



# Africa Matters

## Is Latin America really more important to Canada than Africa?

Since the recent G8 Summit in Germany, it appears that Africa has been sidelined from the active agenda of the current minority government. Prime Minister Harper and his senior advisors are apparently redirecting their international attention and resources towards the Americas. Following this policy shift, in July the PM undertook a four country Americas tour, visiting Columbia, Chile, Haiti, and Barbados. Secretary of State for Foreign Affairs and International Trade Helena Guergis led a mission to Peru in early August. Is Africa being sidelined?

While we are concerned about this new emphasis, especially if it means redeploying already scant resources from one continent to another, the pull of

Africa for the Canadian private sector and our foreign policy in general remains, on its own merits, more robust than ever. In fact, the data suggest that Africa is more important to the Canadian economy (let alone our global security interests) today than ever before. And it goes without saying that Canada's Commonwealth and francophonie cultural and linguistic ties to the continent far outstrip any hemispheric ones we may have with Latin America.

Looking at investment, exports, imports, natural resources, immigration, our development program, and even the ideological leanings of governments in those two regions, the trends certainly point out that ...

*(continued on page 3)*

### CLCCI Merges into CCAfrica to form a "Libya Working Group"

CCAfrica is pleased to announce that it has concluded an arrangement to merge the Canada-Libya Chamber of Commerce and Industry (CLCCI) into CCAfrica and create a Libya Working Group (LWG) to undertake activities to promote bilateral commercial relations. The merger will reduce administrative activities and overhead.

Sufyan Maghur, a founder of CLCCI and its last President, will become the Chair of the Libya Working Group within CCAfrica. Mr. Maghur is President & CEO of Virtual Dimensions Inc in Ottawa and also operates www.Libyaonline.ly. The first event planned by the LWG will be a special "Doing Business in Libya" seminar scheduled for Toronto after Ramadan. •

### The Business Club Algéro-Canadien and CCAfrica signed a Memorandum of Understanding (MOU)

The Canadian Council on Africa and the Business Club Algéro-Canadien are happy to announce the official signing of a Memorandum of Understanding (MOU) between the two organizations.

Given their interest in the economic growth of Africa and that its economic development has a direct impact on the persons and their quality of life, CCAfrica and the BCAC wish to collaborate and put in place facilities for investments and increased business connections between Canada and Algeria. •

### Upcoming Events

#### September:

- GIS Business Mission to Burkina and Senegal
- Forum Africa (Montreal)
- Cameroon PM Visit (Ottawa, Montreal)

#### October:

- Power & Energy Mission to South Africa
- Madagascar delegation to Montreal, Ottawa, Toronto
- Exporting Health Products & Services to Africa (Moncton)

#### November:

- Mission to Tunisia/AfDB
- Nigerian delegation to Toronto, Calgary, Vancouver

*(More details on pp. 14-15)*

# CCAfrica Member Services

## Business Development Service

The Business Development Service (BDS) was launched by CCAfrica in July 2006. Every week our Ottawa-based BDS project manager, Florestan Fillon, and our interns comprehensively review various listings of project tenders and strategic intelligence from a wide number of sources, categorize them, and send the information to members based on their sectors of interest. For more information or if you are not receiving your weekly BDS email, please contact: [florestan.fillon@ccafrika.ca](mailto:florestan.fillon@ccafrika.ca) at our Ottawa office: Tel (613) 565-3011.

## Publications

CCAfrica not only publishes this regular newsletter, we also publish in digital and print form a *Doing Business* series that so far includes Nigeria, Libya, Angola, and Tanzania.



Recently, we published the proceedings from the "Education & Economic Development in Africa" Conference held

in April 2006. You can find the order form for these publications on our website. All members will receive hard, colour copy of our new members directory, entitled *Canadian Expertise for Africa*.

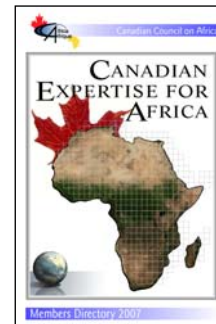
## NEW! Monthly African Indicators

Starting in September, CCAfrica members will receive a quick-to-read one page synopsis of important upcoming events (e.g. African elections) and recent economic data from Africa that will help them assess market conditions across the continent.

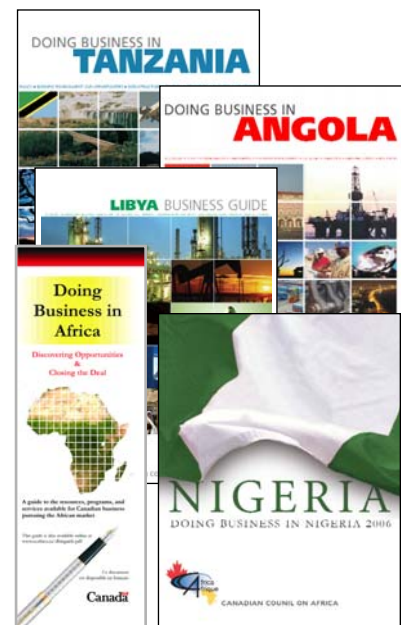
## Advice & Support

CCAfrica maintains four regional offices that are there to help you with your specific projects and problems. Our VPs have wide experience with Africa, across various sectors, and with Canadian government programs, so they can help you with the issues facing your business or institution. In addition, we now have three interns posted in Mali, Rwanda, and Tanzania that can assist on the ground in those countries (see page 8 for more information). For shared challenges amongst our membership, like business visa problems, CCAfrica can create a working group of members to investigate and develop a plan of action and recommendations. •

## Canadian Expertise for Africa



## CCAfrica Business Guides



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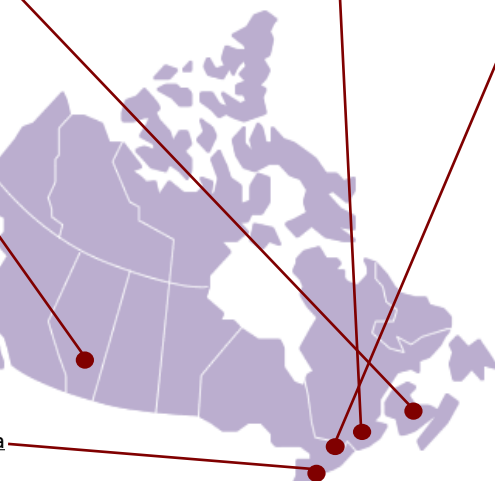
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Top cover photo from Barrick (a woman entrepreneur/local supplier in Tanzania).

## President's Report



As you seen in our cover article, there is concern that our current government is missing the signs of growing strength in Canada's economic relationship in Africa. While official import, export, and services stats capture some of this growth, EDC's volume of transactions involving Africa is particularly illustrative. In 2006, EDC supported 361 companies in 36 African countries totalling nearly \$2 billion in transactions. We already know that the Canadian markets fuel African mining exploration and development, and NRCAN estimates Canadian accumulated mining

investment in 2005 was pushing \$6 billion, but with planned mine development will surpass \$10 billion in the next five years (and real market values in an era of high commodity prices rate a high multiple on these figures).

While energy investment is not yet as extensive as in mining, it is significant and it is growing, with export of related equipment and services remaining strong. Infrastructure and transportation are also growing sectors. Bombardier, for example, just announced four more commercial aircraft sales to Nigeria. Educational institutions are both attracting increasing African applicants and undertaking projects directly on the

continent. And I could go on. But what this increasing tempo of commercial relations requires to ensure long-term sustainability is ongoing support of the Canadian government, including presence on the ground (i.e. embassies, trade officers), pro-trade policies at home, and, ultimately, a comprehensive "Africa policy" that coordinates all planks of Canada's relations with the continent.

Supporting Canadian economic relations with Africa and Latin America is not an either/or issue. Canada is perceived as a global player and needs to be fruitfully engaged in Africa, the Americas, and elsewhere.

*Lucien Bradet, President & CEO*

(continued from cover) ... Africa is currently growing in importance and creating long-term opportunities.

Where most African governments have made the difficult transition over the last two decades to reduce the level of state control in their economies --with recent sustained economic growth to show for that effort -- some South American countries are going the other way. Venezuela, Bolivia, and Ecuador are increasing the level of state intervention in their respective economies, changing the economic climate considerably. Even Argentina seems to be recently enticed by the Venezuelan example. And Cuba is not going to make real changes anytime soon. (The PM's message that Canada can play interlocutor between the American and Cuban/Venezuelan economic models is an important middle power approach for our hemisphere, but should not preclude other foreign policy priorities and initiatives.)

Compare that trend to Africa, where nearly all countries have reduced state ownership of the economy and opened themselves up to foreign direct investment, where even Libya has opened its doors, and where South Africa's economy is booming in preparation for the 2010 World Cup. Economic growth and individual entrepreneurialism across much of the continent is constrained more by power and infrastructure shortages (two sectors of significant Canadian comparative

advantage and expertise) than policies pushing state intervention. But Africa's real yet tentative 21st Century economic renaissance needs to be consolidated, and now is NOT the time to reduce Canada's involvement (as rumours persist of another round of embassy closings and/or staff reductions in a number of offices in Africa, despite recent moves by the government to enhance the Canadian presence abroad

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in line with our economic and energy interests). A parliamentary report issued last month said Canada should establish an agency to promote global democracy, similar to those operated by other Western countries. With aggressive Canadian economic engagement and governance support, Africa has can achieve long-term poverty alleviation.

However, the argument goes, Africa is so far away. It is Europe's backyard. That is 19th Century thinking. A direct flight

between Montreal and Casablanca is only seven hours. Between Toronto and Lima, nearly eight hours. There still aren't enough good ways to get to Africa directly from Canada, yet, but distance alone remains a minor challenge.

On July 25th, the *Globe and Mail's Report on Business* section ran a feature article entitled "Africa offers 'final frontier' for investors", quoting a report from Richard Bernstein, chief investment strategist at Merrill Lynch & Co. Mr. Bernstein believes that Africa is at "an inflection point that could produce a dramatic change in its economic prospects." The article repeated the recent strong economic growth rates experienced by Africa since 2001, outpacing global growth. Also in July, *Vanity Fair* published a special "Africa" issue, guest edited by U2 frontman Bono. And *Foreign Policy* magazine published its annual "Failed States Index," with 12 of the top 20 at risk states in Africa. Taken together, these three different perspectives on the continent highlight the economic potential, human security and governance challenges that Canada should be actively engaged in. While the only debate about Canada's relations with Africa seems to revolve around the appropriate base level for doubling our aid, the reality is that aid is not an "Africa policy" itself, aid alone is not in Africa's best interest, and aid is not the best way for Canada to increase its profile and effective engagement in Africa. •

## Corporate Social Responsibility: Our regular review of CCAfrica Member CSR Initiatives

### "Risks, Responsibilities and Real Benefits: Mining in the Democratic Republic of the Congo" Workshop Report

In May, Export Development Canada hosted a workshop on socially responsible mining practices in the Democratic Republic of Congo (DRC). The purpose of the workshop was to engage a broad group of interested stakeholders, including members of the private sector, government, and civil society, to discuss a broad array of ground-level, non-environmental risks associated with mining projects in the DRC.

Three necessary conditions for successful, harmonious, and productive mineral development in the DRC were outlined:

**1. Companies need to be transparent about their revenue-sharing arrangements with government and must demonstrate how much they are paying and to whom.**

For their part, donors need to insist that governments allocate mineral revenues equitably. These obligations flow directly from the DRC's troubled history of mining development.

**2. Companies must ensure that their local footprint does not damage neighbouring communities and indeed provides benefits outside the immediate concession area by enhancing local infrastructure, encouraging new suppliers, and creating new skills.**

Currently, each mining project tends to look after its own infrastructure needs. In many cases, it will be more efficient for companies to pool their resources when planning infrastructure projects.

**3. Companies need to build a consensus around a long-term development plan, including short-term targets.**

This is particularly important in Katanga where the short-term oriented mine-by-mine approach is not maximizing benefits. To do this there would need to be broad engagement between the various levels of government, NGOs, domestic civil society, and the mining companies.

**... a long-term vision of development that best allows for a convergence of interests among mining interests, government, and local communities ... ultimately provides the greatest form of risk insurance.**

One participant emphasized the need to accelerate the provision of a peace dividend as further delay penalizes the already impoverished local population. He noted that a consensus is emerging on a new development model that features a more equitable distribution of mining benefits between the central government and local populations as well as stressing the corporate social responsibility of mining companies. In his view, it is a long-term vision of development that best allows for a convergence of interests among mining interests, government, and local communities, and that ultimately provides

the greatest form of risk insurance. A number of financial institutions now take such a distribution of benefits into account before financing mining projects.

Other participants emphasized the need for closer collaboration among mining companies, because they face many of the same challenges (e.g., artisanal mining) and between the private and the public sectors. Such partnerships are not always easy to create but the USAID's Global Development Alliance has demonstrated that it is feasible.

Both donors and international mining companies need to take a long-term approach to capacity-building. Through higher salaries, the private sector has been able to hire away trained public servants and thereby make it difficult for government to be able to play its vital regulatory role. Companies must resist the temptation to employ lower standards when they know that the government has little or no enforcement capacity.

A long-term local skills development approach should include:

**1. Helping fund a regional mining engineering school**

(viz., the initiative of the Partenariat minier africain). As a result of the boom in the mineral sector, there are skills shortages everywhere. Large mining projects are increasingly likely to be located in the developing world. Because expatriate labour is expensive, it makes sense for countries rich in minerals such as the DRC to develop their own engineering skills.

**2. Developing skills that local populations will be able to use after mine closure. •**



### Barrick's CSR Efforts in Tanzania

As a global mining company operating in Africa, Barrick has learned a great deal from its experiences on the ground. Increasingly, the company is pursuing long-term, capital-intensive projects in remote areas where the operating environment is characterized by a lack of essential socigovernment can ensure that the company's presence continues to benefit local residents long after mining has ceased.



For example, in Tanzania Barrick is investing US\$28 million through a public-private partnership to bring electricity to the remote Mara region. The project will benefit both residents and businesses in the area that currently have no access to electricity. It will also have environmental benefits, supplying clean power to a region that currently relies on diesel generation. Most of all, this vital infrastructure will be in place long after the mine closes.



Barrick works with members of its mining communities in Tanzania to develop sustainable initiatives.

On a smaller scale, Barrick is creating opportunities for local Tanzanian suppliers. The company partnered with Sodexo, its catering service provider, to provide 240 local small-scale farmers with a market for their produce by selling directly to Sodexo. The catering company is now purchasing 21 per cent of its product for Bulyanhulu from local farmers, generating a significant

income for seven agricultural communities. Barrick has also developed a micro-financing initiative, working with local Savings and Credit Cooperatives (SACCOS) to give local entrepreneurs better access to capital to start a business.

“These initiatives are all success stories, and there are countless others,” said Gareth Taylor, Barrick’s executive general manager for Operations in Tanzania. “We will continue to build relationships with stakeholders to make meaningful contributions to the communities where we live and work.” •



Barrick recently donated a building to local Savings and Credit Cooperatives (SACCOS), opening up local entrepreneurial opportunities.

### PharmAfrican & BDA Project in DR Congo

PharmAfrican, a Canadian biotech firm, and the BDA Foundation, a Canadian non-profit organization, are united in their work to create an industry in medicinal plants in the Democratic Republic of Congo (DRC). Part of the CCA mission to DRC in June, PharmAfrican, currently developing functional food and botanical drugs, had the opportunity to establish collaborative working arrangements with major industrial actors as well as Congolese authorities. This was an important step in designing a medicinal plant supply chain which meets FDA, Health Canada, and WHO standards and guidelines on good agricultural and collection practices (GACP) for medicinal



plants.

Based on a unique partnership with the Jesuits of Congo, the BDA Foundation’s philanthropic mission is to help create an economically and environmentally sustainable industry in medicinal plants that will improve the lives of people while creating a whole new economic base for the region.

“The BDA Foundation is responding to what our African partners have asked us for:” said the BDA Foundation’s Director, Mr. Richard Klopp, “sustainable jobs that allow them to benefit from their vast knowledge and experience of the many valuable plants that grow in that part of the world.”

Part of the CCA delegation to DRC in June 2007, the BDA Foundation was

successful in exploring and cementing a series of partnerships that is allowing it to implement its three core projects:

- 1) A technical training program in medical plant agriculture at the Institut Supérieure Agro-Vétérinaire in Kinshasa.
- 2) An experimental center for practical training and research.
- 3) A micro-finance cooperative project that will help launch medical plant farms around the region. •



PharmAfrican and BDA Foundation delegations meet with Mgr Fidèle Nsielele (the Bishop of Kisantu) and Frere UMBA.

### The Studies by SNC-Lavalin Environmental in Guinea Among the Best in the World

Present in Africa for almost 40 years, SNC-Lavalin has contributed to the development of this continent by ensuring



a constant knowledge transfer

**SNC • LAVALIN** of skills and the growth of knowledge that comes with all of its projects.

SNC-Lavalin Environmental studied for Global Alumina, a corporation renowned for its sustainable development, an environmental impact study as well as an action plan for the integration within the framework of a construction project of a new alumina refinery.

Approved by the government of Guinea in 2005, the study teams became a valued source of reference which was underlined at the 4th International Pacte



Learning Forum of the United Nations (Nov. 2006 - Ghana), the African Development Bank, the African press, the BBC and TV5.

The vision in the project's sustainable development and the quality of the studies incited BHP Billeton, one of the biggest mining companies to the world, decided in April 2007 to invest in the project and to become user of the factory, once completed.

Several international cooperatives,

such as the African Development Fund, the Canadian International Development Agency and the French Development Agency, joined to the project by financing activities related to this project.

With a third of the world's reserves of bauxite, Guinea can take advantage of the implementation of such projects that would benefit local communities from wealth of their environment. •

### ICA Can Help Meet Your CSR Obligations

Eugene Nzeribe, former CEO of CCAfrica member Globe Marketing International Corporation, has switched hats to work on poverty alleviation projects through a new NGO called ICA: International Charity for Africa. Looking for ways to improve the quality of lives of people, especially in Sub-Saharan Africa (SSA), has always been high in Eugene's agenda.

Eugene says that up to 80% of men & women in SSA are underemployed or are totally jobless and living on less than \$1 a day, and therefore they are unable to fully take care of their family's needs in food, housing, healthcare, and education. This includes the entrepreneurs who should be stimulating the economy and creating the required jobs.

ICA's mandate is to help combat this situation by energizing the thousands of promising entrepreneurs with the passion, commitment, and drive to grow their small businesses and ultimately create jobs for the masses. ICA is assisting with coaching, planning, products &

services development, market expansion, tools, and micro financing.

For Canadian firms doing business in Africa, ICA is an avenue through which you could meet your Corporate Social Responsibility obligations. Members of CCAfrica who are contemplating helping should consider being financial sponsors of ICA in a project that aligns with their corporate or individual giving plans.

For more information, please send an email to Eugene Nzeribe at:

[admin@icafrika.com](mailto:admin@icafrika.com) or [www.icafrika.com](http://www.icafrika.com) •

### Water, Africa, and Eyes in the Sky Canada and its contributions to the TIGER Program

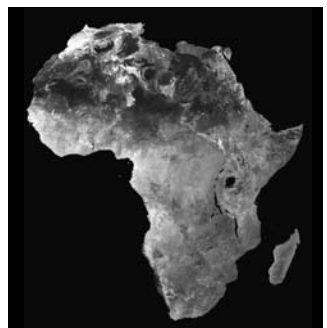
THE CANADIAN SPACE AGENCY is engaged in a multi-year initiative that is aimed at developing sustainable Earth observation information services for



integrated water resource management in developing countries, with a focus on Africa. Together with partners in Africa, Europe, and Canadian industry, the Agency is contributing to the TIGER Program, uniting practitioners in the use of Earth observation satellite data to address important water management issues. To date, the Canadian Government has provided more than \$3.5M in support of this program, and further

contributions in amount of \$3M by Canadian and African participants are preparing the ground for the practical utilization of space technology in Africa's water sector.

As an active participant in TIGER, Canada's Space Agency seeks to foster



knowledge sharing among all stakeholders, and supplies imagery gathered by Canada's RADARSAT-1 satellite for environmental monitoring and water resource analysis tasks. A total of seven projects are supported in various parts of Africa involving RADARSAT technology, Canadian industry and their partners in various African institutions. Together, they focus on finding practical answers to questions related to, for example, malaria infestation, ground water resources, or cross-boundary water management, and they work on integrating the findings into day-to-day water resource management activities.

For more information on the project and related activities, visit: [www.space.gc.ca/asc/eng/satellites/tiger.asp](http://www.space.gc.ca/asc/eng/satellites/tiger.asp) •

## SaskTel International Awarded Management Contract In Tanzania

In May, SaskTel International (SI) was awarded a three-year management contract by the Parastatal Sector Reform Commission (Government of Tanzania) to manage all aspects of the operations, maintenance, and expansion of Tanzania Telecommunications Company Limited (TTCL) in order to improve the company's financial, commercial, and technical performance.

"Sharing expertise with the world by delivering world-class network consult-

ing and project management services enables SaskTel International to continue bringing revenue back home to benefit the people of Saskatchewan," Deb Higgins, Minister Responsible for SaskTel said. "SaskTel International continues to strengthen its stature in the international consulting field and it is strongly positioned for any future business in this field."

"The decision to put TTCL under new management was reached by its shareholders who saw that as part of the best strategy to make it run more efficiently in the prevailing free market economy," said Infrastructure Development Minister Andrew Chenge. "SaskTel International has a history of strong management experience in the telecommunications sector both within and outside Tanzania and we are pleased to award this management contract to them."

"For twenty years now SaskTel has been going beyond its borders to generate revenue and apply its expertise in other parts of the world," added Robert Watson, SaskTel President and CEO. "SI has a strong history of helping clients around the globe develop, improve, and expand their telecommunications systems and we are extremely pleased with this new fee-for-service contract."

SaskTel International will deploy several key management resources to Tanzania to oversee fulfillment of this long term contract (including Don Mortenson, once a CCAfrica Board member). In addition, SI will be able to provide additional support resources to assist in other areas of the company which are to be identified by the proposed SI management team and with the assistance of key support personnel in Saskatchewan. •

## Anyway Solid Environmental Solutions leads in a US\$300M Project in Madagascar

AnyWay Solid Environmental Solutions, a Metrontario Group of Canada subsidiary and the world leader in soil stabilization-based solutions for infrastructure and low cost housing, has been selected as the lead technology and training provider in a US\$300 million multi-faceted plan which will include thousands of houses and thousands of kilometers of roads in Madagascar.

The plan, to be funded by the government of Madagascar, is called the Madagascar Action Plan (MAP), and it presents a challenge to AnyWay Solutions to transfer its technology and techniques for the construction of a house for every teacher in the island country, by the year 2012.

Through Delta Norway, its representative company in Madagascar, the Canadian company signed the agreement which specifies that AnyWay Solutions will supply the technology and know-how for the construction of the houses and roads. This agreement was endorsed by none other

than Madagascan President, Marc Ravlomanana, who specified that AnyWay Solutions' technology should lead the project.

AnyWay Solutions developed AnyWay's Natural Soil Stabilizer, a unique, patented soil stabilization technology registered worldwide. It is used to minimize the impact of infrastructure projects on the environment and has been awarded a 'Green Label' for its environmental compatibility. In keeping with the core principles of The Metrontario Group, AnyWay values good corporate citizenship and seeks to contribute to the greater economic, social and environmental well-being of each country in which it is active.

Visit [www.anywaysolutions.com](http://www.anywaysolutions.com).

# Anyway



### University of New Brunswick Makes Strides in Land Management in Malawi

In early June, University of New Brunswick (UNB) professor John McEvoy and students Erin Riley and Robert Kingdon arrived at the University of Mzuzu in northern Malawi, Africa, with four boxes filled with text books and related materials. Under the Centre for Property Studies, Prof. McEvoy and the two students traveled to Malawi to finalize a cooperation and exchange agreement between UNB and Mzuzu University. Prof. McEvoy returned to UNB the following week, but for Ms.



Riley and Mr. Kingdon the trip marked the beginning of a 12-week internship working with faculty of the new department of land management at Mzuzu.

The department of land management at Mzuzu University aims to train students to be true physical planners with strong survey skills and competence in land management and administration.

"The importance of this program is evidenced by the real need for qualified surveyors in a country which saw its number reduced at one point to about a dozen," said Prof. McEvoy.

A great leap towards their goal was made just before Prof. McEvoy returned home. After some convincing, the Malawian surveyor general made his first visit to Mzuzu University to meet the UNB team and their Mzuzu hosts.

"This meeting proved productive," said Prof. McEvoy. "The surveyor general agreed to cooperate with the department staff to create a GPS survey observation point on university grounds and to coop-

erate in training and curriculum development both for university students and to meet the continuing education needs of the surveying profession."

Third year UNB law student Erin Riley will spend her 12 weeks in Malawi working on a housing and governance project under the direct supervision of Mzuzu faculty members in the Department of Land Management. She will work with government officials and non-governmental agencies to develop a working document on goals and policies relating to housing and the poor. She will also meet with housing project residents to discuss "best practices" in relation to land management issues from their perspectives and to identify methods to promote the empowerment of the poor women.

Robert Kingdon, a UNB master's of science student in geodesy and geomatics, will work on reviewing surveying curriculum. He is assisting with the teaching of current courses and is to make recommendations for the upgrade of course content and the establishment of new courses. Resources being in short supply, Mr. Kingdon spends many afternoons instructing groups of students on the survey equipment and concepts.

"We make do with what is available," said Mr. Kingdon. "Lacking a proper tripod, we spent one afternoon lying on the ground to use the survey instrument. They are certainly enthusiastic."

UNB is really there at the right time says Prof. McEvoy. "The people who we met exude a new confidence in their democracy, in their government and in themselves," he said. "There is much we can do to assist them build a better world for themselves."

The student's internships are sponsored by the Canadian International Development Agency administered by the Association of Universities and Colleges of Canada - Students for Development.

For more information, contact the Centre for Property Studies by email [property@unb.ca](mailto:property@unb.ca).

### The Professions Relating to Non-Formal Education in Burkina Faso

The Educational Centres of Non-formal Basis (CEBNF) were created in Burkina Faso to teach to read and write in their mother tongue to school drop-outs from 12 to 15 years old and allow them to introduce them to community's knowledge. The Ministry of Basic Education and the Elimination of Illiteracy (MEBA) in the Burkina concluded that the passing on of knowledge were too theoretical and had to be adapted to the reality of the young people.

Thanks to the financing of the Program of Partnership of the Canadian Schools of the Association of the Community Colleges of Canada, an experimental project over five years began in the CEBNF of Sakoula, in June, 2003 with the cooperation of the Community Colleges of Nouveau-Brunswick (CCNB), via their three campus of Bathurst, Edmundston and Dieppe.

In partnership with the MEBA, the CCNB implemented practical modules relating to the agriculture and breeding professions for sustainable local development. The training of the trainers in a modular approach and in the elaboration of practical modules were integrated into the CEBNF programs.

The project was fast growing thanks to the involvement of the villagers. In Canada, this project allowed to integrate



students in primary and secondary level. This ended in twinnings of schools, conferences, in collection and in sending of material and equipments to Burkina Faso.

### CIFA Closes 5 New Investments in the first half of 2007

The Canada Investment Fund for Africa (CIFA) has had a busy few months. Piers Cumberlege of Cordiant, the managers of CIFA, reports that CIFA and its co-man-



agers Actis have invested in five new deals since January this year.

In Nigeria the year kicked off with an investment in Akwa Ibom-based Gulf of Guinea Exploration, an oil and gas junior developing a strong reserve platform in the Uquo marginal field. Then, in the midst of the Nigerian Presidential election, the fund acquired a large minority stake in Diamond Bank, a leading consumer and corporate bank looking to expand its network and retail products from its existing base of 110 branches countrywide. Finally, CIFA has recently completed an investment in Mouka Foam, a leading manufacturer of foam



mattresses and furnishing products that is seeing strong growth on the back of rising living standards.

Meanwhile, across the continent, the fund has made its first investment in Egypt: Sinai Marble is an integrated marble producer and is one of Egypt's leading marble exporters with exports to over 40 countries. CIFA's investment will help Sinai to increase internal quarrying capacity, introduce new marble colours to its existing range and to build a state of the art marble processing plant.

And last but not least, South African Fuel Logistics Group has joined the portfolio. While Fuel's main focus is South

Africa, its footprint extends across the continent, with over 180 000m2 of platform facilities, a fleet of over 1,100 vehicles and more than 6,500 people employed in delivering 2,000 tonnes of goods per day.

For further information on CIFA please contact Piers Cumberlege at Tel (514) 286 0171. •

### Canadian Bank Note Company, Limited Success in Togo

Canadian Bank Note Company, Limited (CBN) is honoured to be the partner chosen by Togo to provide one of Africa's most advanced, broad, and comprehensive programs for the issuance and control of secure identity documents. Following the introduction of the machine-readable passport in 2000, CBN provided a second issuance system for secure driver's licenses in 2003 that is also used to issue vehicle registrations.

The National ID Card system was then inaugurated in April 2006 and to date twelve of the 36 computerized registration sites are now in operation. Two production sites will issue machine-readable, robust, secure ID cards to Togo's population of some 4m. When installations are complete at year-end, this will be one of the largest computerized ID card systems among developing countries of its size.

The same system will issue machine-readable Permanent Resident's cards as well as professional ID cards for the Police, Customs Authority, and Military. All cards contain security printing features and a digital image of the card hold-



er, printed directly onto the card and contained in a 2D bar code that also includes personal data. Cards are fully compliant with international standards established by ICAO and the ISO, and enable Togolese authorities to fight criminality and fraud. The computerized ID data base is an essential tool for public administration, planning, and good governance.

This year, CBN will also supply new, highly secure Nationality Certificates and an issuing system. •

### EDC to partner with FirstRand Bank in US\$150M facility

Export Development Canada (EDC) signed a co-operative Memorandum of Understanding (MOU) with Rand Merchant Bank (RMB) in May for a US\$150M facility to increase new Canadian involvement in Sub-Saharan projects and help grow the business of Canadian companies already operating in Africa.

Under this MOU, EDC, and RMB have both committed up to US\$75M on a risk sharing basis. Sub-Saharan Africa is emerging as a strong growth market for both Canadian investors and exporters. In particular, Canadian companies are active in such sectors as mining, transportation, oil and gas, infrastructure, and telecommunications. Canada is the largest non-African investor in the mining sector in Sub-Saharan Africa.

"By partnering with FirstRand, EDC will be in a much stronger position to identify new opportunities for Canadian companies, at an earlier part of the development cycle, through transactions being pursued by FirstRand," said Benoit Daignault, EDC's Senior Vice President for Business Development. "As one of South Africa's leading banks, FirstRand will enhance EDC's regional knowledge and its risk mitigation capacity in Sub-Saharan Africa."

The signing ceremony was held at RMB's head office in Sandton, during a visit to South Africa by Mr. Daignault, and Rizwan Haider, EDC's Regional Manager for Africa. Alan Pullinger and

Peter Hayward-Butt, Co-Heads of Investment Banking, signed on behalf of RMB.

RMB is the investment-banking arm of FirstRand, a large financial services group listed on the stock exchange in Johannesburg. RMB has funded projects in more than 30 African countries in areas ranging from mining and infrastructure to trains and mobile phone networks. These sectors of focus reflect Canada's industrial expertise and export sector strengths in Africa. •

## DID and its Partners Invest in the Development of Agricultural Credit

In the rural regions, the members of the financial cooperatives supported by Development International Desjardins (DID) are for the most part of the agricultural producers.



This is to better answer their specific needs that DID launched, by basing itself on its (the largest agricultural lender in Quebec) and with the financial support of the Canadian International Development Agency (CIDA), Project to Professionalize Agricultural Credit Methods (PMCA). Led in association with several partner financial institutions of DID, this project took place in Burkina Faso, Tanzania and Madagascar.

In Burkina Faso and in Tanzania, PMCA setup a program of credit for the marketing of the rice and some corn, or credit "storage". Thanks to this initiative, farmers can receive an advance to cover the needs of their family and pursue their activities without being obliged to sell their harvest when their value is the lowest. They therefore obtain bet-

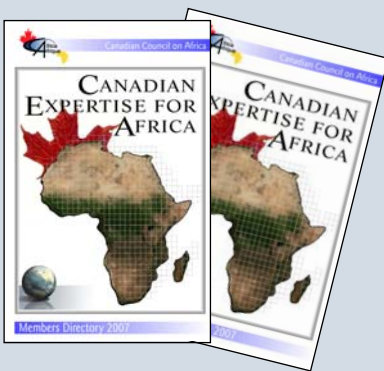
ter returns and manage to better exploit the potential of their land and the market.

In Madagascar, where the agricultural credit serves especially for financing the rizicole production, the credit "against season" was conceived to reach new clientele and diversify the risks incurred by the loaning credit offices. Besides encouraging the alternative agricultural production, it allows a clientele consisted mainly of women to improve the productivity of their field and, in consequence, their living conditions.

These results were shared during a workshop which was held last March in Mali and which gathered about fifty partners of DID stemming from 12 countries. This event equally allowed to show the second phase of the project PMCA, which will start in August 2007 and will concern among others risk management and the fair business. •



### THE INDISPENSABLE REFERENCE HANDBOOK



## CANADIAN EXPERTISE FOR AFRICA

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## Bombardier Sells Four Q400 Airliners To Nigerian-based Arik Air

Bombardier Aerospace announced in July that Lagos-based Arik Air has placed a firm order for four Q400 high-speed turboprop airliners. The value of the contract, based on the list price of the Q400 airliner, is approx US\$104M.

Arik Air's current fleet includes four Bombardier CRJ900 regional jets with 10 business class seats and

65 economy class seats in a spacious cabin. It also operates three CRJ200 regional jets. The airline currently serves seven routes in Nigeria which will rise to 11 before introducing regional African and Intercontinental destinations later this year. •



## CIDA Restructures

In June, CIDA President Robert Greenhill launched a major restructuring of the agency under a



“Transformation for Results Initiative.” Greenhill said he “seeks to place the agency among the world’s most effective and accountable bilateral development agencies.”

While the restructuring initiative is ongoing and not finalized, some major changes are already apparent. CIDA will now have a Chief Operating Officer, and a Chief Financial Officer, and a Chief Audit Executive Officer, and will forego its traditional geographic and branch structure. Under the new structure, Canadian Partnership will be a cross-cutting pillar across the six CIDA sectors:

- 1) Office of Democratic Governance
- 2) Economic Growth
- 3) Health, Education and Social Development

- 4) Environmental Sustainability
- 5) Equality Between Women & Men
- 6) Humanitarian Assistance, Peace & Security

CIDA hopes that with this new structure there will be better co-ordination with Canadian and international partners.

The traditional geographic regions will also be cross-cutting these sectors, along with a special “Afghanistan Task Force” that reports directly to the President of CIDA. However, all other geographic regions will report to one geographic office headed by a Senior Vice-President and not directly to the President of CIDA.

Greenhill calls a new “Strategic Policy and Performance” pillar the “linchpin for all the others ... it will ensure that we have strategic rigour in all that we do, that our results (including failures, as well as successes) are clear and externally validated.” He went on to say that this new structure will better communicate the impact of CIDA within Canada, to both politicians and the public. CIDA seems to at last realize that marginalizing Canadian

involvement with the development program (whether NGOs, educational institutions, or companies), as the Africa program has effectively done over the last few years, reduces both the profile of Canada in Africa as well as the development constituency within Canada.

There seem to be no significant changes in thematic sectors under consideration. “Economic Growth” is the Private Sector Directorate renamed, and as reviewed below, the only responsive CIDA program for the private sector, CIDA INC, is facing significant budget cuts while the rest of the CIDA budget increases year-to-year. African priorities like energy, agriculture, and infrastructure, three key areas of Canadian expertise that are critical for African countries trying to reach their Millennium Development Goals, remain sidelined. However, “economic growth” can perhaps be more widely defined than private sector development, and perhaps this will open the door to Canadian involvement in creative initiatives in these three critical sectors going forward. •

## CIDA INC Program Faces Substantial Cuts

The CIDA Industrial Cooperation Program (INC) is quietly facing major budget cuts while the rest of the CIDA budget increases annually. Nearly half of the INC budget is being cut for a program that makes up less than 2% of total CIDA spending and is the only remaining responsive program for the Canadian private sector. Increasing bureaucratic hurdles, limited program scope, and a narrowing list of eligible countries have constrained access to the INC program, especially to SMEs, but improvements to the program, not cuts, were expected. CCAfrica and other associations are actively seeking clarification on the cuts and overall INC direction. Members are urged to contact CIDA management directly with their concerns. •

## New Canadian Appointments for Africa

- David Schemmer  
High Commissioner to Ghana
- Caroline Chrétien  
High Commissioner to Nigeria
- Janet Siddall  
High Commissioner to Tanzania
- Sigrid Anna (Sigi) Johnson  
High Commissioner to Democratic Republic of Congo
- J. P. Bolduc  
High Commissioner to Senegal
- Bruce Montador  
Canadian Executive Director to the African Development Bank (Tunis)

## August Cabinet Shuffle

- Maxime Bernier  
Department of Foreign Affairs and International Trade Canada - DFAIT  
*previously Industry Canada*
- Peter MacKay  
Department of Defence  
*previously Department of Foreign Affairs and International Trade Canada - DFAIT*
- Bev Oda  
Canadian International Development Agency - CIDA  
*previously Heritage*
- Josée Verner  
Heritage Canada  
*previously Canadian International Development Agency - CIDA*

## Affiliate African Associations & Interns

### CCAfrica Interns Based in Mali, Rwanda, & Tanzania

CCAfrica is pleased to introduce our international internship program, placing Business Development Officers with some of our Affiliate Association partners in Africa. Through CIDA's international youth internship program, we have three young Canadian interns posted in Africa until December 2007:

**Caroline Ducharme** is in Mali working with the Conseil National du Patronat du Mali. Email: [ducharmacaroline@hotmail.com](mailto:ducharmacaroline@hotmail.com)

**Sarah Morrison** is in Rwanda working with the Rwanda Investment and Export Promotion Agency (RIEPA) Email: [sarah.ccafrica@gmail.com](mailto:sarah.ccafrica@gmail.com)

**Jonathan Millard** is in Tanzania working with the Tanzania Chamber of Commerce, Industry and Agriculture. Email: [jonathan.ccafrica@yahoo.com](mailto:jonathan.ccafrica@yahoo.com)

Their mandate is to work with private sector companies from the host country and from Canada in order to increase commercial relations. If you are interested in these markets, going there, or have received queries from these

markets, don't hesitate to contact our interns with specific questions as they and our local business association partners may be able to assist. As an example, in July and shortly after arriving, an intern was able to deposit in a timely fashion bid documents for a CCAfrica member. The member was very satisfied with this effort and sent us a letter of thanks.

Besides these three affiliate associations in Mali, Rwanda, and Tanzania, CCAfrica also has affiliate agreements in place with the Nigeria Economic Summit Group, the Canada Business Association - Ghana, and the Business



Caroline Ducharme, standing 3rd from left, represents CCAfrica in Bamako.

Club Algéro-Canadien. Through CCAfrica you can access our growing network of business associations throughout the continent. •



Jonathan Millard, left, with TCCIA staff in Dar es Salaam.

## Activity Reports

### eLearning in Nairobi

This year's eLearning Africa Conference attracted a remarkable response from Africa and the rest of the world with 1402 delegates (including 50 from Canada) from 83 countries taking part in the event held from May 28-30 in Nairobi. CIDA supported the participation of many African delegates.

Nineteen Canadians presented, while others facilitated workshops, hosted demonstrations, and participated in panel discussions over the three-day event.

"We got a very clear message that ICT-

supported education is a core component of the development plans of most African governments," said Gary Stairs, the Canadian mission leader. "ICTs are being integrated into many national educational systems in order to reach the Millennium Development Goal (MDG) of 'Education for All.' These efforts were given special emphasis by the conference organizers in both the plenaries and the conference programme in general."

Seven Canadian organizations exhibited at eLearning Africa: Toon Boom, CIDE, LearnNB, Anyway Solutions, and TTG Systems had booths at the Canadian Pavilion. An additional ten firms, plus Montreal International, attended eLearning Africa and represented their organization's products and services within the booths at the Canadian stand. Additionally, SMART Technologies Inc. of Calgary and the Canadian-based Commonwealth of Learning exhibited.

A large partnership of public and private sector organizations helped to organize and fund Canada's major presence. •

### Algiers International Fair

Contacts Monde participated in the 40th International Fair of Algiers last June. Almost 1600 companies, from about forty countries exposed to more than 500,000 visitors. The President of Consultation Contacts Monde, Mr. Miville-de Chêne, collaborated as leader of mission of the CCAfrica and gave a seminar to the National Agency of Promotion of Exportation (ALGEX).

Contacts Monde was very satisfied with its first participation at the Fair. An agreement was signed with the Algerian company "Development Consulting International" specialized in the business engineering to set up Canadian training centres in international trade. •



# African Development Bank in Canada

## Delegation in Calgary, Toronto, Vancouver, & Montreal in June

CCAfrica, DFAIT, provincial governments, the Canada Export Centre, and Le Conference de Montreal played host to an African Development Bank (AfDB) delegation that participated in seminars to educate Canadian businesses, educational institutions, and NGOs about doing business with AfDB.

Due to scheduling issues in each city, the Bank delegation had to criss-cross the country to participate in seminars held in Calgary, Toronto, Vancouver, and Montreal (in that order).

All the presentations given as well as a contact list for the delegation is available on the CCAfrica website: [www.ccafrica.ca](http://www.ccafrica.ca) (just click on the AfDB event banner). •



CCAfrica co-hosted a well attended seminar in Calgary. From L to R: Andrew Hupfau, OLIFI/Tunis; Massamba Diène, AfDB; Barry Schlinker, Trade Commissioner, Calgary ITC; Djibril Diallo, AfDB; Shane Jaffer, Director IFIs, Alberta Government; Ahmed Benbarka, AfDB; Martha Baltierra-Qureishi, Trade Adviser, Calgary Economic Development; Chris Roberts, CCAfrica; and Juste Rwamabuga, AfDB.

## Business Mission to the Democratic Republic of Congo

CCAfrica President Lucien Bradet led a four-day business mission to the Democratic Republic of Congo (DRC) from the 25th to the 28th of June 2007.

The Canadian Delegation consisted of 12 participants from the following organizations: CCAfrica, Banro Corp., Bureau de la promotion du commerce Canada, Coopérative de solidarité CANAF, CPCS Transcom, Exportation et development Canada, Laboratoires Azeus, MagIndustries, DFAIT, PharmAfrican, and Tecsuit. The purpose of the mission was to bring together a group of Canadians interested in investing in DRC and to explore other business opportunities there.

Collaborating closely with the Canadian Ambassador in Kinshasa, HE Jean Bolduc, and Madame Louise Nzan Ramazani, Chargé d'affaires of DRC in Canada, the Canadian delegation met with a large number of government



organizations in DRC to discuss issues of interest. The organizations involved were the Ministry of Energy, Mines, Commerce, Agriculture, PlanT and the Office of the President. The roundtable discussions included topics such

as investment policy and opportunities arising after the election and appointment of the new government. There was also a briefing by the World Bank representative as well as from the International Monetary Fund. The meetings were enriched by a seminar that

hosted over eighty business and government officials from DRC.

Several contracts were initiated and there were serious discussions in the areas of energy and pharmaceuticals. No specific contract or dealing can be discussed due to



confidentiality, but the belief is that the delegates will return to Canada with possibilities for future investment in DRC. MagIndustries and MagEnergy made an impressive presence and demonstrated positive involvement in the economy and the future of Congo. •

## SEPTEMBER 2007:

### Canada GIS Trade Mission to Burkina Faso and Senegal (September 16-25)

The Earth Sciences Sector (ESS) of Natural Resources Canada and the Canadian Space Agency (CSA) are pleased to invite you to participate in a Canada Trade Mission to Burkina Faso and Senegal from September 16 to September 25, 2007. This mission will be in conjunction with the 8th edition of the AfricaGIS 2007 Conference held in Ouagadougou, Burkina Faso, afterwards, the mission will continue in Dakar, Senegal. The AfricaGIS Conference represents a unique opportunity to meet officials from countries across Africa, representatives from IFIs, regional and international organizations as well as Earth observation and geo-information professionals. Also, participants will be able to arrange one-on-one meetings with representatives of government agencies, private sector officials and academia to elaborate on possible business opportunities. The theme of the 8th conference "Geo information and the fight against poverty in Africa", is highly relevant to all those who produce, manage or use geo-information, and who are concerned with playing a role in the fight against poverty in Africa. The organisers expect approximately 500 participants.

**Contacts:** NRCan: Denis Haché ([dbache@nrcan.gc.ca](mailto:dbache@nrcan.gc.ca)) Tel: 613-947-2467  
CSA: Steve Iris ([steve.iris@space.gc.ca](mailto:steve.iris@space.gc.ca)) Tel: 450-926-4439

### FORUM AFRICA 2007 (Montreal, September 27-28) / Cameroon PM & Delegation

The African Business RoundTable (ABR) and Afrique Expansion Mag (AEM) in collaboration with the Canadian Council on Africa (CCAfrica) will host FORUM AFRICA 2007, in Montreal, Canada. **Note: The Prime Minister of Cameroon, Ephraim Inoni, has accepted an invitation to attend and will lead a Cameroon government and business delegation to the conference and other events.** This 2007 Forum event will focus on promoting and advancing opportunities for investments and partnerships for sustainable development in Africa. This 3rd biannual international forum aims to provide strategic tools for private and public investments and economic development in Africa. This is a unique opportunity to meet more than 500 delegates, including company CEOs and managing directors; and senior decision makers from the African public sector and international institutions, all in the welcoming setting of the prestigious Le Centre Sheraton Hotel in Montreal. *More information at [www.forumafrikanada.com](http://www.forumafrikanada.com).*

## October 2007:

### Power & Energy Mission to Southern Africa (Johannesburg, October 2-5)

Join CCAfrica and the Canadian Trade Office in Johannesburg to investigate the significant and well-funded opportunities in the power and energy sector in Southern Africa and neighbouring Botswana, Zambia, Angola, Namibia and Mozambique. Contact Lucien Bradet in our Ottawa office for more information: [nathalie.desourdy@ccafrica.ca](mailto:nathalie.desourdy@ccafrica.ca)

### Exporting Health Products & Services to Africa (Moncton, October 30)

This meeting of people and organizations in Atlantic Canada is open to those in the health field interested in exporting products or services to Africa. Co-sponsored by the Beausejour health authority, this event will take place between 10:30am - 3:00 p.m. in Moncton. For more information, please contact [mary.ogilvie@ccafrica.ca](mailto:mary.ogilvie@ccafrica.ca).

### Madagascar Incoming Business Delegation (October 15-19)

A government and business delegation from Madagascar will be in Eastern Canada in October to meet with counterparts. This fast-growing economy represents tremendous opportunities for Canadians across many sectors. For more information, contact the CCAfrica office in Ottawa.

### Doing Business in Libya (Toronto, TBA)

Join CCAfrica for the official launch event of the Libya Working Group as we work with the Libyan Embassy in Ottawa to increase information and awareness about Libya's growing opportunities for trade and investment.

Contact [nola.kianzu@ccafrica.ca](mailto:nola.kianzu@ccafrica.ca) for more information, or visit [www.ccafrica.ca](http://www.ccafrica.ca).

## November 2007

### **CCAfrica Mission to the African Development Bank/Tunisia (November 14-20)**

Join CCAfrica for our first mission to Tunisia and the African Development Bank. We are coordinating our mission to Tunisia to celebrate 50 years of Canada-Tunisia relations and 25 years of Canada's membership in the African Development Bank, and will anchor the mission around an important international trade exhibition in Tunis. This multi-sectoral mission will include high-level and functional meetings with the AfDB and Tunisian government and business leaders. Visit our website at [www.ccafrica.ca](http://www.ccafrica.ca) to review the presentations from the AfDB visit to Canada in June and to find more information about the upcoming mission.

### **Nigerian Business Delegation to Canada led by the Nigerian Investment Promotion Commission (Toronto, Calgary, Vancouver, TBA)**

Access Nigeria Consulting Inc, working with CCAfrica and other partners, is arranging an incoming Nigerian business mission to enable Nigerian businesspeople to find Canadian technical, investment, and trading partners. Partly due to the positive reforms of recent years, the Nigerian economy is experiencing a period of particularly strong growth. However, the legacy of many years of economic mismanagement left the country with significant needs for technology, skills, and local capacity building. This presents a major opportunity to Canadian companies. This mission will focus on key sectors including the oil & gas, power (including alternative energy), solid minerals, transportation, healthcare, and education sectors. As well as NIPC officials and the Government of Nigeria, 20-40 Nigerian business leaders will be involved. The Minister of Mining and Steel Development, the Honourable Chief Sarafa Tunji Ishola, has confirmed his participation. Visit [www.access-nigeria.com](http://www.access-nigeria.com) or [www.ccafrica.ca](http://www.ccafrica.ca) for more information.

### **Mission to Uganda and Commonwealth Heads of Government Meetings (Kampala, November 20-22)**

Uganda will be hosting the Commonwealth Business Forum in Kampala on 20-22 November 2007 in conjunction with the Commonwealth Heads of Government Meeting. This meeting is organized by the Commonwealth Business Council and the Government of Uganda. The Forum is being held immediately before the Heads of State meeting. Uganda will be hosting the Commonwealth Business Forum in Kampala on 20-22 November 2007 in conjunction with the Commonwealth Heads of Government Meeting. This meeting is organized by the Commonwealth Business Council and the Government of Uganda. The Forum is being held immediately before the Heads of State meeting.

## 2008 Head's Up:

- **Business Mission & Pavilion - Nigerian Oil and Gas 2008 Expo (February 17-22, 2008)**
- **Potential CCAfrica/DFAIT/Alberta Government Mission to North Africa (1st Quarter 2008)**
- **Transporting Urban Africa - CCAfrica Conference (April 2008 / African city - TBA)**
- **Rencontre internationale de la Francophonie économique 2008 (Québec, May 16-19, 2008)**
- **Global Petroleum Show - Alberta International Pavilion incl. Africa (Calgary, June 2008)**

A.B. Consultants  
 Access Nigeria Consulting Inc.  
 Africa Gold Group Inc.  
 Afrique Expansion Mag  
 Alcan Inc.  
 Alex Pneu et Mécanique (Canada)  
 Algonquin College  
 Alliance Agricole (CECI - Socodevi - UPA - DI)  
 ◆ AMIS International Agriculture Consulting Inc.  
 Anyway Solid Environmental Solutions Ltd.  
 AO Global  
 Artumas Group Inc.  
 ◆ ASG Groupe Conseil Inc.  
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 ◆ Athabasca University  
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 ◆ Hatch Energy  
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 Hydrotestors 2000 Ltd.  
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 IMW Industries Ltd  
 Industrial Promotion Services Ltd.  
 Informatique Documentaire Edition Electronique  
 IntelliPharmaCeutics  
 Interspan Canada  
 Kusan Ltd.  
 La cité collégiale  
 Lasena Investments (Canada) Inc.  
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 Mennonite Economic Development Association  
 Millenia Hope Inc.  
 Nevsun Resources Ltd.  
 New Brunswick Community Colleges  
 Nexen Inc.  
 Niagara College  
 Northern Lights Franchise Consultants  
 Northern Mining Explorations Ltd.  
 Nova Communications  
 Nova Scotia Community College  
 Orezone Resources  
 Oromin Explorations Ltd.  
 ◆ PharmAfrican  
 Planet Africa Television  
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 Raytheon Canada Ltd.  
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 ◆ Renewable Power & Light Services Inc.  
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 Scooptel Consultants Ltd.  
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 Seprotech Systems Inc  
 Setym International Inc.  
 SMART - Secondary Materials and Recycled Textiles, Inc.  
 SNC-Lavalin International Inc.  
 SOFEG  
 South African Airways  
 Surya Ventures Corp.  
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 Tiomin Resources Inc.  
 Trade Facilitation Office Canada  
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 University of Moncton  
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 Wayne Dunn & Associates  
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 Whiterabbit Resources Ltd.  
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 Canadian Commercial Corporation  
 Canadian International Development Agency  
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 Canada Business Association - Ghana  
 ◆ Fédération des Entreprises du Congo  
 Mali Chamber of Commerce  
 Nigerian Economic Summit Group  
 ◆ Rwanda Investment and Export Promotion Agency  
 Rwanda Private Sector Foundation  
 Tanzania Chamber of Commerce, Industry & Agriculture