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RETREAT  
LEADERSHIP DEVELOPMENT  
PROGRAMME

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**Step-By-Step Guide**  
**Creating Africa's Rice Co-enterprise**  
**under Africa's Wealth Creation and**  
**Retention Strategy**

*Practical Resources to Help Establish a Rice Co-enterprise*

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# STEP-BY-STEP GUIDE

## CREATING A RICE CO-ENTERPRISE THROUGH AFRICA'S WEALTH CREATION AND RETENTION STRATEGY

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PRACTICAL RESOURCES TO HELP ESTABLISH A CO-ENTERPRISE IN THE FOOD SECURITY SECTOR AND FOR RICE PRODUCTION

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### THE GLOBAL CONTEXT

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The basic economic resource is no longer capital, nor natural resources, nor labor; it is and will be knowledge. Peter Drucker.

The beginning of 2009 shows that globalization risk is outweighing globalization opportunities to result in trends of deglobalization in countries that seized the opportunities to develop and benefit from the globalization process of the economy. The expected outcome of global partnership for development is the globalization of the economy, and the globalized economy is a welcome achievement of public-private trade and investment partnership developed thanks to the work of global integration structures.

However, at this point of the globalization process that resulted in globalized economy, the partnership as practiced had reached critical limit to become inadequate to manage optimally global trade and investment. Public-private trade and investment partnership should become smarter at local, national and regional levels, strategic between regions and responsible at the level of the Global Village to avert local Wealth War that is likely to expand into a Global Wealth War.

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The Subregional Office for West Africa of the United Nations Economic Commission for Africa (SRO-WA/ECA) argues that the current Global Crisis is a Knowledge Crisis. The Globalized Crisis that affects increasingly natural resources sector is a “Golden Crisis” and it should be used to result in closing the knowledge gap on globalized economy and ends with globalization becoming the key to prosperity, stability and peace for all citizens (Niang, 2008).

Under globalized economy, global economic growth generates global wealth that is the sum of the wealth of us all in the Global Village. Under globalized economy, Africa will emerge as the Global Resource Center with its natural resources sector becoming crucial to the creation of the global economic growth generating global wealth that is the sum of the wealth of us all.

During the globalization process, 2Africas emerged with one Africa contributing immensely through its natural resource sector to the development of global wealth creation capacities and one Africa seeing the public and wealth accumulation capacities weakening. Closing the gap between 2Africas become urgent to minimize the risk for Africa to develop into an unsafe, unsecure and a worst place to invest.

SRO-WA translated into implementable Strategies the Strategic Orientation of ***Harnessing Regional Resources to Meet Africa's Development Priorities*** adopted in Banjul, The Gambia at the Summit of the African Union in 2006 at the initiative of and on presentation of Mr. Abdoulie Janneh, the Executive Secretary of ECA. SRO-WA under the leadership of Abdoulaye Niang developed and promoted the Africa's Wealth Creation and Retention Strategy (AWCRS) as the strategy that will help make globalization opportunities trump globalization risks in harnessing Africa's investment and market opportunities and exploiting Africa's natural resources.

Under AWCRS, Africa will be made to contribute optimally to the development of global wealth creation capacities with an enhanced regional wealth retention capacity to result in adequate:

1. Public wealth accumulation capacity at the level of each locality, State, the Regional Economic Community (REC), the Commission for the Economic Community for West African States, the African Union Commission (AUC), and
2. Private wealth accumulation capacity at the level of each household and individual.

Under AWCRS, Africa will move from a potential economic power to an economic powerhouse with a voice that counts in international arena. The New Global Partnership for Development will make globalization to offer more opportunities than risk to global citizens only if Africa, the Global Resources Center, had its wealth retention capacity of global wealth generated from global economic growth enhanced to result in adequate public and private wealth accumulation capacities across the region.

Wisdom requires recognizing that the road map to move to the New Global Partnership for Development consistent with globalized economy is in place with few crucial pieces still missing. A Group of African economists under the leadership of SRO-WA/ECA, with accumulated experience in rethinking globalization process, argues that it has developed a Sustainable Global Business Model under the Africa's Wealth Creation and Retention Strategy that will make globalization to become what it should be: the key to prosperity, stability and peace for all citizens in the Global Village.

The challenge facing the Group is how to harness collective will and promote a shared determination to move ahead boldly on the road mapped for globalization to become the key to prosperity, stability and peace for the citizens of

the Global Village. There is now an added challenge facing the Group that is broadening the Leadership Development Programme originally developed for Africa to include the remaining regions of the Global Village.

Without eliminating the risk of act of civil disobedience in regions other than Africa in response to the weakening of public wealth accumulation capacities and loss of private wealth accumulation capacities at the level of households and individuals, restoring global economic growth will become illusive. The Stimulus Strategy in implementation in other regions of the Global Village should be a subset of four Strategies to restoring confidence and generating and sustaining trust among the leaders of the three groups of actors across the Global Village as trust is the glue that binds commitments, promotes action and produces desirable results.

The four Strategies are:

1. Shock Strategy to promote a knowledge-based change and to avert violent-based change and Global Wealth War;
2. Promise Strategy to further develop global wealth creation capacity with an enhanced regional wealth retention capacity to result in an adequate wealth accumulation capacity:
  - a. Public wealth to further develop the capability of national and regional integration institutions to support a Stimulus Strategy, and
  - b. Private wealth accumulation at household and individual levels to be spread according to Wealth Retention Capacities of 15<sup>+</sup>/75<sup>+</sup>/10<sup>-</sup> that is at least 15 percent of household fabulously wealthy, 75 percent in the middle wealth class and less than 10 percent with inadequate wealth to meet basic requirements and requiring promise measures and packages for a decent living condition;
3. Stimulus Strategy with stimulus measures and packages to further develop global wealth creation capacities, further enhance regional wealth retention capacity and further develop public and private wealth accumulation capacities, and
4. Regional Wealth Creation and Retention Strategy to guide the exercise of Rebalancing Wealth Management Structure at local, national, regional and global levels in all sectors of development.

Africa's Wealth Creation and Retention Strategy covers all sectors of development. Concentration is on the natural resources sector that reflects the new role of Africa under the globalized economy that is a Global Resources Center (see Annex).

A Three-legged Stool Model with 3-in-1 Seat Module (see Figure) represents the Strategy to include:

- a. Leg 1: Governance System;
- b. Leg 2: Strategic Communication Programme, and
- c. Leg 3: Strategic Business Management Arrangement.

The 3-in-1 Seat Module force the commitment of the leaders from political parties in government and organized opposition, the leaders from business communities and the leaders from civil society groups to make the three groups of actors to "delivering as one" to ensure that:

1. Africa contributes optimally to the development of global wealth creation capacities with an enhanced regional wealth retention capacity to result in adequate public wealth accumulation capacity and private wealth accumulation capacity, and
2. Africa's natural resources sector contributes optimally to the creation of global economic growth to generate global wealth that is the sum of the wealth of us all having invested in the wealth-adding activities in the global wealth chain.

Africa's Wealth Creation and Retention Strategy is applied to a number of wealth-adding activities primarily in the natural resources sector to generate a collection of Africa's co-enterprise templates (Africa's Co-enterprise-in-a-Box) to contribute to the ambition of seeing emerge by 2010 thousands of Africa's Co-enterprises in all wealth-adding activities. The Step-by-Step Procedure to form the Branch of Mali (Table 2) will be used to guide each of the nations networked under the Shared Vision of Africa to regionalize its rice economy and to prepare better Africa for a globalized rice economy.

Complex research results found in several papers at SRO-WA and in two books by the lead economist of the Group, Abdoulaye Niang, are distilled into a user-friendly format for constituting a co-enterprise under the Strategic Business Management Arrangement in three simple Steps. The Group is ready to form a Global Coalition of creators of "new ideas" to extend the coverage of Africa's Wealth Creation and Retention Strategy to other regions of the Global Village and to re-specify the Model for interested regions across the Global Village. The Strategy is of universal application but it is said to be Africa's Strategy because it is promoted by an African group of development activists and Wealth Retention Capacities are specific to Africa.

While the Group is working to ensure that this Global Crisis becomes a Golden Crisis for Africa to emerge as a global player and an economic powerhouse, it argues that China should remain the Global Production Center that depends largely on the natural resources sector of Africa and on the Global Distribution Center like that of the United States of America and on the Global Consuming Centers like those of USA, Europe and Asia to prosper. For globalization opportunities to trump globalization risks, trusted partnership agreements must link all these Centers to Africa, the Global Source of natural resources critical to restore and sustain global economic growth.

In the remaining of the presentation, we will guide you step-by-step on how networked rice nations around their land and water resources and investment and market opportunities can contribute to the development of global wealth creation capacities with an enhanced regional wealth retention capacity to result in adequate public and private wealth accumulation capacities. We will discuss in more details how Mali's rice economy can contribute optimally to the creation of global economic growth that is the sum of the wealth of us as stakeholders and shareholders.

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## MOVING FROM "NEW IDEAS TO ACTION"

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New ideas, more than savings or investment or even education, are the keys to prosperity, both to private fortunes, large and small, and to the wealth of nations – to economic growth. **David Warsh** (economic journalist cited in Janneh, 2006).

The feasibility of the "new ideas" that led to the development of Africa's Wealth Creation and Retention Strategy has been determined and the conclusion is that time has come to move from "new ideas to action." If we define the life of Africa by a small handful of very important decisions, we are at one of those decision points now with globalization to become the key to prosperity, stability and peace.

Under Globalized Economy, Africa will be recognized as a Global Resources Center. At SRO-WA, we then define our work by a small handful of very important decisions and we are at one of those decision points now to make trade and investment partnership smarter at local, national, and regional levels, strategic between Africa and other regions and responsible at the level of the Global Village.

Under the Motto of SRO-WA: **Act Now with no Time to Waste** we are acting now to spearhead a process of moving from “new ideas to action” to create Africa’s Co-enterprise-in-a-Box to provide practical resources for the creation of Africa’s co-enterprise with focus on natural resources sector. The Step-By-Step Guide has been developed to helping create co-enterprises through the Africa’s Wealth Creation and Retention Strategy.

Bearing in mind that the high failure rate of new businesses and products indicates few ideas result in successful business ventures, a legitimate question is asked:

**How would we do to convince that the Promise Strategy will deliver by providing genuine opportunities to at least 75 and 15 percent of households to belong to the middle and upper wealth class respectively and less than 10 percent requiring promise packages to meet descent living conditions?**

The answer is that with the generalization of the Concept of Co-enterprise and the Scheme of Liberalization of the Globalized Capital under the Africa’s Wealth Creation and Retention Strategy, a large number of options to invest in Africa’s and Foreign co-enterprises will be available. The new breed of leaders in the three groups of actors and the new breed of entrepreneurs and investors and job seekers would have a large number of options to include in the basket of the households wealth-adding activities for investment to secure a guaranteed income-for-life for the household.

With the right mix and choice to Trade in Wealth Retention Capacities (TradeWRCs), that is trade in real wealth and real economy, the household can provide to itself and beyond all reasonable doubt a safety net and social security to be above the threshold of lowest wealth class of wealth holders. Since trading in Wealth Creation Capacities is conducted under a Sustainable Global Business Model, the risks, uncertainties and other factors, that may cause the actual results, performance or achievement of the co-enterprise, a new generation of multinational corporations, to be materially different from those expressed or implied or negotiated, would be minimized.

Under the Model, the co-enterprise is formed by networked nations committed to a Shared Vision to create a globalized commodity economy in natural resources sector that is critical to create and sustain global economic growth that generates global wealth as the sum of the wealth of us all in the Global Village. The networked nations through consolidation, merger and acquisition or new creation will constitute a regionalized capital to form an African Transnational Corporation.

The best Foreign Transnational Corporation in the wealth-adding activities in the Global Village is to serve as a Strategic Partner in the co-enterprise. A Pool of Foreign Transnational Corporations, the best in wealth-addition either in the commodity chain or in the supply chains or in the distribution chains linked to the commodity and spread over the Global Village, is part of the co-enterprise.

With the Concept of co-enterprise, transaction costs are lower as the co-enterprise would have access to natural resources of networked nations as “One Regional Stop Shop” without too much time to waste in national bureaucracies and benefits would be higher with economies of regional and global scale and with minimal risks of

corruption. The intervention of Regional Regulators at the level of ECOWAS through TradeWRCs will minimize the risk of manipulation in trading WRCs to make the investment in Wealth Creation Capacities as an insurance for holders.

Moving from “new ideas to action” is the challenge facing the promoters of the Africa’s Wealth Creation and Retention Strategy. To meet these challenges, SRO-WA in a seamless relationship with the ECOWAS Commission is actively involved in the implementation of the Leadership Development Programme to help harness collective will and promote a shared determination to move ahead boldly on the mapped road from “new ideas to action.”

The Leadership Development Programme is in implementation in the 15 member States of West Africa. Five Heads of State, three Prime Ministers and hundreds leaders of the three groups of actors and creators of “new ideas” and development activists were engaged to help move from “new ideas to action.”

A Set of 8 DVD on public forum, high-level meetings and conference-debates with the media and the grand public in Senegal, Cote d’Ivoire, Guinea, Nigeria and Mali was recently released. The DVDs were prepared with Africable, the partner cable network and under the coordination of Ms Ngoné Diop, the Coordinator of the Strategic Communication Programme and are related to harnessing collective will and promote a shared determination to move ahead boldly to bringing the rice economy under Africa’s Wealth Creation and Retention Strategy.

To meet the challenge of promoting the creation of Africa’s Co-enterprise, a Step-by-Step Guide to Creating Africa’s Co-enterprise under Africa’s Wealth Creation and Retention Strategy with an Aid to decision-making in Excel format forming the Template for a given wealth-adding activity has been developed. The Aid to decision-making is to help negotiating globalized capital under the Scheme of Liberalization of the Globalized Capital to make the capital inclusive of the participation of African groups of private and public investors and shared with Foreign groups of public and private investors.

The test presentation of the Guide was at the Business Forum on Agro-industry in the Member States of the Islamic Conference Organization in Bamako, Mali in February 2009 just few days following the Second West Africa Business Forum held in Ouagadougou, Burkina Faso. Another opportunity to test the Guide will be at the Journées Minières and Pétrolières du Mali (JMP 2009) to be held from 30 March to April 2, 2009 where the Template for gold and the Step-By-Step Guide to create Africa’s Gold Co-enterprise will be presented.

The collection of Templates of generated Africa’s Co-enterprises will form **Africa’s Co-enterprise-in-a-Box** to help the new breed of African leaders, entrepreneurs and investors to **Act Now with No Time to Waste**. With the Co-enterprise-in-a-Box adopted, at the time of the 3<sup>rd</sup> West Africa Business Forum, it is possible to filling the Box with a half dozen of Africa’s co-enterprises as an integral part of the 2009 Action Plan.

The 3<sup>rd</sup> West Africa Business Forum could see the beginning of introducing B2B sessions around generated Africa’s co-enterprises to harness the will of prospective entrepreneurs and investors to actually creating an Africa’s co-enterprise. The Template for rice, cotton, onion, gold, uranium and nuclear energy are completed or near completion.

With five to six Templates in Africa’s Co-enterprise-in-a-Box and a Culture of Consensus in Africa and in the Global Village, sustainable conditions will be created to see emerge by 2010 thousand and thousand of Africa’s co-enterprises principally in the natural resources sector. Some of these Templates would be available at a Retreat to be held in Ségou, Mali from 6-8 April, 2009 to validating the Step-by-Step Guide and would serve as case studies and for hands-on training on the use of the Aid for Decision-making under the Scheme of Liberalization of Globalized Capital.

The Retreat will advise on how to organize the process of completion of rice co-enterprise at the level of the production activity of rice. This process might include a mini Summit in April/May to launch the rice co-enterprise to give and added dimension and impetus to our ambition of seeing emerge thousand of co-enterprises by 2010.

The Retreat will also see emerge among the participants Change Agents to spearhead the process through the use of the Step-by-Step Guide to fill with Templates the Africa's Co-enterprise-in-a-Box. These Change Agents could and would spearhead the implementation of the Leadership Development Programme.

The Leadership Development Programme could be used to further harness collective will and determination to bind commitments, promote action and produce the result in terms of creating Africa's co-enterprises. This Programme could help mobilize popular support and participation to the capital of Africa's co-enterprises under the Scheme of Liberalization of the Capital and to speed-up the emergence by 2010 of thousands of Africa's co-enterprises to help change the wealth situation across West Africa and beyond.

The Leadership Development Programme was applied first to rice economy culminating to a Commodity-based Business Forum in October 2008 held in Ségou, Mali. The second application will be on Energy Security Sector with the strategic commodity of uranium-based energy to be the subject of the Second Commodity-based Business Forum.

The Forum will take place in April (27 to 28 April 2009) in Niamey, Niger with the host having tremendous investment opportunities and reserves in uranium. Niger could contribute immensely to global energy security through uranium and to energy security through bringing a large area of desert land under solar farming or marginal land under bio-energy production to make Niger one of the richest States in Africa.

The Group believes that with the two applications, confidence will be built in Africa's Wealth Creation and Retention Strategy and experience will be gained in applying the Sustainable Global Business Model. The ownership and leadership base of the Strategy would be broadened enough to help emerge by 2010 thousands and thousands of co-enterprises to relaunch global economic growth on a sustainable basis.

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## REBALANCING WEALTH MANAGEMENT STRUCTURE IN AFRICA'S RICE ECONOMY

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Rebalancing Wealth Management Structure is designed to bringing the crucial pieces missing in making globalization opportunities trump globalization risks. The Sustainable Global Business Model is a main tool to rebalancing wealth management structure in Africa's rice economy.

The Template specified for rice economy shows Step-by-Step the consolidation of national rice production companies to merge to form a rice production African Transnational Corporation to result in the Africa's Rice Co-enterprise that will help exploit optimally Africa's land water resources and harness rice-related investment and market opportunities. The rice co-enterprises in the rice global chain will help make rice contribute to global economic growth that will generate global wealth that is the sum of the wealth of us all and distributed according to well-defined  $WRR_0$ .

The Africa's co-enterprise Step-By-Step Procedure applies to each networked nation to guide in the formation of the regionalized and globalized rice economy to get better prepared. It prepares national groups of public and private investors to "delivering as one" at the negotiation table and for trading in Wealth Creation Capacities.

[Table 1](#) shows the outcome of fostering public-private trade and investment partnership smarter at local, national and regional levels, strategic between Africa and other regions and responsible at the level of the Global Village step-by-step to make globalized capital required for the Branch of each networked nation of the African Rice Co-enterprise inclusive and shared. [Table 1](#) shows the outcome of the merger and acquisition processes of Branches in Nigeria, Mali and Guinea to form an Africa's Rice Co-enterprise.

Trading of Wealth Retention Capacities will take place at the Regional Stock Exchange Markets until the formation of the globalized capital is completed to launch Africa's Rice Co-enterprise. The exercise of rebalancing wealth management structure will continue through trading Wealth Retention Capacities until the emergence of Wealth Retention Rules (WRR<sub>0</sub>) (see [Table 2](#)).

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## SUSTAINABLE GLOBAL BUSINESS MODEL

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The Sustainable Global Business Model is developed to help minimize risks, uncertainties and other factors that may cause the actual results, performance or achievement of the co-enterprise, a new generation of multinational corporations, to be materially different from those expressed or implied or negotiated at the time of establishing the co-enterprise. The sustainability of the Model resides in the fact that globalized economy means inclusiveness with the decision-making process related to globalized economy requiring inclusive and shared leadership for managing Africa's co-enterprises, that helps optimally create global economic growth and equitably allocate the generated global wealth that is the sum of the wealth of us all across the Global Village.

The application of the Model is critical in making globalization offer more opportunities than risks and realizing the potential of globalization as key to prosperity, stability and peace. A co-enterprise generated under the Model would have more opportunities than risk to realize its future operating results.

The Model is supported by:

1. Global Safety 1<sup>st</sup> Standard Public-Private Trade and Investment Partnership based on :
  - a. Guiding principles of smart partnership at local, national and regional levels, strategic partnership between Africa and other regions of the Global Village and responsible partnership at the level of the Global Village;
  - b. Inclusive and shared leadership between the leaders of the three groups of actors namely leaders from political parties in government and organized opposition, leaders from business communities and leaders from civil society groups at local, national, regional and global levels, and
  - c. Restoring confidence and generating and sustaining trust among the leaders of the three groups of actors as trust is the glue that binds commitments, promotes action and produces desirable results;
2. Global Security based on 4S:
  - a. Capital Security;
  - b. Financial Security;
  - c. Economic Security, and
  - d. Human and Social Security
3. Global Stability based on a Three-legged Stool with 3-in-1 Seat Module and supported:
  - a. Concept of co-entrepreneurship to make three "delivering as one" with a "bond that will not break":

- i. Three groups of actors “delivering as one”: leaders from political parties, business communities and civil society groups;
  - ii. Three groups of investors “delivering as one” to generate a regionalized and globalized capital to form a co-enterprise, and
  - iii. Three groups of enterprises “delivering as one” to form the co-enterprise: African Transnational Corporation (ATNC), Foreign Transnational Corporation as Strategic Partner (SP/FTNC) and a Pool of Foreign Transnational Corporations (PFTNCs);
- b. Globalized Capital Liberalization Scheme to make:
- i. Inclusive the participation of African groups of public and private investors with a reasonable mix of public and private capital under a private management including in co-enterprise like uranium-related energy where public capital might be much higher for security reason, and
  - ii. Shared with foreign groups of investors according to Wealth Retention Capacities defining the maxima and minima of capital of each group of investors at the level of AFTNC, the SP/FTNC and PFTNCs.

In Africa’s co-enterprise, Foreign Transnational Corporations are member either as the Strategic Partner or in the Pool of Foreign Transnational Corporations and for Africa to enhance its wealth retention capacity, African Transnational Corporations could compete to joint venture with Foreign co-enterprises. ATNCs should aim at holding Wealth Creation Capacities in selected Strategic Partnering and Foreign TNCs to be seating on their Boards of Governors.

Reference is often made to mega projects under the Globalized Capital Liberalization Scheme, but the Concept of co-entrepreneurship could apply to medium and small projects. Small suppliers of inputs to rice companies in West Africa could engage in a merger and acquisition process of their family companies to form an African Transnational Corporation to achieve economies of regional scale.

The formed ATNC could call for partnership through joint venturing with global suppliers of the said input to form an Africa’s co-enterprise. Foreign companies that are traditional suppliers of West African agriculture companies could be motivated to join the co-enterprise.

The planned and first Africa’s co-enterprise is for the production of the strategic commodity of rice starting with land resources in the Office du Niger in Mali created to produce cotton to meet the demand for the colonial power, France, and to produce rice to meet the demand for West Africa. The Office du Niger offers tremendous investment opportunities to provide the basis to form multiple co-enterprises in the global agriculture commodity chains, supply chains and distribution chains.

Over 1 million hectares (ha) of arable land with the potential to be irrigated through the Dam of Markala are available and suitable for cereals, fruits, vegetables, livestock, fish and woods production. The Template is specified for 100000 hectares in Mali valued at US\$6 million and land resources valued in Nigeria and Guinea at US\$950 and 450 million respectively.

The co-enterprise at the level of rice production could be headquartered at Office du Niger where it will be launched with its first piece of land or anywhere else. With the concept of co-entrepreneurship, the co-enterprise would bid to own land suitable for rice production across West Africa and other parts of Africa and even outside of the region of

Africa to optimize its contribution to the development of global wealth creation capacities and global food and nutritional security.

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### HARNESSING LAND AND WATER RESOURCES IN AFRICA FOR GLOBAL FOOD SECURITY

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Africa has vast land and water resources that need to be harnessed for Africa to contribute optimally to global food and nutritional security. Applying the Model to African agriculture will make Africa's agriculture contribute optimally to the development of global wealth creation capacities with an enhanced regional wealth retention capacity to result in an adequate public and private accumulation capacity at the level, in particular, of rural households and for the localities and communities targeted for the activities of the co-enterprise.

Under the Shock Strategy, we refer to few simple statistics enough to shock and to help change attitudes towards Africa's agriculture:

1. 184 million ha of arable land with 14 percent under exploitation and 7 percent under irrigation;
2. Water use: less than 4 percent;
3. Fertilizer use: 9 kg/ha;
4. Tractor per 1000: less than 8 times that in South America;
5. Agriculture contributes to 17 percent of Gross Domestic Product, 57 percent of employment and 11 percent of total exports;
6. Africa is net importer of agriculture products with 87 percent of food products;
7. Risk of global food shortages high as land and water resources are becoming scarce resources in traditional global producers and sources of global supply of food, and
8. Risk of global food insecurity and nutritional insecurity is increasingly high including at the level of households that benefited from the global partnership for development during the globalization process.

The great majority of West African States have land resources with the potential to be brought under the Concept of co-enterprise. Public Forum, conference-debates and high-level meetings were held in six countries in October 2008 to result in a Rice Commodity-based Business Forum held in Ségou, Mali under the chair and leadership of the Prime Minister of Mali.

A Steering Committee under the leadership of the NEPAD Business Group of West Africa was created under the oversight of the ECOWAS Commission and SRO-WA to be extended to the UEMOA Commission, to spearhead the process of creation of the first co-enterprise. To show collective will and to promote shared determination, 15 participants at the Rice Forum from different West African States lined-up at the closing ceremony to spontaneously signing a Memorandum to become shareholders of the first co-enterprise to emerge under the Africa's Wealth Creation and Retention Strategy.

The signing ceremony, spearheaded by Mr. Moussa Diarra, businessman and former member of the National Assembly of Mali, took place at the closing ceremony. H.E. Ahmadou Abdoulaye Diallo, Minister of Economy, Industry and Commerce of Mali chaired the closing ceremony of the West Africa Rice Business Forum.

The Prime Minister of Mali, H.E. Modibo Sidibé, who spearheaded the “Initiative Riz” in Mali, opened the Forum. Two Commissioners of the ECOWAS Commission in Charge of Macro-economics (Prof N’Galadio L. Bamba) and Agriculture (Mr. Salifou Oussen) actively participated to the Rice Forum.

The Second West Africa Business Forum held in Ouagadougou, Burkina Faso in February 2009 endorsed the conclusions of the Rice Forum. The Second Business Forum endorsed the Africa’s Wealth Creation and Retention Strategy and urged to spearhead the process of emergence of the first co-enterprise in the food security sector and for the production of rice, a strategic commodity in West Africa.

In line with the hope raised at the Second West Africa Business Forum, the Steering Committee is now assisted by a Group of Eminent Experts from Nigeria, Mali, Ghana, Senegal, Benin, and Cote d’Ivoire to move ahead boldly on the road mapped to realize the goal of creating the co-enterprise in rice production by end of April 2009. The Bank of Regional Solidarity of UEMOA and a group of lawyers are the newly added supporters of committed Africans and institutions to help move from “new ideas to action.”

Mali is endowed with land and water resources with potential to attract a large number of co-enterprises built around the strategic commodity of rice. In the zone of Office du Niger, Mali is endowed with considerable arable land with high potential for securing access to water for irrigation ([www.office-du-niger.org.ml](http://www.office-du-niger.org.ml)).

The agriculture potential:

1. 1930: French ambitions to develop over 1 million ha of arable land with potential for irrigation through the Office du Niger with the Dam of Markala completed in 1945, and
2. In 2009, less than 10 percent of potential arable land is under irrigation.

Mali is making considerable efforts to realize its ambition of making the country an Agriculture Economic Powerhouse and realize the dream of the founding father of the Office du Niger to make it the hub of rice economy in West Africa with global dimension. The Government of Mali developed a Stimulus Strategy:

1. Make the areas a secure, safe and best place to invest for agriculture products: cotton, rice, sugar cane, corn other cereals, vegetables, livestock, fish (Office du Niger, 2006);
2. Stimulus measures to attract Public-Private Partnership to exploit large plots of land and water resources in the Office du Niger;
3. Stimulus packages to attract small and large groups of investors at local, national, regional and international levels;
4. Stimulus measures to develop co-enterprises in the rice commodity chain, supply chains related to rice (agricultural implements, fertilizer, seeds, pesticide, etc), distribution chains, processing, restaurant;
5. Special stimulus packages to attract public and private groups of investors:
  - a. CENSAD: 100000 ha;
  - b. UEMOA: 10000 ha;
  - c. Millennium Challenge Account-Mali : 15000 ha;
  - d. China: 3000 ha;

## 6. Joint venture between China and Mali in production of sugar.

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### CREATION OF AFRICA'S RICE CO-ENTERPRISE: STEP-BY-STEP PROCEDURE

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After 2 years of intensified research and development on African Wealth Creation and Retention Strategy, SRO-WA developed a 3-in-1 Step formula to foster public-private trade and investment partnership to guide the formation of the co-enterprise with inclusive and shared capital either at the start or for the expansion of the activities of the co-enterprise. Step-by-Step Strategic Business Management Arrangement provides practical resources under the Africa's Wealth Creation and Retention Strategy to form the globalized capital for an Africa's rice co-enterprise at national, regional and global levels.

Leg 3 of the Three-legged Stool with 3-in-1 Seat Module, that is on Strategic Business Management Arrangement, will enable public and private investors at local, national, regional and global levels to enter into negotiations to trade Wealth Retention Capacities within defined limits (minima and maxima). With the generalization of the Concept of Co-enterprise and the Scheme of Globalized Capital Liberalization, the formula is effective no matter which way a stock for produced commodity is moving, either up or down.

This formula allows African public and private investors to lock wealth in the global commodity chain, global supply chains and global distribution chains even in volatile markets for the produced commodity. A Leadership Development Programme will be launched to bring more African nations under the Shared Vision of networked nations to regionalize and globalize rice economy.

The Leadership Development Programme for rice is implemented through a circular mission. During the mission, High Level Meetings with selected leaders of the three groups of actors, special meetings with the business communities, Public Forum and conference-debates with the media to harness collective will and promote a shared determination to partnering under the Shared Vision of regionalizing and globalizing rice economy are organized.

Potential public and private investors of African nations to be networked around rice economy and market were invited to a Commodity-based Business Forum to promote a shared determination to set-up first the African Transnational Corporation through merger and acquisition. With ATNC, a Call for Partnership will be launched to help promote a joint venture with Foreign TNCs to establish an Africa's co-enterprise.

A three Steps Strategic Business Management Arrangement will be organized to form the globalized capital either for the creation of the co-enterprise. The Arrangement will allow the Trading of Wealth Retentions Capacities (TradeWRCs) until the globalized capital is formed to create the co-enterprise.

Under the Sustainable Global Business Model, a consolidation of all or selected rice companies exploiting rice farms is recommended. Let us assume that the Leadership Development Programme has harnessed collective will and promoted a shared determination in Nigeria, Mali and Guinea to result in making the three to offer land resources to nations networked around their rice economies and markets to begin the consolidation, regionalization and globalization process of rice economy across Africa.

Several other nations are committed to network to form the regionalized rice economy with nationals that expressed willingness to be networked include but are not limited to Guinea, The Gambia, Senegal, Nigeria, Benin, Burkina Faso, Cote d'Ivoire, Sierra Leone, Liberia, Niger, Ghana, Togo, etc... The Gambia offered 250000 hectares for regionalized seed production at the Second West Africa Business Forum.

The Step-by-Step Procedure is applied to each of the three nations to consolidate, regionalize and globalize each rice economy and merge the three offering land resources to form the land resources for the Rice African Transnational Corporation to become part of the Africa's Rice Co-enterprise. An Aid to decision-making in trading Wealth Retention Capacities has been developed to form the regionalized and globalized capital ([Table 1](#)).

The networked nations with value of capital investment and working capital estimated for illustration show that the three will contribute to the development of global wealth creation capacities to the tune of US\$2 billion with Nigeria for 47.5 percent, Mali for 30 percent and Guinea for 22.5 percent. Let us assume that at the start of Africa's Rice Co-enterprise a Wealth Retention Rule (WRR<sub>0</sub>) of 60/25/15 has been negotiated to apply all along the procedure.

The three networked nations will help enhance regional wealth retention capacity by 1.2 billion with Nigeria for 570 million, Mali for 360 million and Guinea for 270 million. In the process of trading Wealth Creation Capacities, public and private wealth accumulation capacity has been improved by 800 million with 380 from Nigeria, 240 million from Mali and 270 from Guinea.

Public and private accumulation wealth retained during the trading of Wealth Creation Capacities is estimated at US\$66 million. Nigerian public and private groups of investors retained 41 million while those of Mali and Guinea retained respectively 16 million and 9 million.

Table 2 provides detailed procedure for the formation of regionalized and globalized capital for the Malian Branch of the Africa's Rice Co-enterprise. The globalized capital is formed based on trading of Africa's Wealth Retention Capacities in existing regional exchange markets (Regional Stock Exchange Markets of UEMOA, Nigerian Stock Exchange Market and Ghana Stock Exchange Market).

Let us assume and under this simulation of the Sustainable Global Business Model and for illustration purposes the following:

1. 100000 ha of developed land ready for immediate exploitation on offer to the future co-enterprise;
2. Land value estimate: 3 million CFA Franc per ha, and
3. Additional capital required to fully exploit land for a production cycle: 500000 FCFA per ha.

This trading of Wealth Accumulation Capacities estimated at US\$600 million for the 100000 should result in making the capital of the co-enterprise ([Table 2](#)):

1. Inclusive of the participation of groups of public and private investors in localities where rice resources are being exploited and other localities of Mali, and in other nations to be networked to form a regionalized rice economy and an African Transnational Corporation, and
2. Shared with foreign groups of investors selected on competitive basis to own in the Africa's Rice Co-enterprise a Foreign Transnational Corporation recognized as the Strategic Partner or belonging to the Pool of Foreign Transnational Corporations to globalize African rice economy.

#### STEP 1: FOSTERING A SMART PUBLIC-PRIVATE TRADE AND INVESTMENT PARTNERSHIP AT NATIONAL LEVEL

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To ensure that globalization opportunities trump globalization risk for the local communities that natural resources are targeted under the co-enterprise and the nationals whose investment and market opportunities are targeted for harnessing, a smart public-private trade and investment partnership should be fostered:

1. Expected Outcome: Negotiated Wealth Retention Rules based on Wealth Creation Capacities of 60<sup>+</sup>/30<sup>-</sup>/10<sup>+</sup> to form the enterprise of national scope;
2. Participants seating on the Three-legged Stool with 3-in-1 Seat Module:
  - a. Central Seat: Central Government;
  - b. Right Hand Seat and Strategic Partner: Local Communities and the Administrative Region of Ségou, and
  - c. Left Hand Side Seat: Other Communities and the Administrative Regions of Mali with special attention to the Niger River riparian communities and regions within Mali.
3. Facilitators: CILSS, Task Team Leader in Agriculture within the West Africa Forum of Regional Integration Institutions spearheaded by the ECOWAS Commission and the UEMOA Commission in partnership with SRO-WA, and
4. Moderator: SRO-WA in partnership with the Department of Macro-economics of the ECOWAS Commission.

Through a smart public-private trade and investment partnership, the wealth generated through the valuation of land and in line with a Stimulus Strategy will be used to encourage the emergence of a new breed of leaders among the three groups of actors and a new breed of agriculture-investors and agriculture-entrepreneurs across Mali. In allocating the US\$600 million of land value based on 60<sup>+</sup>/30<sup>-</sup>/10<sup>+</sup>, the participants will arrive at Wealth Retention Capacities of US\$360 million for the Central Government, US\$150 million for the Local Communities in Niono and the Administrative Region of Ségou and US\$90 million for other communities and Administrative Regions of Mali.

The investors and entrepreneurs in the Local Communities in Niono will be required to hold a minimum level of Wealth Creation Capacities to meet the requirements of Global Security of 4S. Farmers holding land in the area targeted for the co-enterprise would not be victimized rather they should under the Promise Strategy be given special treatment to enter in the globalized capital with actual valuation of their land.

During the trading of Wealth Retention Capacities (TradeWRCs) directly linked to real wealth and real economy and to respect the minima and maximum for Global Safety 1<sup>st</sup> Standard Partnership, Global Security based on 4S and Global Stability based on Three-legged Stool Model with 3-in-1 Seat Module, public wealth and private wealth will be accumulated. This wealth exceptionally generated should be used to develop stimulus packages and measures to realize the ambition of Mali to become a regional hub for rice economy with global dimension and to secure local communities access to the globalized capital.

For example, a farmer with 3 ha in the area targeted for the operation of the co-enterprise will hold a share value of 9 million FCFA at the start of the negotiation of the formation of the capital of the national enterprise that would be subject to merger or acquisition in forming the African Transnational Corporation. Through a smart partnership and the Stimulus Strategy, the Central Government and the farming communities could agree to make the said farmer pays for example 1 million FCFA per ha or 3 million FCFA for the 3 ha to the State for the purpose of developing public wealth accumulation capacity.

The payment by the farmer could commence immediately or in installments to be negotiated between the Central Government and the Business communities. In the event that the farmer accumulates and retains wealth during the formation of the regionalized and globalized capital, such wealth should be restricted in use to further develop the private wealth accumulation capacity of the household of the said farmer.

The wealth accumulator could use the wealth either in reclaiming more land for rice production outside of the domain exploited by the co-enterprise or to buy wealth creation capacities in other co-enterprises. These co-

enterprises are those set-up along the supply or distribution chains of rice commodity to diversify the sources of wealth accumulation of the household.

Mali could dream by 2010 of bringing over 25 percent of the 1 million ha under commercial farm production either through the co-enterprise and/or to promoting the graduation of small famers into a medium size using the technological packages available to the co-enterprise. Contract farming could be part of the stimulus measures to realize the potential of Office du Niger as a regional hub for rice production.

## STEP 2: FOSTERING A SMART PUBLIC-PRIVATE TRADE AND INVESTMENT PARTNERSHIP AT REGIONAL LEVEL

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To further develop regional wealth retention capacity, a smart public-private trade and investment partnership at regional level will be fostered:

1. Expected Outcome: Negotiated Wealth Retention Rules based on Wealth Creation Capacities of 40<sup>+</sup>/30<sup>-</sup>/30<sup>-</sup> to form the African Transnational Corporation:
2. Participants seating on the Three-legged Stool with 3-in-1 Seat Module:
  - a. Central Seat: Malian groups of public and private investors “delivering as one”;
  - b. Right Hand Seat and Strategic Partner: African groups of public and private investors in Riparian States that shared the water resources of the Niger River, and
  - c. Left Hand Side Seat: Other African groups of public and private investors committed to the Shared Vision of African Nations networked to form a regionalized rice economy;
3. Facilitators: ECOWAS Commission in a seamless relationship with CILSS, Task Team Leader for Agriculture within the West Africa Forum of Regional Integration Institutions, in partnership with the Joint Secretariat of the African Union Commission, the African Development Bank and the Economic Commission for Africa (AUC/ADB/ECA), and
4. Moderator: SRO-WA in partnership with the Department of Macro-economics of the ECOWAS Commission.

The US\$600 million to be traded is linked to real economy and based on a Stimulus Strategy that encourages the emergence of a new breed of leaders among the three groups of actors and a new breed of agriculture-investors and agriculture-entrepreneurs across Africa. In allocating the US\$600 million of capital required to bring 100000 ha of land under the co-enterprise and through the African Transnational Corporation, the participants will arrive at a negotiated Wealth Retention Capacities.

The Malian groups of public and private investors will hold at least US\$ 54 million. The public and private investors in the Riparian States will hold at least US\$ 90 million and other African groups of public and private investors in networked nations will share at most US\$216 million.

The Headquarters of the African Transnational Corporation could be anywhere in Africa depending on the Promise Strategy on offer to the (future) Management of the ATNC. ATNC could have branches and secure access to land resources based on the offer of each nation committed to the Shared Vision of Nations networked to regionalize their rice economies.

The ATNC in rice production could have associates in networked nations that will produce rice according to the standards defined by the co-enterprise. The associates will be linked to the co-enterprise through contract farming and will have access to the technological packages available to the co-enterprise and the rice produced will have, after verification, the label of the co-enterprise but owned by the associates against a fee.

The emergence of the new breed of African agriculture-entrepreneurs and African agriculture-investors is central to the New Global Partnership for Development and for globalization to offer more opportunities than risks to African citizens. It is envisaged to have a Regional Programme of creating this new breed under the management of an ATNC.

The ATNC for creating the new breeds could be located in Office du Niger or elsewhere but with a branch in Office du Niger. The future management of the this ATNC could enter in joint venture with UEMOA and/or the MCA-Mali to have access to 10000 ha in the Office du Niger for the purpose of incubating the new breed of entrepreneurs and investors.

The Millennium Challenge Account Mali (MCA-Mali) is developing 15000 ha in Alatona in the Office du Niger for a new breed of agriculture-entrepreneurs and agriculture-investors. MCA-Mali could provide useful information to the Working Group set-up by the Steering Committee entrusted with the task to helping emerge the first co-enterprise within 6 months as recommended during the Commodity-based Business Forum (SRO-WA, 2008).

Holdings in Alatona will vary with 39 percent between 5 and 10 ha; 47 percent between 30 and 60 ha and 14 percent between 90 and 120 ha ([www.mcamali.org](http://www.mcamali.org)). Yield per ha estimates for rice, the main crop, is 6.5 and 5 tons during rainy season and dry season respectively; maize is 5 and 4 tons respectively; potatoes 40 tons, banana 30 tons or onion 40 tons and the return on potatoes is 4 million FCFA/ha against 296295 FCFA/ha for rice.

The ATNC could attract a new breed of entrepreneurs associated with a group of new breed of investors for producing rice according to the standards defined by the co-enterprise. The candidates from all Africa will be retained through competition and could be allocated land according to the stratification of MCA-Mali for example with holdings of either 5 ha; or 10 ha; or 30 ha; or 60 ha or 90 or 120 ha.

The management of the plot will be entirely in the hand of a new breed of entrepreneur but the co-enterprise will have an oversight function at a fee equals to 50 percent of the returns on investment in rice production. The remaining 50 percent and the entire proceeds of off-season production activities will go to the new breed of entrepreneur and his/her associates to result in adequate private wealth accumulation capacity.

The ATNC could partner with Asian countries especially Viet Nam to bring at the start of its activities highly experienced experts to train African trainers. The graduates could go back and set-up their own business and partner with the co-enterprise producing rice.

SRO-WA and the Holdings of Banque Regionale de Solidarité are engaged in partnership agreement to promote co-entrepreneurship. Prospects are good for the Bank to provide support to the new breed of entrepreneurs and investors across its zone of intervention.

### STEP 3: FOSTERING A STRATEGIC AND RESPONSIBLE PUBLIC-PRIVATE TRADE AND INVESTMENT PARTNERSHIP BETWEEN AFRICA AND OTHER REGIONS

A Call for strategic and responsible partnership will be launched to form the globalized capital based on 40<sup>+</sup>/30<sup>-</sup>/30<sup>-</sup> Wealth Retention Capacities to create either the Africa's Rice co-enterprise or to expand its activities in new areas in Africa, in particular.

1. Expected Outcome: Negotiated Wealth Retention Rules based on Wealth Creation Capacities of 40<sup>+</sup>/30<sup>-</sup>/30<sup>-</sup> ;
2. Participants seating on the Three-legged Stool with 3-in-1 Seat Module:

- a. Central Seat: African groups of public and private investors forming the African Transnational Corporation;
  - b. Right Hand Seat and Strategic Partner: Foreign groups of public and private investors, owners of the Foreign Transnational Corporation that emerged through fair competition as the Strategic Partner, and
  - c. Left Hand Side Seat: Other targeted foreign groups of public and private investors in a Pool of Foreign Transnational Corporations committed to the Shared Vision of Nations networked to form a globalized rice economy.
3. Facilitators: ECOWAS Commission in seamless relationship with CILSS, Task Team Leader for Agriculture within the West Africa Forum of Regional Integration Institutions, in partnership with the Joint Secretariat of AUC/ADB/ECA and similar regional integration arrangements of participating regions in the Global Village, and
  4. Moderator: SRO-WA in partnership with the Department of Macro-economics of the Commission of ECOWAS.

The US\$600 million of wealth generated is linked to real economy and is based on a Stimulus Strategy that encourages Africa to harnessing Malian agriculture potentials to contribute to global food security and the development of global wealth creation capacities. Harnessing agriculture potential to enhancing regional wealth creation capacity to result in an adequate public and private wealth accumulation for government and households in networked nations to regionalize and globalize rice economy.

In allocating the US\$600 million of globalized capital required to bring 100000 ha of land under the co-enterprise, the participants will arrive at negotiated Wealth Retention Capacities. The African groups of public and private investors will hold through the African Transnational Corporation US\$360 million, the group of public and private investors in the Strategic Partner/Foreign Transnational Corporation and in the Pool of Foreign Transnational Corporations will hold respectively US\$150 million and US\$90 million.

Under the Rebalancing Wealth Management Structure, Africa will value its land resources as scarce resources and in dollar terms to be included in the globalized capital and not to give away land to foreign investors. Africa will contribute to sustainable development, global food security and nutritional security.

Land and water resources in the natural resources sector could be harnessed to contribute to the development of global energy security sector. They can be used either through hydro-power and/or through bringing more marginal land for bio-energy production and/or transforming desert land into commercial and large scale solar farms to produce solar energy and/or to set aside land with uranium to produce more nuclear energy.

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#### REGISTRATION OF THE AFRICA'S CO-ENTERPRISE IN REGIONAL FINANCIAL MARKETS

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On completion of the three Steps of the Strategic Business Management Arrangement, the future groups of entrepreneurs and investors should complete the legal process for the Africa's co-enterprise by registering according to the Law of the Land. The co-enterprise should be registered at the regional financial markets to allow restricted trading of Wealth Retention Capacities.

Trading of Wealth Retention Capacities (TradeWRCs) will take place under the control of a Regulatory Body at the level of a designated Task Team Leader within the West Africa Forum of Regional Integration Institutions to ensure the strict respect of the minima and maxima. Trading of the commodity that the co-enterprise produces is not restricted and is allowed outside of these financial markets.

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## FOSTERING A SMART REGIONAL PUBLIC-PRIVATE TRADE AND INVESTMENT PARTNERSHIP: SECURING WATER ACCESS

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The Office du Niger needs to partner with other Regional Integration Institutions specialized in water management in river basins to help harness water resources for optimal use of agriculture land resources and under irrigation. Africa's Co-enterprises should emerge to secure access to water resources and in supplying water resources for irrigation with Office du Niger as one of the partnering enterprises to form the African Transnational Corporation.

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## NEW REGIONAL AND GLOBAL GOVERNANCE STRUCTURES

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Existing regional and global governance structures generated a Global Partnership for Development that resulted in a positive outcome of globalized economy and creating global economic growth that generates global wealth as the sum of the wealth of us all. These structures are, however, ineffective in managing globalization at maturity and the complex decision-making process to make vulnerable key value-adding activities in the global commodity chain and the supply chains and wealth-adding activities in the global wealth chain with globalization risk outweighing globalization opportunities.

Regional and global governance structures needs adjustment to generate a new generation of Global Integration Institutions under the New Global Partnership for Development to conform to Rebalancing Wealth Management Structure and globalization. New global institutions should help better manage Public-Private Trade and Investment Partnership to make the leadership inclusive and shared, and to make partnership to conform to the Global Safety 1<sup>st</sup> Standard and the guiding principles of maintaining partnership smart at local, national and regional levels, strategic between Africa and other regions and responsible at the level of the Global Village.

It is argued that the Concept of Co-enterprise to guide public-private trade and investment partnership will become the norm to allow optimal distribution of decision-making process and to make leadership shared and inclusive among a wider group of investors and of diverse people to result in informed and better decision in implementing the value-adding activities in the global commodity chain. The generalization of the application of the Concept of Co-enterprise under the Globalized Capital Liberalization Scheme will help generate a set of Regional Economic Security Programmes (RESPs) across the Global Village to merge and form a Global Economic Security Programme.

The Institutions should help establishing and servicing the Economic Security Council with the task of ensuring compliance to a Global Security based on 4S under the Global Economic Security Programme to help prevent Global Wealth War and to avert localized war for wealth that might have negative impact on the development and exploitation of global wealth creation capacities. The United Nations Secretariat is a highly adaptable Institution to serve as a basis to generating the new generation of Global Institutions and the Council.

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## MOTTO: ACT NOW WITH NO TIME TO WASTE

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With the generalization of the Concept of Co-enterprise and the Scheme of Liberalization of Globalized Capital, African agriculture will contribute to the ambition of seeing by 2010 emerge thousands of co-enterprises from Africa to make globalization offer more opportunities than risk to African citizens. Let us **Act Now with No Time to Waste** to harness Africa's rice investment and market opportunities and exploit the vast land resources for the prosperity, stability and peace in the Global Village.

To make business leaders to act now with no time to waste, the Sustainable Global Business Model will be applied to generate well-informed templates of Africa's Co-enterprises following the implementation of the Leadership Development Programme to culminate in a series of Commodity-based Business Forum. The goal is to help business people to getting more done in less time by facilitating their access to a collection of thousand of Africa's co-enterprises templates in an Africa's Co-enterprise-in-a-Box.

The Annual West Africa Business Forum could become as of its third session a truly B2B for the launching of an Africa's Co-enterprise. Access to the Africa's Co-enterprise-in-a-Box might be at a fee to cover part of the cost of developing the Template.

Yes, we can act now. Yes, we will act now.

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3. Abdoulaye Niang, Director SRO-WA, [aniang@uneca.org](mailto:aniang@uneca.org).

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## ANNEX: AFRICA'S WEALTH CREATION AND RETENTION STRATEGY

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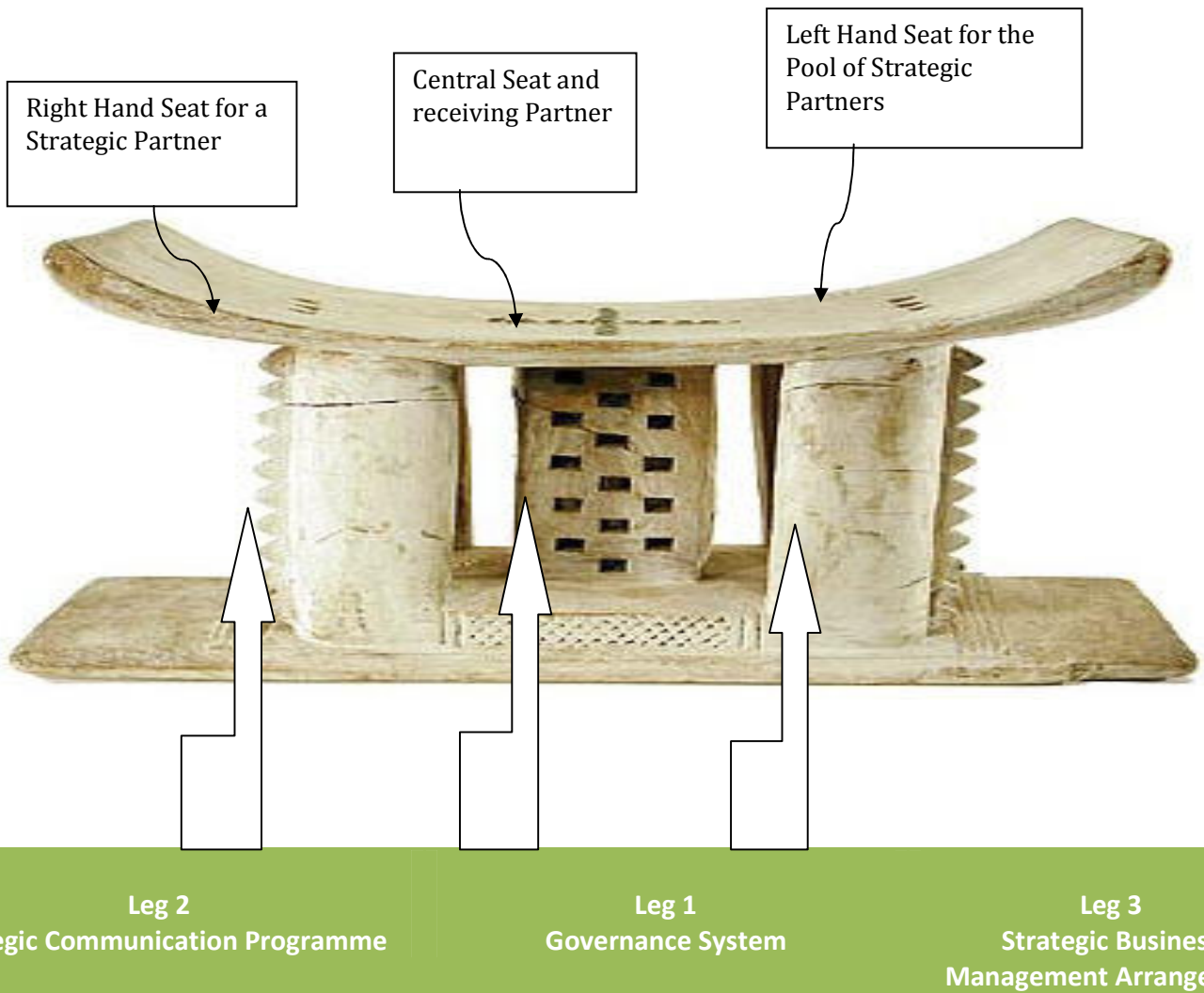
The Africa's Wealth Creation and Retention Strategy is a strategy that is about a new attitude towards global wealth creation, regional wealth retention and public and private wealth accumulation to result in a sustained wealth production and equitable distribution of global wealth, the sum of the wealth of us and generated out of global economic growth. The Strategy is to help guide the New Global Partnership for Development with a Public-Private Trade and Investment Partnership based on a Global Safety 1<sup>st</sup> Standard, Global Security with 4S and Global Stability informed by a Three-legged Stool Model with 3-in-1 Seat Module in developing, allocating and managing global wealth creation capacities.

A Three-legged Stool Model with 3-in-1 Seat Module represents the Strategy (see Figure). The 3-in-1 Seat Module is to force the guiding principles of "delivering as one" under the Strategy on the three groups of investors:

1. Central Seat for African groups of investors;
2. Right-hand Seat for the groups of foreign investors rated as Strategic Partners, and
3. Left-hand Seat with a Pool of groups of foreign investors playing key and critical roles in the supply, distribution and consumption chains.

The three-legged Stool Model with 3-in-1 Seat Module is to show stability in the Public-Private Trade and Investment Partnership and sustainability in the creation of global economic growth with a clear understanding that it generates global wealth as the sum of the wealth of each of us. Decision making process will be on inclusive and shared leadership and trusted relationship among the three groups of actors with their leaders enlightened by the creators of "new ideas" to "delivering as one" in maintaining effective development, regionalization and globalization.

### THREE-LEGGED STOOL MODEL WITH A 3-IN-1 SEAT MODULE



### THE THREE-LEGGED STOOL: GRAPHIC REPRESENTATION OF THE STRATEGY

#### THE FIRST LEG: GOVERNANCE SYSTEM

Leg 1 is related to a Governance System that is made of four domains of governance to be optimized simultaneously: political and administrative governance, economic and corporate governance, cultural and social governance, and global and regional governance. Focus has been on good political and administrative governance that cannot be sustained without good governance in the other three domains of governance.

The governance system is to make “delivering as one” to help making inclusive, shared and effective:

1. The leadership for Africa’s development process with clearly defined leadership tasks to be performed in partnership by each African group of leaders from political parties in government or in organized opposition, business communities and civil society groups, and
2. The participation of African groups of public and private investors in the globalized capital mobilized or to be mobilized to harness Africa’s investment opportunities especially in the lucrative value-adding activities in the global commodity chain and supply chain.

Leg 1 on a Governance System is to bring Public-Private Trade and Investment Partnership under a Global Safety 1<sup>st</sup> Standard to make partnership between leaders from political parties in government and in organized opposition, leaders from business communities and leaders from civil society groups conform to the guiding principles:

1. Smart partnership at local, national and regional levels;
2. Strategic partnership between Africa and other regions of the Global Village, and
3. Responsible partnership at the level of the Global Village.

Leg 1 on a Governance System will help guide African groups of leaders from political parties, business communities and civil society to “delivering as one” to achieving the following:

1. Harnessing regional resources to meet Africa’s development priorities with concentration on bridging the gap between the 2Africas: one Africa that makes other citizens wealthy with the exploitation of its investment and market opportunities and human and natural resources and one Africa that sees its citizens losing their public and private wealth accumulation capacities weakening;
2. Repositioning West Africa to spearhead the process of repositioning Africa to realize its potential as an economic powerhouse with a determining role in reaching new equilibrium under Global Partnership for Development and in moving to a New Global Partnership for Development;
3. Building States across (West) Africa that are:
  - a. Capable of fostering a Stimulus Strategy to helping business to develop and grow to contribute optimally to the development of global wealth creation capacities with an enhanced regional wealth retention capacity to result in an adequate public wealth accumulation capacity at the level of each State and (West) Africa and private wealth accumulation capacity at the level of each African household and individual;
  - b. Accountable to African citizens and through pursuing a sustainable global business model, and
  - c. Receptive to the demand of the citizens and business communities through a credible Promise Strategy;
4. Reshape regionalization to make it effective and offer to each State the opportunity to develop from Africa’s own economic and fiscal bootstraps in a globalized economy through:
  - a. Translating the Shared Vision of Africa as Union of Nations networked into a unified continental economy and market to reach a level of regionalized economy with an interdependence rate of African economies of at least 60 percent to serve as a regional cushion to limit the impact of globalized crisis on African citizens;
  - b. Transforming the Regional Integration Institutions into a true creator of “new ideas” to facilitating harnessing the creativity of African citizens and other regional resources to meet constantly Africa’s development priorities and contribute to effective globalization;

- c. Instituting a single Regional Levy at the level of the African Union and each of its subregional office, for example the Economic Community for West African States, that is substantive enough to allocate not more than 20 percent to the functioning of all critical Regional Integration Institutions (RII) and at least 80 percent to facilitate the formation of African Transnational Corporations and to enhance the wealth creation and retention capacities of Africa and to achieve equity in the distribution of regional wealth creation capacities;
- d. Managing Africa's Stimulus Strategy to help harness Africa's investment and market opportunities and optimally exploit Africa's human and natural resources to ensure that Africa contributes effectively to the creation of global economic growth that generates global wealth that is the sum of the wealth of us all;
- e. Providing resources to support stimulus measures and packages dedicated to economic infrastructures development to open up more investment opportunities;
- f. Providing resources to support the Promise Strategy to help maintain Global Security, Global Stability and the Standard of Global Safety 1<sup>st</sup> in partnership, and
- g. Facilitating the development of the Regional Economic Security Programme and the monitoring of its implementation, and

5. Make globalization to offer to:

- a. Foreign investors more opportunities than risks to accumulate more private wealth from the exploitation of Africa's investment opportunities;
- b. African citizens a global economic growth that is a sustained source of public and private wealth accumulation at local, national, regional and household levels;
- c. Global citizens more opportunities than risks within the new Global Partnership for Development, and
- d. Have globalization opportunities trump globalization risks to make globalization the key to prosperity, stability and peace for all citizens in the Global Village.

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**THE SECOND LEG: STRATEGIC COMMUNICATION PROGRAMME**

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Leg 2 is related to the Strategic Communication Programme (SCP) developed to provide a platform to better gather and process information and to create knowledge for better managing decision-making process in a very complex and dynamic environment. The challenge is to help in the moralization process of business with the use of the media, the fourth power in the Global Village, to promote the shared Vision and Core and Social Values to recover the greatness of society and the dignity of citizens.

The challenge is to better equip the media to serve as a watchdog and genuinely inform on deviation from the normal path for Rebalancing Wealth Management Structure and Act and limits its capacity to create panics through manipulated information or faulty analysis. In meeting these challenges, a Leadership Development Programme has been developed and tested.

The Leadership Development Programme is about policy engagement and capacity building. It includes High-level Meetings with leaders from political parties, business communities and civil society groups, a Media Capacity

Utilization and Building Initiative and a Strategic Communication Partnership Arrangement with Africable and other media.

The Communication Programme has a component to promote the Shock Strategy designed to help manage changes in attitudes and influence behaviors to “delivering as one” to move ahead boldly on the road mapped. The Shock Strategy is designed to bring Public-Private Trade and Investment Partnership under the Global Safety 1<sup>st</sup> Standard of partnership, to operate under the Rebalancing Wealth Management Act informed by the Concept of Co-enterprise, the Liberalization of Globalized Capital Scheme and a Three-legged Stool Model with a 3-in-1 Seat Module and to conform to Global Security based on 4S.

The Communication Programme is developed to further broaden the leadership and ownership base of the Concept of Co-enterprise and no time should be wasted at pointing fingers to businesses as the outcome of globalized economy is welcome and globalization is a potential source of prosperity, stability and peace for all. It is designed to help harness collective will and promote a shared determination to make leaders from political parties in government and organized opposition, leaders from business community and leaders from civil society groups to make the three groups of actors to “delivering as one” in moving boldly from “new ideas to action” and on the road mapped to make globalization become the key to prosperity, stability and peace for all citizens.

The Communication Programme should help promote a Regional Economic Security Programme through mobilizing the three groups of actors to support the application of AWCRS to a given strategic commodity. It is designed to maintain pressure to conform to the Global Security based on 4S to avert Global Wealth War.

The Communication Programme will help explain the Concept of Co-enterprise to help mobilize the groups of investors to form a regionalized and a globalized capital under the Scheme and support the Stimulus Strategy. It will help better inform the general public through the organization of Public Forum during circular missions across selected countries and localities to help harness collective will and promote a shared determination among the leaders from each of the three groups of actors to strive each for its leadership potential and each to perform a leadership task to make the three groups of actors “delivering as one” and move ahead boldly on the mapped road.

The Communication Programme is implemented through a series of conference-debates with the media to help build its delivery capacity of information as whatever the media does had an economic connotation and to enhance its capacity in broadening the leadership and ownership base of the Africa’s Wealth Creation and Retention Strategy. It includes the organization of a series of Commodity-based Business Forum to help spearhead the process of bringing a particular value-adding activity in the global commodity chain under the Concept and the Scheme.

The first Commodity-based Business Forum was carried out in October 2008 aimed at the food and nutritional security sectors to facilitate the emergence of a co-enterprise in the production activity of rice in the global commodity chain of rice. The Office du Niger, Ségou, Mali, where there is a potential of over 1 million hectares of irrigable land with less than 10 percent of used capacity, is chosen to become the regional hub for rice production.

The second Commodity-based Business Forum is planned for April 2009 on energy security sector with focus on the strategic commodity of nuclear-based energy. The Forum will be held in Niger with considerable uranium reserves and expressed commitment of its leadership to develop nuclear-base energy of regional dimension.

With these two applications, it is believed that a sustainable platform will be launched to lead by 2010 to the emergence of thousand of co-enterprises across Africa. Hope is that collective will be harnessed and a shared

determination be promoted to make this new generation of companies, co-enterprise, the norm with the desirable outcome of globalization becoming the key to prosperity, stability and peace.

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### THE THIRD LEG: STRATEGIC BUSINESS MANAGEMENT ARRANGEMENT

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Leg 3 is a Strategic Business Management Arrangement (SBMA) to help apply the Regional Wealth Rebalancing Act to bring major value-adding activities in the global commodity chain under the Concept of Co-enterprise and the Scheme of Liberalization of globalized capital to facilitate the emergence of co-enterprises and to make globalization the key to prosperity, stability and peace for Africa. The Arrangement is to help provide a platform to attract the right mix of future groups of investors to “delivering as one” under the Global Safety 1<sup>st</sup> Standard of Public-Private Trade and Investment Partnership and according to the Three-legged Stool Model with a 3-in-1 Seat Module to negotiate a Wealth Retention Rule to form the regionalized and globalized capital at the launch of a co-enterprise.

WRRs are negotiated shares of each group of investors in the regionalized and globalized capital to guide the distribution of global wealth generated from global economic growth over a 12 months period to result in further developing the Regional Wealth Retention Capacity with adequate Public Wealth Accumulation Capacity at local, State, regional and global levels and Private Wealth Accumulation Capacity at household and individual levels including women and the youth. The institutions of WRR system will help restore confidence to commit capital for lending and raise demand for households with a new generation of financial engineering techniques that facilitate securing and regulating access to credit closer to real economy and real wealth to relaunch on a sustained basis global economic growth.

Under the Arrangement, Africa’s WCCs are structured to make globalized capital mobilized to use Africa’s investment opportunities and to exploit regional markets and human and natural resources shared between Foreign Direct Investment (FDI) and African Direct Investment (ADI) according to a set of Africa’s Wealth Retention Rules. Under the Arrangement, regionalized capital will be optimally shared between Regional Direct Investment (RDI) and National Direct Investment (NDI) and National Direct Investment between public and private sectors including in localities where natural resources are targeted for co-entrepreneurship.

The Arrangement will help negotiate the Wealth Retention Rule in a way to enable regionalized capital to be made inclusive of the participation of African groups of investors in the public or private sector and from major producing or from major consuming countries. Under the structured Wealth Creation Capacities, globalized capital would be made inclusive of the participation of African groups of private and public investors to enhance regional wealth retention capacity and public and private wealth accumulation capacities.

The Arrangement will help translate into concrete action the commitment of leaders from political parties, leaders from business communities and leaders from civil society groups to “delivering as one” to making Public-Private Trade and Investment Partnerships smarter at local, national and regional levels and strategic between regions and responsible at international level. It will help translate into concrete results the shared vision of Africa as union of nations networked into a unified continental economy and markets and generate a Global Security based on 4S: capital security, financial security, economic security, and human and social security.

The Sustainable Global Business Model will help minimize risks, uncertainties and other factors that may cause the actual results, performance or achievement of the co-enterprise, a new generation of multinational corporations, to be materially different from those expressed or implied or negotiated at the time of its establishment. A Co-

enterprise generated under the above partnership would have more opportunities than risk to realize its future operating results of making Africa contribute optimally to global wealth creation with an enhanced capacity to retain a larger and fairer share of global wealth generated from the use of Africa's investment opportunities.

Under the Arrangement, the Stimulus Strategy could be developed to include the mobilization of stimulus packages and stimulus measures based on a negotiated cost-sharing arrangement to develop major economic infrastructures at regional and global levels to open-up investment opportunities when they are regional and global in scope and scale respectively. The Stimulus Strategy based on the use of proceeds of a Regional Single Community Levy could be used to achieve equity in the distribution of regional wealth creation capacities, enhance public and private wealth accumulation capacity and provide promise packages to result in making globalization the key to prosperity, stability and peace for all citizens.

### WARNINGS AND ALERTS: COMPLIANCE AND MONITORING TRADING IN WEALTH RETENTION CAPACITIES

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An automated web-based system that does the work of alerting each group of investors trading outside of the range of Wealth Retention Capacities is developed. TradeWRCs will send an automated email alerting the offenders that trading is below or above the limit set to maintain Global Safety 1<sup>st</sup> Standard Partnership, Global Security based on 4S and Global Stability based on Three-legged Stool Model with 3-in-1 Seat Module.

The Three-legged Stool Model with 3-in-1 Seat Module is then used to alert during ongoing negotiations for public-private trade and investment partnership to conform to Global Safety 1<sup>st</sup> Standard Partnership, Global Security based on 4S and Global Stability. In cases of departure from the relevant rules and principles of sound corporate governance, a warning will be sent through suitable means of communication first before calling on the leaders of civil society groups to lead the campaign for corrective measures.

The leaders of the civil society groups will be called to act in partnership with the other two groups to bring the government to respect Wealth Rebalancing Act and to ensure that the creation or the operation of a co-enterprise is in line with the rebalancing wealth management structure. Those (whistleblowers) spearheading the process of bringing back the stability, the safety and security in the partnership to form the co-enterprise could carry fliers showing the position of the Stool reflecting the deviation with the mention:

***Call for Compliance***

***Call for Partnership***

***Make globalization the key to prosperity, stability and peace for us all.***

**Table 1: Aid to Decision-Making: Step-by-Step Procedure for Creating Africa's Rice Co-enterprise**

Nation-State		Investment Opportunities									
Unit		million\$	%								
Nigeria		950	47.5								
Mali		600	30								
Guinea		450	22.5								
<b>Networked Nations</b>		<b>2000</b>	<b>100</b>								
Wealth Creation Capacities		WRC	WRRo	WRC							
Unit		%	%	million\$							
African Transnational Corporation		40+	60	1200							
Strategic Transnational Corporation		30-	25	500							
Pool Transnational Corporations		30-	15	300							
<b>Co-enterprise</b>		<b>100</b>	<b>100</b>	<b>2000</b>		Share of each in the Globalized Capital					
Regionalized Capital											
Group of Investors	WRC	WRRo	Nigeria	Mali	Guinea	Networked	Nigeria	Mali	Guinea	Networked	
Unit	%	%	million\$	million\$	million\$	million\$	%	%	%	%	
Local Groups of Investors	10+	15	85.5	54	40.5	180	4.275	2.7	2.025	9	
Networked Nations Investors	30-	25	142.5	90	67.5	300	7.125	4.5	3.375	15	
All African Investors	60+	60	342	216	162	720	17.1	10.8	8.1	36	
<b>African Transnational Corporation</b>	<b>100</b>	<b>100</b>	<b>570</b>	<b>360</b>	<b>270</b>	<b>1200</b>	<b>28.5</b>	<b>18</b>	<b>13.5</b>	<b>60</b>	
Wealth Creation Capacities	Groups of Investors	WRC	WRRo	WAC	Wealth Retained (million\$)						
		%	%	million\$	Nigeria	Mali	Guinea	Networked			
African Transnational Corporation		40+	60	1200							
	Local Groups of Investors			9	180	GWCC	950	600	450	2000	
	Networked Nations			15	300	RWRC	570	360	270	1200	
	All African Investors			36	720	PpWAC	380	240	180	800	
Strategic Transnational Corporation	Strategic Partner	30-	25	500	PpWRR	40.6125	16.2	9.1125	65.925		
Pool Transnational Corporations	Pool	30-	15	300							
<b>Africa's Co-enterprise</b>		<b>100</b>	<b>100</b>	<b>2000</b>							

WAC=Wealth Accumulation Capacity    WCC= Wealth Creation Capacity    WRC= Wealth Retention Capacity    WRR= Wealth Retention Rule  
 GWCC= Global Wealth Creation Capacity    RWRC= Regional Wealth Retention Capacity    PpWRR= Public and Private Wealth Accumulated  
 PpWAC= Public and Private Wealth Accumulation Capacity

TABLE 2

Table 2: Aid to Decision-Making: Step-by-Step Procedure to Creating Mali's Branch of Africa's Rice Co-enterprise

Nation-Mali		Investment Opportunities	WRRo	
Unit		million\$	%	
Central Government		360	60	
Local Communities		150	25	
Other Localities		90	15	
<b>Consolidated Enterprises</b>		<b>600</b>	<b>100</b>	

Globalized Capital	WRC	WRRo	WRC
Unit	%	%	million\$
African Transnational Corporation	40+	60	360
Strategic Transnational Corporation	30-	25	150
Pool Transnational Corporations	30-	15	90
<b>Mali's Branch of Co-enterprise</b>	<b>100</b>	<b>100</b>	<b>600</b>

Regionalized Capital							Share of each in the Globalized Capital				
Group of Investors	WRC	WRRo	Central Govt	Local Investors	Other Local Investors	All Mali	Central Govt	Local Investors	Other Local Investors	All Mali	
Unit	%	%	million\$	million\$	million\$	million\$	%	%	%	%	
Malian Groups of Investors	10+	15	32.4	13.5	8.1	54	5.4	2.25	1.35	9	
Investors in Networked Nations	30-	25	54	22.5	13.5	90	9	3.75	2.25	15	
All other African Investors	60+	60	129.6	54	32.4	216	21.6	9	5.4	36	
<b>Africa's Transnational Corporation</b>	<b>100</b>	<b>100</b>	<b>216</b>	<b>90</b>	<b>54</b>	<b>360</b>	<b>36</b>	<b>15</b>	<b>9</b>	<b>60</b>	

Wealth Creation Capacities	Groups of Investors	WRC	WRRo	WAC
		%	%	million\$
African Transnational Corporation		40+	60	360
	Malian Investors		9	54
	Investors in Networked Nations		15	90
	All other African Investors		36	216
Strategic Transnational Corporation	Strategic Partner	30-	25	150
Pool Transnational Corporations	Pool	30-	15	90
<b>Africa's Co-entreprise</b>		<b>100</b>	<b>100</b>	<b>600</b>

WAC=Wealth Accumulation Capacity

WCC= Wealth Creation Capacity

WRC= Wealth Retention Capacity

WRR= Wealth Retention Rule

## ANNEX: MEMORANDUM OF SEGOU

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