

MARCH
2010



President's Message

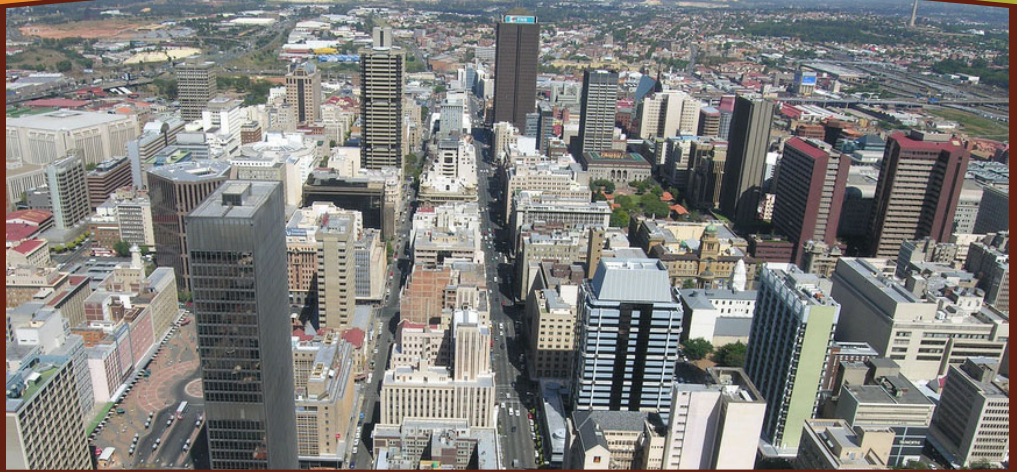
Optimism about Africa, or at least large parts of Africa, is understandable given the continent's promise and consistently rising levels of investment over the past decade. As I and others continue to say, it is in America's highest national interests, politically and economically, to increase U.S. private investment in Africa, particularly through much stronger cooperation between the public and private sectors. With consistency, we have stated that the U.S. needs to redirect national policy from one that has seen Africa as a perpetual aid destination and supplicant to one that works with Africa so that it is a destination for investment and the development of jobs. Few in Africa are truly helped when we constantly pour aid into the continent, with little to show for it except limited progress in development, democracy or transparency.

However, progress seen in countries, like Botswana, Malawi, Mauritius, Mozambique, Namibia, Rwanda, South Africa and Zambia, is never immune from retrograde political events and economic actions that have taken place in other countries, like Madagascar, Guinea, Somalia, Eritrea and Niger. These are often seen as relatively minor nuisances in the greater scheme of things, and anomalies to an otherwise progressive course for most of the African continent. Much more worrisome, though, are trends in some countries that have been viewed by many as among the best hopes and are governed at the top by the best of leaders. These countries continue to be recommended as among the most promising investment destinations, but I believe that now is the time to raise early storm warnings. I am not talking here about impending coups d'état, but rather changes, some subtle, others less so, that threaten to destroy the progress of a decade or more.

For example, Ghana was chosen by President Barack Obama for his first presidential visit to Africa because of the country's free elections and peaceful

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The AFRICA e-JOURNAL



FEATURE

U.S.-South Africa Business Forum Meets in Johannesburg

Organized under the aegis of CCA and Business Unity South Africa (BUSA), the U.S.-South Africa Business Forum held its inaugural meeting on February 23-24, 2010, in Johannesburg, South Africa. The forum's purpose is to foster public-private cooperation in an effort to strengthen and deepen economic ties between the U.S. and South Africa.

The forum's U.S. Steering Committee included seven CCA member companies and was chaired by CCA Vice Chairman Haskell Ward of SEACOM. The committee also included CCA Chairman Mike Dignam of Lockheed Martin Corporation and CCA President and CEO Stephen Hayes. The South African Steering Committee was led by BUSA CEO Jerry Vilakazi and included 10 prominent South African companies. The joint steering group agreed on a strategy and framework for addressing barriers to trade and investment in both countries. The group also agreed to

meet three additional times in 2010 and scheduled the meetings to coincide with high-profile CCA and BUSA events, including CCA's U.S.-Africa Infrastructure Conference on April 27-29, 2010.

The dialogue between the two sides' steering committees identified key obstacles to greater investment between the two countries. Some of the challenges raised by U.S. companies included South Africa's budget constraints; perceptions of the country's black economic empowerment initiatives; a lack of public-private partnership experience; and South Africa's stringent labor laws. South African companies, in looking at issues that cause them difficulty in doing business in the United States, pointed to corporate governance issues; delays in business visas; and cumbersome regulations for listing on U.S. stock exchanges.

The forum's steering group voiced

Continued on page 3...

U.S.-AFRICA INFRASTRUCTURE CONFERENCE
BUILDING DYNAMIC GROWTH IN AFRICA
WASHINGTON, D.C., APRIL 27-29, 2010

THE CORPORATE COUNCIL ON
AFRICA

Financing Africa's Infrastructure

CCA's U.S.-Africa Infrastructure Conference, scheduled for April 27-29, 2010, provides a unique opportunity to access a wide array of funding sources for infrastructure projects in Africa. A recent World Bank report highlighted Africa's infrastructure needs in power, transport and trade, ICT, water, irrigation, and sanitation.

According to the report, Africa needs \$93 billion annually over the next decade to raise its infrastructure endowment to a reasonable level. Some of the players involved and methods employed in financing current and future large infrastructure projects in Africa are profiled in this article.

The greatest source of infrastructure financing is from Africans themselves. The World Bank estimates that African taxpayers and infrastructure users supply \$30 billion in infrastructure financing annually. In addition, some African countries use revenues from commodity and mineral earnings to fund infrastructure development and maintenance. Botswana's use of its diamond revenues is one such example; Equatorial Guinea's use of oil revenues is another and the same can be said for Libya, where the government is funding a \$50 billion+ program to improve housing, roads, bridges, water, and utilities in the country. The program, funded by Libya's oil revenues, is overseen by CCA member AECOM.

The African Development Bank (AfDB) is among the largest sources of capital across the continent. Examples of AfDB supported projects include the Lake Turkana wind power project in Kenya, the Lekki toll road project in Nigeria, and the Enfidha airport project in Tunisia. Regional development banks, like the ECOWAS Bank for Investment and Development, provide significant infrastructure financing. In 2009, the World Bank loaned \$3.3 billion to infrastructure projects in Africa, with an emphasis on regional projects.

The Overseas Private Investment Corporation (OPIC) and the Millennium Challenge Corporation (MCC) are leading U.S. public sector financiers of infrastructure projects in Africa. For example, CCA member Contour Global received \$209 million in financing and political risk insurance from OPIC for its power plant project in Togo. The MCC is currently active in 20 African countries, supporting numerous types of projects

remaining equity. In 2009, SEACOM landed fiber optic cables in east and southern Africa with over 75 percent of the financing for the project coming from African investors. Private equity firms, including Emerging Capital Partners, Pan African Capital, and Zephyr Management, are helping finance a wide-range of projects from construction and real estate to developing transport, ICT, power, and water infrastructure.

Other creative approaches are funding projects. For example, the Emerging Africa Infrastructure Fund is a public-private partnership using USD and EUR debt financing to fund either greenfield projects or refurbishment, upgrading or expansion of existing facilities at between \$10-50 million a project.

Other important sources of project finance in Africa come from the European Union and new strategic players, such as Russia, whose energy giant Gazprom signed a \$2.5 billion investment deal with the Nigerian National Petroleum Corporation in 2009. China, whose ascendancy in Africa has garnered much attention, pledged in November 2009 to grant \$10 billion in low-interest loans to Africa over the next three years.

However, if World Bank figures are even remotely accurate, \$10 billion over three years is little more than a drop in the bucket in comparison to Africa's needs. And it should not be forgotten that U.S. technology and

expertise are highly valued in Africa.

Despite the global economic downturn, numerous institutions, countries, and companies are continuing to finance large, needed infrastructure projects across the African continent. Investment in African infrastructure is a winning strategy for all and should contribute to even greater future opportunities in Africa.

This article first appeared in a recent issue of CCA's Africa Business Report, which is produced biweekly for members.

Photo: www.bwint.org



“The greatest source of infrastructure financing is from Africans themselves.”

such as committing \$127 million for the construction and rehabilitation of roads in Mozambique.

CCA members provide additional private sector models for financing large projects. In 2006, Lonrho purchased a 63 percent stake in Luba Freeport Ltd in a joint venture agreement with the government of Equatorial Guinea who retained the

Uganda Infrastructure and Agriculture Get U.S. Embassy Nod

Infrastructure and the agricultural sectors were highlighted in CCA's monthly ambassadorial videoconference series in February. The special guest was John Hoover, U.S. embassy deputy chief of mission in Kampala, Uganda. Hoover was joined by Susan Corning of USAID's Livelihood and Enterprises for Agricultural Development project and Vincent Balogun, president of the American Chamber of Commerce in Uganda.

Agriculture is the main pillar of Uganda's economy and accounts for 17 percent of GDP and employs 80 percent of the workforce. Hoover pointed out that the statistics indicate low productivity levels while presenting opportunities for improvement in a country that possesses ideal climate and fertile soil and has the potential to be a breadbasket in the East African region.

Uganda also possesses unmet needs

U.S.-South Africa Business Forum Meets in Johannesburg ...continued from front page.

confidence that the opportunities for expanded economic ties outweighed the challenges. Opportunities discussed included U.S.-South Africa business partnership on the continent, and raising capital in South Africa for African projects.

While in South Africa, the CCA delegation met with the following organizations, businesses and officials: Business

for staple foods such as cereals, oil seeds and tubers. Areas under cultivation have expanded by 4 percent in the last year and half. There are opportunities in biofuels, oil seeds and vegetable processing. Subsectors such as coffee, livestock and farm-raised fish are particularly promising sectors for investors. Uganda is now among countries allowed to export farm-raised fish to Europe.

With the allocation of \$560 million for roads this year, the government has infrastructure development a key priority. Less than 30 percent of Uganda's roads are tarred and companies from Israel and Italy are already taking advantage of opportunities to increase that number. Opportunities also exist in Uganda for equipment procurement, project design and management, some of which are related to recent major oil discoveries in the country's western regions.

Photo: [jpslim / www.flickr.com](http://jpslim/www.flickr.com)

Unity South Africa; Gauteng Economic Development Agency; U.S. Ambassador to South Africa Donald Gips; U.S. Consul General in Johannesburg Andrew Passen; Business Leadership South Africa; American Chamber of Commerce – South Africa; and the Pan African Chamber of Commerce.

CCA Makes Sparks at the Power Indaba in South Africa

The Durban-based Power Indaba is the only event of its kind on the African continent. Each year it assembles the who's who from Africa's power sector, including ministerial delegations, power executives, policymakers and international financiers. CCA President and CEO Stephen Hayes was a panelist for a February 23 Power Indaba session entitled "Driving Investment Within the Utility Sector in Africa". Hayes was joined by South Africa's Minister of Energy Dipuo Peters; Minister of Public Works Barbara Hogan; Zimbabwe Minister of Energy and Power Development Elias Mudzuri; and Development Bank of Southern Africa Executive Vice President Admassu Tadesse. The session was moderated by Freek Robinson of the South African Broadcasting Corporation.

Hayes centered his comments on CCA member companies' work to expand power capacity on the African continent by partnering with governments and local companies. He pointed to three elements that are crucial for attracting additional private sector investment: First, tackling inefficiencies in the power generation systems, to make way for increased public/private partnerships that are able to be negotiated with shorter lead times; second, African utilities should move to a market-based pricing model, thereby allowing investors in power generation to earn returns (to this point Hayes added that social supply nets for the very poor can be addressed through structured assistance programs); and, lastly, increase the number of skilled experts by building human resources capacity this is vital to address past issues of facilities maintenance.

CCA's participation at the 2010 Power Indaba coincided with the inaugural meeting in Johannesburg of the U.S.-South Africa Business Forum.

Photo: <http://www.ti-up.org/events> **The AFRICA e-JOURNAL**
MARCH 2010



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South Africa Stakes Claim to Oil Service Industry

South Africa may not be a household name when it comes to producing oil. Nevertheless, South African oil service providers are expanding their horizons in Southern Africa. The South African Oil and Gas Alliance (SAOGA) is promoting the country, and especially Western Cape Province, as a hub for upstream oil and gas services that takes advantage of the country's relative proximity to the Gulf of Guinea. SAOGA's member companies provide upstream offshore maintenance and logistics services and are increasingly targeting Angolan and U.S. companies for partnership.

By focusing on capacity development, technical skills training programs and marketing, SAOGA works to ensure that international companies are engaging suitable South African partners. Complementing SAOGA's efforts, CCA's South African International Business Linkages (saibl) program is working to link small, black-owned South African firms it supports with procurement opportunities with U.S. companies, including in the oil sector, that are operating in the region.

Similarly, in Angola the Centro de Apoio Empresarial, initiated by BP in partnership with Sonangol, Total, Citizens Development Corps and CCA members Chevron and Esso, provides training to improve Angolan SME capacity and competitiveness in the oil and gas sector. With plenty opportunity for synergy between local service providers in both countries, international companies no longer have to look far for eager and capable partners in Southern Africa.

The South African International Business Linkages program (SAIBL) is a business linkage program that builds the competitiveness of black-empowered enterprises through improvements in management, productivity & quality, and use of modern technology. Its mission is to create sustainable business linkages between these companies and domestic & international markets. SAIBL is made possible through funding by the United States Agency for International Development (USAID), and is implemented by the Corporate Council on Africa, ECIAfrica, and the National Business Initiative. www.saibl.co.za

If anything is true about CCA's members, it might well be this: A small minority of members take full advantage of their membership, while most do not and are not aware of the full slate of benefits that are included free of charge when your company becomes of a member of CCA. CCA provides member companies with a continuous stream of trade and investment opportunities from across the African continent; a forum for networking and exchanging information and ideas with other CCA members doing business in Africa; and valuable access to key U.S. and African business and government leaders.

CCA Members: Are You Taking Full Advantage of Your Membership?

CCA members receive the following benefits:

- **Exclusive CCA-organized meetings** with African business and political leaders and U.S. government officials.
- **Participation in monthly breakfast meetings** on agribusiness, infrastructure, healthcare, policy and live videoconferences with U.S. ambassadors in Africa.
- **High profile events featuring African leaders**, including heads of state/ government and government ministers, as well as senior U.S. government officials. This allows you to gain insights on economic conditions and other issues affecting business in Africa.
- **Networking sessions with fellow members** to benefit from their experiences in doing business in Africa.
- **Investment forums on key business sectors**, including agribusiness; infrastructure; energy; project finance; ICT; tourism; and HIV/AIDS-Healthcare, and CCA's Monthly Breakfast Forum, which provides a venue for key business leaders, U.S. and African government officials and policy experts to brief CCA members on timely issues affecting the U.S.-Africa relationship. Effective May 2009, many of these events will be streamed over the internet for those who cannot attend in person.
- **Voluntary and complimentary participation in CCA working groups** on Angola; the Democratic Republic of Congo; the Gulf of Guinea; Southern

Africa; security; and infrastructure.

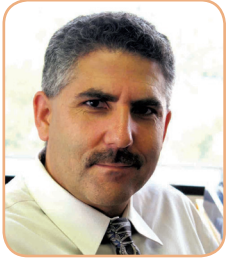
- **Assistance in identifying potential business partners and qualified suppliers of goods and services in South Africa**, Africa's strongest and most developed economy. CCA's South African International Business Linkages program connects American companies at no extra charge with South African black economic empowerment businesses in sectors ranging from manufacturing and business-process outsourcing to crafts and tourism.
- **Support from CCA's infrastructure and security development initiative** in addressing security risks and identifying related public-private investment opportunities.
- **Access to members-only information on the CCA website**, including a database of fellow CCA members, African governments and embassies, non-governmental organizations, key U.S. government officials, and media, as well as CCA-produced bi-monthly analyses of promising business sectors in Africa. Free posting of company news releases on CCA's website.
- **The latest information on trade and investment in Africa**, as well as the promotion of CCA member operations and services, including:
 - **Annual reference guide**, "The History, Geography, Politics, Tourism and Business Potential of Africa and its 53 Nations", provided free by CCA and Business Books International.
 - **The Africa E-Journal**, a monthly electronic publication that features CCA news and events and current Africa-specific business information.
 - **CCA Daily News Clips**, a daily e-mail of news clips sourced from more than 20 media outlets around the world and featuring the latest news on key business sectors and CCA member business activities in Africa.
- **Free on-demand research services** by CCA staff to meet your business intelligence needs, including access to CCA staff based in Ethiopia and Nigeria.
- **Discounted rates** for major CCA conferences and CCA's biennial U.S.-Africa Business Summit.

For more information about how your company can fully benefit from its membership in CCA, contact Vice President for Member Services Tim McCoy (tmccoy@afriacncl.org) or Membership and Marketing Director Rashida Petersen (rpetersen@afriacncl.org).

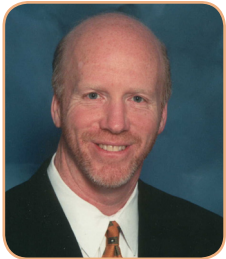
CCA Welcomes New Board Members



Marc Cavaliere was appointed as executive vice president - North America, for South African Airways (SAA) in May 2006. Based at the carrier's headquarters for the Americas in Fort Lauderdale, Florida, Cavaliere oversees all aspects of SAA's presence in the U.S., Canada, Mexico, Central America and the Caribbean. This includes all sales and marketing activities, distribution, administration, government affairs and airport operations.



Jeff Hoffman is the CEO of Danya International, Inc., a dynamic company that provides innovative solutions for social impact in public health and education. He has more than 25 years experience as an executive, clinician and researcher, and has published extensively in a wide range of public health areas. Hoffman initiated the opening of Danya's East Africa office in Nairobi, Kenya and led the public-private partnership pilot study using mobile video phones to monitor TB medication compliance called Mobile Direct Observation Treatment.



William Killeen is the president of the Acrow Corporation, which is a leading manufacturer of prefabricated modular steel bridges with its headquarters in Parsippany, NJ, the manufacturing facility in Milton, PA, sales offices in Golden, CO, Mobile, AL, Toronto, Ontario, and Vancouver, British Columbia, and warehousing in Lafayette, NJ. Killeen's career started at Acrow in 1977 after working in the public sector for a few years. He worked his way through the organization and became president in 1995.



Gary Messina is director, Global Strategies, for Raytheon Corporation. He has a proven track record as a results oriented executive with an extensive international business background which has been primarily focused on Africa. Messina has led multinational projects for several major corporations. He has had a 30-year federal career within the U.S. Department of Justice. Messina has a diverse background, which includes unparalleled knowledge and contacts with the leadership in Africa as well as in the Middle and Far East.



Robert Morris is the Global Tax Network Leader responsible for PricewaterhouseCooper's global industry and specialty services programs, including International Tax, Mergers & Acquisitions, Indirect Tax, Transfer Pricing, Human Resource Services, Legal Services, Climate Change and Sustainability, and Global Compliance Services. Based in Washington, D.C., Morris is also a member of the Global Tax Leadership Team that oversees the entire PricewaterhouseCooper tax business.



Jay Wileman was recently appointed Africa region executive for GE Energy. In addition to this role, Wileman also leads the global strategy for the mining industry across all GE businesses. Since joining GE in 1994, he has held positions in engineering, manufacturing, industrial services, and financial services in the U.S., Japan, Italy, and Australia. Prior to assuming the Africa region executive and global mining role, Wileman was the president and CEO of GE Equipment Services - Rail Services.

Assistant Secretary of State for Africa Headlines CCA Annual Meeting

CCA's Annual Membership Meeting for 2010 was held on February 19, at the Willard Washington InterContinental Hotel in Washington, D.C. The meeting attracted nearly 200 representatives



from CCA member companies, along with invited guests from the African Diplomatic Corps, U.S. government and the NGO community. In "State of CCA" remarks, CCA Chairman Mike Dignam and CCA President and CEO Stephen Hayes provided overviews of CCA's current activities and future plans.

Ambassador Johnnie Carson, the U.S. assistant secretary of state for African affairs, delivered keynote remarks to the lunchtime gathering. In comments directed to the American private sector, Carson said, "Africa's potential is huge...to squander that potential would be nothing short of tragic". He pointed to the U.S. government's efforts to reinvigorate the trade and commerce relationship with Africa. Carson called on CCA to lead the way in Africa for the U.S. private sector and spoke of CCA's "proud history of engagement with Africa, one that must be built upon and expanded."

While not shying away from noting Africa's challenges, Carson singled out success stories in a number of countries, including Rwanda, which garnered the World Bank Doing Business 2010 report's "top global reformer" ranking for successful reforms in seven of 10 business regulatory categories. Other business and policy successes were noted by Carson in Botswana; Cape Verde; Ethiopia; Ghana; Kenya; Liberia; Mozambique; Namibia; Nigeria; Tanzania; Togo; and Uganda. Carson also identified business sectors in Africa with the greatest promise, including agriculture; infrastructure; oil and natural gas exploration; telecommunications; healthcare; and climate change mitigation/alternative energy. *Complete texts of remarks provided by Johnnie Carson and Stephen Hayes can be found at www.africacncl.org.*

Bolloré

Founded in 1822, Bolloré Group is one of the five leading European transport groups and is present in all logistics segments backed by a network of 500 branches in 88 countries, represented in the United States as SDV USA. It is the leading global transport and logistics operator in Africa.

The company is listed and is majority owned by the Bolloré family. The stability of its shareholders enables it to pursue a long term investment policy (more than \$270 million in Africa annually). Bolloré Group has approximately 34,000 employees around the world and it posted 2008 gross revenues of \$10.3 billion, up 14.5 percent over 2007.

Bolloré Africa Logistics is the leading integrated logistics operator in Africa backed by more than 50 years experience on the continent. Today in 41 African countries with 200 branches, it is a major player in port operations, a specialist in land transport and an expert in tailored logistics solutions. Bolloré Africa Logistics

is the leading private port operator in sub-Saharan Africa, with a presence in Abidjan, Côte d'Ivoire; Tema, Ghana; Cotonou, Benin; Lagos, Nigeria; Douala, Cameroon; Libreville, Gabon; and Pointe-Noire, Republic of Congo. Today its port concessions meet European standards and its efficiency rivals the major European ports. Assets in Africa include 5 million square meters of warehousing space and more than 6000 vehicles.

Bolloré Africa Logistics owns and operates over 40 brands in Africa, including SDV, SAGA, Antrak and AMI

For more information contact Brad Cahill (bradford.cahill@bolloré.com) or (703) 729-4461.

ETG

ENHANCING AFRICA'S POTENTIAL

With headquarters in Dar es Salaam, Tanzania, CCA Member Export Trading Group (ETG) is the largest agro processor in East, Central & Southern Africa, producing more than 1.2 million tons of commodities, including maize; millet; rice, pigeon peas; cashews; chick peas; cocoa; coriander seed;

sesame seed; ginger; soya; gum arabic; groundnuts; fertilizers; and sorghum. Other interests include mining, leisure, information technology, logistics and ports. ETC has over 1.7 million tons of storage capacity in more than 500 warehouses in nine countries. Annual turnover exceeds \$420 million.

ETC develops shall-holder, out grower and commercial farming schemes in the region and has agro processing plants in Kenya, Uganda, Tanzania, Malawi, Zambia and Mozambique. The company's logistics infrastructure covers a container terminal, trucking fleet and freight forwarding.

Additionally, Export Trading Group is one of the largest suppliers to the World Food Programme (WFP) in East and Southern

Africa. During 2007 and 2008, the Group supplied 94,000 tons of maize to the WFP.

The company's Techno Brain group is one of the leading IT Solutions & Training Company in Africa with operations in Africa, Australia, India and the United States. Techno Brain's experience provides system integration, business processing outsourcing and offshore application lifecycle services making it renowned for its "Total IT Solutions" approach.

For more information contact Clint Cuny clint.cuny@exporttradinggroup.com, 888 875 0554 x6, or visit on the web at www.exporttradinggroup.com or www.technobrainltd.com.

P&G

Four billion times a day, Procter & Gamble (P&G) brands touch the lives of people around the world. The company has one of the strongest portfolios of trusted, quality, leadership brands, including Pampers®, Tide®, Ariel®, Always®, Whisper®, Pantene®, Mach3®, Bounty®, Dawn®, Gain®,

Pringles®, Charmin®, Downy®, Lenor®, Iams®, Crest®, Oral-B®, Duracell®, Olay®, Head & Shoulders®, Wella®, Gillette®, Braun® and Fusion®. The P&G community includes approximately 135,000 employees working in about 80 countries worldwide.

P&G has been active on the African continent for more than five decades, with operations in Morocco since 1958, in Egypt since 1986 and in sub-Saharan Africa since the mid-1980's through the global acquisition of Richardson-Vicks. P&G's presence in sub-Saharan Africa comprises two main subsidiaries: P&G West Africa, headquartered in Lagos, Nigeria, and with manufacturing in Ibadan, Nigeria, and the francophone West Africa

office in Dakar, and P&G South & East Africa, headquartered in Johannesburg, South Africa, with manufacturing in Johannesburg and a satellite office in Nairobi, Kenya, covering the East African business.

In addition to its business presence, P&G has extensive reach throughout Africa through its leading corporate philanthropy programs, Children's Safe Drinking Water, which has provided nearly two billion liters of safe drinking water in the developing world, and Protecting Futures, a puberty education and sanitary pad donation outreach program to help young girls stay in school.

Please visit www.pg.com for the latest news and in-depth information.

CCA Staff Profile: Mfundo Hlatshwayo



Mfundo Hlatshwayo* joined CCA in December 2009 as program manager. In January 2010 he assumed CCA staff responsibilities

for the U.S.-South Africa Business Forum, which fosters public-private sector cooperation between the United States and South Africa in an effort to deepen trade and investment ties. Hlatshwayo works closely with senior management to develop the program strategy and objectives. He also collaborates with his counterparts in South Africa to strengthen the program's networks and to assist U.S. businesses operating there.

In addition, Hlatshwayo is a research

analyst, providing CCA member companies with critical market and situational analyses. He is the project lead on CCA's Africa Trade and Investment Report.

Before joining CCA, Hlatshwayo consulted at the World Bank, where he played an integral role in producing concept notes employed by the bank's senior economists in their work on country development strategies. His earlier work was as a research analyst at the University Center for Social and Urban Research.

Hlatshwayo holds a Master of Art in Economic Development from the University of Pittsburgh. A U.S. citizen, Hlatshwayo was born in Durban, South Africa, where he spent his early years before moving to the U.S.

**Mfundo (em - foon - doe) Hlatshwayo (sla - shwah - yo)*

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

transitions of political power. However, many business contracts made under Ghana's previous government are now being reviewed and rebid, making it a questionable proposition for new investment. Tanzania, with its own review of past contracts and a series of new laws, is also now making it much more difficult for the private sector to develop. If a contract is to be reviewed with every new government, how can one really invest for the long-term? It is as if each new government in some countries distrusts its predecessors and wants to undo all the suspected grievances. To some extent, this is understandable, but transitions in government should be accompanied by consistency in law and sanctity of contract. This is why an independent judiciary is essential to any nation's stability and the trust of its citizens, let alone its investors. If actions such as those in Ghana and Tanzania become the norm across Africa, the continent will lose significant amounts of new private sector investment.

I wonder if the entry into the African marketplace of countries that have no legal obligation to abide by OECD rules has drastically changed the progress of civil societies and has set back progress made in fostering a more business-friendly climate in Africa. This new investment, especially in infrastructure, has and will benefit Africa significantly, and as such it should be welcomed. What should not be as readily welcomed is the subtle

corrupting influence on whole societies, creating a government less responsive to progress in civil society and the development of a healthy private sector. One also wonders if the discovery of oil, as well as the hope for its discovery in many countries in Africa, will carry with it the infamous "Dutch disease", or whether societies can really inoculate themselves from the toxins of greed that poison the development and the sharing of wealth. The early signs are not encouraging.

It is not enough that a nation elect a highly competent and honest president. Nor is it enough simply to hold elections and peacefully pass on power. These are but elements of a democratic and transparent society. Leadership is important, but so too is a system of responsibility and reason from the ministerial level to the management of cities and states. CCA has always believed that the development of the private sector is vital to the development of the middle class, and that a strong and broad middle class is vital to a stable and progressive society. We do not believe that business should be completely unfettered, as it too must hold to the laws of any society in which it operates. However, it is equally important that businesses have much more freedom to operate than now exists in many nations, and that the transition of political power includes more than the peaceful replacement of one leader with another.

Transitions

CCA welcomes new intern **Michelle Melton**, and incoming Board members **Marc Cavaliere** (South African Airways), **Jeff Hoffman** (Danya International, Inc.), **William Killeen** (Acrow Corporation), **Gary Messina** (Raytheon Corporation), **Robert Morris** (PricewaterhouseCoopers LLP), and **Jay Wileman** (General Electric Company). See *their full profiles on page 5.*

February Events

2/19: CCA Annual Membership Meeting for 2010

2/25: Monthly Video Conference with U.S. Ambassadors featuring Jerry P. Lanier, U.S. ambassador to the Republic of Uganda

2/25: Delegation of 13 South African companies visit CCA

About Us

The Corporate Council on Africa (CCA), established in 1993, is at the forefront of strengthening and facilitating the commercial relationship between the United States and the African continent. CCA works closely with governments, multilateral groups and business to improve the African continent's trade and investment climate, and to raise the profile of Africa in the U.S. business community.

CCA programs are designed to bring together potential business partners and raise Africa's investment profile in the U.S. by developing critical contacts and business relationships and providing a forum for the exchange of information and ideas.

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

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Eurasia Group
Evergreen International Aviation
Export Trading Company, USA
Exxon Mobil Corporation
Family Health Initiative
Firestone Natural Rubber Company LLC
Freeport-McMoRan Copper & Gold Inc.
General Electric Company
General Motors Corporation
Geneva-Risk Ltd.
Global Strategies
Groupe Jeune Afrique
Goldwyn International Strategies
Good Works International
Hess Corporation
Hogan & Hartson LLP
IAP Worldwide Services
Igbanugo Partners International Law Firm PLLC
International Conservation Caucus Foundation
International Executive Service Corps (IESC)
International Relief and Development (IRD)
International Trade Development Corp. (ITDC)
IOTC Financial Services
IPOA
Jean-Raymond Boulle Corporations
Jhpiego
John Deere
Johnson & Johnson
KBR
Kenya Airways
KJAER Group
Kosmos Energy
KRL International LLC
Lazare Kaplan International Inc.
L-1 Identity Solutions
LDB Consulting
Lockheed Martin
LONRHO
M&T Bank
Manchester Trade/CTD America
Marathon Oil Company
Mars, Incorporated
Masfield America, Inc
Medtronic
Merck & Co. Inc.
Minority Business Development Agency
MITC Investimentos Lda. (SARL)
Monsanto Company
Motorola
Moving Water Industries Corporation
MPRI, a division of L3
Nathan Associates Inc.
Noble Energy Inc.
Northrop Grumman.
Novus International Inc
Oracle Corporation
Pan African Capital Group LLC
Patton Boggs LLP
Pfizer Inc.
PHD
Polsinelli Shalton Flanigan and Suelthaus
PricewaterhouseCoopers LLP
Procter & Gamble
Project HOPE
Providence Critical Infrastructure Protection
Raytheon
REED Incorporated
Ryberg & Smith, LLP
SAIC
Salans
Samuels International Associates Inc.
Schaffer Global Group
Schneidman & Associates, International
SEACOM
Shell
Smart Inc.
SOC (Special Operations Consulting)
South African Airways
Standard Bank Group, Ltd.
Structured Credit International
Sunoco, Inc.
Symbion Power
Tetra Tech, Inc.
The Africa Channel
The Agulhas Group
The Boeing Company
The Coca Cola Company
The Whitaker Group (TWG)
TravelTalk Media
United Bank for Africa Plc.
United States Soybean Export Council
Universal Leaf Tobacco Company
ViaSat
WambiaCapital
Whitney, Bradley & Brown, Inc.
World Cocoa Foundation
Zephyr Management