

# THE ZAMBIA AGOA STRATEGY DEVELOPMENT INITIATIVE

## Facilitating the Implementation of a Sustainable Strategy Following the Reauthorisation of AGOA



**UCLAAnderson**  
SCHOOL of MANAGEMENT

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**Disclaimer**

Please note that the statements and recommendations made in this report are the views of the UCLA Anderson AMR Team.

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## Glossary

AGOA	African Growth and Opportunity Act
APC	American Peanut Council
APHIS	Animal and Plant Health Inspection Service
CEEC	Citizens Economic Empowerment Commission
FAVIR	Fruits and Vegetables Import Requirements
FDA	Food and Drug Administration
GFSI	Global Food Safety Initiative
GSP	Generalized System of Preferences
IAPRI	Indaba Agricultural Policy Research Institute
IDC	Industrial Development Corporation
IITA	Institute of Tropical Agriculture
ITC	International Trade Centre
MCTI	Ministry of Commerce Trade and Industry
MFEZ	Multi-Facility Economic Zones
OECD	Organisation for Economic Cooperation and Development
OPIC	Overseas Private Investment Corporation
RCA	Revealed Comparative Advantage
SSA	Sub-Saharan African
U.S.	United States
USDA	U.S. Department of Agriculture
USITC	U.S. International Trade Commission
ZABS	Zambia Bureau of Standards
ZACCI	Zambia Chamber of Commerce and Industry
ZAM	Zambia Association of Manufacturers
ZANACA	Zambia National Cassava Association
ZARI	Zambia Agriculture Research Institute
ZDA	Zambia Development Agency
ZNFU	Zambia National Farmers Union

## 1. EXECUTIVE SUMMARY

### Overview

The African Growth and Opportunity Act (AGOA) is a recently-renewed United States (U.S.) trade act that allows eligible countries to export an extensive list of products duty-free to the U.S. As an AGOA-eligible country, Zambia is seeking to benefit from the preferential trade treatment. Zambia has not sufficiently taken advantage of AGOA since the act's initial ratification in 2000. This strategy paper is well-timed to coincide with the first year of AGOA's ten-year renewal. The AGOA strategy, developed by five UCLA Anderson School of Management students (the team) under the leadership of the Honorary Consul of Zambia in California (the client), aims to provide recommendations directed at the government and individual businesses.

### Scope and Approach

Increasing exports in the global environment demands a multi-faceted approach. The team worked with the client and stakeholders to produce three deliverables to assist in the implementation of Zambia's AGOA Strategy. The primary deliverables and recommendations provided to the client are shown in these summary points of the detailed scope:

1. Develop an Export Viability Assessment Framework to identify AGOA-eligible products in Zambia that may have market potential in the U.S.
2. Assess the export viability of cassava, peanuts, precious stones, and refined copper and develop an action plan accordingly based on the assessment to target the U.S. market
3. Introduce informational literature directed at Zambian and U.S. businesses to drive awareness of and support for AGOA

Extensive primary and secondary research served as the basis of the analysis and recommendations. The team travelled to Zambia to conduct primary research on two occasions. The first visit focused on gaining traction with the government and business leaders for an enhanced AGOA strategy, while the second validated findings from prior interviews and uncovered the obstacles facing individual businesses. The success of both trips was evident when key stakeholders agreed to assist with AGOA education and outreach, and the team solidified the export assessment factors. In addition to in-country research, the team conducted interviews with people from various areas of expertise, including economic experts in African development, leaders of Zambian public- and private-sector associations, exporters of Zambian goods, and Zambian Peace Corps volunteers. Furthermore, the primary research was supplemented with secondary research, including international trade databases, economic papers, and industry reports, which were necessary to ensure the feasibility of the recommendations.

### Thematic Recommendations

The team identified four areas for consideration that would assist Zambia in implementing the AGOA strategy.

*Governance:* Zambia would benefit from establishing an AGOA Steering Committee consisting of key stakeholders from specific private sector organisations, industry associations, and government agencies.

*Education and Outreach:* Zambia should promote opportunities for educating businesses about AGOA. With that intent, a booklet was developed in collaboration with key stakeholders to educate Zambian businesses on the purpose and benefits of AGOA and provide guidance on the necessary steps to benefit

under the trade act. An informational AGOA-Zambia website ([www.agoazambia.com](http://www.agoazambia.com)) provides comprehensive information about AGOA. For outreach, the team recommends that a roadshow be organised to establish credibility and promote Zambia as a viable commercial partner.

*Access to Financing:* Zambia would benefit from connecting local businesses with agencies that provide financial resources to secure financing. Businesses can leverage available agencies such as the Citizens Economic Empowerment Commission (CEEC), Zambia Development Agency (ZDA), Industrial Development Corporation (IDC), and Overseas Private Investment Corporation (OPIC), a U.S. Government entity.

*Logistics and Transportation:* To increase the competitiveness of Zambian goods on the global market, Zambia may benefit from improving road infrastructure and border crossing processes. Additionally, Zambia could consider prioritising exports of value-added products to capture the highest margins for Zambian businesses.

### **Product Prioritisation and Action Plan**

The team developed the Export Viability Assessment Framework for the Zambian government and private sector to use when prioritising export products. The framework is composed of several criteria categorised into supply, competitiveness and demand. Each criteria can be evaluated using a green, yellow, and red scheme for relative comparison.

This report demonstrates how the Export Viability Assessment Framework can be applied to four products—cassava, peanuts, refined copper, and precious stones—to identify opportunities and challenges and develop an action plan for exporting to the U.S. market. The four products were selected by the Honorary Consul based on a list from the CEEC and a United States International Trade Commission (USITC) report regarding AGOA-eligible products.

Based on the assessment results, the team prioritised the products based on relative factors and provided recommendations for addressing Zambia's supply constraints and enhancing Zambia's competitiveness for export to the U.S.

### **AGOA-Readiness Literature**

Two booklets, one focused on Zambian businesses and the other focused on U.S. businesses, were developed for distribution in their respective markets to enhance the awareness, knowledge, and adoption of AGOA. The Zambian booklet incorporates an AGOA-readiness self-assessment, adapted from two export questionnaires, that business owners can take in order to identify the gaps they need to close to become export ready. To aid in its dissemination, the team also developed an accompanying PowerPoint presentation for the AGOA education workshops. The U.S.-focused booklet explores reasons to invest in Zambia and ways in which U.S. businesses can identify Zambian partners. An AGOA website ([www.agoazambia.com](http://www.agoazambia.com)) was developed to complement the booklets—it features up-to-date support and contact information.

## 2. INTRODUCTION

### Background

The African Growth and Opportunity Act (AGOA) is a United States (U.S.) trade agreement aimed at opening the economies of Sub-Saharan African (SSA) countries. It expands on the benefits of the Generalized System of Preferences (GSP), a U.S. trade preference programme, and allows eligible countries to export a greater number of qualifying products duty-free to the U.S. Because it is a unilateral trade act, exports from Zambia to the U.S. receive preferential treatment that imports from the U.S. into Zambia do not. AGOA was enacted in May 2000, expired in 2015, and has been renewed to be effective for another ten years until 2025. Zambia is in a position to realise the benefits of expanding exports under AGOA. Taking steps now to increase exports of qualifying products will help to create jobs, increase trade diversification, and ultimately grow the national economy.

### Objective

Based on the most recent trade data, Zambia has not sufficiently taken advantage of AGOA while other countries in the region have. With its primary export, copper, suffering from depressed global commodity prices, Zambia should act now to diversify into other products covered under AGOA. Under the leadership of the Honorary Consul of Zambia in California (the client), five UCLA Anderson School of Management students (the team) developed an AGOA strategy to increase U.S.-Zambia trade. The team's goal is to provide the Zambian government and businesses with tools and actionable recommendations after considering the perspectives of both Zambia and the U.S. One such tool is an Export Viability Assessment Framework, which aims to prioritise industries for export. While the report demonstrates the application of the framework on four specific products, the ultimate goal is for the Zambian government and businesses to adopt the framework to prioritise sectors for future export and resource allocation.

### Zambia's Position

Zambia is committed to economic reform, the protection of human rights, and poverty reduction, earning AGOA eligibility in October 2000 and eligibility for the Apparel Provision in December 2001. However, based on U.S. International Trade Commission (USITC) data depicted in Table 1.1 below, Zambia has not taken sufficient advantage of exporting under AGOA<sup>1</sup>. In contrast, other Southern African countries, namely Lesotho, Malawi and South Africa, have successfully grown their exports to the U.S. under AGOA.

Table 1.1 AGOA Exports from Southern Africa (excluding petroleum) in millions:

<b>AGOA Beneficiary (US\$M)</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Botswana	\$11.6	\$15.5	\$10.4	\$5.9	\$9.5
Lesotho	\$280.3	\$314.3	\$300.7	\$320.8	\$288.9
Malawi	\$47.2	\$56.1	\$46.3	\$47.1	\$57.4
Mozambique	\$0.2	\$0.7	\$0.0	\$1.4	\$0.8
Namibia	\$0.0	\$0.0	\$0.2	-	-
South Africa	\$1,917.1	\$2,443.3	\$2,383.4	\$2,578.5	\$1,750.3
Zambia*	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0

\*Zambia's AGOA exports represent a value below US\$50k.

Source: USITC Interactive Tariff and Trade DataWeb (accessed 30 November, 2015).

<sup>1</sup> USITC Interactive Tariff and Trade DataWeb. (2015). Retrieved 30 November 2015, from <https://dataweb.usitc.gov/>

According to the World Bank’s 2016 Doing Business report, Zambia ranks sixth among the Sub-Saharan African nations for ease of doing business out of 47, and third among the Southern African nations<sup>2</sup>. Delving into the World Bank’s analysis, we highlight several key factors that have contributed to Zambia’s position to date. Specifically, access to financing is locally cited as the largest barrier to doing business. However, the depth of available credit information is greater than those of other Sub-Saharan African countries<sup>3</sup>. In other words, relative to the rest of the region, Zambia has better access to credit. Combined with its political stability, Zambia is an attractive option for foreign investors. Additionally, while the country is well-positioned to export intra-regionally, because of its indirect access to ports, Zambia continues to face challenges in trading across oceanic borders. The average number of hours needed to verify border and documentary compliance is high relative to that of the rest of SSA. Since U.S. businesses consider lead time when evaluating potential suppliers, steps should be taken to minimise the time to export.

### 3. SCOPE AND APPROACH

This AGOA strategy paper aims to address the following scope:

1. Develop an Export Viability Assessment Framework to identify AGOA-eligible products in Zambia that may have market potential in the U.S.
2. Assess the export viability of cassava, peanuts, precious stones, and refined copper and provide recommendations accordingly based on the assessment to target the U.S. market
3. Introduce informational literature directed at Zambian businesses and potential U.S. buyers for distribution in Zambia and the U.S., respectively, to drive awareness of and support for AGOA

The Citizens Economic Empowerment Commission (CEEC)—a Zambian government agency dedicated to fostering a conducive business and entrepreneurial culture for its citizens— provided the team with a list of products it identified as priority value chains for project financing. A USITC report<sup>4</sup> also identified high potential products for export. Cross-referencing the two lists, the Honorary Consul requested that the team focus on four products and their derivatives: cassava, peanuts, precious stones, and refined copper.

### 4. RESEARCH METHODOLOGY

The team conducted extensive primary research, including interviews, stakeholder meetings, conferences, and field research. This information was supplemented with in-depth secondary research including international trade databases, economic papers, and industry reports. The team cross-checked the primary and secondary research and synthesised accordingly. This research provided the foundation for the team’s analysis and recommendations.

Primary research interviews were conducted over the phone and in-person, and interviewee expertise was diverse, including economic experts in African development, leaders of Zambian public- and private-sector associations, Zambian business leaders, exporters of Zambian goods, and Zambian Peace Corps

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<sup>2</sup> *Economic Profile 2016: Zambia*. (2015) (13th ed.). Retrieved from <http://www.doingbusiness.org/data/exploreeconomies/zambia/~media/giawb/doing%20business/documents/profiles/country/ZMB.pdf>

<sup>3</sup> *Country/Economic Profiles: Zambia*. (2014) (1st ed.). Retrieved from <http://www3.weforum.org/docs/gcr/2015-2016/ZMB.pdf>

<sup>4</sup> United States International Trade Commission. (2014). *AGO: Trade and Investment Performance Overview*. Washington, D.C.: USITC.



volunteers. The team believed that this wide range of perspectives was necessary to understand the current situation and further anticipate the impact of the team’s AGOA strategy.

The team also conducted two in-country research trips—one in mid-December 2015 and one in late January 2016. During the first visit, the Honorary Consul and three team members travelled to Lusaka to meet with several Zambian government agencies and organisations, all of which were key stakeholders in the proposed AGOA response strategy. During the second visit, two team members travelled to Lusaka and Kafubu to meet with industry experts, business owners, and associations that work within the four industries mentioned in Section 3, Scope and Approach. Tables 4.1 and 4.2 provide an overview of the organisations visited, their missions, and the reasons for the meetings. Please note that there were additional organisations that the team would have liked to have met, but did not due to scheduling conflicts.

Table 4.1 Trip 1 Meetings held 7 December 2015 – 9 December 2015

<b>Organisation</b>	<b>Mission of Organisation</b>	<b>Team’s Reason for Meeting</b>
<b>Zambia Development Agency (ZDA)</b>	The ZDA promotes and facilitates trade and investment for economic development through consulting and training. <sup>5</sup>	The ZDA provided know-how and support for the development of this project. They will be responsible for coordinating implementation.
<b>Zambia Bureau of Standards (ZABS)</b>	ZABS sets product standards and provides quality inspection services which help to facilitate Zambia’s trade. <sup>6</sup>	The evolution of Zambian standards led by ZABS is of utmost importance for helping to bridge gaps in standards between Zambia and the U.S.
<b>Citizens Economic Empowerment Commission (CEEC)</b>	The CEEC fosters a conducive business and entrepreneurial culture for its citizens by increasing access to economic resources. <sup>7</sup>	The CEEC helped determine the industries in focus for this study. It will be fundamental for the implementation of recommendations and the identification of future AGOA-ready industries.
<b>Zambia Chamber of Commerce and Industry (ZACCI)</b>	ZACCI represents private sector businesses’ interests with the government and disseminates information to its members. <sup>8</sup>	ZACCI is the voice of the private sector and provided information on how to bridge communication between businesses, government, and constituents.
<b>Industrial Development Corporation (IDC)</b>	The IDC supports Zambia’s industrial capacity by co-investing with the private sector and lowering investment risk profiles. <sup>9</sup>	The IDC offered knowledge of Zambian industrial development, opportunities, and challenges. It will be an important partner for businesses that want to increase capacity with the intention of exporting.

<sup>5</sup> Zda.org.zm. (2016). *ZDA Functions | Zambia Development Agency*. Retrieved 29 January 2016, from <http://www.zda.org.zm/?q=content/zda-functions>

<sup>6</sup> Zabs.org.zm. (2016). *ZABS*. Retrieved 29 January 2016, from <http://www.zabs.org.zm/viewT5/zabsfactfile>

<sup>7</sup> Ceec.org.zm. (2016). *About Us | Citizens Economic Empowerment Commission*. Retrieved 29 January 2016, from <http://www.ceec.org.zm/about-us/>

<sup>8</sup> Zambiachamber.org. (2016). *Services | ZACCI*. Retrieved 29 January 2016, from <http://www.zambiachamber.org/services/>

<sup>9</sup> Industrial Development Corporation. (2015). *About IDC*. Retrieved 29 January 2016, from <http://www.idc.co.zm/about-idc>

Organisation	Mission of Organisation	Team's Reason for Meeting
<b>U.S. Embassy in Lusaka</b>	The U.S. Embassy in Lusaka offers services aimed to increase trade between Zambia and the U.S., including promoting business relationships between Zambian and American companies. <sup>10</sup>	The U.S. Embassy offered a perspective on resources provided to American companies and challenges they face when sourcing from Zambian businesses. It also shared the learning from past trade missions that it has led from Zambia.
<b>WeCreate Zambia</b>	WeCreate facilitates connections for and provides resources, including meeting spaces, mentoring and training, to women looking to start or expand their businesses. <sup>11</sup>	WeCreate provided invaluable insights into Zambian entrepreneurs' experiences with capacity building and exporting. They will be an important ally for educating and training people who are interested in using AGOA.

Table 4.2 Trip 2 Meetings held 25 January 2016 – 29 January 2016

Organisation	Mission of Organisation	Team's Reason for Meeting
<b>Zambia Gemstone Miners, Traders and Jewellers Marketing Association</b>	Enhance the productivity of small-scale miners by facilitating the buying and selling process and educating miners on value-addition practices <sup>12</sup>	This association provided both (1) an understanding of the gemstone value chain as perceived by the small-scale miner and (2) proposed changes that would allow the sector to be more productive.
<b>Zambian Women in Mining</b>	To promote and empower Zambian women in the gemstone mining sector	The Zambian Women in Mining helped to identify friction within Zambia's gemstone supply chain as well as elaborate on the benefits of joining a cooperative organisation.
<b>Gemfields</b>	To advance the coloured gemstone industry through innovative technology, consistent supply, financial transparency, and ethical practices <sup>13</sup>	Gemfields provided the perspective of the large-scale miners in Zambia. They offered a thorough overview of their business operations and elaborated on what it takes to be a profitable business in the gemstone mining sector.
<b>Kent Systems</b>	Cassava processor	Kent systems provided a detailed understanding of the cassava value chain, and demonstrated how the product is processed.

<sup>10</sup> U.S. Embassy in Zambia. (2016). *Getting Started in the U.S. | U.S. Embassy in Zambia*. Retrieved 29 January 2016, from <https://zm.usembassy.gov/business/getting-started-usa/>

<sup>11</sup> Zambia.wecreatecenter.com. (2016). *About - Zambia WeCreateCenter*. Retrieved 29 January 2016, from <http://zambia.wecreatecenter.com/about/>

<sup>12</sup> Mumba, M. *Proposal Towards Addressing Small Scale Miners*. 21 Nov. 2011. Letter.

<sup>13</sup> Corporate.gemfields.co.uk. (2016). *Why Invest in Gemfields? - Gemfields*. Retrieved 8 February 2016, from <http://corporate.gemfields.co.uk/investors/why-invest-in-gemfields>

Organisation	Mission of Organisation	Team's Reason for Meeting
<b>Zambian National Cassava Association (ZANACA)</b>	To develop into an effective and sustainable organisation that represents key stakeholders in the cassava value chain, promote high-value products, and link farmers to markets <sup>14</sup>	ZANACA provided a window into the future of the cassava industry. They provided invaluable information on the current state of the industry and what changes/adjustments would have the largest impact on cassava production.
<b>Indaba Agricultural Policy Research Institute (IAPRI)</b>	IAPRI provides innovative solutions to agricultural policy research and public outreach in Zambia to promote environmental sustainability and poverty reduction <sup>15</sup>	IAPRI shared in depth research on not only the supply chain of peanuts and cassava, but also the public policies affecting these industries. The team learned about its relationship with the government and how it influences change in the agricultural sector.
<b>Zamseed</b>	Developer and seller of hybrid seeds	Zamseed provided the unique perspective of how farmers obtain seed for their crops—an important step in the peanut and cassava production process.
<b>Cargill</b>	Feed the world in a responsible way by connecting people to agriculture, financial, and industrial products and services <sup>16</sup>	Cargill elaborated on how their business model helps Zambian farmers increase capacity through financial support and a guaranteed buyer (Cargill).
<b>Barclays</b>	Provide clients, customers, colleagues and stakeholders with the means to achieve their ambitions in the right way <sup>17</sup>	Barclays helped the team understand the process, requirements, and risks associated with obtaining financing in Zambia.

<sup>14</sup> Bulletin.iita.org. (2015). *IITA-led cassava agribusiness project launched in Zambia* | IITA Bulletin. Retrieved 8 February 2016, from <http://bulletin.iita.org/index.php/2015/12/18/iita-led-cassava-agribusiness-project-launched-in-zambia>

<sup>15</sup> IAPRI.org.zm. (2016). *About IAPRI*. [iapri.org.zm](http://www.iapri.org.zm). Retrieved 8 February 2016, from <http://www.iapri.org.zm/about-us/about-iapri>

<sup>16</sup> Cargill.com. (2016). *Cargill: Our company*. Retrieved 8 February 2016, from <http://www.cargill.com/company/index.jsp>

<sup>17</sup> Barclays. (2016). *Annual Report 2014 Barclays*. Retrieved 8 February 2016, from <https://www.home.barclays/annual-report-2014.html>

## 5. EXPORT VIABILITY ASSESSMENT

The team developed a framework, see Table 5.1, for the Zambian government’s and private businesses’ consideration when assessing which AGOA product or industry to prioritise for export purposes. This framework includes a range of factors that should be considered in assessing the viability of exporting a good to the U.S. Depending on the product or industry being assessed, one may weigh these factors differently and some factors may not be applicable; so discretionary judgement should be applied.

Table 5.1 Export Viability Assessment Framework

Category	Criteria	Comments
Supply	Maturity of industry and ease of capacity expansion	Consider 1) whether domestic demand is satisfied, 2) obstacles to expand export capacity, and 3) required capital investments (specific numbers are not needed)
	Volatility of Zambian production	To understand stability of supply
	Adjacent production capabilities	Existing infrastructure that can be leveraged e.g. Emeralds mines near copper mines could result in cost synergies
	Job creation potential	Labour intensive industries have a higher job creation potential. Explore whether an industry has labour that can be shifted towards exporting
Competitiveness	Revealed Comparative Advantage (RCA) calculation	$RCA = (E_{ij} / E_{it}) / (E_{nj} / E_{nt})^{18}$ . A comparative advantage is “revealed” if $RCA > 1$ . If $RCA < 1$ , the country has a comparative disadvantage in the commodity or industry <sup>19</sup>
	Transportation accessibility	Factors include geographic location, roads, ports, trains, planes. Also consider time to market—how sensitive is the market for the product, i.e. for fruits it matters; cars it does not
	Final production cost vs. competitors	Compare final production cost to that of other countries (includes labour, raw materials, processing costs, energy, and transportation). The cost is the final cost of the item on the international market
	Productivity	To be measured by sales/employee or output/employee
Demand	U.S. demand	To assess revenue potential, consider how much the U.S. is importing. Are industry forecasts positive or negative on future U.S. imports?
	Volatility of U.S. demand	To understand stability of demand in the U.S.

<sup>18</sup> E=exports, i=country, n=set of countries, j=commodity, t=set of commodities. RCA is the proportion of a country’s exports that are of the commodity under consideration ( $E_{ij} / E_{it}$ ) divided by the proportion of world exports that are of that commodity ( $E_{nj} / E_{nt}$ ).

<sup>19</sup> Wits.worldbank.org. (2016). *Trade Indicators*. Retrieved 15 December 2015, from [http://wits.worldbank.org/wits/wits/witshelp/Content/Utilities/e1.trade\\_indicators.htm](http://wits.worldbank.org/wits/wits/witshelp/Content/Utilities/e1.trade_indicators.htm)

The criteria within the framework are categorised into supply, competitiveness, and demand. These categories are essential elements of the export viability of an industry: to build a stable *supply*, an industry must be capable of capital expansion and securing financing; to *compete* in the global market, an industry must maintain sound productivity and reduce the cost of suppliers and production; to warrant the investment to bolster an industry, there must be *demand* in the U.S. market.

The evaluation for each criterion is assessed on a grading scheme of green, yellow, and red:

- Green means that there are greater positive aspects for the criterion compared to other products or global competing countries;
- Yellow means that Zambia is at a less advantageous position relative to alternatives;
- Red means that Zambia is not competitive regarding the criterion against alternatives; and
- Greyed means that criterion is not applicable or relevant to the product or industry.

The overall grading enables the government to build a shortlist of industries or products that have the highest potential for further study, such as analysis of total investment cost to mitigate the gaps. It will also assist the government in deciding how to optimally allocate resources and to effectively support the private sector in marketing their products to the U.S. For business users, the framework allows management to assess the readiness of their product and identify factors that could affect export to the U.S.

This methodology is not without limits: there may be one or two limiting factors within an industry that severely restrict its export viability under AGOA; those factors need to be identified by industry experts performing the assessment. The team's assessment of the four industries mentioned in the scope is not particularly quantitative with the colour designations; rather, the intent is to demonstrate how one could apply this Export Viability Assessment Framework to identify opportunities and challenges within different industries, and then prioritise them accordingly. Furthermore, while some of the information required for the assessment such as capacity is not yet available in Zambia, these criteria serve as a guide to the AGOA Steering Committee to start collecting the information essential for this analysis.

*How to conduct the assessment:*

1. The first step is to identify main competing countries and research the global market landscape.
2. Gather necessary data or information via databases such as United Nation's Food and Agriculture Organisation database and Zambia's Central Statistics Office for trade volumes.
3. Compare Zambia's conditions to competitors. It is important to note industry nuance as some industries, such as copper, can only sustain a few dominating global players, whereas others, such as plastic or sugar, tend to have many players sharing the market. The colour coding should be based on expert opinions and so could be subjective. For instance, if Zambia is on par with dominant competing countries, then the criterion would be green; if Zambia is within the relative bounds of competing countries, the criterion would be yellow; and if Zambia is behind most competing countries, the criterion would be red. A criterion may also be irrelevant or not applicable to the particular industry or product.
4. After the assessment, one could use the results as a guide to develop action plans and address critical gaps.

## 6. ANALYSIS AND RECOMMENDATIONS

### Thematic Review

The team identified four overarching themes that will contribute to a successful AGOA strategy: governance, education and outreach, access to financing, and logistics and transportation. The key findings of each theme are discussed, followed by recommendations for each theme.

#### Governance

*Need for synchronised effort.* Each of the stakeholders involved in facilitating an AGOA strategy has specific mandates, however, there does not seem to be a coordinated effort in bringing stakeholders together to plan, coordinate, execute and monitor the strategies. There appears to be a lack of communication and collaboration among agencies and public and private sectors in identifying mission-critical tasks and implementing them. Tone from the top is critical to demonstrate to value chain players the degree of government commitment in a particular industry or sector. Foreign investors also assess the extent of government support and jurisdictional risk. Therefore, there is an urgent need for the agencies to work together to devise a plan and act on it collaboratively.

Furthermore, a concerted effort in tracking AGOA progress on AGOA will hold stakeholders accountable and improve the effectiveness of implementation. Since the private sector plays a critical role in the implementation, instituting a feedback loop is essential. Additionally, greater private sector presence in AGOA discussions is encouraged because their participation will ensure that the actions being devised are practical.

#### Education and Outreach

*Educational opportunities regarding AGOA appear to be scarce for Zambians.* Although Zambian entrepreneurs and investors know about the trade act's existence, there is insufficient knowledge about its requirements and processes. According to the Zambia Chamber of Commerce and Industry (ZACCI), business owners who previously attempted to enter the U.S. market through AGOA were frustrated by regulatory issues, which in turn discouraged subsequent entrepreneurs from trying to export. While Zambia-specific AGOA resources do not appear to be available, the ZDA provides general resources such as a tool-kit for small- and medium-sized enterprises, and workshops on business and technical skills. General AGOA information and tools can also be found on the agoa.info and trade.gov websites, but the extent to which those are used by Zambians is unknown.

*Insufficient information sharing regarding AGOA.* Flow of information is an important factor for the efficacy of educational initiatives, but there does not seem to be awareness-generation tools towards existing resources. Thus, any educational solution must incorporate an expanded dissemination platform. Furthermore, businesses need more clarity on which government agency they should consult for assistance in exporting under AGOA.

*Low awareness of the Zambian brand in the U.S.* In terms of outreach, Zambian entrepreneurs have visited the U.S. with the goal of setting up partnerships with American companies interested in importing from Zambia. Nevertheless, insufficient follow-up by Zambian businesses has been reported by ZACCI as the main factor for limited results. Additionally, Zambia is not widely known to U.S. businesses based on conversations with U.S. buyers regarding general sentiment towards doing business with Zambia. In order to induce trade to the U.S. and create demand from the U.S. side for Zambian goods, the Zambian government, represented by the U.S. embassy and its consular offices, should take

the lead and establish credibility by marketing and branding itself to U.S. trade officials and businesses. Zambia's U.S. official representatives are critical to building Zambia's credibility and marketing opportunities under AGOA. For example, countries such as Ethiopia and Kenya have successfully marketed themselves to the U.S. through the promotion of organic coffee. It is critical to establish a stronger tie to the U.S. via trade missions. As a consequence, demand and U.S. funding should follow the pull efforts.

### Access to Financing

*Inadequate access to funding for Zambia businesses.* The World Economic Forum's Global Competitive Report cites adequate access to financing as the most significant challenge in doing business<sup>20</sup> in Zambia and the team confirmed this finding through interviews with the Zambian government and private sector. While loans are available to businesses, many are offered at high interest rates in line with the Bank of Zambia's policy rate, which is influenced by the nation's high inflation rate<sup>21</sup>. Private financial institutions have had to turn down loan applications due to a lack of formal business plans, poor track records or lagging business metrics. Furthermore, businesses that have obtained initial funding may still struggle with maintaining sufficient working capital to sustain operations as funding is dependent on business performance. On a more positive note, relative to its SSA neighbours, Zambia boasts a great depth of credit information, which helps with obtaining loans.<sup>22</sup>

### Logistics and Transportation

*Prolonged time to market in reaching U.S. buyers.* Transportation is a major factor affecting the competitiveness of Zambian goods in the global market. When exporting to the U.S., time to market and cost of goods are essential for determining whether a U.S. company will decide to import. In Zambia, improvements could be made in road infrastructure quality and border processing efficiency. According to interviews, major roads in Zambia limit the speed and capacity of commercial trucks. Nationwide improvements are underway as of the writing of this report to repair major highways that connect commercial regions.

Improving border processing efficiency will reduce the amount of time goods spend at border crossings and ports; and thus reduce the cost of border crossings. Major ports used by Zambian importers and exporters include Durban (South Africa), Dar es Salaam (Tanzania), and Mombasa (Kenya). In World Bank's 2016 Doing Business assessment, Zambian "Trade Across Borders" declined 42 ranks due to inefficiencies with a central processing system<sup>23</sup>. The team's interviews with private sector businesses also highlighted the large amount of paperwork involved at border crossings. The inputs required to lower this ranking consist of the total time and cost required for importing and exporting products. The average good spends over 250 hours in border compliance and documentation during both the import and export process. Zambia's import and export efficiency is on par with other SSA countries, but Zambia's time spent at borders and ports significantly lags OECD countries in global competition by a factor of 13. Full implementation of the web-based central customs platform may reduce time spent at border crossings, but additional improvements are still necessary to become competitive relative to global peers.

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<sup>20</sup> *Country/Economic Profiles: Zambia*. (2014) (1st ed.). Retrieved from <http://www3.weforum.org/docs/gcr/2015-2016/ZMB.pdf>

<sup>21</sup> Hill, M. (2015). *Zambia Raises Benchmark Interest Rate to 15.5% From 12.5%*. Retrieved 4 February 2016, from <http://www.bloomberg.com/news/articles/2015-11-03/bank-of-zambia-raises-key-rate-for-first-time-in-year-to-15-5->

<sup>22</sup> *Economic Profile 2016: Zambia*. (2015) (13th ed.). Retrieved from <http://www.doingbusiness.org/data/exploreeconomies/zambia~/media/giawb/doing%20business/documents/profiles/country/ZMB.pdf>

<sup>23</sup> Doingbusiness.org. (2016). *Doing Business in Zambia - World Bank Group*. Retrieved 8 February 2016, from <http://www.doingbusiness.org/data/exploreeconomies/zambia>

## Recommendations to Thematic Review

### Governance

*Establish an AGOA Steering Committee and agree on mandates.* Zambia would benefit from establishing an AGOA Steering Committee consisting of key stakeholders from specific private sector organisations, associations, and government agencies. Having a steering committee would provide local businesses with additional resources, establish greater accountability, and ensure a concerted effort towards the country’s goal of economic growth under AGOA. As a result of this forum, for example, the ZDA could work together with the Ministry of Agriculture and Livestock in innovating the sector policy and conducting training. The need for a steering committee was further confirmed by a finding that Mr. Njobvu had articulated in his 2014 National AGOA Response Strategy<sup>24</sup> that a national AGOA institutional infrastructure is critical to success. The AGOA Steering Committee would oversee the assessment of export viability and be responsible for managing and collecting the information needed for the assessment. Specifically, the proposed Steering Committee should consider including representatives from the organisations in the Table 6.1. Further below, Figure 6.1 depicts the proposed workstreams and associated responsibilities of the steering committee.

Table 6.1 Proposed Members and Roles of AGOA Steering Committee

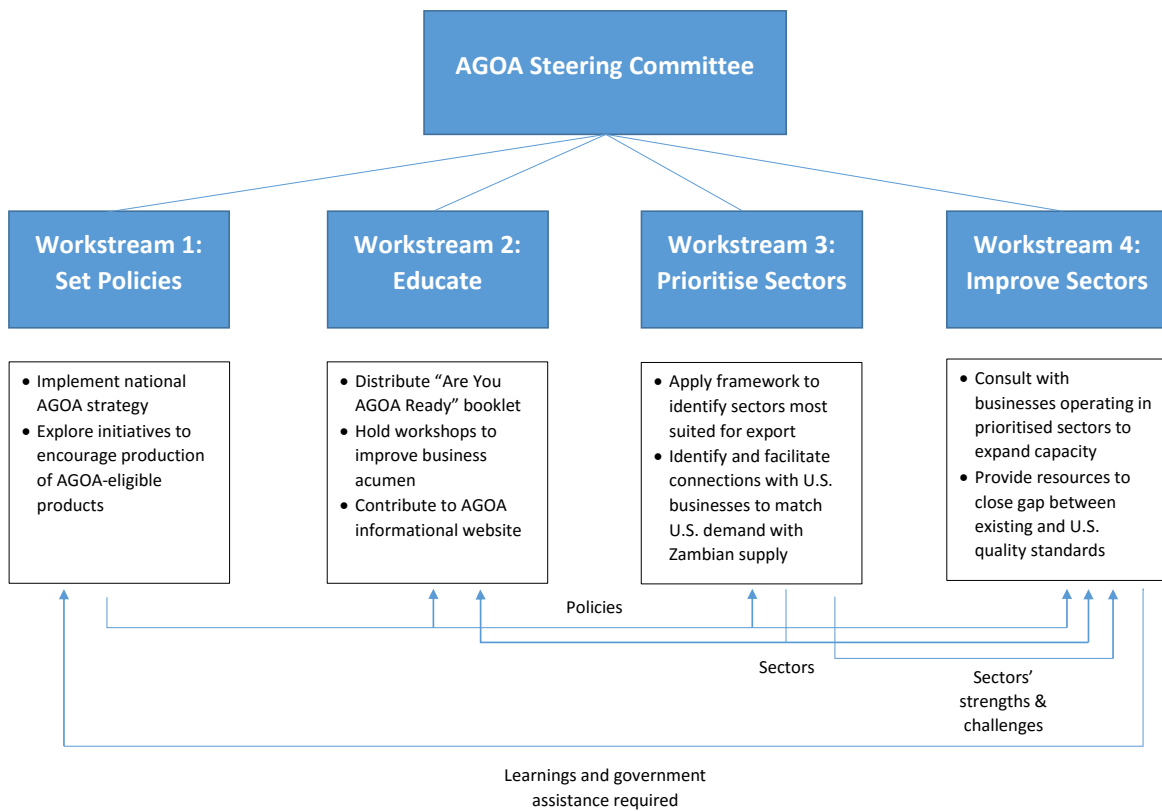
Organisation	Role
<b>Ministry of Commerce Trade and Industry (MCTI)</b> Department of Foreign Trade	Implement and maintain an AGOA response strategy aligned with Zambia’s national strategy
<b>Zambia Development Agency (ZDA)</b>	Educate Zambian businesses about AGOA and administer the training necessary to benefit from the trade act
<b>Zambia Bureau of Standards (ZABS)</b>	Advise Zambian businesses on product safety, regulations, and quality standards for export to the U.S.
<b>Citizens Economic Empowerment Commission (CEEC)</b>	Facilitate connections between U.S. businesses and Zambian businesses producing AGOA-eligible products
<b>Zambia Chamber of Commerce and Industry (ZACCI)</b>	Regularly disseminate educational resources and AGOA-related updates to private sector businesses; facilitate communication between constituents and member chambers of commerce
<b>Ministry of Agriculture and Livestock</b>	Provide information on the availability, quality, and location of AGOA-eligible products subject to additional U.S. regulations
<b>Zambia National Farmers Union (ZNFU)</b>	Represent small- and large-scale farmers and agribusinesses; communicate and educate constituents on AGOA initiatives
<b>Zambia Association of Manufacturers (ZAM)</b>	Communicate and educate constituents on AGOA resources and initiatives
<b>Associations from prioritised sectors</b>	Convey the feasibility of existing market conditions and serve as the liaison between public and select private sectors for AGOA implementation and education
<b>Zambian private investor(s)</b>	Leverage the committee’s network to identify private sector entities that could provide financial and expert advice

<sup>24</sup> Njobvu, E. (2014). *Zambia's National AGOA Response Strategy*.



Organisation	Role
<b>Zambian Embassy in Washington, D.C.</b>	Serve as the liaison between the U.S. and Zambia for AGOA stakeholders and interested parties; target government and private organisations, industry-specific organisations and advocacy groups
<b>Honorary Consulate of Zambia in California</b>	Serve as the liaison between the U.S. and Zambia for AGOA stakeholders and interested parties; target government and private organisations, industry-specific organisations and advocacy groups

Figure 6.1 Overview of Proposed AGOA Steering Committee Roles and Responsibilities



### Education and Outreach

*Maintain and disseminate AGOA literature.* To bridge the information gap businesses experience, the organisations represented in the AGOA Steering Committee will have access to educational resources, including the “Are You AGOA Ready” booklet. Each organisation in the committee should be accountable for future iterations of the booklet and its distribution. Developed in collaboration with key stakeholders, the booklet is designed to educate Zambian businesses on the purpose and benefits of AGOA and provide guidance on the necessary steps to benefit from the trade act (detailed discussion in Section 7 of this report).

Another important resource is the AGOA-Zambia website ([www.agoazambia.com](http://www.agoazambia.com)), which provides comprehensive information about AGOA. To help facilitate business connections, the website has an evergreen database of AGOA-eligible products, Zambian companies producing AGOA-eligible products, industry-specific trade events, and a list of potential points of entry into the U.S. market, including U.S. distributors, brokers, chambers of commerce, industry associations, buyers and importers, and trade shows. An initial list of such organisations of interest for U.S. market entry can be found in Appendices 1, 2, 3, 5 and 7. Additionally, it would be beneficial for the AGOA Steering Committee to develop and maintain a public relations plan to regularly disseminate AGOA related information to the Zambian business community.

*Conduct roadshows and trade missions to build the Zambia brand.* In terms of outreach, roadshows could be organised to establish credibility and promote Zambia as a reliable commercial partner. During the roadshow high-level government officials and private sector representatives would travel to key cities in the U.S. and hold initial conversations with American chambers of commerce and companies in prioritised sectors. Doing so demonstrates Zambia’s commitment to its U.S. counterparts. The Zambian Embassy and consular offices in the U.S. are important resources to increase trade under AGOA, and they could be tasked with disseminating AGOA-related information to the U.S. market, reporting AGOA-specific trade data, and facilitating business match-making between Zambia and U.S. businesses. Subsequently, Zambian companies should increase outreach to build foreign partnerships with U.S. companies. Learning from previous attempts, follow-up on these outreach efforts is critical to gaining momentum with U.S. partners. Additionally, the AGOA Steering Committee should encourage Zambian chambers of commerce, associations and trade organisations such as the Zambia Chamber of Commerce and Industry (ZACCI) to connect and exchange information with their counterparts in the U.S. (Appendices 1 and 2).

### Access to Financing

*Obtain financing from export-targeted funds.* There are several resources available to businesses looking to secure financing. To support eligible businesses, the CEEC has established the Citizens Empowerment Fund and ZDA has established the Export Development Fund. Both funds offer loans at reduced interest rates. Additionally, the ZDA provides business management training to better position business owners to obtain other forms of financing. The Industrial Development Corporation (IDC), incorporated in 2014 and wholly owned by the government, is committed to contributing to Zambia’s economic growth through long-term investments. Outside Zambia, the Overseas Private Investment Corporation (OPIC), a U.S. Government entity, provides financing for qualified investment projects<sup>25</sup>.

### Logistics and Transportation

*Improve border processing time and shorten the duration of goods held in customs.* To improve Zambia’s competitiveness with respect to transit time, effort could be made to improve border processing time and shorten the duration that goods are held in customs for export and import.

*Facilitate inter-country trade via road infrastructure improvements.* As a land-locked nation, Zambia has the opportunity to be the connecting hub of the region. With eight directly-neighbouring countries, Zambia’s inland position could be viewed positively as “land-linked” if the transportation capacity within the country’s borders improves. Facilitating inter-country trade via road infrastructure improvements

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<sup>25</sup> [Opic.gov](http://Opic.gov),. (2016). *Debt Financing | OPIC: Overseas Private Investment Corporation*. Retrieved 26 February 2016, from <https://www.opic.gov/what-we-offer/financial-products>

(major projects are already underway) and decreasing the time spent at border crossings will contribute to growing Zambia's local trade, with the added benefit of facilitating exports under AGOA or otherwise.

*Prioritise exports of value-added products.* Longer time to market and higher transportation costs negatively affect Zambia's export competitiveness. It is advisable that Zambia prioritise value-added products to capture higher margins for Zambian businesses.

## Industry Analysis

To demonstrate how the Export Viability Assessment Framework can be applied, the team conducted industry analysis of cassava, peanuts, refined copper, and precious stones. Based on the assessment results, the team developed action plans to either improve Zambia's supply-side constraints if the product is not commercially viable for export or enhance Zambia's competitiveness for export to the U.S. Please note that information referenced as from experts, importers, or exporters within this section was obtained through primary research interviews; their names were excluded to respect the privacy of the interviewees.

### Cassava

#### Overview and Uses

Cassava is an important crop for Zambians because of its role in food security and potential to improve the population's livelihood. It is produced in Zambia mostly by small farmers, both for their own consumption and for trade. About 25% of cassava farmers sell part of their production<sup>26</sup>, meaning that most of the cassava-growing households still use it as a subsistence crop.

Cassava's primary and secondary products are used in various forms:

- Fresh for human consumption, mostly in producing and neighbouring countries due to the crop's high perishability
- Processed for human consumption, which includes chips, flour and starch as food ingredients
- Livestock feed or pet food products
- Industrially for the manufacture of paper and textile products, artificial sweeteners, ethanol and copper
- Material for innovative usages such as 3D printing and bio-degradable carrier bags

The use of cassava starch for beer and copper processing has been of particular interest in Zambia recently. The copper industry uses cassava starch powder as a re-agent to process chalcopyrite, a copper sulphide, into copper concentrate<sup>27</sup>. For example, there is a cassava processing plant being set up in the Solwezi region to serve the Kalumbila Mine by the Premiercon Starch Company Limited.

To obtain a more detailed understanding of the cassava industry and evaluate its export potential to the U.S., the assessment framework was applied and summarised in the table below.

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<sup>26</sup> Coordinating Committee. (2010). *Zambia Cassava Sector Development Strategy 2010-2015*. Lusaka: Agricultural Commodities Programme.

<sup>27</sup> Daily Nation. (2016). *Cassava plantation planned for Solwezi - Daily Nation*. Retrieved 31 January 2016, from <http://zambiadailynation.com/2015/07/06/cassava-plantation-planned-for-solwezi/>

Table 6.2 Export Viability Assessment for Cassava

Category	Criteria	Cassava Assessment
Supply	Maturity of industry and ease of capacity expansion	Red
	Volatility of Zambian production	Yellow
	Adjacent production capabilities	Yellow
	Job creation potential	Green
Competitiveness	Revealed Comparative Advantage (RCA) calculation	Red
	Transportation accessibility	Red
	Final production cost vs. competitors	Red
	Productivity	Red
Demand	U.S. demand	Yellow
	Volatility of U.S. demand	Green
	Quality or regulation gaps	Red

**Assessment Key**

Assessment	Definition
Green	On par with or superior to alternatives
Yellow	Within relative bounds of alternatives
Red	Lagging behind alternatives
Grey	Not applicable or relevant

**Supply**

The characteristics of the cassava industry—small scattered farmers and informal sales channels—were identified as significant barriers for the implementation of previous industry initiatives such as the “Zambia Cassava Sector Development Strategy 2010-2015,” which was developed by several stakeholders including the International Trade Centre (ITC)<sup>28</sup>. These characteristics make expanding the production of raw cassava for exporting a difficult task. For value-added items such as cassava starch, production is constrained by raw inputs and limited processing capability. Expanding capacity requires substantial investments in processing plants, and such investments are especially challenging in an environment of scarce affordable financing.

Experts from the cassava industry interviewed for this project indicated that farmers have low incentives to grow cassava. Not only does cassava compete for farmers’ interest with maize—a crop that has a guaranteed buyer—but its selling opportunities are also frequently unknown by many growers. There is a clear disconnect among growers, processors, and markets that keeps the value-chain from working optimally.

The volatility of production also plays a role in this industry. Raw cassava is not a seasonal crop, given that it can be harvested year-round. Dried cassava, on the other hand, is seasonal because sun drying is the primary method used in Zambia to dry fresh cassava, and that activity is only possible during certain months<sup>29</sup>. Dried cassava trade volume expands during that period, and prices vary accordingly. Thus,

<sup>28</sup> Coordinating Committee. (2010). *Zambia Cassava Sector Development Strategy 2010-2015*. Lusaka: Agricultural Commodities Programme.

<sup>29</sup> Haggblade, S. & Nyembe, M. (2008). *COMMERCIAL DYNAMICS IN ZAMBIA’S CASSAVA VALUE CHAIN*. Lusaka: Food Security Research Project.

since consistency of supply is a consideration for international buyers, cassava exporters would have to find ways to manage the volatility of supply.

The labour intensity of harvesting and processing cassava is high, especially during root preparation, which involves manual processing for peeling and slicing<sup>30</sup>. Because of cassava's widespread production in rural households, growth in the raw cassava industry would be a significant tool to increase welfare and food security. The development of starch producing facilities can also be expected to generate jobs.

### **Competitiveness**

Zambia's RCA index for cassava products is 0.0182. A value less than 1 indicates a comparative disadvantage among other exporting countries. Similarly, Zambia's current global market share is very small at 0.001%; exports of cassava products totalled US\$37,000 in 2013<sup>31</sup>. These numbers indicate a potentially low competitiveness, but at the same time imply that there is room for growth.

Transportation is another challenge within the cassava value-chain. While most cassava harvesting occurs in the Luapula, Northern and North-Western provinces, processing and trade take place in the Copperbelt, Central and Lusaka provinces<sup>32</sup>. Not only are the growers far from trade hubs, but they are also far from each other. Transporting cassava across the country increases the total cost of the product. Furthermore, exporting out of a land-locked country worsens the issue, especially for lower value-added products with generally lower margins.

Price competitiveness is one of the most severe obstacles to increasing Zambian cassava exports. In a 2013-2014 list of 41 cassava-producing countries, Zambia had the eighth highest producer price<sup>33</sup>, which indicates the value received by the grower for the crop. Considering the approximate cassava production cost in Zambia estimated by the ZDA, one can conclude that the average cassava farmer makes low margins. A situation in which prices are high and margins are low could indicate a productivity issue. This productivity gap is aggravated throughout the value-chain, with manual primary processing and production plants that lack appropriate technology. Zambian businesses should address these productivity issues, from farm to processing, in order to be a competitive global player.

### **Demand**

U.S. imports of cassava have grown greatly over the past five years. The total import value of the three main forms of cassava—fresh, chilled or dried, whether or not sliced or in the form of pellets; frozen; cassava starch—has increased from US\$49M in 2009 to US\$96M in 2014<sup>34</sup>. Figure 6.2 breaks down the types of cassava imported by the U.S. according to Harmonized Tariff Schedule (HTS) codes. It depicts starch as not only the fastest growing cassava import with 22.8% CAGR, but also the most dominant, comprising 43% of total imports. One should note that, according to the HTS from the USITC, cassava starch receives duty-free treatment regardless of exporting country<sup>35</sup>.

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<sup>30</sup> Meridian Institute, *Innovations for Agricultural Value Chains in Africa: Applying Science and Technology to Enhance Cassava, Dairy, and Maize Value Chains*.

<sup>31</sup> Food and Agriculture Organisation database. (2015). Retrieved 25 December 2015, from <http://faostat3.fao.org/>

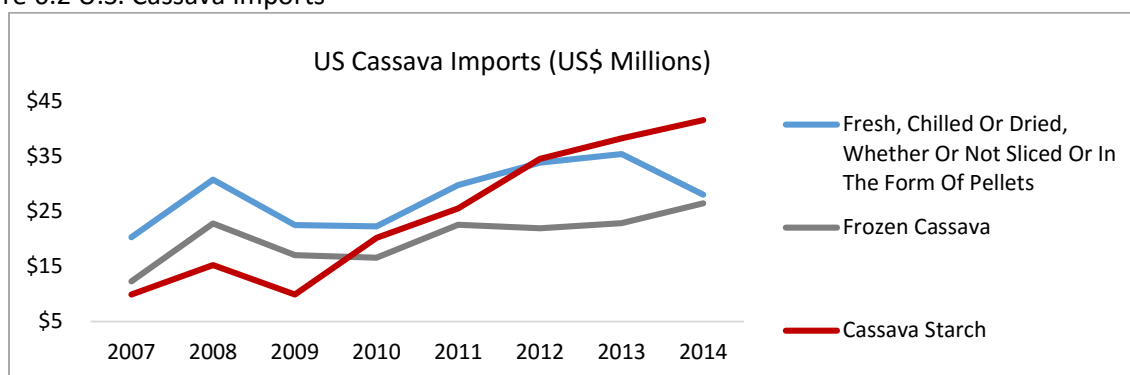
<sup>32</sup> *Zambian-economist.com*. (2013). *Zambian Economist: Is Cassava the answer?*. Retrieved 1 February 2016, from <http://www.zambian-economist.com/2013/02/is-cassava-answer.html>

<sup>33</sup> Food and Agriculture Organisation database. (2015). Retrieved 18 November 2015, from <http://faostat3.fao.org/>

<sup>34</sup> TradeIQ database. (2015). Retrieved 18 November 2015, from <http://www.zepol.com>

<sup>35</sup> Harmonized Tariff Schedule website. Retrieved 2 February 2016, from <https://hts.usitc.gov/?query=cassava%20starch>

Figure 6.2 U.S. Cassava Imports



The paper industry represents the largest usage of cassava starch in the U.S., but the biggest growth drivers have been gluten-free products and pet food. Looking into the growth of cassava as a food item overall in the U.S., some of the contributing factors are a growing awareness of coeliac disease and an increasing ethnic population in the U.S. However, there is low awareness of cassava among the non-immigrant population overall<sup>36</sup>.

According to cassava importers interviewed, volatility of U.S. demand is low for most uses discussed above. Although cassava is used in some seasonal products (e.g. ice cream cones), seasonality has minimal impact on the overall trade volume.

After examining consumption trends, it is important to analyse what it would take for an American company to import Zambian cassava products. To source exporters, American companies generally go through a long process that aims to minimise their risk. They start by looking at cost competitiveness. If a given exporter can provide the desired product specifications at a good price, the importer will then verify quality and food safety through certifications. Finally, they test the product either in-farm or through samples via a small order. Large importers may also assess the risks involved with consistency of supply to make sure that purchase volumes will be satisfied, so vertically integrated exporters have an advantage. A list with examples of current U.S. importers of cassava products is provided in Appendix 3.

Quality and regulation gaps are critical challenges that Zambian cassava businesses would face in entering the U.S. market. First, according to the Fruits and Vegetables Import Requirements (FAVIR) database from the Animal and Plant Health Inspection Service (APHIS), Zambian cassava has not undergone a pest risk assessment and thus is not authorised to enter the U.S. A commodity import request still needs to be submitted by the Zambian government<sup>37</sup>. Besides complying with the Food and Drug Administration's (FDA) regulations (Appendix 4), U.S. cassava-based products importers usually require that exporters seek certification with the Global Food Safety Initiative (GFSI), which involves identifying gaps in food safety management, adjusting procedures, and undergoing a third party audit<sup>38</sup>. Moreover, cassava exporters will have to comply with company-specific requirements, which can be fairly detailed. For example, large U.S. importers of cassava starch may require the following specifications<sup>39</sup>:

<sup>36</sup> Fao.org. (2015). *Global cassava market study*. Retrieved 11 November 2015, from <http://www.fao.org/docrep/007/y5287e/y5287e0a.htm>

<sup>37</sup> United States Department of Agriculture website. Retrieved 3 March 2016, from <https://epermits.aphis.usda.gov/manual/index.cfm?action=pubHome>

<sup>38</sup> More information can be found at <http://www.mygfsi.com>

<sup>39</sup> Specifications required by Meelunie, a large U.S. importer of cassava starch

Appearance	white powder
Moisture	14% max
Starch	85% min
pH	5.0-7.0
Ash	0.20% max
Whiteness	90% min
SO <sub>2</sub>	30mg/kg max
HCN	<10ppm
Taste	neutral*

\* Taste test may be administered, and sweet cassava is generally preferred

Complying with these requirements and specifications could be a challenge for Zambian businesses, especially considering that there are no mandatory standards from the ZABS. Experts interviewed pointed out, for instance, that the technology being used by some Zambian cassava processors does not appropriately release the hydrogen cyanide (HCN) contained in the tuber.

In summary, to start exporting cassava products to the U.S., Zambia would have to improve its competitiveness, including but not limited to price, productivity and transportation efficiency, while also addressing the challenges related to supply expansion and quality gaps.

### Recommendations

- *Assist Zambia National Cassava Association (ZANACA) in building an agricultural centre and associated website that would help in the coordination of buying and selling.* The Zambian government could consider assisting ZANACA in building an agricultural centre and associated website. The centre would facilitate the information flow and strengthen the connection between growers, processors, and market. By linking supply and demand, production can be more easily expanded.
- *Partner with farmers to guarantee the purchase of future crops.* Cassava processors should partner with farmers. By having a guaranteed purchaser, farmers would have more incentive to grow cassava. Such partnerships would also create the consistency of supply required by American importers.
- *Incentivise the creation of cassava farmer cooperatives.* Cooperatives can mitigate industry informality issues and also empower small scale farmers by facilitating access to resources such as training and financing. Thus, the Zambian government could consider incentivising cassava farmers cooperatives by providing extensive support, including technical and administrative training.
- *Encourage farmers to use higher yielding cassava varieties.* By improving farmer productivity, Zambia can become more competitive in the global cassava marketplace. Government agencies should consider taking the lead in encouraging farmers to use higher yielding cassava varieties. Information on these higher yielding varieties can be disseminated via cooperatives, publications, or other easily accessible resources.

- *Provide cooperatives with easier access to financing or equipment loans.* The ZDA, CEEC or IDC could have a great impact on the cassava industry by providing cooperatives with easier access to financing or equipment loans. Financing could be established at the cooperative level, which would be less risky and would positively affect more growers. Making those funds available would be instrumental to increasing the productivity of farmers and processors.
- *Establish an effective transportation network to improve distribution of crops.* Zambia could consider establishing an effective transportation network to improve the distribution of crops. This would entail installing strategically located receiving hubs in each of the cassava producing provinces. The local hubs would be linked to farms and to a central hub by third-party transportation. An effective transportation network would not only facilitate export-focused production expansion, but also allow small spread-out farmers to capture more value and increase their welfare.
- *Incentivise large-scale cassava producers through a cassava jump-start programme.* The government could consider incentivising large scale cassava producers by informing investors of incentives under the ZDA Act for Investment Incentives<sup>40</sup>, including duty-free treatment for capital goods, and also by providing land leased by the government or by traditional land owners through partnerships. Bringing in larger scale cassava producers can be a powerful tool to increase capacity and productivity.
- *Focus on developing higher value-added products for export.* To mitigate the transportation factor and to respond to importers' demand, businesses should focus on producing value-added cassava products for export. Value-added products in this value-chain include cassava starch or modified cassava starch, tapioca and cassava glucose syrup. A legal analysis of FDA requirements for these products is included in Appendix 4.
- *Create standards for cassava starch.* It would be beneficial for the Zambian cassava starch industry to have standards created by ZABS. These standards could include base-line specifications such as hydrogen cyanide, moisture, and ash content. Through the creation and enforcement of minimum standards, processors will produce at a quality more similar to international standards and their products would be viable for exporting through consolidation.
- *Expand the e-voucher input purchase programme.* The Ministry of Agriculture could consider broadly rolling out the e-voucher pilot programme which allows farmers to purchase farming inputs other than maize and reduces the government's transportation cost in distributing pre-determined farming inputs. This initiative has the potential to greatly benefit cassava growers in expanding production.

## Peanuts

### Overview and Uses

Peanuts, known as groundnuts in Zambia, is an important crop for Zambians, especially in the rural areas, as peanuts are largely grown by smallholders. It was the second-most grown crop in Zambia up to 2013 and now hovers around the third or fourth position in terms of production volume. In Zambia, peanuts are usually consumed in raw form, processed as powder, or eaten as peanut butter. They can

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<sup>40</sup> ZDA website. Retrieved 3 March 2016, from <http://www.zda.org.zm/?q=content/investment-incentives>



also be used to produce oil, sweets, and animal feed. Peanuts are reliant on rainfall. As a nitrogen-fixing plant (nitrogen compounds help the plant to grow and compete with other plants), peanuts’ roots absorb nitrogen from the air and can enrich the plant and soil. Other benefits include high nutrition value from high protein content, which is valuable for rural households’ more limited diets and improving farmers’ income. Furthermore, peanuts are traditionally considered a women’s crop in Zambia so increased commercialisation in the sector could lead to improved economic empowerment for female farmers as well.

However, the peanut as a crop is not fully commercialised in the country despite significant demand within Zambia. Peanut production area has decreased over the past few years and total quantity produced by smallholders decreased 30% from 2010 to 2012<sup>41</sup>. According to a study conducted by Zambia’s Indaba Agricultural Policy Research Institute (IAPRI), a think tank, only 45% of peanut producers actually sell groundnuts.

Table 6.3 shows the export potential of peanuts to the U.S. and is followed by a detailed analysis of how the assessment framework is applied. Since peanut butter is not an eligible AGOA item, the discussion below does not consider exporting peanut butter under AGOA.

Table 6.3 Export Viability Assessment for Peanuts

Category	Criteria	Assessment
Supply	Maturity of industry and ease of capacity expansion	Yellow
	Volatility of Zambian production	Yellow
	Adjacent production capabilities	Red
	Job creation potential	Green
Competitiveness	Revealed Comparative Advantage (RCA) calculation	Red
	Transportation accessibility	Red
	Final production cost vs. competitors	Red
	Productivity	Red
Demand	U.S. demand	Red
	Volatility of U.S. demand	Green
	Quality or regulation gaps	Red

**Assessment Key**

Assessment	Definition
Green	On par with or superior to alternatives
Yellow	Within relative bounds of alternatives
Red	Lagging behind alternatives
Grey	Not applicable or relevant

**Supply**

There are several issues that deter the stable supply, quality, and production of peanuts in Zambia. While peanuts are grown in almost every province in Zambia, with the Eastern Province taking up the largest share, low yield is one of the major challenges. According to IAPRI’s research, farmers tend to re-

<sup>41</sup> Mofya-Mukuku R. & Shipekesa A. (2013). *Value Chain Analysis of the Groundnuts Sector in the Eastern Province of Zambia*. IAPRI.

use the seeds for too many years, resulting in a less effective harvest. In-country processing capability is limited due to heavy reliance on manual farming and difficulties in accessing funding from commercial banks. Some firms such as COMACO, an NGO devoting to balancing conservation of natural resources and farmers' livelihoods, provide inputs as a form of credit to farmers and collect the harvest at a later date as a form of payment. However, there are opportunists who purchase peanuts from farmers at prices significantly below market rate at the beginning or end of the season. Since farmers are cash constrained during these times, they have no choice but to sell their peanuts below market price. These opportunists are not concerned with quality and compete on cost against legitimate peanut buyers. Promoting the commercialisation of the groundnut sector will put farmers in a better position when negotiating with buyers.

Additionally, countries generally impose an acceptable limit for the level of aflatoxin, a toxic element that leads to liver cancer; the acceptable limit for edible use in the U.S. is 15ppb<sup>42</sup>. The International Institute of Tropical Agriculture (IITA) noted that Zambia lost exporting opportunities to the European Union and South Africa due to high aflatoxin levels<sup>43</sup>. Because of high testing cost, Zambian farmers do not test for aflatoxin<sup>44</sup>. Therefore, a lack of in-country testing equipment is a pressing issue for Zambia's peanut industry.

Overall, there are a number of factors limiting the supply of peanuts. Due to government subsidies, there are greater incentives to grow maize and thus farmers end up minimising investment in other crops such as peanut. The middlemen also clog the supply chain as farmers rely on them to move and sell their harvest. Without the certainty of a guaranteed market for peanuts, farmers have very little motivation to attempt new farming techniques or expand production. As a result, domestic demand for groundnuts is currently not satisfied by supply.

### **Competitiveness**

Zambia's RCA value for peanuts is 0.0756, indicating a comparative disadvantage in the world trade of peanuts. The calculation factored in all AGOA eligible peanut products, including shelled peanuts and oil. Global market share of peanut export is dominated by China, United States, India, Argentina, Vietnam and Nigeria, each taking up double digit market shares<sup>45</sup>. Zambia has a market share of about 0.0055% of the export market.

The Zambia Central Statistical Office reported that 90% of peanut producers are small-scale farmers. As peanuts are mostly grown in rural areas, the road conditions also slow down the pace and hinder the ease of transportation to trade hubs. Therefore, the time required for transporting peanuts outside of Zambia to other continents makes Zambia less competitive compared to other peanut exporting nations, such as Nigeria, that have easier access to ports.

Productivity is not optimal due to the manual farming process. Groundnut farming is also labour-constrained since cash crops such as maize receive more attention from the farmers. Zambia's peanut yield has been low, ranging between 0.5 and 0.7 tonnes/hectare (1.36-1.9 tons/acre) compared to the

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<sup>42</sup> FDA.gov. (2015). *CPG Sec. 570.375 Aflatoxin in Peanuts and Peanut Products*. Retrieved 20 November 2015, from <http://www.fda.gov/ICECI/ComplianceManuals/CompliancePolicyGuidanceManual/ucm074598.htm>

<sup>43</sup> Bafana, B. (2015). *Aflatoxins: Poisoning health, trade in sub-Saharan Africa* - *NewsDay Zimbabwe*. Retrieved 20 November 2015, from <https://www.newsday.co.zw/2015/11/24/aflatoxins-poisoning-health-trade-in-sub-saharan-africa/>

<sup>44</sup> IITA. (2012). *Tackling killer aflatoxins in African food crops*. Retrieved from [http://www.iita.org/c/document\\_library/get\\_file?p\\_id=25368&folderId=1999946&name=DLFE-5707.pdf&version=1.0](http://www.iita.org/c/document_library/get_file?p_id=25368&folderId=1999946&name=DLFE-5707.pdf&version=1.0)

<sup>45</sup> Reveredo, C. & Fletcher S. (2002). *World Peanut Market*. University of Georgia.

global average of 1.7 MT/Ha (4.6 tons/acre). In the U.S., seeds normally yield 6-7 tons/acre<sup>46</sup>. Given the intermediaries involved in the value chain, the farming and harvest approach, and the lack of processing plants, the production cost for peanuts in Zambia is higher than that of countries that have commercialised the peanut market.

### **Demand**

The U.S. is a net exporter of peanuts; in 2014, peanut exports totalled more than \$551.7 million<sup>47</sup>. The U.S.' strong peanut export—fourth in the world<sup>48</sup>—and the political nature of peanuts are significant impediments to exporting to the U.S. There is little incentive for the U.S. to source peanuts from any country and the precision farming techniques U.S. farmers adopted means that Zambia's production cost is a lot higher than that of the U.S. Another major impediment is that the U.S. farm bill (Agricultural Act of 2014) has motivated U.S. growers to plant excessive peanuts. 2015 yielded the second largest surplus in history<sup>49</sup>. As a result, under the government peanut programmes, peanuts became an attractive choice compared to competing crops such as corn and soybeans. In terms of financial figures of peanut programmes over production, the U.S. Department of Agriculture (USDA) projected FY2016 peanut programme costs to be \$379M which is about 27%-35% of the \$1.1 to \$1.4B<sup>50</sup> annual market value of peanut production. The problem of excessive peanuts is exacerbated by the slump in prices for other agriculture commodities, specifically corn, soybean, and especially cotton.

Zambia is one of the thirteen countries included in the Feed the Future initiative, a U.S. Agency for International Development's initiative devoted to global hunger and food security<sup>51</sup>. However, the Bumpers Amendment to a 1986 Appropriations Act under the Foreign Assistance Act stipulates "the principle that U.S. taxpayer revenues should not be used in a manner that results in their own injury<sup>52</sup>." It requires that no foreign assistance funds be made available to increase agricultural commodities that will compete with U.S. crop exports, except for specific conditions related to food insecurity. Essentially, the act prevents the use of U.S. taxpayer money to promote goods that would compete with similar commodities grown or produced in the U.S., such as peanuts. For example, Bangladesh USAID attempted to obtain a waiver for the Bumpers Amendment for Bangladeshi rice claiming the purpose of enhancing the country's income and food security. However, after four years of attempt, they never obtained the waiver because of strong rice lobbyists in the U.S.

Almost every crop in the U.S. has a lobby group backing it. For example, according to U.S. food security specialists, soybean lobbyists are very influential in Congress and the USDA. Furthermore, the American Peanut Council (APC) represents all parts of the peanut industry such as the growers, shellers, manufacturers, and brokers. The APC is a USDA co-operator group that represents the peanut industry on issues that cover concerns and interest for the entire U.S. industry. The APC receives about \$2M in government funds per year under the Market Access Program—which helps create, expand, and maintain foreign markets for U.S. agricultural products—to administer the U.S. peanut industry's export

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<sup>46</sup> Food and Agriculture Organisation database. (2015). Retrieved 25 November 2015, from <http://faostat3.fao.org/>

<sup>47</sup> Marzolo, G., Agriculture Marketing Resource Center, (2016), Retrieved 15 January 2016

<sup>48</sup> USDA, Production, Supply, and Demand database. (2015). Retrieved 9 November 2015, from <https://apps.fas.usda.gov/psdonline/psdhome.aspx>

<sup>49</sup> Prentice, c. (2015). *U.S. taxpayers set to shell out for growing peanut pile*. Retrieved 23 November 2015, from <http://www.reuters.com/article/us-usa-peanut-glut-idUSKBN0TCOBW20151123>

<sup>50</sup> Schnepf, R. (2015). *U.S. Peanut Program and Issues*. Congressional Research Service.

<sup>51</sup> Feedthefuture.gov. (2015). *Zambia | Feed the Future*. Retrieved 20 November 2015, from <http://www.feedthefuture.gov/country/zambia>

<sup>52</sup> Ryder, C. (2008). *Legal and Policy Considerations for USAID Trade and Investment Activities*. Retrieved 20 November 2015, from [http://pdf.usaid.gov/pdf\\_docs/Pnady116.pdf](http://pdf.usaid.gov/pdf_docs/Pnady116.pdf)

market development programme. Therefore, there are extremely high barriers to entry to the U.S. peanut market.

Another challenge is that there are no mandatory regulations in Zambia for the production of peanuts except for peanut butter, whereas in the U.S., the USDA, FDA, and other state or local government agencies impose stringent regulations from processing to labelling.

### Recommendations

- *Explore tree nuts such as cashews and shea trees as an export option.* These tree nuts or flowering trees are not widely grown in the U.S. and are in large demand. For example, shea trees can be made into shea butter lotion and eucalyptus can be made into essential oil. A business case exists as cashews are now shipped to Vietnam for processing from Africa; U.S. retailers interviewed by the team are looking for ways to streamline the supply chain.
- *Consider China as a target peanut export destination rather than the U.S.* While China is the world's largest peanut producer, it consumes more than it produces due to urbanisation and labour cost and is importing from countries such as the U.S. The APC and Georgia Peanut Commission went on a trade commission in 2015 to promote U.S. peanuts. The primary use of peanuts in China is peanut oil.
- *Expand the e-voucher input purchase programme.* The Ministry of Agriculture should broadly roll out the e-voucher pilot programme which allows farmers to purchase farming inputs other than maize and reduces the government's transportation cost in distributing pre-determined farming inputs. Tone from the top is critical for improving the commercialisation of peanuts. Farmers, buyers, assemblers, and producers need top-down direction from the government in order to invest resources and time to broaden the peanut market.
- *Improve farming practice by minimising re-use of seeds.* The Ministry of Agriculture should communicate with and educate the farmers to reduce re-using seeds in order to increase yield.
- *Invest in in-country aflatoxin testing capability.* Zambia Agriculture Research Institute (ZARI) should continue to expand and invest in in-country aflatoxin testing equipment to enable greater peanut production that meets global food safety standards.
- *Enforce food safety regulations.* Zambia Bureau of Standards should enforce mandatory regulation for peanut food safety, holding players in the peanut value chain accountable. Doing so will enhance the quality of Zambian peanuts for export to neighbouring large economies such as South Africa and Europe.
- *Enhance information flow and exchange.* Zambia National Farmers Union should consider working with technology providers or social enterprises to introduce technology or local radios to widen its effort in providing guidance to the farmers such as market price.
- *Form cooperatives and enhance collaboration*
  1. Farmers should form cooperatives via chiefs in each town to efficiently organise transportation logistics, exchange pricing information and farming techniques. Most importantly, the group should consider creating a pool of funds with input from farmers

to ease access to financing and avoid opportunists. An ideal size for a cooperative is 15-25 farmers.

2. Private businesses in peanut processing sectors should form cooperatives and collaborate with one another to build and increase peanut processing plant in-country to increase productivity. Sharing the ownership of processing plants reduces costs and increases scale.

## Refined Copper

### Overview and Uses

Refined copper refers to copper at a specific step in the value chain, requiring electrolysis or electrowinning, a specialised chemical process, to achieve a globally recognised quality standard. A-grade copper cathode is 99.99% copper in square sheets that are 1 centimetre thick and have 1 metre edges, weighing 200 pounds each. Copper cathodes are typically the output of a refinery, and are sold to manufacturers for generation of the final product. In the HTS, refined copper differs from copper ores and concentrates, unrefined copper anodes, and copper wire or rod, which require less processing and are lower value-add products.

According to the U.S. Geological Survey, the primary uses for copper in 2014 were for construction (43%), electronics (19%), and transportation equipment (19%) purposes<sup>53</sup>. Due to refined copper's purity, the metal is differentiated as the best non-precious metal conductor of electricity. As developed nations seek to become more energy efficient through innovations in electric motors, transformers, and renewable energy production systems, copper will likely continue to be relied upon as further enhancements enable shifts toward non-coal energy.

The worldwide price of copper has fallen significantly over the past year, from above US\$5/pound to US\$2/pound<sup>54</sup>. However, the absence of Zambian copper exports to the U.S. and the increase in copper needs due to innovations in energy efficiency present an opportunity for Zambian exporters of refined copper.

Table 6.4 depicts the export potential of refined copper to the U.S. followed by a detailed analysis of how the assessment framework is applied.

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<sup>53</sup> Geology.com. *Facts About Copper*. Retrieved 5 January 2016, from <http://geology.com/usgs/uses-of-copper>

<sup>54</sup> NASDAQ.com,. (2016). *Commodities: Latest Copper Price & Chart*. Retrieved 5 January 2016, from <http://www.nasdaq.com/markets/copper.aspx>

Table 6.4 Export Viability Assessment for Refined Copper

Category	Criteria	Assessment
Supply	Maturity of industry and ease of capacity expansion	Yellow
	Volatility of Zambian production	Yellow
	Adjacent production capabilities	Green
	Job creation potential	Green
Competitiveness	Revealed Comparative Advantage (RCA) calculation	Green
	Transportation accessibility	Red
	Final production cost vs. competitors	Red
	Productivity	Red
Demand	U.S. demand	Yellow
	Volatility of U.S. demand	Yellow
	Quality or regulation gaps	Green

**Assessment Key**

Assessment	Definition
Green	On par with or superior to alternatives
Yellow	Within relative bounds of alternatives
Red	Lagging behind alternatives
Grey	Not applicable or relevant

**Supply**

Zambia is the world’s second largest exporter of copper, exporting US\$6.66B in refined copper, or 9.4% of the global market<sup>55</sup>. Refined copper comprises 55% of Zambia’s total exports, in addition to 14% of its exports in raw copper (\$1.68B). The majority of Zambian copper mining and refining occurs in the Copperbelt province in north central Zambia, primarily around the mining centres of Konkola and Kitwe. In 2013, Zambia exported the majority (57%) of its copper to Switzerland and much of the remainder (15%) was exported to China<sup>56</sup>. Exports to Switzerland are due to Glencore’s majority ownership of the Mopani mine and refinery in Zambia<sup>57</sup>. Other such partnerships exist with other nations, especially China<sup>58</sup>.

Key obstacles to increasing exports of refined copper to the U.S. include high investment costs and the need for scale. High investment costs of new refineries prevent incumbents from expanding operations and new entrants from starting operations. Despite a three-year capital improvement project of the Mopani copper mines initiated by Glencore at a time of heavily depressed copper prices, the vast majority of the gains made by the mine will remain internal to the international metals trader. Large capital investments are unlikely to occur for the remaining mines, so that they must find ways to become more efficient or halt operations. Furthermore, new refineries need sufficient capacity to engage in large or long-term contracts with existing mines. If refinery entrants cannot operate to the

<sup>55</sup> Simoes, A. (2016). *The Observatory of Economic Complexity*. Retrieved 29 January 2016 from <http://atlas.media.mit.edu/>

<sup>56</sup> Simoes, A. (2016). *The Observatory of Economic Complexity*. Retrieved 29 January 2016 from <http://atlas.media.mit.edu/>

<sup>57</sup> Hoffman, A. & Hill, M. (2015). *Glencore to Invest \$950 Million Upgrading Zambia Copper Mine*. Retrieved October 2015, from <http://www.bloomberg.com/news/articles/2015-10-28/glencore-to-invest-950-million-upgrading-zambia-copper-mines>

<sup>58</sup> Wonacott, P. (2012). *China Investment Brings Jobs, Conflict to Zambia Mines*. *WSJ*. Retrieved October 2015, from <http://www.wsj.com/articles/SB10000872396390444082904577609161447720808>

level demanded by existing mines or adhere to contract demands of international firms, the business is likely to falter in the current economy.

Several Multi-Facility Economic Zones (MFEZ) have been constructed in Zambia with the intent to incentivise foreign companies to bring operations (or partnered operations) to industry-oriented districts. Beneficial tax and import or export terms should benefit the organisations that relocated to these areas. Furthermore, companies located within the MFEZ receive advantages of scale in a centralised location, including power, water, sewage, skilled and unskilled employees, and housing.

### **Competitiveness**

As the world's second-largest exporter of refined copper, Zambia enjoys a significant RCA of 132.6. Although it is important to note that Zambia is tenth in global refined copper production, it holds second place for exports. Thus, the country's leading industry is primed to continue expansion into new international markets.

Contracts for copper cathodes are traded on futures exchanges such as the COMEX (New York), London Metals Exchange (London), and Shanghai Futures Exchange (Shanghai); as such, Zambian copper must compete globally against a highly standardised product<sup>59</sup>.

Transportation and logistics costs negatively affect the competitiveness of copper in the global marketplace. Ground transportation costs are high when considering the distance to deliver goods to ports, the cost of improving quality of roads, delays, and upcharges at border crossings and ports.

### **Demand**

Although the U.S. consumes 1.83M tonnes of refined copper annually, two thirds of the refined copper consumption is domestically mined and refined. The U.S. is a top five global producer of refined copper. The remaining third consists of imports, valued at US\$4.1B. Of the imports, Chile and Canada supply 51% and 26%, respectively<sup>60</sup>, and are considered by U.S. businesses to be more convenient given their relative proximity and trade openness. As a commodity in a global market, the price and contract terms of refined copper from Zambia would need to at least match those of Chilean and Canadian exports. Refer to Appendix 6 for a legal analysis of the import requirements for refined copper products.

An alternative approach would be to in-source the capabilities (i.e. capital, expertise) to produce more value-added copper, such as the type of wire used in the manufacture of electric cars. The average electric car contains at least 150 pounds of electric wire<sup>61</sup>, and electric trolleys, buses, and subway cars include 2,300 pounds of copper on average<sup>62</sup>. While construction (43%) and electronics (19%) have been the largest areas of U.S. copper consumption<sup>63</sup>, transportation equipment (19%), which includes electric cars and buses, is poised to grow significantly over several years. A list of potential copper importers, which use refined copper for a variety of reasons, is included in Appendix 5.

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<sup>59</sup> POLINARES,. (2012). *Fact Sheet: Copper*. Retrieved from [http://www.polinares.eu/docs/d2-1/polinares\\_wp2\\_annex2\\_factsheet6\\_v1\\_10.pdf](http://www.polinares.eu/docs/d2-1/polinares_wp2_annex2_factsheet6_v1_10.pdf)

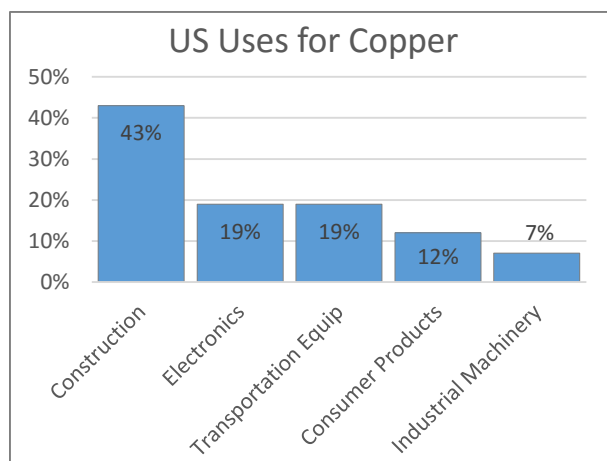
<sup>60</sup> Simoes, A. (2016). *The Observatory of Economic Complexity*. Retrieved 29 January 2016 from <http://atlas.media.mit.edu/>

<sup>61</sup> Michaels, P. (2011). *Forbes.com*. Retrieved 29 January 2016, from <http://www.forbes.com/sites/patrickmichaels/2011/05/12/the-environmental-protection-agency-comes-a-copper/#703d7e5f7160>

<sup>62</sup> Coppermatters.org,. (2016). *Copper Powers Electric Cars | Copper Matters*. Retrieved 29 January 2016, from <http://coppermatters.org/copper-powers-electric-cars/>

<sup>63</sup> Geology.com. *Facts About Copper*. Retrieved 5 January 2016, from <http://geology.com/usgs/uses-of-copper>

Figure 6.3 U.S. Uses for Copper



### Recommendations

- *The Zambian Embassy in the U.S. can prioritise the facilitation of business connections between Zambian copper refiners and U.S. manufacturers.* Embassies can support the Zambian value-added copper trade by:
  1. Publicising to Zambian business owners that the Zambian embassy is the conduit in the U.S. who can assist with identifying U.S. copper importers and trade groups, and
  2. Encouraging embassy staff to educate U.S. copper importers on the benefits of solidifying a supply chain in a copper-rich nation. Improving awareness of embassy capabilities and improving the tools available to the relevant staff increases business connections and increases the likelihood of future supplier relationships or business partnerships.
- *Continuously assess excess demand capacity of smelters, refiners, and manufacturers in the U.S. and share data on excess demand capacity with Zambian mines, smelters, and refiners to increase the export potential.* Assessments should occur at each stage of copper refinement to better guarantee that copper supply is met with adequate demand, including non-cathode copper if necessary. Customer diversification reduces risk during global slowdowns such as the recent concerns over China's growth. Addressing a new market for Zambian copper enables mines, smelters, and refiners to increase production.
- *Invite companies involved in value addition of copper to take advantage of the MFEZ locations, particularly those near the Copperbelt.* The MFEZ will incentivise business and foreign direct investment, enhance the partnership and supplier appeal of businesses already operating in MFEZs, share capital among smaller refiners, and provide other benefits of scale. Locating the MFEZ within the Copperbelt will reduce transport costs between mines, MFEZ refiners and the border crossings and ports.
- *Limit short-term policy changes and major policy shifts to provide stability and predictability to businesses in capital intensive industries and potential investors.* Frequent or significant shifts in public policy disrupt existing business models. Furthermore, the possibility of public policy shifts increases the risks of investing in capital intensive businesses such as mining or refining equipment, and reduces the potential capital from foreign investors or business partners who



seek lower risk investments. Policy changes should be gradual and pre-announced to prepare stakeholders, as economically stable countries are perceived to have lower risk for foreign direct investment.

- *Enhance the competitiveness of key exports and lower the cost of imports by decreasing the time and resources spent at border crossings and ports.* There are two mechanisms to improve the efficiency of trade across borders:
  - 1) Improve training for agents processing and inspecting exports and imports at border crossings, and
  - 2) Identify grievances by individuals or companies regarding border crossing and port usage.

Such changes will significantly shorten time-to-market, which benefits exports by increasing the competitiveness of existing exports and enabling new exports with limited life (perishable goods).

## Precious Stones

### Overview and Uses

Zambia's land is naturally rich with many types of precious and semi-precious stones—emeralds, amethysts, and aquamarines to name a few<sup>64</sup>. The most valuable of these mineral deposits is emerald, which was discovered in Zambia around the 1970s<sup>65</sup>. Upon this discovery, the government feared that there would be a disorganised, potentially dangerous land-grab amongst Zambians, so it designated the land as an “Emerald Restricted Area” and split it into hundreds of plots that could be purchased by miners. These plots vary in size and each plot can have numerous owners. Generally speaking, the business operations and incentives of the small-scale miner (e.g. a Zambian who owns a sub-section of a small plot) are very different from those of the large-scale miner (e.g. a business that owns and runs a large plot) so any suggested changes need to address the impact on both subsectors.

The value chain of precious stones begins with the miner unearthing a raw, or rough, stone. The stone is then cut by a lapidary and placed into jewellery by a jeweller. Interviews with large- and small-scale miners suggest that the majority of gemstone miners in Zambia sell their stones rough. While cutting the stones would add value, it requires specialised machinery and years of training, to which most miners do not have access. Considering that the domestic demand for precious stones is low, most Zambian miners operate with the intent to export. There is also a market for construction-grade stone, found on the same land and of extremely low-quality, which is sold in larger quantities. However, this industry analysis is limited in scope to high-quality precious stones produced for the jewellery market.

Table 6.5 depicts the export potential of precious stones to the U.S. and is followed by a detailed analysis of how the assessment framework is applied.

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<sup>64</sup> Home. Lukusuzi River, n.d. Retrieved 6 December 2015, from <http://lukusuziriver.com/>

<sup>65</sup> Hsu, T. (2014). *A Visit to the Kagem Open-pit Emerald Mine in Zambia | Research & News*. Retrieved 9 February 2016, from <http://www.gia.edu/gia-news-research-kagem-emerald-mine-zambia>

Table 6.5 Export Viability Assessment for Precious Stones

Category	Criteria	Assessment
Supply	Maturity of industry and ease of capacity expansion	Red
	Volatility of Zambian production	Yellow
	Adjacent production capabilities	Yellow
	Job creation potential	Green
Competitiveness	Revealed Comparative Advantage (RCA) calculation	Green
	Transportation accessibility	Yellow
	Final production cost vs. competitors	Grey
	Productivity	Grey
Demand	U.S. demand	Green
	Volatility of U.S. demand	Green
	Quality or regulation gaps	Red

**Assessment Key**

Assessment	Definition
Green	On par with or superior to alternatives
Yellow	Within relative bounds of alternatives
Red	Lagging behind alternatives
Grey	Not applicable or relevant

**Supply**

The precious stones industry is still in its infancy, which is partially reflected through the presence of black market trading. An estimated 40% of Zambia’s gemstone trade is performed through illegal channels<sup>66</sup>. While the accuracy of this estimate cannot be known, the team’s primary research confirmed the presence of illegal trade and the negative impact it has on both the gemstone sector and Zambia’s economy. More specifically, not only is illegal trade physically dangerous to the people involved, but it also reduces national revenue and causes fluctuations in international gemstone prices.

Expanding capacity is also a challenge for Zambian miners, both large and small. For the large-scale miners, the team’s research indicates that tax policy is one of the largest constraints to growth. For instance, when Zambia’s copper mining industry was in its infancy, it received tax breaks to promote the growth of the copper industry. The gemstone mining industry has not been provided this luxury. Despite being in the early development stage, the gemstone industry abides by the same tax laws as the now-mature copper mining industry. In addition, tax percentages have fluctuated over indeterminate periods of time, making it hard for companies to anticipate cash flow while also deterring potential investors from entering the space. For the small-scale miners, expanding capacity is challenged by land and financial limitations. An estimated 600 kilometres of land is needed to run an effective mining operation and the majority of small-scale miners simply do not own a plot that size. Even with sufficient land, many Zambians do not have the financial resources necessary for mining machinery and mineral processing. In some cases, this issue has resulted in partnering with foreign investors who provide financial support, but at a steep price: upwards of 75% ownership of the operation and its revenues.

<sup>66</sup> Hill, M. (2013). *Emerald Thieves Brave Dogs to Sap Zambia’s Gem Revenue*. Retrieved 9 February 2016, from <http://www.bloomberg.com/news/articles/2013-07-02/emerald-thieves-brave-dogs-to-sap-zambia-s-gem-revenue>

Volatility of supply is inherent in the gemstone mining business. While geological testing and advanced modelling can be used to estimate production, actual production can vary and zero production is an unfortunate, but possible occurrence. Even science- and technology-driven companies such as Gemfields, the largest emerald producer in Zambia, encounter fluctuations in production.

Zambia could benefit from the fact that the emerald mining and copper mining industries are geographically close and use similar resources. For example, the roads near the Copperbelt tend to be well-maintained, which will decrease transportation costs for gemstone miners who are using those same roads. Moreover, gemstone miners may have easier access to mining machinery that is also used by copper miners, either through renting or co-operative buying. While not all gemstone mining operations are adjacent to copper mining operations, the ones that are should identify and capitalise on these synergies.

The potential for job creation in the gemstone mining industry is high. There are several small-scale miners who are not currently mining their land<sup>67</sup>. If provided the means to begin production, jobs would necessarily be created. Furthermore, an efficient gemstone mining operation employs many different types of positions including, but not limited to, geologists, miners, machine operators, processors, security, management, and finance and human resources staff. As the current mining operations become more advanced, additional people will be needed to fill these roles.

### **Competiveness**

Zambian RCA index for precious stones is 14.96<sup>68</sup>. This number means that Zambia exports about 15 times its fair share of precious stones, revealing a clear comparative advantage versus other nations. The rankings for global exports of gemstones indicate Zambia is number sixteenth, or has 1% market share<sup>69</sup>, but this could be an underestimate given the volume of undeclared trade. Interestingly, the regions to which Zambia is suspected to illegally export are top exporters in the market themselves—namely Greater China, Southeast Asia, and South Asia—first, third, and seventh respectively. While these regions produce and process some stones, some may have originated in Zambia and gone unreported, thus understating Zambia's true global market share.

Transportation is a non-issue for high-quality, jewellery-grade stones. These stones, which are inherently small in size and weight, can be shipped or mailed with certification for a competitive price. However, some Zambian miners prefer to travel with their stones to ensure the terms of trade are upheld by both parties. Under these circumstances, the cost of the airline ticket and foreign visa should be factored into the total cost of goods.

Productivity and production costs versus competitors cannot be easily measured within the gemstone mining industry since most Zambian gemstone mining companies are private and thus do not provide comprehensive annual reports. Most of the competitors abroad are also privately-held businesses, so their productivity and production costs are equally difficult to obtain, making international comparison of these metrics challenging.

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<sup>67</sup> Sicalwe, N. (2014). *Zambia's emerald conundrum*. *Aljazeera.com*. Retrieved 11 January 2016, from <http://www.aljazeera.com/indepth/features/2014/02/zambia-emerald-conundrum-201424124739676466.html>

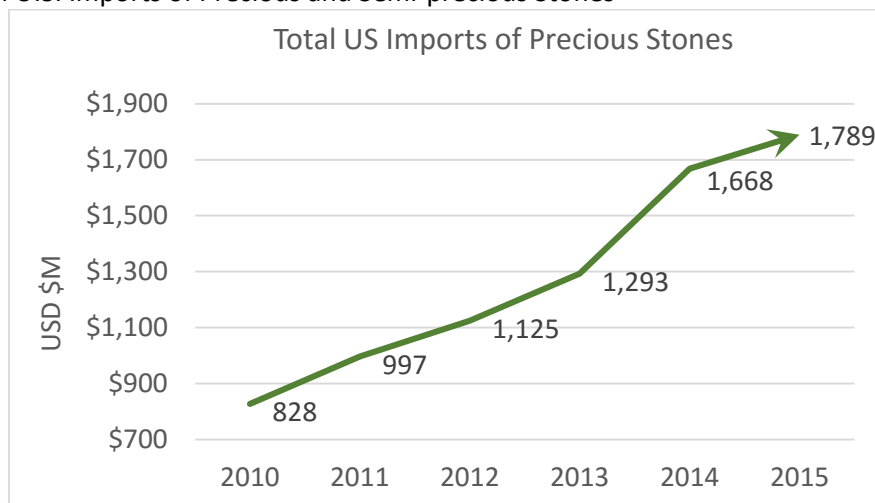
<sup>68</sup> HTS Code 7103 used. Precious stones data retrieved from <http://comtrade.un.org/data/>; Other export collected from <http://atlas.media.mit.edu/>

<sup>69</sup> Download Trade Data | UN Comtrade: International Trade Statistics. (2015). Retrieved 10 December 2015, from <http://comtrade.un.org/data/> Accessed 10 Dec 2015.

## Demand

The U.S. imported \$1.7B USD in precious stones in 2015, a 7% increase from 2014<sup>70</sup>. This is following a 29% increase in 2013 and a 15% increase in 2012. The U.S. demand for coloured gemstones is evidently increasing (shown in Figure 6.4<sup>71</sup>).

Figure 6.4 Total U.S. Imports of Precious and Semi-precious Stones



Based on the last five years, U.S. market volatility is low. This means there is dependable demand for precious and semi-precious stones in the U.S. for the foreseeable future. However, there is a fundamental barrier for Zambians attempting to capitalise on this opportunity: U.S. buyers want cut stones or stones set in jewellery. In fact, in 2015, 98% of all precious stones exported to the U.S. were cut or set<sup>72</sup>. While a few Zambian companies have successfully exported cut stones, the majority of Zambian miners sell rough stones. There is one lapidary (e.g. stone-cutting) training school and some stone cutting and setting companies in Zambia; however, more investment in these areas will be needed to eliminate the quality gap and satisfy the U.S. demand.

There are a few sales channels easily accessible to Zambians who are entering the U.S. gemstone market. The simplest and most efficient option is to enter the U.S. market through gem and jewellery fairs. By showcasing at a fair, Zambian sellers could reach hundreds, if not thousands, of potential buyers within days. In addition, it is not difficult to become an exhibitor; typically, vendors are only required to fill out an application and pay a small fee, upon which time they are provided space to sell their product<sup>73</sup>. The U.S. hosts multiple fairs, including one of the largest in the world: the JOGS Tucson Gem and Jewelry Fair. Online resources for this fair and other prominent U.S. gem and jewellery fairs are included in Appendix 7.

Another sales channel opportunity would be for Zambians to become independent dealers. Independent dealers sell their gemstones door to door, which is common practice in the U.S. jewellery retail industry. There is no license required to be an independent dealer; however, the Zambian seller needs to know

<sup>70</sup> USITC Interactive Tariff and Trade DataWeb. (2016). Retrieved 4 January 2016, from <https://dataweb.usitc.gov/>

<sup>71</sup> USITC Interactive Tariff and Trade DataWeb. (2016). Retrieved 4 January 2016, from <https://dataweb.usitc.gov/>

<sup>72</sup> USITC Interactive Tariff and Trade DataWeb. (2016). Retrieved 25 February 2016, from <https://dataweb.usitc.gov/>

<sup>73</sup> Jogsshow.com. (2016). *Apply to Exhibit | 2016 JOGS Tucson Gem And Jewelry Show In AZ*. Retrieved 11 January 2016, from <http://jogsshow.com/apply-to-exhibit/>

international prices and would be advised to certify larger stones. Both of these actions lend credibility to the Zambian seller and facilitate relationship building. (Independent jeweller associations and examples of U.S. Jewellery retailers and buyers can also be found in Appendix 7.)

There is one potential complication of these sales channels: obtaining a U.S. visa. In the past, some Zambians who intended to exhibit at U.S.-based gem and jewellery Fairs were denied their U.S. visas for unknown reasons. One alternative option to physically selling product in the U.S. is to sell online instead. To reduce the trade risk between buyers and sellers, online transactions should include a third-party money-holding house and a stone grading system.

## Recommendations

- *Differentiate the sector policies for the gemstone and copper mining industries.* The gemstone and copper mining industries are in different stages of maturity—the copper-mining industry is mature whereas the gemstone-mining industry is still in its infancy. The Zambian government should de-couple the two industries and provide tax and regulatory incentives to encourage growth within the gemstone mining sector. For example, reductions to corporate taxes and export royalties would help current businesses progress while also attracting new investors to the space.
- *Small-scale miners should partner with neighbouring miners to increase lot size while also seeking foreign partnerships to assist with capital expenditures.* Many small-scale miners do not have the land or capital necessary to run an efficient gemstone mining operation. To obtain sufficient land (about 600 kilometres), small-scale miners should seek partnerships with neighbouring miners. A larger plot would provide cost-saving economies of scale and additional opportunities such as the ability to dig deeper, where larger deposits tend to be located. Access to capital is also needed to cover operational expenses, such as geological testing, mining machinery, security, and management. If domestic capital is not accessible, Zambians could partner with foreign investors who traditionally cover capital expenditures.
- *Small-scale miners should be provided information on international market prices and local purchasing offices.* Since many small-scale miners sell their gemstones through informal markets, the price received is often subjective and volatile. The Ministry of Mines, or other easily accessible organisation, should provide information on international market prices and local gemstone purchasing offices. Providing international market prices would offer a safeguard for Zambian sellers and hopefully reduce price volatility. A better alternative is to encourage miners to sell to local gemstone purchasing offices. Purchasing offices allow miners to trade their undeclared gemstones for cash (the international market price, as determined by a trained gemstone grader). Since this office serves as a guaranteed fair-trade buyer of stones, market risk decreases for the Zambian miner. Additionally, since the purchasing office sells all stones legally, Zambia's gemstone revenues will increase.
- *Bring stone-cutting in-country or partner with a country that has stone-cutting experience.* The U.S. market desires cut stones but the majority of Zambian miners sell rough stones. To bridge this gap, Zambia could either outsource stone-cutting or train nationals. By outsourcing the work to specialists in India or Southeast Asia, Zambia could begin trade with the U.S. immediately and would benefit from quality assurance and loss minimisation. However, this relationship would require high levels of trust and would likely result in low profit margins. On

the other hand, Zambia could invest in training nationals how to cut stones. Lapidary training takes approximately two years so the upfront investment would be large, but if successful, Zambians would retain the value creation and ultimately generate additional jobs and revenue for Zambia.

- *Small-scale miners should enter the U.S. market via gem and jewellery fairs, online retail, or independent dealing.* Small-scale miners should enter the U.S. market via gem and jewellery fairs, online retail, or independent dealing because they are high-impact and do not have significant barriers to entry. Online retail and gem fairs provide a space for Zambians to showcase their stones to thousands of people for a low cost. Independent retailing, which requires Zambians to sell to jewellery retailers door-to-door, is more difficult but cultivates relationships that could result in larger purchases or long-term relationships.

### Conclusion of Industry Analysis

By applying the Export Viability Assessment Framework, the team has analysed Zambia’s position in terms of export readiness for the four industries as summarised below:

**Cassava.** Exporting significant quantities of cassava products to the U.S. is challenging in the short-run because of supply expansion constraints. To be a viable option in the long-run, Zambia can improve its competitiveness by mitigating transportation and productivity issues. While there is demand for higher value-added cassava products, quality gaps would need to be addressed.

**Peanuts.** Peanuts are unlikely to be commercially viable for exporting to the U.S., given that the U.S. is a net exporter of the product and is aggressively pushing its peanuts overseas to countries such as China. There is also a significant quality gap between U.S. and Zambian peanuts. Lastly, peanuts are grown on every continent and so are not as heavily demanded as are other tree nuts.

**Refined copper.** Increasing exports of refined copper or adding value to refined copper faces the obstacle of high capital requirements. Although there is U.S. demand, the majority of it is satisfied by larger copper producers (e.g. Chile) or more accessible U.S. neighbours (e.g. Canada), which negatively impacts Zambia's competitiveness in the U.S. market.

**Precious stones.** The export viability of precious stones from Zambia is the most promising of the analysed industries. Zambia’s land is naturally rich with precious stones and their low-weight and high-value characteristics allow for air-freight shipping, which significantly reduces transportation cost and complexity. There is an increasing U.S. demand for precious stones; however, to access this market, Zambia should consider further processing its rough stones by cutting its own stones or outsourcing the work. With cut stones, Zambian businesses can enter the U.S. through a variety of sales channels, including gem and jewellery shows, independent retailing or online channels.

Table 6.6 Export Viability Assessment comparison

Industry	Assessment
Precious Stones	
Refined Copper	
Cassava	
Peanuts	

Having established the overall position of these industries, the user of this tool would be able to prioritise them for further comparison by estimating the costs involved in implementing the recommendations. In this specific case, the team recommends the prioritisation of investments in the precious stones industry.

## 7. AGOA READINESS LITERATURE

Although AGOA has been in effect for fifteen years, Zambia has not fully embraced the trade act. Some of the inertia can be attributed to a lack of awareness of the act and its purpose or of the best route of advance if there is interest. As confirmed during the team's visit to Lusaka, some businesses had been under the impression that the act is a negotiated agreement when in actuality it was initiated by the U.S. for the purpose of opening SSA economies. To better inform the act's stakeholders, among the team's deliverables are educational literature to educate both Zambian businesses and potential U.S. partners on AGOA.

The team has developed a stepwise diagram (Figure 7.1) summarising the steps that business owners should follow to benefit under AGOA:

*Determine if one's product is AGOA-eligible.* There are over 5,000 AGOA-eligible products, more than 1,000 of which are or can be produced in Zambia. A business owner should first ensure that his or her products are included on the list, which can be obtained from the ZDA, ZACCI, CEEC, or from [www.agoazambia.com](http://www.agoazambia.com).

*Identify U.S. markets by state and industry.* Due to the size and complexity of the U.S. market, identifying the appropriate market might be challenging. There are several paid and free sources of industry and state data for product categories. The commercial services department at the U.S. Embassy in Lusaka, the Zambian Embassy in Washington DC, and the Zambian consulates in the U.S. are ideal starting points.

*Understand U.S. quality regulations and standards.* The product type determines the regulatory standards to which it must adhere. The AGOA booklet for Zambian businesses lists several regulatory bodies for agricultural products, and the required standards for durable goods may be specified directly by U.S. buyers. Zambian businesses can contact ZABS for further direction.

*Look up U.S. business visa requirements and submit appropriate application.* Business owners looking to travel to the U.S. to attend trade shows, sell product, or meet prospective buyers should first consult with the U.S. Embassy in Lusaka for visa requirements.

The steps can be taken concurrently and refers users to additional resources to address more specific questions. In addition to following these steps, it is recommended that Zambian business owners apply the Export Viability Assessment Framework to determine if one's products will be commercially viable in the U.S. and then "Are You AGOA-Ready Assessment Tool," introduced in the Zambian booklet, to determine if one is ready for export.

Figure 7.1 Steps to Prepare a Business for Export



With regard to its distribution, the diagram is included in the comprehensive booklet entitled “The AGOA Readiness Toolkit” (Appendix 8) directed at Zambian businesses. The booklet provides an overview of AGOA, including its purpose, benefits and examples of other countries’ success stories, so that readers have a better idea of the trade act’s socioeconomic potential. It then lists the rules of origin for product eligibility, distinguishing between the requirements for textile and non-textile goods. Over 5,000 products are AGOA-eligible, and because the products cannot be individually listed in the literature, businesses are advised to obtain the most up to date list from the AGOA Zambia website ([www.agoazambia.com](http://www.agoazambia.com)) or the ZDA. The booklet also includes an AGOA-readiness self-assessment, the “Are You AGOA-Ready Assessment Tool” referenced above, which is adapted from two export questionnaires and one that business owners can take in order to identify the gaps they need to close to become export ready. Forums of business owners can use the included Export Viability Assessment Framework to critically assess each sector’s strengths and weaknesses to make resource allocation decisions. The next section includes a guide to doing business with the U.S., which includes a brief overview of consumer trends and requirements for products subject to additional U.S. federal regulation (e.g. food and other goods for consumptions). Finally, the booklet includes a section of both local and U.S. resources for additional reference and also to address unique concerns. In deciding what content to include, the team performed extensive AGOA research to ensure that all pertinent information was presented and in a succinct manner.

To drive awareness of AGOA in the U.S. and encourage businesses to consider purchasing from or partnering with Zambia, the team has developed a similar booklet directed at U.S. readers (Appendix 9). The booklet also describes AGOA and lists the eligible products, but instead focuses on reasons to invest in Zambia and ways in which U.S. businesses can identify Zambian partners. As mentioned in a recommendation above, distribution of this booklet should be part of the outreach strategy and performed by the Zambian Embassy and Consulates across the U.S.

The team has shared drafts of the booklets with the Zambian government agencies has obtained agreement that the agencies will participate in subsequent iterations of the booklet. The government’s involvement will help to ensure the booklet’s sustained adoption and update as the trade environment



shifts. The agencies are ultimately responsible for distributing the literature to its constituents. In addition to the booklet, the team has produced an accompanying PowerPoint slide deck (Appendix 10) for AGOA education workshops to aid in the governance committee's information dissemination.

## 8. CONCLUSION

Based on the research articulated above, the team recommends that MCTI and ZDA form a steering committee to guide Zambia's efforts under AGOA. The committee should be responsible for setting and implementing the country's national AGOA strategy, informing and educating the public on how to benefit under AGOA, and prioritising and improving key sectors for export. To help facilitate information dissemination, the team has produced two booklets for the government's distribution in Zambia and the U.S. Additionally, the Export Viability Assessment Framework that the team developed will help to identify Zambia's strengths and challenges with respect to supply, demand and competitiveness, and aid in prioritising industries for export. Taken together, the recommendations, framework and educational material help to facilitate the AGOA strategy's long-term success.

## APPENDICES

### Appendix 1 Select U.S. Chamber of Commerce CALIFORNIA

CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	PHONE
Agoura Hills Chamber of Commerce (Los Angeles)	30101 Agoura Ct., Suite 207	Agoura Hills	91301	(818) 889-3150
Alhambra Chamber of Commerce	104 S. First St.	Alhambra,	91801	(626) 282-8481
Altadena Chamber of Commerce	730 East Altadena Drive	Altadena	91001	(626) 794-3988
Antelope Valley Lancaster Chamber of Commerce	554 W. Lancaster Blvd.	Lancaster	93534	(661) 948-4518
ROSAMOND CHAMBER OF COMMERCE	2861 Diamond St.	Rosamond,	93560	(661) 948-4518
Antelope Valley Hispanic Chamber of Commerce	819 E. Ave. Q – 9	Palmdale,	93550	(661) 538-0607
Arcadia Chamber of Commerce	388 W. Huntington Dr.	Arcadia,	91007-3402	(626) 447-2159
Arleta Chamber of Commerce	9700 Woodman Ave., #A20a-150#	Arleta,	91331	(818) 830-0900
Armenian American Chamber of Commerce	417 Arden Ave, Suite 112-B	Glendale	91203	(818) 247-0196
Atwater Village Chamber of Commerce	P. O. Box 39588	Los Angeles,	90039	(323) 668-2939
Azusa Chamber of Commerce	240 W. Foothill Blvd.	Azusa,	91702	(626) 334-1507
Baldwin Park Chamber of Commerce	14327 Ramona Blvd.	Baldwin Park,	91706	(626) 960-4848
Bell Chamber of Commerce	4401 E. Gage Ave, P.O Box 294	Bell,	90201	(323) 560-8755
Bellflower Chamber of Commerce	16730 Bellflower Blvd, Suite A	Bellflower	90706	(562) 867-1744
Bell Gardens Chamber/ Merchants	6006 Schull St.	Bell Gardens,	90201	(562) 806-2355
Beverly Hills Chamber of Commerce	Beverly Hills 239 S. Beverly Dr.	Beverly Hills	90212	(310) 248-1000
Boyle Heights Chamber of Commerce	5269 E. Beverly Blvd.	Los Angeles,	90022	(323) 888-2685
Bulgarian Chamber of Commerce	1427 N. Wilcox Ave.	Hollywood	90028	(323) 962-2414
Burbank Chamber of Commerce	200 W. Magnolia Blvd.	Burbank	91502	(818) 846-3111
Calabasas Chamber of Commerce	23564 Calabasas Rd. Suite 101	Calabasas	91302	(818) 222-5680
Canoga Park-West Hills Chamber of Commerce	7248 Owensmouth Ave.	Canoga Park	91303	(818) 884-4222
Carson Chamber of Commerce	530 E. Del Amo Blvd.	Carson	90746	(310) 217-4590
Castaic Chamber of Commerce	P.O. Box 325	Castaic	91310	(661) 295-1156
Catalina Island Chamber of Commerce	P. O. Box 217	Avalon	90704	(310) 510-1520
Century City Chamber of Commerce	2029 Century Park East	Los Angeles	90067	(310) 553-2222
Cerritos Chamber of Commerce	13259 South St. Concourse Level	Cerritos,	90703-7307	(562) 467-0800
Chatsworth/Porter Ranch Chamber of Commerce	10038 Old Depot Plaza Rd.	Chatsworth,	91311	(818) 341-2428
Chinese Chamber of Commerce	977 N. Broadway, # E	Los Angeles,	90012	(213) 617-0396
City Of Commerce Industrial Council	6055 E. Washington Blvd. #110	Commerce,	90040	(323) 728-7222
City Of Industry Manufacturers Council	255 N. Hacienda Blvd. Suite 100	City of Industry	91744	(626) 968-3737
Claremont Chamber Of Commerce	205 Yale Ave.	Claremont	91711	(909) 624-1681
Compton Chamber Of Commerce	310 N. Willowbrook Ave.Suite 4-A	Compton	90220	(310) 631-8611

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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	PHONE
Compton Latino Chamber Of Commerce	208 N. Long Beach Blvd.	Compton,	90221	(310) 639-4455
Covina Chamber Of Commerce	935 W. Badillo St., Suite 100	Covina,	91722	(626) 967-4191
Crescenta Valley Chamber Of Commerce	3131 Foothill Blvd., Suite D	La Crescenta,	91214	(818) 248-4957
Culver City Chamber Of Commerce	4249 Overland Ave.	Culver City	90230	(310) 287-3850
Downey Chamber Of Commerce	11131 Brookshire Ave.	Downey	90241-3860	(562) 923-2191
Duarte Chamber Of Commerce	P. O. Box 1438	Duarte	91009	(626) 357-3333
Eagle Rock Chamber Of Commerce	P. O. Box 41354	Los Angeles	90041	(323) 257-2197
East Los Angeles Chamber Of Commerce	P. O. Box 63220	Los Angeles	90063-0220	(323) 722-2005
El Monte/South El Monte Chamber Of Commerce	10505 Valley Blvd. #312	El Monte	91731	(626) 443-0180
El Segundo Chamber Of Commerce	427 Main St.	El Segundo	90245-3003	(310) 322-1220
Florence-Firestone Chamber Of Commerce	7206 Parmelee Ave.	Los Angeles	90001	(323) 589-4222
French American Chamber Of Commerce	8222 Melrose Ave. Suite #203	Los Angeles	90046	(323) 651-4741
Gardena Valley Chamber Of Commerce	1204 W. Gardena Blvd. Suite E & F	Gardena	90247	(310) 532-9905
Glendale Chamber Of Commerce	200 S. Louise St.	Glendale	91205	(818) 240-7870
Glendora Chamber Of Commerce	131 E. Foothill Blvd.	Glendora	91741	(626) 963-4128
Granada Hills Chamber Of Commerce	17723 Chatsworth St.	Granada Hills	91344	(818) 368-3235
Greater Los Angeles African-American Chamber Of Commerce	3910 W. Martin Luther King Jr. Blvd., Suite 209	Los Angeles	90008	(323) 292-1297
Greater San Fernando Valley Chamber Of Commerce	7120 Hayvenhurst Ave., Suite 114	Van Nuys	91406	(818) 989-0300
Harbor City /Gateway Chamber Of Commerce	19401 S. Vermont Ave., # G 104 Harbor Gateway	Torrance	90502	(310) 516-7933
Hawthorne Chamber Of Commerce	4444 W. El Segundo Blvd.	Hawthorne	90250	(310) 676-1163
Hermosa Beach Chamber Of Commerce	1007 Hermosa Ave.	Hermosa Beach	90254	(310) 376-0951
Hollywood Chamber Of Commerce	7018 Hollywood Blvd.	Hollywood	90028	(323) 469-8311
Huntington Park, Greater Area Chamber Of Commerce	6330 Pacific Blvd. Suite 208	Huntington Park	90255	(323) 585-1155
Indian American Chamber Of Commerce	P. O. Box 1148	Artesia,	90702	(818) 846-9485
Inglewood/Airport Area Chamber Of Commerce	330 E. Queen St.	Inglewood	90301	(310) 677-1121
Inwindale Chamber Of Commerce	16102 Arrow Hwy.	Inwindale,	91706	(626) 960-6606
Korean Chamber Of Commerce	3440 Wilshire Blvd. # 520	Los Angeles,	90010	(213) 480-1115
La Canada-Flintbridge Chamber Of Commerce	4529 Angeles Crest Hwy. Suite 102	La Canada	91011-3237	(818) 790-4289
Lakewood Chamber Of Commerce	4010 Watson Plaza Dr., #130	Lakewood,	90712	(562) 425-7500
La Mirada Chamber Of Commerce	11900 La Mirada, # 4	La Mirada	90638	(562) 902-3130
La Verne Chamber Of Commerce	2078 Bonta Ave.	La Verne	91750	(909) 593-5265
Lawndale Chamber Of Commerce	15424 Hawthorne Blvd. Suite 102	Lawndale	90260	(310) 679-3306
Tax Coastal Area Chamber Of Commerce	9100 S. Sepulveda Blvd. Ste. 210	Los Angeles	90045	(310) 645-5151
Lincoln Heights Chamber Of Commerce	2716 N. Broadway Suite 210	Los Angeles	90031	(323) 221-6571
Lomita Chamber Of Commerce	25332 Narbonne Ave., # 250	Lomita	90717	(310) 326-6378

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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	PHONE
Long Beach Area Chamber Of Commerce	1 World Trade Center Suite 206	Long Beach	90831	(562) 432-783
Los Angeles Area Chamber Of Commerce	350 S. Bixel St.	Los Angeles	90017	(213) 580-7500
Lynwood Chamber Of Commerce	3651 E. Imperial Hwy.	Lynwood	90262	(310) 537-6484
Malibu Chamber Of Commerce	23805 Stuart Ranch Rd. Suite 100	Malibu	90265	(310) 456-9025
Manhattan Beach Chamber Of Commerce	452 15th St./P. O. Box 3007	Manhattan Beach	90266	(310) 545-5313
Monrovia Chamber Of Commerce	620 S. Myrtle Ave.	Monrovia	91016	(626) 358-1159
Montebello Chamber Of Commerce	817 W. Whittier Blvd. Suite 200	Montebello	90640	(323) 721-1153
Monterey Park Chamber Of Commerce	700 El Mercado Ave.	Monterey Park	91754	(626) 570-9429
Montrose-Verdugo City Chamber Of Commerce	3516 N. Verdugo Rd.	Glendale	91208	(818) 249-7171
National U.S. Arab Chamber Of Commerce	8929 S. Sepulveda Blvd. #310	Los Angeles	90045	(310) 646-1499
North Valley Regional Chamber Of Commerce	9401 Reseda Blvd., # 100	Northridge	91324	(818) 349-5676
Norwalk Chamber Of Commerce	12040 Foster Rd.	Norwalk	90650	(562) 864-7785
Pacoima Chamber Of Commerce	10677 San Fernando Rd.	Pacoima	91331	(818) 899-0812
Palmdale Chamber Of Commerce	817 East Avenue Q-9	Palmdale	93550	(661) 273-3232
Palos Verdes Peninsula Chamber Of Commerce	707 Silver Spur #100	Rolling Hills Estates	90274	(310) 377-8111
Paramount Chamber Of Commerce	15357 Paramount Blvd.	Paramount	90723	(562) 634-3980
Pasadena Chamber Of Commerce	844 E. Green St., Ste. 208	Pasadena	91101	(626) 795-3355
Pico Rivera Chamber Of Commerce	P. O. Box 847	Pico Rivera	90660	(562) 949-2473
Pomona Chamber Of Commerce	101 W. Mission Blvd. Suite 223	Pomona	91766	(909) 622-1256
Quartz Hill Chamber Of Commerce	42043 50th St. West	Quartz Hill	93536	(661) 466-8892
Redondo Beach Chamber Of Commerce	200 N. Pacific Coast Hwy.	Redondo Beach	90277	(310) 376-6911
Regional Black Chamber	16133 Ventura Blvd., # 700	Encino	91436	(818) 464-3484
Regional Chamber Of Commerce San Gabriel Valley	21845 E. Copley Dr., # 1170	Diamond Bar	91765	(909) 860-1904
Reseda Chamber Of Commerce	18645 Sherman Way # 105	Reseda	91335	(818) 345-1920
Rowland Heights Chamber Of Commerce	17360 Colima Rd., Suite 868	Rowland Heights	91748	(626) 716-1388
Rosemead Chamber Of Commerce	3953 N. Muscatel Ave.	Rosemead	91770	(626) 288-0811
San Dimas	246 E. Bonita Ave.	San Dimas	91773	(909) 592-3818
San Fernando Chamber Of Commerce	7120 Hayvenhurst Ave., # 114	Van Nuys	91406	(818) 989-0300
San Gabriel Chamber Of Commerce	620 W. Santa Anita St.	San Gabriel	91776	(626) 576-2525
San Marino Chamber Of Commerce	2304 Huntington Dr., # 202	San Marino	91108	(626) 286-1022
San Pedro Chamber Of Commerce	390 W. 7th St.	San Pedro	90731	(310) 832-7272
Santa Clarita Valley Chamber Of Commerce	28460 Avenue Stanford St. Suite 100	Santa Clarita	91355	(661) 702-6977
Santa Fe Springs Chamber Of Commerce	P. O. Box 2120	Santa Fe Springs	90670	(562) 944-1616

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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	PHONE
Santa Monica Chamber Of Commerce	1234 6th St., # 100	Santa Monica	90401-	(310) 393-9825
Sherman Oaks Chamber Of Commerce	14827 Ventura Blvd. Suite 207	Sherman Oaks	91403	(818) 906-1951
Sierra Madre Chamber Of Commerce	20 W. Montecito Ave., Ste. C	Sierra Madre	91024	(626) 355-5111
Signal Hill Chamber Of Commerce	2670 Cherry Ave.	Signal Hill	90755	(562) 424-6489
Silverlake Chamber Of Commerce	1724 W. Silverlake Dr.	Los Angeles	90026	(323) 665-1281
South Bay Latino Chamber Of Commerce	P. O. Box 452391	Los Angeles	90045	(310) 676-8646
South Gate Chamber Of Commerce	3350 Tweedy Blvd.	South Gate	90280	(323) 567-1203
South Pasadena Chamber Of Commerce	P. O. Box 3446	South Pasadena	91031	(626) 441-2339
Studio City Chamber Of Commerce	4024 Radford Ave.	Studio City	91604	(818) 655-5916
Sunland-Tujunga Chamber Of Commerce	8250 Foothill Blvd., # A	Sunland	91040	(818) 352-4433
Sun Valley Area Chamber Of Commerce	8133-A San Fernando Rd. #A	Sun Valley	91352	(818) 768-2014
Sylmar Chamber Of Commerce	13867 Foothill Blvd. Suite 104	Sylmar	91342	(818) 367-1177
Taiwanese American Chamber Of Commerce	1045 E. Valley Blvd. Suite A-211	San Gabriel	91776	(626) 288-6208
Tarzana- Woodland Hills Chamber Of Commerce	P. O Box 570414	Tarzana	91357	(818) 343-3687
Temple City Chamber Of Commerce	9050 Las Tunas Dr.	Temple City	91780-1834	(626) 286-3101
Thousand Oaks-Westlake Village Regional Chamber Of Commerce	600 Hampshire Road Suite 200	Westlake Village	91361	(805) 370-0035
Toluca Lake Chamber Of Commerce	P. O. Box 2312	Toluca lake	91610	(818) 761-6594
Torrance Chamber Of Commerce	3400 Torrance Blvd. Suite 100	Torrance	90503-5803	(310) 540-5858
United Chambers	5121 Van Nuys Blvd., # 208	Sherman Oaks	91403	(818) 981-4491
Universal City-North Hollywood Chamber Of Commerce	6369 Bellingham Ave.	North Hollywood	91606	(818) 508-5155
Valley Industry & Community Association	5121 Van Nuys Blvd., # 203	Sherman Oaks	91403	(818) 817-0545
Venice Chamber Of Commerce	P. O. Box 202	Venice	90294	(310) 822-5425
Vernon Chamber Of Commerce	3801 Santa Fe Ave.	Vernon	90058	(323) 583-3313
West Covina Chamber Of Commerce	811 S. Sunset Ave.	West Covina	91790	(626) 338-8496
West Hollywood Chamber Of Commerce	8272 Santa Monica Blvd.	West Hollywood	90046	(323) 650-2688
West Los Angeles Chamber Of Commerce	10850 W. Pico Blvd., #405	Los Angeles	90064	(310) 442-9784
Whittier Area Chamber Of Commerce	8158 Painter Ave.	Whittier	90602	(562) 698-9554
Wilmington Chamber Of Commerce	544 N. Avalon Blvd., #104	Wilmington	90744	(310) 834-8586
Winnemka Chamber Of Commerce	P. O. Box 2051	Winnemka	91396	(818) 887-2229
Woodland Hills-Tarzana Chamber Of Commerce	20121 Ventura Blvd., Suite 309	Woodland Hills	91364	(818) 347-4737
American Canyon Chamber of Commerce	PO Box 10114	American Canyon	94503	(707) 552-3650
Anaheim Chamber of Commerce (Orange County)	201 E Center St	Anaheim	92805	(714) 758-0222
Apple Valley Chamber of Commerce	16010 Apple Valley Rd	Apple Valley	92307	(760) 242-2753

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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	PHONE
Auburn Chamber of Commerce	601 Lincoln Way	Auburn	95603	(530) 885-5616
Berkeley Chamber of Commerce	1834 University Ave	Berkeley	94703	(510) 549-7000
Brawley Chamber of Commerce	PO Box 218	Brawley	92227	(760) 344-3160
Brea Chamber of Commerce (Orange County)	#1 Civic Center Cir	Brea	92821	(714) 529-4938
California Chamber of Commerce	1215 K St	Sacramento	95814	(916) 444-6670
Camarillo Chamber of Commerce	2400 E Ventura Blvd	Camarillo	93010	(805) 484-4383
Carlsbad Chamber of Commerce	5934 Priestly Dr	Carlsbad	92008	(760) 931-8400
Carpinteria Valley Chamber of Commerce	1056b Eugenia Pl	Carpinteria	93013	(805) 684-5479
Chico Chamber of Commerce	300 Salem St.	Chico	95928	(530) 891-5556
Citrus Heights Chamber of Commerce	7115-A Greenback Ln	Citrus Heights	95621	(916) 722-4545
Corona Chamber of Commerce	904 E 6th St	Corona	92879	(951) 737-3350
Coronado Chamber of Commerce	875 Orange Ave	Coronado	92118	(619) 435-9260
Costa Mesa Chamber of Commerce	1700 Adams Ave, #101	Costa Mesa	92626	(714) 885-9095
Crescent City-Del Norte Coc	1001 Front St.	Crescent City	95531	(707) 464-3174
Cypress Chamber of Commerce Orange County	5550 Cerritos Ave Suite D	Cypress	90630	(714) 827-2430
Dana Point Chamber of Commerce Orange County	24681 LA Piz Ste 115	Dana Point	92629	(949) 496-5321
Danville Area Chamber of Commerce	117-E Town & Country Dr	Danville	94526	(925) 837-4400
El Centro Chamber of Commerce & Visitors Bureau	1095 South 4th St	El Centro	92243	(760) 352-3681
El Dorado Hills Chamber of Commerce	PO Box 5055	El Dorado Hills	95762	(916) 933-1335
Exeter Chamber of Commerce	101 W Pine St	Exeter	93221	(559) 592-2919
Fairfield Suisun Chamber of Commerce	1111 Webster St	Fairfield	94533	(707) 425-4625
Folsom Chamber of Commerce	200 Wool St	Folsom	95630	(800) 377-1414
Foster City Chamber of Commerce	1031 E Hillisdale Blvd	San Mateo	94404	(650) 573-7600
Fountain Valley Chamber of Commerce Orange County	10055 Slater Ave Ste 250	Fountain Valley	92708	(714) 841-3822
Fullerton Chamber of Commerce Orange County	PO Box 529	Fullerton	92836	(714) 871-3100
Garden Grove Chamber of Commerce Orange County	12866 Main Street Ste102	Garden Grove	92840	(714) 638-7950
Goleta Valley Chamber of Commerce	PO Box 1947	Bakersfield	93303	(661) 327-4421
Greater Fresno Area Chamber of Commerce	2331 Fresno St	Fresno	93721	(559) 495-4800
Greater Huntington Park Chamber of Commerce	6330 Pacific Blvd, #208	Huntington Park	90255	(323) 585-1155
Greater Redding Chamber of Commerce	747 Auditorium Dr	Redding	96001	(530) 225-4433
Greater Reedley Chamber of Commerce	1633 11th St.	Reedley	93654	(559) 638-3548
Greater Riverside Chamber of Commerce	3985 University Ave	Riverside	92501	(951) 683-7100
Greater Tehachapi Chamber of Commerce	PO Box 401	Tehachapi	93581	(661) 822-4180
Healdsburg Chamber of Commerce Visitors Bureau	217 Healdsburg Ave.	Healdsburg	95448	(707) 433-6935
Hesperia Chamber of Commerce	16816 Main St	Hesperia	92345	(760) 244-2135

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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	PHONE
Huntington Beach Chamber of Commerce Orange County	19891 Beach Blvd	Huntington Beach	92648	(714) 536-8888
Indio Chamber of Commerce	82921 Indio Blvd	Indio	92201	(760) 347-0676
Irvine Chamber of Commerce Orange County	2485 Mccabe Way, Suite 150	Irvine	92614	(949) 660-9112
La Quinta Chamber of Commerce	78-275 Tele Tampico	La Quinta	92253	(760) 564-3199
Laguna Beach Chamber of Commerce Orange County	357 Glenneyre St	Laguna Beach	92651	(949) 494-1018
Laguna Niguel Chamber of Commerce Orange County	28062 Forbes Rd	Laguna Niguel	92677	(949) 363-0136
Lemoore District Chamber of Commerce	300 E St	Lemoore	93245	(559) 924-6401
Lodi Chamber of Commerce	35 South School St	Lodi	95240	(209) 367-7840
Lompoc Valley Chamber of Commerce	111 S I St.	Lompoc	93436	(805) 736-4567
Lone Pine Chamber of Commerce	PO Box 749	Lone Pine	93545	(760) 876-4444
Los Alamitos Chamber of Commerce Orange County	321 University Ave	Los Altos	94022	(650) 948-1455
Modesto Chamber of Commerce	1114 J St	Modesto	95354	(209) 577-5757
Murrieta Chamber of Commerce	24801 Monroe Avenue	Murrieta	92562	(951) 677-7916
National City Chamber of Commerce	901 National City Blvd.	National City	91950	(619) 477-9339
Newport Beach Chamber of Commerce Orange County	1470 Jamboree Rd	Newport Beach	92660	(949) 729-4400
Oceanside Chamber of Commerce	928 North Coast Hwy	Oceanside	92054	(760) 722-1534
Orange Chamber of Commerce Orange County	307 East Chapman Ave	Orange	92866	(714) 538-3581
Orange County Business Orange County	2 Park Plz, #100	Irvine	92614	(949) 476-2242
Oxnard Chamber of Commerce	400 E Esplanade Dr	Oxnard	93036	(805) 385-8860
Palm Desert Chamber of Commerce	72559 Hwy 111	Palm Desert	92260	(760) 346-6111
Palm Springs Chamber of Commerce	190 W Amado Rd	Palm Springs	92262	(760) 325-1577
Palmdale Chamber of Commerce	817 E Avenue Q-9	Palmdale	93550	(661) 273-3232
Placentia Chamber of Commerce Orange County	117 N Main St	Placentia	92870	(714) 528-1873
Porterville Chamber of Commerce	93 N Main St, # A	Porterville	93257	(559) 784-7502
Ramona Chamber of Commerce	960 Main St	Ramona	92065	(760) 789-1311
Rancho Cordova Area Chamber of Chamber	2729 Prospect Park Dr.	Rancho Cordova	95670	(916) 273-5706
Rancho Cucamonga Chamber of Commerce	7945 Vineyard Ave	Rancho Cucamonga	91730	(909) 987-1012
Ridgecrest Chamber of Commerce	128-B East California Ave	Ridgecrest	93555	(760) 375-8331
Roseville Chamber of Commerce	650 Douglas Blvd	Roseville	95678	(916) 783-8136
Salinas Valley Chamber of Commerce	PO Box 1170	Salinas	93902	(831) 585-1282
San Clemente Chamber of Commerce Orange County	1100 N El Camino Real	San Clemente	92672	(949) 492-1131
San Diego East County Chamber of Commerce	201 S Magnolia Ave	El Cajon	92020	(619) 440-6161
San Diego North Chamber of Commerce	11650 Iberia Pl	San Diego	92128	(858) 487-1767
San Diego Regional Chamber of	402 West Broadway, Suite 1000	San Diego	92101	(619) 544-1310
San Francisco Chamber of Commerce	235 Montgomery Street, 12th Floor	San Francisco	94104	(415) 352-8816

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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	PHONE
San Jose Silicon Valley Chamber of Commerce	101 W Santa Clara St	San Jose	95113	(408) 291-5277
San Rafael Chamber of Commerce	817 Mission Ave	San Rafael	94901	(415) 454-4163
Santa Ana Chamber of Commerce Orange County	1631 W Sunflower Ave Ste C35	Santa Ana	92704	(714) 541-5353
Santa Clara Chamber of Commerce	1850 Warburton Ave	Santa Clara	95050	(408) 380-1231
San Juan Capistrano Chamber of Commerce	PO Box 1878	San Juan Capistrano	92672	(949) 493-4700
Santa Maria Valley Chamber	614 S Broadway	Santa Maria	93454	(805) 925-2403
Santa Rosa Chamber of Commerce	637 First St	Santa Rosa	95404	(707) 545-1414
Santee Chamber of Commerce	10315 Mission Gorge Rd.	Santee	92071	(619) 449-6572
Seal Beach Chamber of Commerce Orange County	201th St Ste 120	Seal Beach	90740	(562) 799-0179
South Orange County Regional Chamber of Commerce	27758 Santa Margarita Pkwy #378	Mission Viejo	92691	(949) 600-5470
Simi Valley Chamber of Commerce	40 W Cochran St, #100	Simi Valley	93065	(805) 526-3900
Stanton Chamber of Commerce Orange County	11572 Lynnmar	Stanton	90680	N/A
Temecula Valley Chamber of Commerce	26790 Ynez Ct	Temecula	92591	(866) 676-5090
Turlock Chamber of Commerce	115 S Golden State Blvd	Turlock	95380	(209) 632-2221
Tustin Chamber of Commerce Orange County	700 W First St #7	Tustin	92780	(714) 544-5341
Vacaville Chamber of Commerce	300 Main Street, Suite A	Vacaville	95688	(707) 448-6424
Vallejo Chamber of Commerce	427 York St	Vallejo	94590	(707) 644-5551
Victorville Chamber of Commerce	P.O. Box 997	Victorville	92393	(760) 245-6506
Vista Chamber of Commerce	201 Washington St	Vista	92084	(760) 726-1122
W.A.C.E.	PO Box 1736	Sacramento	95812	(925) 934-2007
Walnut Creek Chamber of Commerce	1777 Botelho Dr, # 103	Walnut Creek	94596	N/A
Westminster Chamber of Commerce Orange County	14491 Beach Blvd # B	Westminster	92683	(714) 898-9648
West Orange County Regional Chamber of Commerce	8081 Stanton Avenue, Ste 306	Buena Park	90620	(714) 484-1420
Yorba Linda Chamber of Commerce Orange County	17670 Yorba Linda Blvd	Yorba Linda	92886	(714) 993-9537
Yuba-Sutter Chamber of Commerce	PO Box 1429	Marysville	95901	(530) 743-6501

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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	PHONE
Albany Area Chamber of Commerce	225 W. Broad Ave.	Albany	31721	(229) 434-8700
Americus Sumter County Chamber of Commerce	409 Elm Ave.	Americus	31709	(229) 924-2646
Ashburn-Turner Chamber of Commerce	238 East Collage Avenue	Ashburn	31714	(229) 567-6966
Metro Atlanta Chamber of Commerce	235 Andrew Young International Blvd	NW Atlanta	30303	(404) 880-9000
Bainbridge-Decatur County Chamber of Commerce	P.O. Box 755	Bainbridge	39818	(229) 246-4774
Banks County Chamber of Commerce	P. O. Box 57, 106 Yonah Homer Rd	Homer	30547	(706) 677-2108
Barnesville Lamar Chamber of Commerce	100 Commerce Place, P.O. Box 506	Barnesville	30204	(770) 358-5884
Barrow County Chamber of Commerce	#6 Porter Street - Historic Train Depot P.O Box 456	Winder	30680	(770) 867-9444



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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	PHONE
Berrien County Chamber of Commerce	P.O. Box 217 101 North Davis Street	Nashville	31639	(229) 686-5123
Blairsville - Union County Chamber of Commerce	129 Union County Recreation Road	Blairsville	30512	(706) 745-5789
Blakely-Early County Chamber of Commerce	214 Court Square, P O Box 189	Blakely	39823	(229) 723-3741
Quitman Brooks County Chamber of Commerce	220 E. Screven St. P. O. Box 151	Quitman	31643	(229) 263-4841
The Brunswick-Golden Isles Chamber of Commerce	1505 Richmond Street Second Floor	Brunswick	31520	(912) 265-0620
Burke County Chamber of Commerce	241 East 6th Street	Waynesboro	30830	(706) 554-5451
Cairo Grady County Chamber of Commerce	961 N. Broad St.	Cairo	39828	(229) 377-3663
Camden County Chamber of Commerce	2603 Osborne Rd., Suite R	St. Marys	31558	(912) 729-5840
Cannilla Chamber of Commerce	Post Office Box 226, 212 East Broad St	Cannilla	31730	(229) 336-5255
Carroll County Chamber of Commerce	200 Northside Drive	Carrollton	30117	(770) 832-2446
Cartersville-Bartow County Chamber of Commerce	122 W Main St. PO Box 307	Cartersville	30120	(770) 382-1466
Catoosa County Chamber of Commerce	264 Catoosa Circle	Ringgold	30736	(706) 965-5201
Claxton-Evans County Chamber of Commerce	4 N. Duval St.	Claxton	30417-0655	(912) 739-1391
Cobb Chamber of Commerce	240 Interstate North Parkway	Atlanta	30339	(770) 980-2000
Cochran-Bleckley Chamber of Commerce	102 N Second Street	Cochran	31014	(478) 934-2965
Colquitt--Miller County Chamber of Commerce	302 E College Street	Colquitt	39837	(229) 758-2400
Greater Columbus Georgia Chamber of Commerce	1200 6th Avenue	Columbus	31902	(706) 327-1566
Conyers-Rockdale Chamber of Commerce	936 Green Street SW	Conyers	30012	(770) 483-7049
Cordele-Crisp Chamber of Commerce	502 South 2nd Street	Cordele	31010	(229) 273-1668
Cumming-Forsyth County Chamber of Commerce	212 Kelly Mill Rd.	Cumming	30040	(770) 887-6461
Dahlonega-Lumpkin County Chamber of Commerce	13 South Park Street	Dahlonega	30533	(706) 864-3711
Greater Dalton Chamber of Commerce	100 South Hamilton Street	Dalton	30720	(706) 278-7373
Dawson County Chamber of Commerce	44 Commerce Drive, P.O Box 299	Dawsonville	30534	(706) 265-6278
Dekalb Chamber of Commerce.	Two Decatur Town Center125 Clairmont AvenueSuite 235	Decatur	30030	(404) 378-8000
Dooly County Chamber of Commerce	117 East Union Street P. O. Box 308	Vienna	31092	(229) 268-8275
Douglas-Coffee County Chamber of Commerce	211 South Gaskin Ave.	Douglas	31533	(912) 384-1873
Dublin-Laurens County Chamber of Commerce	1200 Bellevue Avenue	Dublin	31040	(478) 272-5546
The Eastman-Dodge County Chamber of Commerce	1646 College Street, PO Box 550	Eastman	31023	(478) 374-4723
The Eatonton-Putnam Chamber of Commerce	305 N. Madison Avenue, P. O. Box 4088	Eatonton	31024	(706) 485-7701
Effingham County GA Chamber of Commerce	520 W. Third Street, P. O. Box 1078	Springfield	31329	(912) 754-3301
Fayette Chamber of Commerce	600 West Lanier Avenue, Suite 205	Fayetteville	30214	(770) 461-9983
Fitzgerald Ben Hill Chamber of Commerce	805 S. Grant St.	Fitzgerald	31750	(229) 423-9357
The Okefenokee Chamber of Commerce County and Folkston/Charlton	P. O. Box 756 — 3795 Main Street	Folkston	31537	(912) 496-2536
Forsyth-Monroe County Chamber of Commerce	68 N. Lee Street	Forsyth	31029	(478) 994-9239
Greater Hall Chamber of Commerce	230 E.E. Butler Parkway	Gainesville	30501	(770) 532-6206
Glimmer County Chamber of Commerce	696 First Avenue, P.O. Box 505	East Ellijay	30540	(706) 635-7400
Gordon County Chamber of Commerce	300 S. Wall Street	Calhoun	30701	(706) 625-3200

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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	PHONE
The Greene County Chamber of Commerce	111 North Main Street, P. O. Box 741	Greensboro	30642	(706) 453-7592
The Griffin/Spalding Chamber of Commerce	143 North Hill Street	Griffin	30223	(770) 228-8200
Gwinnett Chamber of Commerce	6500 Sugarloaf Parkway	Duluth	30097	(770) 232-3000
Haralson County Chamber of Commerce	70 Murphy Campus Blvd	Waco	30182	(770) 537-5594
Harris County Chamber of Commerce	159 S. College St. PO Box 426	Hamilton	31811	(706) 628-0010
Hart County Chamber of Commerce	31 East Howell Street, PO Box 793	Hartwell	30643	N/A
Hawkinsville - Pulaski County Chamber of Commerce	46 Lumpkin Street	Hawkinsville	31036	(478)783-1717
Henry County Chamber of Commerce	1709 Highway 20 West	McDonough	30253	(770) 957-5786
Jackson County Area Chamber of Commerce	270 Athens Street, PO Box 629	Jefferson	30549	(706) 387-0300
Jones County Chamber of Commerce	161 West Clinton Street	Gray	31032	(478) 986-1123
LaGrange-Troup County Chamber of Commerce	P. O. Box 636 111 Bull St.	LaGrange	30241	(706) 884-8671
Liberty County Chamber of Commerce	425 W. Oglethorpe Highway	Hinesville	31313	(912) 368-4445
Lincoln County Chamber of Commerce	PO Box 810, 112 N Washington Street	Lincolnton	30817	(706) 359-7970
Greater Lithonia Chamber of Commerce	3035 Stone Mountain St. Unit #57	Lithonia	30058	(770) 482-1808
Greater Macon Chamber of Commerce	305 Coliseum Drive	Macon	31217	(478) 621-2000
Macon County Chamber of Commerce	109 N. Dooly Street	Montezuma	31063	(478) 472-2391
Madison-Morgan Chamber of Commerce	115 East Jefferson Street	Madison	30650	(706) 342-4454
Milledgeville-Baldwin County Chamber of Commerce	130 South Jefferson Street	Milledgeville	31061	(478) 453-9311
Moultrie Colquitt County Chamber of Commerce	116 First Avenue SE	Moultrie	31768	(229) 985-2131
Greater North Fulton Chamber of Commerce	11605 Haynes Bridge Road, Suite 100	Alpharetta	30009	(770) 993-8806
Ocilla-Irwin Chamber of Commerce	620 South Irwin Avenue, P.O. Box 104	Ocilla	31774	(229) 468-9114
Perry Area Chamber of Commerce	101 General Courtney Hodges Blvd, Suite B	Perry	31069	(478) 987-1234
Pickens County Chamber of Commerce	500 Stegall Drive	Jasper	30143	(706) 692-5600
Rabun County Chamber of Commerce	Post Office Box 750 232 Highway 441	Clayton	30525	(706) 782-4812
Richmond Hill - Bryan County Chamber of Commerce	2591 Highway 17, Suite 100	Richmond Hill	31324	(912) 756-3444
Robertal/Crawford County Chamber of Commerce	39 Wright Avenue, Post Office Box 417	Roberta	31078	(478) 836-3825
The Greater Rome Chamber of Commerce	1 Riverside Parkway	Rome	30161	(706) 291-7663
The Sandy Springs/Perimeter Chamber of Commerce	7000 Central Parkway, Suite 230	Sandy Springs	30328	(678) 443-2990
Savannah Area Chamber of Commerce	101 East Bay Street	Savannah	31401	(912) 644-6400
Screven County Chamber of Commerce	101 South Main Street	Sylvania	30467	(912) 564-7878
Statesboro-Bulloch Chamber of Commerce	P. O. Box 303	Statesboro	30459	(912) 764-6111
Swainsboro/Emanuel County Chamber of Commerce	102 South Main Street	Swainsboro	30401	(478) 237-6426
Thomaston-Upson Chamber of Commerce	110 West Main Street P. O. Box 827	Thomaston	30286	(706) 647-9686
The Thomasville-Thomas County Chamber of Commerce	401 South Broad Street	Thomasville	31792	(229) 226-9600
Tifton-Tift County Chamber of Commerce	100 Central Avenue, P. O. Box 165	Tifton	31793	(229) 382-6200
Toccoa-Stephens County Chamber of Commerce	160 N. Alexander Street, P. O. Box 577	Toccoa	30577	(706) 886-2132
Toombs-Montgomery Chamber of Commerce	2805 East First Street	Vidalia	30474	(912) 537-4466
Towns County Chamber of Commerce & Tourism	1411 Jack Dayton Circle	Young Harris	30582	(706) 896-4966

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Validosta-Lowndes County Chamber of Commerce	416 North Ashley Street	Validosta	31601	(229) 247-8100
Walker County Chamber of Commerce	PO Box 430 10052 N Hwy 27	Rock Spring	30739	(706) 375-770
Robins Regional Chamber of Commerce	1228 Watson Blvd.	Warner Robins	31093	(478) 922-8585
Warren County Chamber of Commerce	46 South Norwood Street	Warrenton	30828	(706) 465-9604
Wilkes Chamber of Commerce	22 West Square or P.O. Box 661	Washington	30673	(706) 678-2013
White County Chamber of Commerce	122 N. Main St.	Cleveland	30528	(706) 865-5356
Wrightsville-Johnson County Chamber of Commerce	6745 East College Street P.O. Box 94	Wrightsville	31096	(478) 864-7200

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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	PHONE
Algonquin/Lake in the Hills Chamber of Commerce	2114 W. Algonquin	Lake in the Hills	60156	(847) 658-5300
Alsip Chamber of Commerce	12159 South Pulaski Road	Alsip	60803	(708) 597-2668
Antioch Chamber of Commerce	882 Main Street	Antioch	60002	(847) 395-2233
Arlington Heights Chamber of Commerce	311 S. Arlington Heights Rd. Suite 20	Arlington Heights	60005	(847) 253-1703
Aurora Regional Chamber of Commerce	43 W. Galena Blvd	Aurora	60506	(630) 256-3180
Barrington Area Chamber of Commerce	190 E. James Street	Barrington	60010	(847) 381-2525
Bartlett Chamber of Commerce	138 South Oak Avenue	Bartlett	60103	(630) 830-0324
Batavia Chamber of Commerce	106 W. Wilson Street	Batavia	60510	(630) 879-7134
Beardstown Chamber of Commerce	101 West Third Street	Beardstown	62618	(217)-323-3271
Belvidere Area Chamber of Commerce	130 S. State Street Suite 300	Belvidere	61008	(815) 544-4357
Bloomingtondale Chamber of Commerce	108 W Lake Street	Bloomingtondale	60108	(630) 980-9082
Blue Island Area Chamber of Commerce & Industry	2434 Vermont Street	Blue Island	60406	(708) 388-1000
Bolingbrook Area Chamber of Commerce	201-B Canterbury Lane	Bolingbrook	60440	(630) 226-8420
The Bridgeview Chamber of Commerce	7300 W. 87th Street	Bridgeview	60455	(708) 598-1700
Buffalo Grove Area Chamber of Commerce	50 1/2 Raupp Blvd. P.O. Box 7124	Buffalo Grove	60089	(847) 541-7799
Burr Ridge Chamber of Commerce	8300 South Madison	Burr Ridge	60527	(630) 654-0909
Bushnell Chamber of Commerce	CITY HALL, 138 E. HALL	BUSHNELL	61422	(309) 772-2521
Byron Chamber of Commerce	232 W. 2nd Street (City Hall, 2nd Floor), P.O. Box 405	Byron	61010	(815) 234-5500
Carbondale Chamber of Commerce	131 South Illinois Ave	Carbondale	62901	(618) 549-2146
Carlinville Community Chamber of Commerce	112 North Side Square	Carlinville	62626	(214) 854-2141
Carthage Area Chamber of Commerce	8 S. Madison	Carthage	62321	(217) 357-3024
Cary Grove Area Chamber of Commerce	445 Park Avenue	Cary	60013	(847) 639-2800
Centralia Chamber of Commerce	130 South Locust Street	Centralia	62801	(618) 532-6789
Champaign County Chamber of Commerce	303 W. Kirby Ave.	Champaign	61820-7269	(217) 359-1791
Charleston Area Chamber of Commerce	City of Charleston501 Jackson Avenue, P.O. Box 77	Charleston	61920	(217) 345-7041

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Chatham Area Chamber of Commerce	320 N Main St	Chatham	62629	(217) 483-6450
Chicagoland Chamber of Commerce	The Wrigley Building 410 N. Michigan Ave, Ste. 900	Chicago	60611	(312) 494-6700
Chicago Southland Chamber of Commerce	920 West 175th Street Suite 3	Homewood	60430	(708) 957-6950
Chillicothe Chamber of Commerce	1028 N. Second DOWNTOWN	Chillicothe	61523	(309) 274-4556
Collinsville Chamber of Commerce	221 West Main St.	Collinsville	62234	(618) 344-2884
Crete Area Chamber of Commerce	1395 B Main Street, Suite A-1 PO Box 263	Crete	60417	(708) 672-9216
Crystal Lake Chamber of Commerce	427 West Virginia Street	Crystal Lake	60014	(815) 459-1300
Vermilion Advantage Chamber of Commerce	28 W. North Street	Danville	61832	(217) 442-6201
Greater Decatur Chamber of Commerce	100 S. Water Street Ste. 103	Decatur	62523	(217) 422-2200
DBR Chamber of Commerce	601 Deerfield Road Suite 200	Deerfield	60015	(847) 945-4660
DeKalb Chamber of Commerce.	164 East Lincoln Highway	DeKalb	60115	(815) 756-6306
Des Plaines Chamber of Commerce & Industry	1401 E. Oakton Street	Des Plaines	60018	(847) 824-4200
Downers Grove Area Chamber of Commerce & Industry	2001 Butterfield Road, Suite 105	Downers Grove	60515	(630) 968-4050
East Peoria Chamber of Commerce	201 Clock Tower Drive	East Peoria	61611	(309) 699-6212
Edgewater Chamber of Commerce	1210 W. Rosedale	Chicago	60660	(773) 561-6000
Effingham County Chamber of Commerce	903 North Keller Drive P.O. Box 643	Effingham	60119	(217) 342-4147
Elburn Chamber of Commerce	109 North Main Street, Elburn, PO Box 305	Elburn	60119	(630) 365-2295
Elmhurst Chamber of Commerce & Industry	242 North York Street, Suite 102	Elmhurst	60126-3301	(630) 834-6060
Mont Clare/Elmwood Park Chamber of Commerce	11 Conit Parkway	Elmwood Park	60707	(708) 456-8000
Evanston Chamber of Commerce	1840 Oak Avenue, Suite LM 110	Evanston	60201	(847) 328-1500
Fairfield Chamber of Commerce	121 E. Main	Fairfield	62837	(618) 842-6116
Metro-East Regional Chamber of Commerce	1400 North Illinois Street	Swansea	62226	(618) 233-3938
Frankfort Chamber of Commerce	123 Kansas Street	Frankfort	60423	(815) 469-3356
Galena Area Chamber of Commerce - IL	101 Bouthillier Street	Galena	61036	(815) 777-9050
Galesburg Area Chamber of Commerce	185 South Kellogg Street	Galesburg	61401	(309) 343-1194
Geneseo Chamber of Commerce	100 W. Main St.	Geneseo	61254	(309) 944-2686
Geneva Chamber of Commerce	8 S. Third	Geneva	60134	(630) 232-6060
Genoa Area Chamber of Commerce	111 N. Sycamore Street	Genoa	60135	(815) 784-2212
Gibson Area Chamber of Commerce	P.O. Box 294, 126 N. Sangamon Ave	Gibson City	60936	(217) 784-5217
Glen Ellyn Chamber of Commerce	810 N. Main St. .	Glen Ellyn	60137	(630) 469-0907
Glenview Chamber of Commerce	2222 Chestnut	Glenview	60025	(847) 724-0900
Grayslake Chamber of Commerce & Industry	10 S. Seymour Ave, PO Box 167	Grayslake	60030	(847) 223-6888
GLMV Chamber of Commerce	1123 S. Milwaukee Ave.	Libertyville	60048	(847) 680-0750
Grundy Chamber of Commerce & Industry	Morris Office: (Main Office) 909 Liberty Street	Morris	60450-1508	(815) 942-0113
Harvard Chamber of Commerce	62 N. Ayer, Suite B	Harvard	60033	(815) 943-4404
Herrin Chamber of Commerce	Three South Park Ave	Herrin	62948	(618) 942-5163

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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	PHONE
Herscher Village Chamber of Commerce	272 E Second St.	Herscher	60941	(815) 426-2131
Highland Park Chamber of Commerce	508 Central Avenue, Suite 206	Highland Park	60035	(847) 432-0284
Hoffman Estates Chamber of Commerce and Industry	2200 W. Higgins Rd. Suite #201	Hoffman Estates	60169	(847) 781-9100
Huntley Area Chamber of Commerce	11704 Coral St., POB 399	Huntley	60142	(847) 669-0166
Illinois Chamber of Commerce	Capital City Office 215 E. Adams St.	Springfield	62701	(217) 522-5512
Illinois Valley Area Chamber of Commerce and Economic Development	1320 Peoria Street	Peru	61354	(815) 223-0227
Jacksonville Area Chamber of Commerce	155 W. Morton	Jacksonville	62650	(217) 245-2174
Jasper County Chamber of Commerce	207 ½ East Jourdan	Newton	62448	(618) 783-3399
Jersey County Chamber of Commerce	209 N State Street	Jerseyville	62052	(618) 639-5222
Joliet Chamber of Commerce	63 North Chicago St	Joliet	60434	(815) 727-5371
Kewanee Chamber of Commerce	113 E. 2nd St.	Kewanee	61443	(309) 852-2175
Illinois Valley Area Chamber of Commerce & Ec Dev	1320 Peoria Street	Peru	61354	(815) 223-0227
Lake Forest/ Lake Bluff Chamber of Commerce	272 E. Deerpath, Ste. 106	Lake Forest	60045	(847) 234-4282
Lake Zurich Area Chamber of Commerce	1st Bank Plaza, Suite 308	Lake Zurich	60047	(847) 438-5572
Lemont Chamber of Commerce	418 Main Street	Lemont	60439	(630) 257-5997
Lincoln & Logan County Chamber of Commerce	4742 Holts Prairie Rd	Pinckneyville	62274	(618) 357-8653
Greater Lincolnshire Chamber of Commerce	1 Marrott Drive	Lincolnshire	60069	(847) 793-2409
Lindenhurst/ Lake Villa Chamber Office	500 E. Grand Ave.	Lake Villa	60046	(847) 356-8446
Lisle Area Chamber of Commerce	1111 Burlington Ave, Suite 102	Lisle	60532	(630) 964-0052
Lockport Chamber of Commerce	921 South State Street	Lockport	60441	(815) 838-3357
Lombard Area Chamber of Commerce and Industry	10 Lilac Lane	Lombard	60148	(630) 627-5040
The Parks Chamber of Commerce	100 Heart Blvd.	Loves Park	61111	(815) 633-3999
Macomb Area Chamber of Commerce	214 N. Lafayette Street, P.O. Box 274	Macomb	61455	(309) 837-4855
Mahomet Area Chamber of Commerce	1002 Commercial Dr, Ste 2 PO Box 1031	Mahomet	61853	(217) 586-3165
Marengo Union Chamber of Commerce	116 S. State Street	Marengo	60152	(815) 568-6680
Marion, Illinois Chamber of Commerce	2305 West Main Street	Marion	62959	(618) 997-6311
McHenry Area Chamber of Commerce	257 N. Green Street	McHenry	60050	(815) 385-4300
McLean County Chamber of Commerce	2203 E Empire Street	Bloomington	61704	(309) 829-6344
Metropolis Chamber of Commerce	607 Market Street	Metropolis	62960	(618) 524-2714
Mokena Chamber Office	19820 S Wolf Road, Suite D	Mokena	60448	(708) 479-2468
Monmouth Area Chamber of Commerce	89 Public Square	Monmouth	61462	(309) 734-3181
Monticello, Illinois Chamber of Commerce	P.O Box 313	Monticello	61856	(217) 762-7921
Grundy County Chamber of Commerce & Industry	909 Liberty Street	Morris	60450	(815) 942-0113
Morton Chamber of Commerce	415 West Jefferson Street	Morton	61550	(309) 263-2491
Mount Prospect Chamber of Commerce	107 South Main Street	Mount Prospect	60056	(847) 398-6616
Naperville Area Chamber of Commerce	Main Street Promenade 55 S. Main St. Suite 351	Naperville	60540	(630) 355-4141

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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	PHONE
New Lenox Chamber of Commerce	1 Veterans Parkway P.O. Box 42	New Lenox	60451	(815) 485-4241
Niles Chamber of Commerce and Industry	8060 Oakton Street	Niles	60714	(847) 268-8180
Northbrook Chamber of Commerce	2002 Walters Avenue	Northbrook	60062	(847) 498-5555
O'Fallon-Shiloh Chamber of Commerce	116 East First Street P.O. Box 371	O'Fallon	62269	(618) 632-3377
Olney & The Greater Richland County Chamber of Commerce	216 E Main Str~ PO Box 575	Olney	62450	(618) 392-2241
Oregon Chamber of Commerce	Po Box 69, 124 N. 4th St.	Oregon	61061	(815) 732-2100
Orland Park Area Chamber of Commerce	8799 West 151st Street	Orland Park	60462	(708) 349-2972
Oswego Chamber of Commerce.	63 W. Washington St	Oswego	60543	(630) 554-3505
Palatine Area Chamber of Commerce	579 First Bank Drive	Palatine	60067	(847) 359-7200
Paris Area Chamber of Commerce	105 N Central Ave	Paris	61944	(217) 465-4179
Peoria Area Chamber of Commerce	100 SW Water St.	Peoria	61602	(309) 495-5900
Pinckneyville Chamber of Commerce	4 S Walnut St, P.O. Box 183	Pinckneyville	62274	(618) 357-3243
Pike County Chamber of Commerce	224 W. Washington, Pittsfield, Il P.O. Box 283	Pittsfield	62363	(217) 285-2971
Plainfield Area Chamber of Commerce	24047 W. Lockport Street, Unit 109	Plainfield	60544	(815) 436-4431
Pontiac Area Chamber of Commerce	210 N Plum St, PO Box 534	Pontiac	61764	(815) 844-5131
Princeton Area Chamber of Commerce	435 South Main Street	Princeton	61356	(815) 875-2616
Prospect Heights Area Chamber of Commerce	2 Community Blvd., Suite 203 (2nd floor in Wheeling Village Hall on Dundee Rd.)	Wheeling	60090	(847) 541-0170
Quincy Area Chamber of Commerce	300 Civic Center Plaza, Suite 245	Quincy	62301	(217) 222-7980
Rantoul Chamber of Commerce	601 S. Century Blvd. Suite 1408	Rantoul	61866	(217) 893-3323
Red Bud Chamber of Commerce	PO Box 66	Red Bud	62278	(618) 282-3505
Deerfield Chamber of Commerce	601 Deerfield Road Suite 200	Deerfield	60015	(847) 945-4660
Robinson Area Chamber of Commerce	113 South Court Street	Robinson	62454	(618) 546-1557
Rockford Chamber of Commerce	308 W State Street	Rockford	61101	(815) 987-8100
Rockton Chamber of Commerce	330 E. Main St. #700	Rockton	61072	(815) 624-7625
Romeoville Area Chamber of Commerce	10 Montrose Drive	Romeoville	60446	(815) 886-2076
Roscoe Area Chamber of Commerce	5310 Williams Dr	Roscoe	61073	(815) 623-9065
Roselle Chamber of Commerce and Industry	1350 West Lake Street, Suite A	Roselle	60172	(630) 894-3010
Rosemont Chamber of Commerce	9501 W. Devon Ave.	Rosemont	60018	(847) 698-1190
Round Lake Area Chamber of Commerce	2007 Civic Center Way	Round Lake Beach	60073	(847) 546-2002
St. Charles Chamber of Commerce	216 Riverside Avenue	St. Charles	60174	(630) 584-8384
Saline County Chamber of Commerce	2 E Locust St. Suite 200	Harrisburg	62946	(618) 252-4192
Skokie Chamber of Commerce	5002 Oakton Street	Skokie	60077	(847) 673-0240
The Greater Springfield Chamber of Commerce	1011 S. 2nd Street	Springfield	62704	(217) 525-1173
Streamwood Chamber of Commerce	22 W. Streamwood Blvd.	Streamwood	60107	(630) 837-5200
Streator Area Chamber of Commerce and Industry	320 East Main Street   P.O. Box 360	Streator	61364	(815) 672-2921

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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	PHONE
Sullivan Chamber and Economic Development	112 W Harrison St	Sullivan	61951	(217) 728-4223
Sycamore Chamber of Commerce	407 W. State Street Suite 10	Sycamore	60178	(815) 895-3456
Tinley Park Chamber Office	17316 S. Oak Park Avenue	Tinley Park	60477	(708) 532-5700
Area Chamber of Commerce	647 E. U.S. Highway 40	Troy	62294	(618) 667-8769
Union County Chamber of Commerce	330 S. Main St.	Anna	62906	(618) 833-6311
Watseka Area Chamber of Commerce.	110 S. Third Street	Watseka	60970	(815) 432-2416
West Suburban Chamber of Commerce	9440 Joliet Road, Ste. B. P. O. Box 187	Hodgkins	60525	(708) 387-7550
Wheeling/Prospect Heights Area Chamber of Commerce	2 Community Blvd., Suite 203 (2nd floor in Wheeling Village Hall on Dundee Rd.)	Wheeling	60090	(847) 541-0170
Willowbrook/Burr Ridge	6440 Main Street, Suite 330	Woodridge	60517	(630) 960-7080
Woodstock Chamber of Commerce	136 Cass Street	Woodstock	60098	(815) 338-2436
Yorkville Area Chamber of Commerce	26W, Countryside Parkway	Yorkville	60560	(630) 553-6853

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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	Phone
Adirondack Regional Chamber of Commerce	136 Glen Street, Suite 3	Glens Falls	12801	(518) 798-1761
Adirondacks Speculator Region Chamber of Commerce	PO Box 184	Speculator	12164	(518)-548-4521
Albany-Colonie Regional Chamber of Commerce	Five Computer Drive South	Albany	12205-1608	(518) 431-1400
Babylon Village Chamber of Commerce	P.O. Box 443	Babylon	11702	N/A
Baldwinsville Chamber of Commerce.	27 Water Street	Baldwinsville	13027	(315) 638-0550
Bethlehem Chamber of Commerce	318 Delaware Ave Suite 11	Delmar	12054	(518) 439-0512
Greater Binghamton Chamber of Commerce	49 Court St., PO Box 995	Binghamton	13902-0995	(607) 772-8860
Bolton Landing Chamber of Commerce	4928 Lakeshore Drive P.O. Box 368	Bolton Landing	12814	(518) 644-3831
Brewster Chamber of Commerce	16 Mount Ebo Road South, Suite 12A	Brewster	10509	(845) 279-2477
Brooklyn Chamber of Commerce.	335 Adams Street, Suite 2700	Brooklyn	11201	(718) 875-1000
Buffalo Niagara Partnership	665 Main Street Suite 200	Buffalo	14203-1487	(716) 852-7100
Cambridge Valley Chamber of Commerce	1 East Main Street P.O. Box 405	Cambridge	12816	(518) 677-0887
Camden Area Chamber of Commerce	P.O. Box 134	Camden	13316	N/A
Canandaigua Chamber of Commerce	113 South Main Street	Canandaigua	14424	(585) 394-4400
Canton Chamber of Commerce	60 Main St. PO BOX 369	Canton	13617	(315) 386-8255
Cape Vincent Chamber of Commerce	P.O. Box 482,	Cape Vincent	13618	(315) 654-2481
Carthage Area Chamber of Commerce	120 South Mechanic St.	Carthage	13619	(315) 493-3590
Cayuga County Chamber	2 State Street	Auburn	13021	(315) 252-7291
Greater Cazenovia Area Chamber of Commerce (GCACC)	59 Albany Street.	Cazenovia	13035	(315) 655-9243
Chautauqua County Chamber of Commerce	512 Falconer Street	Jamestown	14701	(716) 484-1101
Cheektowaga Chamber of Commerce	2875 Union Road, Suite 50	Cheektowaga	14227	(716) 684-5838
Chemung County Chamber of Commerce	400 East Church Street	Elmira	14901-2803	(607) 734-5137
The City Island Chamber of Commerce	P.O. Box 13	Bronx	10464	(718) 885-9100

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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	Phone
1000 Islands Clayton – Area Chamber of Commerce	517 Riverside Drive	Clayton	13624	(315) 686-3771
Clinton Chamber of Commerce, Inc.	P.O. Box 142	Clinton	13323	(315) 853-1735
The Greater East Aurora Chamber of Commerce, Inc.	652 Main Street	East Aurora	14052-1783	(716) 652-8444
Albany-Colonie Regional Chamber of Commerce	Five Computer Drive South	Albany	12205-1608	(518) 431-1400
Columbia County Chamber of Commerce	1 North Front Street	Hudson	12534	(518) 828-4417
Commerce Chenango, Inc.	15 South Broad Street	Norwich	13815	(607) 334-1400
Cooperstown Chamber of Commerce	31 Chestnut Street	Cooperstown	13326	(607) 547-9983
Corning Area Chamber of Commerce	1 West Market Street Suite 202	Corning	14830	(607) 936-4686
Coxsackie Regional Chamber of Commerce	P.O. Box 357, Off County Route 385	Coxsackie	12051	(518) 732-0187
Delaware Chamber of Commerce	5 1/2 Main Street	Delhi	13753	(607) 746-2281
Bethlehem Chamber of Commerce	318 Delaware Ave Suite 11	Delmar	12054	(518) 439-0512
Deposit Chamber of Commerce	PO Box 222	Deposit	13754	(607) 467-2556
Dutchess County Regional Chamber of Commerce	One Civic Center Plaza, Suite 400	Poughkeepsie	12601	(845) 454-1700
The Greater East Aurora Chamber of Commerce, Inc.	652 Main Street	East Aurora	14052-1783	(716) 652-8444
East Hampton Chamber of Commerce	42 Gingerbread Lane	East Hampton	11937	(631) 324-0362
East Meadow Chamber of Commerce	P.O. Box 77	East Meadow	11554	(516) 794-3727
East Quogue Chamber of Commerce	P.O. Box 877	East Quogue	11942	(631) 728-5555
Ellicottville Chamber of Commerce	P.O. Box 456 / 9 W. Washington St.	Ellicottville	14731	(716) 699-5046
Fair Haven Area Chamber of Commerce	P.O. Box 13	Fair Haven	13064	(315) 947-6037
Fredonia Chamber of Commerce	5 East Main St.	Fredonia	14063	(716) 679-1565
Genesee County Chamber of Commerce	P.O. Box 24083	Rochester	14624	(585) 234-2033
Geneva Area Chamber of Commerce	210 East Main Street	Batavia	14020	(585) 343-7440
	One Franklin Square, Suite 201 PO Box 587	Geneva	14456	(315) 789-1776
Glen Cove Chamber of Commerce	19 Village Square	Glen Cove	11542	(516) 676-6666
Grand Island Chamber of Commerce	2257 Grand Island Blvd.	Grand Island	14072	(716) 773.365
Granville Chamber of Commerce	1 Main Street	Granville	12832	(518) 642-2815
Great Neck Chamber of Commerce	P.O. Box 220432	Great Neck	11022	(516) 487-2000
Greece Chamber of Commerce	2402 West Ridge Road	Rochester	14626	(585) 227-7272
The Greater Gouverneur Area Chamber of Commerce	214 East Main Street	Gouverneur	13642	(315) 287-0331
Greater Greenwich Chamber of Commerce, Inc	6 Academy St.	Greenwich	12834	(518) 692-7979
Guilderland Chamber of Commerce	Star Plaza, #201 2050 Western Avenue	Guilderland	12084	(518) 456-6611
Hague on Lake George Chamber of Commerce	P.O. Box 615	Hague	12836	(518) 543-6353
Hamburg Chamber of Commerce.	6122 South Park Ave	Hamburg	14075	(716) 649-7917
Hampton Bays Chamber of Commerce	140 West Main Street	Hampton Bays	11946	(631) 728-2211
Hancock Area Chamber of Commerce	P.O. Box 525	Hancock	13783-0525	N/A
The Herkimer County Chamber of Commerce	420 East German Street	Herkimer	13350	(315) 866-7820
The Greater East Aurora Chamber of Commerce,	652 Main Street	East Aurora	14052-1783	(716) 652-8444
Hornell Area Chamber of Commerce	40 Main Street	Hornell	14843	(877) HORNELL



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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	Phone
Hudson Valley Gateway Chamber of Commerce	One South Division Street	Peekskill	10566	(914) 737-3600
The Town of Hunter Chamber of Commerce	PO Box 177	Hunter	12442	(518) 263-4900
Huntington Township Chamber of Commerce	164 Main Street	Huntington	11743	(631) 423-6100
Town of Inlet, NY Chamber of Commerce	160 State Route 28 at Arrowhead Park	Inlet	13360	(315) 357-5501
Katonah Chamber of Commerce	P.O. Box 389, 26 Parkway	Katonah	10536	(914) 232-2668
Kennmore - Town of Tonawanda Chamber of Commerce	3411 Delaware Avenue	Kennmore	14217	(716) 874-1202
Lake George Regional Chamber of Commerce	P.O. Box 272	Lake George	12845	(518) 668-5755
Lancaster Area Chamber of Commerce	11 West Main, Suite 100	Lancaster	14086	(716) 681-9755
Livingston County Area Chamber of Commerce	4635 Millennium Drive	Geneseo	14454	(585) 243-2222
Northport Chamber of Commerce	PO Box 33	Northport	11768	(631) 754-3905
Long Island Association	300 Broadhollow Rd. Suite 110W	Melville	11747-4840	(631) 499-4400
Manhattan Chamber of Commerce	1375 Broadway, 3rd Floor,	New York	10018	(212) 479-7772
Mohawk Valley Chamber of Commerce	200 Genesee Street, Suite One	Utica	13502	(315) 724-3151
Fulton Montgomery Regional Chamber of Commerce	2 North Main Street	Gloversville	12078	(518) 725-0641
Montauk Chamber of Commerce	742 Montauk Hwy.	Montauk	11954	(631) 668-2428
Moriches Chamber of Commerce	P.O. Box 686, Center Moriches	Moriches	11934-0686	(631) 874-3849
Narrowsburg Chamber of Commerce	37 Main Street	Narrowsburg	12764	(845) 252-7576
The New Hartford Chamber of Commerce	PO Box 372, 48 Genesee Street	New Hartford	13413	(315) 735-1974
The Greater NHP Chamber	PO Box 247	New Hyde Park	11040	(888) 400-0311
New Paltz Regional Chamber of Commerce	257 Main Street	New Paltz	12561	(845) 255-0243
New Rochelle Chamber of Commerce	459 Main Street, Suite 204 P.O. Box 140	New Rochelle	10801	(914) 632-5700
Greater New York Chamber of Commerce	20 West 44th Street, 4th floor	New York	10036	(212) 686-7220
Queens Chamber of Commerce	75-20 Astoria Blvd. Suite 140	Jackson Heights	11370	(718) 898-8500
Staten Island Chamber of Commerce	130 Bay Street	Staten Island	10301	(718) 727-1900
Niagara USA Chamber	6311 Inducon Corporate Drive	Sanborn	14132	(716) 285-9141
Niagara River Region Chamber of Commerce	895 Center Street	Lewiston	14092	(716) 754-9500
Tonawanda Chamber of Commerce	15 Webster Street	North Tonawanda	14120	(716) 692-5120
Northport Chamber of Commerce	PO Box 33	Northport	11768	(631) 754-3905
Ogdensburg Chamber of Commerce	1 Bridge Plaza	Ogdensburg	13669	(315) 393-3620
Oldforge Chamber of Commerce	PO Box 68, 3140 State Route 28	Old Forge	13420	(315) 369-6983
Greater Olean Area Chamber of Commerce	120 N Union Street,	Olean	14760	(716) 372-4433
Orange County Chamber of Commerce	30 Scott's Corners Drive,	Montgomery	12549	(845) 457-9700
Orchard Park Chamber of Commerce	4211 N. Buffalo Street, Suite 14	Orchard Park	14127-2401	(716) 662-3366
Orleans County Chamber of Commerce	102 North Main Street Suite #1	Albion	14411	(585) 589-7727
Greater Ossining Chamber of Commerce	2 Church Street, Suite 205	Ossining	10562	(914) 941-0009
The Otsego County Chamber of Commerce	189 Main Street	Oneonta	13820	(607) 432-4500
North Country Chamber of Commerce	7061 Route 9 • P.O. Box 310	Plattsburgh	12901	(518) 563-1000
Red Hook Area Chamber of Commerce	P.O. Box 254	Red Hook	12571	(845) 758-0824

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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	Phone
Rensselaer County Regional Chamber of Commerce	255 RIVER STREET, 150 State Street Suite 400	TROY Rochester	12180 14614-1308	(518) 274-7020 (585) 244-1800
Rochester Business Alliance	One Blue Hill Plaza, P.O. Box 1567 Lobby Level	Pearl River	10965	(845) 735-2100
Rockland Business Association				
Rockville Centre Chamber of Commerce	P.O. Box 226	Rockville Centre	11570	N/A
Rome Area Chamber of Commerce	139 W. Dominick Street	Rome	13440	(315) 337-1700
Roscoe Chamber of Commerce	PO Box 443	Roscoe	12776	N/A
Rosendale Chamber of Commerce	PO Box 533	Rosendale	12472	N/A
The Sag Harbor Chamber of Commerce	The Windmill, P.O. Box 2810	Sag Harbor	11963	(631) 725-0011
The Saranac Lake Area Chamber of Commerce	193 River Street	Saranac Lake	12983	(518) 891-1990
The Saratoga County Chamber	28 Clinton Street,	Saratoga	12866	(518) 584-3255
Greater Sayville Chamber of Commerce	P.O. Box 235	Sayville	11782-0235	(631) 567-5257
The Scarsdale Chamber of Commerce	P.O. Box 635,	Scarsdale	10583	(914) 620-2426
The Chamber of Schenectady County	306 State Street	Schenectady	12305	(518) 372-5656
Schoharie County Chamber of Commerce	143 Caverns Road	Howes Cave	12092	(518) 296-8820
The Schroon Lake Area Chamber of Commerce	PO Box 726	Schroon Lake	12870	(518) 532-7675
Seneca County Chamber of Commerce	2020 Routes 5 & 20 West	Seneca Falls	13148	(315) 568-2906
Sharon Springs Chamber of Commerce	129 Main Street, Suite 2 P.O. Box 217	Sharon	13459	(518) 284-2625
Skaneateles Area Chamber of Commerce	P.O. Box 199, 22 Jordan Street	Skaneateles	13152	(315) 685-0552
Greater Sleepy Hollow Tarrytown Chamber of Commerce	One Neperan Road	Tarrytown	10591	(914) 631-1705
Southampton Chamber of Commerce	76 Main St.	Southampton	11968	(631) 283-0402
Springville Chamber of Commerce	P.O. Box 310	Springville	14141-0310	(716) 592-4746
Staten Island Chamber of Commerce	130 Bay Street	Staten Island	10301	(718) 727-1900
The Syosset Chamber of Commerce	35 Roosevelt Ave, Suite	Syosset	(516) 802-4942	(516) 802-4942
Sleepy Hollow Tarrytown Chamber of Commerce	1 Neperan Rd., Tarrytown	Tarrytown	10591	(914) 631-1705
Ticonderoga Chamber of Commerce	94 Montcalm Street, Suite 1	Ticonderoga	12883	(518) 585-6619
Tompkins County Chamber of Commerce	904 East Shore Drive	Ithaca	14850	(607) 273-7080
Tonawanda Chamber of Commerce	15 Webster Street	North Tonawanda	14120	(716) 692-5120
Kenmore - Town of Tonawanda Chamber of Commerce	3411 Delaware Avenue	Kenmore	14217	(716) 874-1202
The Ulster County Regional	214 Fair Street	Kingston	12401	(845) 338-5100
Warwick Valley Chamber of Commerce	South Street Caboose PO Box 202	Warwick	10990	(845) 986-2720
The Greater Watertown-North County (GWNC) Chamber of Commerce	1241 Coffeen St	Watertown	13601	(315) 788-4400
The Watkins Glen Area Chamber of Commerce	214 North Franklin Street	Watkins Glen	14891	(607) 535-4300
Webster Chamber of Commerce	1110 Crosspointe Lane Suite C	Webster	14580	(585) 265-3960
Wellsville Area Chamber of Commerce Inc.	114 N Main St	Wellsville	14895	(585) 593-5080
West Seneca Chamber of Commerce	950-A Union Road Suite 5	West Seneca	14224	(716) 674-4900
Woodstock Chamber of Commerce	P.O Box 36	Woodstock	12498	(845) 679-6234

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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	Phone
Wyoming County Chamber of Commerce	6470 Route 20A, Suite 6	Perry	14530-9798	(585) 237-0230
Yates County Chamber of Commerce	2375 Route 14A	Penn Yan	14527	(800) 868-YATES
The Yonkers Chamber of Commerce	55 Main Street, 2nd Floor	Yonkers	10701	(914) 963-0332
The Yorktown Chamber of Commerce	P.O. Box 632	Yorktown Heights	10598	(914) 245-4599

TEXAS

CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	PHONE
City of Abilene	555 Walnut St, PO Box 60	Abilene	79604	(325) 676-6200
Alamo Chamber of Commerce	803 Main Street	Alamo	78516	(956) 787-2117
Albany Chamber of Commerce	2 Railroad Street, PO Box 2047	Albany	76430	(325) 762-2525
Alice Chamber of Commerce	612 East Main, P.O. Box 1609	Alice	78333	(361) 664-3454
Alpine Chamber of Commerce	106 N. 3rd St.	Alpine	79830	(800) 561-3712
Alvin-Manvel Area Chamber of Commerce	105 W Willis St	Alvin	77511	(281) 331-3944
Amarillo Chamber of Commerce	1000 S Polk	Amarillo	79101	(806) 373-7800
Andrews Chamber of Commerce	700 W Broadway	Andrews	79714	(432) 523-2695
Greater Angleton Chamber of Commerce	445 East Mulberry	Angleton	77515	(979) 849-6443
Aransas Pass Chamber of Commerce	130 W. Goodnight	Aransas Pass	78336	(800) 633-3028
Arlington Chamber of Commerce	505 E. Border Street	Arlington	76010	(817) 275-2613
Athens Chamber of Commerce	201 W. Corsicana St., Suite 1	Athens	75751	(903) 675-5181
Audrey 380 Area Chamber of Commerce	205 S. Main	Audrey	76227	(940) 365-9781
The Austin Chamber of Commerce	535 East 5th Street	Austin	78701	(512) 478-9383
Azle Area Chamber of Commerce	404 W. Main St. Ste: 102,	Azle	76020	(817) 444-1112
The Ballinger Chamber of Commerce	P.O. Box 577	Ballinger	76821	(325) 365-2333
Bandera County Texas Chamber of Commerce	331 Main Street, P.O. Box 2445	Bandera	78003	(830) 796-3280
Bastrop Chamber of Commerce	927 Main Street	Bastrop	78602	(512) 303-0558
Baytown Chamber of Commerce	1300 Rollingbrook, Suite 400	Baytown	77521	(281) 422-8359
Greater Beaumont Chamber of Commerce	1110 Park Street	Beaumont	77701	(409) 838-6581
Bellville Chamber of Commerce	10 S Holland St	Bellville	77418	(979) 865-3407
Berbrook Area Chamber of Commerce	8507 Berbrook Blvd	Berbrook	76126	(817) 249-4451
Big Spring Area Chamber of Commerce	215 West 3rd Street, PO Box 1391	Big Spring	79720	(432) 263-7641
Boerne Chamber of Commerce	121 S. Main	Boerne	78006	(830) 249-8000
Bolivar Chamber of Commerce	1750 Hwy 87 - PO Box 1170	Crystal Beach	77650	(409) 684-5940
Bonham Area Chamber of Commerce	119 East 5th	Bonham	75418	(903) 583-4811
Bowie Chamber of Commerce	405 W. Wichita Street	Bowie	76230	(940) 872-1173
Brady Chamber of Commerce	101 E. First St	Brady	76825	(325) 597-3491
Brazosport Area Chamber of Commerce	300 Abner Jackson Parkway	Brazosport	77566	(979) 285-2501
Breckenridge Chamber of Commerce	100 East Elm PO Box 1466	Breckenridge	76424	(254) 559-2301

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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	PHONE
Brownsville Chamber of Commerce	1600 University Blvd.	Brownsville	78520	(956) 542-4341
Brownwood Area Chamber of Commerce	600 E. Depot St.	Brownwood	76801	(325) 646-9535
Bryan/College Station Chamber of Commerce	4001 East 29th Street	Bryan	77802	(979) 260-5200
Buda Chamber of Commerce	PO Box 904 203 Railroad St., Suite 1-C	Buda	78610	(512) 295-9999
Burleson Chamber of Commerce	PO Box 9	Burleson	76097	(817) 295-6121
Burnet Chamber of Commerce	229 South Pierce	Burnet	78611	(512) 756-429
Caddo Lake Area Chamber of Commerce	P.O. Box 228	Karnack	75661	(903) 789-3408
Cameron Chamber of Commerce	102 E. First Street	Cameron	76520	(254) 697-4979
Canadian-Hemphill County Chamber of Commerce	119 North 2nd Street	Canadian	79014	(806) 323-6234
Canton Texas Chamber of Commerce	119 N. Buffalo St	Canton	75103	(903) 567-2991
Canyon Chamber of Commerce	1518 5th Avenue,	Canyon	79015	(806) 655-7815
Capital City African American Chamber of Commerce	912 E. 11th Street Suite A	Austin	78702	(512) 459-1181
Cedar Creek Lake Area Chamber of Commerce	604 S. 3rd Street, Suite E	Mabank	75147	(903) 887-3152
Cedar Hill Chamber of Commerce	300 W. Houston	Cedar Hill	75104-	(972) 291-7817
			2678	
Cedar Park Chamber of Commerce	1460 E. Whitestone Blvd./Bldg. 2, Suite 180,	Cedar Park	78613	(512) 260-7800
Cisco Chamber of Commerce	309 Conrad Hilton Boulevard	Cisco	76437-	(254) 442-2537
			2721	
Clarendon Economic Development Corp	110 S. Kearney Street, P.O. Box 826	Clarendon	79226	(806) 874-2421
Clear Lake Area Chamber of Commerce	1201 E. NASA Parkway,	Houston	77058	(281) 488-7676
Cleburne Chamber of Commerce	1511 W. Henderson St	Cleburne	76033	(817) 645-2455
Clifton Chamber of Commerce	115 North Avenue D	Clifton	76634	(254) 675-3720
Coldspring/San Jacinto County Chamber of Commerce	P O Box 980	Coldspring	77331	(936) 653-2184
Colleyville Area Chamber of Commerce	6700 Colleyville Blvd	Colleyville	76034	(817) 488-7148
Coleman County Chamber of Commerce	218 Commercial Avenue	Coleman	76834	(325) 625-2163
The Colony Chamber of Commerce	PO Box 560006 4730 SH 121	The Colony	75056	(214) 705-3075
Colorado City Area Chamber of Commerce	157 West 2nd Street	Colorado City	79512	(325) 728-3403
Comfort Chamber of Commerce	630 Hwy 27 - PO Box 777	Comfort	78013	(830) 995-3131
Commerce Chamber of Commerce	1114 Main Street - P. O. Box 290	Commerce	75429	(903) 886-3950
Greater Conroe/Lake Conroe Area Chamber of Commerce	505 W. Davis	Conroe	77301	(936) 756-6644
Coppell Chamber of Commerce	509 W. Bethel Rd., Ste. 200 P.O. Box 452	Coppell	75019	(972) 393-2829
Copperas Cove Chamber of Commerce	204 E. Robertson Avenue	Copperas Cove	76522	(254) 547-7571
Corpus Christi Chamber of Commerce	1501 North Chaparral	Corpus Christi	78401	(361) 881-1800
Corisicana & Navarro County Chamber of Commerce	120 N. 12th Street	Corisicana	75110	(903) 874-4731
Crockett Area Chamber of Commerce	1100 Edmiston Drive, P.O. Box 307	Crockett	75835	(936) 544-2359
Cuero Chamber of Commerce	124 E Church Street	Cuero	77954	(361) 275-2112
Cy-Fair Houston Chamber of Commerce	9520 Telge Road	Houston	77095	(281) 373-1390
Dalhart Chamber of Commerce	102 E. 7th Avenue P.O. Box 967	Dalhart	79022	(806) 244-5646

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Dallas Regional Chamber	500 North Akard Street., Suite 2600	Dallas	75201	(214) 746-6600
Dallas Hispanic Chamber of Commerce	4622 Maple Ave., Suite 207	Dallas	75219	(214) 521-6007
Dayton Community Development Corporation	801 S. Cleveland, Suite B	Dayton	77535	(936) 257-0055
Decatur Chamber of Commerce	PO Box 474, 308 West Main	Decatur	76234	(940) 627-3107
Deer Park Chamber of Commerce	110 Center Street	Deer Park	77536	(281) 479-1559
Denison Area Chamber of Commerce	313 W. Woodard St.	Denison	75020	(903) 465-1551
Denton Chamber of Commerce	414 W. Parkway	Denton	76201	(940) 382-9693
Desoto Chamber of Commerce	2010 N. Hampton Road, Suite 200	Desoto	75115	(972) 224-3565
Dripping Springs Chamber of Commerce & Visitors Bureau	509 W. Mercer St.,	Dripping Springs	78620	(512) 858-7000
Dumas/Moore County Chamber of Commerce	1901 S. Dumas Ave., P. O. Box 735	Duma	79029	(806) 935-2123
Duncanville Chamber of Commerce	300 E. Wheatland Rd.	Duncanville	75116	(972) 780-4990
Eagle Pass Chamber of Commerce	400 Garrison Street / PO Box 1188	Eagle Pass	78853	(830) 773-3224
Early Chamber of Commerce	104 E. Industrial Drive	Early	76802	(325) 649-9317
The Houston East End of Commerce	550 Gulfgate Center	Houston	77087	(713) 926-3305
Eastland Chamber of Commerce	209 West Main Street	Eastland	76448	(254) 629-2332
Eden Chamber of Commerce	120 Paint Rock Road	Eden	76837	(325) 869-2211
Edinburg Chamber of Commerce	602 West University Dr.	Edinburg	78539	(956) 383-4974
El Campo Chamber of Commerce	P. O. Box 1400 707 Fahrenthold	El Campo	77437	(979) 543-2713
Greater El Paso Chamber of Commerce	Ten Civic Center Plaza	El Paso	79901-1153	(915) 534-0500
El Paso Hispanic Chamber of Commerce	2401 E. Missouri St.	El Paso	79903	(915) 566-4066
Electra, Texas Chamber of Commerce	101 North Main	Electra	76360	(940) 495-2146
Greater Elgin Chamber of Commerce	P. O. Box 408, 114 Central Avenue	Elgin	78621	(512) 285-4515
Ennis Chamber of Commerce	108 Chamber of Commerce Drive, P. O. Box 1177	Ennis	75119	(972) 878-2625
Flower Mound Chamber of Commerce	700 Parker Square, Suite 100	Flower Mound	75028	(972) 539-0500
Forney Chamber of Commerce	P. O. Box 570	Forney	75126	(972) 564-2233
Fort Bend Chamber of Commerce	445 Commerce Green Boulevard	Sugar Land	77478	(281) 491-0800
Greater Fort Bend Economic Development Council	One Fluor Daniel Drive	Sugar Land	77478	(281) 242-0000
Fort Davis Chamber of Commerce	PO Box 378	Fort Davis	79734	(800) 524-3015
Fort Worth Chamber of Commerce	777 Taylor St.	Fort Worth	76102-4997	(817) 336-2491
Fort Worth Metropolitan Black Chamber of Commerce	1150 S. Freeway Suite 211	Fort Worth	76104	(817) 871-6538
Franklin, Texas Chamber of Commerce	319 North Bremond Street P.O Box 126	Franklin	77856	(979) 828-3257
Fredericksburg Chamber of Commerce	302 East Austin	Fredericksburg	78624	(830) 997-6523
Frisco Chamber of Commerce	6843 Main St.	Frisco	75034	(972) 335-9522
Gainesville Texas Chamber of Commerce	200 South Rusk	Gainesville	76240	(940) 665-5241
Galleria Chamber of Commerce (GCOC)	10370 Richmond Ave, Suite 125	Houston	77042	(713) 785-4922
Galveston Chamber of Commerce	2228 Mechanic, Suite 101,	Galveston	77550	(409) 763-5326

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The Garland Chamber of Commerce	520 N. Glenbrook Dr.	Garland	75040	(972) 272-7551
George West Chamber of Commerce	400 N Nueces	George West	78022	(361) 449-2033
Georgetown Chamber of Commerce	100 Stadium Drive,	Georgetown	78626	(512) 930-3535
Giddings Area Chamber of Commerce	289 W. Railroad	Giddings	78942	(979) 542-3455
Gilmer Chamber of Commerce	106 Buffalo Street	Gilmer	75644	(903) 843-2413
Goliad Chamber of Commerce	231 S. Market St. PO Box 606	Goliad	77963	(361) 645-3563
Gonzales Chamber of Commerce & Agriculture	3563 N. S.H. 123 Bypass	Seguin	78155	(830) 379-7474
Granbury Chamber of Commerce	3408 E. Hwy 377	Granbury	76049	(817) 573-1622
Grand Prairie Chamber of Commerce	900 Conover Drive	Grand Prairie	75051	(972) 264-1558
Grapevine Chamber of Commerce	200 Vine Street	Grapevine	76051	(817) 481-1522
The Greater Houston Partnership	1200 Smith Street #700	Houston	77002	(713) 844-3600
Houston Metropolitan Chamber	12 Greenway Plaza, Suite 1100	Houston	77046	(713) 666-1521
Greater Waco Chamber	101 S. Third St.	Waco	76701	(254) 757-5600
Greenville Chamber of Commerce	2713 Stonewall Street P.O. Box 1055	Greenville	75403-	(903) 455-1510
Hallettsville Chamber of Commerce	1614 North Texana Street	Hallettsville	77964	(361) 798-2662
Harker Heights Chamber of Commerce	552 East FM 2410	Harker Heights	76548	(254) 699-4999
Harlingen Area Chamber of Commerce	311 East Tyler Avenue	Harlingen	78550	(956) 423-5440
HEB Chamber of Commerce	2109 Martin Drive,	Bedford	76021	(817) 283-1521
Greater Heights Area Chamber of Commerce	545 West 19th Street, 2nd floor	Houston	77008	(713) 861-6735
Hempstead Chamber of Commerce	P.O. Box 517	Hempstead	77445	(979) 826-8217
Henderson Area Chamber of Commerce	201 N Main St	Henderson	75652	(903) 657-5528
Hewitt Chamber of Commerce	101 Third St. /P.O. Box 661	Hewitt	76643	(254) 666-1200
Hillsboro Chamber of Commerce	115 N. Covington PO Box 358	Hillsboro	76645	(254) 582-2481
Hopkins County Chamber of Commerce	300 Connally Street	Sulphur Springs	75482	(903) 885-6515
Huntsville-Walker County Chamber of Commerce	1327 11th Street	Huntsville	77340	(936) 295-8113
Crockett Economic & Industrial Development Corporation	PO Box 307, 1100 Edmiston Blvd.	Crockett	75835	(936) 546-5636
Houston West Chamber of Commerce	10370 Richmond Ave., Suite 125	Houston	77042	(713) 785-4922
The Lake Houston Area Chamber of Commerce	110 West Main Street	Humble	77338	(281) 446-2128
Hutto Area Chamber of Commerce	122 East St	Hutto	78634	(512) 759-4400
Ingleside Chamber of Commerce	P.O. Box 686, 2867 Avenue	Ingleside	78362	(888) 899-2906
Greater Irving-Las Colinas Chamber of Commerce	5201 N. O'Connor Boulevard, Suite 100,	Irving	75039	(214) 217-8484
Itasca Chamber of Commerce	PO Box 205	Itasca	76055	N/A
Jacksboro Chamber of Commerce	103-C South Main /P.O. Box 606	Jacksboro	76458	(940) 567-2602
Jacksonville Chamber of Commerce	526 E. Commerce	Jacksonville	75766	(903) 586-2217
Jasper-Lake Sam Rayburn Area Chamber of Commerce	246 East William /246 East William	Jasper	75951	(409) 384-2762
Johnson City Chamber of Commerce	100 E. Main St, P.O. Box 485	Johnson City	78636	(830) 868-7684
Katy Area Chamber of Commerce	23501 Cinco Ranch Blvd, Ste B 206	LaCenterra Katy	77494	(281) 391-KATY

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Kaufman Chamber of Commerce	P.O. Box 1462311 S. Washington St. Ste. A	Kaufman	75142	(972) 932-3118
Keene Chamber of Commerce	110 S. Old Betsy Road	Keene	76059	(817) 556-2995
The Greater Keller Chamber of Commerce	420 Johnson Road	Keller	76248	(817) 431-2169
The Kerrville Chamber of Commerce	1700 Sidney Baker, Suite 100	Kerrville	78028	(830) 896-1155
Kilgore Chamber of Commerce	813 North Kilgore Street	Kilgore	75662	(903) 984-5022
Greater Killeen Chamber of Commerce	One Santa Fe Plaza   PO Box 548	Killeen	76540-0548	(254) 526-9551
Kingsland/Lake LBJ Chamber of Commerce.	2743 Ranch Road 1431, P O Box 465	Kingsland	78639	(325) 388-6211
Kingsville Chamber of Commerce	635 E. King Ave.	Kingsville	78363	(361) 592-6438
La Grange Area Chamber of Commerce	171 S. Main	La Grange	78945	(979) 968-5756
La Porte - Baysshore Chamber of Commerce	712 West Fairmont Parkway P. O. Box 996	La Porte	77571	(281) 471-1123
Lago Vista & Jonestown Area Chamber of Commerce	20624 FM 1431 Ste.#8	Lago Vista	78645	(512) 267-7952
Lake Cities Chamber of Commerce	3971 FM 2181	Corinth	76210	(940) 497-3097
Lake O' The Pines Chamber of Commerce	2669 Farm to Market, 726	Jefferson	75657	(903) 777-3491
Lake Palestine Area Chamber of Commerce	PO Box 1002	Frankston	75763	(903) 876-5310
Lake Whitney Chamber of Commerce	PO Box 604 102 W. Railroad Avenue	Whitney	76692	(254) 694-2540
Lamar County Chamber of Commerce	Eight West Plaza	Paris	75460	(903) 784-2501
Lamesa Economic Development Corporation	123 Main Street	Lamesa	79331	(806) 872-2207
Lampasas Chamber of Commerce	205 South U.S. Highway 281 PO Box 627	Lampasas	76550	(512) 556-5172
Lancaster Chamber of Commerce	103 N. Dallas Avenue PO Box 1100	Lancaster	75146	(972) 227-2579
The Laredo Chamber of Commerce	2310 San Bernardo	Laredo	78040	(956) 722-9895
League City Chamber of Commerce	1101 W Main, Suite R	League City	77573	(281) 338-7339
Greater Leander Chamber of Commerce	P. O. Box 556	Leander	78646	(512) 259-1907
Leveland Chamber of Commerce	1101 Ave. H	Leveland	79336	(806) 894-3157
Lewisville Area Chamber of Commerce	551 N Valley Pkwy	Lewisville	75067	(972) 436-9571
The Liberty-Dayton Area Chamber of Commerce	1801 Trinity Street P. O. Box 1270	Liberty	77575	(936) 336-5736
Little Elm Chamber of Commerce	2103 E. Eldorado Parkway P.O. Box 184	Little Elm	75068	(972) 292-3777
Livingston-Polk County Chamber of Commerce	PO Box 600 1001 US Hwy. 59 Loop N.	Livingston	77351	(936) 327-4929
Llano Chamber of Commerce	The Railyard Depot 100 Train Station Dr.	Llano	78643	(325) 247-5354
Lockhart Chamber of Commerce	631 South Colorado	Lockhart	78644	(512) 398-2818
Longview Chamber of Commerce	410 N. Center Street	Longview	75601	(903) 237-4000
Lubbock Chamber of Commerce	1500 Broadway, Suite 101	Lubbock	79401	(806) 761-7000
Lufkin/Angelina County Chamber of Commerce	1615 S. Chestnut	Lufkin	75901	(936) 634-6644
Luling, TX Chamber of Commerce	421 E. Davis Street	Luling	78648	(830) 875-3214
The Greater Magnolia Chamber of Commerce	18935 FM 1488	Magnolia	77355	(281) 356-1488
Mansfield Area Chamber of Commerce	114 N. Main St.	Mansfield	76063	(817) 473-0507
Marble Falls Chamber	100 Ave G	Marble Falls	78654	(830) 693-444
The Marlin Chamber of Commerce	245 Coleman Street	Marlin	76661	(254) 803-3301
Marshall Texas Chamber of Commerce	208 East Burleson Street	Marshall	75671	(903) 935-7868

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Mason County Chamber of Commerce	108 Ft Mckavitt St, PO Box 156	Mason	76856	(325) 347-5758
McAllen Chamber of Commerce	1200 Ash Avenue	McAllen	78501	(956) 682-2871
The McKinney Chamber of Commerce	Summit Office Park 1 2150 S. Central Expressway, Suite 150	McKinney	75070	(972) 542-0163
Melissa Area Chamber of Commerce	1501 Harrison St,	Melissa	75454	(972) 837-4277
Meridian Chamber of Commerce	107 N. Erath Street, Ste. B P.O. BOX 758	Meridian	76665	(254) 435-2966
Mesquite Texas Chamber of Commerce	617 N. Ebrite	Mesquite	75149	(972) 285-0211
Metrocrest Chamber of Commerce	5100 Belt Line Road Suite 430	Addison	75254	(469) 587-0420
Mexia Area Chamber of Commerce	405 E. Milam, Suite No. 2	Mexia	76667	(254) 562-5569
Midland Chamber of Commerce	109 N. Main	Midland	79701	(432) 683-3381
Midlothian Chamber of Commerce	310 North 9th Street	Midlothian	76065	(972) 723-8600
Mineola Area Chamber of Commerce Inc.	101 East Broad Street PO Box 68	Mineola	75773-2001	(903) 569-2087
Mineral Wells Area Chamber of Commerce	511 E. Hubbard St.	Mineral Wells	76067	(940) 325-2557
The Greater Mission Chamber of Commerce	202 W. Tom Landry	Mission	78572	(956) 585-2727
Mount Pleasant/Titus County Chamber of Commerce	1604 N. Jefferson	Mt. Pleasant	75455	(903) 572-8567
Nacogdoches County Chamber of Commerce	2516 North Street	Nacogdoches	75965	(936) 560-5533
Navasota Grimes County Chamber of Commerce	117 S. LaSalle P.O. Box 530	Navasota	77868	(936) 825-6600
Nederland Chamber of Commerce	P. O. Box 891 /1515 Boston Avenue	Nederland	77627	(409) 722-0279
New Boston Chamber of Commerce	100 North Center	New Boston	75570	(903) 628-2581
New Braunfels Chamber of Commerce	390 S. Seguin Ave.	New Braunfels	78130	(800) 572-2626
New Ulm Chamber of Commerce	P. O. Box 55	New Ulm	78950	(979) 992-2988
Newton County Chamber of Commerce	201 W. Court P.O. Box 66	Newton	75966	(409) 379-5527
North Dallas Chamber of Commerce	10707 Preston Rd	Dallas	75230	(214) 368-6485
North San Antonio Chamber of Commerce	12930 COUNTRY Parkway	San Antonio	78216	(210) 344-4848
Northeast Tarrant Chamber of Commerce	5001 Denton Hwy	Halton City	76117	(817) 281-9376
Odessa Chamber of Commerce	700 N. Grant, Suite 200	Odessa	79761	(432) 332-9111
Oldham County Chamber of Commerce	P.O. Box 538 / 904 Main	Vega	79092	(806) 267-2828
Greater Orange Area Chamber of Commerce	1012 Green Avenue	Orange	77630	(409) 883-3536
Palacios Chamber of Commerce	420 Main Street	Palacios	77465	(361) 972-2615
Palestine Chamber of Commerce	P.O Box 1177	Palestine	75802	(903) 729-6066
Pasadena Chamber of Commerce	4334 Fairmont Parkway	Pasadena	77504-3306	(281) 487-7871
Pearland Chamber of Commerce	6117 Broadway Street	Pearland	77581	(281) 485-3634
Pecos Area Chamber of Commerce	100 1st Street	Pecos	79772	(432) 445-2406
Perryton-Ochiltree Chamber of Commerce	2000 S. Main P.O. Box 789	Perryton	79070	(806) 435-6575
Pilot Point Chamber of Commerce	300 S. Washington P.O. Box 497	Pilot Point	76258	(940) 686-5385
Plano Chamber of Commerce	1200 E 15th St	Plano	75074	(972) 424-7547
Port Aransas Chamber of Commerce	403 W. Cotter	Port Aransas	78373	(361) 749-5919



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Port Arthur Chamber of Commerce	4749 North Twin City Highway # 300	Port Arthur	77642-5839	(409) 963-1107
Port Isabel Chamber of Commerce	421 E. Queen Isabella Blvd.	Port Isabel	78578	(800) 527-6102
Port Neches Chamber of Commerce	1110 Port Neches Avenue P. O Box 445	Port Neches	77651	(409) 722-9155
Portland Chamber of Commerce	904-B Memorial Parkway PO Box 388	Portland	78374	(361) 643-2475
Pottsboro Area Chamber of Commerce	615 Highway 120 East P. O. Box 995	Pottsboro	75076	(903) 786-6371
Princeton Area Chamber of Commerce	275 W. Princeton Dr. # 105Suite	Princeton	75407	(972) 736-6462
Greater Quitman Area Chamber of Commerce	100 Gov. Hogg Parkway	Quitman	75783	(903) 763-4411
Richardson Economic Development Partnership	411 Belle Grove	Richardson	75080	(972) 792-2800
Rockdale Chamber Of Commerce	1203 W. Cameron Ave.	Rockdale	76567	(512) 446-2030
Rockport-Fulton Chamber of Commerce	319 Broadway	Rockport	78382	(361) 729-6445
Rockwall Area Chamber of Commerce	2850 Shoreline Trail, #63	Rockwall	75032	(972) 771-5733
Round Rock Chamber of Commerce	212 East Main St.	Round Rock	78664	(512) 255-5805
Round Top Area Chamber of Commerce	205 N. Live Oak Street P. O. Box 216	Round Top	78954	(979) 249-4042
Rowlett Chamber of Commerce	3910 Main St.	Rowlett	75030	(972) 475-3200
Henderson Area Chamber of Commerce	201 N Main St	Henderson	75652	(903) 657-5528
Sachse Chamber of Commerce	5560 Highway 78	Sachse	75048	(972) 496-1212
Saginaw Area Chamber of Commerce	301 S. Saginaw Blvd	Saginaw	76179	(817) 232-0500
Salado Chamber of Commerce	831 No. Main Street P. O. Box 219	Salado	76571	(254) 947-5040
San Angelo Chamber of Commerce	418 West Avenue B	San Angelo	76903	(325) 655-4136
San Antonio Chamber of Commerce	602 E. Commerce Street	San Antonio	78205	(210) 229-2100
San Augustine County Chamber of Commerce	611 W. Columbia St.	San Augustine	75972	(936) 275-3610
San Marcos Area Chamber of Commerce	202 N. C.M. Allen Parkway P. O. Box 2310	San Marcos	78667	(512) 393-5900
The Sanger Area Chamber of Commerce	PO Box 537	Sanger	76266	(940) 458-7702
The Greater Schulenburg Chamber of Commerce	618 N. Main Street P. O. Box 65	Schulenburg	78956	(866) 504-5294
Sealy Chamber of Commerce	309 Main Street, PO Box 586	Sealy	77474	(979) 885-3222
Seymour, Texas Chamber of Commerce	401 N. Main / P. O. Box 1379	Seymour	76380	(940) 889-2921
Shelby County Chamber of Commerce	100 Courthouse Square, A-101	Center	75935	(936) 598-3682
Sherman Chamber of Commerce.	307 West Washington Street Suite 100	Sherman	75090-5883	(903) 893-1184
Shiner Chamber of Commerce, Inc.	P. O. Box 221 • 817 N. Avenue E	Shiner	77984-0221	(361) 594-4180
Smithville Area Chamber of Commerce	P. O. Box 716 First St. & Main St	Smithville	78957	(512) 237-2313
Sonora Chamber of Commerce	PO Box 1172 205 Hwy 277 North, Suite B	Sonora	76950	(325) 387-2880
South Padre Island Chamber of Commerce	610 Padre Blvd.	South Padre Island	78597	(956) 761-4412
Southlake Chamber of Commerce	1501 Corporate Circle, Suite 100	Southlake		(817) 481-8200
Spearman Chamber of Commerce	Box 161	Spearman	79081	(806) 659-5555
Stephenville Chamber of Commerce	187 W Washington • P. O. Box 306	Stephenville	76401	(254) 965-5313
Sweetwater Chamber of Commerce	810 E Broadway St	Sweetwater	79556	(325) 235-5488

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Greater Taylor Chamber of Commerce	1519 North Main St.	Taylor	76574	(512) 352-6364
Terrell Chamber of Commerce & CVB	1314 W. Moore Avenue	Terrell	75160	(972) 563-5703
Texarkana Chamber of Commerce	819 N. State Line Avenue	Texarkana	75501	(903) 792-7191
Texas City-La Marque Chamber of Commerce	9702 E.F.Lowry Expressway	Texas City	77590	(409) 935-1408
Three Rivers Chamber of Commerce	P.O. Box 1648	Three Rivers	78071	(888) 600-3115
Greater Tomball Area Chamber of Commerce	29201 Quinn Road, Suite B PO Box 516	Tomball	77377-0516	(281) 351-7222
Trinity Peninsula Chamber of Commerce	702 S. Robb ~ PO Box 549	Trinity	75862	(936) 594-3856
Troup Chamber of Commerce	P. O. Box 336	Troup	75789	(903) 842-4113
Tyler Area Chamber	301 N. Broadway, Ste 100	Tyler	75702	(903) 592-1661
Uvalde Area Chamber of Commerce	207 N. Getty,	Uvalde	78801	(830) 278-3361
Victoria Chamber of Commerce	3404 N. Ben Wilson	Victoria	77901	(361) 573-5277
Vidor Chamber of Commerce	500 South Street Suite 200A	Vidor	77662	(409) 769-6339
Greater Waco Chamber	101 S. Third St.	Waco	76701	(254) 757-5600
Waller Area Chamber of Commerce	1110 Farr St. WACC, PO Box 53	Waller	77484	(936)-372-5300
Washington County Chamber of Commerce	314 S. Austin Street	Brenham	77833	(979) 836-3695
Waxahachie Chamber of Commerce	102 YMCA Drive	Waxahachie	75165	(972) 937-2390
Weatherford Chamber of Commerce	P.O. Box 310 401 Fort Worth Highway	Weatherford	76086	(817) 596-3801
Weinmar Area Chamber of Commerce	109 East Main Street P.O. Box 90	Weinmar	78962	(979) 725-9511
Weslaco Area Chamber of Commerce	275 S. Kansas, P.O. Box 8398	Weslaco	78599	(956) 968-2102
West I-10 Chamber of Commerce	P.O. Box 100	Pattison	77466	(281) 375-8100
Westlake Chamber of Commerce	101 Westlake Drive	Austin	78746	(512) 327-3088
Wharton Chamber of Commerce	225 N. Richmond Road	Wharton	77488	(979) 532-1862
White Settlement Area Chamber of Commerce	8224 White Settlement Road, Suite 100	White Settlement	76108	(817) 246-1121
Whitesboro Area Chamber of Commerce	2535 Hwy. 82 E., Suite C P.O. Box 522	Whitesboro	76273	(903) 564-3331
Whitewright Area Chamber of Commerce	113 W Grand St	Whitewright	75491	(903) 364-2000
Wichita Falls Chamber of Commerce	PO Box 1860	Wichita Falls	76307	(940) 723-2741
Wimberley Chamber of Commerce	14100 Ranch Road 12	Wimberley	78676	(512) 847-2201
Winnie Area Chamber of Commerce	327 East Leblanc PO BOX 1715	Winnie	77665	(409) 296-2231
Winnssboro Area Chamber of Commerce	100 E Broadway	Winnssboro	75494	(903) 342-3666
Winona Texas Area Chamber of Commerce	111 South Main Street / Hwy 155 N	Downtown Winona	75792	(903) 877-2420
The Wylie Chamber of Commerce	250 S. Hwy. 78 in Wylie	Wylie	75098	(972) 442-2804

AIZONA

CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	PHONE
Benson / San Pedro Valley Chamber of Commerce	168 E 4th St	Benson	85602	(520) 265-8031
Bisbee Chamber of Commerce Office	Box 944, (48 Main St.)	Bisbee	85603	(520) 432-5421
Bullhead Area Chamber of Commerce	1251 Highway 95	Bullhead City	86429	(928) 754-4121

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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	PHONE
Carefree Cave Creek Chamber of Commerce	748 Easy St., Suite 2 & 4, PO Box 734	Carefree	85377	(480) 488-3381
Greater Casa Grande Chamber of Commerce	575 N. Marshall Street	Casa Grande	85122	(520) 836-2125
Chandler Chamber of Commerce	25 S. Arizona Place, Suite 201	Chandler	85225	(480) 963-4571
Chino Valley Area Chamber of Commerce	P O Box 419	Chino Valley	86323	(928) 636-2493
Chloride Chamber of Commerce	Post Office Box 268, 4940 Tennessee Ave.	Chloride	86431	(928) 565-2204
The Copper Basin Chamber of Commerce.	355 Alden Rd, PO Box 206	Kearny	85137	(520) 363-7607
Eloy Chamber of Commerce	305 N. Stuart Blvd.	Eloy	85131	(520) 466-3411
Flagstaff Chamber of Commerce	101 W. Route 66	Flagstaff	86001	(928) 774-4505
Greater Florence Chamber of Commerce	291 North Bailey Street	Florence	85232	N/A
Mohave Valley Chamber of Commerce	8045 Highway 95, Suite C	Mohave Valley	86446	(928) 768-2777
Fountain Hills Chamber of Commerce	16837 E. Palsades Blvd.	Fountain Hills	85268	(480) 837-1654
Gilbert Chamber of Commerce	119 North Gilbert Road, Ste 101, P.O. Box 527	Gilbert	85299-0527	(480) 892-0056
Glendale Chamber of Commerce	5800 W Glenn Dr, Suite 275, P. O. Box 249	Glendale	85301	(800) 437-8669
Graham County Chamber of Commerce	1111 Thatcher Blvd.	Safford	85546	(928) 428-2511
Jerome Chamber of Commerce	P. O. Box K	Jerome	86331	(928) 634-2900
Marana Chamber of Commerce	13881 Casa Grande Hwy	Marana	85653	(520) 682-4314
Mesa Chamber of Commerce	North Center Street #104	Mesa	85201	(480) 969-1307
Nogales-SantaCruz County Chamber of Commerce	123 W. Kino Park	Nogales	85621	(520) 287-3685
Peoria Chamber of Commerce	16165 North 83rd Avenue, Suite 101	Peoria	85382	(623) 979-3601
Greater Phoenix Chamber of Commerce	201 N. Central Ave., 27th Floor	Phoenix	85004	(602) 495-2195
Pinetop-Lakeside Chamber of Commerce	PO Box 4220	Pinetop	85935	(928) 367-4290
Prescott Chamber of Commerce	117 W. Goodwin Street	Prescott	86303	(928) 445-2000
Prescott Valley Chamber of Commerce	7120 Pav Way Ste. 102	Prescott Valley	86314	(928) 772-8857
Rim Country Regional Chamber of Commerce	100 W. Main Street	Payson	85541	(928) 474-4515
The Scottsdale Area Chamber of Commerce	7501 E. McCormick Parkway, Suite 202-N	Scottsdale	85258	(480) 355-2700
Sedona Chamber of Commerce	331 Forest Road	Sedona	86336	(800) 288-7336
Show Low Chamber of Commerce	81 E. Deuce of Clubs	Show Low	85901	(928) 537-2326
Sierra Vista Area Chamber of Commerce	21 East Wilcox Drive	Sierra Vista	85635	(520) 458-6940
Southwest Valley Chamber of Commerce	289 N. Litchfield Rd.	Goodyear	85338	(623) 932-2260
Tempe Chamber of Commerce	PO Box 28500	Tempe	85285-8500	(480) 967-7891
Tubac Chamber of Commerce	P. O. Box 1866	Tubac	85646	(520) 398-2704
Tucson Metro Chamber	PO Box 991	Tucson	85702	(520) 792-1212
Wickenburg Chamber of Commerce	216 N Frontier St	Wickenburg	85390	(928) 684-5479
Willcox Chamber of Commerce	1500 N. Circle I Rd.	Willcox	85643	(520) 384-2995
Winslow Chamber of Commerce	523 W. Second St. P. O. Box 460	Winslow	86047	(928) 289-2434
Yuma County Chamber of Commerce	180 W. 1st St., Suite A	Yuma	85364	(928) 782-2567

**OHIO**

<b>CHAMBER NAMES</b>	<b>ADDRESS</b>	<b>CITY</b>	<b>ZIP CODE</b>	<b>PHONE</b>
The Greater Akron Chamber	One Cascade Plaza, 17th Floor	Akron	44308-1192	(330) 376-5550
Alliance Area Chamber of Commerce	210 E. Main St.	Alliance	44601	(330) 823-6260
The Anderson Area Chamber of Commerce	7850 Five Mile Road	Cincinnati	45230	(513) 474-4802
Pymatuning Area Chamber of Commerce	P.O. Box 503	Andover	44003	(440) 293-5895
Ashland Area Chamber of Commerce	211 Clarendon Avenue,	Ashland,	44805	(419) 281-4584
Athens Area Chamber of Commerce	449 East State Street, Suite 1, Second Floor	Athens	45701	(740) 594-2251
Aurora Chamber of Commerce	9 East Garfield Road #101	Aurora	44202	(330) 562-3355
Barberton-South Summit Chamber of Commerce	503 West Park Ave.	Barberton	44203	(330) 745-3141
Barnesville Area Chamber of Commerce	130 West Main Street, PO Box 462	Barnesville	43713	(740) 425-4300
Beachwood Chamber of Commerce	3201 Enterprise Parkway, Suite 145	Beachwood	44122	(216) 831-0003
Beavercreek Chamber of Commerce	3210 Beaver-VU Drive	Beavercreek	45434	(937) 426-2202
Bellbrook Chamber of Commerce	64 West Franklin Street	Bellbrook	45305-1903	(937) 848-4930
Belpre Area Chamber of Commerce	713 Park Drive	Belpre	45714	(740) 423-8934
Berea Chamber of Commerce	PO Box 232 173 Front St.	Berea	44017	(440) 243-8415
Bexley Area Chamber of Commerce	2770 East Main Street	Bexley	43209	(614) 236-4500
Bowling Green Chamber of Commerce	163 N. Main St., PO Box 31,	Bowling Green	43402	(419) 353-7945
Brecksville Chamber of Commerce	49 Public Square	Brecksville	44141	(440) 526-7350
Brimfield Chamber of Commerce	P.O. Box 1613	Kent	44240	(330) 673-2170
Broadview Heights Chamber of Commerce	P.O. Box 470211	Broadview Heights	44147	(440) 838-4510
Brooklyn Chamber of Commerce	P.O. Box 44038	Brooklyn	44144	(216) 288-5484
Brunswick Area Chamber of Commerce	1324 Pearl Road M2	Brunswick	44212	(330) 225-8411
Bryan Area Chamber of Commerce	138 South Lynn Street	Bryan	43506	(419) 636-2247
Buckeye Lake Chamber of Commerce	P.O. Box 5	Buckeye Lake	43008	(740) 504-9003
Bucyrus Area Chamber of Commerce	122 W Rensselaer Street	Bucyrus	44820	(419) 562-4811
Cambridge Area Chamber of Commerce	607 Wheeling Ave.	Cambridge	43725	(740) 439-6688
Canal Winchester Area Chamber of Commerce	20 N. High Street	Canal Winchester	43110	(614) 837-1556
Canton Regional Chamber of Commerce	222 Market Avenue North	Canton	44702	(330) 456-7253
Carey Area Chamber of Commerce	132 E. Findlay Street, P.O. Box 94	Carey	43316	(419) 396-7856
Carroll County Chamber of Commerce	61 North Lisbon Street, PO Box 277	Carrollton	44615	(330) 627-4811
Celina-Mercer Chamber of Commerce	226 North Main Street	Celina	45822	(419) 586-2219
Chagrin Valley Chamber of Commerce	83 N. Main Street	Chagrin Falls	44022	(440) 247-6607
Champaign County Chamber	107 N. Main Street	Urbana	43078	(937) 653-5764
Chardon Area Chamber of Commerce	111 South Street	Chardon	44024	(440) 285-9050

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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	PHONE
Chesterland Chamber of Commerce	8228 Mayfield Rd, Suite 4B	Chesterland	44026-2576	(440) 729-7297
Chillicothe Ross Chamber of Commerce	45 E. Main St.	Chillicothe	45601	(740) 702-2722
The Cincinnati USA Regional Chamber	441 Vine Street, Suite 300, Carew Tower	Cincinnati	45202	(513) 579-3100
The Clintonville Area Chamber of Commerce	4219 N. High Street	Columbus	43214	(614) 262-2790
Columbia Chamber of Commerce	P.O. Box 428	Columbia Station	44028	(440) 236-9053
Columbiana Area Chamber of Commerce	328 North Main Street	Columbiana	44408	(330) 482-3822
Columbus Chamber of Commerce	150 South Front Street Suite 200	Columbus	43215	(614) 221-1321
Coshocton Chamber of Commerce	401 Main St.	Coshocton	43812	(740) 622-5411
Cuyahoga Valley Chamber of Commerce	P.O. Box 31326	Independence	44131	(216) 573-2707
Dalton Ohio Chamber of Commerce	PO Box 168	Dalton	44618	N/A
Darke County Chamber of Commerce	622 South Broadway	Greenville	45331	(937) 548-2102
The Dayton Area Chamber of Commerce	22 E. Fifth Street Chamber Plaza	Dayton	45402	(937) 226-1444
Defiance Area Chamber of Commerce	325 Clinton Street	Defiance	43512	(419) 782-7946
Delaware Area Chamber of Commerce	32 S. Sandusky Street	Delaware	43015	(740) 369-6221
Delphos Area Chamber of Commerce	310 North Main Street	Delphos	45833	(419) 695-1771
Deshler Chamber of Commerce	P.O. Box 123	Deshler	43516	(419) 278-8129
Dublin Chamber of Commerce	129 S. High St.	Dublin	43017	(614) 889-2001
East Palestine Area Chamber of Commerce	P.O. Box 329, 15 South Market Street	East Palestine	44413	(330) 426-2128
Erie County Chamber of Commerce	225 W. Washington Row	Sandusky	44870	(419) 625-6421
Fairborn Area Chamber of Commerce	12 N. Central Avenue	Fairborn	45324	(937) 878-3191
Fairfield Chamber of Commerce	670 Wessel Drive	Fairfield	45014	(513) 881-5500
Fairlawn Area Chamber of Commerce	P.O. Box 13388	Fairlawn	44334	(330) 777-0032
Fairview Park Chamber of Commerce	P.O. Box 26047	Fairview Park	44126	(440) 779-7396
Findlay-Hancock County Chamber of Commerce	123 East Main Cross Street	Findlay	45840	(419) 422-3313
Fostoria Area Chamber of Commerce	121 N. Main Street	Fostoria	44830	(419) 435-7789
Gahanna Area Chamber of Commerce	81 Mill Street, Suite 300	Gahanna	43230	(614) 471-0451
Gallon-Crestline Area Chamber of Commerce	106 Harding Way East	Gallon	44833	(419) 468-7737
Gallia County Chamber of Commerce	16 State St., PO Box 465,	Gallipolis,	45631	(740) 446-0596
Garfield Heights Chamber of Commerce	5706 Turney Road Suite 101	Garfield Heights	44125	(216) 475-7775
Garrettsville Area Chamber of Commerce	P.O. Box 1	Garrettsville	44231	(330) 472-7784
Geneva Area Chamber of Commerce	P.O. Box 84, 866 East Main Street	Geneva	44041	(440) 466-8694
Geneva Business Association	P.O. Box 888	Geneva	44041	N/A
Grandview Area Chamber of Commerce	2015 W. Fifth Avenue, Suite 140	Columbus	43212	(614) 486-0196
The Green Chamber of Commerce	3700 Massillon Road, Suite 115	Uniontown	44685	(330) 896-3023
Grove City Area Chamber of Commerce	4069 Broadway	Grove City	43123	(614) 875-9762
Hardin County Chamber	225 S. Detroit St.	Kenton	43326	(419) 673-4131
Greater Hamilton Chamber of Commerce	201 Dayton Street	Hamilton	45011	(513) 844-1500
Heights-Hillcrest Regional Chamber of Commerce	SEO Building, 4320 Mayfield Road, Suite 212	South Euclid	44121	(216) 397-7322

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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	PHONE
Hilliard Area Chamber of Commerce	4081 Main St.	Hilliard	43026	(614) 876-7666
Holland/Springfield Chamber of Commerce	7350 Airport Hwy #10	Holland	43538	(419) 865-2110
The Holmes County Chamber of Commerce	6 W. Jackson St., Suite A	Millersburg	44654	(330) 674-3975
Huber Heights Chamber of Commerce	4707 Brandt Pike, (PO Box 24006)	Huber Heights	45424	(937) 233-5700
Huron Chamber of Commerce	509 Huron St	Huron	44839	(419) 433-5700
Indian Lake Area Chamber of Commerce	8200 S. R. 366, Suite 2	Russells Point	43348	(937) 843-5392
Jackson Area Chamber of Commerce	234 Broadway Street	Jackson	45640	(740) 286-2722
The Jackson-Balden Chamber of Commerce	5735 Wales Ave. N.W.	Jackson Township	44646-9097	(330) 833-4400
The Jefferson Area Chamber of Commerce	P. O. Box 100	Jefferson,	44047-0100	(440) 576-0133
Jefferson County Chamber of Commerce	630 Market Street	Steubenville	43952	(740) 282-6226
Lake Township Chamber of Commerce	11924 King Church Avenue	Uniontown,	44685	(330) 877-5500
Lakewood Chamber of Commerce	16017 Detroit Avenue	Lakewood	44107	(216) 226-2900
Lancaster Fairfield County Chamber of Commerce	109 North Broad Street Ste 100, P. O. Box 2450	Lancaster,	43130	(740) 653-8251
Lebanon Chamber of Commerce	212 N. Broadway #2	Lebanon	45036	(513) 932-1100
The Lexington Business & Growth Association	20 East Main Street	Lexington	44904	(419) 884.1119
Lima/Allen County Chamber of Commerce	144 S. Main St., Suite 100	Lima	45801	(419) 222-6045
Lodi Area Chamber of Commerce	P. O. Box 6,	Lodi,	44254	(330) 948-8047
Logan County Area Chamber of Commerce	100 S. Main St.	Bellefontaine	43311	(937) 599-5121
Logan-Hocking Chamber of commerce	140 East Main Street, PO Box 838	Logan	43138	(740) 385-6836
Lorain County Chamber of Commerce	226 Middle Ave 5th Floor	Elyria	44035	(440) 328-2550
Loveland Area Chamber of Commerce	123 S. Second Street	Loveland	45140	(513) 683-1544
Kelleys Island Chamber of Commerce	PO Box 783-F	Kelleys Island	43438	(419) 746-2360
Kettering-Moraine-Oakwood Chamber of Commerce	2977 Far Hills Avenue	Kettering	45419	(937) 299-3852
Kent Area Chamber of Commerce	176 East Main Street Suite 303	Kent	44240	(330) 673-9855
Madison County Chamber of Commerce	730 Keny Blvd.	London	43140	(740) 852-2250
Madison Perry Area Chamber of Commerce	5965 North Ridge Road	Madison,	44057	(440) 428-3760
Richland Area Chamber of Commerce	55 North Mulberry St	Mansfield	44902	(419) 522-3211
The Maple Heights Chamber of Commerce	16360 Broadway Avenue	Maple Heights	44137	(216) 663-5087
Marietta Area Chamber of Commerce	100 Front Street, Suite 200	Marietta	45750	(740) 373-5176
Marion Area Chamber of Commerce	205 West Center Street, Suite 100	Marion	43302	(740) 382-2181
Massillon Area Chamber of Commerce	137 Lincoln Way East	Massillon	44646	(330) 833-3146
Medina Chamber of Commerce	145 North Court Street	Medina,	44256	(330) 723-8773
Mentor Area Chamber of Commerce	6972 Spinach Drive	Mentor	44060	(440) 255-1616
Middleburg Heights Chamber of Commerce.	16000 Bagley Rd	Middleburg Hgts	44130	(440) 243-5599
Chamber of Commerce serving Middletown, Monroe and Trenton	1500 Central Avenue	Middletown	45044	(513) 422-4551
Milford Miami Township Chamber of Commerce	983 Lila Avenue	Milford	45150	(513) 831.2411

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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	PHONE
Knox County Chamber of Commerce	400 South Gay Street	Mount Vernon	43050	(740) 393-1111
Henry County Chamber of Commerce	611 North Perry Street	Napoleon	43545	(419) 592-1786
New Albany Chamber of Commerce	55 W. Main Street, P.O. Box 202	New Albany,	43054	(614) 855-4400
Nordonia Hills Chamber of Commerce	9880 Freeway Drive	Macedonia	44056	(330) 467-8956
North Canton Area Chamber of Commerce	121 S Main St	North Canton	44720	(330) 499-5100
North Coast Chamber of Commerce	P.O. Box 275	Avon Lake	44012	(440) 933-9311
North Ridgeville Chamber of Commerce	34845 Lorain Road	North Ridgeville	44039	(440) 327-3737
North Royalton Chamber of Commerce	13737 State Road P.O. Box 33122	North Royalton	44133	(440) 237-6180
Oak Harbor Area Chamber of Commerce	161 West Water Street - Suite A	Oak Harbor	43449	(419) 898 0479
Oberlin Business Partnership	23 East College Street	Oberlin	44074	(440) 774-6262
The Olmsted Chamber of Commerce	25630 Bagley Road, P.O. Box 38043	Olmsted Falls	44138	(440) 235-0032
Over-the-Rhine Chamber of Commerce	111 East Thirteenth Street	Cincinnati,	45202	(513) 241-2690
Oxford Chamber of Commerce - OH	30 W. Park Place	Oxford,	45056	(513) 523-5200
Painesville Area Chamber of Commerce	1 Victoria Square Suite 265a	Painesville	44077	(440) 357-7572
Parma Area Chamber of Commerce	7908 Day Drive	Parma	44129	(440) 886-1700
The Pataskala area Chamber of Commerce	350 South Main Street, P.O. Box 132	Pataskala	43062	(740) 964-6100
Paulding Chamber of Commerce	220 North Main Street, P.O. Box 237	Paulding,	45879	(419) 399-5215
The Perrysburg Area Chamber of Commerce	105 W. Indiana Ave Perry's Landing	Perrysburg	43551	(419) 874-9147
Pickerington Area Chamber of Commerce	13 West Columbus Street,	Pickerington	43147	(614) 837-1958
Piqua Area Chamber of Commerce	326 N. Main Street	Piqua,	45356	(937) 773-2765
Port Clinton Chamber of Commerce	110 Madison Street	Port Clinton	43452	(419) 734-5503
Portsmouth Area Chamber of Commerce	PO Box 509. 342 Second Street	Portsmouth	45662	(740) 353-7647
Put-in-Bay Chamber of Commerce	148 Delaware Avenue PO Box 250	Put-in-Bay	43456	(419) 285-2832
Reading Chamber of Commerce	P.O. Box 15164	Reading	45215	(513) 741-7951
Reynoldsburg Area Chamber of Commerce	1580 Brice Rd.	Reynoldsburg	43068	(614) 866-4753
Rocky River Chamber of Commerce	19543 Center Ridge Rd	Rocky River	44116	(440) 331-1140
Rootstown Area Chamber of Commerce	P.O. Box 254	Rootstown	44272	(330) 296-8090
St. Clairsville Chamber of Commerce	133 East Main St.	St. Clairsville	43950	(740) 695-9623
Salem Area Chamber of Commerce	713 E. State Street	Salem	44460	(330) 337-3473
Chamber of Commerce of Sandusky County	101 South Front Street	Fremont	43420	(419) 332-1591
Sharonville Chamber of Commerce	4015 Executive Park Drive, Suite 302	Sharonville	45241	(513) 554-1722
Shelby Chamber of Commerce	142 North Gamble Street – Suite A	Shelby	44875	(419) 342-2426
Sidney - Shelby County Chamber of Commerce	101 South Ohio Avenue - Floor 2	Sidney	45365	(937) 492-9122
Solon Chamber of Commerce	33595 Bainbridge Rd. Suite 101	Solon	44139	(440) 248-5080
Southwestern Auglaize County Chamber of Commerce	22 S. Water St. - P.O. Box 3	New Bremen	45869	(419) 629-0313
Spencerville Chamber of Commerce	108 S. Broadway St.	Spencerville	45887	(419) 647-2020
Springboro Chamber of Commerce	325 South Main Street	Springboro	45066	(937) 748-0074
Springdale Chamber of Commerce	11700 Springfield Pike	Springdale	45246	(513) 346-5712
Stow-Munroe Falls Chamber of Commerce	4301 Darrow Road, Suite 2450	Stow	44224	(330) 688-1579

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CHAMBER NAMES	ADDRESS	CITY	ZIP CODE	PHONE
Streetsboro Area Chamber of Commerce	9205 State Route 43, Suite 202	Streetsboro	44241	(330) 626-4769
Strongsville Chamber of Commerce	18829 Royaltown Road	Strongsville	44136	(440) 238-3366
Sunbury / Big Walnut Chamber of Commerce	45 S. Columbus St P.O. Box 451	Sunbury,	43074	(740) 965-2860
Swanton Area Chamber of Commerce	100 Broadway Street	Swanton	43558	(419) 826-1941
Sylvania Area Chamber of Commerce	5632 N. Main Street	Sylvania	43560	(419) 882-2135
Tallmadge Chamber of Commerce	80 Community Road	Tallmadge	44278	(330) 633-5417
Tiffin Area Chamber of Commerce	19 W Market St, Suite C	Tiffin	44883	(419) 447-4141
Toledo Regional Chamber of Commerce	300 Madison Avenue, Ste. 200	Toledo	43604	(419) 243-8191
Troy Area Chamber of Commerce	405 S.W. Public Square, Suite 330	Troy	45373	(937) 339-8769
Tuscarawas County Chamber of Commerce	1323 Fourth Street NW	New Philadelphia	44663	(330) 343-4474
Twin City Chamber of Commerce	210 E 3rd St. PO Box 49	Uhrichsville	44683	(740) 922-5623
Twinsburg Chamber of Commerce	9044 Church Street	Twinsburg	44087	(330) 963-6249
Union County Chamber of Commerce	227 E. Fifth St.	Marysville	43040	(937) 642-6279
Upper Arlington Area Chamber of Commerce	2152 Tremont Center.	Upper Arlington	43221	(614) 481-5710
Upper Sandusky Area Chamber of Commerce	108 E Wyandot Ave. P.O. Box 223	Upper Sandusky	43351	(419) 294-3349
Van Wert Area Chamber of Commerce	118 North Washington Street	Van Wert	45891	(419) 238-4390
Vermilion Chamber of Commerce	5495 Liberty Ave	Vermilion	44089	(440) 967-4477
Wadsworth Chamber of Commerce	132 Main St. Suite A	Wadsworth	44281	(330) 336-6150
Warrensville Heights Area Chamber of Commerce	P.O. Box 22098	Warrensville Hgts	44122	(216) 454-0199
Waterville Area Chamber of Commerce	122 Farnsworth Rd, PO Box 74	Waterville	43566	(419) 878-5188
Wauseon Chamber of Commerce	115 North Fulton St., PO Box 217	Wauseon	43567	(419) 335-9966
Waynesville Area Chamber of Commerce	P.O. Box 281	Waynesville	45068	(513) 897-8855
West Shore Chamber of Commerce	P.O. Box 45297	Westlake	44145	(440) 835-8787
Westerville Area Chamber of Commerce	99 Commerce Park Drive, Suite A	Westerville	43082	(614) 882-8917
Whitehall Area Chamber of Commerce	360 S. Yearling Road	Whitehall	43213	N/A
Willard Area Chamber of Commerce	16 S Myrtle Avenue	Willard	44890	(419) 935-1888
Willoughby Area/Western Lake County Chamber	28 Public Square	Willoughby	44094	(440) 942-1632
Wilmingon-Clinton County Chamber of Commerce OH	100 W. Main St.	Wilmingon	45177	(937) 382-2737
Wooster Area Chamber of Commerce	377 W. Liberty Street	Wooster	44691	(330) 262-5735
Worthington Area Chamber of Commerce	25 W. New England Ave.	Worthington	43085	(614) 888-3040
Xenia Area Chamber of Commerce	334 W. Market Street	Xenia	45385	(937) 372-3591
Yellow Springs Chamber of Commerce	101 Dayton Street	Yellow Springs	45387	(937) 767-2686
Youngstown/Warren Regional Chamber	Youngstown Office - 11 Central Square - Ste 1600	Youngstown	44503	(330) 744-2131
Zanesville-Muskingum County Chamber of Commerce	205 North Fifth Street	Zanesville	43701	(740) 455-8282
Bellaire Chamber of Commerce	308 E. Cayuga / PO Box 205	Bellaire	49615	(231) 533-6023



Appendix 2 U.S. Agriculture Retailers, Food Service Distributors and Buying Agents

2015 Largest U.S. Agriculture Retailers						
Rank	Company Name	State	Retail Outlets	States Served	Phone	Website
1	Crop Production Services	CO	800	45	(970) 685-3300	<a href="http://www.agrium.com/">http://www.agrium.com/</a>
2	Helena Chemical Co	TN	427	48	(901) 761-0050	<a href="http://www.helenachemical.com/">http://www.helenachemical.com/</a>
3	Grown mark Inc	IL	585	10	(309) 557-6000	<a href="http://www.growmark.com/">http://www.growmark.com/</a>
4	Wilbur-Ellis Co	CA	174	21	(415) 772-4000	<a href="http://www.wilburellis.com/">http://www.wilburellis.com/</a>
5	Pinnacle Agriculture Holdings	TN	186	28	(662) 843-3626	<a href="http://pinnacleagholdings.com/">http://pinnacleagholdings.com/</a>
6	CHS	MN	450	16	(651) 355-5126	<a href="http://www.chsinc.com/">http://www.chsinc.com/</a>
7	Simplot Retail	ID	90	14	(208) 672-2822	<a href="http://www.simplot.com/">http://www.simplot.com/</a>
8	Southern States Co-op	VA	134	9	(804) 281-1343	<a href="http://www.southernstates.com/">http://www.southernstates.com/</a>
9	MFA Inc	MO	186	5	(573) 874-5111	<a href="http://www.mfa-inc.com/">http://www.mfa-inc.com/</a>
10	Tennessee Farmers Cooperative	TN	160	8	(615) 793-8380	<a href="http://www.ourcoop.com/">http://www.ourcoop.com/</a>
11	Aurora Cooperative	NE	75	7	(402) 694-2106	<a href="http://www.auroracoop.com/">http://www.auroracoop.com/</a>
12	Central Valley Ag Cooperative	NE	46	3	(402) 336-1263	<a href="http://www.cvacoop.com/">http://www.cvacoop.com/</a>
13	South Dakota Wheat Growers	SD	40	2	(605) 225-5500	<a href="http://www.wheatgrowers.com/">http://www.wheatgrowers.com/</a>
14	Co-Alliance LLP	IN	25	3	(317) 745-4491	<a href="http://www.co-alliance.com/">http://www.co-alliance.com/</a>
15	Hefty Seed	SD	34	9	(605) 529-5412	<a href="http://www.heftyseed.com/">http://www.heftyseed.com/</a>
16	The McGregor Co	WA	44	5	(509) 397-4355	<a href="http://www.mcgregor.com/">http://www.mcgregor.com/</a>
17	Valley Agronomics	ID	14	3	(208) 436-0141	<a href="http://www.valleywidecoop.com/">http://www.valleywidecoop.com/</a>
18	Farmers Cooperative Co	IA	54	2	(515) 817-2100	<a href="http://www.fccoop.com/">http://www.fccoop.com/</a>
19	Cargill AgHorizons	MN	18	7	(952) 742-4341	<a href="http://www.cargill.com/">http://www.cargill.com/</a>
20	Effingham Equity	IL	15	1	(217) 342-4101	<a href="http://effinghamequity.com/">http://effinghamequity.com/</a>
21	BRANDT	IL	20	1	(217) 547-5800	<a href="http://www.brandt.co/">http://www.brandt.co/</a>
22	The Andersons Inc	OH	19	5	(419) 891-6666	<a href="http://www.andersonsinc.com/">http://www.andersonsinc.com/</a>
23	Heartland Co-op	IA	67	1	(515) 225-1334	<a href="http://www.heartlandcoop.com/">http://www.heartlandcoop.com/</a>
24	Mid Valley Ag Service, Inc	CA	7	1	(209) 931-7600	<a href="http://www.midvalleyag.com/">http://www.midvalleyag.com/</a>
25	Agri-AFC, Inc	AI	26	4	(256) 560-2831	<a href="http://www.agri-afc.com/">http://www.agri-afc.com/</a>
26	Button Willow Warehouse Co	CA	10	1	(661) 764-5234	<a href="http://techag.com/buttonwillow_warehouse_company/">http://techag.com/buttonwillow_warehouse_company/</a>
27	North Central Farmers Elevator	SD	22	2	(605) 426-6021	<a href="http://www.ncfe.coop/">http://www.ncfe.coop/</a>
28	West Central Ag Services	MN	12	1	(218) 596-8821	<a href="http://www.westcentralag.com/">http://www.westcentralag.com/</a>
29	United Cooperative	WI	50	1	(920) 887-1756	<a href="http://www.unitedcooperative.com/">http://www.unitedcooperative.com/</a>
30	Diamond R. Fertilizer Co.Inc	FL	7	1	(772) 464-9300	<a href="http://www.diamond-r.com/">http://www.diamond-r.com/</a>
31	Frontier Cooperative	NE	23	1	(402) 545-2811	<a href="http://www.frontiercooperative.com/">http://www.frontiercooperative.com/</a>
32	Twin State, Inc	IA	16	3	(563) 359-3624	<a href="http://www.liqui-grow.com/">http://www.liqui-grow.com/</a>
33	Kova Fertilizer	IN	11	1	(812) 663-5081	<a href="http://ekova.com/">http://ekova.com/</a>
34	Land View, Inc	ID	9	3	(208) 531-4100	<a href="http://www.lvf.com/">http://www.lvf.com/</a>
35	Frenchman Valley Co-op	NE	6	2	(308) 882-3200	<a href="http://www.fvcoop.com/">http://www.fvcoop.com/</a>

**2015 Largest U.S. Agriculture Retailers**

Rank	Company Name	State	Retail Outlets	States Served	Phone	Website
36	Tremont Group, Inc	CA	7	1	(530) 662-5442	<a href="http://www.tremontag.com/">http://www.tremontag.com/</a>
37	River Valley Cooperative	IA	11	2	(309) 944-0739	<a href="http://www.rivervalleycoop.com/">http://www.rivervalleycoop.com/</a>
38	Van Horn Inc	IL	12	1	(217) 677-2131	<a href="http://vanhorninc.com/">http://vanhorninc.com/</a>
39	Allied Cooperative	WI	8	1	(608) 339-3394	<a href="http://allied.coop/">http://allied.coop/</a>
40	Landmark Service Cooperative	WI	13	3	(800) 236-3276	<a href="http://www.landmark.coop/">http://www.landmark.coop/</a>
41	Star of the West Milling Co	MI	5	5	(989) 652-9971	<a href="http://www.starofthewest.com/">http://www.starofthewest.com/</a>
42	Gar Tootelian, Inc	CA	1	1	(559) 638-6311	<a href="http://gtipros.com/">http://gtipros.com/</a>
43	G.S. Long Co, Inc	WA	4	2	(509) 575-8382	<a href="http://www.gslong.com/">http://www.gslong.com/</a>
44	CPI (Cooperative Producers, Inc)	NE	45	1	(402) 463-5148	<a href="http://www.cpicoop.com/">http://www.cpicoop.com/</a>
45	Cooperative Elevator Co	MI	15	2	(989) 453-4500	<a href="http://coopelev.com/">http://coopelev.com/</a>
46	Ceres Solution, LLP	IN	24	1	(765) 362-6700	<a href="http://www.ceresllp.com/">http://www.ceresllp.com/</a>
47	Ag Partners LLC	IA	17	1	(712) 843-5203	<a href="http://agpartners.com/">http://agpartners.com/</a>
48	Fertizona	AZ	10	1	(520) 336-7477	<a href="http://www.fertizona.com/">http://www.fertizona.com/</a>
49	Griffin Fertilizer Co	FL	2	1	(863) 635-2281	<a href="http://griffinfertilizercompany.blogspot.com/">http://griffinfertilizercompany.blogspot.com/</a>
50	Mid Kansas Cooperative	KS	46	1	(620) 345-6328	<a href="http://www.mkcoop.com/">http://www.mkcoop.com/</a>
51	The Dune Co	AZ	3	2	(928) 344-0040	
52	Carolina Eastern-Vail Inc	NY	6	2	(518) 784-9166	<a href="http://www.carovail.com/">http://www.carovail.com/</a>
53	Home Oil Co	AR	7	1	(870) 563-6573	<a href="http://www.homeoil.net/">http://www.homeoil.net/</a>
54	Asmus Family Supply, Inc	IA	17	2	(641) 566-3658	<a href="http://www.afschem.com/">http://www.afschem.com/</a>
55	Country Visions Coop	WI	9	1	(920) 754-4321	<a href="http://countryvisionscoop.com/">http://countryvisionscoop.com/</a>
56	Wilco-Winfield LLC	OR	7	2	(800) 382-5339	<a href="http://www.wilco.coop/">http://www.wilco.coop/</a>
57	Farm Service Co-op	IA	9	1	(712) 755-7098	<a href="http://www.fscoop.com/">http://www.fscoop.com/</a>
58	United Prairie LLC	IL	6	1	(217) 485-6000	<a href="http://www.unitedprairie.com/">http://www.unitedprairie.com/</a>
59	The Lyman Group, Inc	CA	5	1	(530) 662-5442	<a href="http://www.lymanag.com/">http://www.lymanag.com/</a>
60	Sur-Gro Plant Food	MO	14	3	(816) 539-2106	
61	Stanislaus Farm Supply	CA	4	2	(209) 538-7070	<a href="http://www.stanislausfarmssupply.com/">http://www.stanislausfarmssupply.com/</a>
62	Willard Agri- Service	MD	5	3	(410) 778-1100	<a href="http://www.willardag.com/">http://www.willardag.com/</a>
63	Watonwan Farm Service	MN	20	1	(507) 375-3355	<a href="http://www.wfsag.com/">http://www.wfsag.com/</a>
64	First Cooperative Association	IA	16	1	(712) 225-5400	<a href="http://www.firstcoop.com/">http://www.firstcoop.com/</a>
65	Abell Corp	LA	21	2	(318) 388-0400	<a href="http://www.ouachtafertilizer.com/">http://www.ouachtafertilizer.com/</a>
66	Mid-West Fertilizer, Inc	KS	20	4	(913) 294-5555	<a href="http://www.midwestfertilizerinc.com/">http://www.midwestfertilizerinc.com/</a>
67	Mountain View Coop	MT	10	1	(406) 453-5158	<a href="http://mountainviewcoop.com/">http://mountainviewcoop.com/</a>
68	Maxyield Cooperative	IA	14	1	(515) 887-7211	<a href="http://www.maxyieldcooperative.com/">http://www.maxyieldcooperative.com/</a>
69	The Delong Co, Inc	WI	6	3	(608) 676-2255	<a href="http://delongcompany.com/">http://delongcompany.com/</a>
70	Eldon C. Stutsman, Inc	IA	7	1	(319) 679-2281	<a href="http://www.stutsmans.com/">http://www.stutsmans.com/</a>
71	Farm Service Inc	AR	8	1	(870) 886-7779	
72	West Central Cooperative	IA	17	1	(712) 667-3200	<a href="http://www.west-central.com/">http://www.west-central.com/</a>

**2015 Largest U.S. Agriculture Retailers**

Rank	Company Name	State	Retail Outlets	States Served	Phone	Website
73	Cooperative Elevator Association	IA	7	1	(712) 758-3636	<a href="http://ceacoop.com">http://ceacoop.com</a>
74	Reynolds United Co-op	ND	5	1	(701) 847-2261	<a href="http://reynoldsunited.com/">http://reynoldsunited.com/</a>
75	AgRx	CA	5	1	(805) 487-0696	<a href="http://agrx.com/">http://agrx.com/</a>
76	EDC Ag Products	TX	11	3	(972) 722-1113	<a href="http://www.eldoradochemical.com/agmain.htm">http://www.eldoradochemical.com/agmain.htm</a>
77	Great Bend Coop	KS	9	1	(620) 793-3531	<a href="http://www.greatbendcoop.com/">http://www.greatbendcoop.com/</a>
78	Centennial AgSupply	CO	8	3	(970) 353-2567	<a href="http://www.centag.com/">http://www.centag.com/</a>
79	Sims Fertilizer & Chemical	KS	1	1	(785) 346-5681	<a href="http://simsfarm.com/">http://simsfarm.com/</a>
80	Growers Fertilizer Corp	FL	3	1	(863) 956-1101	<a href="http://growersfertilizer.com/">http://growersfertilizer.com/</a>
81	Consumers Co-op Association	MN	1	1	(320) 693-2821	-
82	Panhandle Coop	NE	6	2	(308) 225-2690	<a href="http://panhandlecoop.com/">http://panhandlecoop.com/</a>
83	Green Valley Agriculture	MI	4	1	(616) 891-0075	<a href="http://www.greenvalleyag.com/">http://www.greenvalleyag.com/</a>
84	Pearl City Elevator, Inc	IL	6	1	(815) 809-2667	<a href="http://www.pce-coops.com/">http://www.pce-coops.com/</a>
85	Northwest Ag Supply LLC	IA	1	1	(712) 728-9980	<a href="http://www.northwestagsupply.com/">http://www.northwestagsupply.com/</a>
86	Big Valley Ag	CA	2	1	(530) 846-5612	
87	Warner Fertilizer Co	KY	13	1	(606) 679-8484	<a href="http://warnerfc.com/">http://warnerfc.com/</a>
88	J.B Pearl Sales & Service Inc	KS	2	1	(785) 437-2772	
89	Delta Growers Association	MO	7	1	(573) 649-3036	<a href="http://www.deltagrrowers.com/">http://www.deltagrrowers.com/</a>
90	Allerton Supply Co	IL	6	1	(217) 834-3301	<a href="http://www.allertonssupply.com/">http://www.allertonssupply.com/</a>
91	Jay-Mar, Inc	WI	1	1	(715) 341-3445	<a href="http://www.jay-mar.com/">http://www.jay-mar.com/</a>
92	Short Lane Ag Supply	WI	4	2	(715) 223-4916	<a href="http://shortlaneag.com/">http://shortlaneag.com/</a>
93	T H Agri-Chemicals, Inc	WI	1	1	(715) 335-6343	<a href="http://thagrichemicals.com/">http://thagrichemicals.com/</a>
94	Baltz Feed Co, Inc	AR	4	2	(870) 892-4591	<a href="http://aghq.com/">http://aghq.com/</a>
95	BEI Hawaii	HI	5	1	(808) 532-7400	<a href="http://www.beihawaii.com/">http://www.beihawaii.com/</a>
96	Foster-Gardner, Inc	CA	1	1	(207) 764-3131	<a href="http://www.fostergardnerv.com/">http://www.fostergardnerv.com/</a>
97	The Mill	MD	3	1	(410) 692-2200	<a href="http://themillofbelair.com/">http://themillofbelair.com/</a>
98	Woolsey Brothers Farm Supply Inc	IL	3	1	(618) 283-1263	<a href="http://www.woolseybrothersfarm.com/">http://www.woolseybrothersfarm.com/</a>
99	Smith Fertilizer & Grain	IA	4	1	(641) 828-8500	<a href="http://www.sfgiowa.com/">http://www.sfgiowa.com/</a>
100	MPG Crop Service	ME	1	1	(207) 764-3131	<a href="http://mpgco-op.com/">http://mpgco-op.com/</a>

Source: <http://www.croplife.com/top100/>

**Examples of Food Service Distributors**

<b>Company Name</b>	<b>City</b>	<b>State</b>	<b>Distribution Centres</b>	<b>Phone</b>
ALLEN FOODS	St. Louis	MO	1	(314) 426-4100
AFFILIATED FOOD SERVICE	Amarillo	TX	1	
AGAR SUPPLY COMPANY	Taunton	MA	1	(800) 669-6040
BIRITE FOODSERVICE DISTRIBUTORS	Brisbane	CA	1	(800) 227-5373
BANTA FOODS, INC	Springfield	MO	1	(800) 492-2682
BEN E. KEITH FOODS	Fort Worth	TX	6	(817) 759-6000
BUNN CAPITOL, INC	Springfield	IL	1	(800) 252-9800
CASH-WA DISTRIBUTING CO.	Kearny	NE	2	(308) 237-3151
CONSOLIDATED COMPANIES, INC.	Metairie	LA	4	(504)-834-4082
C.A. CURTZE CO	Erie	PA	3	(814) 452-2281
COSTA FRUIT & PRODUCE CO	Boston	MA	1	(617) 241-8718
CHENEY BROS., INC.	Riviera Beach	FL	1	(561) 845-4700
CITY LINE DISTRIBUTORS	West Haven	CT	1	(203) 931-3707
CLARK NATIONAL, INC.	Elk Grove Village	IL	14	(231) 775-2438
CARDINAL RESTAURANT SUPPLY	Oxnard	CA	1	(805) 288-5000
DICARLO DISTRIBUTORS, INC.	Holtsville	NY	1	(631) 758-6000
DIERKS WAUKESHA	Waukesha	WI	1	(262) 542-8841
FEESERS, INC	Harrisburg	PA	2	(800) 326-2828
FOOD SERVICES OF AMERICA	Seattle	WA	11	(206) 933-5000
FOX RIVER FOODS INC	Montgomery	IL	1	(630) 896-1991
GLAZIER FOODS	Houston	TX	1	(713) 869-6411
GOLDBERG AND SOLOVY FOODS, INC.	Vernon	CA	1	(323) 581-6161
GORDON FOOD SERVICE	Grand Rapids	MI	12	(888) 437-3663
GLOVER WHOLESALE CO.	Americus	GA	2	(229) 924-2974
HFM FOODSERVICE	Honolulu	HI	4	
HAWKEYE FOODSERVICE DISTRIBUTION, INC	Iowa City	IA	3	(800) 272-6467
INSTITUTION FOOD HOUSE	Hickory	NC	2	(828) 323-4500
II CO	Louisville	TN	4	
J.KINGS FOODSERVICE PROFESSIONALS	Holtsville	NY	1	(631) 289-8401
JORDANO'S, INC	Santa Barbara	CA	1	(800) 325-2278
JACMAR FOODSERVICE DISTRIBUTION	Irwindale	CA	2	(800) 834-8806
JOSE SANTIAGO	Bayamon	PR	1	(787) 288-8835
LABATT FOOD SERVICE	San Antonio	TX	3	(210) 661-4216
MARTIN BROTHERS DIST., INC	Cedar Falls	IA	1	(800) 847-2404
MAINES PAPER & FOOD SERVICE, INC.	Houston	NY	5	(607) 779-1200
MERCHANTS FOODSERVICE	Hattiesburg	MS	2	(601) 583-4351
NICHOLAS & CO	Salt Lake City	UT	1	(801) 531-1100
PATE DAWSON CO	Goldsboro	NC	2	(919) 778-3000

**Examples of Food Service Distributors**

<b>Company Name</b>	<b>City</b>	<b>State</b>	<b>Distribution Centres</b>	<b>Phone</b>
PERFORMANCE FOOD GROUP	Richmond	VA	25	(804) 484-7700
PERKINS	Taunton	MA	3	(508) 824-2800
POCONO PRODUCE CO	Stroudsburg	PA	2	(570) 421-4990
QUALITY FOODS, INC.	Little Rock	AR	3	(250) 248-4004
REINHART FOODSERVICE, INC.	La Crosse	WI	9	(800) 332-8170
SHAMROCK FOODS CO.	Phoneix	AZ	2	(602) 233-6400
SUTHERLAND'S FOODSERVICE, INC.	Forest Park	GA	6	(404) 366-8550
SYSCO	Houston	TX	125	(281) 584-1390
THE IJ COMPANY	Knoxville	TN	3	(865) 970-7800
THE MERCHANTS CO.	Hattiesburg	MS	2	(800) 844-3663
THOMAS & HOWARD	Colombia	SC	1	(803) 276-0510
THOMS PROESTLER CO	Rock Island	IL	1	(800) 747-1234
U.S. FOODSERVICE	Colombia	MD	100	
US FOOD	Rosemont	IL	76	(847) 720-8000
UPPER LAKES FOODS	Cloquet	MN	2	(800) 879-1265
VAN EERDEN DISTRIBUTION CO	Grand Rapids	MI	2	(800) 833-7374
W.S. LEE & SONS, INC	Duncansville	PA	1	(800) 252-3861
WOOD FRUITTICHER GROCERY CO	Birmingham	AL		(205) 836-9663
Y.HATA & CO	Honolulu	HI	2	(808) 960-1520
YANCEY'S FOOD SERVICE	Loveland	CO	1	(800) 926-2397
ZANIOS FOODS, INC	Albuquerque	NM	1	(800) 846-4366

**Examples of Buying Agents and Brokers**

<b>Company Name</b>	<b>City</b>	<b>State</b>	<b>Phone</b>
All Together Transportation Systems Inc	New Lenox	IL	(815) 723-4300
Dewey Produce, Inc	Byron	NY	(585) 548-7407
Dynamic Ingredients	Beverly	MA	(978) 921-4806
Dennis Sales Limited	Salisbury	MD	(410) 742-1585
Food Guys LLC	Wilsonville	OR	(503) 570-2871
Forbes Frozen Foods, Inc	Milford	OH	(513) 576-6660
JSO Associations, Inc	Great Neck	NY	(516) 773-0000
Martin Group LLC	Seattle	WA	(206) 525-1545
National Food Trading Corp	Ridgewood	NJ	(201) 825-6214
Pacific Ingredient Exchange, Inc	Aptos	CA	(831) 685-6535
Real Food Marketing, LLC	Arcadia	CA	(626) 445-3818
Tradin Organics USA, LLC	Santa Cruz	CA	(831) 685-6565
VLM Foods, Inc	Pointe Claire	QC	(514) 426-4100
Worldwide Food Sales, Inc	San Pedro	CA	(310) 519-9220
Yupi.ca Inc	Kingston	ON	(707) 387-9874
Acclaim Marketing & Sales	Brea	CA	(714) 256-9388
AgCommodities Inc	Tustin	CA	(714) 782-7131
Alliance Foods, Inc	Coldwater	MI	(517) 278-2396
Arctic Harvest Inc	Holley	NY	(585) 233-7518
By George	Chicago	IL	(312) 664-6467
CMS/Hustler, Ltd	Miltoning	NJ	(908) 350-8057
Daymon Worldwide	Stamford	CT	(203) 352-7500
Encore Fruit Marketing, Inc	San Dimas	CA	(909) 394-5640
Fast Business Insurance.com/Sadler & Company	Colombia	SC	(800) 622-7370
Food Facility Engineering, Inc	Yakima	WA	(509) 972-3800
FoodBlitz, Inc.	Livermore	CA	(650) 387-3589
Golden Bay Foods	Arlington Heights	IL	(847) 577-1200
Hixson Architecture & Engineering	Cincinnati	OH	(513) 241-1230
J&B Group	Michael	MN	(763) 497-3913
Kendall Frozen Fruits, Inc	Beverly Hills	CA	(310) 288-9920
KH International Inc	Atlanta	GA	(404) 371-9797
Loman Brown Inc	Bath	OH	(330) 659-9391
Monterey Food Ingredients	Monterey	CA	(831) 375-9543
National Food Sales, Inc	Albany	OR	(541) 924-2744
The Performance Group	Santa Fe Springs	CA	(562) 293-1380
Versa Marketing Inc	Fresno	CA	(559) 228-6800

Appendix 3 U.S. Importers of Cassava

COMPANY NAME	ADDRESS	PHONE
Ingredion Incorporated	5 Westbrook Corporate Center Westchester, IL 60154	(708) 551-2600
Meelunie America Inc.	3000 Town Center, Suite 2237 Southfield, MI 48075	(312) 530-6530
Food Ingredients Inc.	2100 Airport Rd Waukesha, WI 53188	(262) 521-8118
American Key Food Products	63-69 Hook Road Bayonne NJ 07002	(201) 767-8022
Brex America	3400 NW 114th Ave Miami FL 33178	(305) 436-9555
Cargozone Inc	1490 Beachey Place Carson CA 90745	(310) 635-0003
American Commercial Transport	879 W. 190 Street, Suite 260 Gardena CA 90248	(310) 352-6402
Fass Food Ingredients Inc	1986 Morris Ave Union NJ 07083	(908) 810-7100
National Starch & Chemical Company	10 Finderne Ave Bridgewater NJ 08807	(708) 551-2700
Farbest-Tallman Foods Corporation	160 Summit Ave Montvale NJ 07645	(800) 897-6096

## Appendix 4 Legal FDA requirements for cassava starch, tapioca and cassava glucose syrup



*This legal analysis of the U.S. Food and Drug Administration (“FDA”) requirements was conducted by White & Case LLP in partnership with New Markets Lab and the International Senior Lawyers Project.*

The product categories cassava starch, tapioca and cassava glucose syrup involve processed plant products that when used as food ingredients must comply with certain general and specific quality requirements in the United States. Such quality requirements are administered and enforced by the U.S. Food and Drug Administration (“FDA”), mainly under the Federal Food, Drug & Cosmetics Act (“FD&C Act”). Other discrete uses may be possible for the subject products, but we have not considered quality requirements for such uses here.

### General requirements for imported foods or substances added to food

As a general comment, we note that in the United States, basic quality requirements apply to any substance that is considered food or will be intentionally added to food.

Generally with respect to food articles, the FD&C Act prohibits the importation of any article that is adulterated or misbranded; this includes products that are defective, unsafe, filthy, or produced under unsanitary conditions.<sup>74</sup> A product is considered misbranded if it features statements, designs, or pictures in labeling that are false or misleading or that fail to provide the information required in labeling.<sup>75</sup>

Concerning substances intentionally added to food, such substances are considered food additives under the FD&C Act.<sup>76</sup> Food additives are subject to premarket review and approval by FDA, unless the substance is generally recognized, among qualified experts, as having been adequately shown to be safe under the conditions of its intended use, or the use of the substance is otherwise excluded from the definition of a food additive. Substances considered “Generally Recognized As Safe” (“GRAS”) are excluded from the definition of a food additive based on evidence that the substance is safe under the conditions of its intended use. A food substance may be GRAS either through general recognition of safety through scientific procedures or, for a substance used in food before 1958, through experience based on common use in food. The FDA recognizes that it is impracticable to list all ingredients which have GRAS status.<sup>77</sup>

It is also worth noting for purposes of more general background that there are certain international Codex Alimentarius standards and codes – which the United States as a general rule recognizes and aims to align its national food standards to – that apply to particular cassava products. These standards involve a Code of Practice for the Reduction of Hydrocyanic Acid (HCN) in Cassava and Cassava Products, and a Standard for Edible Cassava Flour.<sup>78</sup>

We provide a brief summary of the applicable food related quality requirements administered by the FDA per product category below.

### Cassava Starch

Cassava starch classified under HTSUS code 1108.14.0000 involves starch extracted and processed from the cassava plant, also commonly known as tapioca starch (even though there are certain differences between the two

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<sup>74</sup> See 21 U.S.C. §331 and 21 U.S.C. §342.

<sup>75</sup> 21 U.S.C. §343.

<sup>76</sup> See 21 U.S.C. §321(s) and 21 U.S.C. §348.

<sup>77</sup> For more information about the GRAS concept and related materials, please see <http://www.fda.gov/Food/IngredientsPackagingLabeling/GRAS/>.

<sup>78</sup> See Codex list of standards – including applicable CAC/RCP 73-2013 and CODEX STAN 176-1989 – here: <http://www.fao.org/fao-who-codexalimentarius/standards/list-of-standards/en/>.



products). While we understand that there are differences between cassava starch and cassava flour, cassava starch is normally presented in powder form and used as a thickening agent (much like flour).<sup>79</sup> We also understand that this product can either be used directly for production of baked or gelatinized products, or further manufactured into glucose, dextrans and other products.<sup>80</sup> Here, we assess potential quality requirements when cassava starch is directly applied for food use, and not potential requirements for downstream products which may be produced from it.

The U.S. Department of Agriculture (“USDA”) confirms that there are no U.S. grade standards for cassava as such.<sup>81</sup>

In its Compliance Policy Guide,<sup>82</sup> the FDA confirms that there are no standards of identity for food starches. However, it notes that the United States Pharmacopeia XVII (“U.S.P.”) contains a monograph on starch which includes this definition: “*Starch consists of the granules separated from the mature grain of Zea Mays, Linne (Fam. Gramineae).*” This is followed by a description of the starch granules, and by purity specifications. The FDA has taken the position that in the absence of a standard of identity for starch, starch meeting the specification of the U.S.P. is acceptable for food use.

For cases where the cassava starch is considered edible cassava flour (which we note is uncertain as it appears as though the production process would generally differ between the two products), the Codex standard described above should also be considered.<sup>83</sup>

For purposes of correct labeling in the United States, FDA specifies that the term “starch” is considered the common or usual name for starch made from corn (for which the name “cornstarch” may alternatively be used). Starches from other sources should be designated by a term which is not misleading and indicates the source of such starch, e.g., “tapioca starch.”<sup>84</sup>

#### Tapioca

Tariff code 1903.00 generally covers “*Tapioca and substitutes therefor prepared from starch, in the form of flakes, grains, pearls, siftings or in similar forms.*”<sup>85</sup> For purposes of assessing potentially applicable quality standards, we understand this product category to broadly involve tapioca (extracted and processed from cassava starch) for food use presented in various forms, including flakes, grains, pearls, and sticks.

Based on our preliminary research, we conclude that there are no formulated quality requirements for tapioca as such (even if the more general specification for “starch” described above should be borne in mind in this context as well). Accordingly, it is our preliminary view that as long as the product qualifies for GRAS status (i.e., based on general recognition that the substance is safe under the conditions of its intended use) and otherwise complies with general quality requirements for food products described above, it may be imported and sold in the United States.

#### Glucose Syrup

For purposes of food use, glucose syrup is mainly a liquid sweetener. We assess potential quality requirements when glucose syrup is directly used as a food ingredient, and not quality requirements for potential downstream products (such as high fructose corn syrup).

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<sup>79</sup> See, e.g., [http://www.fao.org/docs/eims/upload/agrotech/2022/R7418\\_5.pdf](http://www.fao.org/docs/eims/upload/agrotech/2022/R7418_5.pdf).

<sup>80</sup> See, e.g., <http://www.fao.org/docrep/x5032e/x5032e06.htm>.

<sup>81</sup> See <https://www.ams.usda.gov/grades-standards/cassava-inspection-instructions>.

<sup>82</sup> See <http://www.fda.gov/iceci/compliancemanuals/compliancepolicyguidancemanual/ucm074605.htm>.

<sup>83</sup> The definition of “edible cassava flour” in the relevant standard is as follows: “*Edible cassava (Manihot esculenta Crantz) flour is the product prepared from dried cassava chips or paste by a pounding, grinding or milling process, followed by sifting to separate the fibre from the flour. In case of edible cassava flour prepared from bitter cassava (Manihot utilissima Pohl), detoxification is carried out by soaking the tubers in water for a few days, before they undergo drying in the form of whole, pounded tuber (paste) or in small pieces.*”

<sup>84</sup> See <http://www.fda.gov/iceci/compliancemanuals/compliancepolicyguidancemanual/ucm074605.htm>.

<sup>85</sup> In the HTSUS, this product category is divided into two sub-categories, one for products “*Of arrowroot, cassava or sago*” (HTSUS code 1903.00.2000) and one for “*other*” products (HTSUS code 1903.00.4000).

The two relevant products glucose syrup and dried glucose syrup are subject to specific quality requirements in the United States.<sup>86</sup>

The quality requirements under applicable FDA rules are as follows:

- Glucose sirup is defined as “*purified, concentrated, aqueous solution of nutritive saccharides obtained from edible starch,*” and the relevant specifications are the following:
  - The total solids content must be not less than 70.0 percent mass/mass (m/m), and the reducing sugar content (dextrose equivalent), expressed as D-glucose, must be not less than 20.0 percent m/m calculated on a dry basis.
  - The sulfated ash content must be not more than 1.0 percent m/m (calculated on a dry basis), and the sulfur dioxide content must be not more than 40 mg/kg.
- The methods of analysis to be used to determine whether the “glucose sirup” meets the above specifications involve specific sections in “Official Methods of Analysis of the Association of Official Analytical Chemists,” 13th Ed. (1980).<sup>87</sup>
- The official name of the substance in the United States is “Glucose sirup” (where “sirup” may also be spelled “syrup”). When the food is derived from a specific type of starch, the name may alternatively be “\_\_\_ sirup”, with the blank to be filled in with the name of the starch (e.g., “tapioca sirup”).
- The rules for dried glucose sirup define this food as “*glucose sirup from which the water has been partially removed and conforms to the specifications*” for glucose sirup specified above – except that:
  - The total solids content is not less than 90.0 percent m/m when the reducing sugar content (dextrose equivalent), expressed as D-glucose, is not less than 88.0 percent m/m, calculated on a dry basis; or
  - The total solids content is not less than 93.0 percent m/m when the reducing sugar content, (dextrose equivalent) expressed as D-glucose, is less than 88.0 percent m/m, calculated on a dry basis.

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<sup>86</sup> See 21 C.F.R. §168.120 (“Glucose sirup”) and 21 C.F.R. §168.121 (“Dried glucose sirup”).

<sup>87</sup> The applicable text states as follows:

*For purposes of this section, the methods of analysis to be used to determine if the food meets the specifications of paragraph (b)(1) and (2) of this section are the following sections in “Official Methods of Analysis of the Association of Official Analytical Chemists,” 13th Ed. (1980), which is incorporated by reference. Copies may be obtained from the AOAC INTERNATIONAL, 481 North Frederick Ave., suite 500, Gaithersburg, MD 20877, or may be examined at the National Archives and Records Administration (NARA). For information on the availability of this material at NARA, call 202-741-6030, or go to:*

*[http://www.archives.gov/federal\\_register/code\\_of\\_federal\\_regulations/ibr\\_locations.html](http://www.archives.gov/federal_register/code_of_federal_regulations/ibr_locations.html).*

*(1) Total solids content, sections 31.208-31.209.*

*(2) Reducing sugar content, section 31.220(a).*

*(3) Sulfated ash content, section 31.216.*

*(4) Sulfur dioxide content, sections 20.106-20.111.*

## Appendix 5 U.S. Market Resources for Refined Copper

<b>Examples of U.S. Refined Copper Buyers and Importers in California</b>		
<b>Company Name</b>	<b>City</b>	<b>Phone</b>
Aranda Tooling	Huntington Beach	(714) 379-6565
MK Manufacturing	Irvine	(949) 863-1234
Evden Enterprise	Ukiah	(888) 928-0186
VACCO Industries, Multi-Fab Product Group	South El Monte	(626) 443-7121
Crenshaw Die & Manufacturing Corp	Huntington Beach	(800) 500-8810
Quick Draw & Machining Inc	Ventura	(888) 254-7797
C & H Machine	Escondido	(855) 999-5710
Hytron Manufacturing	Huntington Beach	(714) 903-6701
ABC Sheet Metal	Anaheim	(888) 630-6205
M & K Metl Co	Gardena	(800) 870-6382
Jay Manufacturing Corp	North Hollywood	(818) 255-0500
Phillips Steel Co	Long Beach	(562) 435-7571
CFW Precesion Metal Components	Grover Beach	(805) 489-8750
Electron Beam Industries	Placentia	(800) 611-9121
A1-Alloys	San Diego	(888) 603-3197
Rache Corp	Camarillo	(800) 486-6869
Axe Sheet Metal	Westminster	(714) 901-2782
California Hydroforming	City of Industry	(626) 912-0036
B & E Enterprise, Inc	Anaheim	(714) 630-3731
AA -Tek Machining, Inc	Westminster	(714) 766-3442
Span-O-Matic, Inc	Brea	(866) 719-3382
H & H Manufacturing & Engineering Inc	Bell Gardens	(888) 243-7892
Colombia Metal Spinning	Compton	(877) 657-6754
Tanfel Inc	Carlsbad	(760) 720-9632
Aggressive Engineering Corp	Anaheim	(714) 995-8313
Silicon Valley Precision, Inc	Livermore	(925) 373-8259
D & A Metal Fabrication	Van Nuys	(866) 507-7711
Bestwill Corporation	Irvine	(888) 895-6130
American Sheet Metal	Anaheim	(714) 780-0155
American Inovative Products Inc	Anaheim	(714) 991-8608
ESM Aerospace, Inc	Burbank	(818) 841-3653
Target Precision Inc	Gardena	(310) 527-7844
Abratec Swiss Precision	Oxnard	(805) 485-6222
Edward Koehn	Berkeley	(855) 750-4033
Garland's Precision Inc	Fullerton	(714) 446-0772
Delta Hi-Tech	Chatsworth	(818) 407-4000
R & R Industrial Services, Inc	Ontario	(909) 930-1616
WestShore Engineering, Inc	Camarillo	(805) 388-2100

## Appendix 6 U.S. import requirements for refined copper products



*This legal analysis of the general U.S. import requirements for refined copper products was conducted by White & Case LLP in partnership with New Markets Lab and the International Senior Lawyers Project.*

Below, we consider the general requirements involving documentation rules, import restrictions or similar requirements that apply when refined copper products are imported into the United States and sold on the U.S. market.<sup>88</sup>

As a general rule, every article of foreign origin (or its container) imported into the United States is subject to country of origin marking requirements. Such marking requirements would therefore generally apply to the subject refined copper products. More specifically, every covered article must be “*marked in a conspicuous place as legibly, indelibly and permanently as the nature of the article (or its container will permit) in such a manner as to indicate to the ultimate purchaser in the United States the English name of the country of origin of the article.*”<sup>89</sup> Certain exceptions may apply to particular products, which will allow marking on the outside container, for example.<sup>90</sup>

With respect to covered refined copper products, we understand the scope of products to involve the following:

*7403.11.00 Cathodes and sections of cathodes*

*7403.12.00 Wire bars*

*7403.13.00 Billets*

*7407.10.15 Refined copper: Hollow profiles*

*7407.10.30 Refined copper: Other*

*7407.10.50 Refined copper: Bars and Rods*

*7408.11.30 Of which the maximum cross sectional dimension exceeds 6mm: With a maximum cross sectional dimension over 9.5mm*

*7408.11.60 Of which the maximum cross sectional dimension exceeds 6mm: With a maximum cross-sectional dimension over 6mm but not over 8.5mm*

*7409.11.10 Of refined copper in coils: Of a thickness of 5mm*

*7409.11.50 Of refined copper in coils: Of a thickness of less than 5mm*

Based on our review of the HTSUS, we conclude that there are currently no tariff quotas in place for these refined copper products.

In addition, we note that there are no antidumping or countervailing duty orders in place against Zambia, and that there are therefore no additional duties (and related restrictions) on the subject products when they originate from Zambia.

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<sup>88</sup> We note here, however, that a general requirement at customs entry of copper products classified under HTSUS Chapter 74 is that the commercial invoice must state the weight of the copper articles, and a statement of percentage of copper content and all other elements – by weight – of articles classifiable according to copper content. See <http://www.cbp.gov/sites/default/files/documents/Importing%20into%20the%20U.S.pdf> (page 158). We also do not consider any specific requirements that might apply, for example, when the products are sold to particular buyers or projects for which specific legal requirements and/or standards could apply (such as the U.S. military and U.S. government projects). We also do not specify the documentation requirements that generally apply at U.S. import and customs clearance (i.e., relating to invoices, packing lists, etc.).

<sup>89</sup> See 19 U.S.C. §1304.

<sup>90</sup> For example, “Metal bars, except concrete reinforcement bars; billets, blocks, blooms; ingots; pigs; plates; sheets, except galvanized sheets; shafting; slabs; and metal in similar forms” are exempt from the general country of origin marking requirements. However, when any such exempt article is imported in a container, the outermost container in which the article ordinarily reaches the ultimate purchaser is required to be marked to indicate the origin of its contents. See 19 C.F.R. §134.33.

Other than that, our preliminary research did not reveal any particular documentation requirements or similar that must be fulfilled when the subject copper products are imported into the United States.

It is important to bear in mind, however, that the American Society for Testing and Materials (“ASTM”) has established a wide variety of standards for copper products, which are not mandatory but still generally followed by U.S. industry.<sup>91</sup> Examples of such standards providing specifications for copper products are ASTM B152/B152M (Copper Sheet, Strip, Plate And Rolled Bar), and ASTM B75 (Seamless Copper Tube).

In the United States, it should also be noted that the “Unified Numbering System” (“UNS”) is used as an accepted alloy designation system for wrought and cast copper and copper alloy products, consistent with other North American countries (i.e., Canada).<sup>92</sup> The system is voluntary, but often used. The UNS is managed jointly by the ASTM and the Society of Automotive Engineers (SAE), and applies a five-digit system (with the prefix “C”) as a method of defining and identifying coppers and copper alloys.<sup>93</sup>

#### Concluding Remarks

All refined copper imports are subject to the general country of origin marking requirements for entry into the U.S. market. There are currently no tariff rate quotas in place for refined copper products or antidumping or countervailing duty orders in place against Zambia. There are a number of voluntary industry standards established by the ASTM for copper products which are followed by U.S. industry. In the U.S. the UNS is used as an accepted alloy designation system for wrought and cast copper and copper alloy products.

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<sup>91</sup> See <http://www.astm.org/>.

<sup>92</sup> See <http://unscopperalloys.org/>.

<sup>93</sup> For example, numbers from C10000 through C79999 denote wrought alloys. Cast alloys are numbered from C80000 through C99999.

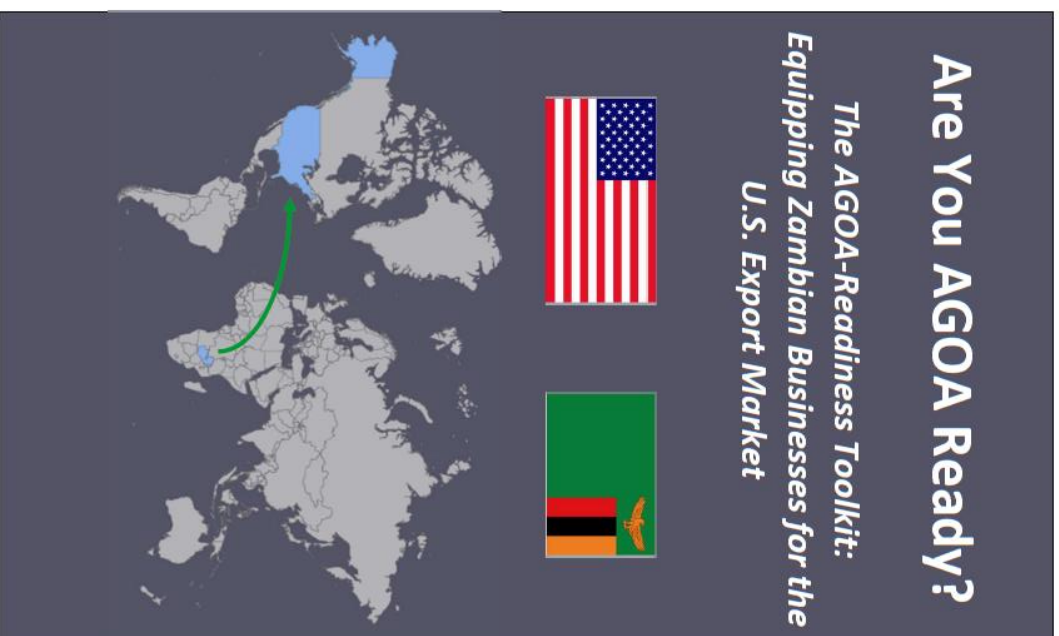
## Appendix 7 U.S. Market Resources for Precious Stones

<b>Online Resources to identify U.S. Buyers</b>	
	<a href="http://www.manta.com/">http://www.manta.com/</a>
	<a href="http://www.datamyne.com/">http://www.datamyne.com/</a>
	<a href="http://www.importgenius.com/">http://www.importgenius.com/</a>
	<a href="http://www.zepol.com/">http://www.zepol.com/</a>
	<a href="https://www.piers.com/">https://www.piers.com/</a>

<b>Examples of U.S. Jewellery Retailers and Buyers</b>	
Tiffany & Co	<a href="http://www.tiffany.com/">http://www.tiffany.com/</a>
Signet Jewelers	<a href="http://www.signetjewelers.com/">http://www.signetjewelers.com/</a>
Blue Nile	<a href="http://www.bluenile.com/">http://www.bluenile.com/</a>
Stauer	<a href="http://www.stauer.com/">http://www.stauer.com/</a>
Friedmans	<a href="http://www.friedmansfinejewelry.com/">http://www.friedmansfinejewelry.com/</a>
Fred Meyers	<a href="https://www.fredmeyerjewelers.com/">https://www.fredmeyerjewelers.com/</a>
Don Roberto	<a href="http://www.donrobertojewelers.com/">http://www.donrobertojewelers.com/</a>
American Gem Society	<a href="https://www.americangemsociety.org/">https://www.americangemsociety.org/</a>
Samuels Jewelers	<a href="http://www.samuelsjewelers.com/">http://www.samuelsjewelers.com/</a>
Rogers & Hollands	<a href="https://www.rogersandhollands.com/">https://www.rogersandhollands.com/</a>
Ben Bridge	<a href="http://www.benbridge.com/">http://www.benbridge.com/</a>
Reeds Jewelers	<a href="http://www.reeds.com/">http://www.reeds.com/</a>
Ben Moss	<a href="http://www.benmoss.com/">http://www.benmoss.com/</a>

<b>U.S. Gemstone Organisations and Associations</b>	
Gemological Institute of America (GIA)	Provides gemstone certification, research, and education
Independent Jewelers Association (IJA)	Provides platform for vendors, retailers and consumers to exchange goods
Leading Jewelers Guild	Alliance of independent jewellery dealers that develops competitive advantages for its members
JOGS International Exhibits, LLC	Organises annual Tucson Gem and Jewellery Show
JCK (c/o Reed Exhibitions)	Hosts numerous shows around the U.S and supports an online marketplace

<b>U.S. Gem and Jewellery Shows</b>	
JOGS Tucson Gem and Jewelry Show	<a href="http://jogsshow.com/">http://jogsshow.com/</a>
Tucson Gem & Mineral Exposition	<a href="http://jgmexpo.com/tucson/">http://jgmexpo.com/tucson/</a>
JCK Las Vegas	<a href="http://lasvegas.jckonline.com/">http://lasvegas.jckonline.com/</a>
Luxury Prive	<a href="http://luxuryprive.jckonline.com/">http://luxuryprive.jckonline.com/</a>
<i>Find other U.S. gem &amp; jewellery fairs using:</i>	<a href="http://www.intergem.com/">http://www.intergem.com/</a>



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### Introduction

The African Growth and Opportunity Act (AGOA) is a United States (U.S.) trade agreement aimed at opening the economies of Sub-Saharan African countries. It expands on the benefits of the Generalized System of Preferences (GSP) program and allows eligible countries to export a greater number of qualifying products duty-free to the U.S. Because it is a unilateral trade act, exports from Zambia to the U.S. receive preferential treatment that imports from the U.S. into Zambia do not. AGOA was enacted in May 2000, expired in 2015, and has been renewed to be effective for another 10 years until 2025.

Zambia is in a position to realise the benefits of expanding exports under AGOA. Taking steps now to increase exports of qualifying products will help to create jobs, grow the national economy, and diversify trade.

### The AGOA-Readiness Toolkit

The toolkit is meant to serve as reference for Zambian businesses wanting to export under AGOA. The overview of AGOA raises awareness of the benefits of the unilateral U.S. trade act. Business owners can take the enclosed “Are You AGOA Ready” assessment tool to determine any gaps in their U.S. export-readiness. The information on “Doing Business with the U.S.” provides a glimpse of some of the regulations for exporting to the U.S. A diagram depicts the deliberation that must occur, including verifying AGOA product eligibility and identifying U.S. markets. For additional information, please refer to the resources for ongoing support.



### About AGOA and GSP

#### *Purpose and Benefits*

The African Growth and Opportunity Act (AGOA) was approved by the United States Congress to assist in the economic growth of eligible Sub-Saharan African countries. It builds on the Generalized Systems of Preferences (GSP), which allows 4,800 products to be imported into the U.S. duty-free from 129 developing countries. AGOA focuses on qualifying African nations, covers an additional 1,800 products, and has special provisions for the export of textile and apparel. AGOA also extends the benefits allowed under the GSP, although the GSP has been renewed for another 2.5 years and is effective only through 2017, AGOA-eligible countries can still enjoy the benefits under the GSP as long as AGOA is in effect, through 2025. Finally, while the GSP imposes quotas on the import of certain goods into the U.S., AGOA lifts some caps, thereby easing their importation.

#### *Success Stories*

Despite being a landlocked nation, Lesotho has successfully attracted direct foreign investment and seen a significant increase in the number of manufacturing facilities. It has expanded its export of textiles and apparel under AGOA and in doing so, has **created more than 36,000 jobs**, most of which were for women.



Ghana's economy depends heavily on agriculture. However, Ghana did not focus on cashews because it had not realised their potential on the international market. With support from a Cashew Development Project, Ghana successfully increased its production and export of cashews. Since the enactment of AGOA, Ghana has not only **discovered a new export product**, but by 2014 has also tripled its exports of cashews and cocoa, a more traditional product.

Kenya turned its inability to afford pesticides into an opportunity to export organically certified macadamia nuts. With support from the U.S. Agency for International Development (USAID), Ten Senses Africa (TSA), a macadamia nut processing company, trained farmers on becoming fair trade and organic certified. Combined with greater access to technology that increased productivity, **farmers were able to more than triple their earnings**.



By making a concerted effort towards benefiting under AGOA, Lesotho, Ghana and Kenya have exported US\$289m, US\$4m and US\$417m, respectively and excluding petroleum products, in 2014.<sup>1</sup>

<sup>1</sup> USITC DataWeb (accessed 30 November, 2015)

*Product Eligibility and Rules of Origin*

For a product to be eligible for duty-free treatment under AGOA, it must comply with the basic rules of origin, established by the GSP to confirm a product's origin from a beneficiary country:

1. The product must be included on the list of GSP- or AGOA-eligible products, or qualify under the Special Rule for Apparel (see Appendix 1).
2. The product must be imported directly from the AGOA beneficiary country into the U.S. It may pass through another country as long as it is kept in a sealed container.
3. The product must be grown, produced, or manufactured in the AGOA beneficiary country and accompanied by relevant documentation, including a certificate of origin.
4. For non-textile goods, at least 35% of the product's appraised value at the U.S. entry port must come from the sum of:
  - a. Direct cost or value of materials produced in all AGOA beneficiary countries, and
  - b. Direct costs of processing performed in all the AGOA beneficiary countries.

Additionally, the value of materials originating from the U.S. may contribute up to 15% of the 35% requirement.
5. For textile goods, the product must comply with the rules of origin under the Special Rule for Apparel (see Appendix 1).
6. To request duty-free treatment under AGOA, the U.S. must indicate "D" in column 27 of the U.S. customs entry summary Form 7501 against the Harmonized Tariff Schedule (HTS) number for the AGOA-eligible product.

*Product Categories*

Below are the broad categories of AGOA-eligible products. For the full list of AGOA-eligible products, please contact the [ZDA].

Category	Description
<b>Live Animals</b>	Live horses, asses, mules, hinnies, bovine animals, goats, poultry, foxes
<b>Animal Meat and Offal</b>	Meat and offal of bovine animals, swine, sheep, poultry and other animals
<b>Seafood</b>	Fresh, frozen or dried whole fish, fish fillets and roe; crabmeat
<b>Dairy</b>	Milk, cream, condensed milk, yogurt, sour cream, buttermilk, butter, cheeses, and their residues
<b>Other Animal Products</b>	Birds' eggs, honey, animal hair, feather meal and waste, natural sponges of animal origin
<b>Plants</b>	Flowering bulbs, live plants, cut flowers and plants
<b>Vegetables, Roots and Tubers</b>	Fresh, frozen, preserved or dried root, tuber, inflorescent and fruit vegetables, and their preparations and residues
<b>Fruit and Nuts</b>	Fresh, frozen, preserved or dried nuts, berries, citrus fruit, melons, pomes, stone fruits, etc. and their preparations
<b>Coffee, Tea and Spices</b>	Coffee, green tea, peppers, paprika, ginger, bay leaves, thyme, other mixtures
<b>Cereals</b>	Wheat, barley, corn, rice, sorghum, millet, quinoa, cereals
<b>Flour, Malt, Starches, Gluten and Other Grains</b>	Wheat, cereal, vegetable and fruit flour, starch, grains, meal and powder, and their preparations
<b>Oil Seeds</b>	Ground nuts, flaxseed, rape or colza seeds, cotton seeds, poppy seeds, soybeans, seeds, stones, kernels, roots, and their residues from oil extraction

Category	Description
<b>Vegetable Saps and Extracts</b>	Saps and extracts of liquorice and hops, ginseng, rattans, willow, vegetable hair
<b>Animal and Vegetable Fats and Oils</b>	Fat and oil from animals, fish, beans, nuts, vegetables
<b>Prepared or Preserved Meat and Seafood</b>	Sausages, prepared or preserved meat, fish and shellfish
<b>Sugars and Confectioneries</b>	Cane or beet sugar, syrups, molasses, gum, sugar confectionery
<b>Cocoa</b>	Cocoa and chocolate paste, powder, solids and other preparations
<b>Beverages and Vinegar</b>	Water, milk, juices, wine, cider, liquors, vinegar
<b>Tobacco Products</b>	Manufactured and unmanufactured tobacco, including cigars, cigarettes, smoking tobacco, tobacco refuse
<b>Mineral Products</b>	Cut natural stones, metal ores and concentrates, metal ash and residues, petroleum and lubricating oils
<b>Inorganic Chemicals and Compounds of Precious Metals</b>	Halogen elements, gases, earth metals, acids, metal and non-metal oxides, sulphur compounds, salts, nitrates, carbonates, borates, other compounds
<b>Organic Chemicals</b>	Hydrocarbon, acyclic alcohols, phenols, ethers, epoxides, aldehydes, ketones and quinones, carboxylic acids, esters, and their derivatives, and other organic compounds
<b>Pharmaceutical Products</b>	Preparation gels and plastic sanitary, invalid and nursing products
<b>Tanning or Dyeing Products</b>	Tanning extracts and substances, colouring matters, pigments, paints and varnishes, putty, inks
<b>Essential Oils and Hygiene Preparations</b>	Essential oils of plants and fruits, shaving bath and toilet preparations, personal deodorants

Category	Description
<b>Soap, Washing and Lubricating Preparations</b>	Aromatic and nonaromatic surface-active agents, detergents and textile-treatment preparations, lubricating preparations
<b>Proteins, Glues and Modified Starches</b>	Caseins, albumins, gelatines and derivatives, dextrin and modified starches, prepared glue and adhesives
<b>Explosives</b>	Propellant powder, fuses, detonating caps, fireworks, flares, other combustible materials
<b>Photographic and Cinematographic Products</b>	Photographic plates, film, papers, sound recordings, chemical preparations
<b>Other Chemical Products</b>	Artificial graphite, activated natural mineral products, gum and wood oils, fungicides, herbicides, pesticides, disinfectants, finishing agents, additives, solvents and thinners, industrial acids, alcohols and binders
<b>Plastics</b>	Polymers, amino-resins, petroleum resins, cellulose and derivatives, monofilament, construction materials and household articles of plastic
<b>Rubber</b>	Industrial and construction parts and materials of rubber
<b>Raw Hides and Leather</b>	Raw and tanned animal skins and hides, further prepared leather, chamois and patent leather
<b>Leather Articles</b>	Bags, cases, apparel, accessories, animal harnesses
<b>Furskins and Artificial Fur</b>	Tanned or dressed animal furskins, apparel, artificial fur articles
<b>Wood</b>	Shaped wood, fibreboards, plywood, packaging and construction material, household articles
<b>Cork</b>	Articles of natural cork

Category	Description
<b>Straw</b>	Platted and plaiting materials, basketwork, wickerwork
<b>Textiles</b>	Woven and waste silk, animal hair, wool and cotton, yarn, strings, twine, textile floor coverings, apparel, clothing accessories, linens, flags
<b>Footwear</b>	Completed and parts of footwear, distinguished by product value
<b>Other Accessories</b>	Hats, headgear, hat shapes, hat forms, hair-nets, umbrellas, walking sticks
<b>Articles of Feathers and Artificial Flowers</b>	Articles of feathers or down, artificial flowers of plastic, man-made fibres and feathers
<b>Articles of Stone, Plaster, Cement, Ceramic and Glass</b>	Building and construction materials of stone, plaster, cement, ceramic and glass, housewares of porcelain, ceramic and glass
<b>Jewellery, Precious Metals and Precious Stones</b>	Gold, silver and other metal jewellery and tableware, precious and semiprecious stones, plated and imitation jewellery
<b>Iron and Steel</b>	Ferroalloys, iron and steel products, appliances, household goods and construction materials
<b>Copper</b>	Refined copper and alloys, bars, rods, wires, plates, sheets, foil, tube and pipe fittings, building materials, household goods
<b>Nickel and Aluminium</b>	Nickel and aluminium rods, bars, tubes, pipes, plates, sheets, wires, powders, containers, building materials, household goods
<b>Lead, Zinc, Tin and Other Metals</b>	Unwrought lead and zinc plates, sheets, bars and rods, zinc powder, tin bars, powder and household goods, other metals, handtools and parts, knives, scissors, cutlery, other household goods

Category	Description
<b>Nuclear Reactors, Boilers, Machinery and Parts</b>	Nuclear reactors and parts, steam or vapour boilers and turbines, engines and parts, turbines, pumps, industrial and household equipment and machinery, parts and accessories
<b>Electrical Machinery and Equipment, and Sound and Television Recorders and Reproducers</b>	Electric machinery, motors, generators, converters and parts, batteries, appliances, equipment, lamps, heaters, microphones, sound recording and reproducing apparatus and parts, storage devices, monitors and projectors, other electrical parts
<b>Railway Equipment and Parts</b>	Railway or tramway cars, parts and track
<b>Other Vehicles</b>	Motor vehicles, chassis, bodies, parts and accessories, motorcycles, bicycles, baby carriages, trailers
<b>Aircraft Parts</b>	Parachutes
<b>Water Vessels</b>	Inflatable vessels, sailboats, rowboats, motorboats, yachts
<b>Optical, Photographic, Cinematographic and Other Instruments</b>	Optical fibres, lenses, prisms, mirrors, screens, frames, glasses, astronomical instruments, cameras, projectors, lighting, microscopes, sights, lasers, navigational, surveying, measuring, regulating and calculating instruments
<b>Clocks and Watches</b>	Wristwatches and parts, clocks and parts, time recorders, parking meters, time switches, clock and watch movements, clock and watch cases
<b>Musical Instruments</b>	Pianos, string instruments, wind instruments, keyboards, music boxes, instrument parts
<b>Arms and Ammunition</b>	Firearms, stocks, parts and accessories, swords

Category	Description
<b>Furniture</b>	Mattresses, sleeping bags, bedding, lighting, prefabricated buildings
<b>Games and Sports</b>	Sports equipment and accessories, swimming pools, fishing rods and accessories
<b>Other Manufactured Articles</b>	Animal and mineral carving materials, brooms, brushes, sieves, travel sets, sewing notions, pens and pencils, writing surfaces, ink and stamps, lighters, smoking pipes, cigar/ette holders, combs, hair accessories, vacuum flasks and vessels, sanitary napkins, tailor's mannequins

A comprehensive list of AGOA-eligible items is available at [www.agozambia.com](http://www.agozambia.com)

### Zambia's Position

#### Progress

Zambia has already made great strides in the commitment to economic reform, the protection of human rights, and poverty reduction, earning AGOA eligibility in October 2000 and eligibility for the Apparel Provision in December 2001.

#### Relative to Sub-Saharan African Neighbours

AGOA Exports from Southern Africa:

AGOA Beneficiary (US\$m)	2010	2011	2012	2013	2014
Botswana	\$ 11.6	\$ 15.5	\$ 10.4	\$ 5.9	\$ 9.5
Lesotho	\$ 280.3	\$ 314.3	\$ 300.7	\$ 320.8	\$ 288.9
Malawi	\$ 47.2	\$ 56.1	\$ 46.3	\$ 47.1	\$ 57.4
Mozambique	\$ 0.2	\$ 0.7	\$ 0.0	\$ 1.4	\$ 0.8
Namibia	\$ 0.0	\$ 0.0	\$ 0.2	\$ -	\$ -
South Africa	\$ 1,917.1	\$ 2,443.3	\$ 2,383.4	\$ 2,578.5	\$ 1,750.3
Zambia*	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0

\* Zambia's AGOA exports are not US\$0 but total less than US\$50K.

Source: USITC DataWeb (accessed 30 November, 2015).

Based on U.S. International Trade Commission data depicted in the table above, Zambia has not taken sufficient advantage of exporting under AGOA as of the end of 2014. By contrast, other Southern African countries, namely Lesotho, Malawi and South Africa, have successfully grown their exports to the U.S. under AGOA.

#### Competitive Position

According to the World Bank's 2016 Doing Business report, Zambia ranks 6<sup>th</sup> among the Sub-Saharan African nations for ease of doing business out of 47, and 3<sup>rd</sup> among the Southern African nations.

**“Are You AGOA-Ready” Assessment Tool**

The following set of questions is designed to assess your company’s gaps in implementing a U.S. export strategy. They also highlight the traits that are characteristic of successful exporters. The scoring sheet provided in the next section will indicate your company’s readiness and help to identify areas that need to be addressed before beginning to export.

The assessment has been adapted from the “Export Readiness Assessment” from AGOA.info and the “Export Questionnaire” from export.gov.

1. What product(s) or service(s) has your company successfully sold on the domestic market?
  - a. Fast-selling consumer goods
  - b. Consumer durables
  - c. Industrial consumables or durables
  - d. Services
2. How long have you been in business?
  - a. More than 10 years
  - b. Less than 1 year
  - c. Between 1 and 3 years
  - d. 3 to 10 years
3. Is the trend of sales and inquiries up or down?
  - a. Up
  - b. Down
  - c. About the same
  - d. Don’t know

4. How many sales offices, sales locations, or distribution points does your company have?
  - a. One or more domestic offices and at least one foreign office
  - b. One
  - c. Two
  - d. More than two

5. What timeframe does your company’s business plan cover?
  - a. Six months
  - b. One year
  - c. Three years
  - d. No business plan

6. Have you exported before?
  - a. Yes
  - b. No

7. How much time is your company going to dedicate to export planning, including developing an international marketing plan with defined goals and strategies?
  - a. Considerable planning efforts (3-6 months)
  - b. Some (1-2 months)
  - c. Minimal (less than 1 month)
  - d. Don’t know

8. How quickly does management expect exports to reach a sustainable level without external resources?
  - a. Immediately
  - b. Six months
  - c. Three years
  - d. Don’t know

9. What resources has your company's management allocated or is willing to allocate for the export effort?

- a. Extra personnel
- b. Extra financial resources
- c. Extra personnel AND financial resources
- d. No extra resources

10. Does your company have sufficient production capacity that can be committed to the export market?

- a. Yes
- b. No

11. Which of the following U.S. market entry barriers have you researched?

- a. Tariffs and non-tariff barriers
- b. International standards
- c. All of the above
- d. None of the above

12. When you were setting the U.S. price for your product(s) or service(s), what did you take into account?

- a. Costs
- b. Market demand and competition
- c. All of the above
- d. Have not set a U.S. price

13. Of the following, what does your U.S. market analysis include?

- a. Structure
- b. Market share and size
- c. All of the above
- d. No U.S. market analysis

14. Does your company possess the knowledge in modifying product packaging and ingredients to meet U.S. import regulations and cultural preferences?

- a. Yes
- b. No

15. Have you decided on what distribution channels you would use in the U.S.?

- a. Yes
- b. No

16. Do you have promotional materials in English?

- a. Yes
- b. No

17. Do you have a website in English?

- a. Yes
- b. No

18. With how many countries have you conducted business?

- a. None
- b. One
- c. Between two and three
- d. More than three

19. Have you already discussed exporting to the U.S. with other companies that are already experienced with the U.S. market?

- a. Yes
- b. No

20. Have you participated in international trade shows in the U.S.?

- Never
- Once as an attendee
- Twice and more as an attendee
- More than once as an attendee and at least once as an exhibitor

21. How much international business experience does your staff have, either in theory or practice?

- None
- Moderate amount
- Considerable amount
- Don't know

22. Which of your company's employees speak English?

- Top management only
- Top and middle management
- Management and administrative staff
- None of the above

23. Did your company succeed in obtaining a bank loan in the last 10 years?

- Yes
- No
- Don't know

24. What method of payment do you consider the least secure?

- Open account
- Cash in advance
- Letter of credit
- Documentary collection

25. How is your company using email communication?

- External communication
- Internal communication
- Both external and internal communication
- Not used at all

*Readiness and Next Steps*

Please use the table below to assign points to your responses.

<i>Qn #</i>	<i>A or Yes</i>	<i>B or No</i>	<i>C</i>	<i>D</i>
1	3	3	3	-
2	5	-	1	3
3	5	-	1	-
4	5	-	1	3
5	-30	1	4	-50
6	5	-	-	-
7	5	1	-15	-15
8	1	2	-2	-
9	2	3	5	-
10	5	-	-	-
11	-	-	5	-
12	-	-	5	-
13	1	1	5	-
14	3	-	-	-
15	3	-	-	-
16	5	-	-	-
17	5	-	-	-
18	-	1	2	3
19	5	-	-	-
20	-	1	2	5
21	1	2	3	-
22	2	3	4	-
23	5	-	-	-
24	5	-	-	-
25	2	2	5	-



<i>Points</i>	<i>Assessment of Exporting Potential</i>
<b>83-110</b>	Your company understands the commitment, strategies, and resources to become a successful exporter. You have a basis for exporting to the U.S. and may need to fine-tune your plans to be ready.
<b>50-82</b>	Your company has a serious interest in exporting, but there are some areas of weakness to address in order to implement a successful U.S. export strategy. Pay attention to the traits highlighted in the questions for which your company had scored low or no points.
<b>Fewer than 50</b>	Your company is starting to explore exporting to the U.S. but is currently in a weak position to do so. Before considering an ambitious export strategy, ensure that your company understands the necessary commitment and resources for success.

**Commercial Viability Assessment Framework**

The framework below comprises a range of factors to consider in assessing commercial viability of exporting a good to the U.S. Therefore, depending on the product or industry being assessed, one may weigh these factors differently or some factors may not be applicable, and so discretionary judgement should be applied. The evaluation will be based on a grading scheme of green, yellow, and red assigned to each criterion. Green means that there are greater positives for the criterion vis-à-vis global players. Yellow means Zambia is at a less advantageous position relative to others. Red means Zambia is not competitive for the criterion against others. The overall grading presents a picture whether a product or industry should warrant the government's effort for exporting to the U.S. The methodology calls for reliable information and estimates in cases where it is unavailable. For further assistance in applying this framework, please contact the [ZDA].

Category	Criteria	Comments
Supply	Maturity of industry and ease of capacity expansion	Required capital investments (specific numbers are not needed)
	Volatility of Zambian production	To understand stability of supply
	Adjacent production capabilities	Existing infrastructure that can be leveraged e.g. Emeralds mines next to copper mines
Demand	Job creation potential	Labour intensive industries have a higher job creation potential. Explore whether an industry has labor that can be shifted towards exporting
	U.S. demand	As a form of revenue potential—How much is the U.S. importing currently from the world? Demand—Any forecasts of future U.S. imports?
	Quality or regulation gaps	Regulatory or legal gaps between Zambia and U.S.
Competitiveness	Volatility of U.S. demand	To understand stability of demand
	Revealed Comparative Advantage (RCA) calculation	$RCA = (E_j / E_T) / (E_j / E_T)$ . A comparative advantage is "revealed" if $RCA > 1$ . If $RCA$ is $< 1$ , the country has a comparative disadvantage in the commodity or industry[1]
	Current global market share	Zambia's market share against others
Productivity	Transportation accessibility	Factors include geographic location, roads, ports, trains, planes. Also consider time to market—how sensitive is the market which depends on the product, i.e. for fruits it matters: cars it doesn't.
	Final production cost vs. competitors	Compare final production cost to other countries (includes labor, raw materials, processing costs, energy, and transportation). The price is the final price of the item on the international market
	Productivity	To be measured by sales/employee

## Guide to Doing Business with the U.S.

### *Consumer Preferences*

In its 2016 North American Consumer Trends Report, Mintel, a leading market intelligence agency, highlights a shift in consumer behaviour to support small businesses following the most recent global financial crisis. Specifically, understanding the origins of a company or product plays a role in consumers' purchasing decisions. This not only applies to food products but also to more durable goods and has led to an increase in the sale of "artisan and craft products." By placing importance on craftsmanship and conveying the authentic stories behind its origin, a Zambian business can appeal to the American public and enter the U.S. market.

Additionally, using food as an example, Mintel has identified several trends with respect to consumers' preferences for the food that they purchase. Americans are concerned about food safety and are willing to pay more for healthier and fresher food. They also seek more vegetables for better nutrition. As a target group, millennials are consuming more natural foods and are also more likely to try exotic foods. At the same time, they value convenience in the form of a longer shelf life for food and seek a balance between freshness and convenience. Understanding such trends will help Zambian businesses identify the appropriate U.S. market to target.

### *Food Safety and Labelling*

The U.S. Food and Drug Administration (FDA) regulates many products, including food, drugs, biologics, medical devices, electronic products that emit radiation, cosmetics, veterinary products and tobacco products. All imported products under the FDA's jurisdiction are subject to examination and must meet the

same food safety and labelling requirements as those produced domestically. Certain products are subject to additional requirements set forth by other U.S. government agencies as elaborated below.

Food safety for produce is covered under the FDA's Food Safety Modernization Act (FSMA). Specifically, FSMA details the requirements regarding:

1. The presence of *E. coli* in agricultural water
2. The application of biological soil amendments (i.e. raw manure)
3. The prevention of sprouts contamination
4. The exposure of produce to domesticated and wild animals
5. Worker training and hygiene
6. The sanitation of equipment, tools and buildings

The FDA also governs the labelling requirements of most prepared foods. Label statements must identify the food and disclose: the amount of product, ingredients, nutritional content, allergy information and the manufacturer, packer or distributor name and address. Nutritional labels are voluntary for raw produce and fish.

### *Additional Regulations*

#### Agricultural Products

The USDA requires permits for agricultural products to be eligible for import into the U.S. It maintains a database (FAWIR – Fruits and Vegetables Import Requirements) of approved commodities by country and a list of country and commodity combinations undergoing a pest risk analysis. If a product does not appear on either list, businesses must work with [Zambia's plant protection organisation] to submit a commodity import request to the Animal and Plant Health Inspection Service (APHIS). APHIS will then

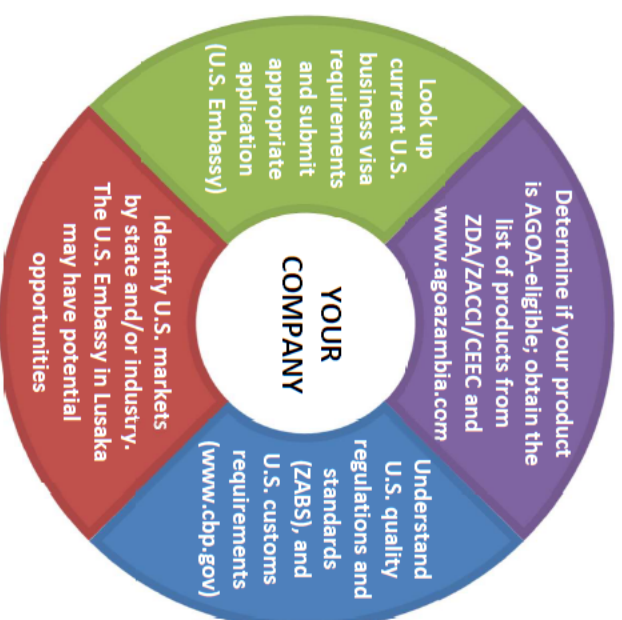
conduct a pest risk analysis as part of the regulatory administrative process.

Meat, Poultry and Eggs

The Food Safety and Inspection Service (FSIS) is the USDA's public health agency and ensures the safety of meat, poultry and eggs meant for consumption in the U.S. Imports are subject to the same safety requirements as those that are domestically produced. For Zambia to become eligible to export meat, poultry and egg products to the U.S., its [Central Component Authority for the inspection of meat, poultry and egg products] must issue a formal request by letter to initiate a document review process.

**Guide to Readying a Business for U.S. Export**

Summarised below are several key considerations in readying a business to export AGOA-eligible products to the U.S. These are general guidelines and the specific outcomes of each activity will help to identify the next steps for each business to take. For additional assistance, businesses should contact the organisations whose contact information is provided in the next section.



## Additional Resources

### Local Support

- **Central Website for Zambia-AGOA Information**  
www.agoazambia.com
- **Zambia Development Agency (ZDA)**  
Phone: +260 (0) 211 220177  
Website: www.zda.org.zm
- **Ministry of Commerce Trade and Industry (MCTI)**  
Phone: +260 (0) 211 228301  
Website: www.mti.gov.zm
- **Industrial Development Corporation (IDC)**  
Phone: +260 (0) 211 234684  
Email: info@idc.co.zm  
Website: www.idc.co.zm
- **Citizens Economic Empowerment Commission (CEEC)**  
Phone: +260 (0) 211 252150  
Email: info@ceec.org.zm  
Website: www.ceec.org.zm
- **Zambia Association of Manufacturers (ZAM)**  
Phone: +260 (0) 211 253696  
Email: info@zam.co.zm  
Website: www.zam.co.zm
- **Zambia Chamber of Commerce and Industry (ZACCI)**  
Phone: +260 (0) 211 252483  
Email: secretariat@zacci.co.zm  
Website: www.zambiachamber.org
- **Pangaea Securities**  
Phone: +260 (0) 211 220707  
Email: info@pangaea.co.zm  
Website: pangaea.co.zm

- **Zambia Bureau of Standards (ZABS)**

Phone: +260 (0) 211 231385  
Website: www.zabs.org.zm

- **Ministry of Gender and Child Development (MGCD)**

Website: www.mgcd.gov.zm

- **Zambia Chamber of Small & Medium Business Associations (ZCSMBA)**

Phone: +260 (0) 211 253372  
Website: www.zcsmba.org

- **Zambia National Farmers' Union (ZNFU)**

Phone: +260 (0) 211 252649  
Website: www.znfu.org.zm

- **US Embassy Lusaka**

Phone: +260 (0) 211 357000  
Email: commercialusaka@state.gov  
Website: zm.usembassy.gov

- **US Agency for International Development (USAID) Zambia**

Email: infozambia@usaid.gov  
Website: www.usaid.gov/zambia

### U.S. Support

- **Central Website for Zambia-AGOA Information**  
www.agoazambia.com
- **Honorary Consul for the Republic of Zambia in California**  
Phone: +1 (424) 206-4455  
Email: robert@sichinga.com  
Website: www.consulateofzambia.org
- **Embassy of the Republic of Zambia in Washington DC**  
Website: www.zambiaembassy.org

- **Office of the U.S. Trade Representative – African Affairs**  
Phone: +1 (202) 395-9514  
Website: [ustr.gov](http://ustr.gov)
- **Export-Import Bank of the United States**  
Phone: +1 (202) 565-3946  
Website: [www.exim.gov](http://www.exim.gov)
- **Overseas Private Investment Corporation (OPIC)**  
Phone: +1 (202) 336-8400  
Email: [info@opic.gov](mailto:info@opic.gov)  
Website: [www.opic.gov](http://www.opic.gov)

*Other Useful Websites*

- **Central Website for Zambia-AGOA Information**  
[www.agoazambia.com](http://www.agoazambia.com)
- **AGOA.info** – comprehensive information portal on AGOA; offers an Exporter Toolkit and the latest news
- **[trade.gov/agoa/resources.asp](http://trade.gov/agoa/resources.asp)** – U.S. Department of Commerce website; provides information and additional resources on AGOA
- **<https://epermits.aphis.usda.gov/manual/>** - Fruits and Vegetables Import Requirements (FAVIR) database to lookup approved commodities for export to the U.S.
- **[www.fda.gov](http://www.fda.gov)** – U.S. Food and Drug Administration website; details food safety and labelling requirements
- **[www.usitc.gov](http://www.usitc.gov)** – U.S. International Trade Commission website; contains the latest Harmonized Tariff Schedule
- **[www.cbp.gov](http://www.cbp.gov)** – U.S. Customs and Border Protection website; provides information and forms for exports to the U.S.

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Geoffrey Sakulanda – President of Zambia Chamber of Commerce and Industry (ZACCI)  
Likando Mukumbuta – Director General of Citizens Economic Empowerment Commission (CEEC)  
U.S. Embassy in Lusaka  
UCLA Anderson MBA Program  
Ceasar Siwale – Pangaea Securities

**Appendix 1: AGOA Apparel and Textiles Rules of Origin**

Exports of apparel and textiles are subject to a different set of rules of origin:

- Apparel made in eligible SSA countries from fabric and yarn originating from **the U.S.** can be exported to the U.S. duty- and quota-free.
- Apparel made in eligible SSA countries from fabric and yarn originating from **SSA countries** can be exported to the U.S. duty-free, but is subject to a cap (see 4<sup>th</sup> bullet point).
- SSA countries that qualify for additional preference as a lesser-developed AGOA country (which includes Zambia) can export apparel made from fabric and yarn originating from **third-countries**, also subject to a cap (see next bullet point).
- Qualifying apparel made from SSA- or third-country originated fabric and yarn cannot exceed 6.4% of all apparel imported into the U.S. Apparel that qualifies for additional preferential treatment from a lesser-developed AGOA country cannot exceed 3.5% of all apparel imported into the U.S.
- If fabric and yarn originating from countries not mentioned above is used, it cannot exceed 10% of an apparel's weight for the apparel to be AGOA-eligible. If foreign interlining or findings and trimmings (e.g. buttons, thread) are used, their value cannot exceed 25% of an apparel's value for the apparel to remain AGOA-eligible.
- Apparel made from fabric and yarn not commercially available in the U.S. may be eligible for export to the U.S. duty- and quota-free.

Below are the AGOA textile certificate of origin that must be completed for a textile or apparel exporter to receive preferential treatment and its completion instructions.

African Growth and Opportunity Act  
 Textile Certificate of Origin

1. Exporter Name & Address	2. Producer Name & Address
3. Importer Name & Address	6. U.S./African Fabric Producer Name & Address
4. Description of Article	7. U.S./African Yarn Producer Name & Address
5. Preference group	8. U.S. Thread Producer Name & Address
	9. Name of handloomed, handmade or folklore Article
10. Name of Preference Group If Fabric or Yarn.	

- Preference Groups:
- A. Apparel assembled from U.S.-formed and cut fabric from U.S. yarn. [19 CFR 10.213(a)(1)]
  - B. Apparel assembled and further processed from U.S.-formed and cut fabric from U.S. yarn. [19 CFR 10.213(a)(2)]
  - C. Apparel assembled from U.S. fabric and U.S. yarn. [19 CFR 10.213(a)(3)]
  - D. Apparel assembled from regional fabric from yarn originating in the U.S. or one or more beneficiary countries. [19 CFR 10.213(a)(4)]
  - E. Apparel assembled in one or more lesser developed beneficiary countries. [19 CFR 10.213(a)(5)]
  - F. Sweaters knit to shape in chief weight of cashmere. [19 CFR 10.213(a)(6)]
  - G. Apparel cut and assembled in one or more beneficiary countries from fabrics or yarn not formed in the United States or beneficiary country (as identified in NAFTA) or as designated not available in commercial quantities in the United States. [19 CFR 10.213(a)(8) or (a)(9)]
  - H. Handloomed, handmade or folklore articles. [19 CFR 10.213(a)(10)]

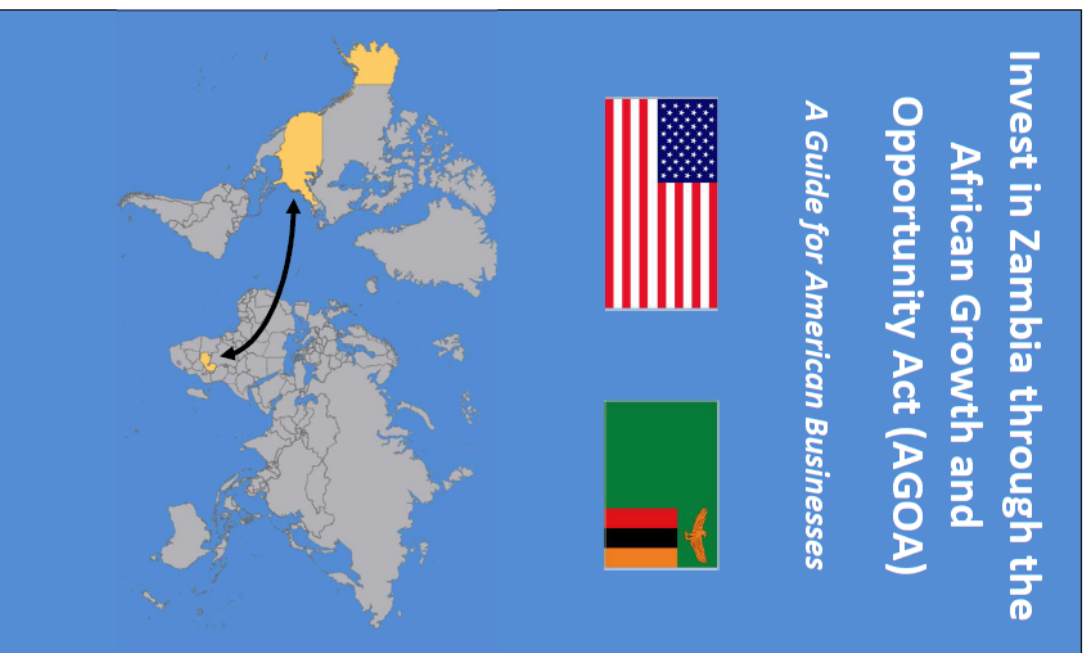
I certify that the information on this document is complete and accurate and I assume the responsibility for proving such representations. I understand that I am liable for any false statements or material omissions made on or in connection with this document.

I agree to maintain and present upon request, documentation necessary to support this certificate.

12. Authorized Signature	13. Company
14. Name (Print or Type)	15. Title
16a. Date (DDMMYY)	16b. Signature Period From To
	17. Telephone Number
	18. Facsimile Number

Preparation of Certificate. The following rules will apply for purposes of completing the Certificate of Origin:

- (1) Blocks 1 through 5 pertain only to the final article exported to the United States for which preferential treatment may be claimed.
- (2) Block 1 should state the legal name and address (including country) of the exporter.
- (3) Block 2 should state the legal name and address (including country) of the producer. If there is more than one producer, attach a list stating the legal name and address (including country) of all additional producers. If this information is confidential, it is acceptable to state "available to Customs upon request" in block 2. If the producer and the exporter are the same, state "same" in block 2.
- (4) Block 3 should state the legal name and address (including country) of the importer.
- (5) Block 4 should provide a full description of each article. The description should be sufficient to relate it to the invoice description and to the description of the article in the International Harmonized System. Include the invoice number as shown on the commercial invoice or, if the invoice number is not known, include another unique reference number such as the shipping order number.
- (6) In block 5, insert the letter that designates the preference group which applies to the article according to the description contained in the CFR provision cited on the Certificate for that group.
- (7) Blocks 6 through 10 must be completed only when the block in question calls for information that is relevant to the preference group identified in block 5:
  - (8) Block 6 should state the legal name and address (including country) of the fabric producer.
  - (9) Block 7 should state the legal name and address (including country) of the yarn producer.
  - (10) Block 8 should state the legal name and address (including country) of the thread producer.
  - (11) Block 9 should state the name of the tollknot article or should state that the article is handloomed or handmade.
  - (12) Block 10, which should be completed only when preference group "H" is inserted in block 5, should state the name of the fabric or yarn that is not formed in the United States or a beneficiary country or that is not available in commercial quantities in the United States.
- (13) Block 16a should reflect the date on which the Certificate was completed and signed.
- (14) Block 16b should be completed if the Certificate is intended to cover multiple shipments of identical articles as described in block 4 that are imported into the United States during a specified period of up to one year (see § 10.216(b)(4)(ii)). The "from" date is the date on which the Certificate became applicable to the article covered by the blanket Certificate; this date may be prior to the date reflected in block 16a). The "to" date is the date on which the blanket period expires; and
- (15) The Certificate may be printed and reproduced locally. If more space is needed to complete the Certificate, attach a continuation sheet.



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This resource was developed by the UCLA Anderson School of  
Management AMR Team in collaboration with the Honorary  
Consul of Zambia in California.



**About Zambia**

As a politically stable nation and a member of the Commonwealth, Zambia offers U.S. businesses the opportunity to diversify its suppliers through duty-free imports under AGOA.

Located in the middle of Southern African, Zambia has a population of 15 million. Since gaining independence from British rule in 1964, Zambia has established itself as a multiparty democracy and is one of the most politically stable nations in its region. It has also experienced significant economic reform and growth over the last 14 years. Zambia has been a member of the World Trade Organization (WTO) since 1995.

There continue to be opportunities to further develop Zambia’s economy. While the level of exports has risen over the past few years, continued growth is threatened due to Zambia’s heavy reliance on copper and the commodity’s decreasing demand. As a result, Zambia is looking to diversify its exports and has abundant natural resources and labor to contribute to this effort. There is tremendous opportunity for U.S. businesses to partner with Zambia as the country continues to diversify.

**About AGOA and Zambia’s Eligibility**

The African Growth and Opportunity Act (AGOA) is a U.S. trade agreement aimed at opening the economies of Sub-Saharan African (SSA) countries. It builds on the Generalized Systems of Preferences (GSP), which allows 4,800 products to be imported into the U.S. duty-free from 129 developing countries. AGOA focuses on qualifying African nations, covers an additional 1,800 products, and has special provisions for the export of textile and apparel. AGOA also extends the benefits allowed under the GSP; while the GSP has been renewed for another 2.5 years and is effective through 2017, AGOA-eligible countries can still enjoy the

benefits under the GSP as long as AGOA is in effect, through 2025. While the GSP imposes quotas on the import of certain goods into the U.S., AGOA lifts some caps, thereby easing their importation. Zambia is committed to economic reform, the protection of human rights, and poverty reduction, earning AGOA eligibility in October 2000 and eligibility for the Apparel Provision in December 2001. The nation’s commitment to AGOA was demonstrated in its hosting of the 2011 AGOA Summit.

**Zambia’s Progress**

Ease of Doing Business Ranking relative to Southern African neighbors:

Ranking	2011	2012	2013	2014	2015	2016
1	South Africa	South Africa	South Africa	South Africa	South Africa	Botswana
2	Botswana	Botswana	Botswana	Botswana	Botswana	South Africa
3	Namibia	Namibia	Namibia	Namibia	Zambia	Zambia
4	Swaziland	Swaziland	Zambia	Zambia	Namibia	Namibia
5	Zambia	Zambia	Swaziland	Swaziland	Swaziland	Swaziland
6	Mozambique	Mozambique	Lesotho	Mozambique	Lesotho	Lesotho
7	Lesotho	Lesotho	Mozambique	Lesotho	Mozambique	Mozambique
8	Malawi	Malawi	Malawi	Malawi	Malawi	Malawi

Source: World Bank Group’s Doing Business Reports (retrieved February 13, 2016)

Based on the historical Doing Business Rankings by the World Bank Group depicted in the table above, Zambia has been improving its business environment more rapidly than have its Southern African neighbors. According to the World Bank’s 2016 Doing Business report, Zambia ranks 6<sup>th</sup> among the Sub-Saharan African nations for ease of doing business out of 47, and 3<sup>rd</sup> among the Southern African nations.

### Why Invest in Zambia

1. Zambia has demonstrated its commitment to economic growth and is eligible for benefits under the GSP and AGOA. It has steadily improved its Doing Business ranking and continues to become more investor-friendly.
2. Aside from being a member of the WTO, Zambia is a member of the Common Market for Eastern and Southern Africa (COMESA) and the Southern Africa Development Community (SADC), free trade zones dedicated to advancing the region's economic and social growth. Given its central position in Africa, it is well-situated for intra-region trade.
3. With a multiparty democracy, Zambia is one of Africa's most politically and legally stable nations.
4. Zambia's abundant resources, including land, water and labor, enables further expansion and capacity building. Additionally, its location relative to the Zambezi River makes it a major hydropower generator for the region. Zambia has also designated Multi-Facility Economic Zones (MEEZ) with the infrastructure to increase Trade and manufacturing activity for the nation.
5. The Zambia Development Agency (ZDA) has created an Act that provides both fiscal and non-fiscal incentives for investors, including zero tax rates and investment guarantees. Please contact the ZDA for specific details.

### Start Doing Business with Zambia

*Diversify your supplier network while benefiting from duty-free imports.* Zambia produces thousands of AGOA-eligible products which can be exported to the U.S. duty-free, presenting an opportunity for American companies looking to expand its supplier network or for a more cost-efficient supplier.

*Connect with Zambia.* Identify business opportunities with Zambia:

1. Directly reach out to Zambian government agencies such as Export Development at the ZDA, the Ministry of Commerce Trade and Industry (MCTI), the Citizens Economic Empowerment Commission (CEEC) and the Zambia Chamber of Commerce and Industry. Contact information for the organizations are listed in the additional resources section.
2. Contact the Honorary Consul for the Republic of Zambia in California, who can refer you to potential business partners.
3. Send inquiries to the commercial office through an email address ([commercialusaka@state.gov](mailto:commercialusaka@state.gov)) established by the U.S. Embassy in Lusaka.
4. Speak with the Zambian Embassy in Washington DC to identify Zambian businesses interested in U.S. partnership.
5. Reach out to USAID|Zambia to learn more about the projects in progress and enquire about partnership opportunities.
6. Express interest through local chambers of commerce in the U.S., as Zambian businesses targeting specific states or industries will use such avenues to initiate relationships.

**Product Categories**

Below are the broad categories of AGOA-eligible products. For the full list, please refer to the Harmonized Tariff Schedule.

Category	Description
<b>Live Animals</b>	Live horses, asses, mules, hinnies, bovine animals, goats, poultry, foxes
<b>Animal Meat and Offal</b>	Meat and offal of bovine animals, swine, sheep, poultry and other animals
<b>Seafood</b>	Fresh, frozen or dried whole fish, fish filelets and roe; crabmeat
<b>Dairy</b>	Milk, cream, condensed milk, yogurt, sour cream, buttermilk, butter, cheeses, and their residues
<b>Other Animal Products</b>	Birds' eggs, honey, animal hair, feather meal and waste, natural sponges of animal origin
<b>Plants</b>	Flowering bulbs, live plants, cut flowers and plants
<b>Vegetables, Roots and Tubers</b>	Fresh, frozen, preserved or dried root, tuber, inflorescent and fruit vegetables, and their preparations and residues
<b>Fruit and Nuts</b>	Fresh, frozen, preserved or dried nuts, berries, citrus fruit, melons, pomes, stone fruits, etc. and their preparations
<b>Coffee, Tea and Spices</b>	Coffee, green tea, peppers, paprika, ginger, bay leaves, thyme, other mixtures
<b>Cereals</b>	Wheat, barley, corn, rice, sorghum, millet, quinoa, cereals
<b>Flour, Malt, Starches, Gluten and Other Grains</b>	Wheat, cereal, vegetable and fruit flour, starch, grains, meal and powder, and their preparations
<b>Oil Seeds</b>	Ground nuts, flaxseed, rape or colza seeds, cotton seeds, poppy seeds, soybeans, seeds, stones, kernels, roots, and their residues from oil extraction

Category	Description
<b>Vegetable Saps and Extracts</b>	Saps and extracts of liquorice and hops, ginseng, rattans, willow, vegetable hair
<b>Animal and Vegetable Fats and Oils</b>	Fat and oil from animals, fish, beans, nuts, vegetables
<b>Prepared or Preserved Meat and Seafood</b>	Sausages, prepared or preserved meat, fish and shellfish
<b>Sugars and Confectioneries</b>	Cane or beet sugar, syrups, molasses, gum, sugar confectionery
<b>Cocoa</b>	Cocoa and chocolate paste, powder, solids and other preparations
<b>Beverages and Vinegar</b>	Water, milk, juices, wine, cider, liquors, vinegar
<b>Tobacco Products</b>	Manufactured and unmanufactured tobacco, including cigars, cigarettes, smoking tobacco, tobacco refuse
<b>Mineral Products</b>	Cut natural stones, metal ores and concentrates, metal ash and residues, petroleum and lubricating oils
<b>Inorganic Chemicals and Compounds of Precious Metals</b>	Halogen elements, gases, earth metals, acids, metal and non-metal oxides, sulphur compounds, salts, nitrates, carbonates, borates, other compounds
<b>Organic Chemicals</b>	Hydrocarbon, acyclic alcohols, phenols, ethers, epoxides, aldehydes, ketones and quinones, carboxylic acids, esters, and their derivatives, and other organic compounds
<b>Pharmaceutical Products</b>	Preparation gels and plastic sanitary, invalid and nursing products
<b>Tanning or Dyeing Products</b>	Tanning extracts and substances, colouring matters, pigments, paints and varnishes, putty, inks
<b>Essential Oils and Hygiene Preparations</b>	Essential oils of plants and fruits, shaving bath and toilet preparations, personal deodorants

Category	Description
<b>Soap, Washing and Lubricating Preparations</b>	Aromatic and nonaromatic surface-active agents, detergents and textile-treatment preparations, lubricating preparations
<b>Proteins, Glues and Modified Starches</b>	Caseins, albumins, gelatines and derivatives, dextrin and modified starches, prepared glue and adhesives
<b>Explosives</b>	Propellant powder, fuses, detonating caps, fireworks, flares, other combustible materials
<b>Photographic and Cinematographic Products</b>	Photographic plates, film, papers, sound recordings, chemical preparations
<b>Other Chemical Products</b>	Artificial graphite, activated natural mineral products, gum and wood oils, fungicides, herbicides, pesticides, disinfectants, finishing agents, additives, solvents and thinners, industrial acids, alcohols and binders
<b>Plastics</b>	Polymers, amino-resins, petroleum resins, cellulose and derivatives, monofilament, construction materials and household articles of plastic
<b>Rubber</b>	Industrial and construction parts and materials of rubber
<b>Raw Hides and Leather</b>	Raw and tanned animal skins and hides, further prepared leather, chamois and patent leather
<b>Leather Articles</b>	Bags, cases, apparel, accessories, animal harnesses
<b>Furskins and Artificial Fur</b>	Tanned or dressed animal furskins, apparel, artificial fur articles
<b>Wood</b>	Shaped wood, fibreboards, plywood, packaging and construction material, household articles
<b>Cork</b>	Articles of natural cork

Category	Description
<b>Straw</b>	Plaited and plaiting materials, basketwork, wickerwork
<b>Textiles</b>	Woven and waste silk, animal hair, wool and cotton, yarn, strings, twine, textile floor coverings, apparel, clothing accessories, linens, flags
<b>Footwear</b>	Completed and parts of footwear, distinguished by product value
<b>Other Accessories</b>	Hats, headgear, hat shapes, hat forms, hair-nets, umbrellas, walking sticks
<b>Articles of Feathers and Artificial Flowers</b>	Articles of feathers or down, artificial flowers of plastic, man-made fibres and feathers
<b>Articles of Stone, Plaster, Cement, Ceramic and Glass</b>	Building and construction materials of stone, plaster, cement, ceramic and glass, housewares of porcelain, ceramic and glass
<b>Jewellery, Precious Metals and Precious Stones</b>	Gold, silver and other metal jewellery and tableware, precious and semiprecious stones, plated and imitation jewellery
<b>Iron and Steel</b>	Ferroalloys, iron and steel products, appliances, household goods and construction materials
<b>Copper</b>	Refined copper and alloys, bars, rods, wires, plates, sheets, foil, tube and pipe fittings, building materials, household goods
<b>Nickel and Aluminium</b>	Nickel and aluminium rods, bars, tubes, pipes, plates, sheets, wires, powders, containers, building materials, household goods
<b>Lead, Zinc, Tin and Other Metals</b>	Unwrought lead and zinc plates, sheets, bars and rods, zinc powder, tin bars, powder and household goods, other metals, handtools and parts, knives, scissors, cutlery, other household goods

Category	Description
<b>Nuclear Reactors, Boilers, Machinery and Parts</b>	Nuclear reactors and parts, steam or vapour boilers and turbines, engines and parts, turbines, pumps, industrial and household equipment and machinery, parts and accessories
<b>Electrical Machinery and Equipment, and Sound and Television Recorders and Reproducers</b>	Electric machinery, motors, generators, converters and parts, batteries, appliances, equipment, lamps, heaters, microphones, sound recording and reproducing apparatus and parts, storage devices, monitors and projectors, other electrical parts
<b>Railway Equipment and Parts</b>	Railway or tramway cars, parts and track
<b>Other Vehicles</b>	Motor vehicles, chassis, bodies, parts and accessories, motorcycles, bicycles, baby carriages, trailers
<b>Aircraft Parts</b>	Parachutes
<b>Water Vessels</b>	Inflatable vessels, sailboats, rowboats, motorboats, yachts
<b>Optical, Photographic, Cinematographic and Other Instruments</b>	Optical fibres, lenses, prisms, mirrors, screens, frames, glasses, astronomical instruments, cameras, projectors, lighting, microscopes, sights, lasers, navigational, surveying, measuring, regulating and calculating instruments
<b>Clocks and Watches</b>	Wristwatches and parts, clocks and parts, time recorders, parking meters, time switches, clock and watch movements, clock and watch cases
<b>Musical Instruments</b>	Pianos, string instruments, wind instruments, keyboards, music boxes, instrument parts
<b>Arms and Ammunition</b>	Firearms, stocks, parts and accessories, swords

Category	Description
<b>Furniture</b>	Mattresses, sleeping bags, bedding, lighting, prefabricated buildings
<b>Games and Sports</b>	Sports equipment and accessories, swimming pools, fishing rods and accessories
<b>Other Manufactured Articles</b>	Animal and mineral carving materials, brooms, brushes, sieves, travel sets, sewing notions, pens and pencils, writing surfaces, ink and stamps, lighters, smoking pipes, cigar/ette holders, combs, hair accessories, vacuum flasks and vessels, sanitary napkins, tailor's mannequins

The comprehensive list of AGOA-eligible items is available at [www.agoazambia.com](http://www.agoazambia.com).

#### Additional Resources

##### *U.S. Support*

- **Central Website for Zambia-AGOA Information**  
www.agoazambia.com
- **Honorary Consul for the Republic of Zambia in California**  
Phone: +1 (424) 206-4455  
Email: robert@sichinga.com  
Website: www.consulateofzambia.org
- **Embassy of the Republic of Zambia in Washington DC**  
Website: www.zambiaembassy.org
- **Office of the U.S. Trade Representative – African Affairs**  
Phone: +1 (202) 395-9514  
Website: ustr.gov
- **Export-Import Bank of the United States**  
Phone: +1 (202) 565-3946  
Website: www.exim.gov
- **Overseas Private Investment Corporation (OPIC)**  
Phone: +1 (202) 336-8400  
Email: info@opic.gov  
Website: www.opic.gov

##### *Zambian Support*

- **Central Website for Zambia-AGOA Information**  
www.agoazambia.com
- **Zambia Development Agency (ZDA)**  
Phone: +260 (0) 211 220177  
Website: www.zda.org.zm
- **Ministry of Commerce Trade and Industry (MCTI)**  
Phone: +260 (0) 211 228301  
Website: www.mtci.gov.zm

- **Industrial Development Corporation (IDC)**  
Phone: +260 (0) 211 234684  
Email: info@idc.co.zm  
Website: www.idc.co.zm
- **Citizens Economic Empowerment Commission (CEEC)**  
Phone: +260 (0) 211 252150  
Email: info@ceec.org.zm  
Website: www.ceec.org.zm
- **Zambia Association of Manufacturers (ZAM)**  
Phone: +260 (0) 211 253696  
Email: info@zam.co.zm  
Website: www.zam.co.zm
- **Zambia Chamber of Commerce and Industry (ZACCI)**  
Phone: +260 (0) 211 252483  
Email: secretariat@zacci.co.zm  
Website: www.zambiachamber.org
- **Pangaea Securities**  
Phone: +260 (0) 211 220707  
Email: info@pangaea.co.zm  
Website: pangaea.co.zm
- **Zambia Bureau of Standards (ZABS)**  
Phone: +260 (0) 211 231385  
Website: www.zabs.org.zm
- **Ministry of Gender and Child Development (MGCD)**  
Website: www.ngcd.gov.zm
- **Zambia Chamber of Small & Medium Business Associations (ZCSMBA)**  
Phone: +260 (0) 211 253372  
Website: www.zcsmba.org
- **Zambia National Farmers' Union (ZNFU)**  
Phone: +260 (0) 211 252649  
Website: www.znfu.org.zm

- **US Embassy Lusaka**  
Phone: +260 (0) 211 357000  
Email: [commercialusaka@state.gov](mailto:commercialusaka@state.gov)  
Website: [zm.usembassy.gov](http://zm.usembassy.gov)
- **US Agency for International Development (USAID)**

**Zambia**

Email: [infozambia@usaid.gov](mailto:infozambia@usaid.gov)  
Website: [www.usaid.gov/zambia](http://www.usaid.gov/zambia)

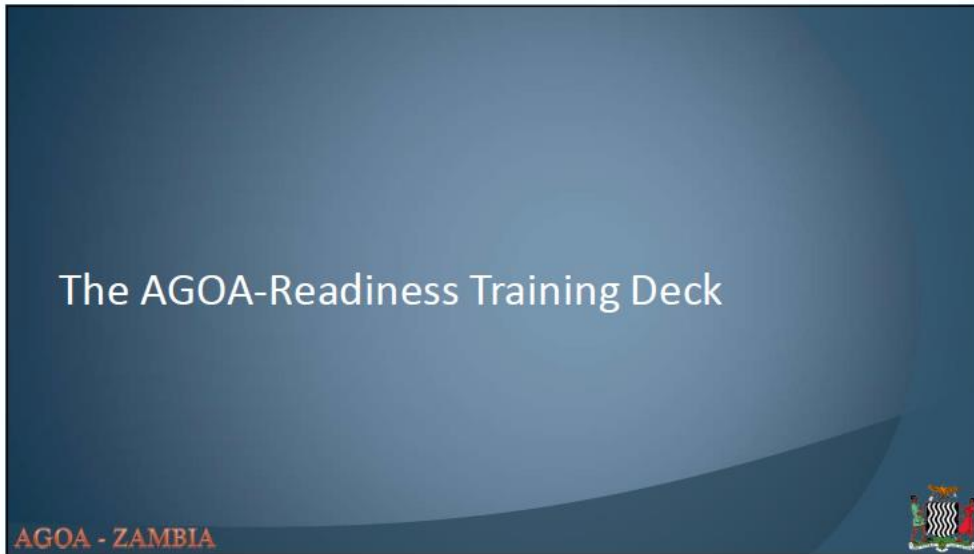
*Other Useful Websites*

- **Central Website for Zambia-AGOA Information**  
[www.agoazambia.com](http://www.agoazambia.com)
- **AGOA.info** – comprehensive information portal on AGOA; offers an Exporter Toolkit and the latest news
- **trade.gov/agoa/resources.asp** – U.S. Department of Commerce website; provides information and additional resources on AGOA
- **<https://epermits.aphis.usda.gov/manual/>** - Fruits and Vegetables Import Requirements (FAVIR) database to lookup approved commodities for export to the U.S.
- **[www.fda.gov](http://www.fda.gov)** – U.S. Food and Drug Administration website; details food safety and labelling requirements
- **[www.usitc.gov](http://www.usitc.gov)** – U.S. International Trade Commission website; contains the latest Harmonized Tariff Schedule
- **[www.cbp.gov](http://www.cbp.gov)** – U.S. Customs and Border Protection website; provides information and forms for exports to the U.S.

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Geoffrey Sakulanda – President of Zambia Chamber of Commerce and Industry (ZACCI)  
Likando Mukumbuta – Director General of Citizens Economic Empowerment Commission (CEEC)  
U.S. Embassy in Lusaka  
UCLA Anderson MBA Program  
Ceasar Siwale – Pangaea Securities

Appendix 10 AGOA Training Material





## Purpose

- The African Growth and Opportunity Act (AGOA) is a recently-renewed unilateral United States (U.S.) trade act that allows eligible countries to export an extensive list of products duty-free to the U.S.
- As an AGOA-eligible country, Zambia is seeking to benefit from the preferential trade treatment and has an opportunity to do so
- Zambia has not sufficiently taken advantage of AGOA since its initial ratification in 2000
- AGOA expired in 2015 after 15 years but was re-authorised for an additional 10 years through 2025

The deck serves as reference for Zambian businesses wanting to export under AGOA

AGO - ZAMBIA



## Contents

- About AGOA
- Product Eligibility
- Product Categories and List
- Commercial Viability Assessment Framework
- AGOA Zambia Website
- Finding U.S. Customers
- U.S. Regulatory Bodies
- Step-by-step Process
- Information Resources

AGO - ZAMBIA



## About AGOA

- The African Growth and Opportunity Act (AGOA) was approved by the United States Congress to assist in the economic growth of eligible Sub-Saharan African countries
- It builds on and extends the benefits allowed under the Generalized Systems of Preferences (GSP), which allows 4,800 products to be imported into the U.S. duty-free from 129 developing countries.
- AGOA focuses on qualifying African nations, covers an additional 1,800 products, and has special provisions for the export of textile and apparel
- While the GSP imposes quotas on the import of certain goods into the U.S., AGOA lifts some caps, thereby easing their importation

AGOA - ZAMBIA



## Product Eligibility



Product must be on the list of GSP- or AGOA-eligible products, or qualify under the Special Rule for Apparel



Product must be grown, manufactured or produced in the AGOA-beneficiary country, imported directly into the U.S., and accompanied by relevant documentation, including a certificate of origin



At least 35% of the product's appraised value must come from direct cost of materials and processing from an AGOA-beneficiary country



Request duty-free treatment under AGOA by indicating "D" on the U.S. customs entry form against the Harmonized Tariff Schedule number for the product

AGOA - ZAMBIA





## Product Categories and List

- Includes products eligible under GSP and AGOA
- Complete and evergreen list by HTS number can be found on [www.agozambia.com](http://www.agozambia.com)

Category	Description
Live Animals	Live horses, asses, mules, hinnies, bovine animals, goats, poultry, fowls
Animal Meat and Offal	Meat and offal of bovine animals, swine, sheep, poultry and other animals
Seafood	Fresh, frozen or dried whole fish, fish fillets and roe, crabmeat
Dairy	Milk, cream, condensed milk, yogurt, sour cream, buttermilk, butter, cheeses, and their residues
Other Animal Products	Birds' eggs, honey, animal hair, feather meal and waste, natural sponges of animal origin
Plants	Flowering bulbs, live plants, cut flowers and plants
Vegetables, Roots and Tubers	Fruits, frozen, preserved or dried root, tuber, inflorescent and fruit vegetables, and their preparations and residues
Fruit and Nuts	Fresh, frozen, preserved or dried nuts, berries, citrus fruit, melons, pomes, stone fruits, etc. and their preparations
Coffee, Tea and Spices	Coffee, green tea, peppers, paprika, ginger, bay leaves, thyme, other mixtures
Cereals	Wheat, barley, corn, rice, sorghum, millet, quinoa, cereals
Hour, Malt, Starches, Gluten and Other Grains	Wheat, cereal, vegetable and fruit flour, starch, grains, meal and powder, and their preparations
Oil Seeds	Ground nuts, flaxseed, rape or colza seeds, cotton seeds, poppy seeds, soybeans, seeds, stones, kernels, roots, and their residues from oil extraction

Sample

AGOA - ZAMBIA

AGOA GSP Eligible Products Complete - Complete AGOA GSP	AGOA GSP	AGOA GSP	AGOA GSP
01010000	Live horses, asses, mules, hinnies, bovine animals, goats, poultry, fowls	01010000	Live horses, asses, mules, hinnies, bovine animals, goats, poultry, fowls
01020000	Meat and offal of bovine animals, swine, sheep, poultry and other animals	01020000	Meat and offal of bovine animals, swine, sheep, poultry and other animals
03010000	Fresh, frozen or dried whole fish, fish fillets and roe, crabmeat	03010000	Fresh, frozen or dried whole fish, fish fillets and roe, crabmeat
04010000	Milk, cream, condensed milk, yogurt, sour cream, buttermilk, butter, cheeses, and their residues	04010000	Milk, cream, condensed milk, yogurt, sour cream, buttermilk, butter, cheeses, and their residues
05010000	Birds' eggs, honey, animal hair, feather meal and waste, natural sponges of animal origin	05010000	Birds' eggs, honey, animal hair, feather meal and waste, natural sponges of animal origin
06010000	Flowering bulbs, live plants, cut flowers and plants	06010000	Flowering bulbs, live plants, cut flowers and plants
07010000	Fruits, frozen, preserved or dried root, tuber, inflorescent and fruit vegetables, and their preparations and residues	07010000	Fruits, frozen, preserved or dried root, tuber, inflorescent and fruit vegetables, and their preparations and residues
08010000	Fresh, frozen, preserved or dried nuts, berries, citrus fruit, melons, pomes, stone fruits, etc. and their preparations	08010000	Fresh, frozen, preserved or dried nuts, berries, citrus fruit, melons, pomes, stone fruits, etc. and their preparations
09010000	Coffee, green tea, peppers, paprika, ginger, bay leaves, thyme, other mixtures	09010000	Coffee, green tea, peppers, paprika, ginger, bay leaves, thyme, other mixtures
10010000	Wheat, barley, corn, rice, sorghum, millet, quinoa, cereals	10010000	Wheat, barley, corn, rice, sorghum, millet, quinoa, cereals
11010000	Wheat, cereal, vegetable and fruit flour, starch, grains, meal and powder, and their preparations	11010000	Wheat, cereal, vegetable and fruit flour, starch, grains, meal and powder, and their preparations
12010000	Ground nuts, flaxseed, rape or colza seeds, cotton seeds, poppy seeds, soybeans, seeds, stones, kernels, roots, and their residues from oil extraction	12010000	Ground nuts, flaxseed, rape or colza seeds, cotton seeds, poppy seeds, soybeans, seeds, stones, kernels, roots, and their residues from oil extraction

## Booklets



The pictured booklet provides an overview of AGOA, including its purpose, benefits and examples of other countries' success stories, so that readers have a better idea of the trade act's socioeconomic potential. It lists the rules of origin for product eligibility, distinguishing between the requirements for textile and non-textile goods.



The pictured booklet is developed for the U.S. investor. It provides an overview of AGOA and Zambia's eligibility. It lists product categories eligible under AGOA. The booklet also provides a profile of Zambia's investment climate.

AGOA - ZAMBIA



## "Are You AGOA Ready" Assessment Tool

- Set of questions designed to assess a company's export strategy gaps
- Identifies areas to address before starting to export to the U.S.
- Scoring based on responses to questionnaire provides indication of a company's position

Points	Assessment of Exporting Potential
83-110	Your company understands the commitment, strategies, and resources to become a successful exporter. You have a basis for exporting to the U.S. and may need to fine-tune your plans to be ready.
50-82	Your company has a serious interest in exporting, but there are some areas of weakness to address in order to implement a successful U.S. export strategy. Pay attention to the traits highlighted in the questions for which your company had scored low or no points.
Fewer than 50	Your company is starting to explore exporting to the U.S. but is currently in a weak position to do so. Before considering an ambitious export strategy, ensure that your company understands the necessary commitment and resources for success.

AGOA - ZAMBIA



## Commercial Viability Assessment Framework

Category	Criteria	Comments
Supply	Maturity of industry and ease of capacity expansion	Required capital investments (specific numbers are not needed)
	Viability of Zambian production	To understand stability of supply
	Adjacent production capabilities	Existing infrastructure that can be leveraged e.g. Emeralds mines, road to copper mines
Demand	Job creation potential	Labour intensive industries have a higher job creation potential. Explain whether an industry has labor that can be shifted towards exporting
	U.S. demand	As a form of revenue potential—how much is the U.S. importing currently from the world? Demand—Any forecasts of future U.S. imports?
	Quality or regulation gaps	Regulatory or legal gaps between Zambia and U.S.
Competitiveness	Viability of U.S. demand	To understand stability of demand?
	Revealed Comparative Advantage (RCA) calculation	$RCA = (GZ / GUS) / (EZ / EUS)$ . A comparative advantage is "revealed" if $RCA > 1$ . If $RCA < 1$ , the country has a comparative disadvantage in the commodity or industry(s)
	Current global market share	Zambia's market share against others
	Transportation accessibility	Factors include geographic location, roads, ports, trains, planes. Also consider time to market—how sensitive is the market which depends on the product i.e. for fruits if markets can't do it?
	Final production cost vs. competitors	Compare final production cost to other countries (includes labor, raw materials, processing costs, energy and transportation). The price is the final price of the item on the international market
Productivity	To be measured by value/employee	

- Range of factors to consider in assessing commercial viability of exporting a good to the U.S.
- Depending on the product or industry being assessed, one may weigh these factors differently or some factors may not be applicable, and so discretionary judgement should be applied
- Evaluation will be based on a grading scheme of green, yellow, and red assigned to each criterion

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## www.agoazambia.com



The AGOA website contains:

- Information about AGOA and product eligibility under GSP and AGOA. A full list can be viewed online or downloaded
- Description of resources available for the Zambian producer
- News feeds on AGOA
- Zambian economic climate news from ZDA
- Zambia detailed profile from the U.S. Trade department
- Zambia brief profile from the Office of the U.S. Trade Representative

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## Finding U.S. Customers

Examples of U.S. Refined Copper Buyers and Importers in California

Company Name	City	Phone
Aranda Tooling	Huntington Beach	(714) 379-6565
MK Manufacturing	Irvine	(949) 863-1234
Elden Enterprise	Ukiah	(888) 928-0186
VACCO Industries, Multi-Fab Product Group	South El Monte	(626) 443-7121
Crenshaw Die & Manufacturing Corp	Huntington Beach	(800) 500-8810
Quick Draw & Machining Inc	Ventura	(888) 254-7797
C & H Machine	Escondido	(855) 999-5710

Refined Copper  
 Buyers and  
 Importers

Buying Agents  
 and Brokers

Examples of Buying Agents and Brokers

Company Name	City	State	Phone
All Together Transportation Systems Inc	New Lenox	IL	(815) 723-4300
Dewey Produce, Inc	Byron	NY	(585) 548-7407
Dynamic Ingredients	Beverly	MA	(978) 921-4806
Dennis Sales Limited	Salisbury	MD	(410) 742-1585
Food Guys LLC	Wilsonville	OR	(503) 570-2871
Forbes Frozen Foods, Inc	Milford	OH	(513) 576-6660
JSO Associations, Inc	Great Neck	NY	(516) 773-0000

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## Finding U.S. Customers

Food and Service  
 Distributors

Examples of Food Service Distributors

Company Name	City	State	Distribution Centres	Phone
ALLEN FOODS	St. Louis	MO	1	(314) 426-4100
AFFILIATED FOOD SERVICE	Amarillo	TX	1	
AGAR SUPPLY COMPANY	Taunton	MA	1	(800) 669-6040
BIRITE FOODSERVICE DISTRIBUTORS	Brisbane	CA	1	(800) 227-3373
BANTA FOODS, INC	Springfield	MO	1	(800) 492-2682
BEN E. KEITH FOODS	Fort Worth	TX	6	(817) 759-6000
BUNN CAPITOL, INC	Springfield	IL	1	(800) 252-9800
CASH-WA DISTRIBUTING CO.	Kearny	NE	2	(308) 237-3151
CONSOLIDATED COMPANIES, INC.	Metairie	LA	4	(504) 834-4082
C.A. CURTZE CO	Erie	PA	3	(814) 452-2281

2015 Largest U.S. Agriculture Retailers

Rank	Company Name	State	Retail Outlets	States Served	Phone	Website
1	Crop Production Services	CO	800	45	(970) 685-3300	<a href="http://www.agrium.com/">http://www.agrium.com/</a>
2	Helena Chemical Co	TN	422	48	(901) 761-0050	<a href="http://www.helenachemical.com/">http://www.helenachemical.com/</a>
3	Grown mark Inc	IL	585	30	(809) 557-6000	<a href="http://www.growmark.com/">http://www.growmark.com/</a>
4	Wilbur-Ellis Co	CA	174	21	(415) 772-4000	<a href="http://www.wilburellis.com/">http://www.wilburellis.com/</a>
5	Pinnacle Agriculture Holdings	TN	186	28	(662) 843-3626	<a href="http://pinnacleagholdings.com/">http://pinnacleagholdings.com/</a>
6	CMS	MN	450	26	(651) 355-1136	<a href="http://www.cmsinc.com/">http://www.cmsinc.com/</a>
7	Simplic Retail	ID	90	14	(208) 672-2822	<a href="http://www.simplic.com/">http://www.simplic.com/</a>
8	Southern States Co-op	VA	134	9	(804) 281-1343	<a href="http://www.southernstates.com/">http://www.southernstates.com/</a>
9	MFA Inc	MO	186	5	(573) 874-5111	<a href="http://www.mfa-inc.com/">http://www.mfa-inc.com/</a>
10	Tennessee Farmers Cooperative	TN	160	8	(615) 793-8380	<a href="http://www.aurocoop.com/">http://www.aurocoop.com/</a>

Top agriculture  
 Retailers

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## Examples of U.S. Regulatory Bodies

- The Food and Drug Administration (FDA) regulates many products with regards to food safety and labelling requirements
- The U.S. Department of Agriculture (USDA) requires permits for agricultural products to be eligible for import into the U.S.
- The Food Safety and Inspection Service (FSIS) is the USDA's public health agency and ensures the safety of meat, poultry and eggs meant for consumption in the U.S.

The regulatory body you will deal with depends on the product you are trying to export. Enquire about the appropriate regulatory bodies from the support organisations.

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## Step-by-step Process

- *Determine if one's product is AGOA-eligible.* There are over 5,000 AGOA-eligible products, more than 1,000 of which are or can be produced in Zambia. A complete list can be obtained from the ZDA, ZACCI, CEEC, or [www.agoazambia.com](http://www.agoazambia.com).
- *Identify U.S. markets by state and/or industry.* Due to the size and complexity of the U.S. market, identifying the appropriate market might be challenging. There are several paid and free sources of industry and state data for product categories. The commercial services department at the U.S. Embassy in Lusaka, the Zambian Embassy in Washington DC, and the Zambian consulates in the U.S. are ideal starting points.
- *Understand U.S. quality regulations and standards.* The product type determines the regulatory standards to which it must adhere. The AGOA booklet for Zambian businesses lists several regulatory bodies for agricultural products, and the required standards for durable goods may be specified directly by U.S. buyers. Zambian businesses can contact ZABS for further direction.
- *Look up U.S. business visa requirements and submit appropriate application.* Business owners looking to travel to the U.S. to attend trade shows, sell product, or meet prospective buyers should first consult with the U.S. Embassy in Lusaka for visa requirements.

In addition to following these steps, it is recommended that Zambian business owners apply the Export Commercial Viability Assessment Framework and the "Are You AGOA-Ready Assessment Tool."

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## Information Resources

Local Support	U.S. Support
Zambia Development Agency (ZDA)	Honorary Consul for the Republic of Zambia
Ministry of Commerce Trade and Industry (MCTI)	Embassy of the Republic of Zambia in Washington DC
Industrial Development Corporation (IDC)	Office of the U.S. Trade Representative – African Affairs
Citizens Economic Empowerment Committee (CEEC)	Export-Import Bank of the U.S.
Zambia Association of Manufacturers (ZAM)	Overseas Private Investment Corporation (OPIC)
Pangaea Securities	Other Useful Websites
Zambia Bureau of Standards (ZABS)	<a href="http://AGOA.info">AGOA.info</a>
Ministry of Gender and Child Development (MGCD)	<a href="http://trade.gov/agoa/resources.asp">trade.gov/agoa/resources.asp</a>
Zambia Chamber of Small & Medium Business Associations (ZCSMBA)	<a href="https://epermits.aphis.usda.gov/manual/">https://epermits.aphis.usda.gov/manual/</a>
Zambia National Farmers' Union (ZNFU)	<a href="http://www.fda.gov">www.fda.gov</a>
U.S. Embassy Lusaka	<a href="http://www.usitc.gov">www.usitc.gov</a>
U.S. Agency for International Development (USAID)	<a href="http://www.cbp.gov">www.cbp.gov</a>

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