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

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

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

We're sorry that Secretary Pritzker can't be here but we're very excited to have you here, Deputy Secretary Andrews.
I say as a Canadian, I think it's very good that they're spending time to try and deepen relationships in Canada. That's probably the only excuse I could say on that front.

(Laughter.)

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

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

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

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

I think one of the things the Secretary has been making very clear to us is the
durability going through cycle. No matter what, who's elected and where it is this is a long term approach to deepening business relationships between the U.S. and Africa. So we're excited that that will continue.

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

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

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

Africa will have the largest absolute working age population in 15 years and we know that what drives productivity is actually labor.
And so if we can help figure out how to ensure that that labor gets employed and goes after the opportunities of the continent I think we're going to see a lot of things happening.

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

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

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

That said, it's one of the least integrated continents on the planet. Last week
we wrote this up, I was going to compare it to the EU but I may decide not to do that right now.

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

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

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

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

18 months ago, I believe it was, we gathered and talked about what we would attempt to take on.
And I'm really pleased to be here today and offer my appreciation to the White House support that we've received, the colleagues that are around the table, the agencies and so forth that have really put together a set of recommendations that we think will address President Obama's objectives for Doing Business in Africa.

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

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

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

As we've moved through this process we've developed the recommendations again and we think that it will not only strengthen our
economy but create fast-growing economies in Africa.

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

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

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

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

And that transparency really gives people the impetus to keep this going and ultimately really provide the infrastructure and
the jobs to transform people's lives.

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

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

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

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

DEP. SEC. ANDREWS: Great. Well,
thank you so much, Dominic and Karen. I want to extend a warm welcome to everyone here today. I knew that each of you and your staff’s have worked very hard over the past year and a half to make PAC-DBIA a real success.

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

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

I also want to thank Secretary Pritzker and want to say on her behalf that she sends her apologies. She is missing today’s meeting.

As some of you know, President Obama asked her to join him for the North American Leaders’ Summit in Canada and it turns out when
the President asks you can't say no. So she wanted me to pass along her regrets for not being here.

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

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

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

When American companies announced over $14 billion of investments in Africa, the President charged Secretary Pritzker with assembling a council that could offer advice on how to create jobs in the United States and Africa through investment in trade, connect American businesses with potential African business partners, and keep the private sector
engaged in policy making and our investment strategy in Africa.

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

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

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

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

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

Your recommendations were also
instrumental to our ongoing development of a
U.S.-Africa Infrastructure Center pilot project,
our first ever Cold Chain Symposium on East
Africa and which included the release of an
assessment report on the Kenyan market.

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

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

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

Still, our work is far from complete.
We must continue seeking solutions to build
modern infrastructure, create more jobs and
opportunity for young people, and expand access
to education in the internet.

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

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

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

By 2050, 25 percent of the world's
population will be African and this will increase
to nearly 40 percent by 2100.
Despite this tremendous growth, only a small percentage of U.S. companies currently do business in Africa. Together we must do more to ensure that our businesses, investors, and entrepreneurs are able to capitalize on the extraordinary opportunities that await them in the continent.

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

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

In 2014 we answered the question, why Africa? This year we will answer the question, how? How do we effectively do business in
Africa? How can we grow partnerships between U.S. and African companies? How do we spur trade, investment, and job creation between our two continents?

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

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

The Department of Commerce is committed to this Council and the continuation of its mission to increase trade and investment and to build prosperity throughout the United States and Africa.
Thank you for your time and effort that you have devoted to PAC-DBIA. I look forward to hearing your observations and recommendations today and for your continued engagement in the years to come. Thank you.

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

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

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

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

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

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

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

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

The agencies gathered here are
committed to this work and a number of them have
led in some of the President's signature
initiatives and those things that we have done
have only been possible because of the work that
they have done with those of you in the private
sector.

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

In September when we will be having
the African Business Forum which we think will be
an event that highlights the success that we have
had over the years and gives the ability to
demonstrate some of the great deals that have
been done by U.S. businesses in Africa, we look
forward to you not only attending but helping us
build up a list of deliverables that allow us to
demonstrate the true commitment that we have to
the continent.
And I'll end where I started by saying a word of thanks to you all. But the reality is that there is far more for us to do and I'm looking forward to getting a chance to do it with you. So thank you for having me.

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

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

A year ago Congress authorized a ten-year extension of AGOA under the Trade Preferences Extension Act of 2015. Pursuant to that Act, USTR has two reports that are being released to Congress today.
The first is a report, biennial report, on the implementation of the African Growth and Opportunity Act. And it updates Congress on the status of AGOA one year into its extension.

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

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

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

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

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

So thank you for the continued work that you do, the importance that you place and that this Administration places on our U.S. trade and investment in Africa.
We look forward to hearing your recommendations today, be interested in your thoughts as you review these reports that we provided to Congress and look forward to a continuing discussion as you deepen your relationship and we deepen our relationship throughout Africa. Thank you.

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

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

And I thought I'd have Karen just give us some of the highlights. We're not going to go through it all here but there was a sort of joint work in pulling these together and that helped
form the basis for the sort of third set of recommendations.

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

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

And there was also a lot of focus on small business jobs and entrepreneurs which was consistent in both countries that we visited. As we visited in Nigeria, it was interesting. We had a very diverse group again
of government officials, businesses, American businesses, Nigerian businesses, diplomats, and so forth.

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

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

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

The Government presented to us what they were going to do around those issues that we all had alignment with. And the Government committed to address transparency, they committed to address the supply for the power. They committed to providing training and so forth.
And also a key issue was to address corruption, so in Nigeria we had a long list of things and again, their government committed to making those steps. It will take a while but nonetheless, they've committed to make those things happen. 

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

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

Not only was it in a single facility but the time within which you had to get everything done was shortened by that expediency. So Rwanda was a very interesting trip. We also, of course, had the Eastern Africa countries there and that allowed us to
talk about opportunities to increase cross-border activities and work on other matters that would accelerate commerce there.

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

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

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

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

And at the end of the days in Rwanda
when we were in the big session, some of you who were there, you might remember that President Kagame talked about, we know what needs to be done, why aren't we getting it done.

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

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

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

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

With respect to Nigeria, I think there are three points that really came across being there on the ground. One was the quality of leadership in government.
Second is a change in the culture on the ground relative to corruption. And third is an understanding of the deep entrepreneurial nature of the youth that we speak so much about who are the future of that country and the continent.

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

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

He was trained in the U.S. with an MBA. Worked on Wall Street for some time and then started what is considered to be a very well regarded private equity management firm in Nigeria that has raised four or five funds quite successfully.
And this person gave a very lucrative career in the private sector to serve his country. I think that that speaks very highly of the type of government that has been assembled in Nigeria and that we can expect great things from a group of people who are so committed and are willing to make personal sacrifices in order to advance the interests of their public sector.

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

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

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

And I think that's really what one is seeing today in Nigeria, is that the attitudes are changing on the ground among the common person.
It's the talk. It seems to be what people really feel in their hearts is essential to the development and advancement of the country. And so I think that that's something that I wanted to just highlight that may not come across on paper.

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

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

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

I think that to appreciate the commercial sensibilities of young Nigerians in particular, their ingenuity to solve problems, there are, we know Nigeria is a very difficult
environment in which to operate.

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

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

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

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

So I think those were the highlights
for me in terms of what came out from the trip to Nigeria.

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

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

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

MR. IRELAND: Thanks, Karen. It's kind of two ends of the spectrum on the trip that
we took in that you're in one country that has 160 million people and a large economy and then the other one the total amount of population doesn't fit in half of Lagos. But again with a vibrant economy.

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

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

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

They're working their way through
issues as we speak. But there's still a good solid positive focus on it.

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

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

(Laughter.)

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

You then go to Rwanda and Rwanda is a small country. And one of the issues that, the big issue there that I think helps drive the
success of the Rwandese is the regional focus of the East Africa community.

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

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

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

And the only way that we're going to make sure that we can get accessibility to all the aspects of trade et cetera, is through regional integration, which I think we have. EAC in the east, SADC in the south and then ECOWAS in
the west. Some better than others, but that's going to be a key.

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

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

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

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

MR. WILSON: Yes, I think just to echo everything that's been said, maybe starting with
thanks to the staff especially for organizing
this big and complicated trip. Trish was herding
cats and did a great job so let me just echo
that.

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

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

At one point they actually said, you
know, they recognize the fact that they're I
think 169 out of 189 after Iran and Iraq and the
ease of doing business scale. You know, we
didn't raise that, they did. You know, so
they're getting that and very anxious to change
that perception.
The other priorities were around infrastructure. You know, clearly power and transportation which we experienced personally in traffic and information technology.

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

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

VICE CHAIR DANIEL: Thank you. Rahama Wright?

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

It's a bittersweet moment now that our
appointment is ending and personally I've really enjoyed serving with all of the Council members. Being the entrepreneur in the group it's been an incredible experience learning from senior level executives and I really appreciate the opportunity I've had to serve my country in this way.

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

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

And as Rwanda is a leader in terms of
regional integration my hope is that the policies
that they've put in place to support women is
something that we can see happening in other
countries in the region. Thank you.

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

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

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

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

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

And if you recall that everybody was
having challenges trying to -- the dollars out of
Nigeria. And I think it's good to know that recently Nigeria just adopted a fluid-rate exchange policy which should take care of the challenges most people have in that area.

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

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

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

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

PRINCIPAL DAS VINEYARD: Thank you very much. It was an amazing opportunity to get
to work with all of you, sorry, and to learn from all of you and see Africa through your perspectives.

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

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

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

CHAIR BARTON: Thank you.

ASST. SEC. JADOTTE: Dom, I'll only again echo our collective thanks to you and the
other Council members for your service.

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

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

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

CHAIR BARTON: Thank you very much,
Marcus. Any other comments? We might then shift to the recommendations. Again in the report there's the full trip report with even more detail but thank you, everyone, for that. It's kind of the highlights and the overview.

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

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

VICE CHAIR DANIEL: Was that comment for me?

CHAIR BARTON: No.

VICE CHAIR DANIEL: So our first recommendation relates to the Energy and Power as
Dominic just outlined. Everywhere we go we understand about the importance of energy infrastructure towards, you know, the economies and the quality of life, of security.

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

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

There are going to be others that talk about this recommendation so I'm not going to go through it in a lot of detail but I would just say that reliable power is critical for growing economies and the ability to continue to grow and meet the needs of the people in the various regions so it's a very important aspect.
And I think we are at a place where some of our U.S. companies like GE's going to talk, Black and Veatch, so forth, where we could provide more competitive solutions to help bring this power to bear.

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

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

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

MR. IRELAND: Okay. Thanks, Karen.
From a power standpoint in Nigeria it's obviously one of the critical aspects to their economic growth. We, you know, had a lot of review with this with both the private sector and the government team when we were there in January.

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

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

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

The issue with generation is key, obviously. Some of it's fixing what's there,
some of it's getting the stranded assets, whether it doesn't have transmission and or doesn't have fuel but there's equipment there, are all pieces of what they need to work on and the power minister is working that. We've had a subsequent meeting with him as well.

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

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

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

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

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

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

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

The other piece, Nigeria is a piece of
that but also elsewhere in Africa right now is a
sense of urgency in getting these Power Projects
done from the standpoint of the governments.

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

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

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

    So it was again, the highlight of the
meeting was again focusing in on what the issues
were from a Nigerian perspective especially in
power. They're the ones with the biggest deficit
and fixing that is going to be absolutely
critical.

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

VICE CHAIR DANIEL: Next we have Gayle
Smith.

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

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

I'm going to say a couple things
generally on Power Africa and this
recommendation. We have our Power Africa
coordinator here. And we've got Elizabeth and
Lee, and Wanda, and we've got -- the whole crew
is here because this fortunately is a broad
interagency effort.

And one specific thing about Nigeria.

As a matter of policy, and we've been quite
focused on Nigeria, getting the power sector
where it needs to be is something that I think
we've all agreed is a top priority.

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

So we are also and simultaneously
working with them on how do you do that?
Particularly the agriculture sector where they
have great potential. While also dealing with
things like a shocking fact is their statistics
on maternal child health rivaled in the
Democratic Republic of Congo and Somalia.

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

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

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

The problem we were trying to solve is that there were potential good projects, potential willing capital, and the two were not getting together. And what we were up against was, as you all well know, perception of risk,
regulatory problems, real risk, the absence of sufficient tools. And the fact that nobody was really working on this to help break down those risks. I think that's one of the things that Power Africa has taught us.

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

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

And so I think if we can figure out how would we break it into pieces and sequence it
would be very easy. And I think Jay, you're right, I think we share the frustration that often the lag in getting a transaction to close is one of these constraints that's posed a problem in the first place.

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

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

So we might want to think about how can we work together on this, but create expectations that are ambitious but also realistic, given again the challenges that are Nigeria? And I defer, Andy, you may want to add, or other colleagues in terms of more specifics.
CHAIR BARTON: Yes, we should recognize Andrew who's been playing a critical role all the way throughout this. So I would love to hear your comments.

COORDINATOR HERSCOWITZ: Great, thank you.

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

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

And if you look at Nigeria, and people ask us about how's Power Africa going? It's going quite well. But our numbers don't reflect that. And that's largely because of some of the
issues that we faced in Nigeria related to
currency and commodity prices over the last year.
And those seem to be getting sorted out, so I
think a lot of the investors have been on the
sidelines and are ready to go in.

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

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

And so these recommendations are
consistent with what that need is. And we've
been responding to it all along. We now have 20
advisors on the ground. And that's what makes Power Africa sort of unique. We have this "boots on the ground" mentality. And we have the ongoing interaction with pretty much everybody who's sitting around this table, to find out what do we need to be doing to take a focused approach and make sure that we can achieve our results?

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

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

We need to continue to take that deal by deal focused approach. Identify obstacles
that we can actually overcome. And at the same
time continue to do the capacity building that
our colleagues at commerce, and TDA, and USAID
are doing as well.

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

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

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

PRES. LITTLEFIELD: Thanks so much,
Dominic.

I just want to say thank you again to
all of you for your service on this Advisory Council. You know just as a small, small but vital, and telling indicator, of just how important Africa has become to the Obama administration.

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

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

We've seen an unprecedented coordination amongst the USG agencies and tools. So that developers can look at all of us together at one time, at one side of the table, as to how
we can be helpful. People also have seen an alignment of our different tools and instruments across the U.S. government being brought to bear on specific projects.

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

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

So I think Power Africa has really far exceeded the expectations that the market had of
it. I just again, hats off to the U.S.A. team
led by Andy because it really has been an
extraordinary whole government effort.

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

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

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

And so I would just close by a plea to
this terrific advisory group. If you all could
tackle specifically some of the very technical
specific legal hurdles that are holding back not
only OPIC's financing, but all of the other
development finance institutions that are
providing the bulk of the financing for power on
the continent. It would make a big difference in
moving the needle on rolling out power in Africa.

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

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

So it's a very important topic. We
appreciate everyone's interest. So we're going to have to move through to the next recommendation. Thank you, Dom.

CHAIR BARTON: Yes, go.

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

So I will turn it over to Mr. Wilson.

MR. WILSON: Yes, thank you, Karen.

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

So Rahama.

MS. WRIGHT: Thank you, Dow.

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

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

The third is to involve the US Department of Education and Labor in vocational and technical training program design. Including leading a delegation of U.S. vocational school directors to Africa to strengthen linkages and knowledge sharing.
And then the last is to create a global framework devoted to workforce development within the Global Development Alliance. Focusing on agriculture, transportation, healthcare, and supply chain management. Thanks.

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

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

We'd love to, and certainly the Council strongly supports, the 2017 fiscal year appropriations request and recommend that the administration provide the financial resources to
fund the USTDA programs, with some additional enhancement support for project implementation assistance. Kind of expanding again, you know on power replicating the global procurement initiative.

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

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

You know financing project management,
healthcare professions in this particular case. It was really a terrific job and certainly extending that would be terrific.

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

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

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

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

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

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

ADMINISTRATOR SMITH: We like all of your recommendations if I can just stipulate. So thank you again. They -- no they're really helpful and it's clear you've put a lot of thought in this.
And if I could take these in reverse order and also apologize as I've got to head to another event here on the compound in a short while. But let me start at the middle and say that USAID officially and enthusiastically supports the budget request for our colleagues in USTDA. Because I think you all recognizing that this is an agency that is small but mighty is very important. I worked on the budget when I was here. And still support it where I am now.

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

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

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

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

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

One way we're doing it that I would
like to flag -- that I think is going to prove
evertheless important -- is in the context of the
global health security agenda that the president
launched the year before the Ebola epidemic.

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

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

       I think your recommendation on how can
we do this more effectively with the private
sector is a terrific idea. And one of the things
we might want to do is take a look across the
board at where our American companies invested in
the health sector in Africa. And where might we
marry that to some of the work we're doing on
systems strengthening and training? And kind of map it out so that we're doing more than just ad hoc.

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

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

I think the challenge is scale. And how do we get to scale? And I think it would be worth thinking through whether there's some
things that we might do to build on the
recommendations you make.

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

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

I think there is space, EIC is an
obvious place to start. I think you could do it
in ECOWAS as well, to talk to our partners about
how do they do regional workforce development? Because they all need, if you did a crosscut, they all need certain types of training.

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

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

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

The last two things I would mention,
we're with you on the tool of a GDA. We think those have been increasingly powerful, but was the points about entrepreneurship. I just came from the Global Entrepreneurship Summit. The African representation was spectacular.

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

And so that's something that we're trying to get as far as we can on now. But we would love to pursue this in greater detail.

Thank you, very, very much for making it as prominent as you have.

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

The one thing that I do want to say is I do want to thank everyone on the Council for
their thoughtfulness with respect to the report. And Teresa made an excellent point with respect to Nigeria, and people who are in the private sector, who then went back and did public service. We have that in the U.S. as well.

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

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

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

With respect to the recommendations,
you've heard we've been involved in Power Africa.
I totally agree with Jay with respect to the whole spectrum. We've been involved with distribution as well as generation. And I'm really looking forward to someone doing transmission.

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

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

So especially with respect to Power
Africa, in the past people would do a piece and kind of leave it. What we want to do is to see from the very beginning. We have a person tracking the project all the way from the day it walks in our door, until it gets financing and implemented.

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

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

DEP. SEC. ANDREWS: Very briefly, so the Department of Commerce, we've made skills and workforce a priority. Not just in the United States, but also recognizing the importance of this issue in Africa. Assistant Secretary Jadotte led the first ever education trade mission is West Africa in March.
And also your recommendation -- and we hope it's the first of many -- because this recommendation that you've made about a trade mission of vocational and technical institutions is something that we'll very seriously look at. And I think was a good idea.

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

CHAIR BARTON: Thank you very much.

It was a very good robust discussion.

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

The third recommendation is around the U.S. commercial dialog and engagement. And I'm
going to turn it over to Teresa to take you through it. But I just wanted to emphasize three aspects to us, that we felt, at least I felt were particularly important.

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

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

But the second point I think that we really want to reinforce is you know we're recommending to work with Congress to fully staff the commercial service positions in Africa. We were very impressed with what various groups in the U.S. government are doing. And we need to resources to be able to deliver on this. And so
we just wanted to make a particular point of that.

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

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

MS. CLARKE: Thank you, Dominic.

I'll try to be very brief. I must be brief. But I think the main point that I would say that, again trying to read between the lines, and why this is so important is that because we are talking about our commercial engagement which
might be different from other types of engagement the government has. And in the context of a commercial engagement, it's a two-way street.

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

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

And so for this reason we think that some of the recommendations such as funding for U.S. commercial service employees and other ten, in ten Sub-Saharan African countries, is really important for us as the United States to be able to have the same type of visibility that China in particular has when we try to engage with business on the ground across the continent.
We've also recommended that the president take another trip to Sub-Saharan Africa prior to January 2017. His trips have been very important in raising visibility of U.S. business on the ground. And we think that this type of visibility is absolutely essential for us to be able to be good business partners with our counterparts on the continent.

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

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

MR. ADEOSUN: Thank you, Dom. I actually think this is probably one of the most important recommendations we've made. Because I think it cuts through all the other recommendations. What Teresa just touched on,
the idea of the president taking one more trip to Africa is so significant. Because if you think about it, the biggest challenge for commercial investors in Africa right now is the high risk perception.

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

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

They can get returns of close to five percent yield in developed markets. But would like to invest in Africa, but will expect a higher premium. If you can just get that premium
down, maybe an additional five percent premium.
You would find that a lot of the institutions
would be investing on the continent.

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

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

DEP. SEC. ANDREWS: Thank you.

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

This is something that we currently do
with a number of other countries. And we've found these to be an incredibly valuable tool. Both to be able to have a dialog about high priority issues and an opportunity to get rid of commercial impediments.

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

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

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

I also want to just speak briefly to
the recommendation about increasing the commercial service staff, which is the Foreign Commercial Service staff is an incredibly underappreciated resource of the United States government. And I actually think it's one of the highest value.

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

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

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

DAS WHARTON: Yes, thanks very much. From the perspective of the Department of State, let me start off by thanking you all for the work you've done on the PAC-DBIA forum.
But I also want to thank in absentia, my colleagues at our embassies in both Nigeria and Rwanda, and across the continent for the work that they've done to help make this meeting possible. But of course the work that they do all the time.

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

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

So let me just close with the idea that in competing with other nations, especially
with the Chinese. I think thanks to the work that we've done on human resources over the years, whether that's the YALI program, precursors of the YALI program, U.S. education programs, African Women's Entrepreneurship Programs, we have capital in Africa that our Chinese friends may not have.

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

CHAIR BARTON: Thank you.

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

VICE CHAIR DANIEL: Our fourth recommendation relates to travel routes and transportation infrastructure. As you can imagine with the implications of growing economies and population, there are needs around moving goods. On the rail side, there are needs around moving people between countries and so forth.
So we put together a recommendation that Jay is going to walk us through on how to improve the investment in our transportation infrastructure. So Jay.

MR. IRELAND: Thanks, Karen.

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

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

And building out the Aviation infrastructure from a safety standpoint on what's on the ground, at airports, et cetera. But also from a rail standpoint a lot of dilapidated rail. And one of the issues on rail infrastructure is
that most of it's very old, mostly built by the
colonial countries that went in.

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

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

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

Ms. Felton, Ex-Im bank, yes.

(Off microphone comment.)

FVP FELTON: Is this working here?

CHAIR BARTON: No.

(Off microphone comment.)

FVP FELTON: -- and in many of them,
I could probably inject, but I wanted to wait
towards, until near the end just because so many
the recommendations pertain, actually relate to
Ex-Im Bank. And I thought I could just sort of
type editor, the point. With respect to the
power situation and infrastructure, large amounts
of power in Africa and recommendations on
mobilizing international financing.

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

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

We have been out of business
effectively for exactly a year tomorrow.
Tomorrow is the one year anniversary. We as you
all know, our charter lapsed in June, on June
30th last year for five months. That was unprecedented. We have been without a board quorum since then. So we cannot vote on any transaction, move on any transaction over $10 million.

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

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

And lastly there was a recommendation around promoting more coordination and collaboration among the U.S. government agencies. And I would just suggest that Ex-Im Bank is an important part of that.
So that while our financing is conditioned upon U.S. procurement, that's again there was a comment early on about the opportunity for mutual benefit between the United States. We can not only keep jobs here in the U.S. with our financing, but we can also help create jobs in Africa.

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

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

VICE CHAIR DANIEL: Jenny.

ASST. SEC. McDERMOTT: Hi, first, I'm substituting for Jenny Rosenberg. My name is Susan McDermott, Department of Transportation.

And I'd like to say that we were thrilled to see
that an entire bullet was devoted to travel
routes, and transportation infrastructure.

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

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

And so for several years now, we have
managed what we call the Safe Skies for Africa
program, which is an aviation safety program that
conducts training and capacity building across the continent.

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

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

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

So that the Ghana Academy will train people from across the continent themselves. And
we will not have the FAA inspectors be moving across the continent and training in large bulk as we do now.

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

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

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

And here too, it identifies promising
African transportation practitioners early in their careers as to how do you really build a transportation expertise inside of government? How do you become transportation planners? How do you get these plans implemented as a government official? How do you go forward?

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

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

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

CHAIR BARTON: Thank you very much.
Arun, please.

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

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

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

Our focus is very deal oriented. We
want to make sure that deals get done for U.S.
companies, along with capacity building.
CHAIR BARTON: Thank you very much, Arun.

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

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

CHAIR BARTON: Yes.

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

(Laughter.)

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

So I think this is something that can be done. It's difficult from the standpoint of Africa's 54 countries. You need to prioritize which ones might make the most sense. But
definitely if you think about the economic potential of a lot of these countries, I think we need -- we, U.S. government -- needs to think about establishing treaties with at least the ones that we can leverage the most, so.

CHAIR BARTON: Thank you, Jay.

Bruce over to you.

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

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

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

(Laughter.)

CHAIR BARTON: Good, well that was fast. Is there any other comments?
(No audible response.)

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

Yes, please.

(Off microphone comment.)

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

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

And the recommendation around the commercial service offices is a very, very important one. It has helped us identify
opportunities. And we found that where there
have been people on the ground, it has really
created knowledge sharing and information
sharing. For us, it's very valuable.

CHAIR BARTON: Thank you.

Wally.

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

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

And ultimately the only way that we
are able to continue that kind of work is through
groups like this, and this partnership. I know that we are going to be renewing this organization. And we ask you not only to think about serving again, but think about who all should be around the table.

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

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

But also to help build some momentum going into the next administration. Because we think that it is critical that we not only do a great deal for Africa up to January 20th, 2017.
But the president wants part of his legacy to be the fact that we remain economically engaged with Africa. Not for the next five to ten years, but for the next 50 years.

So I want to thank you for the recommendations. And look forward to continuing to work with you.

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

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

(Laughter.)

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

So I want to move for a vote to adopt the full recommendation report. The trip report, and the five recommendations that we have.
VICE CHAIR DANIEL: And I will second that motion.

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

(Chorus of aye.)

CHAIR BARTON: If you disagree, please say nay.

(No audible response.)

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

(Applause.)

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

I would also like to take the
opportunity to express our appreciation to Secretary Pritzker for her leadership and the ability to really help us get things done. And watch her in action as we took our trip to Nigeria and Rwanda. It was very good.

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

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

Ultimately, as I've said before, I think it's about the people. And as we move toward these greater economies, I hope that it becomes the skill of the people that provides the
health and prosperity of Africa for a very long time. So that's a very worthwhile investment. And I'm delighted personally to be part of it.

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

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

But also, as I think about reliable power, it's a must. We all know that. We'll get that done. But the last bit that I will say relates to our trip to Rwanda. And many of you
know who were on the trip. The first stop we made was to the genocide museum.

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

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

CHAIR BARTON: Thank you, Karen.

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

I think that bringing the private section with the public sector, with as Wally said, is sort of a long term view. A 50 year view as opposed to a one year view, I think is remarkable. And I wish more leaders around the world did that type of thing.
And what again, Secretary Pritzker, --
who as Karen said -- it isn't just her foresight,
logic, business acumen -- it's her energy. I
mean it was hard to keep up with her frankly over
those few days that we had. And I think that's
just to me symptomatic too of the government.

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

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

I also want to thank my fellow Council
members. It's been a terrific group. A fun
group. Very few of us knew each other actually
when we got started. But we got to know each
other very, very well through the course of the
last 18 months. And I think that that's been a special benefit of the process.

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

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

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

(Appause.)

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

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

This is to certify that the foregoing transcript

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

Before:

Date: 06-29-16

Place: Washington, DC

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