

Report

Consultation Meeting with the Private Sector September 8th, 2010

INTRODUCTION

This consultation meeting with the private sector had two major objectives:

1. To establish the services requirements to be offered by the Canadian government to allow the Canadian private companies to develop their activities in Africa and so, to take hold of the numerous business opportunities which offers the African continent.
2. To establish a list of priority countries and priority sectors for the active Canadian companies in Africa and where the services of the Canadian government can make a real difference

The first part of the meeting, after a quick presentation (name, company, regions in Africa & years of presences), the participants were asked to talk briefly about their top challenge(s) in dealing with Africa; *what is your top challenge to take hold of the business opportunities in Africa?*

The three main ideas that came out during this exercise are:

1. **We need to fix the problem with visas.**
2. **Canada needs a greater presence in Africa.**
3. **If they are no additional resources are available, the current resources should be redistributed taking in account the needs of the private sector.**

PART I:

Introduction: Top Challenges

Following are the main comments that came out of this session:

- 1- Companies experience considerable difficulties in securing business visas for their African visitors to Canada:** It is still difficult to obtain visas for Africans who want to come to Canada for training, business delegations, and get familiar with Canadian products or services, etc. CCAfrica has renewed the report made in 2005 in this subject. The 2010 “Facilitation Business Travel to Canada” edition which added the comments of the Canada-China Business Council, the Canadian Manufacturers & Exporters, the Canada Eurasia Russia Business Association, the Canadian Chamber of Commerce and the Canada Arab Business Council who are facing the same problems. It’s a dossier that CCAfrica is following closely and a meeting with the Minister will take place in the next few weeks.

- 2- The lack of trade missions to Africa;** “Team Canada” approach was mentioned as a possible approach. The other approach, and the preferred one, is for industry associations to take a greater lead. Their growth and success needs to be a priority of the Government. Government should strongly support, including financially. Government should participate in these organizations, offering their views on priorities, background trade information, etc. but also listening to the needs of these private sector participants. When a mission is deemed appropriate by the private sector, there should be strong support from Government to encourage as much positive participation as possible. It can help set up meetings with senior foreign contacts and provide some sort of funding needs to be available to encourage participation.

- 3- The absence of Canadian “resident diplomatic and trade” representation in Angola** is an enormous challenge faced by all the participants as Angola is a priority country for many companies present in the room. It’s very difficult to relay the information, to make the projects go further, to finalize commercial transactions, and to get a basic relationship with Angola without resident Canadian Government presence. Feet on the ground is critical to initial business success. The model they should employ is one the private agencies do - work with specific clients.

- 4- The absence of support in many countries to assist companies to make proper evaluation & due diligence on “potential” local partners is another important challenge for the companies.**

- 5- There is insufficient presence and visibility for Canada at the senior level in Africa. On a regular basis:** more official visits are needed, like that of the mission of the General Governor.

- 6- The absences of business people on missions by ministers or the Prime Minister. It is strongly believed that when a Minister goes on a mission to Africa, business people should be given the opportunity to play a role. This should be done in close collaboration with non-governmental organization such as CCAfrica.**

- 7- In a number of countries, the absence of appropriate local information to facilitate business and partnerships** is an impediment for Canadians companies: it is important to have inside information on “How to do business in the country” and with whom?

- 8- It is more difficult to have access to key ministers and senior contacts within a country when there is no embassy.**
- 9- The perceived lack of collaboration, coordination and partnership between Canadian ministries and agencies** concerned with Africa. There are 5 ministries and agencies, (DFAIT, EDC, CCC, NRCan ,CIDA). They have different mandates but they also share a common objective that is to increase relations between Canada and Africa, and the first four, increase trade for Canada. The communication and collaboration between those entities should be more transparent and better known by the private sector.
- 10- Not enough communication between the private and public sectors** to evaluate better the need of the private sector, in terms of where the presence of Canada is more needed.
- 11- Canadian content requirement is should be more flexible not to impede trade.** In certain sectors, EDC's level of requirement of Canadian content is an impediment. Participants suggested we should be more flexible especially when we are confident that this would lead to more export in that sector for Canada.
- 12- Facilitate & accelerate payments:** Everybody doing business in Africa knows that one of the biggest challenges of working abroad, and particularly in Africa, is to be paid. The Canadian embassy in the country has a key role to play in being a lever on the local government to honour its obligation.

PART II

Presentations by Ministries and Agencies.

The Department of Foreign Affairs and International Trade, the Canadian Commercial Corporation and Natural Resources Canada made short verbal presentations on their current activities and some planned activities.

Export Development Canada and the DFAIT-INC program made power point presentations. A copy of these presentations are in annex.

PART III

DISCUSSIONS BY THEMES

The group was asked to discuss 3 specific themes to express new ideas on how the presence of Canada should be increased on the continent in the context of the stated objectives of the meeting:

1. the Presence of the Government of Canada in Africa;
2. the Trade Facilitation Tools Kit;
3. the Government Priority Countries and Sectors

Theme 1 – Presence of the Government of Canada in Africa

To guide the discussion, the participants were asked to deal with the questions below. They were also invited to add any other comments to appropriately deal with the theme.

- Do we have the right locations for the current embassies?
 - If there were a realignment of current embassies, which change would you favour?
 - If there is a possibility for a new embassy, where should it be?
 - Short of having an embassy, is a Trade Commissioner Office sufficient?
 - Could a Canadian organization represent the trade interests of the private sector with appropriate arrangements with the Canadian Government?
- 1- Organizations - non-government - could represent the private sector “onsite” in some countries:** The Government should explore this approach with organisations like CCA which should be less expensive while providing the trade services and develop business in Africa. This was implemented in China a few years ago with resource trade offices in certain cities. (Canada China Business Council).
 - 2- More locally engaged staff:** in non-priority countries even if there is no embassy, those “trade offices” could be located in the officer’s house or in a small office in another embassy. For Angola, being considered by the Private Sector, EDC ad CCC a priotiry A country, this would not be an acceptable solution. [Example the Australia consular services housed in Canadian embassies throughout Africa]
 - 3- Recruit more honorary consuls:** those honorary consuls are very useful because there’re supposed to be business people well known within the country, with relevant network of contacts and with the know how to do business in a particular country.
 - 4- Each embassy should have a fulltime trade officer not a part time as it currently the case in many countries.** It must be a priority so companies can address their demands directly to facilitate their business dealings in the country.
 - 5- The top priority of the private sector is Angola.** EDC & CCC have determined that Angola is a priority country but at this time there is no official resident Canadian representation. According to the private sector, the presence of an embassy in Angola is considered **more important than an embassy in Zimbabwe**. Why keep an Embassy in Zimbabwe? Angola has much more potential opportunities for the private sector and offers a higher return for Canada.

- 6- The current “hub” system for trades offices does not work:** The current arrangement of having a Canadian trade officer responsible for many countries does not work for two reasons: 1. the insufficient funds to travel between African countries and their attached embassy 2. Very sporadic visits to the satellite countries don’t allow the trade officer to be efficient in term of contacts and knowhow of doing business in that country. In countries like Madagascar where there are huge interests in mining for the Canadians companies, the nearest Canadian representative is in Johannesburg, South Africa. The same situation for **Angola**, the resident ambassador is in Zimbabwe and the trade officer is in Kinshasa. Some companies have experienced a certain level of frustration and real dissatisfaction in countries that are visited infrequently. In certain cases, no more than once a year. This becomes an impediment to further trade and good relations with the country.
- 7- Canadian embassies in the right country should not be considered as a cost but as an investment for Canada:** we are dealing with a **new paradigm** in Africa. In the past, the presence of our embassies was mainly based on humanitarian/development needs in the field. Now we have to add an important new element in the decision making i.e. the business concern about developing new markets in a continent that is emerging and is becoming the choice destination of all developed countries. A strategy based on this approach would certainly increase our returns on investments (embassies and people). It will also align Canada with the other exporting nations of the G8 and BRIC. They have all adopted such a strategy. Today the African Continent is a business destination.
- 8- There is a real need to gather better information on Africa and its opportunities for Canadian business and** to provide this information to the ministers, deputy ministers and directors. This information should be well documented on the following gains for Canada on the increase of investment and business relations between Canada and Africa:
- High return on investments in terms of dollars and human resources
 - Job creation
 - Increased corporate taxes to Canada
 - Added value to do business in Africa (for Canadians)
 -

Theme 2 – Trade Facilitation Tools Kit

- Are we missing tools to take advantage of the opportunities; are you aware of tools available to companies from other countries?
- Being familiar with the EDC services, would you have suggestions or recommendations to add or improve the offering?
- Being familiar with the CCC services, would you have suggestions or recommendations to add or improve the offering?
- Being familiar with the Trade Commissioners Service, and INC would you have suggestions or recommendations to add or improve the offering?

EDC:

- 1- **EDC should support feasibility studies of major projects:** EDC should be involved in the process of feasibility studies on major projects in order to help the Canadian private sector to win those projects. It was stated clearly that many Canadian enterprises are at a disadvantage versus the competition which often is supported by their government for important projects. It was also stated that to access these opportunities, companies have to pay foreign governments.
- 2- **EDC should have more offices in Africa:** the participants were told that 3 new regional offices will open soon, none in Africa, which was not well received. EDC informed the group that there may be one opening in 2012.
- 3- **EDC as an important leverage role:** As it has been previously said, payment is a top challenge for the Canadian companies working in Africa. So in the countries where EDC is present, this can be used as a lever on the local government to honour their engagement.
- 4- **The way EDC calculate risks should be modified.** Doing business with local partners in Africa is sometimes limiting the possibilities for companies to get support from EDC. A better way has to be found to evaluate the reliability and the value of local businesses.
- 5- **Canada needs an investment facility instrument.** Many countries of the OECD have a DFI institution, Canada does not. Canada has established the CIFA Fund, (Canadian Investment Fund for Africa) that is totally subscribed. The future is uncertain and if Canada does replenish this Fund or create a similar financial instrument, it will be at a major disadvantage with other countries.
- 6- **EDC should better inform the directors of the Canadians banks** so they can be aware of the range of services that EDC offers to Canadian exporters.
- 7- **EDC should advertize clearly to all Canadian companies : “Don’t leave without it” (insurance)**

CCC:

- 1- **CCC will have new offices in Ghana in November 2010 and in Kenya.** They are considering seriously about having one in Angola.
- 2- **A JMDS (Joint Market Development Strategy) should be developed for Africa.** There is a 3 year old JMDS for Latin America. None for Africa. A new JDMS for Africa should involve DFAIT, EDC, and CCC. There should also be close collaboration with CIDA to ensure synergies where ever it is possible while respecting its different mandate.
- 3- **The government ministries and agencies should work together at the senior level.**
The participants insisted that there must be more evidence of ministries and agencies working and elaborating strategies together as opposed to the solo approach.

DFAIT: (Trade commissioner service and DFAIT- INC):

- 1- Do we need trade commissioners all around Canada?** In all provinces and parts of Canada there is a provincial or local network of mechanisms to support local companies & industries to develop their export markets (in Quebec for example, they have: the MDEIE, the CME, the Chambers of Commerce, the commissaries à l'exportation, etc...) It's in the field that we need more support! The funds allowed to those Canadian based trade commissioners should be transferred to having more trade commissioners abroad and particularly in Africa.
- 2- Increase the 3 years term of trade commissioner to 4 or 5 years:** As in recent meetings of this nature, this request was made by the private sector. Three years is too short. The first year they are touching base and making contacts; the second year, they can start to enjoy some results of their efforts and the third year; they are planning their next assignment.
- 3- DFAIT should increase its resource allocation to Africa and not reduce it.** For Canadian companies DFAIT is key to support their efforts to take hold of business opportunities in Africa. They are the key resources in this process. As an example, Africa does not get any benefit from the funds that are giving to associations help them develop new markets.
- 4- It is very important to have a mechanism to finance or co-finance (reference CIDA Inc.) feasibility studies.** All of our competitors have this type of tool which benefits them singularly. The current model with DFAIT-Inc excludes feasibility studies while it was the only instrument really substantial positioning offered by the Government.

Theme 3 – Government Priorities Countries and Sectors

- Would you add or subtract from the current trade priority countries?
 - Are the priority sectors adequate to cover the Canadian capacity both in services and merchandises?
 - Do you know enough about the priority countries and sectors?
 - Suggestions on how we could better determine these priorities?
- 1- The main idea that comes out of this theme is that more dialogue between the Canadian public and private sector is indispensable.** How can the Canadian government establish the list of priority countries and priority sectors without consulting the private sector?
 - 2- A major disconnect between ministries and agencies in terms of priority countries.** Foreign Direct Investment in Africa, Export to African Countries and Import and GDP growth indicate clearly which countries are priority in terms of business relations. These have been selected as top priorities by EDC and CCC, (the Private sector participants agreed with these priorities) but this list does not coincide with the priority establish by DFAIT. This fact is a major concern of the private sector, the country that is a priority B for DFAIT and priority A for EDC, CCC and the private sector is Angola. There is a significant number of companies trying to finalize important business transactions without resident diplomatic or trade representation of the Canadian government in that country. A rapid

survey of some companies indicates that, at this moment, there is more advanced discussions with Angola for more than \$750 millions on a number of projects. The same companies are indicating that the absence of the Canadian government resident presence is a significant issue. This in addition to the fact that the terms and conditions to implement EDC's MOU for \$1 billion dollars line of credit are currently being discussed. This to our knowledge is the largest EDC line of credit granted to Sub-Saharan country.

- 3- Change the priority level of Zimbabwe from A to B and Angola from level B to A** The majority of the companies present in the room have interests in Angola. Again, this is about the "New Paradigm": Previously the reasons to open an embassy were political. We have to adjust our vision and follow the trend. The other countries from G8 and BRIC are opening representation all around Africa for economic reasons. In the New Africa, we can't have fewer embassies than presently for economic reasons.
- 4- The Canadian Heads of Mission based in Africa should be given more explicit objectives in terms of developing the trade relations between Canada and Africa.**
- 5- The priority sectors receiving support from the Private sector are :**
 - Infrastructure (Water, power, etc.)
 - Transport
 - Consultancy
 - Agri-food
 - ITC
 - Resources
 - Education/Training
 - Financing

SUMMARY

AFRICA "A NEW PARADIGM"

It is difficult to summarise 5 hours of discussion by close to 40 people from all across Canada and the Private and the Public sectors. A number of key ideas and messages have to be highlighted:

- Africa is no longer a continent where diplomatic, humanitarian and development concerns should be the only criteria for Canadian involvement on the continent, but rather economic and trade relations should become a prime criteria.
- Canada must consider Africa as an emerging market.
- Additional resources are to be considered as an investment with potentially high returns.
- Canada is losing ground to competing countries at a critical period in African development
- No more closing of embassies.
- Opening of an embassy in Angola as an urgent priority.
- Opening of EDC office in Africa is an important requirement.

- An overall strategy for Africa must be developed by all Ministries and Agencies involved on the continent.
- It is very important to maintain this dialogue between the private and public sector

Ottawa September 22th 2010

Acronyms

BRIC	Brazil, Russia, India and China
CCA	Canadian Council on Africa
CCC	Canadian Commercial Corporation
CIDA	Canadian International Development Agency
CIFA	Canada Investment Fund for Africa
CME	Canadian Manufacturer and Exporters
DFAIT	Department of Foreign Affairs and International Trade Canada
DFI	Direct Foreign Investment
EDC	Export and Development Canada
G8	France, Germany, Italy, Japan, United Kingdom, United States, Canada and Russia
INC (CIDA-INC)	Industrial Cooperation Program; now Department of Foreign Affairs and International Trade Canada - Investment Cooperation Program (DFAIT-ICP).
JMDS	Joint Market Development Strategy
MDEIE	Ministère du Développement économique, de l'Innovation et Exportation Québec
NRCan	Natural Resources Canada
OECD	Organization for Economic Co-operation and Development

ANNEXES**LISTE OF PARTICIPANTS**

Name & title	Company	Name & title	Company
Mamadou Amidou , Vice president, Director principal	CIMA International	Paul Hichfeld , Chairman	African Study Group
David Creighton , President & CEO	Cordiant Capital	Joseph Soares , President	IBPROM
Matt Fisher , Vice President	Anyway Env. Solutions	Mohamed Bahbah , Manager, International Operations	Wardrop
David Ireland , Director - International Business Development	Canadian Bank Note	Daniel Jacobowitz , Director	Manitoba Hydro
Karl Miville De Chêne , President	Consultation Contacts Monde	Howard Jones , Strategic Pursuit Manager	Raytheon Canada
Peter Kieran , President	CPCS	Denny Roberts , Vice president	Raytheon Canada
Rizwan Haider , Principal Consultant	CPCS	Gareth Lewis , Director Business Development	Nexen Inc.
Michel Côté , President & CEO	CRC SOGEMA	Lucien Bradet , President & CEO	Canadian Council on Africa
John Lam , Division Vice President and Director	Delcan	Marie-France Lebreton , Vice president Quebec	Canadian Council on Africa
Jean Francois Vinet , Vice President International	AECOM	Lewis Megaw , Vice President	Export Development Canada
Denis Belisle , Chairman	Dessau International	Patricia Bentolila , Chief Representative - Africa	Export Development Canada
Bruce Anderson , Director Bombardier transportation	Bombardier	Charles Edgeworth , Regional Manager - Africa	Export Development Canada

Annex 1 - List of Participants

Serge Lavergne , Vice president International	Genivar	Don Olsen , Director Contract Structuring, Infrastructure & Special projects	Canadian Commercial Corporation
Yves Lortie , Vice President Business development	Groupe SM	Pierre Alarie , Vice President Business Development and Sales	Canadian Commercial Corporation
Larry Phillips , Executive Vice President, Corporate Affairs	IAMGOLD	Christian DeChamplain , Account Executive	Canadian Commercial Corporation
Frank Button , Vice President	Magellan	Donald Bobiash , Director General, Africa Bureau	Foreign Affairs and International Trade Canada
Jean-Pierre Apélain , President & CEO	Mercator	James Hill , Director Africa Commercial Relations	Foreign Affairs and International Trade Canada
Hugh O'Donnell , President & CEO	MMM Group	Geoffrey Cameron , Senior Policy Analyst and Planner	Foreign Affairs and International Trade Canada
Robert Valdmanis , Director Communications & External Relations	Rio Tinto Alcan	Michel Miron , Senior Policy Advisor - Africa	Natural Resources Canada
Robert Blackburn , Senior Vice President	SNC Lavalin	Dave Murphy , Director	DFAIT-INC
Water G Hughes , Deputy Director	Foreign Affairs and International Trade Canada	Sophie Goulet , Deputy Director	DFAIT-INC



Consultation meeting with the private sector September 8th, 2010

Program

- **10h00 -11h15 Round table – A brief presentation by each participant.**
- **11h15-12h15 Presentations by the Government Ministries and Agencies.**
- **12h30-13h15 Networking lunch**
- **13h15-15h00 Discussion by themes.**
- **15h00-15h30 Summary of discussions and rap-up.**

Programme

- **10h00-11h15 Tour de table – Brève présentation par chaque participants**
- **11h15-12h15 Présentations par les ministères et agences gouvernementales**
- **12h30-13h15 Lunch de réseautage**
- **13h15–15h00 Discussions par thème**
- **15h00-15h30 Sommaire des discussions et compte rendu**

Presentation – Canadian Council on Africa



Consultation meeting with the private sector

September 8th, 10h00-15h30

Ottawa, EDC Head Quarters



Objectives of the meeting

- Allow to establish needs in services offered by the Canadian government to allow the Canadian private companies to develop their activities in Africa and so, to take hold of the numerous business opportunities which offers the African continent.
- Allow to establish a list of countries and priority sectors for the active Canadian companies in Africa and where the services of the Canadian government can make a real difference



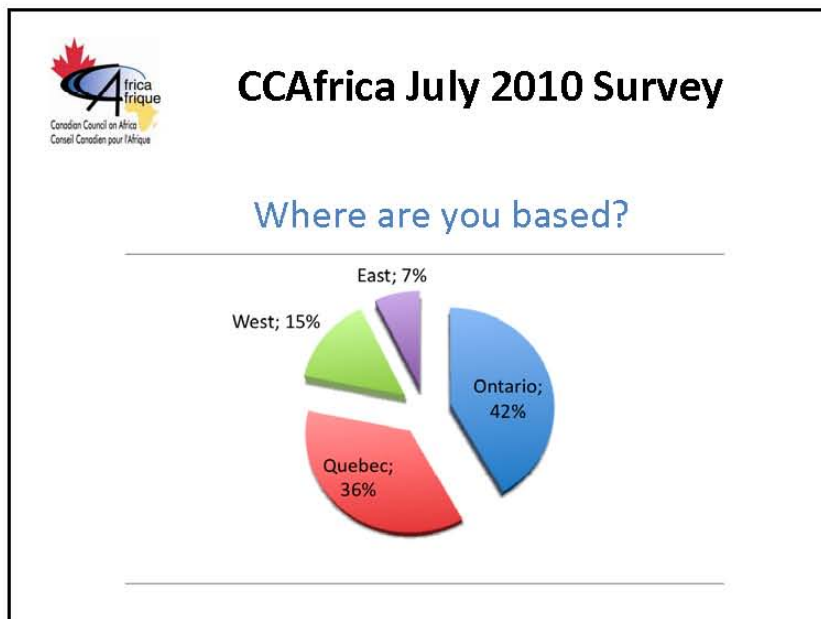
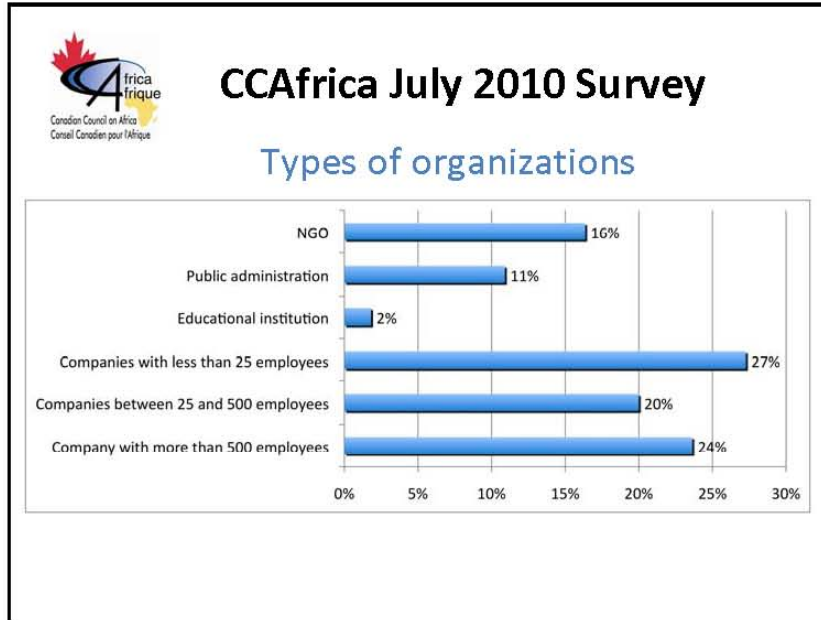
Program

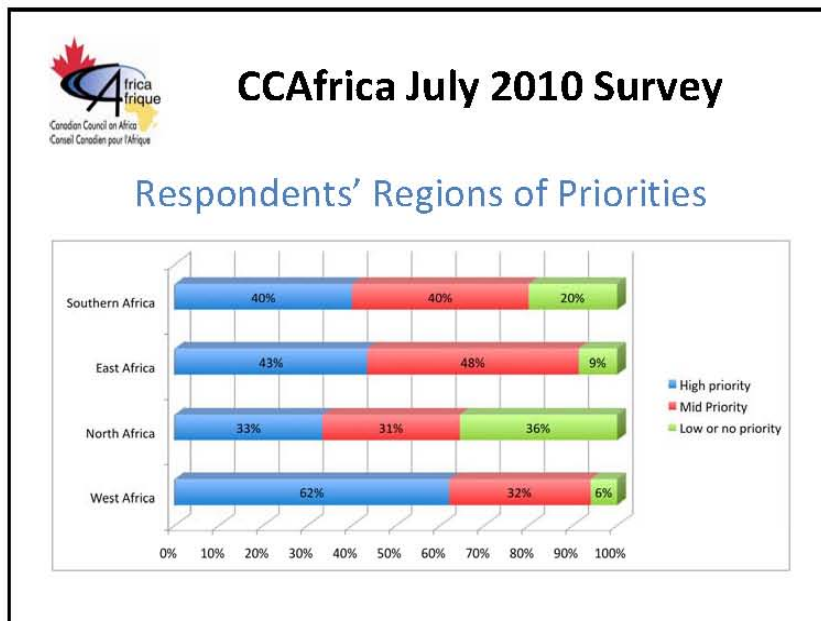
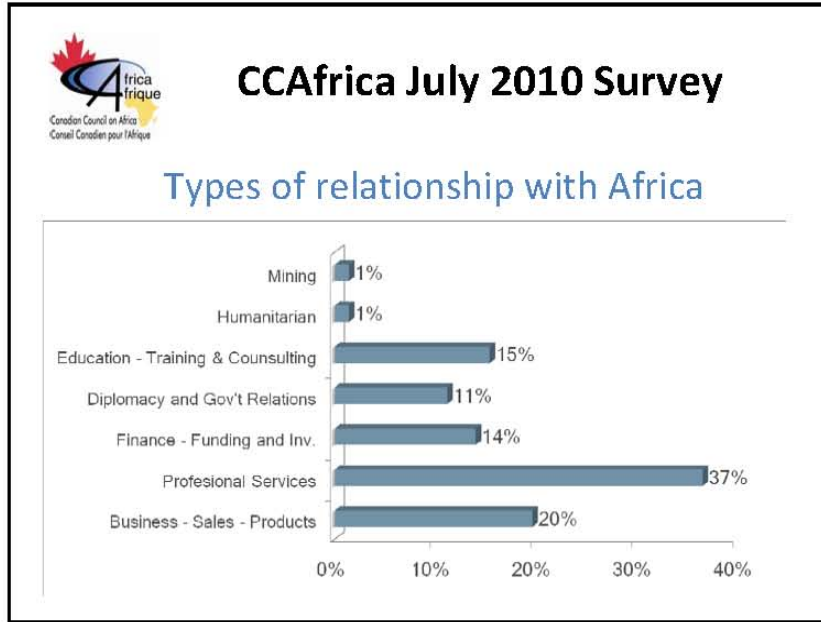
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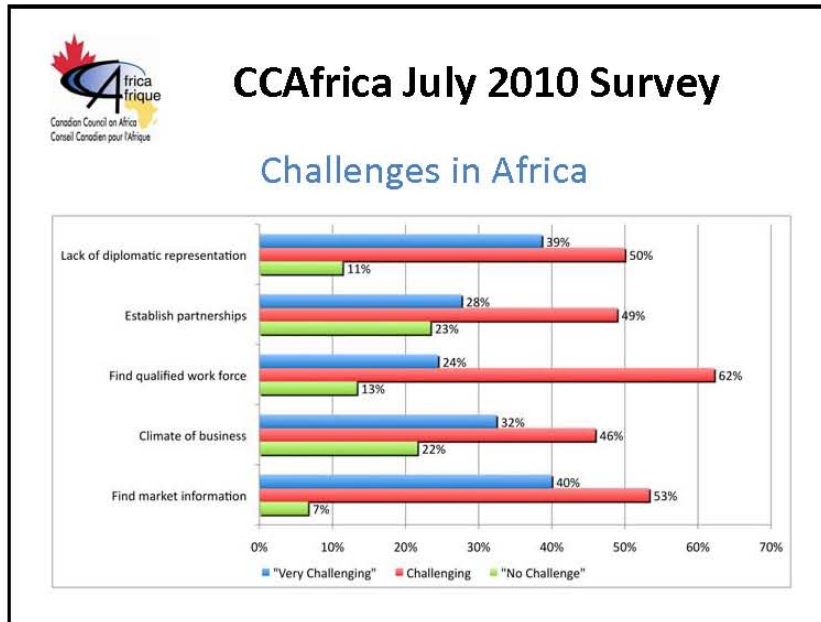


Introductions of participants

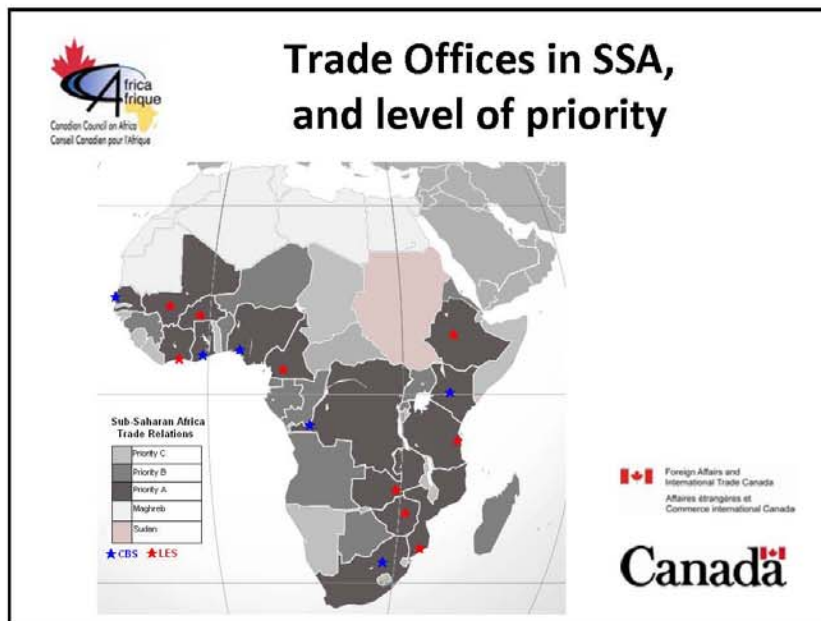
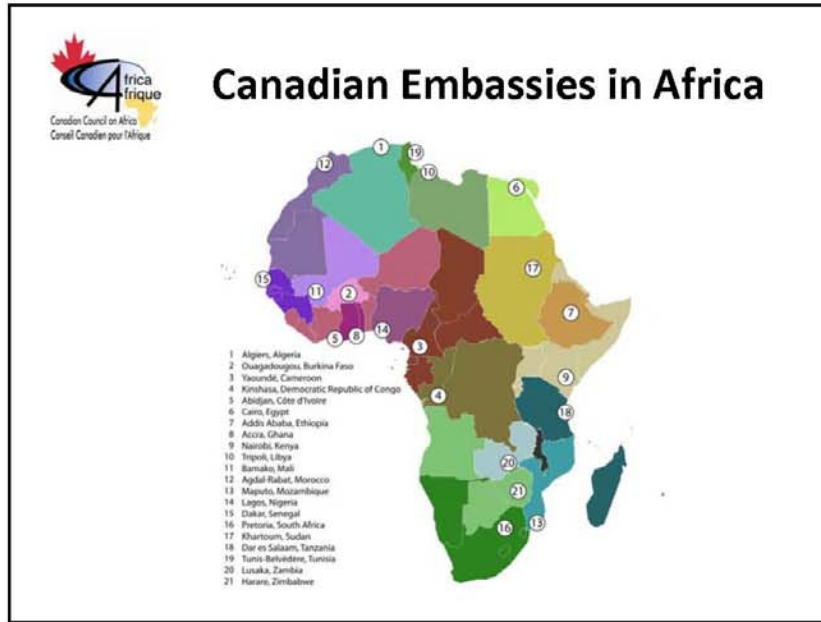
- Name of the person & company;
- Presence in Africa (since when and in which part Africa or Country);
- Your interactions with the Canadian government /services that you use;
- In the current services offering, what is your top challenge to take hold of the business opportunities in Africa.







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- Discussion - Theme 1**
Representation of the Government of Canada in Africa
- Do we have the right locations for the current embassies?
 - If there were a realignment of current embassies, which change would you favourable ?
 - If there is a possibility for a new embassy, where should it be?
 - Short of having an embassy, is a Trade Commissioner Office sufficient?
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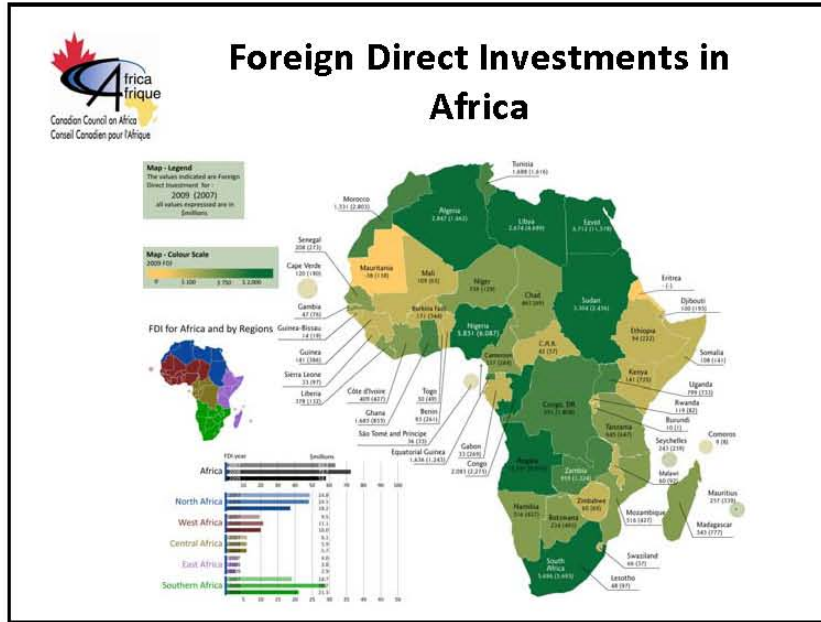
Theme 2: Trade facilitation tools kit

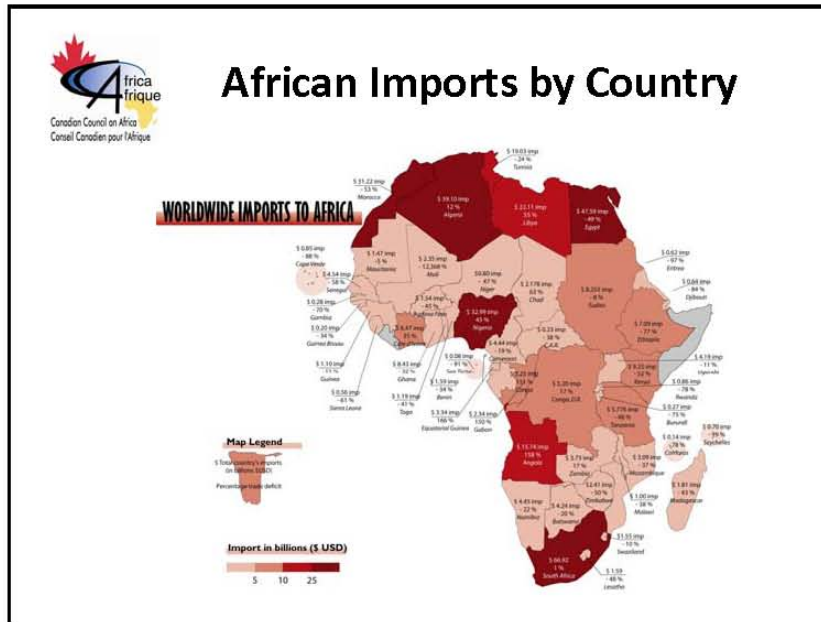
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- Being familiar with the **CCC** services, would you have suggestions or recommendations to add or improve the offering?
- Being familiar with the **Trade Commissioners Service**, and **INC** would you have suggestions or recommendations to add or improve the offering?



Theme 3: Government Priority Countries and Sectors

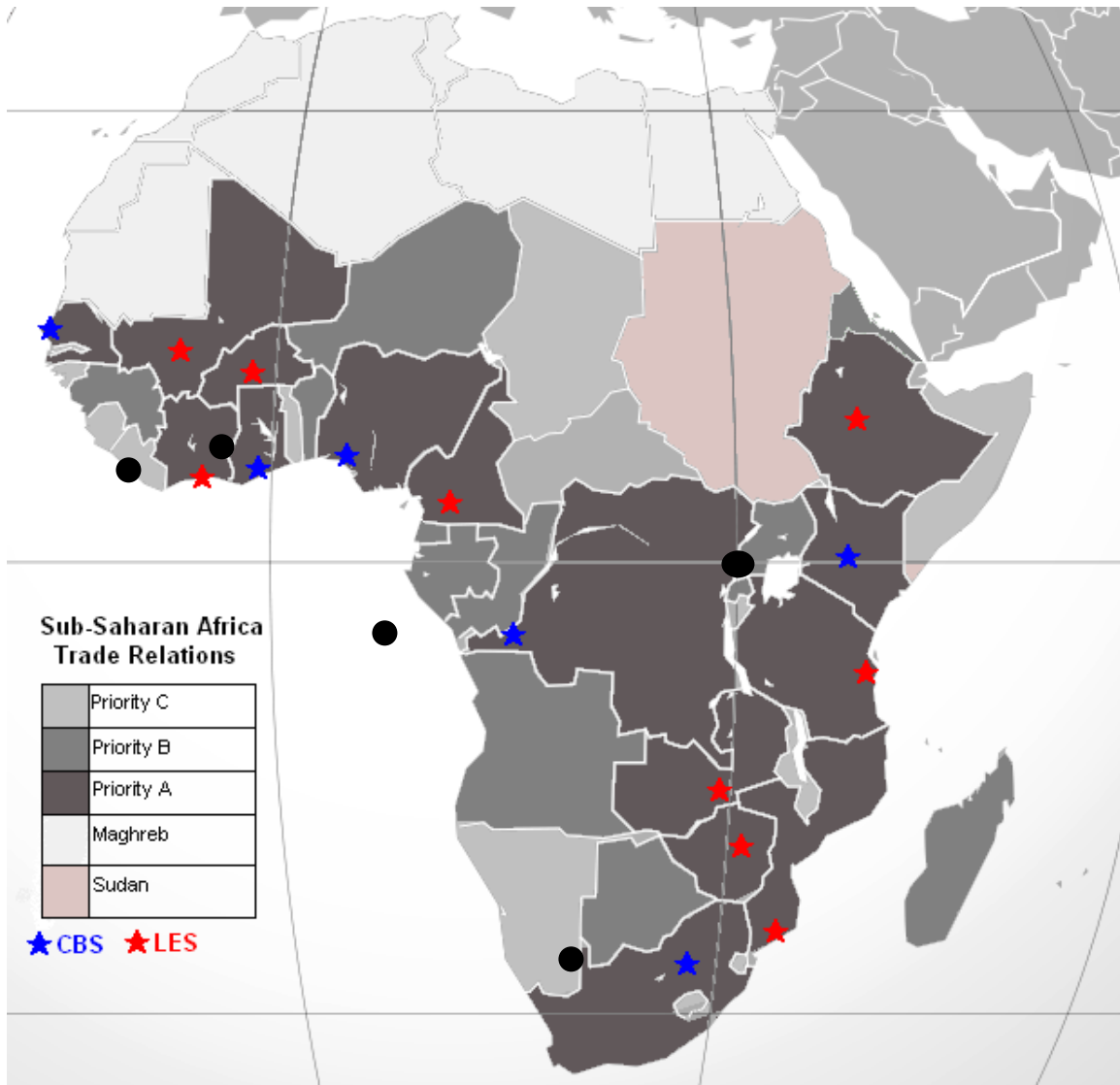
- Would you add or subtract from the current trade priority countries?
- Are the priority sectors adequate to cover the Canadian capacity both in services and merchandises?
- Do you know enough about the priority countries and sectors?
- Suggestions on how we could better determine these priorities?





- NEXT STEPS**
- Prepare a draft report of the discussions
 - Set major trends
 - Draft document to be distributed to Private sector participants for comments and agreement
 - Final report to all participants

Trade offices in SSA, and the countries by level of priority for the trade division of the African Bureau



Presentation – Canadian Trade Commissioner Service



The Canadian Trade Commissioner Service
Everywhere you do business

Investment Cooperation Program (INC)
Presentation to the
Public-Private Consultation on
Canada-Africa Business
Development
September 8, 2010


Foreign Affairs and International Trade Canada / Affaires étrangères et Commerce international Canada

Canada

The Canadian Trade Commissioner Service

Investment Cooperation Program (INC)

- Revised, transferred from previous Industrial Cooperation Program (CIDA-INC)
- \$20 million (annual) contribution program
- Funded from Canada's International Assistance Envelope



INC program objective: Support private sector investments in developing countries

Long-term outcomes: Economic growth and poverty reduction in developing countries

The Canadian Trade Commissioner Service

How it works

- Responsive program: proposals are developed and submitted by Canadian client firms
- INC does not contribute financing to the project itself
- The program shares costs with applicants for
 - Studies and evaluations that facilitate an informed decision on a prospective investment
 - Complementary activities and initiatives that enhance the sustainability of an investment or major public infrastructure contract
- Eligible expenses include direct staff costs, consultant fees, travel costs and per diems, and provision for project overhead
- Phased design of the program follows the project life cycle
 - Client firms may seek one or more cost-shared contributions as appropriate to their project

The Canadian Trade Commissioner Service

Phase	% eligible expenses	Maximum contribution	Project eligibility
Pre-Investment: enabling a decision to invest or not			
Phase 1: Commercial Viability - Market study, Commercial-technical feasibility, Legal-regulatory evaluation, Financial viability to determine the viability of an investment in a developing country.	50%	\$ 60,000 (\$500,000 for PPP)	Productive, Public Private Partnership (PPP)
Phase 2: Adaptation / Demonstration - Plan, test and prove viability of changes to a proven technology for developing market/ location; pilot demonstration projects	50%	\$60,000	Productive
Post Investment: enhancing the economic, social, and/or environmental impact of an investment			
Phase 3: Sustainability - Perform assessments and plan measures to enhance a new or existing investment: environmental enhancements, energy audit, socio-economic, gender equity studies and plans, local supply chain studies and plans, human resource training needs assessments and plans	50%	\$180,000	Productive, PPP
Phase 4: Implementation - measures to enhance a new or existing investment, including: human resource training, environmental enhancements and upgrades, energy efficiency projects, socio-economic, gender equity training, local supply chain development projects.	75%	\$270,000	Productive, PPP, Extractive, Professional Services contracts

The Canadian Trade Commissioner Service

Evaluation of proposals

For-profit Canadian companies

- Registered with Virtual Trade Commissioner, experienced in developing world
- Minimum \$2 million annual revenue with additional assessment of capacity to implement the investment (consortium possible, but lead applicant is assessed)
- Meaningful Canadian equity role
- Meaningful Canadian role in management of the downstream project or investment
- Commitment to appropriate international CSR standards

Projects in ODA-eligible countries, unless constrained by Canadian foreign policy

- Minimum Canadian investment \$500,000
- Not speculative (real estate, portfolio investment, resource exploration)
 - NO: R&D-centred (pharma development, clinical trials, software lab, etc)
- Canadian benefits, host country developmental impact (job creation, skills development, transfer of know-how, technology, best practices etc)
- PPPs: host-country public partner, infrastructure to address a public need
 - Canadian investment exceeds \$2 million (otherwise treat as productive sector)
 - Phase 1 studies help client firm decide on participation, not for project feasibility
 - Agreement or LOI in place re commitment of parties to the PPP model
 - Significant life cycle participation – at least 15 year agreement/ concession

The Canadian Trade Commissioner Service

Program Update

- INC integrated into Trade Commissioner Service:
 - Important roles for colleagues at posts, in regional offices
- Client Service Standards
 - most decisions communicated within 40 days of completed proposal
- Client demand is growing, but not yet at program capacity
- Completed proposals are
 - Productive sectors (manufacturing, services) 75%
 - Professional services implementation support 25%
- Africa-Middle East region: 26% of current program commitments
 - Other hotspots: China, India, Mexico, Vietnam

The Canadian Trade Commissioner Service

For more information:
**Investment Cooperation
Program**

www.tradecommissioner.gc.ca/inc

Presentation – Export Development Canada

