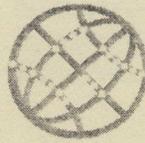


doc  
CA1  
EA751  
2002I72  
ENG

Canadian Centre  
for Foreign Policy  
Development



Centre canadien  
pour le développement  
de la politique étrangère

125 promenade Sussex Drive, Ottawa, Ontario K1A 0G2  
Telephone/Téléphone : 613.944.8278 [www.cfp-pec.gc.ca](http://www.cfp-pec.gc.ca) Fax/Télécopieur : 613.944.0687

**ISSUES IN DOING BUSINESS  
BETWEEN CANADA AND AFRICA**

Deborah Turnbull,  
Canadian Manufacturers and Exporters.

March 15, 2002.

**4009.1E**

ISBN: 0-662-32154-5  
E2-462/2002E



Department of Foreign Affairs  
and International Trade

Ministère des Affaires étrangères  
et du Commerce international

**Canada**







## Acknowledgements

Canadian Manufacturers and Exporters (CME) thanks the contributions to the March 15, 2002 consultations from the following:

### Presenters:

1. Mr. Abdul Rahman Awl, President, Development Solutions International
2. Mr. Stephen Cashin, Managing Director, Modern African Fund Managers, Washington D.C. (by conference call)
3. Ms. Deborah Turnbull, Director, International Business Development, CME
4. Ms. Vuyiswa Keyi, Secretary of the Board, CAABWA
5. Ms. Dorothee Gizenga, Vice-Chair, CAABWA
6. Mr. Nchaka Moloi, Deputy Director General, Mineral Development, South African Department of Minerals and Energy, South Africa

Facilitators: Mr. Nola Kianza, Project Coordinator, Canadian Alliance for Business in South Africa, CME.

Participants: As listed in the Appendix 2.

CME extends its gratitude to the various companies consulted (Appendix 3) for the paper and particularly acknowledges the policy research contribution of the Canadian and African Business Women's Alliance (CAABWA).





**Canadian  
Manufacturers &  
Exporters**

Canada's Leading  
Business Network

**Manufacturiers et  
Exportateurs du  
Canada**

Le réseau d'affaires  
par excellence du Canada

March 28, 2002

Mr. Steven Lee  
Executive Director  
Canadian Centre for Foreign Policy Development (CPC)  
Department of Foreign Affairs and International Trade  
125 Sussex Drive  
Ottawa, Ontario  
K1A 0G2

**Re: Project Report – One-day Meeting Held in Toronto on March 15, 2002**

Dear Mr. Lee:

Please find enclosed, two copies of the project report prepared by CME as a result of the meeting held in Toronto on March 15, 2002. Please let me know if you wish any additions or changes and then I will finalize it and send it to you electronically.

If you do not wish any changes to this report, I will send it to you immediately in a final form as well as electronically immediately.

We have enjoyed working with the Centre on this project. We look forward to working with you and the Centre in the new fiscal year.

Thank you for your support to undertake this important work.

Regards,

Deborah Turnbull  
Director, International Business Development





## **Abstract**

# **Trade and Investment Issues in Doing Business Between Canada and Africa**

In February 2002, Canadian Manufacturers & Exporters (CME) submitted a proposal to the Canadian Centre for Foreign Policy Development (CPC) of the Department of Foreign Affairs and International Trade (DFAIT) to organize meetings in Toronto to discuss trade and investment issues in doing business between Canada and Africa. In late February 2002, CPC contracted CME to organize a one-day meeting to be held in Toronto on March 15, 2002. The objective of the meeting was "to discuss trade and investment issues in doing business between Canada and Africa leading to policy recommendations." Fifty people attended the meeting in person with another 25 providing their comments verbally through direct contact with the CME team members.

The immediate output of the meeting and discussions held with individuals unable to come to the meeting was to present to CPC recommendations leading to policy options to assist the Government of Canada in formulating the G8 Africa Action Plan and ongoing policy development at DFAIT, the Canadian International Development Agency (CIDA), and other government departments. These are described in detail in the paper under trade, investment and finance, and development aid.

CME and each of the participants who came to the meeting or had discussions with CME team members welcomed this opportunity to participate in this issues and policy dialogue with the hope that the recommendations and policy options detailed in this report will be considered seriously by the Government of Canada and actions taken to ensure they are incorporated to strengthen and develop new opportunities for increased trade and investment between Canada and the individual countries and regions in Africa.

# **Project Report Summary Trade and Investment Issues in Doing Business Between Canada and Africa**

In February 2002, Canadian Manufacturers & Exporters (CME) submitted a proposal to the Canadian Centre for Foreign Policy Development (CPC) of the Department of Foreign Affairs and International Trade (DFAIT) to organize meetings in Toronto to discuss trade and investment issues in doing business between Canada and Africa. In late February 2002, CPC contracted CME to organize a one-day meeting to be held in Toronto on March 15, 2002. The objective of the meeting was "to discuss trade and investment issues in doing business between Canada and Africa leading to policy recommendations." The invitation to this meeting was sent to over 500 associations and companies. Fifty people attended the meeting in person with another 25 providing their comments verbally through direct contact with the CME team members.

The immediate output of the meeting and discussions held with individuals unable to come to the meeting was to present to CPC recommendations leading to policy options to assist the Government of Canada in formulating the G8 Africa Action Plan and ongoing policy development at DFAIT, the Canadian International Development Agency (CIDA), and other government departments.

A summary of the issues raised and the policy or action recommended that the Government of Canada take to address these issues are as follows:

1. Based on the guidelines of NEPAD, benchmark or rate each African country according to its political and transparency status and publish and disseminate this rating to the Canadian private sector and through business associations like CME, the Canadian Council on Africa (CCA), and the Canadian and African Business Women's Alliance (CAABWA).
2. Prepare an umbrella foreign policy between Canada and Africa and the individual countries and regions in Africa and designate a branch in DFAIT responsible for implementing it.
3. To facilitate trade between Canada and priority African trading partners (based on the results of the analysis of point (1) raised above) negotiate the appropriate Trade and Investment Cooperation Agreements, Foreign Investment Promotion Agreements and Tax Treaties.
4. Reduce or eliminate quotas and taxes on imports from Africa, particularly for Canadian companies to partner with African firms for the value-added and importation of goods from Africa
5. Create a Development Finance Institution (DFI) with a major focus on Africa. Africa is currently marginalized from traditional Foreign Direct Investment (FDI) resources. The new DFI must go beyond just providing loans and taking equity positions in ventures. It should also offer advisory services, loan finance, equity finance, quasi-equity investments, development of local capital markets, export finance and credit enhancement mechanisms. The needs for development differs in each African country, however, well designed advisory services are critical to the growth of the "fledgling private sector" as well as capital, technology transfer, management assistance and marketing outlets.

6. If a DFI cannot be created quickly, it is recommended that a Canada-Africa Enterprise (or Development) Fund be created that has two components:
  - a) **“Entrepreneurial Africa” Component:** \$10k - \$250k range of debt or equity finance available for African business partners of Canadian related projects/firms. This fills the gap between the microcredit efforts found across Africa, and the glaring need for more capital for African firms that are trying to expand and work with Canadian partners. EDC and African local banks do not currently cover this gap
  - b) **“Canada – Africa Venture” Component:** \$100k - \$4 million range of debt, equity, and high risk capital available to Canadian projects/firms in the natural resources, infrastructure, manufacturing, ICT, and some service sectors that are looking beyond exports to setting up or investing in businesses in Africa. This would also leverage other sources of finance. The focus would be on SMEs, and the Fund could get involved in high-risk oil and gas/mining prospecting stage efforts (pre-bankable feasibility), to privatizations, roll out of smaller scale ICT or infrastructure projects, or manufacturing etc.
7. Afro-pessimism must be challenged and addressed strategically. The G8 meeting in Kananaskis provides a unique opportunity for Canadians and corporate Canada to be educated on the potential investment opportunities particularly in those countries where the business environment has improved significantly over the last few years. There are excellent resource-based projects that can be structured to reduce risk.
8. Canadian investors need government support to mitigate investment risk though partial credit or partial risk guarantee facilities and new forms of credit enhancement mechanisms. Export Development Canada (EDC) is not doing enough in this area and most African countries are off-line and seen as too risky. The DFI could play this role or modified Canadian Commercial Corporation or EDC programs, tolerant of higher risk, could be introduced.
9. Put fiscal incentives, such as tax credits in place, to make it attractive for Canadian corporations to invest in Africa.
10. Work with the World Bank, IMF and others to introduce an objective credit rating program for African countries which would result in enhanced investor confidence.
11. Promotion by the Government of Canada tied to training programs offered with financial support of CIDA to introduce internationally recognized quality control and certification stands (ISO 9000 and ISO 14000 series for example) to help African exporters gain access to industrialized country markets.
12. Improve the visa process, information availability and services of Trade Commissioners assisting Canadian firms to do business in Africa and African firms wishing to work with Canadian firms.
13. Projects either funded through CIDA or DFAIT promoting linkages between Canadian and African firms should continue to be supported. Multiplication of a “Canadian Alliance for Business in South Africa” model for business linkage facilitation in other African countries was highly recommended with a focus on niche markets for SMEs.
14. Canada should consider debt forgiveness, particularly for countries in Sub-Saharan Africa.
15. Canadian aid in Africa should be African-driven with a priority on developing partnerships as recommended in the NEPAD document. Priority sectors of aid should focus on: agriculture, good public governance, private sector development, infrastructure, good corporate governance, education, health,

new information and communication technologies, environment, energy and access to markets of developed countries.

CME and each of the participants who came to the meeting or had discussions with CME team members welcomed this opportunity to participate in this issues and policy dialogue with the hope that these recommendations and policy options will be considered seriously by the Government of Canada and actions taken to ensure they are incorporated to strengthen and develop new opportunities for increased trade and investment between Canada and the individual countries and regions in Africa.

# **Project Report**

## **Trade and Investment Issues in Doing Business Between Canada and Africa**

### **1.0 INTRODUCTION**

In February 2002, Canadian Manufacturers & Exporters (CME) submitted a proposal to the Canadian Centre for Foreign Policy Development (CPC) of the Department of Foreign Affairs and International Trade (DFAIT) to organize meetings in Toronto to discuss trade and investment issues in doing business between Canada and Africa. In late February 2002, CPC contracted CME to organize a one-day meeting to be held in Toronto on March 15, 2002. The objective of the meeting was "to discuss trade and investment issues in doing business between Canada and Africa leading to policy recommendations." The leading private sector associations, regional and national, were to be invited to send one representative to share the views and raise issues from their membership; and Canada's leading multinational, national and SME companies currently doing business in Africa were to be invited to participate.

The results and the recommendations forthcoming from this meeting and from discussions with leading business people who were unable to attend the meeting are presented in this report.

### **2.0 METHODOLOGY**

CME maintains substantial databases of regional and national associations and leading Canadian companies currently doing business in Africa. After designing the invitation to the one-day meeting (presented in Appendix 1), the invitation was faxed and emailed to each representative whose coordinates are contained in these lists. The invitation was sent to over 500 associations and companies. Fifty people attended the meeting in person (list presented in Appendix 2) with another 25 providing their comments verbally through direct contact with the CME team members (list presented in Appendix 3).

The companies that provided input to this report come from the following sectors: education, health, culture, tourism, information technology, environment, engineering, infrastructure, oil and gas, mining, geomatics, project financing and management, agriculture, fisheries, export and import, construction, metallurgy, investment, banking, manufacturing, agro-food processing, pharmaceuticals, law, business linkages, international development and consulting.

CME partnered with the Canadian and African Business Women's Alliance (CAABWA) and incorporated their policy research and findings in the formulation of its recommendations.

The meeting proceeded according to the agenda (presented in Appendix 1). Copies of the presentations available for distribution are presented in Appendix 4). After formal presentations on the New Partnership for Africa's Development (NEPAD), Canada's Current Policy Framework for Africa, Innovative Investment Approaches, and the current thinking from representatives from African countries on the NEPAD, the participants split into two groups according to their area of interest. The Trade Group focused on all aspects of trade from export/import issues to labour issues and the Finance and Investment Group focused on all aspects related to Canadian companies financing and investing in projects in Africa and African companies exporting to Canada.

### 3.0 ISSUES AND RECOMMENDED POLICY OPTIONS

The immediate output of the meeting and discussions held with individuals unable to come to the meeting was to present to CPC recommendations leading to policy options to assist the Government of Canada in formulating the G8 Africa Action Plan and ongoing policy development at DFAIT, the Canadian International Development Agency (CIDA), and other government departments.

To facilitate easy understanding of the issues raised and the policy or action recommended, this information is presented in Table 1.

**Table 1: Canada Africa Trade and Investment Issues and Policy Options**

Issue	Policy Options/Recommendations
<p><b>1. General Policy Framework<sup>∇</sup></b></p> <p>(a) There is no umbrella foreign policy between Canada and Africa or a specific agency or division in the Government of Canada coordinating preparation and implementation of policies on Africa. By default, the international development policies are set by CIDA rather than as part of Canada's Foreign Policy</p>	<ul style="list-style-type: none"> <li>▪ Delegate the Africa Branch at DFAIT with the responsibility to prepare, based on the consultations held in 2002 by CPC and the G8 Summit Office, an umbrella foreign policy between Canada and Africa and between Canada and the individual countries in Africa. This can be developed building on the Africa Trade Strategy 2002, the existing bilateral trade treaties and the bilateral country program strategies of CIDA.</li> <li>▪ Canada's new foreign policy for Africa and the individual countries in Africa should focus on the implementation of the NEPAD principles linking economic development, trade, financing and investment to reducing poverty levels. This is recommended as a priority to include in Canada's Africa Action Plan.</li> </ul>
<p><b>2. Trade</b></p> <p>(a) <b>Canada-Africa Trade:</b> Canada's history, language, capabilities, products and services are well-matched to the needs of the regions and countries in Africa. Return on investment of African projects is high.</p>	<ul style="list-style-type: none"> <li>▪ Canada's trade policies should be both by country and by geographic region as the geo-political and socio-cultural realities differ in each market in every African country. Pan-African policies have resulted in negative perceptions by sophisticated Canadian business to entering country or regional markets in Africa.</li> </ul>
<p>(b) <b>Trade and Investment Cooperation Agreements (TICA)<sup>∇</sup></b></p>	<p>Canada only has one TICA in Africa, which is with South Africa. With the upcoming G8 it is recommended Canada pledge to put in place TICAs with other African countries which have growing economies and governments that are moving toward democratic and transparent governance systems. This action could be one of the pillars of Canada's Action Plan.</p>

<sup>∇</sup> contribution from CAABWA's policy research

**(c) Foreign Investment Promotion and Protection Agreements (FIPAs)<sup>▽</sup>**

- Canada has a FIPA with South African and Egypt only. Combining the negotiation of TICAs and FIPAs with priority African trading partners moving towards good governance and democratic development will set the stage for the exponential expansion of Canadian-African trade in specific African countries and regions.

**(d) Tax Treaties/Tax Incentives/Foreign Currency Repatriation<sup>▽</sup>**

- Tax treaties are currently in force in: Algeria, Cameroon, Egypt, Ivory Coast, Kenya, Morocco, Nigeria, South Africa, Tanzania, Tunisia, Zambia and Zimbabwe.
- Tax treaties are currently either signed but not in force or under negotiation in: Senegal, Gabon, and Mauritius.
- As new markets emerge (e.g. Ghana, Uganda, Botswana, Namibia, Mali etc.), and Canada recognizes that specific African countries are opening up for business, tax treaties should be negotiated to ensure double taxation and any possible fiscal evasion are avoided.
- Tax incentives to encourage investment and exchange incentives to ensure the repatriation of foreign currency should be in place. The Government of Canada must take the lead to ensure this.

**(e) Quotas/Trade Barriers**

- The current Canadian trade barriers limit access by African companies, particularly those that are dominated by women (e.g. handicrafts, textiles etc.) to the Canadian market. The participants recommended the reduction or elimination of tariffs and quotas particularly on textiles. The participants recommended the Government of Canada determine on a country-by-country basis where Canadian tariffs and quotas are being detrimental particularly to sectors dominated by women. It is also important to reduce or eliminate tariffs and quotas in these sectors while at the same time providing incentives for Canadian companies to assist the local African businesses to provide value-added inputs to their products and services which will also assist Canadian companies to be in a position to utilize cheaper imports. Government programs in this area could include international development tax incentives for both adding value to improve the quality of African exports and encourage Canadian companies to import African products for sale or consumption.

**(f) Free Trade in Southern Africa**

- Free Trade in Southern Africa may be difficult given the situation in Zimbabwe. However, promotion of the Free Trade concept by Canada would provide Canadian companies using South Africa as a gateway to enter the other markets in Southern Africa. Free Trade in Southern Africa will encourage economies of scale creating competitive SADC-wide industries. This will lead to an increase in intra-regional trade and result in an increase in foreign investment to the region.

<sup>▽</sup> contribution from CAABWA's policy research

(g) **Trade Missions:** There have been few official trade missions to Africa

- To improve the image of the opportunities for Canadian business in individual countries and regions of Africa, more trade missions should be organized particularly focussing on emerging sectors such as: information technology, health, education, culture, tourism and other niche markets in areas of expertise of Canadian SMEs (e.g. agriculture, wastewater, media, health, good governance, environment etc.).

(h) **Business Linkage Facilitation**

- The model business linkage activities used by the project, Canadian Alliance for Business in South Africa (CABSA) were recommended for duplication either on a regional basis (e.g. Southern Africa, Eastern Africa, etc.) or on a bilateral basis in key Canadian trade partners (e.g. Senegal, Ghana, Nigeria, Uganda, Tanzania). The CABSA model has been developed over a 20-year period. The CABSA team based both in Canada and, in this case, South Africa identify Canadian companies looking to find partners in South Africa and find South African partners for them. The same is true for South African companies looking for Canadian partners. The CABSA team briefs the Canadian companies, often whom have very little previous knowledge of Africa or South Africa, on the opportunities and challenges. The opportunities to increase the involvement of Canadian SMEs in specific countries in Africa operating in specific niches are enormous. This business linkage project has been supported by CIDA's Industrial Cooperation Program (CIDA INC). CIDA INC, through additional support from the proposed Africa Fund should duplicate this project in the other regions and countries in Africa that show the most economic and developmental promise. A description of CABSA is presented in Appendix 5.
- This process and the long-term possibility of success would be greatly enhanced if major financing from EDC or a DFI is available for small and large projects in Africa.

(i) **Market Opportunities:** Africa is a continent with more than 600 million people in 55 countries.

- Even in countries with political instabilities there are large opportunities. Canada must take new approaches in capacity development as traditional technical assistance has not been successful. There are opportunities to partner with companies and have them adopt ISO standards to make them internationally competitive. Thus, there is a market for ISO trainers and certification organizations. These market opportunities can be developed using a "CABSA" model as described earlier.

(j) **Used Equipment**

- Some Canadian companies have run into difficulty not knowing all the regulations that might affect them working in some countries. Trade Commissioners and officers must be fully briefed on these. One example is the legality of importing used equipment from certain countries into African countries. Finding out this was illegal after the equipment had already been purchased from a European country was a very expensive mistake for one company.

**(k) Cost of Visas/Difficulty in Obtaining Visas**

▪ The cost of visas for Canadian companies to go to some African countries and for most African business people for visas to Canada are also difficult to obtain because the Canadian Immigration offices are not located in every Canadian African mission. Thus, it takes time and additional effort to obtain these. Canadian visa regulations for smaller African companies also discourage them from doing business with Canadian companies.

**(l) Lack of Easy Access to Markets**

▪ Only Air Canada flies to Africa from Canada limiting access and also making it difficult to send samples. The cost of sending samples by courier is also very high because of the lack of competition. Container shipping rates (by sea) are currently at an all time low as long as the ship can on-load another cargo to transport back from Africa to Canada. As pricing is key to the sale of products, these costs can be critical to successful sales. A suggestion was made at the meeting for Canadian firms to contact Canadian or international NGOs that might be making large shipments to Africa where the NGO might ship the products to Africa and a firm might ship products back on the same ship thereby cutting the cost of shipping through two-way trade.

<p>(m) <b>Trade Show/Catalogues</b> (hard copy and on website)</p>	<ul style="list-style-type: none"> <li>Companies encourage DFAIT and the trade offices to broadly advertise upcoming trade shows in African markets directly to Canadian companies and through Export and/or Import associations such as CME and the CAIE. Companies also encourage organizations like CME but also DFAIT to promote catalogues to advertise Canadian products. Canadian companies also need brochures, catalogues and samples of African products, promoted in Canada. DFAIT working with Industry Canada, African missions based in Canada, the Canadian Council on Africa and CAABWA should take the lead on this.</li> </ul>
<p>(n) <b>Speed of Answers from Trade Commissioners</b></p>	<ul style="list-style-type: none"> <li>Participants encouraged Trade Commissioners to provide quick answers to questions and to enhance their local trade websites to answer generic questions. This will provide a value-added service to companies working in Africa.</li> </ul>
<p>(o) <b>Customs Duties</b></p>	<ul style="list-style-type: none"> <li>Customs duties for products coming from Africa to Canada are very high. These must be reduced if two-way trade is to be encouraged particularly to the benefit of African countries.</li> </ul>
<p>(p) <b>Virtual Trade Missions</b></p>	<ul style="list-style-type: none"> <li>As computer and "net" access become more available in Africa, virtual trade missions and development of trade websites for the marketing of Canadian products to Africa and African products to Canada should be created. These could be hosted by the Government of Canada through Government On-line or through the Canadian Council on Africa (CCA) or the Canadian and African Business Women's Alliance (CAABWA).</li> </ul>
<p>(q) <b>PEMD for Africa</b></p>	<ul style="list-style-type: none"> <li>Programs such as PEMD should be evaluated to ensure open access by Canadian SME companies to African markets.</li> </ul>
<p><b>3. Investment and Finance</b></p> <p>(a) <b>Development Finance Institution (DFI):</b> Establishment of a DFI with a focus on Africa</p>	<ul style="list-style-type: none"> <li>The current operational guidelines of Export Development Canada limit its involvement in Africa. Canada urgently requires a DFI to be competitive with the other G8 Countries in Africa. The need and rationale for a DFI are presented in the paper found in Appendix 6. The participants to the March 15<sup>th</sup> meeting were unanimous in citing the establishment of a DFI as the number one priority for Canadian investment in Africa.</li> <li>This fund must be for projects of all sizes from small investment projects to large infrastructure projects. Currently, European countries with DFI's can get involved in investment opportunities not available to Canadians.</li> </ul>

(b) **Canada – Africa Enterprise (Development) Fund**

If a DFI cannot be established quickly, it is recommended the Government of Canada supported the establishment of a Canada-Africa Enterprise (Development) Fund. It is recommended this Fund have two components:

- i) **“Entrepreneurial Africa” Component:** \$10k - \$250k range of debt or equity finance available for African business partners of Canadian related projects/firms. This fills the gap between the microcredit efforts found across Africa, and the glaring need for more capital for African firms that are trying to expand and work with Canadian partners. EDC and African local banks do not currently cover this gap
- ii) **“Canada – Africa Venture” Component:** \$100k - \$4 million range of debt, equity, and high risk capital available to Canadian projects/firms in the natural resources, infrastructure, manufacturing, ICT, and some service sectors that are looking beyond exports to setting up or investing in businesses in Africa. This would also leverage other sources of finance. The focus would be on SMEs, and the Fund could get involved in high-risk oil and gas/mining prospecting stage efforts (pre-bankable feasibility), to privatizations, roll out of smaller scale ICT or infrastructure projects, or manufacturing etc.

This Fund would be set up to be self-sustaining, based on reasonable ROIs (not vencap 30-40%) and whose only measure of success would be positive net returns. This privately run fund would not need a huge staff. This would allow for the new paradigm for investment in Africa. It has to be nimble and responsive to Africa's opportunities, not cumbersome in the traditional ODA sense. ODA still has a role, but there has to be a gradual shift away from expecting ODA will be available to Africa forever...and this fund would create a pool of Canadians experienced in doing business finance in Africa. Commercial banks might get involved eventually on their own. There are other related programs into which the Fund could tap to help the emerging African entrepreneurs and managers create jobs and opportunities in Africa. The money to create this fund could come from guaranteed bonds, some seed capital from the proposed Africa fund, and from private sector sources, Canada could have a \$50-\$100 million Canada-Africa Enterprise (Development) Fund that would both make a real difference and be sustainable.

(c) **Private Equity Funds for Africa**

The Government of Canada should encourage the establishment and, if necessary, provide incentives through tax programs, to ensure the establishment of private equity funds. Examples of private equity funds to Africa based in the United States are the Modern Africa Fund ([www.modernafrica.com](http://www.modernafrica.com)), and Liquid Africa ([www.liquidafrica.com](http://www.liquidafrica.com)). In the case of the Modern

Africa Fund, the U.S. government provides a guarantee to leverage equity going into a market which has a further leveraging effect. The same structure could be encouraged in Canada with perhaps the Canadian Commercial Corporation or Export Development Canada providing this guarantee. The Canadian Government has a role to play in developing private investment into Africa by:

- (1) encouraging market driven solutions for Africa;
- (2) encouraging African countries and assisting them to put the regulatory and legal framework in place to reduce risk as much as possible in foreign investment and ensure investors rights are transparent and clear;
- (3) encouraging investment in regional projects in Africa (e.g. regional railways, infrastructure with regional impacts);
- (4) review the African Growth and Opportunity Act of the U.S. and adopt an appropriate Canadian version of this (Canada should encourage other G8 countries to do the same);
- (5) reduce tariffs on certain products for African countries with political stability;
- (6) incorporate a ratings concept (e.g. Standard and Poors or Moodies that are internationally accepted by the investment community) of investment into structural adjustment and HIPC initiatives so that countries are rated on their investment risks and then investment markets can rate opportunities internationally thereby enhancing the market for investment; and
- (7) encourage an analysis and improved rating for investment in a particular country as a country transitions from HIPC to the next level. Canada should encourage the World Bank and IMF to introduce this rating environment and link this to the Standard and Poors or Moodies rating system. After a country has achieved a certain level of development and transparency in which investment risk is reduced, it should receive an internationally understood market grade rating. This rating could be done by country or regionally by project (e.g. railway, oil pipeline, or by crop e.g. coffee, tea, cotton).

(d) **Canadian Purchased Goods:** Financing of Canadian purchased goods being exported to Africa

▪ Africa needs value-added goods. The problem remains how to obtain the foreign currency to pay for these goods. Establishment of local financing mechanisms need to be strengthened to provide financing for these purposes.

(e) **African Infrastructure Launched**

▪ At the end of January 2002, the United Kingdom's Government Department for International Development (DFID) launched a private-public sector fund called the Emerging Africa Infrastructure Fund. The press release describing this fund is presented in Appendix 7. DFAIT should make it clear to Canadian companies how they

can access these funds and under what terms. This is an exciting announcement for Sub-Saharan African development.

#### 4. Development Aid

##### (a) Debt Forgiveness

- The participants encouraged the Government of Canada, as proposed in the February 2000 budget, to cancel the bilateral debt owed to Export Development Canada and the Canadian Wheat Board from the highly indebted countries located in Africa, particularly Sub-Saharan Africa. It is estimated that \$1.1 billion of Canada's developing country exposure is in Sub-Saharan Africa.

##### (b) Untying Aid

- Canada should untie aid for the purchase of products that are made locally in the country where the aid is targeted. As pointed out by the OECD, aid should not be untied for project management or financial management as this leads to further corruption and lack of transparency if the funds are given to local governments or agencies in the developing country to manage.

##### (c) Bilateral Government – Government Aid Programs

Bilateral government-government aid should be terminated in countries where brutal political regimes are in power or where corruption and lack of transparency are commonplace. However, aid to local NGOs working at the grassroots level on basic human needs with non-political motives should continue. Sanctions hurt the rich. Programs to help the poor result in the long-term, in good governance and economic development.

**(d) Partnerships**

Building on the principles of NEPAD, all future bilateral projects should be driven by partnerships between the Canadian and local African partners. Thus, projects would not proceed unless these partnerships were in place. All must be African-driven with clear accountability and responsibility being taken by the Canadian and African partners. As recommended by NEPAD, African countries need to strengthen their private sector to achieve the economic growth targets. To this end, CIDA must urgently finalize a policy to strengthen the Private Sector\* in Africa and implement this policy as part of the Africa Fund. Private Sector development must be the pillar driving the development agenda in Africa. Strengthening of women- and community-led business and economic opportunities combined with local government policy reform and creation of a tax base will allow for sustainable funding in the future for health care, education, infrastructure and basic human needs. This policy should not focus only on microcredit but be innovative in support of African business at the micro, SME and large-scale levels. The African Development Bank should be encouraged by Canada to focus on major infrastructure and economic development funds. The Canadian Trust Funds should be increased at the Bank to provide a greater influence by Canada on African projects thus leveraging Canadians into more projects in Africa. Transparency at the African Development Bank must be enforced. Corruption must not be tolerated.

**(e) Agriculture and Infrastructure Focus**

CIDA's Country Program Strategies need to be Africa-driven. There needs to be a return to a focus of CIDA's programs and projects in Africa to infrastructure development (e.g. roads, farm-to-market roads, railways etc.), food production, agro-food processing, value-added in food products, improved agricultural technology and land improvement as well as enhancement of local fisheries and ocean management. NEPAD is calling for a return to this strategy linked with food security and economic growth. CIDA should ensure it follows the NEPAD recommendations in its programming and sector focus. The priority sectors as defined in the NEPAD are: agriculture, infrastructure, good public governance, good corporate governance, education, health, new information and communication technologies, private sector development, environment, energy and access to markets of developed countries.

**4.0 CONCLUSIONS**

CME and each of the participants who came to the meeting or had discussions with CME team members welcomed this opportunity to participate in this issues and

\* CIDA does not have an approved Private Sector Development Policy. This will impede future projects in Africa unless this is put in place immediately.

policy dialogue with the hope that these recommendations and policy options will be considered seriously by the Government of Canada and actions taken to ensure they are incorporated to strengthen and develop new opportunities for increased trade and investment between Canada and the individual countries and regions in Africa.

## APPENDIX 1

### INVITATION AND AGENDA FOR THE MEETING





Canadian  
Manufacturers &  
Exporters

Canada's Leading  
Business Network

Manufacturers et  
Exportateurs du  
Canada

Le réseau d'affaires  
par excellence du Canada

Last Chance to Register  
Don't Miss This  
Important Meeting

## Trade and Investment Issues in Doing Business Between Canada and Africa

Friday, March 15, 2002

0900 - 1500 hours (including a working lunch)

Canadian Manufacturers & Exporters, 5895 Avebury Road, Suite 200

Mississauga, Ontario L5R 3P9

# APPENDIX 1

Canadian Manufacturers & Exporters in association with the Canadian Centre for Foreign Policy Development of the Department of Foreign Affairs and International Trade is pleased to invite you to a one-day meeting to discuss trade and investment issues in doing business between Canada and Africa leading to Canadian policy recommendations. This is part of the National Forum on Africa sessions being held

## INVITATION AND AGENDA FOR THE MEETING

You are being invited to this meeting as a representative of your company currently doing business in Africa.

Please come and voice your opinions, concerns and recommendations as the results of this meeting will assist the Government of Canada in formulating the CS Africa Action Plan, the Africa Fund and ongoing policy development at DFAIT, CIDA and other government departments.

### Speakers and Resource People will include:

- Mr. Nchaka Moko, Deputy Director General, Mineral Development, South African Department of Minerals and Energy, South Africa (confirmed)
- Abdul Tahman, Development Solutions International (DSI), Ottawa (re: NEPAD from the private sector perspective) (confirmed)
- Stephen Cashin, Managing Director, Modern African Fund Managers, Washington, D.C. (confirmed)
- Senior Representatives from Canada's leading companies working in Africa (confirmed)

### Registration Information

To register, please fill in the form below and return it by fax to 905-208-8230, attention Treena Adhikari. Please register in advance as space is limited.

Name \_\_\_\_\_

Title \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ Prov. \_\_\_\_\_ P.C. \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_

E-Mail \_\_\_\_\_





**Canadian  
Manufacturers &  
Exporters**

Canada's Leading  
Business Network

**Manufacturiers et  
Exportateurs du  
Canada**

Le réseau d'affaires  
par excellence du Canada

# Last Chance to Register Don't Miss This Important Meeting

## Trade and Investment Issues in Doing Business Between Canada and Africa

**Friday, March 15, 2002**

**0900 – 1500 hours (including a working lunch)**

**Canadian Manufacturers & Exporters, 5995 Avebury Road, Suite 900  
Mississauga, Ontario L5R 3P9**

Canadian Manufacturers & Exporters in association with the Canadian Centre for Foreign Policy Development of the Department of Foreign Affairs and International Trade is pleased to invite you to a one-day meeting to discuss trade and investment issues in doing business between Canada and Africa leading to Canadian policy recommendations. This is part of the National Forum on Africa sessions being held across Canada.

**You are being invited to this meeting as a representative of one of Canada's leading companies currently doing business in Africa.**

Please come and voice your opinions, concerns and recommendations as the results of this meeting will assist the Government of Canada in formulating the G8 Africa Action Plan, the Africa Fund and ongoing policy development at DFAIT, CIDA and other government departments.

### Speakers and Resource People will include:

- Mr. Nchaka Moloi, Deputy Director General, Mineral Development, South African Department of Minerals and Energy, South Africa (confirmed)
- Abdul Tahman Awi, Development Solutions International (DSI), Ottawa (re: NEPAD from the private sector perspective) (confirmed)
- Stephen Cashin, Managing Director, Modern African Fund Managers, Washington, D.C. (confirmed)
- Senior Representatives from Canada's leading companies working in Africa (confirmed)

### Registration Information

To register, please fill in the form below and return it by fax to 905-568-8330, attention Treena Adhikari. Please register in advance as space is limited.

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Company: \_\_\_\_\_  
Address: \_\_\_\_\_  
City: \_\_\_\_\_ Prov: \_\_\_\_\_ P.C.: \_\_\_\_\_  
Phone: \_\_\_\_\_ Fax: \_\_\_\_\_  
E-Mail: \_\_\_\_\_



# Trade and Investment Issues in Doing Business Between Canada and Africa

Friday, March 15, 2002

0900 – 1500 hours (including a working lunch)

Canadian Manufacturers & Exporters

5995 Avebury Road, Suite 900

Mississauga, Ontario L5R 3P9

## Draft Agenda

8:30 – 9:00 am Registration and Informal Discussion

9:00 am – 3:00 pm Meeting

1. Welcome and Introductions  
*Deborah Turnbull, Director, International Business Development, CME*
2. New Partnership for Africa's Development from the Private Sector Perspective  
*Abdul Rahman Awl, President, Development Solutions International (DSI)*
3. Investment and Finance Issues Related to NEPAD  
*Stephen Cashin, Managing Director, Modern African Fund Managers, Washington D. C. (by conference call)*
4. Presentation on the Development Finance Institution  
*Deborah Turnbull, Director, International Business Development, CME*
5. Canada – Africa Trade and Investment Policies – A Study on the Issues, Challenges and Opportunities  
*Dorothee Gizenga, Vice-Chair, Canadian and African Business Women's Alliance*
6. NEPAD Implications from an African Perspective  
*Mr. Nchaku Moloji, Deputy Director General, Mineral Development, South African Department of Minerals and Energy, South Africa*
7. Breakout Sessions (including a working lunch)  
(a) **Trade** – Chair: Deborah Turnbull, Director, International Business Development, CME  
(b) **Investment and Finance** – Chair: Nola Kianza, Project Coordinator, Canadian Alliance for Business in South Africa
8. Plenary Review Based on Discussions in the Break-out Sessions  
*Deborah Turnbull, Director, International Business Development*  
*Rapporteur, Trade*  
*Rapporteur, Investment*
9. Summary of Recommendations  
*Deborah Turnbull, Director, International Business Development, CME*
10. Adjourn

Mr. Eugene Aghayan  
Business Development Coordinator  
Canadian Manufacturers & Exporters  
555 Avory Road, Suite 900  
Mississauga, ON L5R 3P9  
Tel: 905-898-8300 ext 242 Fax: 905-898-8300  
eugene.aghayan@cmec.ca

Mr. Pinar Aghayan  
Consulting Geologist  
Roscoe Paces Associates Inc.  
210 St. Lawrence Ave  
Toronto, ON M5T 2H7  
Tel: 416-947-097 Fax: 416-947-0305  
pghayan@roscoe.com

Mr. Alan Reid  
Special Director Policy Development Division  
Department of Foreign Affairs and International Trade  
25 Sussex Drive  
Ottawa, ON K1A 0G2  
Tel: 613-944-0871 Fax: 613-955-8096  
alan.reid@paf.international.gc.ca

Mr. John Alexander  
Director of Sales  
SC Netting  
200 McArthur Drive  
Mississauga, ON L5T 1R2  
Tel: 905-276-2320 Fax: 905-276-2320  
jalexander@scnetting.com

Mr. George Adams  
Senior Purchasing & Vendor Quality Assurance  
Vior Co. Canada Ltd.  
5 Fairglen Square  
Aurora, ON L1T 1C7  
Tel: 416-297-9780 Fax: 416-297-9204  
gadam@vior.com

Mr. David G. Campbell  
Senior International Development Officer  
27 Lincoln Court  
Mississauga, ON L5M 4G1  
Tel: 905-607-0211 Fax: 905-607-0211  
dcampbell@sympatico.com

Mr. As Ertan  
President & CEO  
Nusend Corp.  
207-21 Rosedale Ave.  
Toronto, ON  
Tel: 416-464-5313 Fax: 416-464-3162  
as@nusend.com

Mr. Jack Calver  
Advisor - Mining and Metallurgy  
SNC-Lavalin  
2200 Lakeshore Blvd. West  
Toronto, ON M8V 1A4  
Tel: 416-232-5311 Fax: 416-267-2055  
jack.calver@snc.com

Mr. Stephen Cassin  
Managing Director  
Modern African Fund Managers  
Tel: 202-822-9010 Fax:  
scassin@mafm.com

Mr. David K. Chapman  
Trade Manager  
Safinma, Canada  
2576 Robinson Blvd. East  
Mississauga, ON L4X 5H1  
Tel: 905-224-3067 Fax: 905-224-3065  
dchap@safinma.com

Mr. Jim Chertok  
Vice President & General Manager  
Comp Financial Consulting Ltd.  
221 Lakeshore Road East, Suite 300  
Burlington, ON L7T 1H7  
Tel: 905-337-1515 Fax: 905-337-1165  
jchertok@compusave.com

Mr. Andrew DePina  
Director  
DePina Rivers & Associates  
411 King Street  
Mississauga, ON M5C 1C2  
Tel: 905-276-0910 Fax: 905-276-0920  
andrew@depinar.com

## APPENDIX 2

### LIST OF ATTENDEES TO THE MARCH 15<sup>TH</sup> MEETING



Ms Treena Adhikari  
Business Development Coordinator  
Canadian Manufacturers & Exporters  
5995 Avebury Road, Suite 900  
Mississauga, ON L5R 3P9  
Tel 905-568-8300 ext. 249 Fax: 905-568-8330  
treena.adhikari@cme-mec.ca

Mr. Ali Borhani  
President & CEO  
Noramid Corp.  
207-31 Roehampton Ave.  
Toronto, ON  
Tel: 416-484-6313 Fax: 416-484-0102  
ali@noramid.com

Mr Hrayr Agnerian  
Consulting Geologist  
Roscoe Postle Associates Inc.  
1210-55 University Ave  
416-947-0907, ON M5J 2H7  
Tel 416-947-097 Fax: 416-947-0395  
hagnerian@rpacan.com

Mr. Jack Calwell  
Advisor - Mining and Metallurgy  
SNC-Lavalin  
2200 Lakeshore Blvd. West  
Toronto, ON M8V 1A4  
Tel: 416-252-5311 Fax: 416-252-2058  
jack.calwell@snclavalin.com

Mr. Keith Aird  
Deputy Director, Policy Coordination Division  
Department of Foreign Affairs and International Trade  
125 Sussex Drive  
Ottawa, ON K1A 0G2  
Tel 613-944-0871 Fax 613-995-8069  
keith.aird@dfait-maeci.gc.ca

Mr. Stephen Cashin  
Managing Director  
Modern African Fund Managers  
Tel: 202-822-9010 Fax:  
sdcashin@mafm.com

Mr. John Alexander  
Director of Sales  
ABC Netting  
1830 Meyerside Drive  
Mississauga ON L5T 1B4  
Tel 905-795-2520 Fax 905-795-2521  
alexander@abcnetting.com

Mr. David K. Chapman  
Trade Manager  
Safmarine, Canada  
2576 Matheson Blvd. East  
Mississauga, ON L4W 5H1  
Tel: 905-361-3051 Fax: 905-624-3585  
cansclal@us.safmarine.com

Mr. George Asante  
Manager, Purchasing & Vendor Quality Assurance  
Lander Co Canada Ltd.  
275 Finchdene Square  
Scarborough, ON M1X 1C7  
Tel 416-297-6700 Fax 416-297-0004  
gasante@lander-hba.com

Mr. Jim Chester  
Vice President & General Manager  
DevPar Financial Consulting Ltd.  
221 Lakeshore Road East, Suite 300  
Oakville, ON L7J 1H7  
Tel: 905-337-1515 Fax: 905-849-6169  
JChester@compuserve.com

Dr. Safwat Ayoub  
Lecturer & Consultant  
Society for International Development (SID)  
2777 Lindholm Cres.  
Mississauga, ON L5M 4S1  
Tel 905-607-0021 Fax  
ayoubs2000@yahoo.com

Mr. Aschalew Debebe  
Manager  
Conestoga Rovers & Associates  
651 Colby Drive  
Waterloo, ON N3C 1C2  
Tel: 519-884-0510 Fax: 519-884-0525  
adebebe@craworld.com



**Canadian  
Manufacturers &  
Exporters**

# **Trade & Investment Issues in Doing Business Between Canada & Africa**

**Friday, March 15, 2002**

Ms. Rowena Dias  
Area Director, Africa and IFIs  
Ontario Exports Inc.  
56 Wellesley St. West, 7th Floor  
Toronto, ON M7A 2E4  
Tel. 416-314-8242 Fax: 416-314-3995  
rowena.dias@edt.gov.on.ca

Ms. Dorothée Gizenga  
Gizenga Group  
P.O. Box 2107, 100 City Centre Drive  
Mississauga, ON L5B 3L6  
Tel: 905-804-8248 Fax: 416-946-1087  
funji@globalserve.net

Dr. Wilson Eedy  
Manager  
TERFA Inc  
RR #1 (11525 Town Line)  
Moffat, ON L0P 1J0  
Tel. 519-824-0759 Fax: 519-824-9170  
terfa@geoniger.com

Mr. Stan Gonsalves  
Chairman of the Board  
Trow Consulting Engineers Ltd.  
1595 Clark Blvd.  
Brampton, ON L6T 4Y1  
Tel: 905-793-9800 Fax: 905-793-5533  
stan.gonsalves@trow.com

Mr. Phil Evans  
President  
H.G. Engineering  
400 Carlingview Drive  
Toronto, ON M9W 5X9  
Te 416-674-8508 Fax 416-674-8520  
phie@hgeng.com

Mr. William Graves  
President  
International Technical Services  
400 Queen's Avenue  
London, ON N6B 1X9  
Tel: 519-439-2362 Fax: 519-675-1868  
wgraves@itsrail.com

Mr. Wayne Floreani  
South African Consulate  
  
Tel Fax

Mr. Mengitu Haile Mariah  
AfricanAccess  
706-500 Dawes Road  
Toronto,  
Tel: 416-399-0676 Fax: 416-755-6817  
mengitu.H.M@rogers.com

Ms. Sylvie Germain  
Policy and Planning Analyst  
Canadian Commercial Corporation  
\*100-50 O'Connor Street  
Ottawa ON K1A 0S6  
Te 613-995-9144 Fax 613-995-2121  
sgermain@ccc.ca

Mr. Scott Harris  
Canadian Business Development Manager  
Maersk Sealand  
2576 Matheson Blvd. East  
Mississauga, ON L4W 5H1  
Tel: 905-361-3030 Fax: 905-624-3585  
canmktatl@maersk.com

Mr. Fernand Gilbert  
President  
Forum Ontario - Francophonie Mondiale  
160 George Street, Suite 210  
Mississauga, ON K1N 9N2  
Tel: 613-241-7704 Fax: 613-241-8254  
fernandgilbert@hotmail.com

Mr. Fareed Ismail  
President  
Earth One  
58 Ritchie Ave.  
Toronto, ON  
Tel: 416-631-4375 Fax: 416-658-4834  
earth1@ican.net

# Trade & Investment Issues in Doing Business Between Canada & Africa

Friday, March 15, 2002

Mr. Leon Jordaan  
High Commission for the Republic of South Africa

Tel: Fax:

Ms. Sally Kelly  
International Technical Services  
400 Queen's Avenue  
London, ON N6B 1X9  
Tel: 519-439-2362 Fax: 519-675-1868

Ms. Vuyiswa B. Keyi  
President & CEO  
Keyi Consulting  
618-300 Queen's Drive  
Toronto ON M6L 3E3  
Tel: 416-242-7252 Fax: 416-242-9448  
vuyiswa@colosseum.com

Mr. Nola Kianza  
Project Coordinator  
CABSA  
5995 Avebury Road, Suite 900  
Mississauga ON L5R 3P9  
Tel: 905-568-8300 ext. 277 Fax: 905-568-8330  
nola.kianza@cme-mec.ca

Mr. Tarif Korabi  
Vice President Marketing & Sales  
Hatch Steltech  
2800 Speakman Drive  
Mississauga, ON L5K 2R7  
Tel: 905-403-4018 Fax: 905-403-7629  
korabi@hatch.ca

Mr. Andy Kristalor  
Business Development Manager  
CECORP Projects Inc.  
1600 Courtneypark Drive East  
Mississauga, ON L5T 2W8  
Tel: 905-672-7400 ext. 267 Fax: 905-672-7060  
akristalor@icecorp.ca

Mr. Enzo Lavorato  
Business Development Consultant  
Ontario Ministry of Economic Development and Trade  
1201 Wilson Ave.  
Toronto, ON  
Tel: 416-235-4310 Fax: 416-235-4338  
enzo.lavorato@edt.gov.on.ca

Mr. Chevy A. G. Lloyd  
President & CEO  
Chevour International Enterprises  
P.O. Box 332, Main Street N.  
Markham, ON L3P 3J8  
Tel: 905-471-3999 Fax: 905-471-3041  
chevour@primus.ca

Mr. Frank Logan  
Hatch  
2800 Speakman Drive  
Mississauga, ON L5K 2R7  
Tel: 905-403-4039 Fax: 905-855-0720  
flogan@hatch.ca

Dr. Ekema Manga  
Consultant  
Society of International Development (SID)  
1109 Sherwood Mills Blvd.  
Mississauga, ON L5V 1S8  
Tel: 905-8211-7493 Fax:  
drekema@yahoo.com

Mr. Emmanuel Mba  
President  
Bremancos Diagnostics Inc.  
6810 Ktimat Road, Unit 1  
Mississauga, ON L5N 5M2  
Tel: 905-814-6494 Fax: 905-826-3288  
info@bremancos.com

Mr. Nchaka Moloi  
Deputy Director General, Mineral Development  
South African Department of Minerals and Energy  
Tel: Fax:



**Canadian  
Manufacturers &  
Exporters**

# **Trade & Investment Issues in Doing Business Between Canada & Africa**

**Friday, March 15, 2002**

Mr. Bill Morrisson  
President  
Groundwater Services International  
1087 Meyerside Drive, Unit 2  
Mississauga, ON  
Tel: 905-564-6618 Fax: 905-564-8952  
bmorrisson@groundwater-int.com

Mr. Louis Nizet  
President  
Advanced Allied Agencies International  
30 Brennan Ave.  
Barrie, ON L4N 3X3  
Tel: 705-730-6684 Fax: 416-949-0165  
lounizet@canada.com

Ms. Promil Paul  
Executive Director  
ADI/Shanoma  
182 Burnham Cres.  
Cambridge, ON N3C 2V3  
Tel: 519-651-2507 Fax: 519-651-1813  
promilpaul@rogers.com

Ms. Patricia Pearce  
R J Burnside & Associates Ltd.  
Suite 200, Box 60, 16775 Yonge St.  
Newmarket, ON L3Y 8J4  
Tel: 905-953-8967 Fax: 905-953-8945  
patricia\_pearce@rjburnside.com

Mr. Wayne Psek  
Managing Director  
NATCORP Import and Export Inc.  
60 Dynamic Drive, Unit 27  
Scarborough, ON  
Tel: 416-293-8886 Fax: 905-771-69116  
wpsek@natcorp.ca

Mr. Reuben Psek  
Natcorp Import and Export Inc.  
120 Dynamic Blvd., Unit 27  
Scarborough, ON  
Tel: 416-239-8886 Fax: 905-771-6116

Mr. Jerry Quigley  
General Director  
MEDA Trade  
155 Frobisher Dr., Suite 1-106  
Kitchener, ON N2V 2E1  
Tel: 519-725-1715 Fax: 519-725-9083  
jqigley@meda.org

Mr. Abdul Rahman Awl  
President  
Development Solutions International (DSI)  
902 Sigma Court  
Ottawa, ON K1C 7E7  
Tel: 613-841-2057 Fax: 613-841-9973  
awl@attglobal.net

Mr. A. Rogozinski  
President  
Androtex Ltd.  
7115 Harwick Drive  
Mississauga, ON L4T 3A5  
Tel: 905-677-7919 Fax: 905-677-7919

Ms. Laryssa Sikorska  
Administration Executive - President  
Chevour International Enterprises  
P.O. Box 332, Main Street N.  
Markham, ON L3P 3J8  
Tel: 905-471-3999 Fax: 905-471-3041  
larysa.sikorska@rogers.com

Mr. Erwin Spehr  
President  
Hygrex-Spehr Industries  
11 Holland Drive  
Bolton, ON  
Tel: 905-951-3145 Fax: 905-951-3264  
hygrex@aol.com

Mr. Mansoor Syed  
Telecom Business Solutions  
Tel: Fax:

Ms. Cyndee Todgham Cherniak  
Associate  
Goodmans LLP  
250 Yonge Street  
Toronto, ON  
Tel: 416-597-4249 Fax: 416-979-1234  
ctodghamcherniak@goodmans.ca

Ms. Deborah Turnbull  
Director, International Business Development  
Canadian Manufacturers & Exporters  
5995 Avebury Road, Suite 900  
Mississauga, ON L5R 3P9  
Tel: 905-568-8300 ext. 290 Fax: 905-568-8330  
deborah.turnbull@cme-mec.ca

Mr. Gerry Wolkowski  
Sales/Marketing  
Expograph Q  
1075 Lorimar Drive, Unit 5  
Mississauga, ON L5S 1N2  
Tel: 905-670-1182 ext. 27 Fax: 905-670-5256  
gerryw@expo.ca

Mr. Robert J. Young  
Vice President, International Marketing  
TAIM Canada Inc  
30 Kern road  
Toronto, ON M3B 1T1  
Tel: 416-447-6600 ext. 25 Fax: 416-447-6500  
ryoung@taim.com

APPENDIX 3

LIST OF COMPANIES CONSULTED FOR  
THE PREPARATION OF THE REPORT







FirstName	LastName	Company
Gesta	Abols	Goodmans
Bram	Atlin	Goodmans
Christopher	Belchers	C. H. Belchers Strategic Advisory Services
Peninah	Brickman	Goodmans
David	Bronskill	Goodmans
Wayne	Chertkow	Canadian Corporate Funding Limited
Joe	Cosentino	Goodmans
Mario	DiFiore	Goodmans
Ian	Epstein	Blaney, McMurtry
Robert M.	Franklin	Placer Dome Inc.
L. John	Gatherer	DeBeers Canada Exploration Inc.
Anthony P.	Guthrie	DeBeers Canada Exploration Inc.
Tony	Harwood	Placer Dome Inc.
Catherine L.	Herring	Great Circle Partners
Dr. Wynand J.	Kleingeld	DeBeers Canada Exploration Inc.
Wendy	Lack	Wendy Lack Consulting
Mike	Lain	DeBeers Canada Exploration Inc.
Frank	Logan	Hatch & Associates
Hon. Ed	Lumley	BMO Nesbit Burnes
Richard	Molyneux	DeBeers Canada Exploration Inc.
Juli	Morrow	Goodmans
Stephen N.	Pincus	Goodmans
The Hon. Robert K.	Rae, P.C., Q.C.	Goodmans
Glynnis	Rengger	InterSUS
Charles J.	Schwartz	Goodmans
Bruce	Shapiro	A.P.O.C. Inc.
Neil	Sheehy	Goodmans
David	Sherman	Goodmans
Robert L.	Shirriff, Q.C.	Fasken Martineau DuMoulin
Sura,	Sundaram	South African Airways
Bob	Thompson	Moloney Electric Inc.
Cyndee	Todgham-Cherniak	Goodmans

APPENDIX 4

UNSUBMITTED PRESENTATIONS  
 RELEASED DURING THE MEETING



## **APPENDIX 4**

**COPIES OF THE SUBMITTED PRESENTATIONS  
DELIVERED DURING THE MEETING**



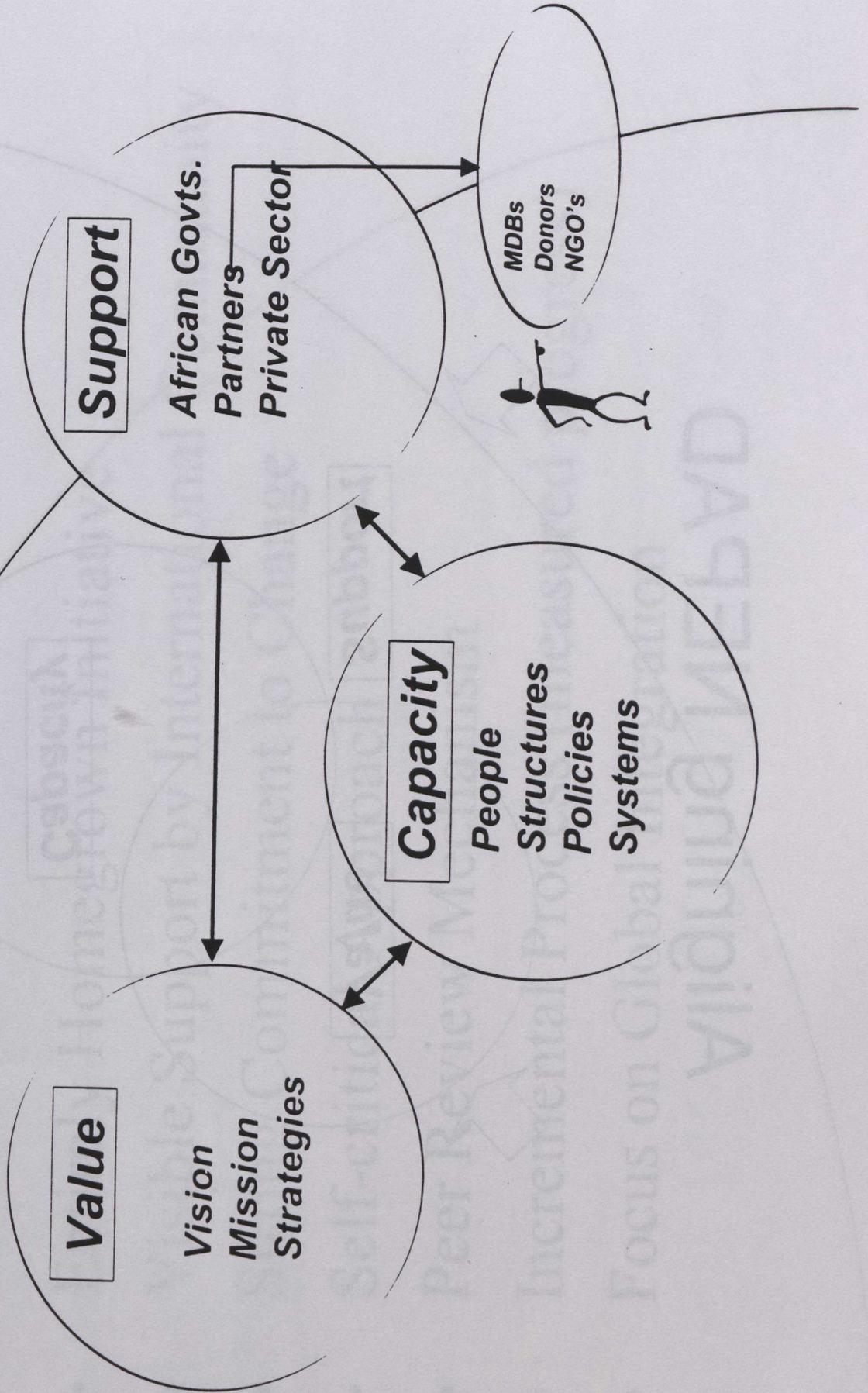
# BACKGROUND

- Africa is a very rich Continent with very poor people
- Africa is falling behind in the globalization process
- Old development paradigms are not working
- Absolute poverty breeds conflict and instability

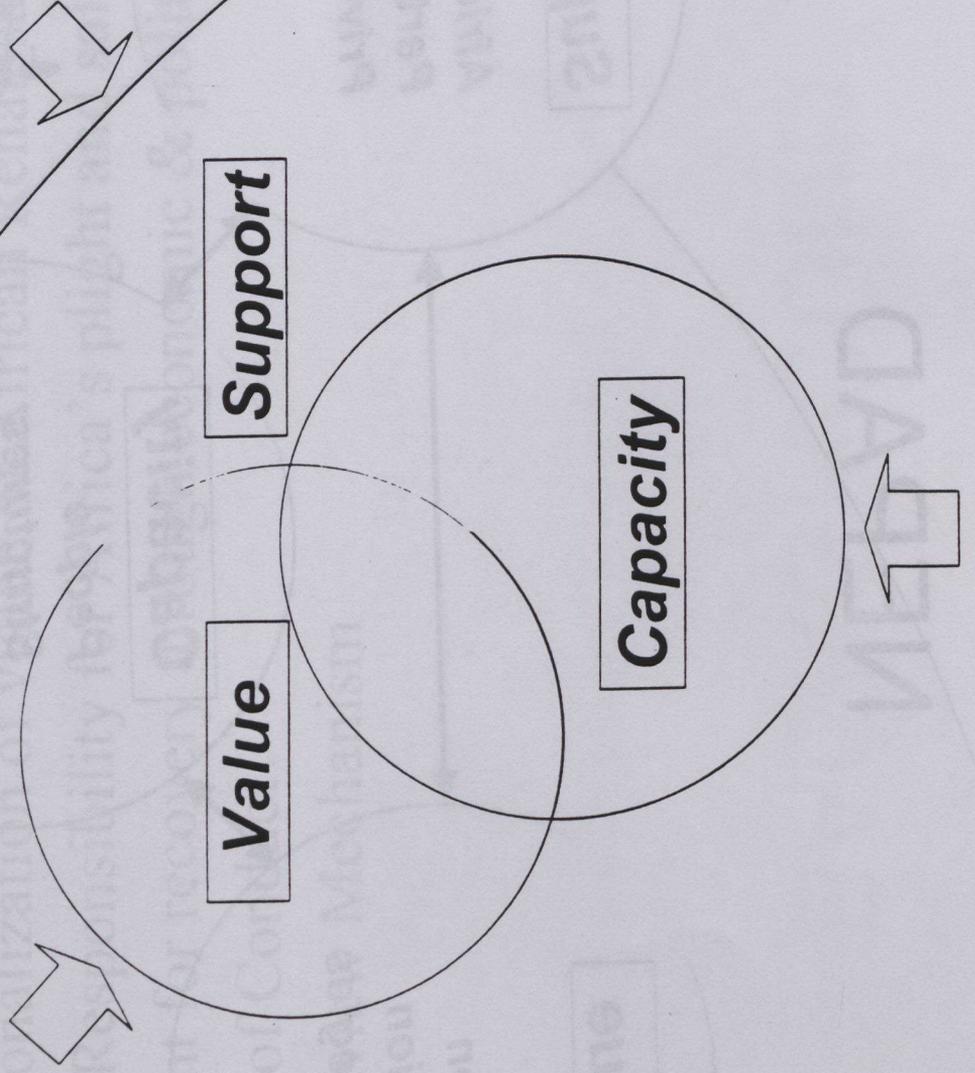
# NEPAD OVERVIEW

- Changing relationship between Africa and Developed World
- Institutionalization of vision of African Renaissance
- Taking Responsibility for Africa's plight and salvation
- Blueprint for recovery through economic & political governance
- A code of Conduct
- Peer Review Mechanism

# NEPAD



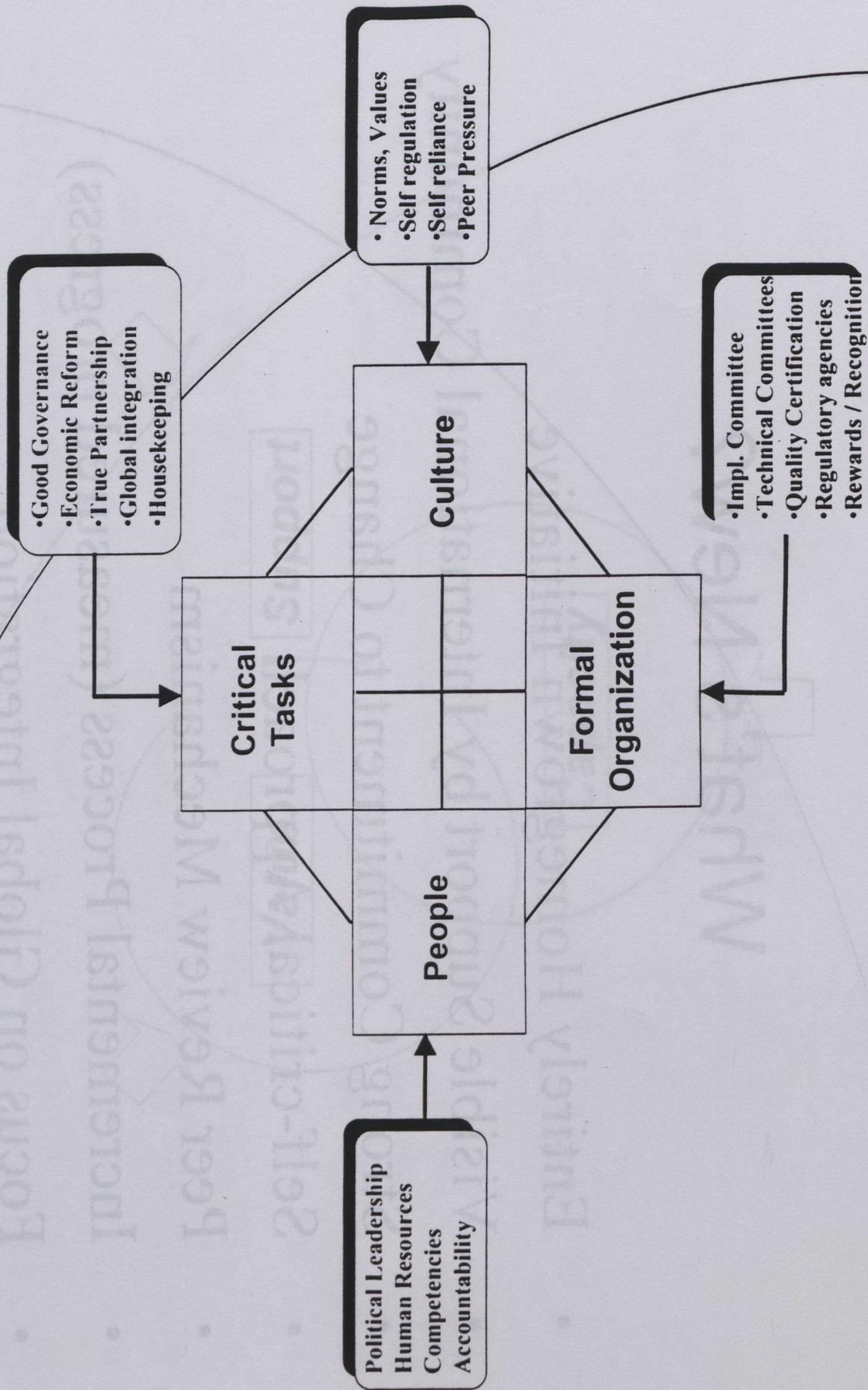
# Aligning NEPAD



# What's New?

- Entirely Homegrown Initiative
- Visible Support by International Community
- Strong Commitment to Change
- Self-critical Approach
- Peer Review Mechanism
- Incremental Process (measured progress)
- Focus on Global Integration

# NEPAD's Architecture



# Opportunities for Private Enterprise

- Trade & Investment
- Technology Transfer
- Markets Share
- Technical Assistance
- Quality Systems

# Conditions for Investment

- Stable microeconomic environment
- Regulatory reforms opening markets
- Liberalized FDI regulations
- Liberalized financial markets (Securitization Techniques)
- Wide use of risk management instruments (more partial credit and partial risk guarantees)
- Transparent legal framework
- Adequate accounting/disclosure standards

# Worse Case Scenario

Poorly Structured Investments lead to:

- Frustrated investors
- Unfulfilled Investment Expectations
- High-priced arrangements in projects
- Severe political criticism for governments

# NEPAD'S Transformation Model

Integrate  
Globally

Reduce Poverty  
Sustainable  
Development

Human  
Development

Enhance  
Productivity

Boost  
Exports

New Code  
Of Conduct

Integration

Infrastructure  
Development

Quality  
Control

Political  
Leadership

Economic  
Plans

Governance  
Change  
Plans

Contract  
with  
Partners

Private  
Sector  
Intervention

Value To Stakeholders

# Recommendations

- Create a specialized development financing institution
- Create conditions for private sector investment risk
- Design and implement special capacity building projects
- Promote information technology to bridge digital divide
- Promote new schemes for public private partnerships

# Streamlining the Process

## Activity 1: Process Redesign

### Task 1 - Bureaucracy Elimination

11. Automation/  
Computerization

10. Supplier  
Partnerships

9. Standardization

8. Simple  
Language

7. Upgrading

#### THE TOOLS

1. Bureaucracy  
Elimination

2. Value-Added  
Assessment

3. Duplication  
Elimination

4. Simplification

5. Cycle-Time  
Reduction

6. Error Proofing

# **Canadian and African Business Women's Alliance (CAABWA)**

## **Preliminary Findings re Canadian Policies towards Africa G8 Summit Option Policy Paper**

## WHO IS CAABWA?

CAABWA is a national non-profit organization operating in 8 African countries: Ghana, Mozambique, Mauritius, Nigeria, Senegal, South Africa, Tanzania, and Uganda.

### Mandate:

- Strengthen business relations between Canada and African countries by:
  - reinforcing existing business and trade linkages between Canada and African countries; and
  - opening new avenues of trade and investment;
- Promote women-owned businesses and optimise their participation in global economy;
- Facilitate increased access to resources, information and finances, export/import opportunities, and commercial networks; and
- Support long-term development in Africa.

# OPTION POLICY PAPER

## The Purpose of CAABWA's Policy Paper:

- Review the existing Canadian policies;
- Analyze the impact of Canada's policies and strategies on women in Africa; and
- Make recommendations on the focus of new Canadian policies and how best to enhance benefits to African women from the trade and investment activities.

## The Rationale for the Paper:

- Facilitation of the recognition of the significance of African women in economic participation of Africa in the global market;
- Support gender mainstreaming in Canada's foreign policy to fast track Africa's capacity for international business; and
- Fulfillment of our mandate as a Women's Business Organization to facilitate a stronger links between businesswomen in Canada and African countries to international political and economic agendas.

## PRELIMINARY FINDINGS

- There is no government body that specifically coordinates policies on Africa;
- There is no overarching foreign policy towards Africa; and
- CIDA is by default a primary driver of the agenda for action in Africa. CIDA's context is international development. However, private sector role and increase of trade are defined within its policies.

## WHAT IS THERE?

- Agreements:
  - Bilateral country programs defined by CIDA;
  - Tax treaty with South Africa;
  - Audio visual agreement with South Africa; and
  - Foreign Investment Protection Agreements (FIPAs) with Egypt and South Africa.
  
- Strategies:
  - Africa Trade Strategy 2000 (DFAIT); and
  - CIDA's social development strategies.
  
- Initiatives:
  - Canadian Association of Parliamentarians on Population and Development;
  - Canada-Africa Parliamentary Group;
  - Africa Action Plan; and
  - NGOs' initiatives.



**THE NEW PARTNERSHIP FOR AFRICA'S  
DEVELOPMENT (NEPAD)**

**FROM A VISION AND PROGRAMME  
OF ACTION TO IMPLEMENTATION**

**FEBRUARY 2002**



---

---

---

---

---

---

---

---

**PRESENTATION OUTLINE**

1. Background
- 1.1 Primary Objectives
- 1.2 The Case for the Initiative
2. What should Happen in the Next Few Months for NEPAD to succeed?
3. Phase II - Programme of Action
- 3.1 Leadership and Management Structure
- 3.2 Mobilisation of the African People, Governments and Institutions



---

---

---

---

---

---

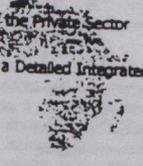
---

---

**PRESENTATION OUTLINE**

- 3.3 Mobilisation of Development Partners and the International Community
- 3.4 Mobilisation of the Private Sector
- 3.5 Preparation of a Detailed Integrated Development Programme
- 3.5.1 Priorities
- 3.5.2 Processes
- 3.5.3 Expected Outputs
- 3.5.4 Time Table

**CONCLUSION :**



---

---

---

---

---

---

---

---

## 1. BACKGROUND

### 1.1 PRIMARY OBJECTIVES

- To accelerate the eradication of poverty and inequality in Africa;
- To place African countries, both individually and collectively on a path of sustainable growth and development;
- To halt the marginalisation of Africa in the globalisation process;
- To promote the empowerment and economic integration of women;

---

---

---

---

---

---

---

---

### 1.2 THE CASE FOR THE INITIATIVE

- The Initiative serves as a means of consolidating the pride of Africa's people in their own humanity, and as a confirmation of the common humanity of the peoples of the world;
- The poverty and underdevelopment of Africa stands in stark contrast to the prosperity of the developed world and is a blight on humanity. The continued marginalisation of Africa from the globalisation process and the social exclusion of the vast majority of its peoples constitute a serious threat to global stability;
- Africa has made and continues to make a significant contribution to the prosperity of the global community. Her abundant resources, mineral, oil and gas deposits, flora and fauna and her unspoilt natural habitat continue to benefit humankind;
- The ecological lung provided by the continent's rain forests and the minimal presence of emissions and effluents that are harmful to the environment is a global public good that benefits all humankind;

---

---

---

---

---

---

---

---

- Conditions in Africa are changing. The numbers of democratically elected leaders have increased. Democracy is spreading, backed by the African Union which has shown a new resolve in this regard. These efforts are reinforced by voices of civil society, including associations of women, youth and the independent media;
- There is a new resolve to deal with conflicts and to restore peace, stability and democracy. This is demonstrated by acts taken by African leaders to end conflicts in Ethiopia, Eritrea, Sierra Leone and current factions in Burundi, Democratic Republic of the Congo and Zimbabwe;
- African countries, both individually and collectively, are liberalising their economies and creating conducive conditions for trade, investment and entrepreneurship and an increased determination to promote regional and economic integration;

---

---

---

---

---

---

---

---

" The international community is demonstrating a genuine will to support Africa's efforts to address underdevelopment and marginalisation. The United Nations Millennium Declaration adopted in September 2000 is a confirmation of this interest as well as the response to the initiative by the G8 countries;

" Many studies done by Africans and global institutions, including the World Bank, UNCTAD and the UNECA, confirm that even if African countries adopted all the necessary political and economic reforms, they will not be able to pull themselves out of poverty and underdevelopment without a new partnership with the rest of the world, especially the industrialised countries;

" This includes a partnership that would allow Africa to develop her agriculture as well as to diversify her production. For this to happen, Africa needs increased access to the markets of industrialised countries as well as capacity to overcome supply constraints;

---

---

---

---

---

---

---

---

---

---

" In addition, Africa would not be able to pull herself out of poverty and underdevelopment without increased capital flows. Capital flows are required to supplement African savings that are low because of poverty and underdevelopment;

" Studies undertaken by credible institutions show that for Africa to reduce poverty, an average GDP growth rate of 7% is required. To achieve this, Africa requires increased ODA for the least developed countries, debt reduction for countries with unsustainable debts, and increased foreign direct investment for all African countries;

" This initiative is about a new partnership, in which African leaders accept responsibility and accountability for doing what is right to restore peace and political stability in the continent, as well as to create conducive conditions for investment, entrepreneurship, economic growth and development;

---

---

---

---

---

---

---

---

---

---

" Linked to the commitment and actions by African leaders must be commitments and actions by the international community, especially the industrialised countries, to support the African regeneration programme through a genuine partnership to overcome the legacy of underdevelopment and marginalisation;

" Finally, a new partnership is necessary because the redevelopment of Africa will benefit, not only Africa, but the global community as a whole. An Africa that is free of wars and communicable diseases, that is capable of protecting and nurturing its own resources, base and environment and of generating its own wealth on a sustainable basis, would make a meaningful contribution to global prosperity.

---

---

---

---

---

---

---

---

---

---





**Canadian  
Manufacturers &  
Exporters**

**Manufacturiers et  
Exportateurs du  
Canada**

Canada's Leading  
Business Network

Le réseau d'affaires  
par excellence du Canada

March 28, 2002

Mr. Steven Lee  
Executive Director  
Canadian Centre for Foreign Policy Development (CPC)  
Department of Foreign Affairs and International Trade  
125 Sussex Drive  
Ottawa, Ontario  
K1A 0G2

**Re: Project Report – One-day Meeting Held in Toronto on March 15, 2002**

Dear Mr. Lee:

Please find enclosed, one copy of the finalized project report prepared by CME as a result of the meeting held in Toronto on March 15, 2002. I have added an acknowledgements page at the beginning. Please also find enclosed the finalized copy of the CAABWA report.

CME and CAABWA have enjoyed working with the Centre on these activities. We look forward to working with you and the Centre in the new fiscal year.

Thank you for your support to undertake this important work.

Regards,

Deborah Turnbull  
Director, International Business Development





**2. WHAT SHOULD HAPPEN IN THE NEXT FEW MONTHS FOR NEPAD TO SUCCEED**

- African ownership and leadership must be strengthened and broadened;
- Efforts to end conflicts must be intensified and the international community must provide African leaders in the process;
- African countries and sub-regional structures must update their integrated development plans as well as incorporate the accelerated sub-regional and continental economic integration agenda of NEPAD;
- Targeted capacity building in countries that show a serious commitment to good political and economic governance must be prioritised;
- Detailed Programme of Action must be prepared and negotiated;

---

---

---

---

---

---

---

---

- The private sector must be mobilised;
- Civil society, professional organisations and research institutions must be mobilised, both in Africa and abroad;
- The development partners including multilateral development institutions, must be mobilised in support of converting NEPAD from a vision to an implementable programme of action;
- The NEPAD leadership must work with development partners in aligning existing initiatives and integrating them where appropriate;
- Projects and/or initiatives that can be implemented quickly must be identified and fast-tracked;
- International forums like the Financing for Development Conference in Mexico and the World Summit on Sustainable Development must be used to mobilise international support for NEPAD;

---

---

---

---

---

---

---

---

**3. PHASE II - PROGRAMME OF ACTION**

**3.1 LEADERSHIP AND MANAGEMENT STRUCTURE**

- Heads of State and Government Implementation Committee;
- Steering Committee composed of personal representatives of the five initiating Heads of State and Government;
- Co-ordinating Secretariat;

---

---

---

---

---

---

---

---

**3.2 MOBILISATION OF THE AFRICAN PEOPLE, GOVERNMENTS AND INSTITUTIONS**

- NEPAD-vision, principles and programme-outline approved by African Heads of State and Government in July 2001;
- Heads of State and Government Implementation Committee established in October 2001;
- Presentations made to regional economic structures and to African ambassadors in Addis Ababa;
- A call made to individual African countries to popularise both the Constitutive Act establishing the African Union and NEPAD;

- Conferences on NEPAD are being organised in a number of African countries;
- NEPAD primary document has been translated into all OAU languages and is being distributed through the OAU;
- The Secretariat has prepared brochures and pamphlets for wide distribution in Africa and internationally and is developing a comprehensive marketing and communication strategy;
- The representatives of the 15 countries constituting the Heads of State and Government Implementation Committee and Chief Executives of the Regional Economic Community structures are participating in programme development through workshops and other processes;
- The OAU Secretariat is participating in programme development through the Steering Committee and project task teams.

**3.3 MOBILISATION OF DEVELOPMENT PARTNERS AND THE INTERNATIONAL COMMUNITY**

- Focused consultations with the G8: Detailed Plan of Action
  - Three interactions since Genoa
  - Two more planned before G8 Summit in Canada;
- Engagement with the EU: Capacity building, alignment of existing programmes and initiatives and infrastructure funding;
- Focused iterative consultations with the World Bank, IMF and UN agencies;
- Briefings by the NEPAD-promoting Heads of State and Government and Ministers;
- Consultations with development partners on alignment of existing programmes and initiatives with NEPAD;
- Participation in meetings of major partnerships, eg, TICAD and the Strategic Partnership for Africa;

Marketing of NEPAD in major international events and processes, eg, UN Summits, Financing for Development Conference and World Summit on Sustainable Development;

Regular briefings of ambassadors - G8/Nordics, European Community, other developing regions and individual embassies;

Briefings of Africa Group of Ambassadors at multilateral centres: Addis Ababa, New York, Geneva and Brussels.

---

---

---

---

---

---

---

---

**3.4 MOBILISATION OF THE PRIVATE SECTOR**

- World Economic Forum - New York;
- Commonwealth Business Council;
- Corporate Council on Africa;
- African Business Roundtables;
- African Chambers of Commerce;
- Pan-African Employers' Confederation;
- Other business groupings, both at country, sub-regional and international level.

---

---

---

---

---

---

---

---

**3.5 PREPARATION OF A DETAILED INTEGRATED DEVELOPMENT PROGRAMME**

**3.5.1 Priorities**

- Conflict prevention, management and resolution;
- Political and economic governance, including capacity building and peer review mechanism and code of conduct;
- Market Access - promotion of Intra-African Trade and increased access to markets of industrialised countries;
- Development of Agriculture;
- Human Resource Development - eradication of communicable diseases (HIV/AIDS, Malaria and Tuberculosis), education (universal primary education and establishment of regional centres of excellence) and poverty reduction;

---

---

---

---

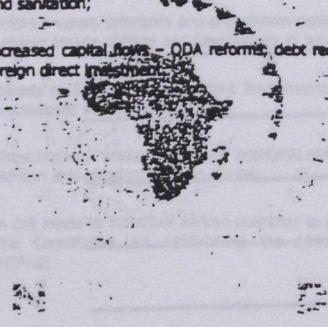
---

---

---

---

- Provision of key infrastructure to facilitate sub-regional and continental integration – ICT, energy, transport, and water and sanitation;
- Increased capital flows – ODA reforms, debt reduction and foreign direct investment;




---

---

---

---

---

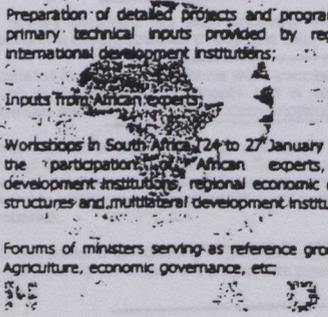
---

---

---

**3.5.2 Processes**

- Preparation of detailed projects and programmes with primary technical inputs provided by regional and international development institutions;
- Inputs from African experts;
- Workshops in South Africa (24 to 27 January 2002) with the participation of African experts, regional development institutions, regional economic community structures and multilateral development institutions;
- Forums of ministers serving as reference groups – ICT, Agriculture, economic governance, etc;




---

---

---

---

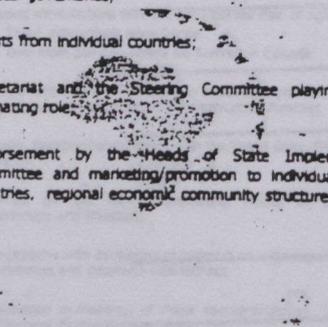
---

---

---

---

- OAU playing a strategic role on conflict prevention and political governance;
- Inputs from individual countries;
- Secretariat and the Steering Committee playing a co-ordinating role;
- Endorsement by the Heads of State Implementation Committee and marketing/promotion to individual African countries, regional economic community structures and the AU.




---

---

---

---

---

---

---

---

### 3.5.3 Expected Outcomes

- Standards and Norms of Political, and Economic and Corporate Governance;
- Strengthening of mechanisms for Conflict Prevention, Management and Resolution;
- Measures to end major conflicts, actions by African leaders and actions by UN and industrialised countries;
- Peer Review Mechanism and Code of Conduct;
- Detailed implementable proposals with time frames to achieve clearly defined goals in Intra-African trade and increased access to the markets of industrialised countries;

---

---

---

---

---

---

---

---

- Specific proposals on communicable diseases (detailed programmes, funding requirements and support required from partners);
- Specific proposals on the achievement of universal primary education, establishment of regional centres of excellence and strategies to eradicate poverty;
- Priority infrastructure projects with detailed implementation plans;
- Capacity Building Programmes in key areas for national governments, sub-regional and continental structures;
- Plan for mobilising resources to meet the goals.

---

---

---

---

---

---

---

---

### 3.5.4 Time Table

#### (a) NEPAD Programme

- Engagement with EU, Brussels, March 2002
- Further Consultation with G8 Personal Representatives Committee (12-17 May) culminating at G8 Summit, Kananaskis, Canada, 26-28 June 2002;
- Processing of proposals emanating from the Benoni Workshop and prepared papers, 12-13 and 23-24 March 2002, Abuja, Nigeria;
- NEPAD Heads of State and Government Implementation Committee, Abuja, Nigeria, 25-26 March 2002, (3-10 May and 8 July 2002);

---

---

---

---

---

---

---

---

- ⚡ Further refinement of programme and consultation with major stakeholders (April – May 2002);
- ⚡ Finalisation of a proposed detailed implementable programme by end of May 2002;
- ⚡ Approval by African Union Implementation Committee (June 2002);
- ⚡ AU Summit, South Africa, 21 July 2002;
- ⚡ Facilitation of implementation in collaboration with African Regional Economic Community structures, development partners and multilateral institutions.

---

---

---

---

---

---

---

---

---

---

(b) Related Activities

- ⚡ CHOGM, Brisbane, Australia, 2 – 5 March 2002;
- ⚡ UN Financing for Development Conference, Monterrey, Mexico, 18–22 April 2002;
- ⚡ World Economic Forum (New York 31 January – 4 February) Durban, South Africa, 3 – 7 June 2002;
- ⚡ World Food Summit, Rome, Italy, 10–13 June 2002;

---

---

---

---

---

---

---

---

---

---

- ⚡ Mobilisation of other developing countries, development partners and international organisations during 3<sup>rd</sup> (25 March – 5 April, New York, USA) and 4<sup>th</sup> (27 May – 7 June, Bali, Indonesia) Preparatory Sessions of the WSSD culminating with WSSD, Johannesburg, South Africa, 24 August to 4 September 2002.

---

---

---

---

---

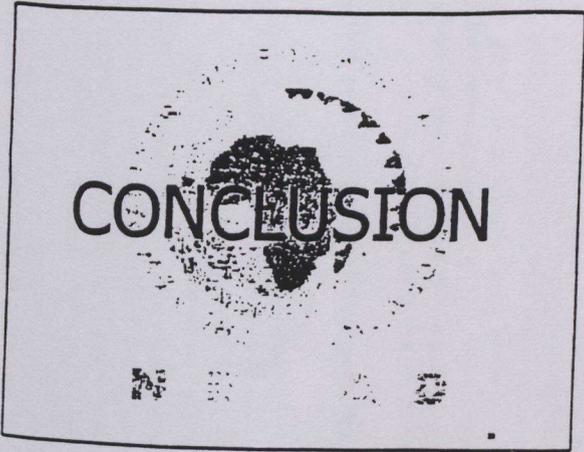
---

---

---

---

---



---

---

---

---

---

---

---

---

APPENDIX 5

DESCRIPTION OF THE  
CABSA PROJECT







# CABSA

Canadian  
Alliance for  
Business in  
South Africa

## Business Partnership Program Canada - South Africa

### CABSA's objectives

The CABSA program is managed by the Canadian Manufacturers & Exporters (CME) with funding support through the Canadian International Development Agency's Industrial Co-operation program (CIDA INC). The objective of the Business Partnership Program is to foster the development of long term strategic alliances between Canadian and South African companies, both in the established and Black Economic Empowerment sector, while contributing to the socio-economic development of South Africa.

### Categories of support

- Proactive identification of opportunities;
- Preliminary industry/market analysis;
- Partner identification and background check;
- Support for business investigation missions; and
- Negotiation support and assistance.

### Black economic empowerment

In an effort to overcome the legacy of apartheid, black economic empowerment is fast becoming a basic precondition to doing business in South Africa. CABSA has developed a component specifically geared to maximize a Canadian company's chances of success when considering a black empowerment partnership. Special areas of support include:

- Conducting a skills audit;
- Technical assistance to prepare the partner for the demands of international business;
- Qualifying sources of financing for the project; and
- Assistance in overcoming cultural issues.

### Financial support

After receiving assistance from CABSA, our staff can advise Canadian companies on how to seek financial support through mechanisms such as CIDA's (Canadian International Development Agency) Industrial Co-operation Program (INC). This Industrial Co-operation Program provides cost sharing for:

- Viability studies; and
- Project implementation support.

### South Africa as a gateway to the region

The re-emergence of the South African economy and its closer integration with the southern half of the continent is expected to be the best chance of turning the fortunes of Southern Africa around. With a population of 150 million, increasingly stable political systems and climbing economic growth rates, the region has the potential of providing substantial economic opportunities for companies doing business there.

### South Africa as an investment destination

Since the country's first democratic elections in 1994, the South African government has committed itself to a stable, investment friendly macro-economic policy. Exchange controls are being eliminated, corporate tax rates have been lowered, import tariffs have been cut and there are virtually no restrictions on foreign investment.

### The next step

To take the next step, please contact:

- Mississauga, CME Corporate Office:  
Nola Kianza, Project Coordinator  
Canadian Alliance for Business in South Africa (CABSA)  
5995 Avebury Road, Suite 900  
Mississauga, Ontario, Canada, L5R 3P9  
Tel: (905) 568 8300 ext. 277  
Fax: (905) 568 8330  
Email: [nola.kianza@cme-mec.ca](mailto:nola.kianza@cme-mec.ca)

- Ottawa, CME National Office:  
Jane Adams, Project Manager  
1 Nicholas Street, Suite 1500  
Ottawa, Ontario, Canada, K1N 7B7  
Tel: (613) 238-8888 ext. 229  
Fax: (613) 563-9218  
Email: [jane.adams@cme-mec.ca](mailto:jane.adams@cme-mec.ca)



Visit our website: [www.cme-mec.ca/cabsa](http://www.cme-mec.ca/cabsa)

A project of Canadian Manufacturers  
& Exporters







Promoting Investment in  
Developing Countries:

*The Contribution of a Canadian D*

CANADIAN MANUFACTURERS & EXPORTERS

## **APPENDIX 6**

CME PAPER ON THE CREATION OF A NEW  
DEVELOPMENT FINANCE INSTITUTION







## A Common Vision

**CME fully supports the private sector development strategy of the Asian Development Bank:**

"ADB's private sector development strategy (PSDS) recognizes that poverty reduction, if it is to be sustained, will need a robust private sector to complement the activities of the public sector. In particular, private sector efforts will be needed to mobilize the resources required to provide economic and social infrastructure, improve management performance, increase efficiency, and promote growth and employment. Consequently, developing the private sector is a vital part of the fight against poverty in the region and is a critical element of the ADB's long term strategic framework."

*Asian Development Bank, The Economist, March 2002*



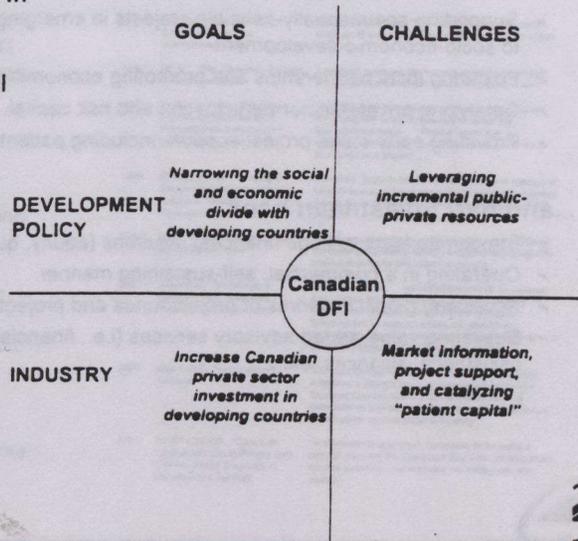
- The CME fully supports and shares the vision of the Asian Development Bank's private sector development strategy (PSDS).
- "ADB's private sector development strategy (PSDS) recognizes that poverty reduction, if it is to be sustained, will need a robust private sector to complement the activities of the public sector. In particular, private sector efforts will be needed to mobilize the resources required to provide economic and social infrastructure, improve management performance, increase efficiency, and promote growth and employment. Consequently, developing the private sector is a vital part of the fight against poverty in the region and is a critical element of the ADB's long term strategic framework."



## Canadian DFI: An Important Link

3

A Canadian development finance institution (DFI) is the critical missing element in advancing Canada's development policy objectives and industrial competitiveness in developing countries.



A Canadian DFI is a shared priority for both Canadian government and industry. It is a critical missing element in advancing Canada's development policy agenda and promoting international competitiveness in developing countries.

### Development Policy:

- In recent international fora (i.e., G8, Summit of the Americas, G-20 Montreal Consensus) Canada has repeatedly underscored its commitment to narrowing the gap between rich and poor nations by engaging the private sector, IFIs, and civil society in developing and implementing sustainable solutions.
- Unfortunately, existing government programs and institutions have had limited success in realizing this participation.

### Industry Engagement:

- Canadian industry realizes that this development policy objective is also inextricably linked to opportunities to promote Canadian foreign direct investment and enhance the competitiveness of Canadian firms in developing countries.
- However, in pursuing these opportunities, Canadian firms frequently lack the necessary targeted market information, project support, and catalytic investment to succeed.



## What DFIs Do

4

### DFIs are part *development bank*...

- Supporting commercially-sensible projects in emerging markets that contribute to socio-economic development
- Fostering local partnerships and promoting economic cooperation.
- Catalyzing private-sector participation and risk capital.
- Providing early-stage project support, including patient capital.

### ...and part *investment bank*.

- Structuring leading-edge financing solutions (equity, quasi-equity, debt).
- Operating in a commercial, self-sustaining manner.
- Accessing global networks of project funds and project partners.
- Delivering value-added advisory services (i.e., financial engineering, technical assistance, alliances, etc.).



## The Role of a DFI

In short, DFIs:

- promote economic progress in developing countries by catalyzing private-sector participation in commercially-sensible projects.
- fill gaps in private-sector support by capitalizing on market expertise, investor relationships, government status, and patient capital.

Faced with many investment alternatives, private companies, commercial banks and financiers require the innovative financial engineering approaches and equity offered by DFIs, including their understanding and management of the associated development risks

As part investment bank and part development institution, DFIs offer valuable experience in the appraisal of projects using approaches that extend beyond the usual financial viability criteria to include broader development benefits



## Development of the DFI Concept

5

The call for a Canadian DFI is not new, but momentum for the idea is clearly growing within industry, the financial community, and government.

➤ IC, CIDA, and DFAIT have all recently commissioned studies endorsing a Canadian DFI.

➤ The DFI concept is strongly endorsed by a wide array of industry associations, including:

- *Canadian Manufacturers & Exporters;*
- *Association of Consulting Engineers Canada;*
- *Geomatics Industry Association of Canada;*
- *Canadian Environmental Industry Association;*
- *Canadian Centre for Marine Communications*

1987	Standing Committee on External Affairs and International Trade	Recommends that "CIDA undertake an in-depth analysis of the implications of establishing an equity instrument."
1993	DFAIT "The Canadian Foreign Investment Fund"	Canadian business community strongly endorsed the need for a Canadian foreign investment fund.
1997	IC Round Table "Canadian Service Companies and Privatized Infrastructure in Non-OECD Countries"	"The most difficult aspects of project financing are raising the funds necessary to cover the development costs. Project funds are extremely difficult if not impossible to come by at the stage of a project."
1998	IC Conference "Winning in Global Infrastructure Markets - Solutions Through Partnership"	Identified "gaps" in financing, particularly in respect of access to equity financing and the financing required during the high cost/low development phase of PFI projects.
1999	CIDA Canadian International Development Fund	"The fund would foster economic growth in LDCs by stimulating Canadian foreign investment through the provision of loans and equity financing."
2000	CIDA/CAC "Reason on a Canadian DFI: Rationale, Funding and Organization"	"A Canadian DFI would effectively fill an existing and increasingly significant gap in the range of instruments available to enable the Canadian Government to support economic growth in developing countries and enable Canadian firms to take advantage of investment opportunities."
2001	Asia Pacific Foundation of Canada	"Canadian companies are missing out on profitable investment opportunities in developing countries because Canada lacks a development finance institution to provide the capital that our commercial banks seem uninterested in lending."
2001	DFAIT/CIDA "Canadian Companies Doing Project and Capital Goods Business in Developing Countries"	"In developing countries, Canadian firms need a partner carrying the Canadian flag that will help them pursue business and mobilize the necessary risk capital."



- Over the past few years, the DFI initiative has been advanced by an interdepartmental working committee comprising DFAIT, Industry Canada, Finance, CIDA, EDC, CCC and others.

- The idea itself dates as far back as 1987, when the Standing Committee on External Affairs and International Trade recommended "that CIDA undertake an in-depth analysis of the implications of establishing an equity instrument."

- A 1993 study commissioned by DFAIT found demand in Canada for DFI-type services, and surveyed Canadian firms on preferred investment destinations.

- A 1998 review of Canada's activities (PFI Conference) acknowledged that a financing gap exists and recommended that a DFI should go ahead, and that CIDA should participate in shaping the initiative.

- A CAC study in 2000 (commissioned by CIDA) confirmed the financing gap and recommended structural and operational guidelines for a Canadian DFI.

- Finally, a DFAIT-commissioned study in late 2001 confirmed that Canadian firms need a DFI-like partner to champion business in developing countries and mobilize the necessary risk capital.



## Leveling the Playing Field

A Canadian DFI is also critically important in leveling the international playing field.

- Almost every other major Western industrialized country has recognized the important role DFIs can play in promoting investment.
- In 2000 alone, European DFIs provided US\$1.7B in financing to 426 projects in developing countries
- When Canadian firms lose out on early-stage project opportunities, it's often to competitors backed by DFIs.

COUNTRIES WITH DFIs		
France	AFIC	Secrétariat de Promotion et de Participation pour le Coopération Internationale
United Kingdom	CDIC	Commonwealth Development Corporation
Germany	DEG	Deutsche Entwicklungsgesellschaft Anstalt für Wirtschaftszusammenarbeit
Finland	EIF	Finland Fund for Industrial Cooperation Ltd
Netherlands	DFP	Netherlands Development Finance Company
Denmark	IFU	Industrial Fund for Developing Countries
Japan	ICD	Investment Fund for Central and Eastern Europe
United States	OPIC	Overseas Private Investment Corporation
Portugal	CFP	Comissão Financeira de Investimentos S.A.
Spain	IFEX	Compañía Española de Fomento Exterior S.A.
Belgium	IFEX	Société Belge d'Investissements Internationaux
Italy	IFEX	Société Italiana per lo Sviluppo all'Estero S.p.A.
Austria	IFEX	Förderungsgesellschaft Österreich für internationale Projekte
Switzerland	IFEX	Swiss Development Finance Corporation
Norway	IFEX	Norwegian Risk Capital Fund for Developing Countries
Sweden	IFEX	Swedish International AB

### A Level Playing Field:

- Other competing industrialized nations provide the catalytic support needed by their exporters/investors to encourage Foreign Direct Investment abroad via DFIs.
- Unfortunately, Canada is one of the only OECD-member countries who does not currently have a DFI to promote economic cooperation.
- In 2000 alone, European DFIs provided some US\$1.7B in financing to 426 projects in developing countries. (Source: European DFI Association).

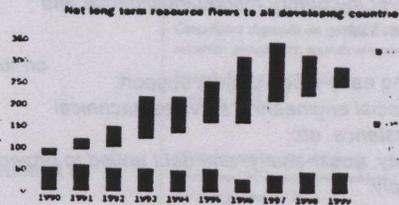


## The Need to Leverage Private Capital

8

Canada's success in fostering sustainable development in the poorest countries is critically dependent on developing effective mechanisms to increase the flow of private capital to these markets.

- Enabling environments alone have proven to be ineffective.
- Traditional ODA/ODF programs and funds cannot adequately address the enormous infrastructure needs in developing countries, and are unlikely to grow any larger.
- Therefore, leveraging incremental private-sector resources and capital is essential.



The investment resources required for infrastructure expansion and modernization in developing countries are huge. Private capital is needed to meet the challenge.  
Nemat Shaikh - World Bank, Vice President PSD



### The Need for Incremental Resources:

- The international community, and Multilateral Development Banks in particular, now realize that market liberalization, privatization and the creation of "enabling investment environments" have in themselves proven insufficient to mobilize private sector participation in infrastructure or investment in the majority of less developed countries.
- Total financial flows (concessional and non-concessional) to LDCs as a % of aggregate financial flows to all developing countries in fact fell from 21.3% in 1990 to 7.6% in 1998. (Source: UNCTAD)
- It is highly unlikely that ODA/ODF resources will increase substantially in the near term, therefore, tapping the creative energies and leveraging incremental private-sector resources and capital will be critical.



## Broadening Canada's Development Efforts

9

A Canadian DFI would help leverage private-sector resources and capital in developing countries by:

- Supporting commercially viable projects:
  - foster local partnerships;
  - deliver in-country market intelligence and expertise.
- Providing early-stage project support:
  - financial engineering services, technical assistance, etc;
  - equity, quasi-equity, and debt untied to project supply.
- Attracting private-sector interest and risk capital:
  - structure leading-edge financing solutions,
  - access global networks of project funds and partners

*"A world free of poverty is a goal we, in the global development community, can only realistically achieve with the engagement of the private sector."*

**James D. Wolfensohn**  
President, World Bank

*"The structural gap in infrastructure constitutes a very serious handicap to economic growth and poverty reduction. If infrastructure is to improve in Africa, private foreign finance is essential to complement the two major funding methods, namely credit and aid."*

**New Partnership for Africa's Development (NEPAD)**



For projects in developing countries, perceived higher market risks, "utility-grade" rates of return and (often) the lack of access to long-term domestic debt instruments make attracting private capital more difficult.

Canada's existing public- and private-sector financiers fail to adequately address these pressing needs. Within the government community, we are seeing some positive signs of evolving institutional support, such as the new amendments to CCC's mandate to better equip it to respond to the needs of Canadian companies, but much more needs to be done.

- In particular, there are few effective financing mechanisms to leverage private-sector risk capacity:
  - commercial banks seek senior debt status and are typically unwilling to consider financing on a less than "pari passu" basis;
  - low "base case" project ROIs are unattractive to commercial equity investors.
- Few sources of early-stage patient capital, particularly for higher-risk markets:
  - IFI support is driven by international competitive bidding processes;
  - EDC financing tied to downstream procurement;
  - host governments often have limited (or negligible) funding capacity.



## A Call to Action

10

**A DFI would serve as tangible, cost-effective evidence of Canada's international commitments to enhance global prosperity and development.**

- The DFI could initially be established on a small scale (i.e., up to \$50m in seed capital).
- The DFI could be capitalized with little or no budgetary impact.
- The DFI could serve as an attractive announceable for the Kananaskis G8 Summit in June 2002
  - main structural and operational parameters are already thought out;
  - supports key theme of the New Partnership for African Development (NEPAD).

*"The well-being of Canada and Canadians depends on global human security, prosperity, and development."*

**Speech From the Throne**  
January, 2001

*"Poor countries are not being threatened by capital from abroad, they are being ignored by it."*

**Minister Paul Martin**  
January, 2001.

PRESS RELEASE FOR THE  
EMERGING AFRICA INFRASTRUCTURE FUND



Global efforts to bridge the social and economic divide present enormous challenges, but also unprecedented opportunities in developing countries.

A Canadian DFI is the most effective and immediate means of ensuring Canada follows through on its international commitment to promote and enhance sustainable socio-economic development in those countries that need it most.

The DFI could initially be established on a small scale, likely for up to \$50m in seed capital. Further, the DFI could be established with little or no budgetary impact, assuming the seed funding was viewed as "equity" (similar to capital injections into EDC). If that were not possible, potential funding sources would include existing international assistance funds, and/or the \$500 million Africa Fund announced in last December's budget.

Clearly, a DFI would serve as tangible, cost-effective evidence of the Prime Minister's commitment that development in Africa will be one of the principal themes of the G8 Summit in Kananaskis in June 2002.



# \$105M FINANCING FUND FOR AFRICAN INFRASTRUCTURE LAUNCHED

30 January 2001

## \$305M FINANCING FUND FOR AFRICAN INFRASTRUCTURE LAUNCHED

A unique public-private financing partnership, initiated by the UK Government's Department for International Development (DFID), has been launched by Rt. Hon. Clare Short MP. The partnership aims to create a long-term harmony between the developmental and commercial objectives of the public and private sector participants to the benefit of sub-Saharan Africa's economic development.

Following a successful competitive tender, DFID has selected a consortium led by the Standard Bank Group, together with the Netherlands Development Finance Company (NDFC) and Emerging Africa Partnership (EAP), to establish the Emerging Africa Infrastructure Fund (Emerging Africa) to make available long-term debt financing for private sector infrastructure companies in sub-Saharan Africa. Emerging Africa is to be managed by Standard Infrastructure Fund Managers (Africa) Limited, a Standard Bank Group, NDFC and EAP joint venture.

## APPENDIX 7

### PRESS RELEASE FOR THE

### EMERGING AFRICA INFRASTRUCTURE FUND

Emerging Africa's initial portfolio comprises a range of infrastructure projects worth of US\$100 million and is financed by a combination of DFID's development finance and commercial debt from Standard Bank Group and Barclays. DFID is continuing with other European donors to provide additional equity capacity to enable Emerging Africa to grow to around US\$450 million on a similar level of gearing.

The innovative structure of the fund has reduced the risk of lending to levels that will enable Emerging Africa to offer competitive long-term lending rates within a 10-year period to significant infrastructure companies throughout sub-Saharan Africa. The amount of lending will be US\$100 million although the Fund may also offer guarantees to local banks to facilitate local currency lending where this is beneficial.

Emerging Africa will consider a wide range of opportunities, including agricultural developments, privatisation, infrastructure upgrades and expansion with particular emphasis on the following sectors:

- Power generation, transmission and distribution
- Telecommunications
- Transport, roads, railways, ports, airports, gas/water pipelines etc.
- Water supply, distribution, treatment/purification etc.

Rt. Hon. Clare Short MP, Secretary of State, said:

"Africa badly needs investment in infrastructure to achieve sustained economic growth. Public sector resources will never be able to provide sufficient funding to meet the investment in transport, water and electricity, electricity and telecommunications necessary to ensure that Africa meets the target of halving the proportion of people in poverty by 2015."



## **\$305M FINANCING FUND FOR AFRICAN INFRASTRUCTURE LAUNCHED**

30 January 2002

## **\$305M FINANCING FUND FOR AFRICAN INFRASTRUCTURE LAUNCHED**

A unique public-private financing partnership, initiated by the UK Government's Department for International Development (DFID), has been launched by Rt. Hon Clare Short MP. The partnership aims to create a long term harmony between the developmental and commercial objectives of the public and private sector participants to the benefit of sub-Saharan Africa's economic development.

Following a successful competitive tender DFID has selected a consortium led by the Standard Bank Group, together with Barclays PLC, the Netherlands Development Finance Company (FMO) and Emerging Markets Partnership (EMP), to establish the Emerging Africa Infrastructure Fund (Emerging Africa) to make available long-term debt financing for private sector infrastructure companies in sub-Saharan Africa. Emerging Africa is to be managed by Standard Infrastructure Fund Managers (Africa) Limited, a Standard Bank Group, FMO and EMP joint venture.

Emerging Africa's initial financing comprises committed equity capital of US\$100 million, underwritten by DFID; a tranche of US\$85 million of development finance debt from FMO, DEG and DBSA; and US\$120 million of commercial debt from Standard Bank Group and Barclays. DFID is combining with other European donors to provide additional equity capacity to enable Emerging Africa to grow to around US\$450 million on a similar level of gearing.

The innovative structure of the fund has reduced the risk of lending to levels that will enable Emerging Africa to offer competitive long-term lending terms within a 15 year period, to significant infrastructure companies throughout sub-Saharan Africa. The majority of lending will be US\$ based, although the Fund may also offer guarantees to local banks to facilitate local currency lending where this is beneficial.

Emerging Africa will consider a wide range of opportunities, including greenfield developments, privatisations, refurbishments, upgrades and expansions with particular emphasis on the following sectors:

- Power generation, transmission and distribution
- Telecommunications
- Transportation (roads, railways, ports, airports, gas/water pipelines etc)
- Water (supply, distribution, treatment/purification etc)

Rt. Hon Clare Short MP, Secretary of State, says:

"Africa badly needs investment in infrastructure to achieve sustained economic growth. Public sector resources will never be able to provide sufficient funding to generate the investment in transport, water and sanitation, electricity and telecommunications necessary to ensure that Africa meets the target of halving the proportion of people in poverty by 2015.

The private sector frequently views investment in infrastructure in developing countries, particularly in Africa, as high risk. The Emerging Africa Infrastructure Fund is designed to help smooth those anxieties whilst still requiring private investors to share financial risks. We hope this will enhance African countries prospects of obtaining finance for development."

For more details please contact:

Standard Bank London, Emerging Africa Advisers

Nick Howard

Tel: + 44 20 7815 4106

Email: [nick.howard@standardbank.com](mailto:nick.howard@standardbank.com) Emerging Markets Partnership

Paul Applegarth

Tel: + 1 202 331 9051

Email: [applegarthp@empw.com](mailto:applegarthp@empw.com)

FMO

Joost Zuidberg

Tel: + 31 70 314 9801

Email: [j.zuidberg@fmo.nl](mailto:j.zuidberg@fmo.nl) DFID

John Hodges

Tel: + 44 20 7023 0116

Email: [j-hodges@dfid.gov.uk](mailto:j-hodges@dfid.gov.uk)

Barclays Africa

Jonathan Berman

Tel: + 27 11 441 6366

Email: [jonathan.berman@barcap.com](mailto:jonathan.berman@barcap.com)

Notes to Editors:

Emerging Africa has come into being at a time of profound need for the region. Recent decades have been characterised by stifled development and constrained growth, due at least in part to the limited levels and sources of long term capital. In accordance with DFID and other donor objectives, Emerging Africa seeks to make a real and lasting impact on poverty elimination in sub-Saharan Africa through enhancing and facilitating economic growth by providing a new source of long term finance for new infrastructure development.

The initial financing participants for Emerging Africa, and the levels of involvement are:

Equity Funding:

Donor Group (DFID sponsored) US\$ million 100

Subordinated Debt:

FMO (Dutch DFI)

DBSA (South African DFI)

DEG (German DFI)

40

25

20

-----

85

Senior Debt:  
Standard Bank Group  
Barclays Bank

60  
60  
-----  
120

Total Initial Fund Capital 305

DFI means development finance institution

Emerging Africa will:

1. be able to consider loans in 44 countries in the region
2. be wholly focused on private sector, commercially viable infrastructure
3. companies having a positive developmental effect on the host economy
4. generally seek to be co-financier with other international and regional/local lending institutions make loans per transaction ranging from US\$10-30 million across the following product categories:

- US\$-denominated senior debt
- Subordinated debt and mezzanine finance
- Guarantees to support local currency facilities
- Non-core products (underwriting, bridging finance, etc)

Report from the Roundtable on Financing Africa's Infrastructure Development, CCFPD, December 9-9, 2000.

Report from the Roundtable on Financing Africa's Infrastructure Development, CCFPD, December 9-9, 2000.

Conflict Prevention and Peacebuilding: Summary Report from the Roundtable on Afghanistan: Governance, Security and Canadian Policy Options, CCFPD, October 13, 2001.

Nile Water Management and Links to Conflict Management and Food Security in the Horn of Africa, Tag El Khazri, Sub-Saharan Center, July 1, 2001.

Report from the Roundtable, Judges and Peace Operations, CCFPD, March 9, 2001.

Renewing Partnerships for the Prevention of Armed Conflict: Options to Enhance Rapid Deployment and Initiate a UN Standing Emergency Capability: Four Longhills, Global Human Security: Ideas and Initiatives, Fall 2000.

Report from the Roundtable on Export Development to International Peace Operations, CCFPD, September 12, 2000.

Canada's Peacebuilding in the Middle East: Case Study of the Canada Fund in Israel/Palestine and Jordan, Tami Amichai Jacoby, University of Manitoba, Fall 2000.

Les entreprises canadiennes et la consolidation de la paix, Jean-François Rioux, Francesco-Ivan Vallone, and Christian Vezar, Universitè du Quèbec à Montréal, La 31, octobre 2000.

New Directions in US Foreign Policy: Report from the Denver Roundtable, New Directions in U.S. Foreign Policy, CCFPD, November 5, 2001.



Summary of Key Point From Presentations and Discussions: Foreign Policy Trends in the U.S. Roundtable. CCFPD and the Institute on Global Conflict and Cooperation, University of California at San Diego, California, United States. March 20, 2001.

Summary of Key Points from Presentations and Discussions: The Washington D.C. Roundtable on Trends in U.S. Foreign Policy. CCFPD and the Woodrow Wilson Centre, Washington DC. April 2, 2001.

Summary of Key Points from Brief Presentations and Discussions: Foreign Policy Trends in the U.S. Roundtable. CCFPD and University of Alberta, Edmonton, Alberta, Canada. April 12, 2001.

Summary of Key Points from Presentations and Discussions: The Toronto Roundtable on the Bush Administration's Foreign Policy - Challenges and Implications for Canada. CCFPD and the Munk Centre, University of Toronto, Toronto, Ontario, Canada. May 18, 2001.

Halifax Roundtable on US Foreign Policy. CCFPD and Saint Mary's University, Halifax, N.S.. June 15, 2001.

### ***Nuclear Weapons and Small Arms***

UN 2001 Conference on Illicit Trade of Small Arms in All its Aspects: Briefing and Discussion. Wendy Cukier, Coalition for Gun Control. December 19, 2000.

The Ottawa Group Report on Small Arms, Light Weapons (SALW) and Non-State Actors. CCFPD and Centre for Defence Studies. November 7-8, 2000.

Ballistic Missiles Foreign Experts Roundtable Report. Ernie Regehr, Project Ploughshares and CCFPD. March 30, 2000.

NATO-Nuclear Weapons Roundtable Report. CCFPD. August 24-25, 2000.

Small Arms and the OAS Roundtable Report. CCFPD. April 28, 2000.

Examen des récentes initiatives gouvernementales et d'ONG concernant les armes légères et évaluation de leur efficacité: proposition pour un indice de sécurité individuelle (ISI). Frances Gaudreault et al. été 2000.

Globalization and Firearms: A Public Health Perspective. Wendy Cukier et al. Fall 2000.

### ***Borders***

Perspectives on the Borderless World: Issues for Canada. Heather Nicol and Ian Townsend-Gault. Fall 2000.

### ***Technology***

Privacy, Sovereignty and Technology Roundtable Report. Marketa Geislerova, Canadian Centre for Foreign Policy Development. March 23, 2001.

### ***Children's Rights***

Children and Violent Conflict: Meeting the Challenge of Diversity. Erin Baines, Dalhousie University; Barry Burciul, University of Toronto. Summer 2000.

### ***Business and Labour***

Canadian Corporate Contributions to Democratic Development and Citizen Participation in Developing Countries: Recommendations on Identifying and Supporting Corporate Efforts through Canadian Foreign Policy. Darin Rovere, Centre for Innovation in Corporate Responsibility. September 26, 2000.

Canadian Firms, Canadian Values. Canadian Business for Social Responsibility. May 2000.

### **Law**

Canadian Council on International Law 29<sup>th</sup> Annual Conference - Policy Options Paper. Kim Carter et. al. December 2000.

### **Africa**

Summary Report from the Roundtable on Good Governance and Africa. CCFPD. October 25, 2001.

Rebirth of the Somali State: Policy Options and Programme Opportunities for Canada. Partnership Africa-Canada, Som-Can Institute for Research & Development. November 3-4, 2000.

Sudan Civil Society Symposium. Sudan Inter-Agency Reference Group. June 5-6, 2000

Report from the Ottawa Nigeria Roundtable. CCFPD. March 20, 2000.

### **Asia-Pacific**

Report from the Roundtable: Good Governance and the Philippines. CCFPD. March 16, 2001.

Decentralization and Challenges to Unity: Report on the Indonesia Roundtable 2001. Centre for Dialogue, Simon Fraser University. April 19-21, 2001.

Democracy and Identity Conflicts in Asia: Identifying the Issues for Canada and Multilateral Institutions. University of Toronto-York University Joint Centre for Asia Pacific Studies. March 2001.

Report from the North Korea Roundtable. CCFPD. January 22, 2001.

Report from the Burma and Drugs Roundtable. CCFPD. May 15, 2000.

### **Europe**

Report from the Roundtable Living Together: Sharing the Canadian Experience. Marketa Geislerova, Canadian Centre for Foreign Policy Development. March 28-30, 2001 (Banff, Alberta) and June 15-17, 2001 (Larnaca, Cyprus).

Report on Cyprus: Living Together in the New Century Roundtable. CCDPE. February 14, 2000.

### **Americas**

Workshop Report: Canadian Media Coverage of the Americas. FOCAL. March 2, 2001

Canada, Indigenous Peoples and the Hemisphere Roundtable Report. CCFPD. March 23, 2000.

Canadian Voices: The Americas. CCFPD. Fall 2001.

Threats to Democracy in America. Max Cameron, FOCAL. March 3-4, 2000.

Report from the Roundtable on Canada-Cuba Relations. CCFPD. January 18, 2000.

### **Culture**

Commerce international et diversité culturelle: à la recherche d'un difficile équilibre. Ivan Bernier, Université Laval and Dave Atkinson. 2000.



725 promenade Sussex Drive, Ottawa, Ontario K1R 0G2  
Telephone/Téléphone : 613.944.8278 www.cfp-pec.gc.ca Fax/Télocopieur : 613.944.0687

## SELECTED CCFPD REPORTS FROM 2000-2002

### **Terrorism**

Report from the Roundtable: The New Face of Terrorism. CCFPD. October 26, 2001.

Summary Report from the Roundtable: The Impact of September 11 on International Relations and Canada's Foreign Policy. CCFPD. November 27, 2001.

### **New Diplomacy**

Report from the Conference on New Diplomacy: The Development of International Law. CCFPD. April 5-7, 2001.

The New Diplomacy: The Global Compact and United Nations Institutions. CCFPD. July 14-15, 2000.

Report from the Conference on 'New Diplomacy': The United Nations, Like-minded Countries and Non-Governmental Organizations. CCFPD. September 28, 1999.

Report from the Roundtable on Just War and Genocide. CCFPD. December 8-9, 2000.

Report from the Ottawa Roundtable for the International Commission on Intervention and State Sovereignty (ICISS). CCFPD. January 15, 2001.

### **Conflict Prevention and Peacebuilding**

Summary Report from the Roundtable on Afghanistan: Governance Scenarios and Canadian Policy Options. CCFPD. October 12, 2001.

Nile Waters Management and Links to Conflict Management and Food Security in the Horn of Africa. Tag El Khazin, Subsahara Center. July 3, 2001.

Report from the Roundtable: Judges and Peace Operations. CCFPD. March 9, 2001.

Renewing Partnerships for the Prevention of Armed Conflict: Options to Enhance Rapid Deployment and Initiate a UN Standing Emergency Capability. Peter Langille, Global Human Security Ideas and Initiatives. Fall 2000.

Report from the Roundtable on Expert Deployment to International Peace Operations. CCFPD. September 12, 2000.

Canadian Peacebuilding in the Middle East: Case Study of the Canada Fund in Israel/Palestine and Jordan. Tami Amanda Jacoby, University of Manitoba. Fall 2000.

Les entreprises canadiennes et la consolidation de la paix. Jean-Francois Rioux, Francisco-José Valiente, and Christian Geiser, Université du Québec à Montréal. Le 31 octobre 2000.

### **New Directions in US Foreign Policy**

Report from the Denver Roundtable: New Directions in U.S. Foreign Policy. CCFPD. November 2, 2001.

**Circumpolar Issues**

Roundtable on Northern Foreign Policy: Feedback and Look Ahead. CCFPD. February 5, 2001.

**Foreign Policy Research**

Gendered Discourses, Gendered Practices: Feminists (Re)Write Canadian Foreign Policy. Claire Turenne Sjolander, University of Ottawa; Heather Smith, University of Northern British Columbia; Deborah Stienstra, University of Winnipeg. May and July 2000.

Visit [www.cfp-pec.gc.ca](http://www.cfp-pec.gc.ca) for more reports and other publications.

LIBRARY E A / BIBLIOTHÈQUE A E



3 5036 01042063 9

DOCS

CA1 EA751 2002I72 ENG

Turnbull, Deborah

Issues in doing business between  
Canada and Africa

18080280

