



# The AFRICA e-JOURNAL

FEATURE

## President's Message

An ongoing challenge for the United States is the need to establish Africa among our highest geopolitical and commercial strategic priorities. As I have said before, not doing so will very likely result in African nations doing just as the United States does, namely gravitating more and more toward those countries with which there is the largest amount of commercial and other relationships. This movement away from the United States would occur not only at the commercial level. It would also take place in the political and social arenas.

So, at CCA, what are we doing to identify ways for enhanced commercial interactions between the American private sector and Africa? For starters, we have entered into bilateral agreements with our equivalent associations in Nigeria (the Nigeria Economic Summit Group) and in South Africa (Business Unity South Africa). We have also recently signed a MOU with the newly formed U.S.-Kenya Chamber of Commerce, which will locate its Washington presence inside the CCA office suite. Our partnership with the U.S.-Angola Chamber of Commerce has strengthened significantly. Furthermore, we are weighing the merits of holding some of our major conferences in Africa, while looking forward to forming a small business partnership center between Africa and the United States that we hope will receive funding from the U.S. government.

I believe at the same time that the end of the Cold War and a changed global political reality may present us as never before with opportunities to boost our own economy through partnering with international allies, both old and new. Through our interactions with the Federation of Indian Chambers of Commerce and Industry (FICCI), the Canadian Council on Africa, Japan, and

*Continued on page 7*



## More Gateways into Africa

McKinsey's recent quarterly report on African growth opened with the evocative observation that "Africa's economic pulse has quickened." Traditionally, investors kept their finger on this pulse by maintaining a presence in South Africa, "the gateway" to the continent. However, numerous other African countries are emerging as viable gateways today, especially as entry points into developing regional economic communities (RECs).

South Africa remains the biggest economy on the continent and the Economist recently observed that "South Africa boasts private companies, banks, financial markets and auditing standards that are as good as any, anywhere." Accordingly, South African companies such as MTN (telecommunications), Standard Bank (financial services), Adcock Ignam (pharmaceuticals), Barloworld (power), and Sanlam (insurance) continue to operate and expand into sub-Saharan Africa, and American companies such as Starbucks and PayPal make South Africa their first stop on the continent. The Taxation Laws Amendment Bill 2010 currently circulating for public comment in South Africa will help South Africa cement its gateway status by offering tax incentives to companies launching their sub-Saharan operations from South Africa.

However, focusing on South Africa's successes leaves much of the continent's

recent story untold as the rest of the continent has not stood still. Annual sub-Saharan growth rates of six to eight percent between 2002 and 2008 substantially altered the investment climate in select countries. More importantly, McKinsey Global Institute Research shows that "resources accounted for only about a third of the newfound growth. The rest resulted from internal structural changes that have spurred the broader domestic economy." Examples include mass privatizations in Nigeria, free trade agreements in Morocco and Egypt, property rights and judicial reform in Rwanda, and a slate of reforms in Senegal, Botswana, and Burkina Faso designed to facilitate international trade, boost employment, and make it easier to start a business.

As companies formulate an investment strategy to take advantage of the rapidly improving investment climate in sub-Saharan Africa, they should recognize that South Africa is no longer the only entry point into the African continent. Regional nodes such as Nigeria, Ghana, Egypt, Tunisia, Angola, and Kenya now offer alternative "gateways" to new consumers and sector specific opportunities.

*This is an excerpt from the original article that was recently featured in CCA's Africa Business Report, which is produced twice monthly and is available in its entirety to members online by clicking [HERE](#).*



## South Africa and Oil: Mixing Well

This past May, thousands of industry experts and companies from all over the world gathered to showcase their technologies, services, and to do business during the Offshore Technology Conference in Houston, TX. And it appears South African oil and gas companies who set out to make their name at the conference have met success on which to build their reputation further.

Even though South Africa is not a household name in the oil and gas industry, the country has a number offshore exploration and production activities currently underway. South African companies, adept in providing upstream oil and gas services, fabrication and construction, as well as repair and maintenance, were present along with the country's umbrella organization – the South African Oil and Gas Alliance (SAOGA).

In a networking reception organized by CCA's South African International Business Linkages (SAIBL), the U.S.-Angola Chamber of Commerce, and sponsored by Baker Hughes and CCA member Chevron, about ten South African companies networked with over 70 U.S. and African oil and gas counterparts. During this reception and throughout the conference, SAOGA members met with U.S. companies who are interested in joint ventures, finding agents and distributors for their products in South Africa and the rest of the continent. South African service providers' regional ambition was also viewed favorably by U.S. companies interested in opportunities in Africa. Duncan Williams, managing director of Baker Hughes Angola gave opening remarks and stressed the need to collaborate among African and U.S. companies to further develop the capabilities of local service providers. Other CCA members in attendance included Agility, United Bank of Africa and Standard Bank.



## Boeing and RwandAir Seal a Deal

A reception held on May 13 at Boeing's offices in Arlington, Virginia, celebrated two major milestones by Rwanda: the purchase of two next-generation Boeing 737-800s by RwandAir and ratification by Rwanda of the Cape Town Convention. The sale expands the airline's capabilities beyond regional jets to large civilian aircraft. (L-R) James Kimonyo, Rwanda's ambassador to the United States, and Jeff Hofgard, Boeing vice president for international operations and policy.

## America is Missing the Boat in Angola

U.S. Ambassador to Angola, Dan Mozena, stressed that Angola is not for the faint hearted and nor is it for companies who are just starting their foray abroad. Ambassador Mozena, who is completing his term as U.S.'s top diplomat in Luanda, was speaking to U.S. companies in Washington and South Africa during CCA's live videoconference on May 27.

The U.S. needs to do better especially in light of Portuguese, Chinese and Brazilian companies who are aggressively broadening their footprint in the country. U.S. companies are encouraged to get involved in IT infrastructure, construction, hospitals, agricultural equipments and processing, fisheries, financial services and roads, to name a few. Ambassador Mozena said that companies in the oil and gas sector are doing excellent work but the non-oil sector is where massive investment required.

That being said, there is a tremendous progress in U.S.-Angola relations. The embassy has jump started a new wave of strong communication to create better



Dan Mozena

understanding between the two countries, especially on the business level. Angola is now one of three U.S. strategic partners in Africa, (the other two being Nigeria and South Africa). In November 2009, Angola and the U.S. held their first Strategic Partnership Dialogue. There are now plans to have a U.S. commercial service office established within the next fiscal year to help handle the growing interest from the U.S. for trade and investment in the Angola. Investing in Angola will take patience, good local partners, long term commitment, and hard work, said Ambassador Mozena, but it will pay off.



## CCA Health Initiative Focuses on Priorities in Africa

On May 25, CCA's Health Initiative hosted the most recent convening of its 'Investing in Health' Meeting Series, entitled Health Systems Strengthening in Africa: Towards the Next Generation of Partnerships. Breakfast speakers and participants discussed new ways different sectors can partner to achieve broad-based "health systems" related objectives. A case study discussion on a new Pfizer-World Bank partnership for health infrastructure improvements was followed by input from distinguished leaders from the policy community on defining priorities for partnerships supporting health systems development in Africa.

The session speakers included Dr. Ponni Subbiah, the Vice President of the Emerging Markets for Pfizer (a CCA member) and Laurent Besancon, the Regional ICT Coordinator for Africa Region from the World Bank. Expert discussants weighing in on the priorities that new health partnerships should undertake were

Ambassador Kwame Bawuah-Edusei (ret.) from the Republic of Ghana, Dr. Adam Slote, Senior Health Advisor at USAID, and Miriam Schneidman, Lead Health Specialist, African Region, the World Bank. The panel was moderated by Kristi Ragan, Chief of Party, Global Development Alliance, Development Alternatives Inc. (a CCA member).

Both panelists and participants brainstormed ideas for and identified challenges to expanding the commercial sales of medicines to lower-income populations in the developing world and the role of mobile technology in changing health program implementation in the African continent, among other topics. Panelists underscored the need for smarter, more rigorous partnerships for improved health systems functioning and service delivery in the African continent – and especially partnerships that provide commercial incentives beyond corporate responsibility for private sector parties.

## SAVE THE DATE



2010 U.S.-AFRICA PRIVATE SECTOR HEALTH CONFERENCE  
**INTEGRATING BUSINESS SOLUTIONS FOR EXPANDING ACCESS**

OCTOBER 4 - 6 - GRAND HYATT - WASHINGTON, D.C.



## CCA Board of Directors

Mike Dignam, CCA Chairman  
 Lockheed Martin  
 Jodi Bond  
 Motorola  
 Marc Cavaliere  
 South African Airways  
 Mark Chiaviello  
 Standard Bank Group  
 Amb. Frances Cook  
 Lonrho  
 Terry Dunmire  
 TetraTech  
 Mike Fry  
 ExxonMobil  
 Thomas Gibian  
 EMP Investment Fund  
 Stephen Hayes\*  
 CCA President & CEO  
 Jeff Hoffman  
 Danya International  
 Lionel Johnson\*  
 CCA Treasurer  
 William Killeen  
 ACROW Bridges  
 Russell King  
 Freeport-McMoRan Copper & Gold Inc  
 George Kirkland  
 Chevron  
 Desi Lopez-Fafie  
 Oracle  
 Gary Messina  
 Raytheon  
 Amb. Tom McDonald  
 Baker & Hostetler LLP  
 Jeff Morgan  
 Mars, Inc  
 Robert Morris  
 PriceWaterhouseCoopers  
 Mima Nedelcovych  
 Africa Global  
 George Otchere  
 SAIC  
 Heather Pederson  
 Boeing  
 J.B. Penn  
 John Deere  
 Paul Ryberg  
 Africa Coalition for Trade  
 Thad Simons  
 Novus International, Inc  
 Will Stephens  
 Johnson & Johnson Corp  
 Jeffrey Sturchio\*  
 Global Health Council, CCA Chairman  
 Haskell Ward  
 SEACOM  
 Gretchen Watkins  
 Marathon Oil Company  
 Jay Wileman  
 General Electric  
 Diane Willkens  
 Development Finance International, Inc  
 Earl Young  
 JR Boulle

\*Ex Officio

## CCA Staff

Stephen Hayes  
President & CEO

Timothy S. McCoy  
Vice President for  
Member Services

Robert C. Perry  
Vice President for  
International Programs

Mbayang Diouf Diop  
Chief Financial Officer

Tim Bergstrom  
Director, Senior Program Manager,  
SAIBL program

Adina Ellis  
Director, Special Projects  
& Events

John Jakulevicius  
Director, Technology

Hillary Lucas  
Director, Human Resources  
& Executive Assistant

Rashida Petersen  
Director, Membership & Marketing

Vivienne Sequeira  
Director,  
Infrastructure Program

Elizabeth Bachini  
Program Manager,  
HIV/AIDS & Health Initiative

Emmanuel Nougá-Ngog  
Program Manager,  
HIV/AIDS & Health Initiative

Haben Berhe  
Associate, SAIBL, Research Analyst

Merid Berhe  
Program Officer, Agribusiness  
Initiatives

Efrem Fisher  
Research Analyst

Mfundo Hlatshwayo  
Research Analyst

Sonia Mfasoni  
Special Projects & Events  
Coordinator

Melissa Moussodou  
Receptionist

Daniel Wolf  
Sector Coordinator/  
Finance Manager, SAIBL program

## The New Frontier in Food

Where did renowned chef Anita Lo go this April in search of new flavors for the reopening of her New York restaurant, Annisa? South Africa and Egypt, of course. This follows on the heels of several prominent articles in the New York Times asking city dwellers to spend a weekend African restaurant hopping or experimenting with African spices at home. Clearly African foods are beginning to enchant and captivate the imagination of American consumers.

Thanks, in part, to training seminars like the annual Southern Africa Specialty Forum, which took place in Cape Town last month, African specialty foods have been creeping onto U.S. supermarket shelves, slowly carving out niches inside the 40 billion dollar U.S. specialty foods' market.

In contrast to the bleak 2009 economic landscape, specialty food and beverage sales grew by 2.7 percent and will likely advance another 20 percent between 2010 and 2014, according to Mintel.

"The African specialty foods category has grown by leaps and bounds," Jim Thaller of the Talier Trading Group explains.

Jon Seltzer of The Food Industry Center at the University of Minnesota and former vice president at SUPERVALU, explains that Mexican/Hispanic, Asian, and Indian foods are still the category's growth-drivers but rapid growth in the specialty food consumption bodes well for African food manufacturers.

"The trickle started with South African wines", says Laurance Milner of Something South Africa. Fruit juices, fish, and sea salt have followed, and now everything from artisan sugars, to jams and jellies, to chili peppers and vanilla paste from Africa might grace your plate at a restaurant or take center stage at a foodie festival like the NASFT's Fancy Food Show. With the help of companies like Something South African and Talier Trading Group, African specialty foods and beverages are no longer mere curiosities.



On May 13, CCA's Agribusiness Initiatives hosted its monthly Agribusiness Breakfast Series featuring Philippe Villers of GrainPro, Carl Shoup of the KJAER Group, and Max Finberg from the U.S. Department of Agriculture. The session was entitled "Commodity Storage and Post-Harvest Loss: How New Technologies Can Contribute to Positive Food Security Outcomes" and focused on the need of technology-based storage devices in African agricultural production.

The panelists explained that significant amount of value chain deficit in Africa's agricultural sector can be attributed to

lack of effective storage systems. Weight loss of grain, loss of physical properties of the grain, and growth of cancer causing aflatoxins were highlighted as the major commodity storage challenges in Africa. Thus, given that they are simple and affordable to smallholder farmers, the panelists explained, technology-based grain storage systems have the potential to revolutionize agriculture in Africa.

As part of the solution to the challenges discussed, the panelists detailed a range of methods and devices that are capable of significantly reducing post-harvest grain loss. GrainPro, a company that manufactures various sizes of hermetic (airtight) storage systems, showcased some of the products that it currently markets on the African continent, including an affordable 60kg grain storage liner that is increasingly becoming popular with African farmers.

Participants noted that the growth of Africa's agribusiness sector, especially its commercial production of commodities for the international market, will heavily depend on effective storage systems. This means increasing business opportunities for U.S. companies involved in the manufacturing and marketing of storage devices.



## entrepreneur's corner

### Consumer Trends 2010: What Might They Mean For South African SMEs?



Do South African companies have their finger on the pulse of 2010's emerging consumers?

***Euromonitor's 2010***

**Consumer Trends** study offers forward looking SMEs intriguing food for thought. Several of the highlighted trends such as the rise of 'caring consumption', 'me as a product', 'lifestyle multiculturalism', 'Web 2.0 as a need', and general thrift should factor into South African businesses looking to jockeying for position in crowded markets. Do not worry if these odd consumer catch phrases seem unfamiliar- they are merely catchy handles for concepts you most likely recognize intuitively.

Many of Euromonitor's top 10 consumer trends work synergistically- e.g. "me as a product" and 'lifestyle multi-culturalism". The 'me as a product' trend refers to consumer's penchant for self branding in the form of apparel, food and beverage consumption, online associations, job choices, and continuing education, while "lifestyle multiculturalism' indicates an openness to exotic influences, and the perceived social benefit of being influenced by exotic cultures.



To take advantage of these trends successful 'multi-cultural' products should facilitate this self branding; an organic South African wine should brand the drinker as worldly and socially conscious, a family thinking about a South African safari should be convinced their family will become more multi-cultural , and do so while leaving a minimal carbon footprint. Innovative companies like South Africa's **Elephant Pepper** facilitate this type of branding by linking their products (and profits) with conservation charities.

The 'caring consumption' trend already ripples through most sectors of the world economy as consumers try "to balance indulgence with healthy consumption" (Euromonitor). In an effort to appeal to these so-called caring consumers

companies are increasingly leaning on 'wellness' promoting activities like volunteer and eco-tourism. Africa's rich cultural heritage and perceived spirituality give the continent a marketing edge when engaging these consumers.



Vineyards or game reserves could offer volunteer-tourism opportunities. African teas like Rooibos and

Oolong could market themselves as Bush Teas, avoiding the now meaningless buzz word 'natural' in favor of a focus on wellness and Mother Nature. Everyone from multinational resource companies to specialty food makers could make minor or major adjustments to their image to better align their brand with the global consumer's new social appetites. John Seltzer from the Food Industry Center will address this issue at the upcoming **Southern Africa Specialty Foods Forum** in Cape Town.

The most obvious and important trend mentioned in the Euromonitor report is "Web 2.0 as a Need". How do you take advantage of these consumer trends if your company is understaffed and strapped for cash? You milk every bit of the free advertising tools available online. Join professional associations. Join trade groups that help align your organization with the trends mentioned; 'caring', 'mutli-cultural', 'wellness promoting' etc... Social media sites such as Facebook and twitter will then help people create their own personal brands by associating themselves with your organization.

How do you think South African businesses could position themselves to take advantage of these trends? What do you think are the most important consumer trends in South Africa in 2010?

*This article was originally posted to the **SAIBL Business Forum**, a blog focusing on the business environment in the United States and South Africa.*

**About SAIBL:** SAIBL is supported by the **United States Agency for International Development (USAID)**. The program is implemented by the **Corporate Council on Africa, ECIAfrica** and the **National Business Initiative** under a strategic partnership agreement with the **Department of Trade and Industry**. In addition, the U.S.-based **National Minority Supplier Development Council** has signed an agreement with the **National Business Initiative** to provide technical assistance and support to the **South African Supplier Diversity Council**.

## CCA Staff Profile: Mbayang Diouf Diop



Mbayang Diouf Diop has been CCA's chief financial officer since 2003.

She is responsible for the day-to-day financial management at CCA, ensuring the maintenance and accuracy of CCA's financial records, while also coordinating all grants and contracts with governments, multilateral agencies, and foundations. She holds a dual Masters Degree in Finance and Accounting from Université Jules Verne de Picardie (France) and in Management Control and Internal Audit from Université Montesquieu of Bordeaux (France). Under Mbayang's leadership, CCA has received an unqualified opinion on its audit for six years in a row. (An unqualified opinion states that the auditor feels the company followed all accounting rules appropriately and that the financial reports are an accurate representation of the company's financial condition)

Previously with France Telecom, Mbayang joined CCA because of her passion for assisting Africa's further development. She has an interest in empowering women through education and is putting her creed to practice by pursuing an Executive MBA at the University of Maryland's Robert H. Smith School of Business. A Senegalese mother of three, Mbayang mentors girls throughout Senegal, and works to lift barriers that are hampering women in business in her home country. To that point, she often cites an African proverb, saying, "If you educate a boy, you simply educate an individual, but if you educate a girl, you educate a family and a whole nation."

## Member Profile



### IMMEDIATE RESPONSE TECHNOLOGIES

Manufacturer of TVI & SafetyTech Products

Immediate Response Technologies, Inc. is a Maryland-based leader in manufacturing and supplying chemical-biological infection control and personal protection products for the military, medical, first responder, and law enforcement communities. Founded in 1977, IRT designs and produces chemical-biological protection products such as decontamination shelters; all types and levels of NIOSH-approved mask filters; Powered Air Personal Respirators (PAPRs); large filtration systems; and hazmat containment equipment. IRT also

manufactures emergency shelters and complete life-support camps for use during humanitarian crises; and our products and services are used in all 50 U.S. states, and throughout Europe, Asia, Africa, and Australia.

IRT is a member of two contract teams on the US Department of State Africa Peacekeeping (AFRICAP) contract, and has furnished its life-support and medical protection products to the government of South Africa, as well as to several nations undergoing training and preparing for peacekeeping missions throughout Africa.

In addition to our rapid deployment support in Africa, IRT has responded to natural disasters worldwide within 24 hrs. In 2001 we were one of the first on the scene to provide over 50,000 sq ft of decontamination shelter systems for our first responders due to the terrorist attack

at the World Trade Center and Pentagon. In 2005 we provided over 25,000 sq ft of shelters for use as temporary housing and hospitals in the Tsunami Relief in India. In Asia we furnished life support services to the Singapore Police and Civil Defence; and most recently in Haiti we provided rapid deployment ablution, shower, and medical decontamination shelters to the refugees camps in Port au Prince.

Immediate Response Technologies has an ultra-modern manufacturing center that combines the latest advances in computer-assisted technology and techniques with the highest quality attention to detail. IRT is a GSA Schedule 84 holder, and is ISO 2001:9000 certified. IRT is truly "immediately responsive" to all customer requirements.

# CCA: Your Bridge to Doing Business in Africa

CCA provides member companies with a continuous stream of trade and investment opportunities from across the African continent; a forum for networking and exchanging information and ideas with other CCA members doing business in Africa; and, through our

convening power, valuable access to key U.S. and African business and government leaders.

CCA values each member and believes that each contributes in ways small and large to advancing the organization's mission of expanding trade and investment

relations between the United States and the nations of Africa.

Exciting new member-only opportunities include investment forums on key business sectors, including agribusiness; infrastructure; energy; project finance; ICT; tourism; and Health, and CCA's Monthly Breakfast Forums, which provide a venue for key business leaders, U.S. and African government officials and policy experts to brief CCA members on timely issues affecting business between U.S. and the nations of Africa.

**Join CCA to find the best fit for your business in Africa!**

For application details and rates visit [www.africacncl.org](http://www.africacncl.org).

## May Events

**5/13:** CCA's Monthly Agribusiness Breakfast Forum Presents "Commodity Storage and Post-Harvest Loss: How New Technologies Can Contribute to Positive Food Security Outcomes"

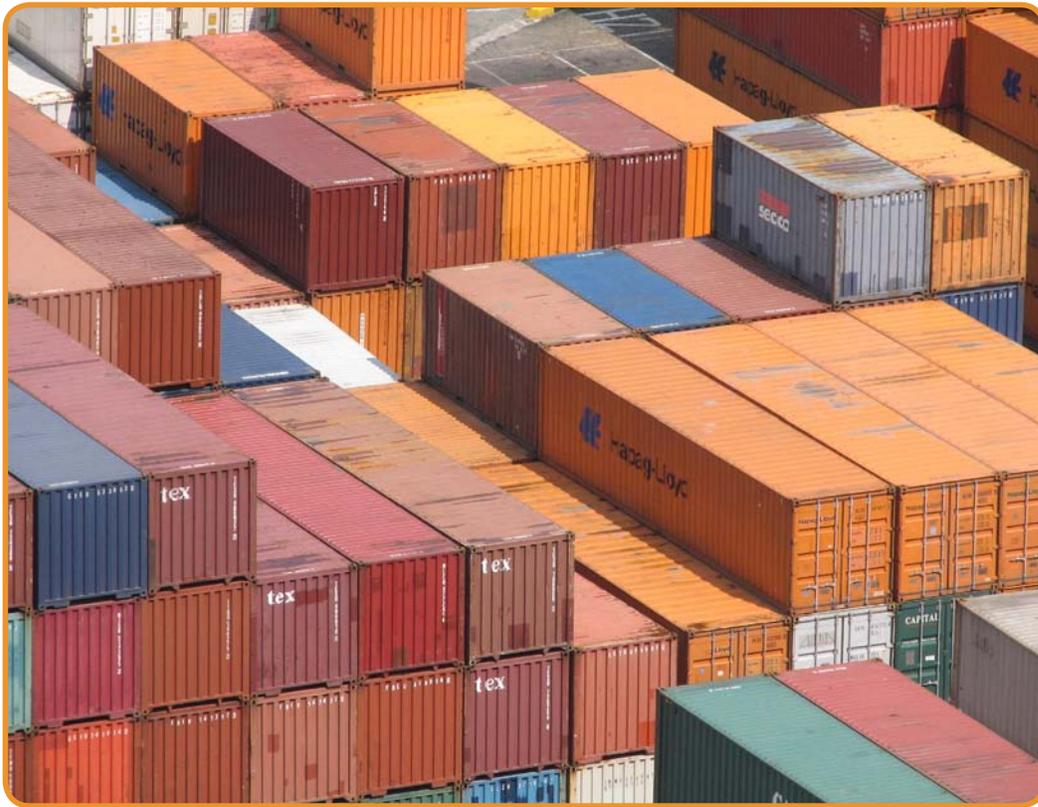
**5/14:** Roundtable Luncheon Conversation with U.S. Ambassador to the Federal Republic of Nigeria The Honorable Robin R. Sanders

**5/25:** The Corporate Council on Africa Health Initiative's "Investing in Health" Meeting Series Presents "Health Systems Strengthening in Africa: Toward a Next Generation of Partnerships"

**5/27:** Videoconference with United States Ambassador to the Republic of Angola Dan Mozena

THE CORPORATE COUNCIL ON  
**AFRICA**  
WWW.AFRICACNCL.ORG





## Transitions

CCA welcomes new member companies **CAMAC; Essex Construction; Pioneer Hi-Bred International, Inc.;** and renewing member company **IRD.**

In member-related news, **Dr. Trevor Gunn** has been promoted to the position of Sr. Director, International Relations, supporting all of **Medtronic's** businesses and geographies across the International Region. Gunn will continue to be based in their Washington, D.C. Government Affairs Office.



## About Us

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

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

*For more information about The Africa e-Journal, please contact Tim McCoy at [tmccoy@afriacncl.org](mailto:tmccoy@afriacncl.org).*

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

the various constituent members of the European Business Council for Africa and the Mediterranean (EBCAM), we have begun to realize more and more how much our groups have in common. These shared experiences surely present opportunities for cooperation, not just at the association level, but also between our member companies.

Recently I attended and spoke at a fascinating Carnegie Endowment for International Peace forum in Washington, D.C., that focused for the first time ever on possible partnerships in Africa between the United States and India. An impressive slate of speakers was pulled together thanks to the collaborative efforts of FICCI's Washington office and Carnegie. Other speakers included India's ambassador to the U.S., Meera Shankar, along with FICCI Secretary General Amit Mitra, Principal Deputy Assistant Secretary of State Donald Yamamoto, and Vice Chairman and Managing Director of Bharti Enterprises Rajan Bharti Mittal, who also serves as FICCI's current president.

Mittal, whose family's business empire needs no further introduction, spoke at length about how his company has invested heavily in recent years in Africa in a number of sectors. Most interestingly, he discussed, just as he had when he met

with me and my colleagues earlier at CCA, the increasing potential for success on the African continent and ways in which the U.S. and India could collaborate. As Mittal rightly puts it, the U.S. has high technology and high innovation levels that can combine with India's low cost technologies to transform innovation in Africa into profitable commercialization.

I learned from Mittal that Indian businesses, much like their counterparts in the U.S., find insufficient public-private cooperation in policymaking as it relates to private sector development and investment in Africa. Ambassador Yamamoto made similar comments about the American example from his public-sector perspective. These insights and shared experiences underscored to me our need to cooperate more and enter into partnerships based on shared values. India and the United States hold the distinction of being the world's largest democracies and of possessing a tradition of entrepreneur-led growth. India is but one example. A broader understanding of shared values is called for as we look for creative ways to advance the American business presence in Africa. There is, perhaps, a great deal we can learn from India and from our other partners in this regard.



**MEMBERS\***

Abbott Fund  
 Abt Associates Inc.  
 Academy for Educational Development  
 ACDI/VOCA  
 Acrow Corporation  
 AECOM  
 Africa Atlantic  
 Africa Transportation & Logistics  
 African Medical & Research Foundation, Inc.  
 Africare  
 Agility  
 AllAfrica Global Media  
 Alston and Bird LLP  
 Anadarko Petroleum Corporation  
 APCO Worldwide  
 ARD Inc.  
 Baker Hostetler LLP  
 Banro Corporation  
 Becton, Dickinson, and Company  
 Black & Veatch  
 BroadReach Healthcare  
 Buchanan Renewable Energies Inc.  
 Bukkehave  
 CAMAC International  
 Cameron  
 Caterpillar Inc.  
 Chemonics International  
 Chevron Corporation  
 CHF International  
 Chrysler  
 CNA Corporation  
 CNFA  
 Cohen & Woods International Inc.  
 Computer Frontiers Inc.  
 Contour Global Management, Inc  
 Critical Mission Support Services  
 Danya International – ZebraJobs  
 Denham Capital  
 De Villiers Inc.  
 Development Alternatives Inc.  
 Development Finance International  
 Dewey & LeBoeuf LLP  
 Dynamic Corporation  
 DynCorp International  
 Dynotec Inc.  
 EAI Information System  
 Ecolog International  
 Elizabeth Glazer Pediatric AIDS Foundation  
 Ellicott Dredges  
 ELW Global  
 Emerging Capital Partners  
 Emerging Markets Group  
 EOD Technology Inc.  
 ERHC Energy Inc.  
 Essex Construction  
 Ethiopian Airlines  
 Eurasia Group

Evergreen International Aviation  
 Executive Research Associates (ERA)  
 Export Trading Company, USA  
 Exxon Mobil Corporation  
 Family Health Initiative  
 Firestone Natural Rubber Company  
 LLC  
 FreeFallNet Ltd.  
 Freeport-McMoRan Copper & Gold Inc.  
 General Electric Company  
 General Motors Corporation  
 Geneva-Risk Ltd.  
 Global Alumina  
 Global Fleet Sales  
 Good Works International  
 GrainPro, Inc.  
 Groupe Jeune Afrique  
 Harbinger Capital Partners  
 Hess Corporation  
 Hogan & Hartson LLP  
 IAP Worldwide Services  
 Igbanugo Partners International Law Firm PLLC  
 Institutional Investor  
 International Conservation Caucus Foundation  
 International Executive Service Corps  
 International Relief and  
 Development  
 International Trade Development  
 Corp.  
 Immediate Response Technologies  
 IOTC Financial Services  
 IPOA  
 Jean-Raymond Boulle Corporations  
 JHPIEGO  
 John Deere  
 Johnson & Johnson  
 KBR  
 Kenya Airways  
 KJAER Group  
 Kosmos Energy  
 KRL International LLC  
 Lazare Kaplan International Inc.  
 L-1 Identity Solutions  
 LDB Consulting  
 Lockheed Martin  
 LONRHO  
 M&T Bank  
 Madagascar World Radio  
 Manchester Trade/CTD America  
 Marathon Oil Company  
 Mars, Incorporated  
 Masfield America, Inc  
 Medtronic  
 Merck & Co. Inc.  
 Minority Business Development Agency  
 MITC Investimentos Lda.  
 Monsanto Company

Motorola  
 Moving Water Industries Corporation  
 MPRI, a division of L3  
 Nathan Associates Inc.  
 Noble Energy Inc.  
 Northrop Grumman  
 Novus International Inc.  
 Oracle Corporation  
 Pan African Capital Group LLC  
 Patton Boggs LLP  
 Pfizer Inc.  
 PHD  
 Pioneer Hi-Bred International  
 Polsinelli Shalton Flanigan and Suelthaus  
 PricewaterhouseCoopers LLP  
 Proctor & Gamble  
 Project HOPE  
 Providence – Critical Infrastructure Protection  
 Prudence International Magazine  
 Raytheon  
 REED Incorporated  
 Ryberg & Smith, LLP  
 SAIC  
 Salans  
 Samuels International Associates Inc.  
 Schaffer Global Group  
 Schneiderman & Associates, International  
 SEACOM  
 Shell  
 Sithe Global  
 Smart Inc.  
 SOC  
 South African Airways  
 Standard Bank Group, Ltd.  
 Structured Credit International  
 Sunoco, Inc.  
 Sunrock Institute  
 Symbion Power  
 Tetra Tech, Inc.  
 The Africa Channel  
 The Agulhas Group  
 The Boeing Company  
 The Bollere Group  
 The CNA Corporation  
 The Coca Cola Company  
 The Whitaker Group  
 TravelTalk Media  
 Triple Canopy  
 United Bank for Africa Plc.  
 Universal Leaf Tobacco Company  
 United States Soybean Export Council  
 ViaSat  
 WambiaCapital  
 Whitney, Bradley & Brown, Inc.  
 World Cocoa Foundation  
 Zephyr Management

\*As of 6/22/10