves readily available and engaged us at length about their perspectives on American investments. Suffice it to say they're very open to American investment.

From there, we traveled up to the Etosha National Park and spent a couple of days there doing something that I think all of us who are the least bit interested in Africa should do. I've done safaris in a number of countries in Africa, including out on the Serengeti, and I'll put Etosha up there with any of them both in terms of the quality of wildlife viewing and just the experience overall.

And then from there we went down to the coast, Swakopmund and Walvis Bay, where we saw another tourism epicenter, if you will, in the country. That's Swakomund, of course, and then a commercial center, Walvis Bay. All of these places just so many exciting things going on.

In Windhoek a number of our companies had great meetings with government ministries, with companies, and I know that in nearly every case -- we had about eight companies with us -- and I think every case all of these companies had follow-up meetings, and as I've already mentioned, a number of them are planning to go back to Namibia to continue discussions looking at business opportunities there.

The three sectors that MCC is focusing on, I cannot but commend MCC for taking a look at these sectors because they represent the reality on the ground. I'm going to say that we took probably the -- we examined least closely the sector of education although it was never far away. I remember when we were given a presentation by the Namibian Chamber of Commerce and Industry, they talked about a new fiber optic cable that will soon be landing, I think, at Walvis Bay. And they pointed out that this is expected to give rise to a boon in the ICT sector, but there's the issue of skills. Namibia has a dearth of skills, of human resources, and you know, where there's a problem, there's an opportunity. And with the landing of this cable soon, I think in terms of education and other areas that are particularly relevant to ICT, this is a great opportunity.

In terms of agriculture, I'm happy to report to Namibia has already been given certification by the United States Department of Agriculture to export its table grapes to the United States. Those of you who are intimately familiar with SPF and AFIS protocols and whatnot know very well that this is no small feat. It's a very lengthy process, and it's to the Namibians' credit that they've been able to satisfy the requirements that the United States places for the importation of fresh produce.

I was also told while I was out there that Namibia will most likely very soon, and when I say very soon probably within the first part of next year, have certification for exporting beef to the United States, and it seemed to be a very promising export.

Tourism, I'll go back to that. I was at the Etosha National Park for the first time. I think it was in 2002. Going back in 2008 it was almost like a different place in terms of the infrastructure that has been put in place. This is a place that has been significantly upgraded and upgraded for the better in terms of the ability to attract the international tourist market.

The facilities at the Okaukuejo Camp and the Namutoni Camp are head and shoulders what they were back in 2002-2003. If you don't know Namutoni, it's an old German fort, and that has been completely renovated with shops placed inside the fort, with restaurants, cafes and those kind of things. These are really topnotch places.

The one thing that I do recall, Ambassador Nandago, Tony Carroll from Manchester Trade and I did when we checked in at Okaukuejo was to go through the register, the guest sign-in book. And I think we counted, the book in front of us, I think we counted like 15 pages filled up. I think there were like 25 entries on each page.

The Ambassador's grinning over here because I think he remembers this, and of all of those entries, I think we counted five Americans. So you know, this is a major tourism opportunity that I really do hope gets brought to the attention of the American tourist market by some enterprising private sector entity because it's just fantastic.

Down at the coast, Namport, you know, just going gangbusters. This is a topnotch port facility that is establishing itself as one of the premier transshipment ports in that part of the world. They're gearing up for the installation of more uranium mines in the hinterlands around Swakopmund. I think they're anticipating five more uranium

mines going into service in the near term. There are already uranium mines functioning there, some of them I think owned by Rio Tinto, so the port is beefing up its capacity for storage of the various chemicals and whatnot, you know, that are a part of the uranium mining process.

They're also doubling their capacity to service offshore oil platforms. That puts them a six-day advantage over Cape Town. And if you do the math on that, I think right off the bat that's a \$3.6 million savings for companies that are towing their offshore platforms from the Angola fields formerly down to Cape Town. They can now do it at Walvis Bay and save \$3.6 million.

The port is also, you know, a major part of the transport corridors that really establish -- and we've talked so much about Namibia this morning as a country, and the longer that I was there on this past trip, the more I thought of it as really the gateway to the entire Southern Africa Subcontinent: the transport corridors that go over through the Caprivi Strip up into Zambia and farther up into the Democratic Republic of Congo and the copper fields, transport corridors that go across Botswana and down into South Africa, and then the ones go up in Angola.

In fact we had one company from Angola on our trade mission. The sole purpose was to examine those transport corridors because he said for an Angolan business -- he was involved in software -- for an Angolan businessman, it's still easier and quicker to bring in products, especially for Southern Angola, through Walvis Bay. And the folks at Namport said that they also have a two-day advantage over Durbin in terms of getting products to Johannesburg because of congestion issues in the port at Durbin.

Another exciting development, I think, in the Walvis Bay area is that I believe in October of this year the airport there, the runway, will have been extended and it will begin welcoming long haul -- it can begin welcoming long-haul jumbo jets. And we can all appreciate the potential there, both in terms of cargo and in terms of tourism.

So, yes, think of Namibia not just as a country. I mean if you look at it population-wise, it is relatively small and heaven knows it's sparsely populated, but there is a lot of good things going on there, and it is a true gateway to a huge market in Southern Africa with great infrastructure to support that.

I have brought this morning with me two PowerPoint presentations. I believe there are plenty enough copies for all of you to take back with you, two presentations both by the Namibian Chamber of Commerce and Industry and then a third document that is, I believe, entitled "Incentives for Manufacturers and Exporters". I hope you'll help yourselves to those documents because they provide additional details on the sector that I've mentioned and on a number of other sectors.

And then in closing, I would mention that as was mentioned earlier, we are doing an Investing in Infrastructure Forum focused on Namibia on October 6th here in Washington at the Grand Hyatt. This is kind of a kickoff event for our U.S.-Africa Infrastructure Conference. The forum, as the conference is, is open to the public. I think the

forum, unlike the conference, does not have a registration fee, so you're welcome to attend that, and I encourage you all to do so.

And then for members only -- so if there's some of you here that want to join the Corporate Council in then next couple of days -- you'll be invited to a dinner in New York on September 25th honoring President Pohamba, who will be in New York, of course, for the U.N. General Assembly meetings, and we're very honored that the Namibian government has agreed for us to host the President and has also agreed to work with us on this Infrastructure Investment Forum. That kind of working relationship is really indicative of the whole working relationship right throughout.

And I know sometimes there are cultural sensitivities about praising someone to one's face, but I really cannot praise Ambassador Nandago and Julia Imene Chanduru, who's here as well from the Namibian Embassy, for their willingness to work with us, to cooperate with us, their openness and just their enthusiasm. You've got a great team here in Washington to work with before you get on a plane and go to Namibia and check it out in person, so thank you very much.

(APPLAUSE)

MCLEAN: I'd like to thank the panel for their opening remarks. Before we get to the questions and answers, I want to support something that time has said and just give a vignette of my own experience in Etosha National Park.

The bungalow I was in was literally 100 feet from a large watering hole where you can go and watch and sit on a bench, and every 15 minutes there'd be a new set of animals that'd go by. We saw elephant, and we saw rhino and giraffe and zebra. And it was literally as if there was an Imax in front of you, but you knew it wasn't an Imax. It was quite remarkable, and we were so close.

You know and then the lions came and the other animals left except for the rhino, and I was close enough that I swear I heard -- and the rhino wouldn't move. He wasn't intimidated. And as he walked by the lion, I heard, "You want some of this?"

(LAUGHTER)

I swear I have it on tape. I have it on tape.

But anyway, it was as if there was an Imax in front of you. It was really remarkable, so let me second what Tim said. And there are more investments and opportunities for investment in the ecotourism field in Namibia.

Let me turn to questions. Amanda has the microphone, so let's start on this side. Are there questions that we have for the panel? We will go -- we have about 18 minutes available so on this side?

Let's go here. Witney? You can wait for the microphone.

SCHNEIDMAN: Witney Schneidman, Schneidman Associates International. I'm blocking the way. Sorry.

(LAUGHTER)

Let me first congratulate the government of Namibia and MCC on this compact. I know it was really a major effort and that the government really did its homework and MCC was there at every step. I think it's really just a great accomplishment.

I have two questions. One, I'm very interested in the investments in education, particularly the skills training dimension. And my question is have you given thought to the number of people that will now come into the job market with skills? And have you thought through, you know, the growth of the economy and will these people have jobs and wherever those jobs come?

And my second question was any thought given during the development of this compact to partnering with OPIC or a commercial bank to set up a lending facility to small and medium businesses in Namibia that could help to strengthen a business environment as well?

TETER: Thank you. I'll take the first crack at those, and then on the education side, Patrick, maybe you'd like to jump in, too. On the skills development and vocational training, the idea there was to make it -- to really bring the private sector into the discussions about where the demand would be in the future and to try to project outward the need and then design the programs based on that need. So it's actually founded on a partnership with the private sector. And I won't get into the details, but you can see in sort of the structure of the Training Fund and how they're going to move forward. It brings the private sector in very closely.

The second thing is that it's actually, particularly for the vocational training, it's actually linked to an expectation of the generated demand for these types of tours and services that will be generated by the other investments, so it is, there's definitely a focus there on the tourism industry but not uniquely tourism.

It's also bringing in the private sector to make sure that, you know, the classic problem in vocational training programs that I have worked on in many countries is that they're almost entirely sort of supply driven, you know, old government institutions that crank out a certain number of outputs and a certain number of people trained.

And you know, it's an increasingly vast gap between what they're doing and what the private sector really wants because the private sector is moving on. So I think, you know, to the credit of the Namibian government they see this as an issue, and in their proposal they specifically make measures for that.

On your second question, I don't know that we or the Namibians specifically looked at partnership with OPIC. In the ecotourism project one of the ideas for those community-based natural resource management conservancy

areas that are really ready to find joint venture partners and sign joint venture partnerships that we would be willing to support them as part of their sort of initial capital in those types of investments. So it's not an OPIC firm. It's actually from the MCC grant would be available for that.

Did you want to just ...

FINE: I would just reiterate first that vocational training is private sector driven, so the demand is created in the private sector and then the training is responsive to that demand to avoid training people for jobs that don't exist.

And then the other piece of it is to improve the overall quality of the education system so that the kids or the youth that get to the point where they're ready for vocational training or just to go out onto the labor market have a higher level of basic skills and are in a sense more trainable. So those two things working together should make a significant impact on the overall human capital within the country.

MCLEAN: Let's go to this side. Do we have a question on this side? We have one over our side of the room.

SKINDERLEIN: I am Maria Claudia Skinderlein (ph), international consultant in Multi Victorian (ph) Projects. I would like to know -- well, first I would like to congratulate MCC, the government of Namibia, the panel. It's very important the work you are doing in Africa.

I would like to know if you have had some experience with traditional knowledge in the tourist marketing, in every culture project and, of course, in education. With my experience, sometimes we learned a lot, and this traditional knowledge helps with innovation. Thank you.

TETER: Thank you. That's a tough question since it transits all the sectors. I would like to speak on that specifically about the indigenous natural products. It's sort of a marriage of traditional understanding with international global market demand with outfits like The Body Shop and international cosmetic marketers.

They've learned from traditional practices which one, you know, who ever heard of Hoodia or bear's claw 20 years ago? Well, it's traditional practices that highlighted the usefulness of those products that made them interesting to the international market and to international investors, so those products would not exist and would not be marketed, you know, all over the world if it hadn't been for the traditional knowledge that really identified those products. So that's -- INP is the perfect example of the marriage of those two forces.

And then on agriculture, I see it a little bit differently. Because the way the land is apportioned in the northern communal areas, it's communal land, so you have the classic problem of the commons where livestock are overgrazed. There's too many livestock, and people traditionally are managing their herds to maximize the number of animals for a lot of non-commercial reasons, perfectly valid social reasons.

And to participate in the modern cattle economy and particularly to get those cattle through the quarantine process if you live above the veterinary cordon fence and into the export markets means, frankly, a shift in those traditional practices towards managing towards livestock quality first and foremost rather than livestock numbers.

Those are the only two areas where I'm really competent to comment. Oliver Pierson (ph), if I could just ask Oliver Pierson (ph) to jump in very briefly. He's one of our key team members on these areas. Oliver?

PIERSON: (OFF MIKE) Thank you. I can just add that in the context of the ecotourism project, the conservancies who are one of the key partners for developing tourism products, tourism enterprises, in Namibia are a key stakeholder in identifying and sort of determining what are the most viable products for tourism development.

And so particularly the example of the Nama Conservancy, which is in northwestern Namibia, it's the San ethnic group, the San Bushmen population, who have been involved in tracking wildlife for years, who have come up with the ideas of, "If we're going to bring tourists into this area, these are the types of tourism products, such as wildlife tracking or wildlife viewing, that would be best placed to not only maximize revenue generation through this program, but also create an interesting experience for the tourists that also celebrates some of the San traditions."

MCCOY: I would just add a couple of things that I came across when I was out there. I know Ambassador Nandago and I met with the Governor of the Erongo region, and this is the whole region that includes Swakopmund and Walvis Bay, the whole coastal region down there.

And the Governor spoke at some length about his interests and initiatives as well at encouraging local people in the hinterland to set up ecotourism-type projects so that this sector begins truly to benefit, you know, a wider range of the population in Namibia.

And then just coincidentally there's an organization in eastern Montana called the American Prairie Reserve Foundation or Prairie Preserve Foundation, if I'm not mistaken. It's an organization that is restoring prairielands in eastern Montana supported by Tom Brokaw and a wide range of folks.

I supported them, so I get their newsletter, and I was delighted just this week to see that they had actually gone -- their president had gone to Namibia in this part, in northwestern Namibia to have a look at how they have engaged local people because in eastern Montana there's a desire there as well to engage Native Americans and others living in those areas so that they also benefit from this.

So I'm happy to see that we're learning from the Namibians on this, and I think we have had some experiences that we could share with them as well.

FINE: I'd just add to that in the context of tourism development one of the ideas is to involve the communities. When you do that, as you train communities for how to interact with tourists and how to become part of the

tourism industry, part of that training is taking traditional knowledge and then passing it on to the youth in the community because now it has an economic value that it didn't have before.

So I would expect that that would be part of -- when you talk about vocational training, that would be part of the vocational training programs.

TETER: Sorry, one more point related to that. When I was last in Namibia, I stayed in a conservancy that has a joint venture lodge. It's called the Damaraland Camp. It's the Damaraland Conservancy.

And the reason that place is fun to visit apart from the natural beauty is that every single person who works in that camp, including the guides and the manager, are actually from Damaraland. In fact, that place has generated so many job that they are now exporting their trained manager to run other camps in other countries.

So when you're driving around in the Jeep looking at the sights, you're hearing stories from people who were born there and whose grandfathers and grandmothers were born there. And that is just a much richer, much richer, much more authentic experience.

MCLEAN: We have another question in the back.

MAUREEN: I'm an (inaudible) from Namibia. My name is Maureen (ph). First of all, I would like to congratulate the MCC and the Namibia government for these exciting opportunities.

I wanted to touch briefly on the implementation of these programs. What are the initial thoughts that have begun the process for discussion? How will this be implemented?

TETER: The implementation structure is fully run by the Namibia government. They establish what we call an accountable entity, which is the Millennium Challenge Account Namibia, and these positions are typically competitively selected for the key officers in that organization. And in this case the National Planning Commission will be serving as the key anchor for the project.

For specific activities in education and agriculture and tourism, different government agencies that take the leads in those sectors form implementing entities that have through carefully structures agreements with MC and Namibia have certain responsibilities and roles throughout.

But from top to bottom, the process is really owned and run by the Namibians. The two features that are fairly common to most of the countries that we work with are the use of accountable entities -- sorry, fiscal and procurement agents.

And the purpose of that is really to bring in some expertise to help make sure that everything is going smoothly and rapidly because five years is a tight timeline to implement an ambitious program.

And the Parliament has to first ratify the compact, and then implementation can start in earnest. What we have initially is a period of standing up all of these implementing entities and accountable entities. And then we pass a key landmark called Entry Into Force, at which point funds become obligated and available for the major investments. And we anticipate all of this happening fairly rapidly. Thank you.

MCLEAN: We have one more over here, and then we'll go back to this side.

BARBER: Hi. I'm Ed Barber from Good Works International, and thank you very much. Fascinating discussion. I was particularly intrigued by the comments about Namport. And of course, for the last few years we've been hearing a lot about the brainstorming on development strategies in Africa focused on transportation corridors, a lot of them in southern Africa, others in east and west and so on.

Apart from the obvious benefits of this thing for businesses in northern Namibia and Angola and elsewhere, is there any -- could you give us some ideas of the thinking on the future of this thing? What are the tie-ins to other transportation facilities? Is this considered a catalyst for broader development in other areas besides tourism? What can you say about it at this point?

MCCOY: Well, I know the folks at Namport definitely view that -- and I should define. Namport is the Namibian Ports Authority. It's a parastatal (ph), and it's responsible for the port at Walvis Bay and also the port at Luderitz. It's part of the South.

And meeting with their senior management, they definitely see themselves as a lynchpin in broader development. And the meeting that we had with the folks at Namport, sure, it took place more or less along the same time as the MCC compact, and maybe they were aware of the MCC compact, but it wasn't a conversation that focused around well, how do you guys fit into the MCC framework.

So, you know, they're kind of doing their own thing and definitely see themselves as helping not only to develop Namibia but helping to development, to reconstruct if you will, southern Angola.

They see themselves as a way to, you know, hopefully in the very short term avoid some of the problems that are happening to the east of them, in Zimbabwe particularly, and some of the complications that can take place there as a function of the current political environment in that country.

And then they see themselves, as I mentioned, at least indirectly they see themselves as a solution to the problem of port congestion, be it at Durbin or at Cape Town or at Luanda. So yes, they definitely take a regional perspective on this.

And I should note that Namport will be well represented at the Infrastructure Conference and the forum coming up at the first of October. We already have a couple of speakers confirmed for that, and I believe that there will be even more folks from Namport coming over for that event, so you'll have a chance to meet up with them there, too.

MCLEAN: We have time for one more question. If we can go all the way in the back there, I'll make you walk there, Amanda. While we're moving the microphone over, could you put -- the delegation from CCA that was there around the same time this was signed was pretty impressive. Can you recall some of the other organizations and companies that were there?

MCCOY: Well, I mentioned already Oracle, which was represented by their Johannesburg office, and that gentleman had a range of really good meetings with a number of government ministries. I think the one he was most excited about was the Ministry of Justice because some of the things that Oracle does in terms of software systems there. Lazare Kaplan, which has been involved in Namibia for years and years and years but, you know, even a company that is so knowledgeable about the country -- my heavens, what an excellent door-opener that can be and what an excellent context-setter that can be for other companies that are brand new.

Nationwide Equipment, Nationwide is doing over \$50 million a year in business in Nigeria. They were singled out by President Bush within the past year or so for the work they're doing in Africa.

The head of the company is married to a woman who grew up in Namibia, but he had never been to Namibia, and he was amazed with what he saw there.

And when I met with the folks at Namport, they even took a look at one his ads, and they said, "Wow, we need exactly the kind of thing to refurbish tug and some other equipment that this company sells." So, you know, it was a great business opportunity right then and there.

Manchester Trade, Anthony Carroll, many of you guys know Tony. You know, he's no stranger to Namibia, but it had been awhile since he had been there, and it had been many years since he had been to the Etosha National Park. And Tony is, I think, doing some work related to the tourism infrastructure -- sorry, tourism sector -- and was very impressed with what he saw up there.

A couple of the Angolan companies, members of the U.S. Angola Chamber of Commerce, which is under the umbrella of the Corporate Council of East A. It's a software company, a banking company and a couple of other companies that aren't coming to mind right off the top of my head, but yes, very, very excited about what they saw down there.

MCLEAN: Thank you. This will be our last question, and then we'll break.

HILL: Good morning. Sabrina Hill (ph), African Studies Fellow, U.S. Naval War College. During your walkabout and your stay at the national park, you say you observed that there were only five entries from the U.S. Who were others predominantly and could you give mention to maybe others that you see, other nation-states working in Namibia or show renewed interest, especially in the infrastructure sessions? Thank you.

MCCOY: There's some interest -- I think I detect some interesting nuances in your question, and I'll come to those. But in terms of the tourism infrastructure or the tourism capacity or however you want to say it, I actually -- Ambassador Nandago and I asked the Governor of the Erongo region. We were sitting in a restaurant in Swakopmund right on the coast, a wonderful seafood restaurant, great view of the South Atlantic.

And I looked around and mostly European looking, mostly younger, and I said, "So who's your major, you know, what's the demographic of your tourists here?" And he said predominantly 60- and 70-year-old Germans and then after that a younger crowd that's very mixed. So and you'd see the Germans all over the place, and I think all of you will know that there's a long-standing connection between Namibia and Germany, and it manifests itself in some fantastic food sometimes.

(LAUGHTER)

But, yes, big German tourist population in Namibia and then a mixture of others. And then in the guest book at Etosha, I mean it was really across the board. Of course, a lot of Namibians. Of course, a lot of South Africans although I have read the way the park has upgraded itself, it may be a little less attractive to Namibians and more attractive to an international market just as a pricing thing. But really a good number of people from the U.K. but again very, very few people from the United States, very few.

In terms of other countries, I was struck by the fact that we did have these Angolan companies that were interested in taking a look at Namibia. That definitely struck me.

When I spoke with the folks at Namport, they said, "Hey, look, you know, we're interested in having investors come to us. We've not really advertised that yet." But when they talked about the ones that had expressed interest, of course, they mentioned the Europeans and, of course, they mentioned the Chinese.

And I was told -- I can't remember who it was, and I don't want to be mistaken in attributing this to someone who it wasn't -- but I was told that Chinese have surpassed Germans. Actually, it was a German guy who told me this. He has a tannery in Windhoek that we visited and saw all the leather products that are being made there, wonderful stuff.

And he said it was his understanding the Chinese have surpassed Germans as the largest in terms of numbers as the largest non-Namibian community in the country. So if indeed that's the fact, then obviously the Chinese have an interest in it. And that was, you know, the subject of China came up other places as well, such as what Namport was telling me.

MCLEAN: Good. Thank you to our panel. It was a very, very rich discussion. Also, another thank you to Ambassador Nandago. Thank you for coming.

And I'd like to remind folks that next -- well, the 17th -- MCC will have a board meeting, and at 2:30 in the afternoon we will have an open forum where we will discuss the proceedings from our board meeting earlier in the morning.

I also invite you to visit often our Web site mcc.gov, where not only Namibia, but we have a wide range of investments around the world very similar to what's going on here in Namibia. And we invite you to take a look for the activities we have and also to take a look at the implementation activities that are going on. We've talked a lot over the last number of years about signing compacts, but in a number of our compacts, almost all of our compacts, there are a lot of implementation activities going on, including for procurement opportunities.

A transcript from today will be posted in the coming days, so I invite you back also on our Web site for that.

But with that, we'd like to thank you again for coming and for your interest in MCC and today our highlight on Namibia. Thank you, Ambassador.

(APPLAUSE)

END