The Council met by teleconference at 1:30 p.m. Eastern Daylight Time, Laura Lane, Co-Chair, presiding.

PRESIDENT'S ADVISORY COUNCIL ON DOING BUSINESS IN AFRICA (PAC-DBIA)
LAURA LANE, President of Global Affairs, UPS, Co-Chair
SUSAN SILBERMANN, Global President for Emerging Markets, Pfizer, Vice Chair
JASON ANDRINGA, President and Chief Executive Officer, Vermeer Corporation
JAKE CUSACK, Founding and Managing Partner, CrossBoundary Group
TAKREEM EL-TOHAMY, General Manager, Middle East and Africa, IBM
DAMIAN HALLORAN, Vice President, Infectious Disease, Emerging Markets, Rapid Diagnostics, Abbott
BRUCE HANSON, President and Chief Executive Officer, Credence ID
RAGHU MALHOTRA, President, Middle East and Africa, Mastercard
FRANK MOSIER, Chief Executive Officer, Rendeavour, Inc.

JOHN NEVERGOLE, Chief Executive Officer, ABD Group

ANDREW PATTERSON, Global Manager for Strategy and Market and Business Development, Infrastructure, Bechtel Overseas Corporation

FRED SISSON, Chief Executive Officer, Synnove Energy

PETER SULLIVAN, Managing Director and Citi Head of the Public Sector Group for Africa

ARJAN TOOR, Chief Executive Officer, International Organizations, Africa, and Global IPMI, Cigna

CHRIS TOTH, President, Oncology Systems, Varian Medical Systems

BRITTANY UNDERWOOD, Founder and Executive Chairman, Akola

U.S. GOVERNMENT

WILBUR ROSS, Secretary of Commerce, U.S. Department of Commerce

SKIP JONES, Deputy Assistant Secretary for the Middle East & Africa, U.S. Department of Commerce

ASHLEY BUBNA, PAC-DBIA Designated Federal Officer, U.S. Department of Commerce

GIANCARLO CAVALLO, PAC-DBIA Designated Federal Officer, U.S. Department of Commerce

RAMSEY DAY, Principal Deputy Assistant Administrator, U.S. Agency for International Development

ELIZABETH COHAN, Lead Strategist, Prosper Africa Secretariat
## CONTENTS

Welcome Remarks............................................. 5
Laura Lane, Co-Chair

Introductory Remarks and Delivery of Council's Tasking............. 7
Wilbur Ross, Secretary of Commerce

PAC-DBIA Member Questions...................................... 14
Laura Lane, Co-Chair
Susan Silbermann, Vice Chair
All PAC-DBIA Members

Next Steps and Adjournment..................................... 26
Ashley Bubna and Giancarlo Cavallo,
Designated Federal Officers for PAC-DBIA

Adjourn.......................................................... 28
P-R-O-C-E-E-D-I-N-G-S

1:33 p.m.

MS. BUBNA: Good afternoon, everybody. Hi, Mr. Secretary. Thank you, everybody, for joining this first convening of the new PAC today.

Mr. Secretary, on the line we have Laura Lane, president of global public affairs for UPS, also the co-chair of the PAC-DBIA this term.

We have Susan Silbermann, global president for emerging markets, Pfizer, who happens to be our vice chair.

Jason Andringa, president and chief executive officer, Vermeer Corporation.

Jake Cusack, founding and managing partner, CrossBoundary Group.

Takreem El-Tohamy, general manager for Middle East and Africa, IBM.

Damian Halloran, vice president, infectious diseases, emerging markets, rapid diagnostics for Abbott.
Bruce Hanson, president and chief executive officer for Credence ID.

Raghu Malhotra, president for Middle East and Africa from Mastercard.

Frank Mosier, chief executive officer for Rendeavour, Inc.

John Nevergole, chief executive officer, ABD Group.

If you are not speaking at the moment could you please mute your line? Thank you.

We have Andrew Patterson, global manager for strategy and market and business development infrastructure, Bechtel.

Fred Sisson, chief executive officer, Synnove Energy.

Peter Sullivan, managing director and head of the public sector group for Africa for Citi.

Arjan Toor, chief executive officer, international organizations Africa, Cigna.

Chris Toth, president oncology systems, Varian Medical Systems.
And Brittany Underwood, founder and executive chairman, Akola.

So I'd now like to turn it over to PAC-DBIA co-chair Laura Lane to say a few words on behalf of the PAC-DBIA leadership. So, Laura.

CO-CHAIR LANE: Good afternoon, Mr. Secretary. And I just want to echo what Ashley has already said, that I'm thrilled to be back serving as co-chair of the council and very pleased with the council makeup.

We have a great group of companies and representatives that I think are going to be able to take the work from the last two years council forward.

My fellow co-chair Farid Fezoua from GE unfortunately was unable to participate in today's call. He's on an airplane at the moment.

But I know he looks forward to responding to your request for input on Prosper Africa and how we carry forward a lot of the recommendations from our previous PAC-DBIA report.
And I know Vice Chairman Susan Silbermann is going to be a great new partner with us in terms of leading the council.

On behalf of the 26 members of the PAC-DBIA 3.0 I can definitely say that we're very much looking forward to diving into the next two years of work with you and the entire interagency team.

We just had a great briefing on Prosper Africa and we're really eager for this strategy to be fully implemented so that American businesses can do a lot more in terms of accessing, expanding and investing in African markets.

And so the council stands ready to support the implementation of the Prosper Africa initiative and help ensure that it's as impactful as possible, building on the recommendations from PAC-DBIA 2.0.

So with that I'd like to turn it over to you, Mr. Secretary, for the tasking so that we can begin the really important work we have ahead
of us.

SECRETARY ROSS: Well, thank you, Laura. It was almost exactly two years ago on a telecom line just like this one that we first spoke. And it's a pleasure to be reconnecting right now.

I want to thank all of you for taking the time to participate in this call today, and more importantly for the commitment all of you have made to serve on the President's Advisory Council on Doing Business in Africa.

I'm pleased to welcome back 12 returning members from the previous term of the council.

Your experience in collaborating with U.S. government interagency teams, working among yourselves to reach consensus on complex analyses and recommendations and undertaking a fact-finding trip to four African countries will be invaluable to making this term just as productive as the last one.

I'm equally delighted to welcome the
14 new members to the addition of the fresh perspectives and the hard-earned wisdom.

I'd like to thank Council Co-Chairs Laura Lane and Farid Fezoua and Vice Chair Susan Silbermann in particular for stepping into the leadership roles to guide the council's work this term.

I look forward to working with all of you and meeting you in person soon, but I'm pleased to speak to you today to discuss some of the tasks we'll be asking of the PAC-DBIA over the next 22 months.

Over the last five years since the inception of the PAC-DBIA this council has established itself as a vital tool and partner for the U.S. government.

Over this short period of time we've seen our relationships with African countries evolve both politically and economically.

We've seen the commercial landscape in Africa steadily grow more competitive and we've been working consistently to better understand
those dynamics and the opportunities for
increasing mutually beneficial trade and
investment between the United States and Africa.

We need unvarnished and substantive
input from the private sector as we do this. And
the PAC-DBIA is the primary source of that input.

Before I joined the call today you had
a chance to speak with some of the U.S.
government thought leaders behind the
administration's new strategy for an economic
engagement with Africa.

That strategy as you know is called
Prosper Africa.

As you've heard, the high-level
strategy is complete and the heart of it is a
framework intended to focus U.S. government work
along three lines of effort.

One, to modernize and synchronize U.S.
capabilities and efforts.

Two, to facilitate private sector
transactions.

And three, to foster better business
conditions in Africa.

The task at hand for us now is to develop a concrete implementation plan. This is where we believe the PAC-DBIA can make critical contributions. So it will be the basis of the council's first task for this term.

Over the next two to three months my request of PAC-DBIA has as much to do with process as it does with a report or list of recommendations to be delivered.

First and foremost, the task for you is to develop recommendations and advise the committee how it can pursue our implementation plan by operationalizing the Prosper Africa strategy.

The Interagency Planning Committee is organizing itself into working groups along the three Prosper Africa lines of effort.

It would make sense for PAC-DBIA to organize itself similarly and receive regular briefings from the Interagency Working Group under the Prosper Africa Interagency Planning
Committee.

That can inform your thinking as you develop your advice on the mechanics of implementing those lines of effort.

I'd like to talk briefly about how the PAC-DBIA recommendations from the previous term fit into this process.

First, it is important to note that the Prosper Africa initiative itself was developed largely in response to observations and recommendations from the PAC-DBIA.

That clearly demonstrated the need for the U.S. government to develop a new way of supporting U.S. companies doing business in African markets.

And as you should have been provided with the status report by now you can be assured that we are actively considering or implementing those recommendations.

Some of them have already been completed, namely those recommendations that were action-oriented proposals calling on one or more
agencies to do something fairly specific.

While I'm asking you to focus your best time on recommendations supporting the development of an implementation plan you will find that many of the PAC-DBIA's recommendations from last term fit conceptually under one of the three Prosper Africa lines of effort.

So as you advise the government on concrete steps to implement the Prosper Africa strategy please feel free to include concrete actions pursuant to those existing PAC-DBIA recommendations and feel free to add onto those recommendations if new ideas come up during the process.

At this time as you know the publicly available documents we have to work with are limited to the one-page Prosper Africa fact sheet and the recent public speeches that have been given by U.S. government officials to roll out the strategy.

But I am confident that these materials along with your in-depth briefings with
the Prosper Africa Interagency Planning Committee will provide you with all the detail you need to develop well-informed input.

Beyond this first tasking on the Prosper Africa implementation plan you are all aware of the request I made in the previous term for a PAC-DBIA report on the, quote, "keys to success," end quote, in doing business in Africa.

I would like to revive this request to be undertaken by the current PAC-DBIA later in the term.

I still believe this product has the potential to be a uniquely useful resource for other U.S. companies who are looking at entering African markets for the first time.

Additionally, the PAC-DBIA most likely will be tapped for ongoing feedback as Prosper Africa implementation begins.

Let me convey my thanks again for your attention here today and for the invaluable contributions I know you are going to make to helping us better support U.S. companies in
Africa.

I'd like now to turn it over to Laura, Farid and Susan although I gather Farid is not here for initial comments or questions. And then welcome any comments or questions on the tasking from the whole group. Thank you.

CO-CHAIR LANE: Thank you, Mr. Secretary, for those remarks and those taskings. At the outset I can assure you that we will make sure that we organize ourselves to align well with the Interagency Working Group structure so that we have an efficient communication flow back and forth and will endeavor to build from the recommendations made in PAC-DBIA 2 into the PAC-DBIA 3 report in terms of ways to really help with the implementation process for the Prosper Africa strategy.

And we will also be mindful of the requests that you've made on developing those keys to success recommendations so that other companies that maybe aren't part of this council process can also benefit from a lot of the
information and success strategies that we have
developed and are seeing work well in specific
markets so that we can help other companies be
able to realize a lot of the opportunities that
the African continent represents.

One important question that we posed
in the previous briefing was the importance of
assuring that there is going to be sufficient
funding for this Prosper Africa initiative.

I know there's a lot of discussion
right now surrounding the international affairs
budget.

But we are hopeful that appropriate
funding will be provided to ensure the success of
this Prosper Africa initiative.

And in that regard we wanted to know
if you're seeing fairly unanimous support not
just across the administration but among members
of Congress in terms of supporting the Prosper
Africa initiative, and are there any ways that we
can be helping on that front to reinforce the
messaging that we will be providing the
administration by also letting members of
Congress know how important this effort is.

SECRETARY ROSS: Sure. Well, within
the administration I don't think there's any
controversy whatsoever.

Given the nature of Congress right now
I hesitate to say there's no controversy on any
topic there.

But as -- if we come across material
stumbling blocks we will reach out to you once
they resume because the next month or so is when
they're really going to do the fine-tuning.

CO-CHAIR LANE: Okay. We will make
sure that we as a council separate and apart from
our work with the administration continue to keep
members of Congress apprised about the important
work underway and why it's important to have the
support and funding for this important
initiative.

SECRETARY ROSS: Oh yes. There's no
harm to remind them over and over and over.

CO-CHAIR LANE: Susan, can I turn it
over to you for an additional question?

VICE CHAIR SILBERMANN: Sure. Thank you, Laura. Secretary Ross, thank you very much for your time today and for outlining your expectations of this 3.0 PAC-DBIA. I feel very privileged and honored to be a part of it.

I guess I had one specific question which is the African Continental Free Trade Agreement includes North Africa. And if I'm not mistaken the U.S. does have a free trade agreement with Morocco already.

So I'm wondering if PAC-DBIA as well as Prosper Africa would be considering the entire continent of Africa in this initiative, into the work of the council.

SECRETARY ROSS: Yes. The answer is yes. We started with sub-Saharan Africa largely because that was recommended by the PAC-DBIA as the logical starting point.

You're also correct, we do have a free trade agreement with Morocco. Morocco is a pretty small trading partner of ours, but has
been a very good relationship for the U.S. for a very long time.

So it was done apparently by prior administrations on a one-off basis. But I think the idea of specific thoughts on other specific countries would be very useful.

VICE CHAIR SILBERMANN: Yes, and I think in light of one of the tenets of Prosper Africa also being exports to the U.S. and investment in the U.S.

And one of the conversations we had before you joined the call was about finding a template of FTAs. If we are including Africa, the entire continent, even if it's a one-off it perhaps could serve as a good starting point for other FTAs.

And I know you'll be looking to us to help with the Prosper Africa interagency group to prioritize countries because as we realize working in Africa means working in dozens and dozens of countries.

So thank you very much. That's very
encouraging. And I think what I'd do is I'd turn
the remaining few minutes we have, if there are
any other PAC-DBIA members that would like to ask
a question of the Secretary.

MEMBER UNDERWOOD: Yes. I would love
to. This is Brittany Underwood with Akola.
Again, thank you so much for including me in this
council. I feel very privileged to be a part of
it.

My question is around small and medium
enterprises. Knowing that they create four out
of five jobs in emerging markets and are the most
effective way to target women in poverty
alleviation how will Prosper Africa focus on SMEs
specifically?

SECRETARY ROSS: Well, I think given
the geography and given the resource limitations
of small and medium sized enterprises, developing
e-commerce and social media strategies probably
is the most efficient way for many of them,
particularly those in consumer products
businesses to capture customers.
But I think you're aware Foreign Commercial Service of Commerce has representatives in something like 100 cities around the U.S. So on the U.S. side we should be making use of those local talent resources.

On the international side we have offices in 70 some odd countries and so that's the other resource.

But I don't think it's really part of this entity to encourage trade between Africa and third party countries.

It's really meant to be focused Africa-U.S.

CO-CHAIR LANE: Are there any other questions?

MEMBER EL-TOHAMY: Yes, I have a question.

CO-CHAIR LANE: Go ahead.

MEMBER EL-TOHAMY: This is Takreem of IBM. And Secretary Ross, I appreciate you reconstituting the group. Thank you very much for that.
And also I applaud the team for its help to launch the Prosper Africa.

I understand from the platform that there will be an online platform as one piece of Prosper Africa.

And based on experience in building one-stop shops I've seen them serve as a forcing function to achieve desired outcomes globally around enhanced coordination, capacity building, deep team enablement.

So do you agree with this potential and support that we work to make recommendations accordingly?

SECRETARY ROSS: We are building up this online platform to really enable ultimately individuals.

DEPUTY ASSISTANT SECRETARY JONES:

Sure. This is Skip Jones, Takreem. We've started with a rather simple website for the Prosper Africa and we're continuing to build that out.

Right now it is a landing page that can direct people who come to the landing page to
more information.

Eventually what we want to do is make it more dynamic so that any company coming in can get easy access to the full range of services that the U.S. government offers for U.S. companies seeking to expand their business presence in the African market and even for African companies seeking to do greater business or invest more in the United States.

That will be a process of ongoing work, but we agree with you that a very dynamic online platform is really essential to the overall goal of making this whole government coordination vision a reality.

MEMBER EL-TOHAMY: Yes, and experience says that when you do that it will recommend and suggest changes that specific government agencies can -- to do to serve better the specific function and coordinate better.

So, I think this is good and we will be able to help with that.

DEPUTY ASSISTANT SECRETARY JONES:
Super. Thank you.

SECRETARY ROSS: Any other questions?

MEMBER TOTH: Yes, hi, this is Chris Toth from Varian Medical Systems.

One item I wanted to put out there for feedback and perspective of the committee is as we do take actions across Africa how can we prioritize sustainable impact within the geography.

So specifically what I mean in the context of Varian as an example is we're a cancer care company. We supply devices for treating cancer patients.

Our view is we'd like to encourage the committee to focus on it's not just about placement of the technology to help the individuals in the communities, but then how are we creating education, training, sustainability with jobs and up-leveling not just access to care, but social and economic status.

SECRETARY ROSS: I think that's right.

Implementation at the very detailed level of all
those aspects obviously is important to making
the whole thing succeed.

I think that will vary a lot by the
product and the service. But as a concept I
think you're right.

We need to make sure that all the
bells and whistles relating to ongoing and
sustainable implementation are in place.

DEPUTY ASSISTANT SECRETARY JONES:

Secretary, if I can add to that. We have always
everisaged as part of the overall effort not only
helping companies finish deals, but also building
that capacity both physical capacity and
regulatory human capital capacity and engaging in
trade and investment policy interventions to
create a better business environment.

So it's an effort to expand the deal
flow to build the capacity on the African side to
take advantage of the increased presence of U.S.
industry and then the trade and investment policy
engagement try to remove any barriers that
appear.
So Chris, entirely agree with your suggestion and that's one of the key things that we're going to try to be doing in this enhanced coordination across these activity areas of the U.S. government.

SECRETARY ROSS: Any other questions?

CO-CHAIR LANE: Mr. Secretary, I think in the interest of time to stay on schedule let's -- I propose that we can gather any additional questions for follow-up.

But it may be best to turn it over to Ashley and Giancarlo right now, the designated federal officers for PAC-DBIA to outline next steps for the process and to reiterate that we are very much looking forward to developing the recommendations and following through on the tasking that you've given us.

SECRETARY ROSS: Thank you.

MR. CAVALLO: Thanks, Laura. So just a couple of notes from us.

This meeting here, well timed because we actually have our next meeting, the PAC-DBIA
members staff representatives on Thursday.

At that meeting we are now sort of primed to launch into structuring a work plan for tackling the tasking at hand, beginning to organize into sub-working groups, begin to coordinate with the Interagency Working Groups on what kind of a cadence we can set into place to begin regular briefings.

As far as -- we have two more of those scheduled before we would anticipate the next full council in-person meeting where the report would be delivered.

We are targeting end of October, potentially November for that, and we'll be working with you and your schedules to work that out with the Secretary.

And in the interim though we will look into potentially calling some interim teleconferences with you if needed with the Prosper Africa Planning Committee.

And otherwise your staff representatives will be working regularly with
them. Anything I missed, Ashley?

   MS. BUBNA: No, you covered it.
   MR. CAVALLO: Okay. Thanks again to everybody. We look forward to following up very soon and seeing all your staff on Thursday.
   VICE CHAIR SILBERMANN: Thank you all. Thanks very much, Laura. Thanks to the rest of the team.
   SECRETARY ROSS: Thanks, everybody, for participating. Have a good day.

   (Whereupon, the above-entitled matter went off the record at 2:02 p.m.)
anticipate 27:10
apart 17:14
apparently 19:3
appear 25:22
applaud 22:1
appreciate 21:20
apprised 17:16
appropriate 16:13
areas 26:4
Arjan 2:7 5:19
Ashley 2:14 3:19 6:7
26:12 28:1
asking 9:11 13:2
aspects 25:1
Assistant 2:13,16 22:17
23:22 25:9
assure 15:9
assured 12:17
assuring 16:8
attention 14:20
AUGUST 1:8
available 13:16
aware 14:6 21:1
back 6:8 8:12 15:12
barriers 25:21
based 22:6
basis 11:5 19:4
Bechtel 2:4 5:13
beginning 27:4
begins 14:18
behalf 6:5 7:4
believe 11:4 14:12
bells 25:7
beneficial 10:2
benefit 15:22
best 13:3 26:11
better 9:22 10:22 14:22
23:18,19 25:16
Beyond 14:4
blocks 17:10
briefing 1:5 7:9 16:7
briefings 11:21 13:22
27:8
briefly 12:5
Brittany 2:9 6:1 20:6
Bruce 1:20 5:1
Bubna 2:14 3:19 4:3
28:2
budget 16:12
build 15:13 22:20 25:18
building 7:18 22:6,9,14
25:12
business 1:3,12 2:3
5:12 8:11 10:22 12:14
14:8 23:6,8 25:16
businesses 7:12 20:22
CERTIFICATE

This is to certify that the foregoing transcript

In the matter of: President's Advisory Council on Doing Business in Africa

Before: US DOC

Date: 08-20-19

Place: teleconference

was duly recorded and accurately transcribed under my direction; further, that said transcript is a true and accurate record of the proceedings.

[Signature]

Court Reporter