

# The AFRICA e-JOURNAL



## President's Message

The following remarks on China's role in Africa were delivered by CCA President and CEO Stephen Hayes to the U.S. Senate Subcommittee on African Affairs on November 1.

Senator Kerry and other Members of the Foreign Relations Subcommittee on African Affairs,

I am honored to be asked to testify before you on China's role in Africa. I have worked for some years with Chinese emerging leaders before I became President of the Corporate Council on Africa more than twelve years ago. Much of my life has been engaged in China and African affairs.

The Corporate Council on Africa, whom I proudly serve, is a membership organization of more than 180 companies. Collectively the members represent more than 85 percent of all U.S. private sector direct investment in Africa. Probably no organization in America is more engaged in the economic and political landscape of Africa. As such we are a non-profit, non-lobbying organization committed to increasing U.S.-Africa trade and investment. We are engaged in different ways in most issues affecting the economic relationship. Certainly, the Chinese engagement with Africa is one of those key issues.

A great deal has been said about China's perceived domination of the African market. Clearly China has long-term aims, both economic and political, through its heightened involvement in Africa. Given their needs for the development of their own nation coupled with the fact that so much of the world's strategic resources are to be found in Africa this should not be surprising. I think it wise to presume that their interests go beyond just economic, however, and they seek wider political influence than they have had in the past. They are, after all, one of the principal bankers for the world right now, and their planning, unlike most countries today, is cohesive, coherent and long-term, both in economics and politics.

In global business, contracts are completed when three basic dynamics are realized: capacity to deliver, decision-

*Continued on page 7...*



FEATURE

## CCA Convenes Power Sector Forum, Plans for 2012 Energy Trade Mission

On the eve of last month's 8th Biennial U.S.-Africa Business Summit, CCA, in partnership with a number of U.S. government agencies, organized "Africa's Power Sector Ministerial Forum". U.S. Secretary of Energy Dr. Steven Chu delivered the opening remarks, while Assistant Secretary of State for African Affairs Ambassador Johnnie Carson, delivered closing remarks. The forum attracted participants from the U.S. and African governments, including power/energy ministers from Nigeria, Tanzania, and Ghana, as well as senior officers of financial institutions. Participants from the private sector included power and oil & gas companies, banks, private equity firms and entrepreneurs.

The forum provided African decision makers in the power sector and American investors a unique opportunity to gather for discussions about energy-sector investment opportunities and related expectations. Energy infrastructure plays an important role in African economies and is critical for development. By implementing reforms and learning from best practices, African governments and their development partners are taking solid steps towards resolving Africa's power crisis. Improving incentives for private investors is a key part of any strategy for catalyzing American investment in the sector. These initiatives not only help to close the demand-resources gap and improve the management of services in the energy sector, they also contribute towards long-term improvements in Africa's overall investment environment and economic growth.

Three sessions during the forum addressed key current issues in

African power sector development: (1) Accelerating Africa's Development through Power Sector Financing: Options, Challenges and Benefits; (2) Powering Africa's Development Goals through Public Private Partnership (PPP) Initiative in the Power Sector; and (3) Climate Change and Sustainable Power Sector Development in Africa: The Imperative for Renewable Energy Alternatives.

Among a lengthy list of distinguished speakers and moderators were Bart Nnaji, Nigeria's minister of power; William Ngeleja, Tanzania's minister for energy and minerals; Paul Hinks, CEO, CCA Member Symbion Power; Carlos Pascual, U.S. Department of State special envoy for international energy affairs; Nils Tcheyan, CCA Member General Electric director for Africa energy policy; Steven Adu, executive secretary for Ghana's Public Utilities Regulatory Commission; Noel Obiora, California Public Utilities Commission senior public utilities counsel; and Fisoye Delano, senior vice president (gas & power) at CCA Member CAMAC International Corporation.

Speakers agreed that there are huge opportunities for private sector participation in the African power sector. However, they pointed out that robust legal and regulatory reforms by African governments geared towards attracting private sector participation in the power sector are fundamental to unlocking the sector for private investment. Secretary Chu highlighted the need for investment in renewable energy in order to mitigate the effect of power sector development on climate change and ensure sustainable economic development in Africa. In his

*Continued on next page...*



# Celebrating African Prosperity Through Women's Leadership

First Lady of Namibia,  
Her Excellency Mrs. Penehupifo Pohamba

On September 23, CCA, in partnership with the U.S. Department of State's African Women's Entrepreneurship Program (AWEP) and the RAND African First Ladies Initiative (AFLI), hosted a luncheon honoring women's leadership in Africa at the Ford Foundation, in New York City. Convened on the margins of the United Nations General Assembly, the luncheon served as a key component of the AFLI's 2011 Annual Meeting. The event brought together the first ladies of Namibia, Lesotho, Sierra Leone, Kenya, Haiti, and St. Vincent and the Grenadines, and more than 40 African female entrepreneurs hosted by the AWEP program. The luncheon was sponsored by CCA Member Symbion Power, an international engineering, procurement, and construction contractor that delivers electrical infrastructure projects. A number of other CCA members also attended.

Cherie Blair, wife of former British Prime Minister Tony Blair, served as the keynote speaker. Additional remarks, which focused on the contribution of Africa's women towards the continent's economic growth, were given by Assistant Secretary of State for Economic, Energy and Business Affairs Jose Fernandez, Ford Foundation President Luiz Ubiñas, Co-Director of the AFLI Anita McBride (who served as chief of staff to former U.S. First Lady Laura Bush), and CCA President and CEO Stephen Hayes. First Lady of Namibia Penehupifo Pohamba spoke on behalf of her peers.

The well attended luncheon was a dynamic multi-sectoral gathering that introduced new relationships among government, industry and civil society representatives committed to women's economic empowerment on the African continent.

Photos: Diane Bondareff/AP Images for RAND Corporation



CCA President and CEO  
Stephen Hayes

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closing remarks, Assistant Secretary Carson urged African governments to continue investor-friendly reforms that would attract private sector participation in the development of the African sector. Carson also announced his plans to

lead a power sector trade mission to four African countries (Tanzania, Mozambique, Nigeria and Ghana) in February 2012, in partnership with the CCA, and his plans to have the 2012 AGOA Forum in the U.S. to focus on renewable energy.



# U.S. Lags Behind in Business-Focused Treaties with Africa

by Peter C. Hansen

In a May 2011 speech, Assistant Secretary of State Johnnie Carson stated that it was important to raise incentives under AGOA to push overly "cautious" U.S. companies to invest in Sub-Saharan Africa. Carson linked increased involvement in Africa by mainstream U.S. companies to higher rewards rather than to diminished risk.

I believe American investment in Africa is hindered more by the continent's risk profile than by any perceived lack of attractive prospects. The easiest way to increase U.S. investment in Africa is to reduce risks, for example by providing legal protections such as double-tax treaties (DTTs) and bilateral investment treaties (BITs).

While the U.S. has concluded various Trade and Investment Framework Agreements (TIFAs) in Africa, these fall short of what is needed to attract investment because they provide little protection for investors. The U.S. has only one DTT in Sub-Saharan Africa, with South Africa. (By contrast, the U.S. has three DTTs in North Africa, namely with Morocco, Tunisia and Egypt.)

Moreover, the U.S. has only six BITs in Sub-Saharan Africa, with a small and

seemingly random group consisting of Cameroon, the two Congos, Mozambique, Rwanda and Senegal. (With the partial exception of Cameroon, and to some extent Rwanda, none of these countries is English-speaking or uses the common law, which can diminish their appeal to some U.S. investors.) To put this situation in larger perspective, the U.S. has BITs with Albania and tiny Grenada, but not with Nigeria, Angola or Kenya. By contrast, our European counterparts, and China, have many more investment treaties with Sub-Saharan Africa, putting their investors at an advantage.

It may be hoped that strategic and economic interests will motivate the U.S. government to help U.S. investors enter Africa more securely. Meanwhile, the debate over AGOA's renewal detracts from an important consideration: Africa does not need trade as much as it needs investment that will make trade possible.

*Peter C. Hansen advises clients on African investments and African investment law. He can be reached at [phansen@peterhansenlaw.com](mailto:phansen@peterhansenlaw.com). This article is an abridgment of Hansen's November 2, 2011, lecture published by the Heritage Foundation.*

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Following years of upheaval, Liberia is rehabilitating its cocoa sector through a partnership between the U.S. government, NGOs and the American private sector. The Sustainable Cocoa Enterprise Solutions for Smallholders (SUCCESS) Alliance is a collaborative effort between the U.S. Department of Agriculture (USDA), USAID and CCA members ACDI/VOCA and the World Cocoa Foundation (WCF), among others. The SUCCESS Alliance seeks to improve the livelihoods of farmers by promoting cocoa production and marketing in a way that is economically, environmentally, socially and culturally sustainable. In addition to cocoa-producing countries in the Caribbean and South America and Southeast Asia, Liberia is the only African country in which the Alliance is active.

In Liberia's primarily agrarian economy, agriculture represents more than 75 percent of national GDP and high-value cocoa is seen as an important cash crop for the recovering economy. The Liberian Ministry of Agriculture estimates that before the war there were up to 40,000 cocoa farmers, of which approximately only 12,500 farmers have returned to cocoa cultivation. With cocoa farming supporting an average of five people per household, rehabilitation of this sector is a

# U.S. Public-Private Collaboration Rehabilitating Liberian Cocoa Sector

priority. Drawing on the SUCCESS Alliance partnership, the Livelihood Improvement for Farming Enterprises (LIFE) project seeks to teach Liberian smallholder farmers the latest cocoa-growing methods with the goal of improving cultivation, production, processing and marketing. Additionally, LIFE teaches farmers about crop diversification to create year-round income and improve food security. Started in 2008, the LIFE project is an example of real public-private partnership. Through its Food for Progress program, USDA provided \$3.6 million worth of rice and flour and about \$300,000 of additional startup funding to its implementing partner, ACDI/VOCA, which sold the commodities in the local market. Proceeds from this sale created project funding to run the LIFE program, which teaches farmers better farming methods, nursery development, techniques for rehabilitating cocoa trees, methods of accessing credit and facilitates the development of farmer organizations and marketing and other linkages. In comparison to farmers that did not

receive the training, results indicate that LIFE project participants at least doubled their earnings. This substantial increase provides the ancillary benefits of increased trade and business development within local economies surrounding cocoa producing regions. Confident in the success of the first phase of the LIFE project, Food for Progress provided additional funding for the second phase of the program, estimated at \$6.4 million.

Supplementing the LIFE project, another public-private initiative is contributing to the revival of Liberia's cocoa sector. USDA – Foreign Agricultural Service and the World Cocoa Foundation are collaborating on the Norman E. Borlaug International Agricultural Science and Technology Fellowship Program - Global Cocoa Initiative, which provides scientists from cocoa producing regions with a six to eight week research fellowship in the United States. This important information and technical expertise exchange creates skills and knowledge that can be shared widely upon the scientists return home. Six months to a year afterward, mentors who work with individual fellows during their stay abroad travel to the fellow's home country to continue training locally. Liberia had three fellows in the United States under the Borlaug program, two of whom studied under the joint USDA-WCF Global Cocoa Initiative at the University of Tennessee and the University of Wisconsin.

According to the World Cocoa Foundation President, Bill Guyton, the Borlaug fellowship is an important capacity building initiative for Liberia as it helps establish a favorable policy environment for the private sector. Other priorities in Liberia identified by WCF are access to improved plant material for rehabilitation, infrastructure investment and youth employment. By leveraging the myriad capabilities of the U.S. public and private sectors in Africa, the SUCCESS Alliance demonstrates an effective public-private partnership model helping to develop Africa's agriculture sector.



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# Bullish on Africa



The Southern Africa Trade Hub recently conducted two border operations assessments in Southern Africa as part of the initial phase of the Integrated Border Management (IBM) program to improve efficiencies, reduce logistics costs, and coordinate border authorities at a national and regional level. The assessment included monitoring more than 1850 trucks and informal trade at the Kasumbalesa

## Border Operations Assessments Carried Out at Zambia/DRC Border

border (Zambia/DRC) as well as conducting interviews with public and private sector agencies about their role in the clearance of goods and the challenges they face, including short border hours, delays in receiving bond acquittals, border staff shortages, single lane construction, informal trade and graft, high fees for seven-axle trucks, and inadequate border facilities. For example, trucks crossing into DRC can only do so in the first seven hours of operation (06:00 to 13:00) and trucks crossing into Zambia can only do so in the second five-hour period of operation

(13:00 to 18:00).

At the Kasumbalesa border, the Zambian Border Crossing Company constructed a state-of-the-art, modern \$25 million facility. This facility and a computerized traffic management system should result in faster clearance of cargo and reduced cost of doing business. Still, the DRC post is limited to a single lane between the two border complexes, which flows in one direction at a time. The structure in DRC cannot effectively and efficiently handle the volumes of trade between the two countries. Furthermore, while the border facility in Zambia is now open and monitored 24 hours a day, the border agencies responsible for clearing goods have limited hours of operation from 06:00 to 18:00 each day, hampering the full potential of the new facility. This means the majority of trucks crossing into DRC experienced less than 4 hour delays inside the facility though the average delay was still 6 ½ hours and trucks crossing into Zambia experienced less than 3 hour delays though the average delay was still 5 ½ hours—SATH observed that 80 percent of the 1850 trucks monitored experienced these delays. The good news is that the Zambia Border Crossing Company completed construction of a similar border post on the DRC's side of Kasumbalesa, which opened in November and should further alleviate part of the delays in vehicle movements by allowing bi-directional traffic.

In addition to established average crossing times for trucks and clearance processes, SATH made recommendations to yield a more fluid border crossing experience for commercial and small-scale traders. These recommendations include developing a joint border committee, increasing border hours and staff, and using electronic transmission of data between borders, which were presented in November informing an action plan managed by Kasumbalesa border stakeholders.



*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 September 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. CCA is a member of the consortium currently managing SATH and related activities.*



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and friends,  
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a wonderful holiday season  
and every success in 2012.*

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## Africa's Fast-Paced Mobile Growth Continues

The mobile industry in Africa is booming. With over 620 million mobile connections as of September 2011, Africa has overtaken Latin America to become the second largest mobile market in the world, after Asia. Over the past 10 years, the number of mobile connections in Africa has grown an average of 30 percent per year and is forecast to reach 735 million by the end of 2012.

Fierce competition has driven down prices and increased penetration.

Price wars have been common across the continent as operators compete for market share with innovative revenue and pricing options - operators have reduced prices an average of 18 percent between 2010 and 2011, making mobile connectivity more broadly affordable to the masses. 96 percent of subscriptions are pre-paid with voice services currently dominating, however the uptake of data services is increasing rapidly. For example

in Kenya data revenues, including SMS, have increased at a remarkable 67 percent CAGR over the last 4 years and now represent 26 percent of total revenues.

The Mobile Industry in Africa contributes US\$56bn to the regional economy, equivalent to 3.5 percent of total GDP.

In particular, the mobile ecosystem is estimated to employ over 5 million Africans and is contributing to bringing mobile services to customers right across the continent.

However there remains huge untapped potential - 36 percent of Africans, within the 25 largest African mobile markets (A25), still have no access to mobile services. Projections indicate that raising the whole region to 100 percent mobile penetration (see figure 3), could add an additional \$35 billion in aggregate GDP to the region, equivalent to a further 2 percent increase.

The mobile industry in Africa is an enabler of economic development far beyond its immediate domain.

Mobile operators have driven the emergence of a unique industry in innovative mobile services in Africa. Mobile Value-Added Services have been launched throughout the continent to enable and support agriculture, banking, education, healthcare and gender equality. In particular, the emergence of mobile money transfers and mobile banking puts Africa firmly at the forefront of the global Mobile Money industry. Beyond mobile services, the mobile industry is also contributing to rural electrical distribution with lower carbon emissions and facilitating the work of NGOs across the continent. Many African governments have prioritized ICT policy as a key driver for development.

For the mobile industry to continue to serve as a catalyst for growth, sufficient spectrum is needed for the provision of mobile broadband services.

**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.*



## Energy, Security and Diplomacy

On October 26, CCA held a briefing session with Deputy Assistant Secretary of State Amos Hochstein, who heads the newly created Energy Security Bureau at the U.S. Department of State. In his remarks, Hochstein pointed out the important role that energy security plays in economic development. He described the threefold mission of his office: developing strategic partnerships with key energy consuming and producing nations; stimulating market forces for transformational policies in alternative energy, electricity, development, and reconstruction; and increasing access to energy in developing countries. Hochstein revealed that one of his main objectives is to maintain an ongoing dialogue between the U.S. government, U.S. energy companies, and African nations in order to offer U.S. technical assistance and diplomatic services. He indicated a keen interest in learning from the private sector about policies, whether U.S. or African, that are beneficial to companies, as well as those that hinder investments. Hochstein also seeks input from the private sector about African countries where the energy sector merits more attention. He stressed that his office works closely with other U.S. government agencies to facilitate U.S. private sector investment in the energy sector and to insure the nation's energy security.



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covers the business world like no one else can. Bloomberg Businessweek produces an annual CCA-branded partnership section on business in Africa; the next installment is scheduled for the April 23, 2012 issue.

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## CommerceGhana.com

In the next few months, CommerceGhana.com will accomplish what may have never been done before. It will become a portal of people, information, and services that enables even small and medium size investors to safely navigate the challenges of doing business in Africa.

Because it is difficult to find organizations outside of Ghana that can adequately convey the scope of investment opportunities in Ghana, CommerceGhana fulfills the following purposes.

1. Investment Information. Identify investment potential within each of the major industry sectors in Ghana, and align resources and organizations that can successfully facilitate investment.

2. Guidance Information. Provide guidance on 50+ topics for doing business in Ghana. Each topic provides general guidance and enables direct communication with industry experts that can make even small investors effective.

3. People. Bring together key business leaders who have strong reputations in Ghana. Participants include the American and Canadian chambers of commerce, law firms, chartered accountants and a number of the most respected industry leaders in Ghana.

4. Services. CommerceGhana offers services not readily available to investors attempting to establish business relationships in Ghana, such as: Personal Assistants, Credit Card and payment systems, Business Directory with full-page profiles, Due Diligence services, Consulting, and Advertising services.

CommerceGhana has already acquired support from a select group of organizations in both Africa and North America. Because several other major African countries have expressed a strong desire to participate, CommerceGhana anticipates taking their model to all of Africa.

For more information, visit [www.commerceghana.com](http://www.commerceghana.com).

# Microsoft®

Founded in 1975, Microsoft Corp. is the worldwide leader in software, services, and solutions that help people and businesses realize their full potential. Microsoft's focus in Africa is on enabling the success of governments, businesses and communities through its people, technology and partners.

Microsoft operates in 13 African countries, with more than 470 people in 19 offices. Microsoft's partner ecosystem in Africa includes 10,800 companies, creating an average of \$8 for every

\$1 invested across Africa through the Information and Communications Technology (ICT) sector.

Microsoft views Africa as an important innovation frontier, and is committed to supporting the use of technology that benefits African countries, development partners and the private sector; supporting the growth of businesses through responsible and sustainable innovation; and bringing the benefits of technology to all people in Africa.

Since 1992, Microsoft has actively worked to help individuals, communities and nations across the continent thrive and grow. This includes a focus on educating Africa's youth to help close the

opportunity divide – an emergent gap that is preventing youth around the globe from realizing their opportunity due to inequities in access, skills, creativity and experience.

Through the Partners in Learning Program, Microsoft has reached 19 million students in 20 African countries and has trained 30,000 teachers. The company has also reached 290,000 underserved people through nearly 950 community technology centres, with the help of over 550 local NGO partners in Africa, and has distributed \$7.5 million of software donations in three years.

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## President's Message ...continued from front page.

making and execution of the contract itself. In capacity to deliver and in execution of the contract, that is the completion of the product, the U.S. can evenly compete with China or any other nation in the world. However, the decision-making process, which affects the time that a contract can be completed, is far less cumbersome in China than it is in the USA. Nearly every U.S. deal relies on private investors, and on this matter China has a distinct advantage.

The decision-making process in China is far more efficient than it is in the United States. Decisions and recommendations for investment are often directed by the government, or at the very least, and they are able to meet requests from African governments far more quickly than we can in this country. There are far more checks and balances that most business deals must meet in our own

system. We also operate our economic models on business-to-business contracts, while many African countries, especially those with weak private sectors, operate on government-to-business model, more similar to the Chinese model than to the American model. The competitive advantage clearly goes to China under these circumstances.

It is not necessarily China's capacity, or even its ability to execute/complete contracts quickly that defines its competitive advantage in Africa. The West still holds key advantages in both technological and scientific capacity, as well as in management skills and probably quality of workmanship. Rather it is the Chinese ability to forge consensus and mobilize resources quickly that gives them a distinct advantage in the African marketplace.

To read the full testimony, [CLICK HERE](#).

## Staff Profile: Patrick Omeke



Patrick is currently special advisor on power sector development at CCA. He led the team that organized the October 4 Africa's Power Sector Ministerial Forum, and played a key role in putting together the

energy and power plenary sessions and workshops for the 8th Biennial US-Africa Business Summit. Patrick is currently working with the U.S. Department of State to organize a power sector trade mission to five African countries in early 2012. His goal is to leverage his experience in power sector development and project finance to add value to CCA and U.S. government efforts to increase American investment in Africa's power sector, which would unlock the economic growth and prosperity of the continent.

Patrick began his career in law practice in 2005, working as an associate, and later a senior associate, at Ikeyi & Arifayan, a medium-sized law firm in Lagos, Nigeria. He provided extensive corporate and commercial transactions advisory services to local and multinational corporations in the areas of corporate and project finance, business start-up support services, and electricity law. He provided several legal advisory opinions to the Nigerian Electricity Regulatory Commission on issues related to licensing of IPPs and implementation of the Electric Power Sector Reform Act of 2005. Patrick has extensive knowledge of the tax and business regulatory environment in Nigeria. He has conducted in-depth research into the laws that regulate conduct of business in Nigeria by both foreign and local investors. Patrick co-authored an article on the legal, regulatory and tax issues on the employment of expatriate staff in Nigeria. This was published in the Comparative Law Yearbook of International Business in 2009.

A graduate of the University of Nigeria (2004) with LLB degree, and the Nigerian Law School (2005) B.L. degree, Patrick also holds a LL.M. degree from the Columbia University School of Law (2010) with a focus on corporate finance and securities regulations, international business and financial transactions, and public sector problem solving. He was recently admitted as an attorney and counselor at law in the State of New York. Patrick is a member of the Nigerian Bar Association, the New York State Bar Association, the Chartered Institute of Taxation of Nigeria, and an Honorary Fellow, Association of Fellows and Legal Scholars, Center for International Legal Studies, Austria.

## October Events

**10/4:** Africa's Power Sector Ministerial Forum; and "Doing Business in Kenya" Forum

**10/5:** "Doing Business in Nigeria" Forum; "Doing Business in Zimbabwe" Forum "Doing Business in Ethiopia" Forum; and "Doing Business in Ghana" Forum

**10/5-7:** 8th Biennial U.S.-African Business Summit

**10/6:** International Partnerships Working Dinner

**10/8:** U.S.-South Africa Business Dialogue Breakfast

**10/14:** Sierra Leone Roundtable

**10/19:** Health Initiatives's "DNA Technology and Forensics: Innovative Solutions for Enhancing Judicial Systems in Africa"

**10/26:** Briefing Session with Deputy Assistant Secretary of State Amos Hochstein

**10/27:** Congo Working Group's Live Video Conference with U.S. Ambassador to the Democratic Republic of Congo James Entwistle

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CHF International	L-1 Identity Solutions	Sunrock Institute
CNA Corporation	L-3 MPRI	Symbion Power
CNFA	Lazare Kaplan International Inc.	Tetra Tech, Inc.
Cohen & Woods International Inc.	LDB Consulting	The Africa Channel
Colgate-Palmolive	Lockheed Martin	The Boeing Company
Commerce Ghana, LLC	LONRHO	The Coca Cola Company
Computer Frontiers Inc.	Lynn University	The Liberia Company
Cummins, Inc.	M&T Bank	The Whitaker Group
Danya International	Manchester Trade/CTD America	Toll Remote Logistics
De Villiers Inc.	Marathon Oil Company	TransFarmAfrica
Development Alternatives Inc.	Mars, Incorporated	United Bank for Africa Plc.
Development Finance International	McLarty Associates	Universal Leaf Tobacco Company
Dewey & LeBoeuf LLP	Medtronic	Vanco Exploration Company
DynCorp International	Microsoft Corporation	Veracity Worldwide LLC
Dynotec Inc.	Minority Business Development Agency	ViaSat
EAI Information System	MITC Investimentos Lda.	Walmart
Eleqtra	Morrell Agro Industries, PLC	WambiaCapital
Emerging Capital Partners	Moving Water Industries Corp.	Whitney, Bradley & Brown, Inc.
Emerging Markets Group	Nathan Associates Inc.	World Cocoa Foundation
EOD Technology Inc.	National 4-H Council	XeoHealth
ERHC Energy Inc.	Noble Energy Inc.	Zephyr Management
Eskom	Novel Commodities	
Essex Construction	Novus International Inc.	

\*As of 11/22/11

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## CCA STAFF

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Director, U.S.-Africa Business Center	Elizabeth Bachini	Sonia Mfasoni
Robert C. Perry	Program Manager, HIV/AIDS & Health Initiative	Project Manager, SME Business Linkages
Vice President for International Programs	Haben Berhe	Patrick Omeke
Mbayang Diouf Diop	Trade & Financial Management Specialist	Special Advisor on Power Development
Chief Financial Officer	Brittany Clark	Aoko Samson
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Theo Wellington	Research Analyst	Project Coordinator, U.S.-Africa Business Center
Senior Advisor to the President	Conor Godfrey	Daniel Wolf
John Jakulevicius	Communications & Trade Specialist, SAIBL Program	Market Linkages and Investment Specialist, Southern Africa Trade Hub
Director, Technology		