



The AFRICA e-JOURNAL

FEATURE



Challenges and Opportunities in Nigeria's Electricity Supply

CCA Hosts Zanzibar Trade and Investment Delegation

On November 7, CCA played host to a delegation from Zanzibar that was led by Salum Khamis Nassor, director general of the Zanzibar Investment Promotion Authority. The group engaged CCA members and staff about trade and investment opportunities in Zanzibar, highlighting major opportunities in the tourism, infrastructure and manufacturing sectors.

During his presentation, Nassor sometimes referred to Zanzibar, which is part of the United Republic of Tanzania, by its former nickname, 'Spice Island', because of the abundance of spices and fruit on the island. He touched on steps taken by Zanzibar authorities to ensure legal administration of foreign direct investment, property rights, protection of investments, and labor laws that guide private investment. He also underscored the political and macroeconomic conditions that should exist in any country to encourage foreign direct investment. Nassor touted Tanzania's democratic credentials and, by extension, those of Zanzibar. Nassor described Zanzibar as being centrally located along some of the world's most critical shipping lanes and within relatively easy access to major world markets. He also noted that Tanzania is a member of various regional economic markets, including the East Africa Community and the Southern Africa Development Community.

Zanzibar's trade, investment and economic potential is underscored by economic growth rates of 6.7% in an area of about 2,300sq km – bigger than Hong Kong – as well as the presence of financial services markets. Other incentives enumerated were an attractive fiscal regime, favorable tax regimes, the provision of soft loans to entrepreneurs

Continued on next page...

Nigeria's power sector accounts for about two percent of the country's GDP, comparatively less than for other countries. The sector suffers because of lack of investments and the slow pace of capacity addition that have resulted in a huge demand-supply gap. According to some estimates, the peak demand peak in Nigeria is approximately 10,000MW. However, the country's installed capacity is only about 8,600MW and includes new installations under the Nigerian Integrated Power Project. Actual generation capacity that serves Nigeria's population of more than 160 million people is even lower, at 4000MW. The result of this is that over 85 percent of Nigerians self-generate about 90 percent of the power they consume from diesel generators at prices of around \$1 per kilowatt-hour.

The huge gap in demand and supply presents opportunity for investors. Nigeria has enormous natural gas resources that could easily support more than 10,000MW of power generation. Nigeria also has significant hydropower potential by virtue of large areas falling within the Niger River watershed.

The Federal Government of Nigeria is currently implementing a transformation program for the Nigerian power sector. The government enacted the Electric Power Sector Reform Act (EPSR) in 2005. EPSR aims, among other things, to promote private sector participation and maximize access to electricity services in the Nigeria Electricity Supply Industry (NESI). One of the key reforms introduced by the EPSR

Act is the unbundling of the state-owned utility, NEPA, into separate, independent entities to generate, transmit and distribute electricity, with a view to privatizing these entities where possible.

Some private investors have expressed interest in bidding for the power utility assets that are up for privatization, concession and/or management contract. Investors have, however, expressed concern about a number of legal, regulatory and commercial issues that may impact the bankability of the power projects in Nigeria under the current framework. Some of these issues include financing, bankable tariff, gas availability, and mismatch of license duration and tenor of long-term debt financing.

To assist potential investors, the Nigerian government has taken the following steps:

1. Establishment of the Nigerian Bulk Electricity Trading Company (NBET). NBET, as a bulk buyer of electricity, carries out contract management and bulk trading (on behalf of the distribution companies, also called "Discos") until the industry has developed the settlement, accounting, managerial and governance systems required for successful bilateral contracting. The NBET also serves as a channel through which the government provides credit enhancement and support to Discos until the Discos establish their individual credit-worthiness. The Nigerian government is negotiating with the World Bank Group for a Partial Risk Guarantee and the Multilateral Investment Guarantee

Continued on next page...



and investment codes to give additional incentives to strategic resources and investments.

Nassor listed critical sectors of the Zanzibar economy with significant investment potential and invited U.S. businesses and corporations to participate in lucrative sectors such as tourism (hotels, conference facility development and sports tourism); sports, including the building and administration of stadiums; agriculture (horticulture, deep sea fisheries); health; education; textiles; and export processing free zones.

Photo: www.zanzibarquest.com

*CCA wishes our members
and friends,
wherever you may be,*

a wonderful holiday season

and every success in 2012.



Nigeria's Electricity Supply ...continued from front page.

Agency's termination guarantee as a credit enhancement for the Discos.

2. Establishment of Power Intervention Fund. Established by the Central Bank of Nigeria, the power and airline intervention fund will fast-track development of power projects and serve as a credit enhancement instrument for financiers, among other goals. This provides a viable local currency funding option for investors in the Nigerian power sector, in that the revenue stream in local currency would match the debt repayment obligation of the investor in local currency. It also mitigates the foreign exchange risk associated with debt repayment in hard currency against local currency revenue stream in project financing.

3. Bankable Tariff for Power. The Nigerian Electricity Regulatory Commission (NERC), as industry regulator, is undertaking a review of the Multi Year Tariff Order (MYTO) that would become effective in January 2012. The motive is to ensure that electricity tariff in Nigeria is cost-reflective. The MYTO is calculated on a cost-of-power basis, with a capacity and energy component, and includes adjustments to take into account, amongst others: a reasonable return for invested capital, inflation, exchange rate, depreciation, fuel costs, and operating costs, with pass-through provision of other uncontrollable costs. The MYTO also contains government subsidy that would commence in 2012, and would continue for about three years. The subsidy is expected to provide additional comfort to the investors by mitigating the risk of inadequate collection of tariffs from consumers by the Discos.

4. Gas Availability. Nigeria is a very

gas-rich country and is one of the world's leading suppliers of LNG. Yet it is not able to supply gas to its power plants. The Nigerian government has set up the Gas Aggregation Company of Nigeria to manage gas aggregation and supply in the NESI to ensure seamless gas availability to fire power plants.

5. Mismatch of License Duration and Tenor of Long-Term Debt Financing. EPSR and NERC provide for a generation license to have duration of 10 years, renewable for a further five years. While this aligns with the total duration of the uniform tariff envisaged by the MYTO, the fifteen-year duration may present challenges to potential investors and their lenders. NERC representatives recently stated that the government would address concerns surrounding the duration of licenses by granting a further ten-year license towards the end of the initial 10-year license (with the second ten-year license being followed by the five-year renewal license), resulting in a 25-year total license period. NERC has indicated that so long as an operator is compliant with its license obligations, the second 10-year license and the five-year renewal license would be granted automatically. There is need for amendment of the relevant laws and regulations to give effect to the representation of NERC on this issue.

For more information, contact Patrick Omeke, author of this article and CCA special advisor on power sector development. Patrick thanks Sola Arifayan, partner at the law firm of Ikeyi & Arifayan in Lagos, for providing information for this article.



A world free of malaria.
It's within reach.

To learn more about our initiatives,
visit exxonmobil.com/malaria

ExxonMobil

Taking on the world's toughest energy challenges.



Homestrings.com Streamlines Diasporan Investments Back to Africa



Do these numbers mean anything to you: \$450 billion; \$40 billion; \$35 billion; 23 million; \$20 billion? According to the World Bank these figures represent the following, respectively: total dollars sent from western countries to emerging markets by members of various Diaspora; total size of annual remittances sent by Africans living abroad to their relatives in Africa; total size of African Diaspora annual savings in western bank accounts; total number of Africans living outside of the African continent; total size of the World Bank's annual Africa portfolio.

Africans send more money "back home" than the World Bank spends on development in Africa. The African Diaspora's aggregate savings in western bank accounts outstrips the World Bank's

entire annual cash disbursements into Africa. From a policy perspective, this begs a question: can these flows be channeled into productive, transformative projects such as infrastructure, healthcare, and small and medium sized enterprises? Until now the answer had been negative. According to a George Washington University Diaspora Center study of U.S.-based Africans, the investment experience of African Diasporans sending money home has been expensive, unstructured and spotty at best. Relying on relatives to fulfill investment wishes has not always been a reliable route to wealth creation, nor to economic transformation.

Homestrings.com proposes to change all that. A contraction of Homesick and Heartstrings, Homestrings offers to rationalize business opportunities on behalf of Diasporans – showcasing vetted investment opportunities ranging from infrastructure to healthcare, and from Diaspora bonds to SMEs. The emphasis is on empowerment – giving Diaspora investors the same level of transparency

and structure that institutional investors such as the World Bank demand from investment promoters.

What does this mean for the private sector? It means that there is a new source of organized capital waiting to be tapped into. For instance, a Ghanaian brewer can seek expansion capital from Ghanaians living abroad in a an orderly placement of a corporate Diaspora bond on Homestrings; a Kenyan private homebuilder can seek project capital by issuing equity, in the project's general partner, to Kenyans living abroad, simply by showcasing the project on Homestrings; a Namibian mortgage lender can seek a mortgage lines of credit by pooling capital from the Diaspora on Homestrings. The opportunities are endless.

Diaspora Direct Investment, alongside Foreign Direct Investment and Official Development Aid, can be patient, transformative and profitable. Homestrings is but a tool in the hands of a motivated Diaspora looking for opportunities and for a means to do well and do good back home.

Eric V. Guichard, Founder/CEO
Homestrings.com

**FIGHTING AIDS
SHOULD BE
CORPORATE
POLICY.
WE AGREE.**

For us, it is. We were one of the first energy companies to implement a policy to fight AIDS. We've launched outreach programs around the world. And we've committed \$55 million to The Global Fund to Fight AIDS, Tuberculosis and Malaria. None of this will end AIDS. But all of it is making a difference. Learn more at chevron.com/weagree



CHEVRON, the CHEVRON Mark and HUMAN ENERGY are registered trademarks of Chevron Intellectual Property LLC. © 2011 Chevron U.S.A. Inc. All rights reserved.



The U.S.-Africa Business Center is made possible by the support of the American people through the United States Agency for International Development (USAID) and by CCA. The contents of this document are the sole responsibility of CCA and do not necessarily reflect the views of USAID or the United States.

New U.S. Ambassador Briefs Sudan Working Group



A child fetches water at an improved water source in Kimatong, Eastern Equatoria, South Sudan.



On November 18, CCA's Sudan Working Group was addressed by Ambassador Susan Page, the recently confirmed U.S.

ambassador to the Republic of South Sudan. Ambassador Page reminded the audience that the U.S. is South Sudan's largest bilateral donor, and stressed that, through this partnership, both governments will continue their collaboration on such critical issues as diversifying South Sudan's economy, managing oil revenues, providing strong service delivery, and developing the private sector.

Ambassador Page's said that her overall objective in Juba will be to advance and promote U.S. interests in South Sudan at every level. Specific objectives identified included working towards the stability of South Sudan, especially with regard to fighting along the border with the North; encouraging both Sudan and South Sudan to peacefully resolve issues deriving from the Comprehensive Peace Agreement; collaborating with the African Union to achieve sustainable results; and assisting with the development of a strong economic foundation and healthcare services in the country. Ambassador Page identified oil, gas, renewable energy, agriculture, ICT, and infrastructure as priority areas for the government of South Sudan.

Top Photo: USAID



The Time is Now to Invest in Sub-Saharan Africa's Cotton, Textile and Apparel Sectors



There is an urgent need and tremendous opportunity for investment in the cotton, textile and apparel sectors in sub-Saharan Africa (SSA). A number of international research organizations and sector bodies have pointed out the advantages of investing in Africa. Africa today promises the highest return on investment and its GDP is predicted to double in the next 10 years.

China for example, has proven to the world the potential of developing a full value chain from fiber to fashion. Despite having a huge population, it is not only

able to clothe itself but also the rest of the world. This has resulted in massive job creation, strengthened the overall infrastructure and support institutions, significantly boosted its national income and generated much needed tax revenues to the government. However, costs in China are rising and apparel retailers and brands are looking for alternate sourcing destinations.

Many of the leading global apparel buyers are turning their attention to Africa because of the duty free/quota free privileges the United States offers through the African Growth and Opportunity Act and the European Union under the Economic Partnership Agreements (EPAs). At the Lusaka AGOA Forum held in June 2011 U.S. Secretary of State Hillary Clinton announced that the Obama Administration supported extending

Continued on page 6...



SOUTH AFRICAN AIRWAYS

A STAR ALLIANCE MEMBER 

AFRICA'S WARMEST WELCOME

Meeting In Africa? SAA Takes You There.

The next time a meeting takes you to Africa, travel with the leader, South African Airways. Our team of Africa experts will help you plan your Southern Africa meeting or incentive - making it hassle-free and truly rewarding. Call or email us today at 1-800-772-4788 or groupsusa@flysaa.com



www.flysaa.com

African Proponent: Xavier Rolet, Chief Executive of the London Stock Exchange Group



“Africa always knew its potential, but now, for the first time, I think Africa has confidence in itself because it has seen the beginning of a much faster and independent path towards growth”

Africa has had a good decade. Sustained economic growth and relative improvements in the political landscape over the past decade have done much to transform the region’s investment profile. Investor interest is at an all time high, while Africa’s international trade has enjoyed healthy growth. From the major emerging markets of Asia and Latin America, to its traditional partners in Western Europe and North America, an increasing number of countries and companies now consider the continent an important strategic asset.

Even the financial crisis of 2008-2009 - which slowed growth to less than 3 percent in 2009 compared to pre-crisis levels of 6 percent - has done little to dampen momentum, with the region rebounding strongly.

Growth in sub-Saharan Africa is estimated to hit 5.25 percent in 2011, rising to 5.75 percent in 2012 according to IMF forecasts - despite the relative economic setbacks of the political uprisings in North Africa and Côte d’Ivoire.

In Xavier Rolet, chief executive of the London Stock Exchange Group, Africa has an outspoken proponent of its success in recent years.

Speaking to This Is Africa at the Exchange’s premises on Paternoster Square, just next to St Paul’s Cathedral, Mr Rolet is brimming with enthusiasm for Africa’s economic potential in the 21st century.

“Until about 2008 Africa was a net exporter of capital. With the credit crunch everything completely changed. Africa was looking at an environment in which the corporate sector didn’t have much debt, demand for commodities was rising, and for the first time in a long time many African countries that had commodities

were offered terms of trade they did not have before.

“Africa always knew its potential, but now, for the first time, I think Africa has confidence in itself because it has seen the beginning of a much faster and independent path towards growth,” he says.

Ernst & Young is forecasting FDI into Africa to reach \$150bn by 2015, and the historical dominance of the investment landscape by extractive industries is starting to loosen. The telecommunications sector is booming, with everything from manufacturing to services and agriculture fast becoming attractive investment propositions.

“African capital that was leaving no longer is leaving, and there is a lot of international capital coming in,” he observes.

Beyond being an advocate of Africa’s growth potential, Mr Rolet also represents an institution that may have an important role to play in facilitating the continent’s much sought after transition towards more broad-based and diversified economic development. Growth has been impressive in recent years, but much of it has been concentrated in a few key sectors such as financial services and telecommunications, while commodities continue to constitute the lion’s share of Africa’s international trade.

Access to finance remains a significant bottleneck. Illiquid local capital markets, combined with lending requirements from domestic banks that few local or regional companies meet, mean the region is still desperately short of capital to fuel private sector development.

The LSE, Europe’s largest exchange with a market capitalisation of \$3,600bn as of December 2010, is already active in trying to address this bottleneck. “Ninety percent of all equity raised by African companies in 2010 worldwide was raised in London,” notes Mr Rolet. “London has a traditional understanding and knowledge of Africa. It needs capital today and it offers growth. London and European economies do not offer the same growth, but there is still a lot of capital. So it is a match made in heaven.

To read the conclusion of this article, click [HERE](#).

This excerpt was provided by CCA member [allAfrica.com](#). AllAfrica Global Media is a multi-media content service provider, systems technology developer and the largest electronic distributor of African news and information worldwide.

CCA BOARD OF DIRECTORS

Andrew Vesey
The AES Corporation
Carolyn Campbell
ECP Private Equity
David Cooke, CCA Treasurer
Trade Finance Solutions
Diane Willkins
Development Finance International
Earl Young
Jean-Raymond Boule Corporations
Frances Cook
Lonrho
Gboyega Ade Festus
United Bank of Africa
George Kirkland
Chevron
Gretchen Watkins
Marathon Oil Company
Haskell Ward
Global Alumina
Heather Pederson
The Boeing Company
Jeff Hoffman
Danya International
Jeff Morgan
The Mars Company
Jeff Sturchio*
Global Health Council
Marc Cavaliere
South African Airways
Mark Chiaviello
Standard Bank
Michael Dignam, Chairman of the Board
Pacific Architects and Engineers, Inc.
Mike Fry
ExxonMobil
Mima Nedelcovych
Shaffer Global Group
Nils Tcheyan
General Electric
Paul Hinks
Symbion Power
Paul Ryberg
Africa Coalition for Trade
Robert Morris
PriceWaterhouseCoopers
Roger Blunt
Essex Corporation
Russell King
FreeportMcMoran
Stephen Hayes*
CCA President & CEO
Terry Dunmire
Tetra Tech, Inc.
Thad Simons
The Novus Company
Thomas McDonald
Baker & Hostetler LLP
William Killeen
ACROW Bridges

*Ex Officio

AGOA and its duty free privileges well beyond 2015. The Africa Cotton & Textile Industries Federation's (ACTIF) appeal for extension of the 3rd country fabric provision under AGOA is mainly to sustain the current 300,000 direct jobs and 3,000,000 indirect employments that the industry provides.

However, this appeal by ACTIF also reflects the fact that there is not nearly enough fabric produced in SSA to meet the present demand. This also indicates the urgent need and tremendous opportunity for investment in spinning, weaving, dyeing and finishing in SSA.

Buyers are willing to pay more for shorter lead times to meet the fashion trends and market demands. This is because speed to market enhances competitiveness and assists in rotating the capital five to six times instead of two to three times a year, thus increasing the volume of business without increasing the capital outlay. Building these industries in Africa will dramatically increase Africa's speed to market and related cost savings.

It no longer makes economic sense to send African cotton to China and India to be woven or knitted into fabric, which is then shipped back to Africa to be cut and sewn into garments. The time and cost savings in producing the fabric in Africa are quite considerable.

Numerous opportunities for investment exist across the entire value chain of cotton, textile and apparel. In a nutshell:

· SSA has **great market access opportunities** for both regional and international markets:

- o Duty free access to the regional markets is available through several

regional economic trading blocs, including: the Common Markets for East and Southern Africa; the East African Community; Economic Community of West African States; and the Southern African Development Community

- o Duty free access to the U.S. market is mainly available through AGOA
- o Duty free access to the EU market is available through the interim Economic Partnership Agreements (EU-EPA) and other bilateral arrangements such as GSP.

- SSA is **cost competitive** and also has natural strategic advantages for proximity to key markets making it a good place to develop business by reducing the gaps in the supply chain, mainly in fabrics, to increase speed to market;

- There are investment opportunities in each niche of the cotton growing, textile production and apparel manufacturing sectors:

- o **Cotton** - there are opportunities for investors to open-up new cotton production areas; or for investors to partner with local cotton ginners in order to improve production yields and quality

- o **Textiles** - there are openings for investors to get involved in spinning, weaving and knitting. This is in spite of the fact that many SSA states can use 3rd country fabrics to make the garments that they export to the U.S. and the EU

- o **Apparel** - there are opportunities to locate apparel manufacturing plants in selected SSA states.

- Most governments in SSA are eager for foreign direct investment, particularly in the textile and garment sector to boost employment. Investment friendly policies,

regulations and incentives have been established across the region including the set up of special economic zones to take care of the investors needs.

The USAID-funded Regional Trade Hubs are willing and eager to assist U.S. firms interested in pursuing opportunities in this sector. ACTIF also will be pleased to provide additional information on request. For more information, contact:

A. Rajeev Arora
Executive Director
African Cotton & Textile Industries Federation (ACTIF)

arora.r@actifafrica.com /
info@cottonafrica.com
www.cottonafrica.com

B. Robert Kirk
Director
South African Trade Hub
Robert.Kirk@aecom.com

C. Finn Holm-Olsen
Director
East & Central Africa Trade Hub
fholm-olsen@competeafrica.org
www.competeafrica.org

D. Hanna Amichia
Apparel Co-ordinator
West Africa Trade Hub
hamichia@watradehub.com
www.watradehub.com

E. Barry Fisher
USAID - COMPETE
bfisher@competeafrica.org
www.competeafrica.org



The USAID Southern Africa Trade Hub (SATH) aims to increase international competitiveness, intra-regional trade, and food security in the Southern African Development Community region. Starting in DECEMBER 2010, SATH began delivering targeted technical assistance to governments, the private sector, and civil society organizations in support of advancing regional integration and increasing the trade capacity of selected value chains within Southern Africa.

Photo: <http://bredesigned.files.wordpress.com/2011/09/glocoll2.jpg>

CCA Staff Profile: Aoko Samson



Aoko has been a leader and advocate for small business, especially women owned businesses, for more than 15 years. She is the former coordinator of the Kenyan chapter of

Africa Enterprise Network, a network that brings together young businessmen and women across Africa; co-founder and the first chairperson of the Kenya Association of Women Business Owners; currently serves on the Women's Business Advisory Council for Capital One Bank; and represented Kenya as one of 20

African women entrepreneurs invited by Chancellor Angela Merkel for the launch of the World Bank program *Women Economic Empowerment as Smart Economics* in Berlin (February 2007). Aoko is the owner and CEO of Legacy Books, the premier bookshop for community and rural development literature in Africa, and through Legacy Books Press, publishes books on community and rural development. Through Legacy Books International, she buys and supplies books to various institutions of higher learning and civic organizations in East Africa (see www.legacybooksint.com).

Aoko has also been actively engaged in civic affairs throughout her professional life and is an avid supporter of democratic development in Kenya and around the world. She co-founded the League of Kenyan Women Voters in 1992; serves on the board and is a past chairperson of the Institute of Education in Democracy, an organization that monitors elections in Kenya and globally; and has worked for a number of non-profit organizations in

Kenya including the International Center for Insect Physiology and Ecology, Africa Medical Research Foundation, and Carter Center, Nairobi. Aoko also worked in the international health office of the Centers for Disease Control in Atlanta. Aoko holds a Master's degree in Public Administration – Human Resource Development from Clark University and a BA in History and Political Science from the University of Nairobi. In addition, she holds several diplomas and certificates in management, entrepreneurship, public policy, and political studies.

At CCA, Aoko's role as East African Program Consultant/Manager is to share knowledge and raise awareness of the business climate and opportunities in East Africa. Her job also includes establishing and enhancing linkages with strategic partners to help identify opportunities for joint ventures in the region. During the 8th biennial U.S.-Africa Business Summit, Aoko helped coordinate the *Doing Business In* forums for Zimbabwe, Ethiopia, Ghana, Nigeria and Kenya.

Special Fares from Washington and New York
Starting as low as \$921*



www.flysaa.com/us/en/

*TERMS & CONDITIONS: Fare is valid as of 12/19/2011 and subject to currency exchange fluctuations. Round-trip Economy Class travel from New York (JFK) or Washington D.C. (IAD). Seats are limited and may not be available on all flights. Cancellations prior to departure: \$300. Cancellations after departure: non-refundable. Date change fee: \$250USD. Re-routes not permitted. Valid for reservations made between 16DEC 2012 and 03JAN 2012, for travel departing 01FEB-31MAR, 2012. Baggage and optional service fees may apply.

Let's Do Business: U.S.-Mozambique 2012

March 14 - 15 Maputo Mozambique

Visit: www.speed-program.com/usmoz2012



Investment Opportunities in:
Energy • Mining • Agriculture
Tourism • Franchising

Organized by the U.S. Embassy in Maputo



Photo: <http://en.wikipedia.org/wiki/File:Maputo.jpg>



INTERNATIONAL
TRADE
ADMINISTRATION

The U.S. Department of Commerce's Market Access and Compliance (MAC) division identifies and overcomes trade barriers, resolves trade policy issues, and ensures that our trading partners fully meet their obligations under our trade agreements. The Office of Africa in MAC focuses on the 48 countries in Sub-Saharan Africa. The Office of Africa's

country desk officers are experts on the commercial, economic and political climates in their assigned countries. They focus on resolving trade complaints and market access issues on behalf of small and large companies, such as: intellectual property and piracy, quotas, standards, customs, transparency and contract sanctity, national treatment, and good governance.

Please contact us if you are encountering any foreign market barriers and we will quickly evaluate and address your concerns. The Office of Africa is here to help! Please contact us at (202) 482-4928 or email us at laqanda.brown@trade.gov.

THE AFRICA REPORT

THE ESSENTIAL REFERENCE TO AFRICAN
AFFAIRS IS PROUD TO PARTNER
U.S.-AFRICA BUSINESS SUMMIT 2011.

www.theafricareport.com

Transitions

CCA happily welcomes the following new members: Afri-Tech Group, LLC; African Leadership Development Council; Atlantean, LLC; Black Rhino Group; Bloomberg; Commerce Ghana, LLC; FMR Consulting, Inc.; The Liberia Company; Microsoft Corporation; and Veracity Worldwide LLC.

November Events

11/2: CCA hosts Prime Minister Democratic Republic of São Tomé and Príncipe H.E. Patrice Trovoada

11/7: "Trade and Investment Opportunities in Zanzibar" with guest speaker Mr. Salum Khamis Nassor, director, Zanzibar Investment Promotion Agency

11/14: Nigeria Working Group's "Agriculture, Environmental and Ecological issues in Nigeria: Challenges & Opportunities" with Distinguished Senator Abubakar Bukola Saraki Chairman, Senate Committee on Environment & Ecology And Ex-Governor of Kwara State, Nigeria

11/17: Security Working Group Meeting's "Security in the Greater Horn of East Africa" with Karl Wycoff, Deputy Assistant Secretary for African Affairs, State Department and Ambassador Odembo, Kenyan Ambassador to the U.S.

11/18: Sudan Working Group hosts U.S. Ambassador to the Republic of South Sudan Susan Page

For more information about The Africa e-Journal, please contact Tim McCoy at tmccoy@africacncl.org.



MEMBERS*

Abt Associates Inc.
 Academy for Educational Development
 ACDI/VOCA
 Acrow Corporation
 Advanced African Solutions
 AECOM
 AES Corporation
 Africa Atlantic
 Africa Harvest
 African Investment Corp.
 African Leadership Development Council
 Afri-Tech Group LLC
 Agility
 AllAfrica Global Media
 American Cancer Society
 Anadarko Petroleum Corporation
 APCO Worldwide
 Atlantean, LLC
 Baird's U.S. LLC
 Baker & McKenzie
 Baker Hostetler LLP
 Black Rhino Group
 Black & Veatch
 Bloomberg
 Bode Technology Group, Inc.
 Bollore Group
 BroadReach Healthcare
 Buchanan Renewable Energies, Inc.
 CAMAC International
 Capitol Office Solutions
 Cardno Emerging Markets USA, Ltd.
 Caterpillar Inc.
 Chevron Corporation
 CHF International
 CNA Corporation
 CNFA
 Cohen & Woods International Inc.
 Colgate-Palmolive
 Commerce Ghana, LLC
 Computer Frontiers Inc.
 Cummins, Inc.
 Danya International
 De Villiers Inc.
 Development Alternatives Inc.
 Development Finance International
 Dewey & LeBoeuf LLP
 DynCorp International
 Dynotec Inc.
 EAI Information System
 Eleqtra
 Emerging Capital Partners
 Emerging Markets Group
 EOD Technology Inc.
 ERHC Energy Inc.

Eskom
 Essex Construction
 Ethiopian Airlines
 Eurasia Group
 Evergreen International Aviation
 Export Trading Company, USA
 Exxon Mobil Corporation
 Family Health International
 Fayus, Inc.
 Firestone Natural Rubber Company LLC
 FMR Consulting, Inc.
 Freeport-McMoRan Copper & Gold, Inc.
 General Electric Company
 Good Works International
 GrainPro, Inc.
 GreenbergTraurig
 Groupe Jeune Afrique
 Hess Corporation
 Hightowers Petroleum Company
 Hyperdynamics Corporation
 IAP Worldwide Services
 International Conservation Caucus Foundation
 International Executive Service Corps
 International Relief and Development
 ISOA
 Jean-Raymond Boule Corporations
 Jefferson Waterman International
 JHPIEGO
 John Deere
 KEMET Corporation
 Kenya Airways
 KJAER Group
 Kosmos Energy
 KRL International LLC
 L-1 Identity Solutions
 L-3 MPRI
 Lazare Kaplan International Inc.
 LDB Consulting
 Lockheed Martin
 LONRHO
 Lynn University
 M&T Bank
 Manchester Trade/CTD America
 Marathon Oil Company
 Mars, Incorporated
 McLarty Associates
 Medtronic
 Microsoft Corporation
 Minority Business Development Agency
 MITC Investimentos Lda.
 Morrell Agro Industries, PLC
 Moving Water Industries Corp.
 Nathan Associates Inc.
 National 4-H Council

Noble Energy Inc.
 Novel Commodities
 Novus International Inc.
 Oceus Networks
 Odoi Associates, Inc.
 OpenSkies
 Oracle Corporation
 Pacific Architects and Engineers, Inc.
 Pan African Capital Group LLC Pfizer
 Pioneer Hi-Bred International
 Polsinelli Shalton Flanigan and Suelthaus
 PricewaterhouseCoopers LLP
 Procter & Gamble
 Project Development International
 Project HOPE
 Providence – Critical Infrastructure Protection
 Raytheon
 REED Incorporated
 RTT
 Ryberg & Smith, LLP
 Samuels International Associates Inc.
 Schaffer Global Group
 Schiff Hardin LLP
 Schneiderman & Associates, International
 SEACOM
 Shell
 Sithe Global
 SOC
 South African Airways
 Standard Bank Group, Ltd.
 Star Building Systems
 Structured Credit International
 Sunoco, Inc.
 Sunrock Institute
 Symbion Power
 Tetra Tech, Inc.
 The Africa Channel
 The Boeing Company
 The Coca Cola Company
 The Liberia Company
 The Whitaker Group
 Toll Remote Logistics
 TransFarmAfrica
 United Bank for Africa Plc.
 Universal Leaf Tobacco Company
 Vanco Exploration Company
 Veracity Worldwide LLC
 ViaSat
 Walmart
 WambicaCapital
 Whitney, Bradley & Brown, Inc.
 World Cocoa Foundation
 XeoHealth
 Zephyr Management