

PRESIDENT'S ADVISORY COUNCIL ON
DOING BUSINESS IN AFRICA

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MEETING

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WEDNESDAY
JUNE 29, 2016

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The Advisory Council met in Room 350 of the Eisenhower Executive Office Building, 1650 Pennsylvania Avenue, Northwest, Washington, D.C., at 2:00 p.m., Dominic Barton, Chair, presiding.

PRESENT

DOMINIC BARTON, Global Managing Director,
McKinsey & Company, Chair
KAREN DANIEL, Executive Director and Chief
Financial Officer, Black & Veatch, Vice
Chair
BRUCE ANDREWS, Deputy Secretary of Commerce
AMBASSADOR ROBERT HOLLEYMAN, Deputy United
States Trade Representative
GAYLE SMITH, Administrator, US Agency for
International Development
MARCUS JADOTTE, Assistant Secretary for
Industry, US Department of Commerce
ARUN KUMAR, Assistant Secretary for Global
Markets, US Department of Commerce
CHRISTOPHER SMITH, Assistant Secretary for
Fossil Energy, US Department of Energy
ADEWALE ADEYEMO, Deputy Assistant to the
President and Deputy National Security
Advisor
FLORIZELLE LISER, Assistant United States Trade
Representative for Africa, Office of the
US Trade Representative

SUSAN McDERMOTT, Assistant Secretary for
Aviation and International Affairs,
US Department of Transportation

ELIZABETH LITTLEFIELD, President and CEO,
Overseas Private Investment Corporation

LEOCADIA ZAK, Director, US Trade and Development
Agency

WANDA FELTON, First Vice President and Vice
Chair, Export-Import Bank of the United
States

JASON HAFEMEISTER, Acting Associate
Administrator, Foreign Agriculture
Service, US Department of Agriculture

BRUCE WHARTON, Principal Deputy Assistant
Secretary, Bureau of African Affairs,
US Department of State

HOLLY VINEYARD, Principal Deputy Assistant
Secretary for Global Markets,
US Department of Commerce

OREN WHYCHE-SHAW, Deputy Assistant
Administrator, Africa Bureau, US Agency
for International Development

DOW WILSON, President and CEO, Varian Medical
Systems

JAY IRELAND, President and CEO, GE Africa

ANDREW HERSCOWITZ, Coordinator, Power Africa,
US Agency for International Development

JONATHAN NASH, Principal Deputy Vice President
for Compact Operations, Millennium
Challenge Corporation

MELANIE NAKAGAWA, Deputy Assistant Secretary for
Energy Transformation, US Department of
State

RAHAMA WRIGHT, Founder and CEO, Shea Yeleen
Health and Beauty

TERESA CLARKE, Chairman, CEO and Executive
Editor, Africa.com

WALE ADEOSUN, Founder and Chief Investment
Officer, Kuramo Capital Management

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P-R-O-C-E-E-D-I-N-G-S

(2:05 p.m.)

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2
3 CHAIR BARTON: Well, welcome,
4 everyone. Karen and I are very excited to be
5 here with Council members and also many people
6 from the U.S. Government. So we're looking
7 forward to the discussion this afternoon.

8 The prime purpose, of course, is to go
9 through the five recommendations. This is our
10 third set in the effort.

11 But before moving on I just want to
12 also appreciate the great support from the White
13 House that we've had from Secretary Pritzker and
14 her staff and the Department of Commerce. Of
15 course, Tricia Van Orden, who's been magnificent
16 all the way throughout and will probably correct
17 many mistakes that I make during this session.
18 And I think it's been a very collaborative
19 process all around.

20 We're sorry that Secretary Pritzker
21 can't be here but we're very excited to have you
22 here, Deputy Secretary Andrews.

1 I say as a Canadian, I think it's very
2 good that they're spending time to try and deepen
3 relationships in Canada. That's probably the
4 only excuse I could say on that front.

5 (Laughter.)

6 CHAIR BARTON: So as I said, we're
7 going to have a few opening remarks here before
8 we get into it, hearing from Karen, hearing from
9 both deputy secretaries.

10 And then hearing on the trip report,
11 I think what we, that trip we all did together
12 back in January.

13 And then we'll get into the five
14 recommendations where we are. So again, we've
15 had three sets. Our charter is expiring in
16 August of this year and so this will be our last
17 meeting as a Council as it's constituted today.

18 But we're excited that the Government
19 has committed to reauthorizing PAC-DBIA's charter
20 for another round, including new members.

21 I think one of the things the
22 Secretary has been making very clear to us is the

1 durability going through cycle. No matter what,
2 who's elected and where it is this is a long term
3 approach to deepening business relationships
4 between the U.S. and Africa. So we're excited
5 that that will continue.

6 I had just wanted to say a couple of
7 things. When we think about the world which is a
8 bit of a crazy place these days with Brexit and
9 all sorts of comments about free trade not being
10 a good thing and so forth.

11 I think we should remind ourselves of
12 the importance of trade and the importance of
13 Africa. Even with all of the volatility and
14 changes, Africa remains actually the second
15 fastest growing region in the world.

16 With the youth that we see in Africa,
17 I think it actually represents over the long term
18 one of the most significant opportunities that we
19 see in the world.

20 Africa will have the largest absolute
21 working age population in 15 years and we know
22 that what drives productivity is actually labor.

1 And so if we can help figure out how
2 to ensure that that labor gets employed and goes
3 after the opportunities of the continent I think
4 we're going to see a lot of things happening.

5 There are, we've discovered on our
6 trips to otherwise, quite a considerable number
7 of large African institutions. And while there
8 are not as many as there should be on the Global
9 Fortune 500, there's actually zero today, we
10 think that that's going to change significantly
11 over the next five to ten years.

12 There are 700 businesses with over
13 \$500 million in revenue and 400 businesses with
14 over a billion dollars in revenue.

15 And as the continent integrates more
16 which is something that we believe should happen
17 and want to figure out how to help happen more,
18 we think that's going to lead to even more
19 significant institutions to partner with and work
20 with from the U.S. side.

21 That said, it's one of the least
22 integrated continents on the planet. Last week

1 we wrote this up, I was going to compare it to
2 the EU but I may decide not to do that right now.

3 But there are other regions that are
4 more integrated and I think there's many things
5 we can learn from that. But I again see that in
6 a positive way.

7 So I just think we should remind
8 ourselves this is a long term opportunity for
9 business. This isn't just about trying to help
10 with aid, though that's important and we're very
11 happy that you're here, Gayle, about what we do
12 on that side.

13 This is actually a long term business,
14 strategic business opportunity for U.S. companies
15 that we are very keen that we ensure come into
16 place. I'll turn it over to Karen.

17 VICE CHAIR DANIEL: Thanks, Dominic.
18 I'd like to also extend a warm welcome to
19 everyone for being here this afternoon.

20 18 months ago, I believe it was, we
21 gathered and talked about what we would attempt
22 to take on.

1 And I'm really pleased to be here
2 today and offer my appreciation to the White
3 House support that we've received, the colleagues
4 that are around the table, the agencies and so
5 forth that have really put together a set of
6 recommendations that we think will address
7 President Obama's objectives for Doing Business
8 in Africa.

9 Now the businesses that are here have
10 decades of experience in doing work in Africa and
11 we wanted to leverage that knowledge and skill to
12 come up with ways to really support innovation
13 and entrepreneurs across the continent of Africa.

14 Dom just laid out some of the economic
15 factors that give us reason to really focus on
16 what can be accomplished in Africa.

17 But as I said 18 months ago, it's also
18 about the people of Africa as well. And that is
19 by far the greatest asset that is there.

20 As we've moved through this process
21 we've developed the recommendations again and we
22 think that it will not only strengthen our

1 economy but create fast-growing economies in
2 Africa.

3 As we think about some of the issues
4 that we've encountered, power, reliable power
5 continues to come to the forefront. Whether it's
6 electricity for the factories, the schools,
7 medical centers, it remains a big, big issue.

8 When we think about the work force we
9 are very interested in skills development because
10 the labor workforce is vital to the economy
11 growing.

12 With that knowledge that we have in
13 the workforce and the opportunity to put in
14 infrastructure we think it can be a win-win, not
15 only for Africa but really for both continents.

16 The other thing that came through in
17 the past 18 months is there's been a lot of
18 transparency among the governments as we try to
19 work together and the agencies.

20 And that transparency really gives
21 people the impetus to keep this going and
22 ultimately really provide the infrastructure and

1 the jobs to transform people's lives.

2 So I'm very excited about what we are
3 going to present today. It's been a real
4 personal joy for me to get to meet many of the
5 people in this room and the opportunity to
6 continue working on this really important
7 project.

8 So for me serving our country in this
9 way, our country has done so much for so many,
10 it's truly been an honor. So with that I will
11 turn it back to Dom.

12 CHAIR BARTON: Thank you, Karen. I
13 want to turn it over to Deputy Secretary Andrews
14 to give us some comments on what the Government's
15 been doing on Doing Business in Africa but also
16 just to appreciate all of the work you've been
17 doing.

18 I know the Secretary has big shoes, so
19 to speak, to fill, but you more than do that and
20 I know all of the many things you're doing. So
21 thank you for being with us.

22 DEP. SEC. ANDREWS: Great. Well,

1 thank you so much, Dominic and Karen. I want to
2 extend a warm welcome to everyone here today. I
3 knew that each of you and your staff's have
4 worked very hard over the past year and a half to
5 make PAC-DBIA a real success.

6 It's also great to see our interagency
7 colleagues here. Wally Adeyemo from NSC, Gayle
8 Smith from USAID, Lee Zak from USTDA, Elizabeth
9 Littlefield for OPIC, and so many other
10 colleagues from throughout the Administration.

11 I think their presence here today and
12 their work really reflects President Obama's
13 commitment to strengthening our economic and
14 commercial ties with Africa through close and
15 constant interagency collaboration.

16 I also want to thank Secretary
17 Pritzker and want to say on her behalf that she
18 sends her apologies. She is missing today's
19 meeting.

20 As some of you know, President Obama
21 asked her to join him for the North American
22 Leaders' Summit in Canada and it turns out when

1 the President asks you can't say no. So she
2 wanted me to pass along her regrets for not being
3 here.

4 But I do want to note how important
5 the work of this Council is and how important she
6 views the work of this Council and how much she
7 would have liked to have been here today.

8 She asked that I pass along your
9 recommendations and share with you how much she
10 values all of your service.

11 As you all know, President Obama
12 issued an Executive Order to create the Council
13 following the 2014 U.S.-Africa Business Forum
14 here in Washington.

15 When American companies announced over
16 \$14 billion of investments in Africa, the
17 President charged Secretary Pritzker with
18 assembling a council that could offer advice on
19 how to create jobs in the United States and
20 Africa through investment in trade, connect
21 American businesses with potential African
22 business partners, and keep the private sector

1 engaged in policy making and our investment
2 strategy in Africa.

3 Everyone on this Council brings
4 extensive experience in Africa and unique private
5 sector perspectives to this table.

6 You represent companies of every size
7 and sector from finance to agriculture to
8 healthcare. And your recommendations have helped
9 us to develop new strategies for increasing
10 commercial engagement, creating jobs, and
11 expanding economic opportunity throughout the
12 United States and Africa.

13 For example, your input helped us to
14 launch an institutional investor roadshow and
15 we've already held two successful events.

16 Our first event brought together
17 delegations from six African nations to New York
18 City to meet with 20 top U.S. investors.

19 And earlier this spring we held
20 another event here in Washington following the
21 U.S.-Nigeria Bi-National Commission Meeting.

22 Your recommendations were also

1 instrumental to our ongoing development of a
2 U.S.-Africa Infrastructure Center pilot project,
3 our first ever Cold Chain Symposium on East
4 Africa and which included the release of an
5 assessment report on the Kenyan market.

6 And the Department of Commerce has
7 continued efforts to find digital solutions that
8 address expansive and complex transportation
9 challenges.

10 Your recommendations also influenced
11 our decision to organize a fact-finding trip to
12 Nigeria and Rwanda, led by Secretary Pritzker
13 earlier this year. I look forward to hearing
14 from some of you on your insights from that trip
15 later today.

16 I know that she considers the visit to
17 be one of the most significant trips that Penny
18 has taken while at the Department of Commerce and
19 this says a lot for a secretary who's traveled to
20 over 40 countries.

21 Still, our work is far from complete.
22 We must continue seeking solutions to build

1 modern infrastructure, create more jobs and
2 opportunity for young people, and expand access
3 to education in the internet.

4 President Obama believes, as do we,
5 that increasing collaboration between U.S.
6 business leaders and the African business
7 community is essential to overcoming these
8 challenges.

9 At the 2014 U.S.-Africa Business
10 Forum, the President made clear that he does not
11 want to simply sustain our current role in trade
12 and investment relationship, he wants to build on
13 it. In other words, we have a mandate to
14 strengthen our engagement with Africa.

15 Our sustained focus on Africa is not
16 just strategically important, it is also good
17 business. According to the United Nations,
18 Africa has the fastest growing middle class and
19 the fastest growing population of any continent.

20 By 2050, 25 percent of the world's
21 population will be African and this will increase
22 to nearly 40 percent by 2100.

1 Despite this tremendous growth, only
2 a small percentage of U.S. companies currently do
3 business in Africa. Together we must do more to
4 ensure that our businesses, investors, and
5 entrepreneurs are able to capitalize on the
6 extraordinary opportunities that await them in
7 the continent.

8 We are pleased that the Department of
9 Commerce and Bloomberg Philanthropies will co-
10 host a second U.S.-Africa Business Forum in New
11 York City on September 21st.

12 We are excited that President Obama
13 and a number of African Heads of State will
14 attend. We plan for this year's forum to even
15 more successful than the last. We look forward
16 to facilitating meetings and discussions at this
17 year's forum that will spark new interest among
18 investors and spurn new business to business
19 partnerships.

20 In 2014 we answered the question, why
21 Africa? This year we will answer the question,
22 how? How do we effectively do business in

1 Africa? How can we grow partnerships between
2 U.S. and African companies? How do we spur
3 trade, investment, and job creation between our
4 two continents?

5 All current PAC-DBIA members are
6 invited. You've spent over a year and a half
7 working on these issues. We know that you have
8 solutions to share. That's why we need you
9 there.

10 In 2012 before the creation of this
11 Council, President Obama announced his
12 groundbreaking U.S. strategy towards sub-Saharan
13 Africa. Four years later our Administration is
14 as committed as ever to Africa's future. That's
15 why President Obama has directed the Department
16 of Commerce to renew the PAC-DBIA for another
17 term.

18 The Department of Commerce is
19 committed to this Council and the continuation of
20 its mission to increase trade and investment and
21 to build prosperity throughout the United States
22 and Africa.

1 Thank you for your time and effort
2 that you have devoted to PAC-DBIA. I look
3 forward to hearing your observations and
4 recommendations today and for your continued
5 engagement in the years to come. Thank you.

6 CHAIR BARTON: Thank you very much,
7 Bruce, for that overview and summary and also the
8 history of actually what's happened. I'd like to
9 now turn it over to Deputy National Security
10 Advisor Wale Adeyemo. I'm not going to go
11 through the full bios. Everyone has seen it.

12 But I do think that if you look at the
13 roles that you've played in Treasury, in the
14 White House, and in thinking about trade overall,
15 let alone in Africa, we're delighted to have you
16 here and hear your comments.

17 MR. ADEYEMO: Well, thank you so much
18 for having me. And on behalf of the President,
19 I'd like to welcome you all here and thank you
20 for the work that you have been doing on these
21 very important sets of issues.

22 I'm looking forward to the

1 recommendations today but more importantly I
2 think I'm looking forward to the conversation.

3 As you all know, Africa faces a number
4 of challenges as does the global economy, You
5 have low commodity prices, doing business is
6 still too difficult. But to me in economics,
7 demographics is always king.

8 And Africa has a huge demographic boom
9 and a number of opportunities that provide
10 advantages to the continent to grow their economy
11 and also grow opportunities for not only African
12 people, but for U.S. businesses.

13 And I think that this group
14 exemplifies what we talk about when we say
15 public-private partnerships.

16 And I think that the idea that we are
17 sitting here together thinking about how we can
18 do business in Africa is critical to the
19 President's agenda because Africa is truly an
20 opportunity for growth of the American economy
21 but also growth of the African economy.

22 The agencies gathered here are

1 committed to this work and a number of them have
2 led in some of the President's signature
3 initiatives and those things that we have done
4 have only been possible because of the work that
5 they have done with those of you in the private
6 sector.

7 I think that partnership is something
8 that we are keen to lock in by not only renewing
9 this organization but expanding this organization
10 in order to build some momentum going into the
11 next administration. We think that it is
12 critical that we find a way to do that.

13 In September when we will be having
14 the African Business Forum which we think will be
15 an event that highlights the success that we have
16 had over the years and gives the ability to
17 demonstrate some of the great deals that have
18 been done by U.S. businesses in Africa, we look
19 forward to you not only attending but helping us
20 build up a list of deliverables that allow us to
21 demonstrate the true commitment that we have to
22 the continent.

1 And I'll end where I started by saying
2 a word of thanks to you all. But the reality is
3 that there is far more for us to do and I'm
4 looking forward to getting a chance to do it with
5 you. So thank you for having me.

6 CHAIR BARTON: Thank you so much,
7 Wale. I now want to turn it over to Robert
8 Holleyman who's the Deputy U.S. Trade Rep.
9 Obviously you've been very busy over the last
10 while, again, globally doing important deals.
11 And I hope these trade negotiations will be
12 complete. But we'd love to hear you perspectives
13 on the opportunities for trade and investment.

14 AMBASSADOR HOLLEYMAN: Thank you very
15 much. I want to thank the Chair and the Vice
16 Chair and the other participants who are here
17 today.

18 A year ago Congress authorized a ten-
19 year extension of AGOA under the Trade
20 Preferences Extension Act of 2015. Pursuant to
21 that Act, USTR has two reports that are being
22 released to Congress today.

1 The first is a report, biennial
2 report, on the implementation of the African
3 Growth and Opportunity Act. And it updates
4 Congress on the status of AGOA one year into its
5 extension.

6 And it serves to detail the U.S. sub-
7 Saharan African trade relationship. We update
8 Congress on the changes and country eligibility
9 for AGOA benefits and we highlight the regional
10 integration efforts and the trade capacity
11 building assistance that the U.S. Government
12 agencies provide to Africa.

13 It also includes a section on
14 countries that have expressed an interest in
15 potentially reaching a free trade agreement and a
16 summary of out-of-cycle review of South Africa's
17 AGOA preferences.

18 USTR is also releasing a second report
19 today accessing the impact of the various U.S.
20 Trade Preference Programs such as GSP, AGOA, the
21 Caribbean Basin Economic Recovery Act, and how
22 those programs address issues around poverty and

1 hunger in beneficiary countries.

2 This report concludes that the
3 Preference Programs have made valuable and
4 continuing contributions in reducing poverty, in
5 aiding hunger in beneficiary countries, and
6 remain a central element of our American trade
7 policy overall as one of numerous means by which
8 we promote development and promote our trading
9 partners.

10 These two reports each highlight the
11 importance of deeper relationships that the U.S.
12 and this Administration are committed to with our
13 sub-Saharan African countries in which the role
14 of this Advisory Council and your members have
15 been essential partners as we identify the next
16 steps, the next opportunities to develop our
17 trade and investment relationships throughout
18 Africa.

19 So thank you for the continued work
20 that you do, the importance that you place and
21 that this Administration places on our U.S. trade
22 and investment in Africa.

1 We look forward to hearing your
2 recommendations today, be interested in your
3 thoughts as you review these reports that we
4 provided to Congress and look forward to a
5 continuing discussion as you deepen your
6 relationship and we deepen our relationship
7 throughout Africa. Thank you.

8 CHAIR BARTON: Thank you very much,
9 Robert. We're now going to get into the core of
10 the agenda. And we're going to start with the
11 trip report.

12 And I think this trip as the Secretary
13 had said and through your remarks, was very
14 important for us to just get together as a
15 Council as sort of a hands-on perspective of some
16 of the issues and opportunities and quickly thank
17 Teresa and others for pulling this together. The
18 group pulled it all together.

19 And I thought I'd have Karen just give
20 us some of the highlights. We're not going to go
21 through it all here but there was a sort of joint
22 work in pulling these together and that helped

1 form the basis for the sort of third set of
2 recommendations.

3 VICE CHAIR DANIEL: Thank you, Dom.
4 The trip very definitely had an impact on the
5 recommendations that are included in our report.
6 And the ability to actually sit down and converse
7 and engage with the government officials and the
8 business professionals in those countries was
9 very, very, helpful.

10 While there are some key differences
11 between Nigeria and Rwanda when you think about
12 the size of the economy, the number of people
13 that live in the respective countries, there were
14 a lot of similarities actually that existed in
15 those two countries having to do with emerging
16 markets and the need for basic infrastructure,
17 the need to get it paid for.

18 And there was also a lot of focus on
19 small business jobs and entrepreneurs which was
20 consistent in both countries that we visited.

21 As we visited in Nigeria, it was
22 interesting. We had a very diverse group again

1 of government officials, businesses, American
2 businesses, Nigerian businesses, diplomats, and
3 so forth.

4 With that diversity though, we still
5 had great alignment around what the issues were
6 that we really needed to address.

7 So with that alignment we had some
8 very meaningful sessions where we took notes and
9 came back with ideas that then eventually
10 manifest themselves here in the recommendations
11 that we have.

12 Nigeria specifically, we talked about
13 the need to get reliable power there more
14 quickly. We talked about ways to provide
15 additional funding, provide stability, all of
16 those kinds of things that Nigeria needed.

17 The Government presented to us what
18 they were going to do around those issues that we
19 all had alignment with. And the Government
20 committed to address transparency, they committed
21 to address the supply for the power. They
22 committed to providing training and so forth.

1 And also a key issue was to address
2 corruption, so in Nigeria we had a long list of
3 things and again, their government committed to
4 making those steps. It will take a while but
5 nonetheless, they've committed to make those
6 things happen.

7 In Rwanda, while smaller, it was
8 interesting because Rwanda has what they call the
9 Rwanda Economic Development Authority. And it
10 was, when you think about the ease of doing
11 business, it was really helpful.

12 We had our meeting at their offices
13 and they have a one-stop shopping environment
14 where you had the ability, everything you need to
15 start a business and begin commerce was contained
16 in that facility.

17 Not only was it in a single facility
18 but the time within which you had to get
19 everything done was shortened by that expediency.
20 So Rwanda was a very interesting trip.

21 We also, of course, had the Eastern
22 Africa countries there and that allowed us to

1 talk about opportunities to increase cross-border
2 activities and work on other matters that would
3 accelerate commerce there.

4 One of the things that left really a
5 very high, positive impression upon me is the
6 session that we had with the women entrepreneurs.
7 And if you could listen to their stories, we were
8 mesmerized by what they had gone through.

9 They talked about the need for greater
10 access to international markets. They talked
11 about education and skills training to continue
12 building their own workforces.

13 And then ultimately, because they're
14 starting up small businesses and they didn't have
15 capital, the financing terms were often much
16 higher than they could afford.

17 But if we could take some of that
18 story back and give them the help that they've
19 asked for, they've got some more stories to tell.
20 They can rewrite their stories. So Rwanda was
21 very interesting.

22 And at the end of the days in Rwanda

1 when we were in the big session, some of you who
2 were there, you might remember that President
3 Kagame talked about, we know what needs to be
4 done, why aren't we getting it done.

5 And I think these recommendations and
6 the findings from that trip will help us move
7 that forward.

8 I would then like to call on Ms.
9 Clarke who will give us some reflection from the
10 trip as well.

11 MS. CLARKE: Thank you very much,
12 Karen and Dominic. I think that the
13 recommendations that everyone has in writing
14 really capture what we learned on this trip.

15 And I'd like to highlight three points
16 in particular with respect to the visit to
17 Nigeria and one point with respect to the visit
18 to Rwanda.

19 With respect to Nigeria, I think there
20 are three points that really came across being
21 there on the ground. One was the quality of
22 leadership in government.

1 Second is a change in the culture on
2 the ground relative to corruption.

3 And third is an understanding of the
4 deep entrepreneurial nature of the youth that we
5 speak so much about who are the future of that
6 country and the continent.

7 Starting with the quality of
8 leadership in the Cabinet, we had a very engaging
9 session with all of the major portfolios. And
10 just to put things into perspective the leader of
11 that delegation was the counterpart for our
12 Secretary of Commerce and that is their Minister
13 of Trade and Investment.

14 This gentleman has a background that
15 is very understandable to many of us in the
16 United States.

17 He was trained in the U.S. with an
18 MBA. Worked on Wall Street for some time and
19 then started what is considered to be a very well
20 regarded private equity management firm in
21 Nigeria that has raised four or five funds quite
22 successfully.

1 And this person gave a very lucrative
2 career in the private sector to serve his
3 country. I think that that speaks very highly of
4 the type of government that has been assembled in
5 Nigeria and that we can expect great things from
6 a group of people who are so committed and are
7 willing to make personal sacrifices in order to
8 advance the interests of their public sector.

9 Secondly is the changing culture
10 relative to corruption. I think that we all know
11 that this is something that's critical. We've
12 talked about it.

13 Anyone in this room who's worked on
14 Africa has said those words many, many times, has
15 written those words, has heard those words.

16 But change doesn't come about just
17 from a change in minds but it comes about as a
18 result of a change in heart.

19 And I think that's really what one is
20 seeing today in Nigeria, is that the attitudes
21 are changing on the ground among the common
22 person.

1 It's the talk. It seems to be what
2 people really feel in their hearts is essential
3 to the development and advancement of the
4 country. And so I think that that's something
5 that I wanted to just highlight that may not come
6 across on paper.

7 The third aspect of the visit to
8 Nigeria is around entrepreneurship. And we had
9 an opportunity to see a number of young
10 entrepreneurs present their business plans at the
11 Tony Elumelu Foundation.

12 And again, I think that this is
13 something that you just can't, it's hard to
14 communicate on paper.

15 And I hope that in this trip report
16 we're getting some other things across that are
17 sort of reading between the lines that was just
18 incredibly inspiring.

19 I think that to appreciate the
20 commercial sensibilities of young Nigerians in
21 particular, their ingenuity to solve problems,
22 there are, we know Nigeria is a very difficult

1 environment in which to operate.

2 And yet young people have a number of,
3 we all know that opportunities come from
4 challenges and there are no shortage of
5 challenges in Nigeria and hence there are no
6 shortage of opportunities. And young people are
7 using their ingenuity and creativity to address
8 those, some of which come through technology.

9 As an example of that we had a chance
10 to sit at round tables and meet some
11 entrepreneurs beyond those who presented. I
12 happened to sit next to an entrepreneur.

13 Apparently in Nigeria it's very
14 difficult to get blood when you are in emergency
15 room at a hospital and I met a young entrepreneur
16 who has figured out an app kind of like UBER that
17 gets blood to the hospital where you are.

18 You can imagine how that would be very
19 important and a way of organizing something
20 critical in a society that hasn't organized that
21 in any formal fashion.

22 So I think those were the highlights

1 for me in terms of what came out from the trip to
2 Nigeria.

3 I think the second point that I make
4 with respect to Rwanda is just one that also has
5 been emphasized but I'd like to try to bring to
6 life. And I think it's Karen said that one-stop
7 shop was incredibly inspiring to all who observed
8 it.

9 And I think it really speaks to the
10 quality of leadership and what happens when
11 government policies are coordinated. Not just
12 policies but the operations in order to achieve a
13 very clear vision for economic development.

14 And so I think that this trip was very
15 instrumental in helping to shape the
16 recommendations that we have and I think that we
17 all walked away with a very good sense of what
18 life is like on the ground to do business in both
19 Nigeria and Rwanda and hopefully that made our
20 recommendations better informed. Thank you.

21 MR. IRELAND: Thanks, Karen. It's
22 kind of two ends of the spectrum on the trip that

1 we took in that you're in one country that has
2 160 million people and a large economy and then
3 the other one the total amount of population
4 doesn't fit in half of Lagos. But again with a
5 vibrant economy.

6 I think the trip, we did have one day
7 in Lagos, an evening with the entrepreneurs, or
8 not the entrepreneurs, but the business, the
9 private sector there. And I can tell you,
10 operating there for the last five years, the
11 Nigerian private sector is very vibrant and very
12 strong.

13 And we all know a lot of issues with
14 the aspect of, you know, security, financing, the
15 risk issues, et cetera, but there continue to be
16 very strong companies and continue to make a big
17 difference.

18 We're very encouraged by the
19 government, the new government, and what they've
20 done. You heard earlier about the capability of
21 the Cabinet and the Administration.

22 They're working their way through

1 issues as we speak. But there's still a good
2 solid positive focus on it.

3 But I think when you see Nigeria you
4 see a country that can feed itself but imports
5 food, can fuel itself but imports gasoline. And
6 basically it uses the rail structure to transport
7 less than any place almost in the continent.

8 So there's a lot of opportunity but
9 these problems are big. You have to work with
10 the government and the private sector and I'm
11 feeling encouraged now. And after the trip we've
12 been back a number of times and I might need that
13 blood app, you never know.

14 (Laughter.)

15 MR. IRELAND: But I go back a number
16 times and there's continued progress. And we're
17 having a lot of discussions and so from that
18 perspective this trip helped solidify that a
19 little bit and we're continuing to see that.

20 You then go to Rwanda and Rwanda is a
21 small country. And one of the issues that, the
22 big issue there that I think helps drive the

1 success of the Rwandese is the regional focus of
2 the East Africa community.

3 And Rwanda's one of the hallmark
4 countries in getting that done and the leadership
5 of President Kagame in doing that, versus the
6 quote you heard from Karen was actually wrapped
7 around the regional integration issues that they
8 have.

9 And I think that aspect is absolutely
10 critical because one of the things in Africa that
11 this trip I thought highlighted definitely for me
12 which I've seen, but hopefully for others, is in
13 each region there tends to be one or two big
14 countries.

15 There's 54 countries in Africa and
16 there are a lot of small ones. And they end up
17 getting left aside during trips that come around.

18 And the only way that we're going to
19 make sure that we can get accessibility to all
20 the aspects of trade et cetera, is through
21 regional integration, which I think we have. EAC
22 in the east, SADC in the south and then ECOWAS in

1 the west. Some better than others, but that's
2 going to be a key.

3 And I think having a leader like
4 President Kagame drive that from Rwanda's
5 perspective and with Kenya, Tanzania, Uganda,
6 Burundi, et cetera, is key.

7 So I think from that perspective it
8 was great. And I think the key takeaway in both
9 countries is, you've seen it in Rwanda on the
10 ability to getting, to doing business and how
11 important that's, or how much improvement there's
12 been.

13 But you need the private sector and
14 the public sector and the Government's to work
15 together and that's going to be key for any
16 success that we will see in Africa as far as
17 getting them continued to be the fastest growing
18 economies that are out there.

19 VICE CHAIR DANIEL: Thank you. Dow
20 Wilson, I believe you're next.

21 MR. WILSON: Yes, I think just to echo
22 everything that's been said, maybe starting with

1 thanks to the staff especially for organizing
2 this big and complicated trip. Trish was herding
3 cats and did a great job so let me just echo
4 that.

5 I think the only thing I'd say to add
6 is it was very interesting to hear in Nigeria the
7 Nigerian Government describe their own set of
8 problems.

9 I mean it's one thing to have our
10 perception but it was another to hear them
11 describe the world that, you know, according to
12 their view. And they began with, you know,
13 government transparency, rule of law, regulatory
14 certainty and, you know, I think that was very
15 interesting to hear that.

16 At one point they actually said, you
17 know, they recognize the fact that they're I
18 think 169 out of 189 after Iran and Iraq and the
19 ease of doing business scale. You know, we
20 didn't raise that, they did. You know, so
21 they're getting that and very anxious to change
22 that perception.

1 The other priorities were around
2 infrastructure. You know, clearly power and
3 transportation which we experienced personally in
4 traffic and information technology.

5 Education and skills training was
6 clearly a big focus. I represented the
7 healthcare industry and we had a healthcare
8 roundtable and some of our own follow-ups since
9 the trip. And skills training is a huge issue in
10 all of these industries but clearly a very big
11 issue to the healthcare professionals.

12 And then the development of public and
13 private partnerships to help them kind of
14 bootstrap a lot of this effort was a big deal. I
15 think those would be the things that I'd add to
16 what's been said.

17 VICE CHAIR DANIEL: Thank you. Rahama
18 Wright?

19 MS. WRIGHT: Thank you, Karen. I just
20 want to start by thanking the Commerce Team for
21 organizing this incredible trip.

22 It's a bittersweet moment now that our

1 appointment is ending and personally I've really
2 enjoyed serving with all of the Council members.
3 Being the entrepreneur in the group it's been an
4 incredible experience learning from senior level
5 executives and I really appreciate the
6 opportunity I've had to serve my country in this
7 way.

8 In terms of the trip I would just add
9 on to what you said, Karen, regarding Rwanda and
10 the support of women entrepreneurs. I think
11 Rwanda's a great example of how when the
12 government gets behind certain issues progress
13 can happen.

14 The fact that Rwanda has the highest
15 level of women participating in the Government
16 and that they have developed legal frameworks
17 that are specifically supporting women around
18 issues of inheritance rights and access to land
19 ownership is part of the reason why these women
20 entrepreneurs have been able to be as successful
21 as they have been.

22 And as Rwanda is a leader in terms of

1 regional integration my hope is that the policies
2 that they've put in place to support women is
3 something that we can see happening in other
4 countries in the region. Thank you.

5 MS. WRIGHT: Wale Adeosun? Do you
6 have comments?

7 MR. ADEOSUN: So thanks, Karen. Let
8 me add my thanks to Secretary Pritzker and the
9 Commerce Team for putting on such a wonderful
10 trip as well.

11 I think in Nigeria I guess that we all
12 know that President Buhari's goals when coming
13 into governing were threefold which was address
14 the governance, security, and the economy.

15 And I think he's done a great job at
16 least when it comes to security and governance.
17 We're seeing improvement in that direction.

18 The last part, economy, which is what
19 we heard from a lot of the businessmen in the
20 country, was all about the currency issue.

21 And if you recall that everybody was
22 having challenges trying to -- the dollars out of

1 Nigeria. And I think it's good to know that
2 recently Nigeria just adopted a fluid-rate
3 exchange policy which should take care of the
4 challenges most people have in that area.

5 With Rwanda it was very impressive
6 just like everybody touched on the one-stop shop
7 and the regionalization aspect of it. It's very
8 clear that President Kagame understands that
9 that's the key for Rwanda.

10 My fear though is that I'm not sure
11 that Rwanda is able to lead that coalition. I
12 suspect that he needs Kenya, Uganda, and Tanzania
13 and we have to do what we can to help him through
14 those countries to get there.

15 VICE CHAIR DANIEL: Going to move to,
16 that would be the trip report.

17 CHAIR BARTON: I don't know if there's
18 any other members from the Commerce, you know,
19 Department that wanted to add anything from the
20 trip at all. Any perspectives?

21 PRINCIPAL DAS VINEYARD: Thank you
22 very much. It was an amazing opportunity to get

1 to work with all of you, sorry, and to learn from
2 all of you and see Africa through your
3 perspectives.

4 It was an amazing chance for those of
5 us to learn what really drives you, our clients,
6 who are creating U.S. jobs through trade and
7 investment and also creating jobs on the
8 continent.

9 So I couldn't have been more impressed
10 with this delegation and was really glad that we
11 had Secretary Pritzker and Assistant Secretary
12 Jadotte there with us and this incredible team
13 from both the Advisory Council's Office with
14 Trisha and Archana as well as Michael Lally who
15 was our DAS for Europe, Middle East and Africa,
16 who unfortunately could not be with us today.

17 But I know that he is also sincerely
18 grateful for the opportunity that you all gave us
19 to learn from you.

20 CHAIR BARTON: Thank you.

21 ASST. SEC. JADOTTE: Dom, I'll only
22 again echo our collective thanks to you and the

1 other Council members for your service.

2 You've brought a lot to the table and
3 throughout all of the recommendations that you've
4 developed really made a contribution to the work
5 that the inner agency is doing.

6 With respect to the trip, again,
7 amazing opportunity to work alongside our private
8 sector Council members and among, certainly among
9 the takeaways the enormous opportunity in
10 Nigeria, the engagements that we had with the
11 private sector on the ground, their willingness
12 to share their concerns that you and the other
13 Council members reflected so well in the
14 interaction with the leadership.

15 So you said it best in terms of the
16 demographics of the country and the continent,
17 the opportunity for American businesses is very
18 clear. And again, thanks to you and Karen and
19 your entire team for giving so generously of your
20 time and service of this presidential priority in
21 the country. Thank you.

22 CHAIR BARTON: Thank you very much,

1 Marcus. Any other comments? We might then shift
2 to the recommendations. Again in the report
3 there's the full trip report with even more
4 detail but thank you, everyone, for that. It's
5 kind of the highlights and the overview.

6 So what we're going to do is go
7 through each of the five. I'm sort of keeping a
8 bit of an eye on the clock because, you know, we
9 can't have a sort of, so forgive me if I cut
10 people off at some point because we're not going
11 to be able to go through all of it but I'm also
12 keen people get a chance to lob in their views or
13 thoughts as we go through it.

14 But we'll start first with the Power
15 Africa and Energy Infrastructure recommendation
16 and I'll turn over to Karen to then hear more
17 about it.

18 VICE CHAIR DANIEL: Was that comment
19 for me?

20 CHAIR BARTON: No.

21 VICE CHAIR DANIEL: So our first
22 recommendation relates to the Energy and Power as

1 Dominic just outlined. Everywhere we go we
2 understand about the importance of energy
3 infrastructure towards, you know, the economies
4 and the quality of life, of security.

5 All of those things are very, very
6 important. And as we put together this
7 recommendation it is both a continuation of
8 previous recommendations that we are now refining
9 and trying to make more actionable. So that's a
10 real positive movement here.

11 When we started 18 months ago there
12 was a lot of discussion about power but we now
13 have gotten to a place where we think we can
14 leverage Power Africa and do some specific things
15 in Nigeria, for example.

16 There are going to be others that talk
17 about this recommendation so I'm not going to go
18 through it in a lot of detail but I would just
19 say that reliable power is critical for growing
20 economies and the ability to continue to grow and
21 meet the needs of the people in the various
22 regions so it's a very important aspect.

1 And I think we are at a place where
2 some of our U.S. companies like GE's going to
3 talk, Black and Veatch, so forth, where we could
4 provide more competitive solutions to help bring
5 this power to bear.

6 There are some key aspects of the
7 recommendation that address the need to have
8 agreement with the Nigerian Government about how
9 much power we could put in play. We've agreed to
10 2000 megawatts over the next five years and we
11 have 2600 that are in play now.

12 We also have to have a market for the
13 IPPs, Independent Power Producers, so we've set
14 up some frameworks for that to take place. And
15 then ultimately addressing some of the financial
16 and capital needs and helping the distributing
17 companies.

18 So with that I will turn it over to
19 Jay to begin some of the more detailed
20 conversation around the recommendation and its
21 importance to us moving forward.

22 MR. IRELAND: Okay. Thanks, Karen.

1 From a power standpoint in Nigeria it's obviously
2 one of the critical aspects to their economic
3 growth. We, you know, had a lot of review with
4 this with both the private sector and the
5 government team when we were there in January.

6 Subsequent to that we have performed
7 a little bit of a study and one of the things it
8 highlighted to me is what I would say is a very
9 tough at time right now from the standpoint of
10 the Nigerian economy to continue to grow with the
11 power deficits that are there.

12 They have 12 gigawatts that are
13 installed. Of that 12, seven of it is operable.
14 Of that there's, and these numbers I'm going from
15 memory right now, but a couple of gigawatts are
16 stranded from no gas availability, maintenance
17 issues, et cetera.

18 So it fundamentally comes down to
19 about, roughly about two to three gigawatts that
20 are available for transmission.

21 The issue with generation is key,
22 obviously. Some of it's fixing what's there,

1 some of it's getting the stranded assets, whether
2 it doesn't have transmission and or doesn't have
3 fuel but there's equipment there, are all pieces
4 of what they need to work on and the power
5 minister is working that. We've had a subsequent
6 meeting with him as well.

7 However, one of the key weak points is
8 actually the transmission and distribution. If
9 the Nigerians had 7000 gigawatts or 7 gigawatts
10 of power to transmit the transmission system can
11 only handle half of that.

12 And so there's no sense in putting in
13 a lot more generation if it can't get
14 distributed. I think that's something that from
15 a standpoint of Power Africa and what the U.S.
16 Government can do is an area that we ought to
17 think about.

18 The transmission in most value chains
19 of power tends to be the hardest part to get
20 financed, especially from the commercial side.
21 And it's also one of the, and it's typically
22 managed by government so there tends to be a lot

1 of political aspects.

2 And now also tied to that is the
3 DISCOs, the distribution companies. And there
4 it's a combination of collection capability.
5 Roughly 44 percent on average, 44 percent goes
6 uncollected in Nigeria. So some of these are as
7 high as 90 go uncollected, others are as good as
8 two. And all of it depends on investment and
9 prepaid meters, et cetera.

10 So there's solutions there but again,
11 when we think about private sector coming in and
12 focusing in on it.

13 And one of the recommendations that I
14 think we need to think about is, is there a way
15 that we can work and make sure that through the
16 value chain, fuel generation, transmission,
17 distribution, who can invest where? Who should
18 be DFI? Who should be private sector, et cetera.

19 And I think that's something that we
20 could probably work together in putting together
21 some framework.

22 The other piece, Nigeria is a piece of

1 that but also elsewhere in Africa right now is a
2 sense of urgency in getting these Power Projects
3 done from the standpoint of the governments.

4 I'm continually amazed that I don't
5 get calls every day asking me why we're not
6 getting certain projects completed. And most of
7 the time we're waiting for administration or
8 procedural issues in the countries.

9 And so again, I think that' a role
10 potentially for a Power Africa to really play for
11 us as well.

12 And then finally I think thinking
13 about one of the, this may be a little
14 controversial, but maybe we ought to, maybe
15 countries ought to earn themselves to be part of
16 Power Africa and that's by having the ability to
17 continue, you know, seeing what the opportunity
18 is and then moving forward with the right steps.

19 So it was again, the highlight of the
20 meeting was again focusing in on what the issues
21 were from a Nigerian perspective especially in
22 power. They're the ones with the biggest deficit

1 and fixing that is going to be absolutely
2 critical.

3 And when you look at it from the
4 standpoint of the grid having less capability
5 than the diesel generators in country that's also
6 an environmental issue as well.

7 VICE CHAIR DANIEL: Next we have Gayle
8 Smith.

9 ADMINISTRATOR SMITH: Let me just
10 start out also by echoing the thanks. I think
11 part of what we wanted in creating this, was
12 serious partners in the private sector to help us
13 really up the game and lift up an Africa policy
14 that I think has often felt -- and I've been in
15 government twice and worked on this for many
16 years -- as the thing we get to after all the
17 foreign policy issues are covered.

18 And I think this president has quite
19 deliberately elevated it. But this group and
20 your work has really helped us to do that. So
21 we're very thankful for that.

22 I'm going to say a couple things

1 generally on Power Africa and this
2 recommendation. We have our Power Africa
3 coordinator here. And we've got Elizabeth and
4 Lee, and Wanda, and we've got -- the whole crew
5 is here because this fortunately is a broad
6 interagency effort.

7 And one specific thing about Nigeria.
8 As a matter of policy, and we've been quite
9 focused on Nigeria, getting the power sector
10 where it needs to be is something that I think
11 we've all agreed is a top priority.

12 But that's also married to something
13 else that President Buhari has pointed out which
14 is that Nigeria made a strategic error 25 years
15 ago, and has made it every year since, which was
16 the failure to diversify the economy.

17 So we are also and simultaneously
18 working with them on how do you do that?
19 Particularly the agriculture sector where they
20 have great potential. While also dealing with
21 things like a shocking fact is their statistics
22 on maternal child health rivaled in the

1 Democratic Republic of Congo and Somalia.

2 So we're on a multi-front effort on
3 Nigeria, not to mention the security
4 arrangements. But power, Jay I think as you
5 rightly suggest, is front and center.

6 A couple things about Power Africa
7 that I think may be useful as we think through
8 this recommendation. And I think the idea of a
9 framework, and many of the specifics you lay out
10 are things that our agencies have been quite
11 focused on. And I think working together on how
12 we might accelerate some of those.

13 But if you take a step back, the
14 outcome we were trying to achieve was doubling
15 access to electricity in Africa and increasing
16 wattage, megawatts, and gigawatts and everything
17 else.

18 The problem we were trying to solve is
19 that there were potential good projects,
20 potential willing capital, and the two were not
21 getting together. And what we were up against
22 was, as you all well know, perception of risk,

1 regulatory problems, real risk, the absence of
2 sufficient tools. And the fact that nobody was
3 really working on this to help break down those
4 risks. I think that's one of the things that
5 Power Africa has taught us.

6 And it occurred to me in looking at
7 your recommendation on transportation and air,
8 and road links. That what have we learned about
9 infrastructure development, which is that there's
10 no silver bullet. That what we need is a BB Gun
11 to get into the middle and breakdown the
12 obstacles one by one.

13 So one thought on Nigeria would be how
14 do we break the pieces that you describe into
15 manageable incremental chunks? Because I think
16 President Buhari is absolutely serious. I think
17 most members of this government are. And I think
18 the population is very serious in terms of the
19 way they voted. The systemic change they need to
20 make is breathtaking.

21 And so I think if we can figure out
22 how would we break it into pieces and sequence it

1 would be very easy. And I think Jay, you're
2 right, I think we share the frustration that
3 often the lag in getting a transaction to close
4 is one of these constraints that's posed a
5 problem in the first place.

6 And so that's part of what we're
7 trying to do with transaction advisers. But I
8 think in Nigeria if we can do that we're also
9 going to need strategic patience. And this is
10 where we really need your help.

11 It's not going to be fast because
12 we'll get agreement here and there. And we'll
13 have the capacity here and there. And we'll run
14 into somebody on the regulatory slide that is
15 either slow, or hasn't gotten the message about
16 the president's views on corruption.

17 So we might want to think about how
18 can we work together on this, but create
19 expectations that are ambitious but also
20 realistic, given again the challenges that are
21 Nigeria? And I defer, Andy, you may want to add,
22 or other colleagues in terms of more specifics.

1 CHAIR BARTON: Yes, we should
2 recognize Andrew who's been playing a critical
3 role all the way throughout this. So I would
4 love to hear your comments.

5 COORDINATOR HERSCOWITZ: Great, thank
6 you.

7 So we're actually, we're thrilled with
8 the recommendations. I want to commend the work
9 of the Advisory Council. And really because what
10 you've done is you've taken the same sort of
11 focused approach that we really need to be
12 successful.

13 You didn't come up with
14 recommendations that were broad across the
15 continent, and you choose one country. And it's
16 very consistent with what we're doing. What
17 we're trying to do. And what we're planning to
18 do.

19 And if you look at Nigeria, and people
20 ask us about how's Power Africa going? It's
21 going quite well. But our numbers don't reflect
22 that. And that's largely because of some of the

1 issues that we faced in Nigeria related to
2 currency and commodity prices over the last year.
3 And those seem to be getting sorted out, so I
4 think a lot of the investors have been on the
5 sidelines and are ready to go in.

6 That being said, we look at many of
7 the U.S. government agencies which have been
8 tremendously successful with Power Africa, with
9 OPIC, already exceeding its \$1.5 billion
10 commitment to Power Africa. We have USTDA which
11 has given nearly 50 grants already related to
12 feasibility studies and otherwise.

13 So we're on the right track. But
14 what's most important is if you look at the
15 roadmap that we launched back in January, it
16 tracks deal flow. And a lot of the deal flow
17 that we need to be successful is in Nigeria. And
18 it impacts all levels of the value chain, from
19 distribution, to transmission, to generation.

20 And so these recommendations are
21 consistent with what that need is. And we've
22 been responding to it all along. We now have 20

1 advisors on the ground. And that's what makes
2 Power Africa sort of unique. We have this "boots
3 on the ground" mentality. And we have the
4 ongoing interaction with pretty much everybody
5 who's sitting around this table, to find out what
6 do we need to be doing to take a focused approach
7 and make sure that we can achieve our results?

8 So our key points of what we're doing
9 are, one, we're taking an approach of advancing
10 specific projects in a focused way. And if you
11 look at OPIC's and many of the people around this
12 table again, their role on the Azura-Edo gas
13 project last summer. We identified one piece of
14 that project that was causing it to get stalled.

15 And we had so many people getting that
16 same consistent message. And when President
17 Buhari returned to Nigeria last summer after a
18 visit here, he did what he needed to do to
19 unstick that project. And that will unleash
20 other projects.

21 We need to continue to take that deal
22 by deal focused approach. Identify obstacles

1 that we can actually overcome. And at the same
2 time continue to do the capacity building that
3 our colleagues at commerce, and TDA, and USAID
4 are doing as well.

5 So we applaud the work that everyone's
6 doing. It's completely consistent with the
7 approach that we want to take. And we hope that
8 this group will continue in its next iteration to
9 continue to maintain its focus on power, and in
10 Nigeria in particular.

11 ADMINISTRATOR SMITH: I say this next
12 iteration, yes, but those of you who are in the
13 current iteration are welcome to continue working
14 with all of us in your future non-iterative step.
15 Thank you.

16 CHAIR BARTON: Could we turn it over
17 to Elizabeth? And then I think we'll have to
18 close this part off, if that's okay Elizabeth,
19 but give them that OPIC conversation.

20 PRES. LITTLEFIELD: Thanks so much,
21 Dominic.

22 I just want to say thank you again to

1 all of you for your service on this Advisory
2 Council. You know just as a small, small but
3 vital, and telling indicator, of just how
4 important Africa has become to the Obama
5 administration.

6 You know of OPIC's \$20 billion
7 portfolio, a full third of it now is in Africa.
8 And in 2015 40 percent of our deals were in
9 Africa, which is up from you know single digits
10 only ten years ago. So this is something we've
11 taken very seriously.

12 And then the second point I wanted to
13 make is just on Power Africa. It really has
14 extraordinary to see how, the material impact
15 this initiative has had. We've seen developers
16 coming to the table that never would have thought
17 about Africa before that are now actually
18 financing things on the continent.

19 We've seen an unprecedented
20 coordination amongst the USG agencies and tools.
21 So that developers can look at all of us together
22 at one time, at one side of the table, as to how

1 we can be helpful. People also have seen an
2 alignment of our different tools and instruments
3 across the U.S. government being brought to bear
4 on specific projects.

5 So that's meant real time transaction
6 specific support. Hiring lawyers, extending
7 power purchase agreements that we've never seen
8 before in the U.S. government. And then finally
9 we've seen a really remarkable mobilization of
10 diplomatic resources. Usually at the ambassador
11 level, really digging in, rolling up their
12 sleeves, and being willing to go to the mat to
13 unstick deals that otherwise might have
14 languished.

15 So you know all of that has enabled
16 frankly OPIC as a member of the Power Africa
17 family to catalyze over \$3 billion in investments
18 that wouldn't have happened otherwise through
19 about 1.7 I think Andy said, of our financing
20 support and about 19 different projects.

21 So I think Power Africa has really far
22 exceeded the expectations that the market had of

1 it. I just again, hats off to the U.S.A. team
2 led by Andy because it really has been an
3 extraordinary whole government effort.

4 The last thing I just want to mention
5 is we at OPIC are of course are very supportive
6 of the recommendations and push on Nigeria. You
7 know frankly if the macroeconomic and legal
8 issues in Nigeria could be solved, all of Power
9 Africa's goals could be met in that one country
10 alone.

11 And in fact, right now OPIC is working
12 on 20 separate power projects in Nigeria. To the
13 tune of like \$2 billion, which by the way would
14 more than exceed the 2,000 megawatts that you
15 mentioned, Karen.

16 But we can't get that done. We're
17 just not going to get that done for two reasons.
18 One is we're not big enough. And that will
19 always be a problem. But secondly, some of the
20 legal hurdles in that country are really, really
21 difficult to get over.

22 And so I would just close by a plea to

1 this terrific advisory group. If you all could
2 tackle specifically some of the very technical
3 specific legal hurdles that are holding back not
4 only OPIC's financing, but all of the other
5 development finance institutions that are
6 providing the bulk of the financing for power on
7 the continent. It would make a big difference in
8 moving the needle on rolling out power in Africa.

9 So again, just thank you for your
10 services. I want you all to take away just from
11 our perspective, that you really have helped move
12 the needle significantly in this administration
13 on supporting Africa.

14 VICE CHAIR DANIEL: So as Dominic
15 said, we have some other recommendations that
16 we'll need to move through. But I do want to
17 thank USAID and Power Africa, OPIC, USTDA, the
18 many agencies that have really worked to bring
19 this together. And will have the responsibility
20 in many ways to get it to the next level and
21 implemented.

22 So it's a very important topic. We

1 appreciate everyone's interest. So we're going
2 to have to move through to the next
3 recommendation. Thank you, Dom.

4 CHAIR BARTON: Yes, go.

5 VICE CHAIR DANIEL: So the next
6 recommendation is near and dear to me and Black
7 and Veitch and a lot of people in the room. It's
8 really about capacity building. And it is our
9 recommendation to help move forward the much
10 needed vocational training, educational training
11 to close the gap in many, many areas to
12 accommodate the sectors that are here. And other
13 sectors that will eventually grow out of these
14 emerging economies.

15 So I will turn it over to Mr. Wilson.

16 MR. WILSON: Yes, thank you, Karen.

17 As you said the big focus here is on
18 closing the gap and human capital skills. Really
19 three aspects to the recommendation. One is to
20 bolster the existing U.S. training programs. And
21 Rahama will talk to us about that. And then I'll
22 finish up talking about enhancing resources for

1 USTDA. And prioritizing healthcare sector
2 training.

3 So Rahama.

4 MS. WRIGHT: Thank you, Dow.

5 So in terms of leveraging across
6 agency collaboration, we have four areas. The
7 first one is expand the skills training program
8 within the Young African Leaders Program. Both
9 in the U.S.-based programs and the follow-on
10 opportunities in Africa.

11 The second is harness the convening
12 power of the U.S. government by instructing U.S.
13 embassies to host education and business leaders
14 to provide advice on redesigning local curricula
15 for vocational and technical training programs
16 around market skills gap.

17 The third is to involve the US
18 Department of Education and Labor in vocational
19 and technical training program design. Including
20 leading a delegation of U.S. vocational school
21 directors to Africa to strengthen linkages and
22 knowledge sharing.

1 And then the last is to create a
2 global framework devoted to workforce development
3 within the Global Development Alliance. Focusing
4 on agriculture, transportation, healthcare, and
5 supply chain management. Thanks.

6 MR. WILSON: And then in terms of the
7 second aspect of this we do strongly recommend
8 enhancing resources for USTDA. It's estimated
9 that USTDA generates \$74 in exports for every
10 dollar programmed.

11 And as some of our own personal
12 experience in this, you know healthcare is no
13 different than some of the power things we just
14 heard about. There's for example in our industry
15 there's a number of radiation treatment machines
16 that don't have the training available. And so
17 the asset sits idle. You know, really a
18 travesty.

19 We'd love to, and certainly the
20 Council strongly supports, the 2017 fiscal year
21 appropriations request and recommend that the
22 administration provide the financial resources to

1 fund the USTDA programs, with some additional
2 enhancement support for project implementation
3 assistance. Kind of expanding again, you know on
4 power replicating the global procurement
5 initiative.

6 Believe it or not, this is very
7 helpful to customers as they really kind of
8 figure out how to tender, what's needed beyond
9 kind of the capital equipment? And how do they
10 think about the ongoing maintenance, and support,
11 and education and training, and bringing more
12 transparency to that? Very helpful.

13 And then incorporating as well the
14 training and workforce development into the
15 reverse trade missions. Since just this year
16 we've had a number of reverse training missions.
17 We recently hosted both Nigeria and Kenya. It
18 was a fabulous job pulling together those teams.
19 And you know it was as valuable for us, you know
20 as Africa-U.S. business, as it was for them you
21 know as collaborators in their own countries.

22 You know financing project management,

1 healthcare professions in this particular case.
2 It was really a terrific job and certainly
3 extending that would be terrific.

4 And the last aspect here is
5 prioritizing the training for healthcare
6 workforce development. You know I was thinking
7 of a way to illustrate this best. And it might
8 be cervical cancer. The largest killer of age 30
9 to 60 year old women in Western Africa is
10 cervical cancer. It's larger than all
11 communicable disease put together.

12 In the west, we beat this through
13 immunization, screening, and treatment. None of
14 those skills are on the ground. And yet, you
15 know the funding for some of those communicable
16 diseases and the training that goes with it, is
17 there.

18 I think for us to really swing the
19 pendulum, both from a deep epidemiology and
20 healthcare point of view, and the social impact,
21 training is just critical for us.

22 And you know in healthcare it's very

1 reliant on the technology. And these resources
2 aren't in country. So there are a few places
3 where those resources do exist. And I think it
4 would be very valuable as well for extended
5 private sector government partnership.

6 You know so for example in -- there's
7 training resources in Africa for x-ray
8 technicians and radiation therapy led by the
9 private sector. Sometimes in conjunction with
10 local country efforts. But as well to have U.S.
11 government involved in those would be a terrific
12 extension of the capacity for skill development.

13 Anyway I think a combination of all
14 those along with human resources for help. 20/30
15 can help close the skills gap. And we can make a
16 big impact on disease and help as these assets go
17 on the ground as well. Thank you.

18 ADMINISTRATOR SMITH: We like all of
19 your recommendations if I can just stipulate. So
20 thank you again. They -- no they're really
21 helpful and it's clear you've put a lot of
22 thought in this.

1 And if I could take these in reverse
2 order and also apologize as I've got to head to
3 another event here on the compound in a short
4 while. But let me start at the middle and say
5 that USAID officially and enthusiastically
6 supports the budget request for our colleagues in
7 USTDA. Because I think you all recognizing that
8 this is an agency that is small but mighty is
9 very important. I worked on the budget when I
10 was here. And still support it where I am now.

11 But I think one of the challenges is
12 not enough people know what TDA does and how much
13 money it actually generates and leverages. So we
14 would strongly support that.

15 On the training of healthcare workers,
16 this is actually a really opportune time I think
17 to look at this recommendation in a creative way.
18 We've done training forever in global health.
19 And we continue as the world's leader in global
20 health, and that is USAID. That is PEPFAR
21 coordinated by the Office of the Global Aids
22 Coordinator that is CDC, HHS across the

1 government.

2 What we're finding now is a real sea
3 change in terms of the desire of governments.
4 And Africa is actually leading the pack on this
5 globally, of building and sustaining health
6 systems in a long term sustainable way, to
7 include looking at financing.

8 So one of the things that's quite
9 interesting -- we're doing a couple large pilots
10 on this -- is we're getting an increasing number
11 of requests from governments who want help on
12 domestic resource mobilization, effective tax
13 administrations. Because they realize they've
14 got to sustain and grow their health systems.

15 So that's a huge opportunity, to be
16 more strategic about training. We've kind of, I
17 don't want to say we've gotten there completely,
18 but the world sort of has gone to scale on
19 training at kind of primary healthcare levels.
20 And now I think there's the space to do more that
21 is specialized.

22 One way we're doing it that I would

1 like to flag -- that I think is going to prove
2 enormously important -- is in the context of the
3 global health security agenda that the president
4 launched the year before the Ebola epidemic.

5 And the goal of that is to -- that
6 every country, but that we also build the
7 capacity of our partners in the developing world
8 -- be able to prevent, detect, and respond to
9 some of the kinds of funky diseases that we're
10 seeing and going to see many of.

11 So a lot of the training that's going
12 on now out of that, and the capacity that we had
13 to build on Ebola, that we're now trying to
14 institutionalize is on laboratory capacity. And
15 some of the more specialized techniques.

16 I think your recommendation on how can
17 we do this more effectively with the private
18 sector is a terrific idea. And one of the things
19 we might want to do is take a look across the
20 board at where our American companies invested in
21 the health sector in Africa. And where might we
22 marry that to some of the work we're doing on

1 systems strengthening and training? And kind of
2 map it out so that we're doing more than just ad
3 hoc.

4 Thank you for putting workforce
5 development prominently in this. I think it's an
6 issue that we are all focused on. Certainly our
7 partners are when they look at both the demands
8 of their economies, but the mismatch between the
9 demands and their workforce at the time, as they
10 grapple with the fact of an enormous and growing
11 youth population.

12 We do a number of programs that are
13 aimed at workforce training. We've got training
14 embedded in pretty much everything we do. So
15 we've trained a huge number of people through
16 Feed the Future. We have partnerships with a
17 significant number of African universities that
18 is on workforce training. And a number of other
19 programs we can go through.

20 I think the challenge is scale. And
21 how do we get to scale? And I think it would be
22 worth thinking through whether there's some

1 things that we might do to build on the
2 recommendations you make.

3 First and foremost, I think with YALI
4 you're absolutely right. We support those
5 regional centers. And everything we have seen
6 from YALI and its replication elsewhere is that
7 once you start that, you've got serious momentum.
8 And it doesn't take much whether it's to the
9 young entrepreneurs or the others that are
10 looking for other training to force multiply.
11 And I think there's keen interest in building out
12 on that.

13 But a couple of other things. One is
14 how can we think about marrying workforce
15 training to regional economic community
16 development? Often what we're seeing is
17 workforce training by country. So that a number
18 of small countries are training the same kinds of
19 workers individually.

20 I think there is space, EIC is an
21 obvious place to start. I think you could do it
22 in ECOWAS as well, to talk to our partners about

1 how do they do regional workforce development?
2 Because they all need, if you did a crosscut,
3 they all need certain types of training.

4 What more can be done on planning,
5 strategic planning for workforce development? In
6 my experience, and you may have more on this than
7 I do, very few countries have strategically
8 mapped out against their economic plans, what
9 kind of workforce they actually need to be
10 growing.

11 There's a generic assumption that you
12 need more in STEM and more in this. But I don't
13 know how specific it is. And I think again, we
14 might think about getting a group of companies
15 together in a sector and doing something like
16 that.

17 I would plan the pilot that McKinsey
18 is doing, generation. Now we'll see where that
19 goes, but if that's got a recipe for scale, I
20 think that's something that we're interested in
21 looking at more fulsomely.

22 The last two things I would mention,

1 we're with you on the tool of a GDA. We think
2 those have been increasingly powerful, but was
3 the points about entrepreneurship. I just came
4 from the Global Entrepreneurship Summit. The
5 African representation was spectacular.

6 Part of the challenge though is the
7 laws and making sure that countries have the laws
8 that allow young entrepreneurs to flourish.
9 Because even though they're a small part of the
10 economy, their contribution to job creation is
11 disproportionate in a positive sense.

12 And so that's something that we're
13 trying to get as far as we can on now. But we
14 would love to pursue this in greater detail.
15 Thank you, very, very much for making it as
16 prominent as you have.

17 DIRECTOR ZAK: Well, thank you very
18 much. As you can expect, I totally agree with
19 your recommendations. And thank you very much
20 for them.

21 The one thing that I do want to say is
22 I do want to thank everyone on the Council for

1 their thoughtfulness with respect to the report.
2 And Teresa made an excellent point with respect
3 to Nigeria, and people who are in the private
4 sector, who then went back and did public
5 service. We have that in the U.S. as well.

6 We have a lot of people who are
7 serving this administration. We have a lot of
8 people who are federal employees who could be in
9 a variety of other jobs, but they believe in the
10 mission.

11 And one of the things that you have
12 done with this report -- we've been flatlined for
13 a number of years with respect to salaries, we
14 can't really give bonuses -- you gave the biggest
15 bonus to them. Because you recognized what they
16 did.

17 So that is extremely important in our
18 workforce development, keeping our workforce and
19 people on missions. So I wanted you to realize
20 that that is something that you have given to
21 them. And we really appreciate it.

22 With respect to the recommendations,

1 you've heard we've been involved in Power Africa.
2 I totally agree with Jay with respect to the
3 whole spectrum. We've been involved with
4 distribution as well as generation. And I'm
5 really looking forward to someone doing
6 transmission.

7 And with respect to the workforce
8 development, I think one of the things people
9 don't realize is what USTDA does. In addition to
10 trying to get exports into the market, we want to
11 be sure that people know how to use those
12 exports. So we provide grant funding to be able
13 to support the use of those goods and services.
14 Because otherwise they're no good.

15 So we think that the skill development
16 is extremely important. And the private sector
17 plays a very important role in that. GPI, it
18 came from the private sector. You gave us the
19 idea. We're delighted to be doing it. And one
20 of the things that we have added is the project
21 implementation manager.

22 So especially with respect to Power

1 Africa, in the past people would do a piece and
2 kind of leave it. What we want to do is to see
3 from the very beginning. We have a person
4 tracking the project all the way from the day it
5 walks in our door, until it gets financing and
6 implemented.

7 And so it can pinpoint the other
8 agencies that can help, the ambassadors. I just
9 did this in Rwanda with the ambassador in Rwanda.
10 To basically say, this has a problem. How do we
11 unlock it? Let's bring all our tools together.

12 So again, thank you very much for your
13 thoughtfulness. And on behalf of my staff, who
14 were just so excited when they saw this. You
15 can't imagine what you've done. Thank you.

16 DEP. SEC. ANDREWS: Very briefly, so
17 the Department of Commerce, we've made skills and
18 workforce a priority. Not just in the United
19 States, but also recognizing the importance of
20 this issue in Africa. Assistant Secretary
21 Jadotte led the first ever education trade
22 mission in West Africa in March.

1 And also your recommendation -- and we
2 hope it's the first of many -- because this
3 recommendation that you've made about a trade
4 mission of vocational and technical institutions
5 is something that we'll very seriously look at.
6 And I think was a good idea.

7 I guess the one thing I would ask, and
8 not today but for a follow-up conversation, is to
9 get your input on what destinations do you have
10 in mind? What institutions would be good
11 partners, if any, that you have in mind? We just
12 see this as a great opportunity for U.S. firms to
13 share their experience and their education skills
14 training with our partners in Africa.

15 CHAIR BARTON: Thank you very much.
16 It was a very good robust discussion.

17 We've got three more to go through. So I'm
18 going to try and keep it to sort of again, eight
19 minutes or so to get through it. But thank you
20 for those great comments and input.

21 The third recommendation is around the
22 U.S. commercial dialog and engagement. And I'm

1 going to turn it over to Teresa to take you
2 through it. But I just wanted to emphasize three
3 aspects to us, that we felt, at least I felt were
4 particularly important.

5 The first is we are recommending the
6 creation of a U.S.-Nigeria commercial dialog.
7 And we think this is important for a forcing
8 device, if you will. To keep pushing and maybe
9 get at some of the issues that you mentioned,
10 Gayle.

11 And Andrew, you also mentioned that we
12 can use it as a rhythm to drive things. And
13 that's something we think is important and
14 hopefully is enduring well beyond what we're
15 doing.

16 But the second point I think that we
17 really want to reinforce is you know we're
18 recommending to work with Congress to fully staff
19 the commercial service positions in Africa. We
20 were very impressed with what various groups in
21 the U.S. government are doing. And we need to
22 resources to be able to deliver on this. And so

1 we just wanted to make a particular point of
2 that.

3 And then again the third is around
4 instituting and supporting these annual sector
5 forums in the U.S. And so, Gayle mentioned one
6 on AG, AG Food which we think is a very big
7 opportunity. It's going to be important for
8 diversification. We think it's a huge
9 opportunity for U.S. companies to get involved in
10 this part of the world. As well as obviously
11 infrastructure in it.

12 So I just wanted to point out the
13 three, there's many others too, but just to bang
14 on about, if you don't mind and as we go through
15 it. But let me turn it over to Teresa just to
16 give us some highlights.

17 MS. CLARKE: Thank you, Dominic.

18 I'll try to be very brief. I must be
19 brief. But I think the main point that I would
20 say that, again trying to read between the lines,
21 and why this is so important is that because we
22 are talking about our commercial engagement which

1 might be different from other types of engagement
2 the government has. And in the context of a
3 commercial engagement, it's a two-way street.

4 And so part of what our agenda is as
5 the PAC-DBIA is to ensure that businesses on the
6 other side of the table want to do business with
7 us. And we know in Africa we're not the only
8 game in town.

9 And so we know that we're competing
10 with other world powers in terms of being able to
11 engage on a commercial basis with Africa. And in
12 many ways we are at a disadvantage given the
13 investments that other governments have made in
14 order to showcase their commercial capabilities.

15 And so for this reason we think that
16 some of the recommendations such as funding for
17 U.S. commercial service employees and other ten,
18 in ten Sub-Saharan African countries, is really
19 important for us as the United States to be able
20 to have the same type of visibility that China in
21 particular has when we try to engage with
22 business on the ground across the continent.

1 We've also recommended that the
2 president take another trip to Sub-Saharan Africa
3 prior to January 2017. His trips have been very
4 important in raising visibility of U.S. business
5 on the ground. And we think that this type of
6 visibility is absolutely essential for us to be
7 able to be good business partners with our
8 counterparts on the continent.

9 So I think that's really what -- I
10 will leave my comments there is to just really
11 emphasize that it is very much a two-way street.
12 There's a lot of competition. And that we need
13 support from U.S. government in order for U.S.
14 business to be able to play on a more level
15 playing field.

16 CHAIR BARTON: I'll turn it over to
17 Wale.

18 MR. ADEOSUN: Thank you, Dom.

19 I actually think this is probably one
20 of the most important recommendations we've made.
21 Because I think it cuts through all the other
22 recommendations. What Teresa just touched on,

1 the idea of the president taking one more trip to
2 Africa is so significant. Because if you think
3 about it, the biggest challenge for commercial
4 investors in Africa right now is the high risk
5 perception.

6 And along with that high risk
7 perception is what we call a risk premium that's
8 very high. The more we have engagement with
9 African companies, African countries, the more we
10 bring down that risk perception, the more we
11 lower that risk premium.

12 If you think about it, the U.S. has
13 the largest pools of capital. If you look, think
14 about CalPERS, with close to \$400 billion. New
15 York State with \$200 billion. Texas State is
16 \$200 billion. Those are some huge pools of
17 capital that are looking for infrastructure
18 investments.

19 They can get returns of close to five
20 percent yield in developed markets. But would
21 like to invest in Africa, but will expect a
22 higher premium. If you can just get that premium

1 down, maybe an additional five percent premium.
2 You would find that a lot of the institutions
3 would be investing on the continent.

4 It would help solve the infrastructure
5 challenges that is going on. Would help address
6 some of these other issues. So I think this is a
7 very very serious issue. I think getting that
8 risk perception down continuously, and getting
9 that risk premium down will encourage commercial
10 capital and will help solve a lot of the issues.

11 And in the process you know, I mean
12 these groups all have long term capital. They're
13 struggling to generate seven percent return on
14 developed markets right now. And this will help
15 them get those returns as well. Thank you.

16 DEP. SEC. ANDREWS: Thank you.

17 Well first of all it goes without
18 saying that the U.S.-Nigerian trade investment
19 relationship is very important to us. And your
20 recommendation about a commercial dialog is a
21 very interesting one.

22 This is something that we currently do

1 with a number of other countries. And we've
2 found these to be an incredibly valuable tool.
3 Both to be able to have a dialog about high
4 priority issues and an opportunity to get rid of
5 commercial impediments.

6 But also as somebody mentioned, it's
7 also a great opportunity because there's a little
8 bit of forcing function. By having a regular
9 conversation you can deal with issues and you can
10 really focus on getting deliverables and getting
11 things done.

12 Is not only, is Nigeria the largest
13 economy and most populous country in Africa, but
14 it's also really well positioned for long term
15 diversified economic growth. So making sure that
16 U.S. companies are able to cash in on these, or
17 to take advantage of these opportunities is
18 incredibly important.

19 You know Penny had led a trade mission
20 to Nigeria in 2014 and we remain very engaged.
21 So this, we appreciate this recommendation.

22 I also want to just speak briefly to

1 the recommendation about increasing the
2 commercial service staff, which is the Foreign
3 Commercial Service staff is an incredibly
4 underappreciated resource of the United States
5 government. And I actually think it's one of the
6 highest value.

7 The return on investment of commercial
8 service officers around the world is incredibly
9 high for the benefit that they bring to -- not
10 just American businesses -- but also to American
11 tax payers in terms of helping define U.S.
12 businesses. And helping with business
13 opportunities around the world.

14 So thank you for these
15 recommendations. They are remarkably helpful.

16 CHAIR BARTON: Thank you, Bruce. I
17 think Bruce -- yes Wharton would like to say
18 something as well.

19 DAS WHARTON: Yes, thanks very much.
20 From the perspective of the Department of State,
21 let me start off by thanking you all for the work
22 you've done on the PAC-DBIA forum.

1 But I also want to thank in absentia,
2 my colleagues at our embassies in both Nigeria
3 and Rwanda, and across the continent for the work
4 that they've done to help make this meeting
5 possible. But of course the work that they do
6 all the time.

7 We fully support these
8 recommendations, especially I think the expansion
9 of the Foreign Commercial Service. FCS officers
10 have skills that many State Department officers
11 simply don't have. They are a vital part of our
12 ability to promote American goods and services.
13 And build a more effective two-way trade and
14 commercial relationship with African countries.

15 So we would very strongly support
16 that. Likewise, we think that the U.S.-Nigeria
17 commercial dialog is a great idea. And the idea
18 of sectorial forums to run in parallel with the
19 U.S.-Africa Business Forum makes a lot of sense
20 to us as well.

21 So let me just close with the idea
22 that in competing with other nations, especially

1 with the Chinese. I think thanks to the work
2 that we've done on human resources over the
3 years, whether that's the YALI program,
4 precursors of the YALI program, U.S. education
5 programs, African Women's Entrepreneurship
6 Programs, we have capital in Africa that our
7 Chinese friends may not have.

8 I think most Africans would rather do
9 business with Americans and American businesses.
10 So that is some capital that we ought to seek to
11 make better use of. Thanks.

12 CHAIR BARTON: Thank you.

13 I think we're going to turn it now to
14 the fourth recommendation. So Karen do you want
15 to take us through it?

16 VICE CHAIR DANIEL: Our fourth
17 recommendation relates to travel routes and
18 transportation infrastructure. As you can imagine
19 with the implications of growing economies and
20 population, there are needs around moving goods.
21 On the rail side, there are needs around moving
22 people between countries and so forth.

1 So we put together a recommendation
2 that Jay is going to walk us through on how to
3 improve the investment in our transportation
4 infrastructure. So Jay.

5 MR. IRELAND: Thanks, Karen.

6 This area is near and dear to my
7 heart. Number one, we sell locomotives and
8 aircraft engines, but most importantly, I fly
9 commercially around Africa, so a lot. So that's
10 a key one.

11 Most of the recommendation's around
12 financing, policy frameworks, studies, and skills
13 development. Again, depending on aviation and or
14 rail. And I think it's important because there's
15 a basic policy infrastructure and things that
16 have to be dealt with. Whether it's Open Skies
17 or the Cape Town Treaty, et cetera.

18 And building out the Aviation
19 infrastructure from a safety standpoint on what's
20 on the ground, at airports, et cetera. But also
21 from a rail standpoint a lot of dilapidated rail.
22 And one of the issues on rail infrastructure is

1 that most of it's very old, mostly built by the
2 colonial countries that went in.

3 And number two is it's very expensive
4 to fix and or put new, or build new. And that
5 tends to be the biggest chunk of any rail project
6 that's out there. And I think part of it is what
7 works with the governments? You know can they
8 understand what concessions, how concessions
9 work, et cetera?

10 So I think all those are stuff that
11 you know we recommend and I think that the
12 government can help us on.

13 CHAIR BARTON: Okay. Jenny -- all
14 right, Wanda you had something?

15 Ms. Felton, Ex-Im bank, yes.

16 (Off microphone comment.)

17 FVP FELTON: Is this working here?

18 CHAIR BARTON: No.

19 (Off microphone comment.)

20 FVP FELTON: -- and in many of them,
21 I could probably inject, but I wanted to wait
22 towards, until near the end just because so many

1 the recommendations pertain, actually relate to
2 Ex-Im Bank. And I thought I could just sort of
3 type editor, the point. With respect to the
4 power situation and infrastructure, large amounts
5 of power in Africa and recommendations on
6 mobilizing international financing.

7 And in the contexts of increasing the
8 restrictive capital and liquidity requirements
9 for BASEL III, the ability to mobilize that
10 private sector capital is fairly limited without
11 an export-import bank here in the United States.

12 As many of you may know, Ex-Im Bank
13 pledged \$5 billion of the almost \$10 billion
14 commitment from the U.S. government. And so
15 we're a little more than half of the pledge. We
16 are very active in supporting aviation, not just
17 equipment but also infrastructure, and rail
18 infrastructure and equipment.

19 We have been out of business
20 effectively for exactly a year tomorrow.
21 Tomorrow is the one year anniversary. We as you
22 all know, our charter lapsed in June, on June

1 30th last year for five months. That was
2 unprecedented. We have been without a board
3 quorum since then. So we cannot vote on any
4 transaction, move on any transaction over \$10
5 million.

6 So these things all have important
7 implications. Not just for your recommendations
8 but also for some of the sub-text that's sort of
9 been weaving through the conversation related to
10 commercial dialog, related to the ability to
11 finance SMEs and promote entrepreneurship in
12 Africa.

13 Most African banks and particularly in
14 Nigeria do not lend to the real economy. So we
15 can provide financing that can flow through to
16 smaller companies, not just large infrastructure
17 projects.

18 And lastly there was a recommendation
19 around promoting more coordination and
20 collaboration among the U.S. government agencies.
21 And I would just suggest that Ex-Im Bank is an
22 important part of that.

1 So that while our financing is
2 conditioned upon U.S. procurement, that's again
3 there was a comment early on about the
4 opportunity for mutual benefit between the United
5 States. We can not only keep jobs here in the
6 U.S. with our financing, but we can also help
7 create jobs in Africa.

8 So for all of these reasons, I would
9 hope that there might be some opportunity to, as
10 has been done with some of our sister agencies,
11 recognize the important role that Ex-Im Bank can
12 play.

13 And I gather that the report is final,
14 but if there's some opportunity to discuss that
15 as you make your recommendations and help
16 implement some of these recommendations, I think
17 there might be, that might be useful.

18 VICE CHAIR DANIEL: Jenny.

19 ASST. SEC. McDERMOTT: Hi, first, I'm
20 substituting for Jenny Rosenberg. My name is
21 Susan McDermott, Department of Transportation.
22 And I'd like to say that we were thrilled to see

1 that an entire budget was devoted to travel
2 routes, and transportation infrastructure.

3 We have followed around many of the
4 trade talks with our U.S. colleagues, the AGOA,
5 summits with our U.S. colleagues always with the
6 message that you can't trade if you can't get
7 there. And your products are non-competitive if
8 you can't move them at a decent tariff. So we
9 were very happy to see that this is a major
10 recommendation.

11 I'd like to say that the Department of
12 Transportation has been active, especially in
13 aviation for 15 years now, even more. We deal
14 with the basics and that's really safety, and
15 market access. We do that because we want to
16 increase connectivity to the United States. And
17 we also saw from hearing from many of our
18 embassies across the continent, that aviation
19 safety really needed a boost.

20 And so for several years now, we have
21 managed what we call the Safe Skies for Africa
22 program, which is an aviation safety program that

1 conducts training and capacity building across
2 the continent.

3 And with that I'd like harken back to
4 the whole idea of skills training. Because what
5 we do is build the skills of government
6 officials. We build the skills of government
7 officials to be able to regulate smartly,
8 aviation and other transportation services that
9 are necessary to be regulated.

10 You have to have people that inspect
11 rail. You have to have people that inspect
12 roads. You have to have people especially that
13 inspect aviation. And that's what we build.
14 It's what you called in your report, the soft
15 infrastructure. That's what we focus on mostly.

16 I'd also like to say, that we're
17 trying to shift this now to actually providing
18 these services on the continent. We're running a
19 pilot program with the Ghana Aviation Training
20 Academy, whereby we are now training trainers.

21 So that the Ghana Academy will train
22 people from across the continent themselves. And

1 we will not have the FAA inspectors be moving
2 across the continent and training in large bulk
3 as we do now.

4 It's something that very much lends to
5 regional integration. We have done this because
6 Ghana is one of the leaders in what we call the
7 Banjul Accord. Where countries are getting
8 together and together creating integrated FAAs
9 instead of a lot of little FAAs that then have to
10 satisfy what are the international standards.

11 We've done this with a group called,
12 Kasoa in the East Africa community as well.
13 Banjul is very advanced. Kasoa is still under
14 construction. But it is a way to integrate the
15 countries to provide the services that they need
16 on a government basis. Much cheaper, much
17 faster, and with fewer human resources.

18 I'd also to note that Secretary Foxx
19 launched a program last year when he was on the
20 continent, called Tomorrow's Transportation
21 Leaders.

22 And here too, it identifies promising

1 African transportation practitioners early in
2 their careers as to how do you really build a
3 transportation expertise inside of government?
4 How do you become transportation planners? How
5 do you get these plans implemented as a
6 government official? How do you go forward?

7 So what we want to do, and I mean what
8 we are best at is transferring USG skills to
9 foreign government skills.

10 So when it comes to actual routes, we
11 negotiate the Open Skies' agreements. We have 28
12 Open Skies agreements with African states. And
13 we will continue to promote other countries to
14 accept the Open Skies' agreements and see how we
15 can create an enabling environment for airlines
16 to offer services. Provided that the safety and
17 security requirements are there.

18 But we're very open to talking with
19 especially transportation manufacturers and
20 service providers as to how we can continue to
21 assist in Africa. Thank you.

22 CHAIR BARTON: Thank you very much.

1 Arun, please.

2 ASST. SEC. KUMAR: I just wanted to
3 add that from the Department of Commerce, we
4 engaged in multiple ways on the continent for
5 such opportunity.

6 We're looking at helping U.S.
7 companies with offerings, and transportation,
8 power, and organization particularly. We've been
9 working on Standing Up, an initiative into space.
10 Our commercial officers across the continent --
11 and thank you for the support for the expanding
12 of our presence there -- are very engaged on this
13 topic.

14 I was with Secretary Foxx on the
15 mission last time. It was very clear that we
16 have a lot to bring to the transportation sector,
17 as to the energy and organization sectors. And
18 we'll keep talking to you about getting your
19 inputs as we hone activities into space.

20 Our focus is very deal oriented. We
21 want to make sure that deals get done for U.S.
22 companies, along with capacity building.

1 CHAIR BARTON: Thank you very much,
2 Arun.

3 I'm going to shift it now to our final
4 recommendation, which is on Tax Treaties. And
5 ask Jay to just take us through this.

6 MR. IRELAND: Well, I will do it
7 quick, Dominic.

8 CHAIR BARTON: Yes.

9 MR. IRELAND: Go to Page 19, and look
10 at the map. We got four countries, British has,
11 I don't know. Britain has, I don't know how many
12 in there. Although they might vote them out now.

13 (Laughter.)

14 MR. IRELAND: But you know from a
15 standpoint of taxation, the ability to really
16 have open and free information is key. Obviously
17 double taxation is a key thing, as I personally
18 do pay two taxes, Kenya and U.S.

19 So I think this is something that can
20 be done. It's difficult from the standpoint of
21 Africa's 54 countries. You need to prioritize
22 which ones might make the most sense. But

1 definitely if you think about the economic
2 potential of a lot of these countries, I think we
3 need -- we, U.S. government -- needs to think
4 about establishing treaties with at least the
5 ones that we can leverage the most, so.

6 CHAIR BARTON: Thank you, Jay.

7 Bruce over to you.

8 DEP. SEC. ANDREWS: Yes, and we
9 completely understand the Council's desire for
10 our tax treaties to be proactive, not reactive.
11 To spur investment in Africa we need a level
12 playing field that includes tax treatment.

13 And so we will take this
14 recommendation up with our colleagues from the
15 Department of the Treasury who are not here
16 today, but we'll definitely take that forward
17 with them.

18 CHAIR BARTON: It's always great to do
19 recommendations when someone's not here.

20 (Laughter.)

21 CHAIR BARTON: Good, well that was
22 fast. Is there any other comments?

1 (No audible response.)

2 CHAIR BARTON: Okay. Any other
3 broader comments, because we've now gone through
4 the five that we've covered.

5 Yes, please.

6 (Off microphone comment.)

7 FVP FELTON: Getting back to the
8 comments about commercial engagement. One of the
9 biggest constraints in addition to what's
10 happened with Ex-Im bank here in government, is
11 in the lack of activity, active exporting by
12 American companies.

13 And so all of these efforts led by the
14 Commerce Department have really increased the
15 visibility of the opportunity. And I think
16 encouraged the vast of companies to pay more
17 attention to the opportunity. We appreciate that
18 greatly. It's been a huge constraint on what
19 we've been able to do.

20 And the recommendation around the
21 commercial service offices is a very, very
22 important one. It has helped us identify

1 opportunities. And we found that where there
2 have been people on the ground, it has really
3 created knowledge sharing and information
4 sharing. For us, it's very valuable.

5 CHAIR BARTON: Thank you.

6 Wally.

7 MR. ADEYEMO: So I want to just thank
8 all of you for the recommendations. They are
9 thoughtful. They are detailed. They are very
10 helpful. And I think what they speak to is the
11 idea that we know that Africa is moving. Africa
12 is growing. Africa is filled with opportunities.

13 There are things that we need to do to
14 help unlock those opportunities. I think you've
15 outlined a number of those things. I think they
16 speak to what gives the United States an
17 advantage. It really is the fact that we have
18 such an active, engaged business community that
19 is willing to think creatively about the
20 continent.

21 And ultimately the only way that we
22 are able to continue that kind of work is through

1 groups like this, and this partnership. I know
2 that we are going to be renewing this
3 organization. And we ask you not only to think
4 about serving again, but think about who all
5 should be around the table.

6 Because we benefit greatly from your
7 advice and your counsel, but we know that we need
8 the advising counsel of many other companies. So
9 I want to put in your ear, so you start to think
10 about your colleagues in the business community,
11 which ones of them should be sitting around this
12 table in the future.

13 And I do want to encourage you to
14 become involved with the U.S.-Africa Business
15 Forum, which will happen in September. I think
16 it's going to be a real opportunity for us to
17 highlight some of the successes that we've had
18 since the last business forum.

19 But also to help build some momentum
20 going into the next administration. Because we
21 think that it is critical that we not only do a
22 great deal for Africa up to January 20th, 2017.

1 But the president wants part of his legacy to be
2 the fact that we remain economically engaged with
3 Africa. Not for the next five to ten years, but
4 for the next 50 years.

5 So I want to thank you for the
6 recommendations. And look forward to continuing
7 to working with you.

8 CHAIR BARTON: Thank you, Wally. Very
9 encouraging in that.

10 I'd like now to shift to our adoption
11 of the recommendations chunk. So just on the
12 formality -- so and I do this with some formality
13 because the last time I did it, I didn't do it
14 exactly right. So we had to have a phone call to
15 make sure to put things in case. So Teresa is
16 probably a little nervous about this section.

17 (Laughter.)

18 CHAIR BARTON: I tried to slip in a
19 couple with her.

20 So I want to move for a vote to adopt
21 the full recommendation report. The trip report,
22 and the five recommendations that we have.

1 VICE CHAIR DANIEL: And I will second
2 that motion.

3 CHAIR BARTON: So if, this is for the
4 PAC-DBIA members. If you agree with the report,
5 please say aye.

6 (Chorus of aye.)

7 CHAIR BARTON: If you disagree, please
8 say nay.

9 (No audible response.)

10 CHAIR BARTON: Okay, I hereby announce
11 the recommendation report adopted by the Council.
12 So thank you very much for that.

13 (Applause.)

14 VICE CHAIR DANIEL: I'll just make
15 some quick closing comments. Starting first with
16 our thanks on behalf of the Council. To
17 president Obama for his vision and support that
18 led to the objectives that helped guide us in the
19 past 18 months. They will be very, very good
20 objectives, recommendations that will impact both
21 of our continents for a very long time.

22 I would also like to take the

1 opportunity to express our appreciation to
2 Secretary Pritzker for her leadership and the
3 ability to really help us get things done. And
4 watch her in action as we took our trip to
5 Nigeria and Rwanda. It was very good.

6 And also again, thank you to everyone
7 in the room who participated in this great
8 effort. There are a lot of people who are not in
9 the room that we also want to extend our
10 appreciation to. But for everyone here, and
11 those that aren't able to be here, it's been a
12 really good effort.

13 One of the benefits that I take back
14 to my work place and my community, is a public
15 private partnership that really came together
16 with multiple, diverse stakeholders. And we
17 arrived at a place where we now have work that
18 can be implemented.

19 Ultimately, as I've said before, I
20 think it's about the people. And as we move
21 toward these greater economies, I hope that it
22 becomes the skill of the people that provides the

1 health and prosperity of Africa for a very long
2 time. So that's a very worthwhile investment.
3 And I'm delighted personally to be part of it.

4 I think what we have talked about
5 today are compelling recommendations that warrant
6 the extension and expansion of the Council. So
7 I'm excited that that is going to happen here in
8 the next couple of weeks. That gives us another
9 indication that the work is actionable, viable,
10 and we know who can get it done. So I think
11 that's awesome as well.

12 A couple of personal observations,
13 again it's been a complete and total honor for me
14 to have the opportunity to participate in this
15 activity. My life will forever be changed in
16 terms of delivering infrastructure. You now get
17 to see the people who are the beneficiaries of
18 delivering that infrastructure.

19 But also, as I think about reliable
20 power, it's a must. We all know that. We'll get
21 that done. But the last bit that I will say
22 relates to our trip to Rwanda. And many of you

1 know who were on the trip. The first stop we
2 made was to the genocide museum.

3 And it talked to me about the power of
4 serving, but it also talked to me about the power
5 of forgiveness. What has transpired in Rwanda
6 since that episode, says you can get a lot done
7 when you pull together. That truly left a lasting
8 impression on me that we can get this done. The
9 next group of leaders will get this done.

10 So it was really a life-altering trip.
11 And forever grateful that I had that experience.

12 CHAIR BARTON: Thank you, Karen.

13 And I just want to say a couple of
14 closing remarks too. I think as Karen said, a
15 particular thanks to president Obama for
16 initiating this whole idea.

17 I think that bringing the private
18 section with the public sector, with as Wally
19 said, is sort of a long term view. A 50 year
20 view as opposed to a one year view, I think is
21 remarkable. And I wish more leaders around the
22 world did that type of thing.

1 And what again, Secretary Pritzker, --
2 who as Karen said -- it isn't just her foresight,
3 logic, business acumen -- it's her energy. I
4 mean it was hard to keep up with her frankly over
5 those few days that we had. And I think that's
6 just to me symptomatic too of the government.

7 And I want to say particular thanks to
8 all of the government leaders who are here.
9 Because we got a glimpse into the great work that
10 you do.

11 And in the private sector we don't
12 acknowledge that enough, and see it. And I just
13 want to say on behalf of all of us, a huge thank
14 you for all the things that you do. And
15 hopefully in some small way we've can help you in
16 helping us, and helping the continent move
17 forward.

18 I also want to thank my fellow Council
19 members. It's been a terrific group. A fun
20 group. Very few of us knew each other actually
21 when we got started. But we got to know each
22 other very, very well through the course of the

1 last 18 months. And I think that that's been a
2 special benefit of the process.

3 And I briefly want to thank the
4 Council members' staff. Many who are here, who
5 actually were doing a lot of work, and the
6 multiple iterations of the recommendations as we
7 went through them.

8 And particularly to Teresa too for
9 keeping us on track. And giving us guidance from
10 time to time in what we're doing. We deeply
11 appreciate that.

12 So thank you everyone for everything
13 that you've done, and we look forward to this
14 mission continuing in helping the country move
15 forward, and play a very important clear role in
16 Africa over the next 50 years at least. Thank
17 you very much.

18 (Applause.)

19 CHAIR BARTON: With that we'll close
20 this session. Thank you so much.

21 (Whereupon, the above-entitled matter
22 went off the record at 3:54 p.m.)

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on Doing Business in Africa

Before:

Date: 06-29-16

Place: Washington, DC

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