

THE PRESIDENT'S ADVISORY COUNCIL ON DOING BUSINESS IN AFRICA



Recommendations Report
April 18, 2018

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The President's Advisory Council on Doing Business in Africa advises the President, through the Secretary of Commerce, on ways to strengthen commercial engagement between the United States and Africa. Members receive no compensation for their efforts on the Council. This report was prepared by the private-sector members of the Council. The views expressed in this report do not necessarily reflect those of the Administration or individual members of the Council.

This report and other PAC-DBIA recommendations are available on the Internet.

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Letter from the Chair and Vice Chair

Dear Mr. President,

On November 29, 2017, the President's Advisory Council on Doing Business in Africa (PAC-DBIA), under the leadership of U.S. Secretary of Commerce Wilbur Ross, adopted its Issues Report, identifying the top obstacles U.S. companies face when approaching, competing in, and operating in African markets.

The Council was then tasked with developing a set of recommendations for the U.S. government on how to diminish the obstacles highlighted in the Issues Report. The members of the PAC-DBIA have spent the last three months examining the tools at the U.S. Government's disposal, the gaps in capacities and programming, the existing resources that could be improved, and what new platforms might spur more opportunity for U.S. exports and business expansion across the African continent.

The Recommendations Report we are now submitting focuses on some of the obstacles we identified that are of particular pressing concern in Ethiopia, Kenya, Côte d'Ivoire, and Ghana - the four countries that Council members and U.S. Government representatives will visit with Secretary Ross this summer on a fact-finding trip.


Country	Recommendation
ETHIOPIA	1. Government-to-Government MOU to increase U.S. private investment and commercial participation in key sectors
	2. USTDA Global Procurement Initiative (GPI) program follow-through
KENYA	1. Enhanced bilateral trade engagement
	2. USTDA Global Procurement Initiative (GPI) program
	3. Regional U.S.-Africa skills development pilot program
CÔTE D'IVOIRE	1. Improved identification and publication of AfDB market intelligence
	2. USTDA partnership with AfDB to strengthen regional procurements through GPI
GHANA	1. U.S. SEC-led technical assistance for Ghana's Securities and Exchange Commission
	2. Modernized customs facilities, systems, and processes
	3. Government-to-Government MOU to increase U.S. private investment and commercial participation in key sectors

The recommendations we have developed are tailored to suggest ways to eliminate the obstacles and strengthen U.S. commercial ties with each of these countries. They may be used to shape immediate engagements that Council members and U.S. Government officials could undertake during the fact-finding trip, while they also aim for short- and long-term impacts that will require coordinated interagency efforts beyond the scope of the trip activities. Some may even serve as models for replication elsewhere on the continent. But by definition, the fact-finding trip will be an opportunity for the PAC-DBIA to gain in-country perspectives on the recommendations in this report. Through interactions with government officials and business leaders in each country we visit, we look forward to identifying any necessary refinements to the ideas we are proposing, any new ideas to develop, and to establishing partnerships and garnering the necessary support to see ideas turn to action that.

As representatives of the American private sector, we again pledge our support to your Administration's mission of boosting the American economy and jobs through expanding commercial relationships in countries across Africa in a strategic and systematic manner.

Sincerely,


Jay Ireland
Chair


Laura Lane
Vice Chair

Recommendation 1: Government-to-Government MOU to increase U.S. private investment and commercial participation in key sectors

Background

Ethiopia is the fastest growing economy in Sub-Saharan Africa, making it an increasingly attractive market for U.S. companies looking to investment and export. Economically, it has averaged 10.1% GDP growth from 2005 to 2017 and now ranks as the 4th largest economy in Sub-Saharan Africa with a forecasted 2017 GDP of \$78.4 billion USD. However, this rapid growth has been largely financed through borrowing, mainly from the Chinese who have 32% percent of the market, raising public debt. Total public debt is 60 percent of GDP, comprising a moderate risk according to the IMF. For that reason, the government announced in July 2017 that it is looking to reduce commercial loans and instead engage in PPP and to encourage more foreign direct investment to fund the country's growth. In addition, large trade imbalances combined with investments into extraction infrastructure has inflated Ethiopia's foreign exchange challenges.

The measure we are recommending for Ethiopia is a strong and focused effort to promote U.S. investment in sectors prioritized by the Government of Ethiopia in the country's Growth and Transformation Plan and with significant U.S. export potential. We suggest that this engagement begin with a Memorandum of Understanding (MOU) between the United States and Ethiopia that overviews the intent to expand U.S. investment in the following sectors: infrastructure, transportation and logistics, agri-processing, power generation, pharmaceuticals, telecommunications, and textiles. The agriculture, agri-processing, power, pharmaceuticals and potentially financial services sectors remain relatively undeveloped and present profitable opportunities for U.S. private sector participants. The new Ethiopian Prime Minister, Abiy Ahmed, has indicated a willingness to consider opening the financial services sector to foreign involvement. If this proves true, the MOU should include financial services as a key sector of investment.

The U.S. will work with the government of Ethiopia to identify specific priority projects in these sectors to partner. The MOU will also identify the top barriers to U.S. investment and will seek commitments from the Government of Ethiopia to resolve. The Council is recommending that US Agencies move quickly as we believe there is strong support from the Ethiopian Government for the U.S. private sector investment conduits created by this MOU.

Beyond the MOU, the U.S. Government would help enhance U.S. private sector participation through trade and reverse trade missions with specific industry focuses. Missions would be led by Cabinet Officials or other Presidential appointees from Commerce and other agencies.

Recommendation

The U.S. and Ethiopian government should commence work now on an MOU to conclude the agreement during the PAC-DBIA Fact-Finding Trip to Ethiopia in June 2018, including agreement on development of initial specific projects.

Recommendation 2: USTDA Global Procurement Initiative (GPI) program follow-through

Background

In 2005, the Federal government enacted the country's first law on public procurement, Proclamation No. 430/2005 in 2005. In 2008, the Federal government developed a Public Procurement Manual in collaboration with the World Bank Public Sector Capacity Building Program (PSCAP). The Public Procurement Manual was revised in December 2011 to align with the provisions of Proclamation No. 649/2009 and the Federal Government Public Procurement Directive of June 2010. All federal agencies under the law have to abide by the Public Procurement Manual with a few exceptions such as Ethiopian Electric Power (EEP). The Public Procurement Manual located on the website of the Public Procurement & Property Administration Agency, a federal agency empowered with regulating the procurement of works, goods and services by Federal agencies, is in Amharic, making it difficult for U.S. companies to understand the government procurement process. Furthermore, while the Public Procurement Manual indicates attention to lifecycle costs, stating "lowest initial price may not equate to lowest cost over the operating life of the item procured," it's not sufficient for ensuring transparency and best value. Lastly, procurement officials lack the technical capacity to conduct life-cycle cost analysis.

Recommendations

- Ethiopia is a member of the USTDA Global Procurement Initiative and USTDA recently worked with EEP to develop a procurement manual for the energy sector since EEP does not fall under the national Public Procurement Manual. This manual sets out procurement guidelines in line with best value procurement, as well as makes the procurement process more transparent to all stakeholders. The U.S. government should request the EEP Board formally adopt the Procurement Manual in any and all interactions with the government and during the PAC-DBIA Fact-Finding Trip to Ethiopia in June 2018.
- USTDA, in partnership with the World Bank and the Department of Commerce, should assist the Public Procurement and Property Administration Agency in updating the Public Procurement Manual to include additional language on life cycle cost and best value procurement, using the EEP Procurement Manual and the World Bank's updated procurement manual as reference.
- Once updated, the Department of Commerce should conduct outreach to educate U.S. companies on the country's public procurement procedures.
- USAID, in partnership with the World Bank, should assist the Public Procurement and Property Administration Agency in translating the Public Procurement Manual into the more universal language of English.
- USTDA should conduct additional Life-cycle Cost Analysis (LCCA) Trainings for procurement officials in Ethiopia applicable to the Public Procurement Manual in order to gain the technical capacity to assess the full value of proposals.

Recommendation 1: Enhanced bilateral trade engagement

Background

The Government of Kenya mandates local employment in the category of unskilled labor. The Kenyan government regularly issues permits for key senior managers and personnel with special skills not available locally. For other skilled labor, any enterprise whether local or foreign may recruit from outside if the skills are not available in Kenya. Firms seeking to hire expatriates must demonstrate that the requisite skills are not available locally through an exhaustive search. The Ministry of East African Community, Labor, and Social Protection, however, has noted plans to replace this requirement with an official inventory of skills that are not available in Kenya. A work permit can cost up to KSh 200,000 (approximately \$2,000).

In January 2016, the new Public Procurement and Asset Disposal Act (2015) came into force offering preferences to firms owned by Kenyan citizens and to products manufactured or mined in Kenya. For tenders funded entirely by the government with a value of less than KSh 50 million (approximately \$500,000), the preference for Kenyan firms and goods is exclusive. Where the procuring entity seeks to contract with non-Kenyan firms or procure foreign goods, the act requires a report detailing evidence of an inability to procure locally. The act also calls for at least 30 percent of government procurement contracts go to firms owned by women, youth, and persons with disabilities. The act further reserves 20 percent of procurement contracts tendered at the county level to residents of that county. With the support of the World Bank and in collaboration with the Kenya ICT Board, the Public Procurement Oversight Authority (PPOA) is developing a web-based Market Price Index to increase transparency in public procurement and implementation of the new act.

While market barriers like local content requirements present obstacles to U.S. companies, the current Kenyan Administration's economic agenda presents discrete opportunities for U.S. companies to provide American solutions to the economic development needs forecasted over the next four years. In December 2017, Kenya's President Kenyatta unveiled his economic agenda for his second term, which he called "The Big Four". These Big Four goals that will guide the government's investments over the next four years are: (1) 15% of GDP to come from manufacturing, (2) 500,000 affordable new houses built, (3) 100% food and nutrition security, and (4) 100% universal healthcare.

Recommendations

- Given the increasing challenges of local content policies and market access barriers across the Continent, and Kenya's standing as a major trade and investment hub within the East African region, we recommend that USTR explore solutions with Kenya to address these challenges utilizing the current EAC Trade and Investment Facilitation Agreement and other available tools.

KENYA

- Identify Kenya's long-term needs based on a portfolio of projects, supply and demand, etc. and activities that would further support Kenya's unique leadership on the continent with regard to digital economy issues.
 - The Department of Commerce, in collaboration with relevant other agencies, should consider updating the 2015 Government-to-Government MOU with Kenya, which focused on promoting U.S. commercial participation in priority infrastructure projects, to expand the scope and align with the President of Kenya's Big Four Agenda, and to include U.S. EXIM Bank. This MOU will support U.S. companies to participate in "Big Four" procurements that don't go to public tender, with the advantage of saving years in implementation of key projects prioritized by the Government of Kenya.
- U.S. and African companies don't take full advantage of AGOA because of poor transportation infrastructure, access to power, and limited local supplier capability. Better infrastructure will help build the incentives for both US and African firms to take full advantage of AGOA. This issue should be addressed by engaging USAID, USTDA, MCC and others with the goal of shifting more bilateral aid to address this challenge and help American and local African businesses be more competitive.
- Direct USG agencies (OPIC, EXIM Bank, USTDA, MCC, USAF) to collaborate on technical support for projects, including elevating infrastructure quality and addressing unreasonable local content requirements.

Recommendation 2: USTDA Global Procurement Initiative Program

Background

A 2015 scoping mission by USTDA to assess the suitability of its Global Procurement Initiative (GPI) program in Kenya found that Kenya has one of the best designed procurement laws in Africa, but with all factors considered, the conditions were not optimal for launching a GPI program there. Two years since that assessment, with commitments demonstrated by the Government of Kenya to improving its procurement system, a re-evaluation of the feasibility of GPI in Kenya is in order. The size of the Kenyan market and the ever-growing interest of U.S. industry together present a compelling case for the potential impact this kind of partnership could have to strengthen U.S.-Kenya business ties.

Recommendation

USTDA should re-engage with the Government of Kenya to ascertain how it can support Kenya's progress towards more fully adopting life cycle cost analysis into its procurement practices, including the potential for a long-term GPI program.

Recommendation 3: Regional U.S.-Africa skills development pilot program

Background

As evidenced by the findings referenced in the USAID Kenya Country Development Cooperation Strategy (2014-2018), Kenya faces significant workforce shortages in high-demand sectors, largely due to an oversupply of informal labor market, a youth unemployment rate that exceeds 20%, and the highest unemployment rate in East Africa. Extensive analysis has been conducted by USAID and others (World Bank, IMF, RTI, etc.) to identify the skills gap in Kenya and prioritize the sectors that would benefit most from workforce development programs. The significant commitment and investment in the region from U.S. businesses corresponds to vital needs for skilled human capital.

Recommendation

The U.S. Government (USG) should develop a regional U.S.-Africa Skills Development Program and establish Kenya as the East Africa hub.

This pilot program will leverage the extensive USG resources and workforce training expertise supported by the Department of Commerce, USAID, USTDA, and it will convene private sector partners to ensure workforce development initiatives are matched with the demands of the market and utilize existing investments geared toward closing the skills gap. Given the significant existing U.S. investment and physical presence in Kenya (U.S. embassy, foreign Commercial Service posts, etc.), we see an opportunity to repurpose these locations to facilitate training and workforce development programs and harness the convening power of the U.S. government to invite interested private-sector stakeholders to participate. The USG can also expand inroads already made with the Young African Leaders Initiative training center and the women's entrepreneurial center, both located in Kenya. Technical and vocational training can be provided both on-site as well as via virtual learning applications that connect in-country participants with U.S. based institutions and curriculum. We recommend the USG leverage best-practices learned from private sector workforce development initiatives, such as McKinsey's Generation program, as well as coordinate with the in-country USAID mission and local commercial service staff to ensure training is directly matched with labor market conditions. Combined with the existing U.S. government advocacy toolkit, this training initiative could provide significant value as a workforce development matchmaking service to connect the private sector with the labor market utilizing existing tools and training programs offered by USTDA and others. Job creation and youth employment are two critical pillars of President Kenyatta's "Big Four" development agenda, so this initiative is likely to be well received by the Government of Kenya.

To begin this pilot program in the near term, we recommend the USG and Government of Kenya sign a Memorandum of Understanding (MOU) during the fact-finding trip to provide a framework for the Skills Development Program and identify key sectors and deliverables for training initiatives that will support economic growth and align private sector needs with readily available workforce training programs. This MOU will facilitate a discussion between public and private sector stakeholders to share workforce development best-practices, identify opportunities to leverage existing private sector training programs, and partner with the U.S. Commercial Service in Kenya to connect U.S. companies with regional business opportunities and match workforce development programs with the needs of the local market. Recognizing of resource constraints, we recommend the Skills Development Program be co-located within the U.S. Embassy in Nairobi.

Recommendation 1: Improved identification and publication of AfDB market intelligence

Background

The African Development Bank (AfDB) is a regional multilateral development finance institution established to contribute to the economic development and social progress of African countries that are the institution's Regional Member Countries (RMCs). The AfDB draws great interest from U.S. companies looking to do business in Africa because it is the premier development finance institution on the continent, has a triple A credit rating and significant opportunities in infrastructure, energy and agricultural sectors. While the U.S. is the largest non-African (non-regional) shareholder of the African Development Bank (AfDB) and the second largest shareholder overall, U.S. companies represent only 0.3 - 0.5% of AfDB tenders with the vast majority won by China.

Recommendation

The Council recommends Secretary Ross and the Council engage in a roundtable with the President of the AfDB during the July Fact-Finding Trip to Côte d'Ivoire with the goal of gaining insight into how U.S. companies can better partner with AfDB, win a greater share of the AfDB tenders, and develop a strategy for identifying and publicizing AfDB market intelligence for U.S. companies.

Recommendation 2: USTDA partnership with AfDB to strengthen regional procurements through GPI

Background

In 2016, the World Bank instituted a new Procurement Framework that emphasizes transparency and value for money as key factors to the development of a sound procurement system. To support implementation of the framework, the Bank provides client countries with capacity building, including technical assistance to develop strategies consistent with economic reform priorities and to engage key business sectors to improve procurement results and shorten procurement processes.

For years, USTDA's Global Programs team has worked closely with the Bank's Governance Global Practice team to establish common goals that support the development of sound procurement policies and practices in developing countries. In August 2016, this cooperation was formalized through a Memorandum of Understanding that has allowed USTDA, through its Global Procurement Initiative (GPI), to enhance the impact of the Bank's Procurement Framework, share and exchange information, collaborate and strengthen inter-organizational capacities, and promote best practices in public procurement.

Additionally, and more recently, USTDA has procured the services of a contractor to develop and pilot a life-cycle cost analysis (LCCA) curriculum to support ongoing and future procurement assistance programs under the GPI. A 5- to 10-day in-depth training course will be piloted in up to four GPI partner countries. Feedback gathered during the pilot stage will be used to revise the program and the end result will be a printed LCCA curriculum manual for procurement professionals and a web-based module hosted on an online platform.

USTDA's experience partnering with the World Bank to strengthen procurement policies provides an excellent model for similar engagements with the African Development Bank (AfDB). While the AfDB conducts over 1,200 procurements a year for projects across Africa, U.S. companies win only a fraction of a percentage of these. Ensuring that these procurements are designed to select the best value offer will have a positive impact on the sustainability of the Bank's investments and ensure that U.S. solutions can be fairly considered.

Recommendation

USTDA should establish a similar partnership with the African Development Bank (AfDB), akin to its long-standing partnership with the World Bank, to support and leverage the AfDB's already extensive work across sub-Saharan Africa supporting sound procurements. Additionally, one of the pilot countries for USTDA's new LCCA curriculum should be located in sub-Saharan Africa, and as part of the USTDA-AfDB partnership, once the new curriculum is finalized, it should be integrated into AfDB's standard internal procurement training and technical assistance programs for clients.

Recommendation 1: U.S. SEC-led technical assistance for Ghana's Securities and Exchange Commission

Background

The U.S. had \$1.2 billion in total (two-way) goods trade with Ghana (\$832 million in exports) in 2016. Technical assistance from the U.S. Securities and Exchange Commission (SEC) can help improve the capital market regulatory environment in Ghana, which should facilitate capital flows to Ghana, creating opportunities for U.S. business and investors.

The SEC has an international technical assistance program that seeks to share international best practices and conduct training with its international regulatory and law enforcement counterparts on topics including market development, capital raising, and investor protection. The SEC has provided technical assistance to Ghana in the past, including by hosting representatives from the Ghana SEC, Exchange, and Depository at the International Institute for Securities Market Growth and Development last month. The SEC does not have its own funding for international assistance, but does have statutory authority to accept reimbursement for providing assistance to its international counterparts, and often works with other government agencies, such as USAID, on technical assistance programs.

SEC technical assistance can also help the Ghana SEC with the capacity to become a signatory to the International Organization of Securities Commissions' (IOSCO) Multilateral Memorandum of Understanding (MMoU), which serves to facilitate international enforcement cooperation. The IOSCO MMoU provides a mechanism for international sharing of information for securities investigations and currently has 117 signatories. Ghana has been working with IOSCO since 2007 to become a signatory to the MMoU. Becoming a signatory often requires statutory amendments to a country's securities law. Joining the IOSCO MMoU would facilitate international cooperation between the U.S. SEC and the Ghanaian capital market authorities, and a recent academic study shows that the transparency gained from joining the IOSCO MMoU would likely result in greater market liquidity and market valuations.

Recommendations

The Council recommends requesting that the U.S. Securities and Exchange Commission (SEC) consider providing technical assistance to the Ghana Securities and Exchange Commission, and other stakeholders, to help regulators in Ghana adopt international best practices for market development and oversight. The Council also recommends that USAID and/or other U.S. Government agencies consider providing the funding to the SEC for technical assistance to develop Ghana's capital markets.

Activity During Fact-Finding Trip

The U.S. SEC has indicated that to prepare for a successful technical assistance program, it would need to obtain details about the legal structure, internal practices, and political will for reform from the Government of Ghana. The Council recommends that we organize a meeting with Ghana's SEC officials and other stakeholders during the fact-finding trip to discuss the U.S. business interest in seeing Ghana improve its capital market regulatory environment, including becoming a signatory to the IOSCO MMoU, and to assess their desire for support from the U.S. Government towards those ends.

Recommendation 2: Modernized Customs Facilities, Systems, And Processes

Background

Trade transaction costs are particularly high in Africa due to cumbersome and outdated customs clearance procedures at many African borders. To develop as a world market, Africa as a continent needs increased capacity to import and to provide the inputs that modern manufacturing sectors require in an efficient, low-cost, timely way. U.S. businesses seek to operate in markets where the shipping network is predictable and conducive to fulfilling customers' orders. Customs modernization and harmonization across ports of entry, particularly for land-locked countries, is vital for doing business in Africa.

U.S. Customs and Border Protection (CBP) is currently running a program in sub-Saharan Africa called the Security Governance Initiative (SGI), whereby the U.S. government partners with African countries seeking to improve border security and management by upgrading the processes, safety, and efficiencies at land and sea ports of entry. A major component of the SGI is harmonization across all ports of entry to and coordination of customs management across the border with neighboring countries. The program also focuses on improving institutional legal frameworks, enhancing information-sharing on security matters, and building relationships for coordination for the enforcement of trade laws.

In Ghana, CBP's program drives progress through advisory and mentoring support, including workshops, exposure to best practices through visits to both CBP and other partners' operations facilities, and providing technical expertise. While the focus is primarily on enhancing security, the types of border management fixes for ensuring safe and streamlined supply chains are also trade facilitative. CBP has reported marked progress in the areas of getting buy-in from Ghanaian President Nana Akufo-Addo's administration, influencing the amendment of laws and policies that impact border management, and getting the interest of other West African countries like Côte d'Ivoire and Nigeria. The Economic Community of West African States (ECOWAS) is observing Ghana's reforms and assessing the impact. The U.S. Ambassador regularly communicates with Ghanaian officials, and the current U.S. Administration has supported this program's continuation.

This SGI work is driven by the U.S.-Ghana Joint Country Action Plan (JCAP), which could be replicated with other African countries. The U.S. already has a bilateral program with Kenya, and the program in Ghana serves as a template for implementation.

Recommendation

As the SGI results in recommendations, the Council proposes that the **U.S. Commercial Service** and the **U.S. Trade & Development Agency** connect American firms that can provide implementation expertise for effective and efficient customs transactions. Such engagement could include organizing reverse trade missions to showcase logistics providers' point of entry facilities or showcasing modern documentation technologies such as block chain. **USAID**, through its engagement with the Global Alliance for Trade Facilitation—mandated to support the implementation of the WTO Trade Facilitation Agreement—could also engage following CBP's analysis and subsequent recommendations.

While in Ghana, Secretary Ross and the PAC-DBIA principals should explore first-hand how CBP's program is enabling more streamlined supply chains. Additionally, the delegation could start conversations with Côte d'Ivoire and Ethiopia regarding the feasibility of replicating it there as well.

Recommendation 3: Government-to-Government MOU to increase U.S. private investment and commercial participation in key sectors

Background

Attractiveness of Ghana as a market for US investment and exports. The administration of President Akufo-Addo has restored macro-economic stability and strong growth performance, and has taken steps to accelerate industrialization and to improve effectiveness of its education and health sectors. Ghana is an important market for US companies. In view of the strength of its governance and human capital and consistency of pro-market policies, Ghana will likely continue to grow in importance as a significant market for US companies.

Five priority sectors for commercial development efforts. Several of the government's priorities coincide with sectors where US companies can invest and export from the US. In the energy sector for instance, the Akufo-Addo administration has prioritized diversifying the energy mix by developing renewable energy generation through IPPs in wind, solar and hydropower. US companies have the potential to win important export markets in *wind and solar* markets. Similarly, US companies are well placed to compete for business in the sectors of *agriculture, health care, rail transport, and digitally-enabled services* that are priorities for the government of Ghana. We recommend that US commercial development efforts with Ghana focus on these five sectors.

Competitive threats by other governments. Competitiveness of US companies requires that US Government policies and programs be designed to compete effectively with actions being taken by other countries to develop commercial activities with Ghana, Germany for example is a strong competitor. During a recent State visit in December 2017, the German President announced a \$100m fund to support development of the renewables energy sector in Ghana, setting the stage for German companies to advance several German export projects. Germany and several other countries also provide financing at concessional terms, making their projects highly attractive to fiscally-challenged Ghana (in view of constraints for Ghana's government to take on sovereign debt at market, non-concessional rates).

Recommendation

We recommend a whole-of-U.S.-Government approach closely coordinated with the U.S. private sector to help position U.S. companies favorably to win investment projects with potential for significant U.S. exports. A whole-of-government approach would include the following closely coordinated elements:

- **USAID** support to the government of Ghana to catalyze markets in the priority sectors for US commercial development, starting with renewable energy where the government of Ghana is particularly interested to receive support. USAID's support would pursue economic development objectives and would also set the stage and create demand for parallel private investment and export projects of US companies.
- **USTDA** provision of small grants for early-stage development of private investment projects that have potential for significant US exports.
- **OPIC** lending (and if possible, equity investing) into the same portfolio of viable investment projects (with focus on those that have potential for significant US exports)
- **USAID Development Credit Authority** provision of risk guarantees to the same portfolio of viable investment project

- **EXIM** lending (where relevant blended with concessional finance) to the US export projects

Activity During the Fact-Finding Trip

We recommend signing a Govt to Govt MoU with Ghana in relation to a coherent program of investment and export projects. An initial list (not exhaustive, serving as a starting point) would be prioritized with the government of Ghana ahead of the visit. For the prioritized projects, the MoU would

- Ensure a period of exclusivity for US companies to develop and negotiate the projects with relevant government agencies.
- Include a US commitment to support development programs to catalyze markets, through technical support, capacity building and support for other public goods. An initial program would focus on development of renewable power generation in Ghana through grants from USAID/Power Africa.
- Indicate that OPIC, USTDA and USAID DCA would invest into the projects subject to viability being confirmed, through small grants for project development costs (USTDA), equity and lending (OPIC), and credit enhancement for bankability (USAID DCA).
- Indicate that subject to re-activation, US EXIM would provide lending for US export projects, (in some cases with concessional terms).
- Support the Government's efforts to advance a digital economy to enhance governance, accountability and transparency.