

The AFRICA e-JOURNAL



White House Chief of Staff William Daley Addresses CCA Summit

The following remarks were delivered to the U.S.-Africa Business Summit on October 7, 2011.

I was the Commerce Secretary back in the late 1990s. My first trip as Commerce Secretary was to Africa. I had the chance, I succeeded Ron Brown who was the Secretary of Commerce under Bill Clinton—when he first became President in 1993—and stayed through until his tragic death in 1996. And he truly was a great American, a great African American. And I had the pleasure of visiting Africa one or two more times than Ron did, so it was a great point of pride for me to have the opportunity to spend so many trips to Africa. I also was telling Steve that each Commerce Secretary gets the chance to appoint a Trade Representative or a commercial service person anywhere in the world, so when I was told about this spot and—its kind of ironic Ron Brown had his in Ireland and I put mine in Africa, which kind of was a strange thing in some people's minds it was strange. But knowing Ron and those who knew me at the time, I don't think they found it strange at all. But it is indeed an honor to be here. It brings back some great memories of my engagement with African business people and U.S. business people who either do business in Africa, or care to do business in Africa.

But the Council, by promoting trade and investment between the U.S. and African nations, you are all strengthening the bonds between us, while also creating opportunities for men and women, obviously, on both continents. I want to thank the many distinguished guests who are here today and those who participated in this Summit and the activities that will continue through today and tomorrow. It's an honor to be here on behalf of President Obama, especially on a day when two daughters of Africa have been awarded the Nobel Peace Prize. Today's announcement is a reminder of the powerful role that women play in the struggle to sustain peace so that democracy can take hold and be long-lasting throughout Africa.

The issues that we are discussing today are that ones that I have spent many years of my professional life trying to address. As

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CCA Summit Highlights Major Business Sectors in Africa

FEATURE

AGRIBUSINESS

The focus on agribusiness at the 2011 U.S.-Africa Business Summit advocated business partnerships to enhance the continent's agricultural capacity. Four workshops and a plenary underscored opportunities in integrating Africa's agribusiness sector, providing agricultural financing solutions, removing barriers to regional and global trade, aligning multiple stakeholder interests and supporting private enterprise in African agriculture by leveraging development assistance.

Panelists, including representatives from CCA Member companies Mars Inc., Novus International, Standard Bank Group, Schaffer Global Group, and TransFarm Africa, spoke about practical approaches to boost agricultural development on the continent and addressed obstacles in supply chains. An improving investment climate for agribusiness is rooted in rapidly growing African economies, urbanization and rising incomes, all of which are boosting consumer demand for agricultural products and growing investment in infrastructure to develop market linkages. Regional integration was touted as a key step to scaling up investment in African agriculture, harmonizing trade and quality standards, and boosting regional and global exports. Further solutions to chronic underperformance include small-holder schemes and developing farmer cooperatives to access financial services, collective equipment leasing or purchase, and scaling up production capacity for export. Additionally, panelists explained that investment in African agricultural value chains through collaborative partnerships increases market access, reduces post-harvest losses, and adds value in processing and packaging. Coupled with continued progress on a government level to create an enabling investment climate in African agribusiness, private sector engagement on the continent can help advance the competitiveness of African agriculture.

CCA's next step is linking American

businesses and member companies with African partners at an agribusiness event proposed for next year. In addition to furthering its Agribusiness Working Group's efforts to address policy constraints and link American agribusinesses to African trade and investment opportunities, CCA promotes African agriculture through two USAID funded programs, the U.S.-Africa Business Center and the Southern Africa Trade Hub. These grant programs identify Africa's strategic agricultural value chains with the greatest opportunities for American business investment and foster increased competition of African agriculture, intra-regional trade and food security in the SADC region, respectively.

HEALTH

Health industry leaders, policymakers and others gathered at the Summit to explore opportunities for the private sector to do business in health in Africa. Despite continued challenges in Africa's health infrastructure, financing and human resources, panelists emphasized the market potential for a range of healthcare solution providers in Africa, particularly those willing to explore innovative business models and new technologies.

In "eHealth: Connecting Policy, Information and People," sponsored by CCA Member Danya International and RTI, and moderated by Assistant Secretary of Commerce Suresh Kumar, panelists underscored the strategic partnerships and long-term vision necessary for creating effective electronic health information systems that support national and regional decision-makers. During "Enhancing Healthcare Operations: Innovations for the Last Mile," sponsored by CCA Member Advanced African Solutions, panelists discussed technology innovations for enhancing and expanding healthcare services in rural settings. Panelists emphasized that technologies cannot be used in a vacuum: local training, demand and strategic partnerships are of utmost

Continued on next page...

importance to success.

A theme throughout the sessions was the anticipated demand for healthcare services that the continent's increasing non-communicable disease prevalence will create. During "Non-communicable Disease in Africa: Business's Response to a Growing Epidemic," supported by CCA Member Development Finance International, Dr. Jeffrey Sturchio, former CCA Board Chair and current Senior Partner at Rabin Martin, facilitated a discussion on next steps for the global health community resulting from the recent United Nations High-Level Meeting on NCDs held in New York.

From private providers to equipment producers, the ability to secure financing is essential, yet concerns about the level of risk, deal size and return on investment on the part of financing institutions pose continued challenges, a topic addressed during "Financing Mechanisms for Expanding Healthcare Services." Panelists discussed challenges and current initiatives to expand lending, equity and other forms of capital to the private healthcare sector operating in Africa.

The expert panelists across the various workshops agreed that a wealth of opportunity exists for the private health sector in Africa. Many actors are currently testing how such opportunities can move from early-stage programs to commercially viable, market-driven business initiatives. A long-term vision is necessary to realize this growth potential, as is continued dialogue with policymakers.

INFRASTRUCTURE

Infrastructure is crucial to further economic development of the African continent and featured prominently at the Summit, with generous support for related topics provided by CCA Member companies Boeing, Freeport-McMoRan, PAE, and South African Airways. Broad topics included ICT, transportation, aviation, financing, tourism, urbanization, water, as well as practical tools for doing business in Africa. Summit attendees heard from industry leaders and public sector decision-makers who described current infrastructure developments, as well as likely future activities in the sector.

In the ICT sector, panelists leapfrogged discussion about the well-known growth of cell phone ownership and focused instead on how falling telecommunication prices have increased use of the internet and related applications. As it has in the U.S., the internet is poised to revolutionize life in Africa and panelists discussed the many ways this is already happening and potential directions it might take. In the realm of transportation, Summit attendees heard about a variety of ways to connect people and transport goods to, from, and across the continent. Experts on rail, roads, and bridges discussed efforts to connect the continent, lower transport costs, and increase intra-Africa trade as well as Africa's trade with the rest of the world. Aviation leaders also highlighted how increased airport capacity and

connectivity make aviation an immediate solution to overcome a number of current trade restraints.

Additional discussions included how to achieve universal access to clean water and sanitation, and how to boost tourism to the continent, along with the positive economic contributions tourism provides African countries. Finally, a session on urbanization highlighted the fact that Africa's urban population is the faster growing in the world and the myriad opportunities that urbanization implies for U.S. companies. A session on leasing and risk mitigation provided practical insights for doing business in Africa's emerging and frontier economies.

SECURITY

Security and economic development go hand-in-hand, and as Africa's economies grow, national and regional security in Africa must be enhanced at the same pace. At the Summit, the security sector was the subject of three workshops and one plenary session. These covered a diverse set of sub-topics including the extractive industries, maritime security and development, regional security initiatives, and professional development. All featured U.S. private sector leaders in the sector, as well as U.S. government officials, including from the U.S. Navy and U.S. Department of State, and African government officials, including the Angolan Minister of Geology, Mines, and Industry and the former director of the Kenyan National Security Intelligence Service.

The discussions reinforced the link between security and economic development: transnational threats – terrorism, narcotics, piracy, etc. – necessitate the development of robust regional security structures, along the lines of Africa's regional economic communities, to be successfully addressed and not threaten Africa's burgeoning reputation as a destination for investment. Africa's coasts must be secured, monitored, and developed to protect trillions of dollars worth of energy and marine resources, while increasing trade with the rest of the world. The extractive industries remain key to current and future economic growth in Africa, but the legal and regulatory frameworks must be upheld, reformed,

or put in place to attract and retain investment, and mitigate security risk. Professional and leader development, also known as capacity building, in all security realms will ensure Africa's growth into the future, as well as spillover into civil society and government.

The development of the security program at the U.S.-Africa Business Summit was spearheaded by the Security Planning Committee, a sub-set of CCA members active in the sector as well as CCA's year-round Security Working Group, and generously supported by CCA member companies L-3 MPRI and Lazare Kaplan International Inc.

ENERGY

The four workshops and one plenary session focusing on the energy sector held during the Summit explored how African countries blessed with energy resources can use the opportunity to maximize and transform their economies. The four had the following themes:

"Maximizing National Energy Potential through Local Content Initiatives"; "Extractive Industry Transparency Initiative (EITI) & Voluntary Principles - Impact on National Governments"; "Corporate Social Responsibility as an Incentive for Business in Africa"; and "African National Oil Companies - Maximizing National Benefits". The plenary session's theme was "Africa's Role in Global Energy Supplies-Opportunities & Challenges".

Panelists for the energy plenary session examined scenarios of global energy supply and demand and the role Africa can play in meeting the world's energy challenges. The panel noted that global energy supplies are challenged by recent turmoil in the middle east, galloping consumption in China and India, catastrophic adverse weather conditions in some parts of the globe, volatile energy markets, and declining supplies of oil and gas from usually reliable and traditional sources. The panel remarked that, while new exploration and production investment is pumped into the traditional African producing countries of Nigeria, Angola and Algeria, some big discoveries have been made in Uganda and Ghana. Also, exploration in South Sudan, as well as

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Africa: Why? Where? How?

CCA's U.S.-Africa Business Center (USABC) hosted its third and thus-far largest event on October 4, the eve of the U.S.-Africa Business Summit. Themed "Africa: Why? Where? How?", the program showed how American small businesses could explore Africa as a new market and engage in successful

partnerships with African companies and other U.S. companies.

The program, funded by the U.S. Agency for International Development (USAID), also engaged African SMEs on strategies for exporting regionally in Africa, as well with non-African countries. The program included two plenary sessions, four country-specific workshops (on Kenya, South Africa and the U.S.), three how-to workshops; and a closing networking reception. CCA President & CEO Stephen Hayes and former CCA Treasurer Larry D. Bailey provided keynote remarks at the event's business luncheon.

More than 150 people attended the program, including American and African business representatives,



California-based Fatai Yusufu (r), president of Fayus, Inc., speaks with African women business leaders during USABC program.

officials from USAID and the Overseas Private Investment Corporation, and a large contingent of African women business leaders sponsored by the U.S. Department of State's African Women Entrepreneurship Program (AWEP).

The program's opening plenary addressed the topic of "Why Africa?". Participants benefited from insights shared by Susan Lund, principal and director of research at McKinsey Global Institute, who shared findings from McKinsey's mindset-changing report about macro-economic trends in Africa that was released in June 2010. She was joined by Kusum Kavia, CEO of California-based Combustion Associates, Inc., who spoke about her company's decision to explore business opportunities in Africa and how she has succeeded.

Following the opening plenary, participants chose from four parallel breakout sessions that focused on how to access country-specific and regional markets in Africa, as well as the U.S. market. These breakout sessions were followed in the afternoon by three additional sessions, which focused on resources available to small businesses in the U.S. and Africa from public and private sources. Special emphasis was placed in one session on women-owned businesses, while another explored how small companies can successfully partner with larger companies as contractors/suppliers.

The final plenary, moderated by USAID Senior Private Sector Advisor Jeffrey Jackson, consisted of two separate panels entitled, "How I Did It!". Speakers represented the African Diaspora community in the United States, as well as non-Diaspora American businesses. The common thread? Both panels' speakers have successfully engaged in business with Africa and participants took lessons from these successes to apply to their own business plans.



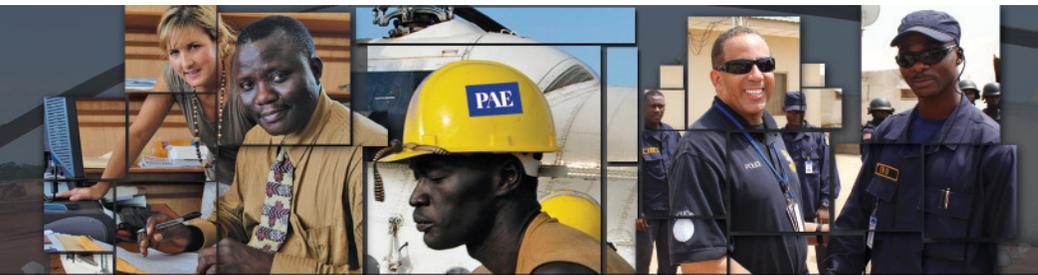
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In Botswana, Thirteen Companies Sign Business Ethics Code of Conduct



September 26 marked a major milestone in the fight against corruption when twelve private sector companies including CCA member Lazare Kaplan International Inc., signed and ratified a business ethics code of conduct. Since then more companies have ratified a business ethics code of conduct and several others have showed keen interest.

From its inception, the Directorate on Corruption and Economic Crime (DCEC) understood that collaboration with the private sector is critical in fostering an anti-corruption culture within Botswana's business community. To this effect, the DCEC worked closely with Botswana Confederation of Commerce, Industry



and Manpower (BOCCIM) to develop a voluntary Business Ethics Code of Conduct for the private sector. Hosted by the USAID Southern Africa Trade Hub, representatives from more than 150 Botswana businesses, government officials, and organizations such as the Ethics Institute of South Africa (South Africa), the African Institute of Corporate Citizenship (Malawi), and Society of Corporate Compliance and Ethics (USA) gathered to launch the Botswana Business Ethics Code of Conduct showcasing the business benefits of compliance with voluntary codes of ethics.

In her opening remarks, the Honorable Minister of Trade and Industry for the Republic of Botswana, Dorcus Makgato-Malesu, highlighted the importance of self-regulation and commended BOCCIM and DCEC for spearheading this process. In the quest to promote Botswana as an ideal destination for foreign direct investment, Botswana should continue to maintain a reputation for zero tolerance to corruption. She noted that the launch of the Business Ethics Code of Conduct will go a long way in fostering a corruption and fraud-free society. U.S. Ambassador to Botswana Michelle Gavin saluted the companies and congratulated them for being the standard bearers of Botswana's culture of ethics.

Companies that signed the Botswana Business Ethics Code of Conduct: **Systems & Services Engineers(Pty) Ltd; ABM University College AGRICORP (Pty)Ltd; Mr Veg (Pty) Ltd; Impression House; GEOFLUX (Pty) Ltd; Association of Consulting Engineers of Botswana (ACEB); AFRISHOP (PTY) Ltd; Gaborone Container Terminal (GABCON) subsidiary of Botswana Railways; Medi-Publishing; Mabeo Furniture; Pigeon Express; and Lazare Kaplan International Inc.**

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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.

Continent Now Firmly On the Radar of Giant Western Retail Chains

Kenya is expected to attract millions of dollars in new investments in the coming five years as it increasingly gets onto the radar screen of Western retailers attracted by bustling activity in the country's retail market.

The country has been identified by advisory firm Deloitte as the next growth frontier for huge Western retailers as well as some of Africa's biggest retailers keen to cash in on a growing middle-class and rising consumer demand.

The study, *The Hidden Heroes: The Next Generation of Retail Markets* says that these emerging African retailer chains have ambitious expansion plans influencing global investments into their respective markets.

Other countries identified include Algeria, Nigeria, Morocco and South Africa. Deloitte argues western retailers are looking outwards to defend their margins as their sales come under threat at home due to the ongoing US debt concerns and the Eurozone crises, which have hurt consumer demand.

"Each of these markets is set to experience rapid retail development in the coming years aided by the growing presence of global retailers and a handful of strong local players," reads the report.

Deloitte said the focus of global retailers is quickly shifting to these markets and they could soon come knocking into the region for possible mergers.

Such mergers are said to enhance faster growth as opposed to own expansion; the parent company can ensure a branch in another country outgrows all its competitors.

The largest retail chain in the East African region, said it was not ready for such mergers at the moment.

Nakumatt this year borrowed \$400 million from four commercial banks to cater for its current needs including regional expansion.

Despite expressed interests from local and international investors, Nakumatt turned to banks because there was no strategic investor to suit the chain's needs. "They wanted a short term investment then pull out.

"We are looking for long term investments, not people who will walk in for a year make money and go," said Nakumatt MD Atul Shah.

Other local retailers too could turn away mergers with global retailers.

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.

17th NIGERIAN ECONOMIC SUMMIT

Attracting Foreign Direct Investment Through Global Partnerships

The 17th Nigerian Economic Summit takes place from November 10-12, 2011, at the Transcorp Hilton in Abuja, Nigeria. During the summit, the Nigerian Economic Summit Group (NESG) and the Federal Government of Nigeria play host to both local and international investors.

The summit focuses on Nigeria's national competitiveness, both in the context of attracting investments into Nigeria and the relevant issues that must be resolved to make it more attractive. The will address policy changes to attract strong global currencies, as well as incentives to attract technology and skills.

The summit provides a uniquely valuable window for investors to leverage business opportunities in Nigeria that are a result infrastructure needs, including electric power, roads, rail, aviation, ICT. Also of keen interest to investors is the Nigerian government's commitment to carry through ongoing reforms across all sectors of the national economy, including

financial services, solid minerals and agriculture.

This year's summit includes a Presidential Policy Dialogue with President Goodluck Jonathan and global CEOs from some of the world's largest corporations. Other sessions focus on Nigeria's place in the global economy and Nigeria's national economic and investment agenda. Governors from some of Nigeria's 36 states will also make presentations on the opportunities in their states, while federal government cabinet ministers plan to make sectoral presentations on power generation; transmission & distribution; the country's gas master plan; aviation; ports; solid minerals; agriculture; and ICT.

For participation details, please visit: www.nigerianeconomicssummit.org.
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AU Commission Deputy Chair Erastus Mwencha speaks at CCA Summit Welcome Dinner.



Panelists gather before Opening Plenary Session.



CCA President & CEO Stephen Hayes (r) with Sens. Chris Coons (l) and Johnny Isakson (c) at CCA Summit Welcome Dinner.

offshore Kenya and Tanzania, is boosting hope for adequate supplies. Emphasizing was the need for creating a nurturing environment for public-private partnerships and using revenue transparency to enable profit from the energy sector to boost national economic growth and benefit the masses. The panel also discussed the imperative for harnessing alternative sources of clean energy in the African continent. Africa is not only rich in natural gas and oil and can generate power from renewables, wind, solar, hydroelectric dams, etc. Africa will play a major role in global energy supplies in the next century, the panel concluded. Speakers at the energy plenary were U.S. Assistant Secretary for Energy David Sandalow, along with Michael Fry, Vice President Africa, CCA Member Exxon Mobil Production Company and Foluso Phillips, chairman, Nigeria Economic Summit Group. The session was moderated by David Goldwyn, president, Goldwyn Global Strategies LLC.

GOODS AND SERVICES

For the first time, the Summit hosted three workshops on consumer goods and services in Africa. These workshops offered participants a glimpse of an exceptionally dynamic sector in Africa. As a growing middle class pushes household expenditure to \$1.4 trillion by 2020, consumer goods and services will account for an ever greater share of the continent's impressive growth.

The workshops focused on three themes, including intellectual property rights (IPR), professional services, and franchising.

"Intellectual Property Rights on the Continent: Courting FDI and Protecting Indigenous Innovation," assembled experts from the textile, medical, entertainment, and government sectors to discuss the state of IPR on the continent. Each panelist offered a unique view of how IPR violations hampered development. As an example, Obi Askia, CEO of the Nigerian entertainment company Storm

360, stated that Nigerian cultural exports could one day rival the value of commodity exports, but IPR infringement continues to hamstring the creative industries in West Africa. Mohamed Haider of Sproxil saw the impact more directly in the medical field, where he noted that some studies claim almost 50 percent of drugs sold in West African pharmacies are fake.

The workshop on professional services was titled, "Professional Services: International Acumen Meets Local Expertise", and focused on how international companies entering or expanding in Africa can avoid costly mistakes by making use of world class professional service firms. The panel drew on the expertise of African and multi-national legal, accounting, and communications firms to discuss how these services mitigate the information deficit facing foreign companies in many African operating environments. Anthony Nwachukwu, of Pay4Me services, described the meteoric rise of the Nigerian payment processing platform Pay4Me, offering a case study in the return on investment for companies and investors providing reliable, secure, professional services to the growing business and consumer communities on the continent.

The third workshop focused exclusively on the prospects for franchise development in Africa. Representatives from Radio Shack, Subway, and the Shanduka Consumer Division (owners of the master franchise for McDonald's-South Africa) went into detail concerning the profile of their development strategies for Sub-Saharan Africa. All three panelists were bullish on Africa, and believed the efficient franchise business model would prove a force for economic growth and job creation in the consumer goods and services sector.

POWER

The African power sector is facing a funding deficit that will require concerted effort and partnership between the

public and private sector to mobilize the resources required for investment in the sector. This and other power sector issues were explored during four workshops and one plenary session during the Summit. The plenary session was themed, "Africa's Role in Global Energy Supplies- Opportunities & Challenges", while the workshop themes were, "Financing the Power Sector in Africa-Challenges"; "Opportunities and Policy and Partnerships to Develop the Power Sector in Africa"; "Renewable Energy-Prospects for Sustainable Power Supply in Africa"; and "Ghana and Mozambique-A Closer Look at Power Sector Development".

Plenary session panelists examined how African governments are taking advantage of the opportunities to generate electricity from coal, hydro, natural gas, solar and wind energy to meet Africa's power needs. Panelist highlighted the success stories in investment in the African power sector, and the aggressive reforms being pursued by various African governments to attract foreign investment into the power sector. The panel noted that adequate power supply in Africa is the key that would unlock potential in other business sectors in Africa, a move that would bring about sustainable economic development. The panel also noted that providing investment incentives to the private sector and embarking on investor friendly legal and regulatory reforms is crucial for attracting private sector investors into the African power sector. The panel also discussed the imperative for alternative sources of clean energy in Africa. Speakers included Bart Nnaji, Nigeria's minister of power; Andrew Vesey, executive vice president and president for Latin America/CCA board member, AES Corporation; Mugo Kibati, director general for Kenya Vision 2030 Delivery Board; and Ambassador Joseph Wilson, chairman, CCA Member Symbion Power Africa. The session was moderated by Leocadia I. Zak, director of the United States Trade and Development Agency.

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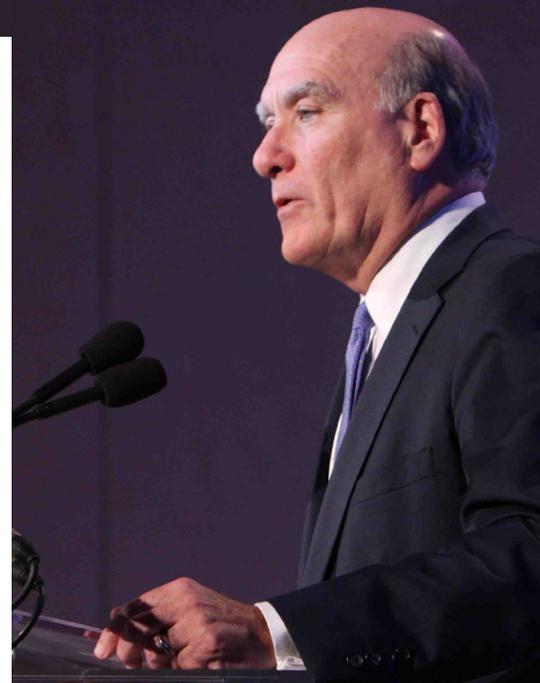
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I mentioned, I worked with President Clinton to help pass NAFTA. Later, as President Clinton's Commerce Secretary [I] helped American companies do business in emerging markets around the world. And in 1998, I led a U.S. trade mission to Sub-Saharan Africa. I've also had the pleasure of addressing this group—The Corporate Council on Africa—over twelve years ago. Africa has made a remarkable amount of progress, obviously, since then. And much of that progress is due to your hard work and your vision.

Through my work in both the public and private sectors, I've learned that taking advantage of new opportunities is really hard. We say it may be easy, some people

have never tried it, think oh it's a new opportunity, it's a new emerging market, it'll be easy to do. But you business people know how hard that can be, in any part of the world. But it is always—almost always—worth that investment. By investing in emerging economies, American businesses support jobs here, in the U.S. Through trade and commerce, we not only strengthen our alliances and improve living standards through the world.

So I'm very happy and honored to serve a president who shares a commitment to U.S. business efforts to expand overseas. He understands that in order to create more jobs here at home, we must make things here and sell them throughout the



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world. As many of you may know, in 2009, shortly after he was inaugurated, the President launched the National Export Initiative with the goal of doubling U.S. exports in just 5 years. I'm happy to say that we are currently on pace to exceed that amount. One of the ways we will continue increasing our exports is to expand trade with countries where the U.S. firms already do large amounts of business. The President has sent congress a package of trade deals with Panama, Columbia, and Korea, which he expects they will pass, along with the renewal of the Trade Adjustment Assistance Program.

But we cannot rely on established markets. We must develop opportunities in emerging markets in this 21st century. That means we must work together to create greater economic opportunity throughout Africa. President Obama has watched and applauded the progress which so many Africa nations have made.

Democracy has flourished across the continent, particularly in the last 20 years. In countries from Ghana and Tanzania, to Botswana and Mauritius, democracy has taken root. While in countries emerging from crisis or conflict, [such as] Guinea and Cote D'Ivoire, democracy is the people's choice for the way forward. The African continent has also experienced a decade of remarkable economic growth, and it is no surprise that this economic growth has been the quickest in some of the countries that have established durable democratic governance. The President recognizes that this program was neither accidental, not was it inevitable. And it was not dictated from the top-down. Instead, ordinary Africans have worked hard to make their businesses more successful and their governments more open and their governments more respectful of human rights. Thanks to them, Africa has been called "a continent on the move."

*For William Daley's full address, click **HERE**.*

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

*As of 10/27/11

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