



Canadian Council on Africa
Conseil Canadien pour l'Afrique



ANNUAL REPORT 2010-2011

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Message from the Chair of the Board of Directors



2010-2011 has presented a major challenge for our organization. This challenge was met successfully and I would like to congratulate the members of the Executive Committee and CCAfrica's office team for their excellent work. This challenge consisted of three main axes: orientation and strategic positioning, the restoration of a positive financial situation and finally, management renewal and the review of our activities.

Since last June, the members of the Executive Committee, in tandem with the senior management of CCAfrica, undertook a deep reflection on the situation faced by the organization in recent years and especially its direction for the next three to five years. This reflection continued throughout the summer and ended with the preparation of a strategic plan presented and adopted by the Board of Directors in the Fall of 2010. Since then, all steps and activities implemented by our organization took place in accordance with the strategy adopted; a program of follow-up on the progress with regard to objectives has been implemented and has been scrupulously followed. The results are currently more than satisfactory. We can clearly feel it financially. Our level of activities as well as the atmosphere and enthusiasm of the management team has significantly improved.

After two years of negative financial results, CCAfrica returned this year to profitability and is announcing positive results for the current financial year. Although our goals are greater in this area, it has been a good year for membership. Relations with various levels of government have allowed us to secure new contracts - not only to maintain our activities, but also to enhance the confidence and interest of these important partners in our organization.

Finally, a restructuring of roles and changes in the management team has created new life and energy that has served our professional and financial interests very well. The same can be said of the expectations of our major partners in Canada and in all the countries in which we work.

In conclusion, I would like once more to transmit my thanks to the Executive Committee members who were invested with their time and determination throughout the year. My thanks also go to the Board of Directors with special attention to our President Mr. Lucien Bradet, and our Quebec Vice-President, Ms. Marie-France Lebreton, as well as their team for the fantastic work done in the 2010-2011 fiscal year.

I wish us all a 2011-2012 with the same momentum of results.

Michel Côté,

Chairman



Message from the President and CEO



2010-2011 was a milestone year for the Canadian Council on Africa. In addition to the many changes that we have done internally, underlined by the Chairman of the Board, we have made great efforts to ensure that our members continue to receive services necessary for their activities in Africa.

From the constant review of the resources occurring at the Department of Foreign Affairs and International Trade (DFAIT), Africa is vulnerable. This year was not an exception. CCAfrica was very concerned that other Canadian embassies may be subject to closure in the near future. We have therefore been particularly active to show that this direction was not in the interest of good relations between Canada and Africa. The message was relayed on several occasions and at several levels of society. We can say today that our efforts have borne fruit and that these resources on the African continent remain intact.

CCAfrica has always supported the need to develop strong partnerships with government authorities to better serve our primary mission: "Increasing economic relations between Canada and Africa". Alone, private and/or institutional sectors cannot easily achieve this goal. This is why we have made special efforts to work closely with DFAIT. These efforts have paid off. We have developed and implemented several joint initiatives in the past year. We also have to mention our major conference "Africa Rising", held in Toronto. This success is due mainly to the partnership between DFAIT, CCAfrica, IDRC (International Development Research Centre), the Aga Khan Foundation and the Government of Ontario. We have also developed strong and sustainable collaboration with the Government of Quebec - more precisely with the Ministry of Economic Development, Innovation and Exports. Several activities have followed since and a significant strengthening of this collaboration has been developed for 2011-2012

I have mentioned a milestone year because following this administrative reform, development of a strategic plan and the strengthening of partnerships are essential to our development. We have witnessed the election of a federal majority government. This means stability and especially a beautiful opportunity to develop a medium and long-term vision. Our role, as ever, will not be diminished. With our services and activities, we will be in a better position to help our members and help Governments develop policies that favour the growth of economic activities between Canada and Africa.

Lucien Bradet

President & CEO.



OUR TEAM

Lucien Bradet, President, CEO

Mark Buzan, Director of Communications and Member Relations

Marie-France Lebreton, Québec Vice President

Nola Kianza, Ontario Vice President

Frank Kense, Western Canada, Vice President

Maureen Kirady, Accountant

We sincerely thank our interns who contributed greatly to the quality of our activities and our publications throughout the past year:

Victoria Schorr,

Kossi Gumedzoe

Katie McGregor

Mathieu Demilly

Karine Côté

Marie-Pier Gauthier

Mejasoa Razafimihary

Germain Beasna

Catherine Lavallée Galiano

ACCOMPLISHMENTS

The Canadian Council on Africa (CCAfrica) is the only pan-Canadian organization dedicated to the economic development of Africa. With over 150 members active in every sector of the economy – including education, engineering, infrastructure, natural resources, energy, finance, legal, consulting, communications, information technology, manufacture, agri-food, environment, sustainable development and health – and with 4 offices located across Canada, CCAfrica is at the forefront of Canada's economic relationship with Africa.

Throughout the of the year, CCAfrica sued three major objectives that have guided all of its activities and achievements that are;

1. Promote Africa in Canada...

CCAfrica accompanies the Governor General in four African countries.

Our President and CEO Mr. Lucien Bradet had the immense pleasure to join the General Governor of Canada on her African tour and thus, represent the sector private. From April 19 to 24, 2010, the General Governor of Canada accompanied by a delegation visited the Democratic Republic of Congo, Rwanda, Senegal and Cape Verde.

On State visits to Senegal, the Democratic Republic of the Congo, Rwanda and the official visit to Cape Verde, her Excellency Honourable Michaëlle Jean, General Governor of Canada, was accompanied by nine delegates who participated actively in meetings and discussions with Senegalese, Congolese, Rwandan and from Cap Verdes' civil society. From various backgrounds such as cooperation, international and economic development, the status of women, journalism, arts, culture, and youth, the delegates met their counterparts to share their knowledge and expertise. On both sides, it was a unique opportunity to highlight the relationship between Canadians and civil society of the host countries, through exchanges.

During state visits to Senegal, Democratic Republic of Congo, Rwanda and the official visit to Cape Verde, Internet users were invited to read the blogs of the Canadian delegates and of the General Governor.

For the Canadian Council on Africa (CCAfrica) whose first mission is economic development by increasing relations between the Canada and the countries of Africa, the excellent program developed by the General Governor and the Government of Canada, allowed us to expand our network of collaboration with the four countries visited. For several years, we have been asking the leaders of our country to increase meetings with African leaders. This has been for several reasons: feed our ties of friendship, openly supporting the efforts of each country to improve conditions of life of their population, come in support of these efforts, and especially demonstrate definitely that Canadians are concerned: that their challenges are also our challenges, that their concerns are our concerns.



Lucien Bradet, CCAfrica; Mr. and Mrs. Jean-Pierre Bolduc, High Commission of Canada; Michaele Jean, Govenor General of Canada, President Abdoulaye Wade, Republic of Senegal



The Canadian Council on Africa (CCAfrica), in partnership with the Corporate Council on Africa (CCA of the USA) benefited from the meetings of the G8 and G20 in Toronto to organize a major Conference with G20 Business Leaders, "Partnering with Africa's Dynamic Markets." The Conference benefited from the support of the European Council on Business for Africa and the Mediterranean, Business Unity of South Africa and the Federation of Chambers of Commerce and Industry of India. The heads of States of the 2 larger economies of sub-Saharan Africa Mr Goodluck Jonathan President of Nigeria and President Jacob Zuma of South Africa, intervened as key note speakers during this Conference.

The Canadian council on Africa and the Corporate Council on Africa have demonstrated that business leaders of G20 countries have a unique opportunity to work in partnership with Africa to contribute to the development of both. Africa is attracting a growing amount of investment - \$144 billion over the past two years - and strongly contributes to trade with developed countries. We believe that one can do much more for the economic development of Africa by encouraging partnerships between the public and private sectors, whether in Africa or elsewhere. It is in this context that our two organizations designed this event. This Conference brought together senior officials of the American and Canadian private sector, European, Asian and African officials. In brief, it was all those who have a direct interest in investment on the African continent.

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Le Canada en Afrique: aux aguets ou en retrait?



Agnès Gruda
La Presse

Le Canada pourrait mettre la clé sous la porte de plusieurs de ses ambassades en Afrique. Rien n'est encore certain. Mais la rumeur est persistante. Et même si le ministère des Affaires étrangères affirme n'avoir pris aucune décision à ce sujet, l'inquiétude soulevée par cette éventualité est, elle, on ne peut plus réelle.

«En Afrique, la chose la plus importante, c'est d'avoir des représentants gouvernementaux sur place. L'économie africaine est très étatique. Si tu n'as pas de gens pour t'aider avec les permis, les autorisations, tu es très handicapé.» L'auteur de ce constat s'appelle Lucien Bradet. Il est président du Conseil canadien pour l'Afrique - un regroupement d'entreprises canadiennes qui font des affaires sur le continent africain. Lucien Bradet est inquiet. Déjà, le Canada ne bat pas de records de présence en Afrique. Le pays n'y a que 21 ambassades, alors que le Brésil en a 26, le Japon 24 et les États-Unis, 45. Selon un scénario qui circule en ce moment, la survie de quatre de ces ambassades, notamment au Cameroun et en Zambie, serait menacée.

«Pour les gens qui font des affaires en Afrique, c'est très important d'avoir l'appui du gouvernement canadien sur place», fait valoir un représentant d'une firme canadienne très présente en Afrique. Il a, lui aussi, entendu parler de l'épée de Damoclès suspendue au-dessus d'une poignée d'ambassades du Canada en Afrique. «Ça m'attriste, ça n'a aucun sens», s'indigne-t-il. Bien sûr, quand le Canada ferme une ambassade, la responsabilité du pays «orphelin» est confiée à un autre pays du continent. Seulement, en Afrique, le réseau de transports est pourri. Parfois, le seul moyen pour voyager d'un pays à un autre, c'est de faire escale... en Europe. Dans les faits, l'accès à des représentants canadiens dans des pays dépourvus d'ambassade devient très difficile.

La présence canadienne en Afrique ne répond pas seulement à des préoccupations humanitaires. Loin de là. L'économie africaine est en plein boom, rappelle Lucien Bradet. «Cette année, elle a crû à

un rythme de 5,5%, plus que tous les pays développés», rappelle-t-il.

Tout n'est pas négatif sur ce vaste continent. Il y a des routes à construire, des infrastructures à bâtir, et quelques pays - l'Angola, le Mozambique, le Botswana, le Rwanda - vont dans la bonne direction sur la route du développement. Le Canada a tout intérêt à en profiter.

À la Chambre des communes, il y a deux semaines, le député libéral Mauril Bélanger a demandé au ministre Lawrence Cannon s'il pouvait assurer qu'il ne fermerait pas d'ambassades en Afrique.

«Nous ouvrons de nouveaux bureaux et nous en fermons d'autres, a répondu le ministre, dans une de ces réponses sibyllines dont les conservateurs ont le secret. Comme gouvernement responsable, on est constamment aux aguets et on défend les intérêts des Canadiens de même que ceux de nos entreprises et de notre diplomatie à l'étranger.»

Aux aguets ou en retrait, monsieur le ministre?

Election 2011

What should we expect for Africa?

Lucien Bradet

The political map of Canada has been totally redesigned and the impact of the new one will be felt in Africa. Before the election, we had a minority government that clearly had spelled out their priorities: More aid to Latin America with less emphasis on African countries in terms of the number of priority countries, from 14 to 8; a potential reduction of our diplomatic presence on the continent; a sharp drop in support to established NGOs involved in Africa and the developing world. From the opposition side of the House of Commons, the Liberals and the Bloc Québécois were the two most vocal parties on matters related to Africa. They repeatedly asked questions in the House, brought matters to House of Commons committees and raised major policy issues ensuring that Canada's role continues to be meaningful. The question that we are asking ourselves today is: Since there was very little discussion on international matters during the campaign, do we have to assume that policies of the last few years will be pursued over the next few years? If we choose the simplistic approach, the answer would be yes. The new government has a clear majority and the policies they have chosen should guide their actions in the future. However, it is not that simple. There are a number of considerations that might influence a different path:

The Security Council: Canada was hoping and was quite confident that it would be elected to the Council but events went the other way. Many said that the 53 African-nation votes did play a role in that loss. The vote came after policy announcements made in the previous 24 months that were not well received by many. The next few years will be important to rebuild our image at the UN, especially with countries that may not have voted for Canada.

Aid: While Canada achieved its goal of doubling aid to Africa in the last four years, Canada has said that it will not commit to increase or decrease its commitment to Africa. The reduction of priority countries was not well received by many and there may be an opportunity to make adjustments. Africa, unfortunately, has still more than 30 of the poorest 50 countries in the world.

The Economic crisis: When the new directions related to Canada's engagement with Africa were taken several years ago, we were not predicting a deep worldwide economic crisis. Despite the recession, Africa was, to a certain extent, an exception in terms of growth. They were still able to experience growths in GDP above all other continents. However, they did suffer a decrease in foreign direct investments. That has prompted many countries to rethink their actions in Africa. We have witnessed a massive surge in investments by countries such as China, India and Brazil. Canada will need to continue pursuing new markets so that it may shoulder the difficult economic times occurring in the USA.

The BRIC: It is only very recently that the world has accepted that some African countries are now part of the world's

emerging economies. We frequently cite Ghana, Nigeria, Angola and, more to the point, South Africa, which has now become the newest member of the very select BRIC group.

Trade and investment: There is now an international consensus amongst economists, think tanks, and the World Bank and Regional Development banks that Africa is the continent that will attract very significant investments in the next 10 to 20 years. The needs are in every sector. Urbanization is progressing more rapidly than on any other continent. Agriculture has to be totally transformed to become more efficient. We could go on, but the bottom line is there are major investments opportunities for the developed world.

Canadian presence on the continent: In the last few years, for economic reasons, there were pressures to reduce the number of Canadian diplomatic missions in Africa. Again there have been different indications coming from other countries. Brazil, a country that has been for many years, and is still, an important competitor of Canada in terms of its economic position, now has representation in more than 32 countries in Africa. Other countries have also increased their presence in countries such as Angola. Will these trends influence Canada's approach to this issue?

Peace and Security: The peace and security landscape has been shaken in the last few months. Just to mention a few: the Middle East, the Maghreb and Cote d'Ivoire. Canada has expressed more and more that it will play a role in ensuring peace and security. Africa will be in fragile situation for some years to come because of its very young democracies and the societal transformation that will, from time to time, have an impact globally.

Politics: The new Official Opposition have the majority of its MPs from Quebec. The affinities between Quebec and Africa have historically been important. This will influence the NDP position on Africa. The new government will not anymore be in survival mode. It will be in a better position to develop a long-term vision on its relations with Africa. The new government and the new minister of foreign affairs have a unique opportunity to develop a vision that will ensure a strong and positive Canada- Africa relationship.

*Lucien Bradet is president and CEO of the Canadian Council on Africa.
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2. Increasing economic relations between the Canada and the African continent.....



The “Africa Business and Investment Forum” brought together various worldwide financial institutions to further support African economic opportunities. Held in downtown Toronto at the Fairmont Royal Hotel this past April, the Forum showcased the significant business interests of Canadian and global companies in African economies. CCAfrica is proud to have encouraged investment and partnerships among emerging economic powerhouses in Africa and Canadian agencies, businesses, and investors. The Forum is a natural progression following our conference last fall on “The New Africa”, and emphasizes the current and future importance of Africa for Canada and Canadian business interests. Over the three days of the conference, the importance of African emerging markets was evident and numerous projects, from big to small, were shown as successful investments. The fact that Africa has changed in a positive way and that Canada has to rethink its relationship and existing links with the continent was abundantly clear. With various EU and Asian countries pouring into the continent, Canada risks losing opportunities not only to enhance its business interests but also to set an example for ethically and profitably investing abroad.



The West African Mission was led by Michel Côté, Chair of the CCAfrica board, and Marie-France Lebreton, Vice-President of CCAfrica in Quebec. The mission was comprised of three stages. The first took place to Mali, where a two-day Canada-Mali seminar and series of individual meetings were held. The second and third stages were both held in Ouagadougou, the capital of Burkina Faso, where various personalized meetings occurred and participants took part in the first Africallia West-African Business Development Forum. Africallia's West-African Business Development Forum is business networking event that operates on the same principle as Futurallia. Eight countries of UMEOA (the economic regional union of French West Africa) were represented: Senegal, Mali, Burkina Faso, Benin, Cote d'Ivoire, Guinea Bissau, Niger and Togo, as well as various companies and institutions. In total, more than 396 organizations from 20 different countries participated, and over 3,000 meetings took place within 48 hours! A host of business networking events completed the program and allowed participants to maximize their meetings in a minimum amount of time.



The Canadian Council for Africa was very pleased to partner with the Embassy of Ivory Coast in Ottawa and the Sub commission for the Commemorative 50th anniversary of independence of Ivory Coast to organize this activity. Ten participants coming from Ivory Coast, among which were: the Chamber of Commerce and industry, the Export Promotion Agency, the Investment Promotion Centre, the PETROCI and SODEMI. A lunch Conference was held at the Delta Hotel in Montreal and was attended by more than 60 participants, Canadians and Ivoirians. Presentations on investment opportunities business activity and large projects in Ivory Coast were followed by individual meetings between participants. The following day of June 9th involved visits and meetings for members of the Ivorian delegation. They were very satisfied with the reception by the Canadian counterparts and the quality of exchanges between both.



Delegation of Angola with the Secretary of State for Industry

The Canadian Council on Africa was very glad to participate to the reception of a delegation from Angola conducted by his Excellency Kiala Ngone Gabriel, Secretary of State for Industry in the Angolan government. During this visit, CCAfrica worked closely with the Embassy of Angola in Ottawa, DFAIT, EDC, CCC & CPCS to organize a program that brought the delegation to Ottawa, Montreal and Winnipeg. A business session with the private sector was held in Montreal, August 24th with over 40 representatives of the private sector that are interested by the Angolan market. During this activity, several presentations have been made to highlight the priority sectors of development and the business opportunities in the country. The group then visited the Saint Hyacinthe Science Park, a concentration of over 150 research and academic institutions, technological transfer centres and industries specializing in the agri-food sector that has propelled the Saint-Hyacinthe Science Park to the ranks of elite world-class players.

During this mission, Mr Kaila's delegation met with several senior government officers and also visit Canadian companies specialized in prefabricated housing panels manufacturing as well as in the production of petrochemicals. This mission was a great opportunity to exchange information and views and develop closer links to grow Canada-Angola trade and investment and work to improve the industrial development of Angola.



His Excellency Kiala Ngone Gabriel,
Secretary of State for Industry in the Angolan government
Mrs. Sofia Silvério Pegado da Silva
Minister Counselor / Chargé d'Affaires, a.i.



Botswana, a prosperous and stable country

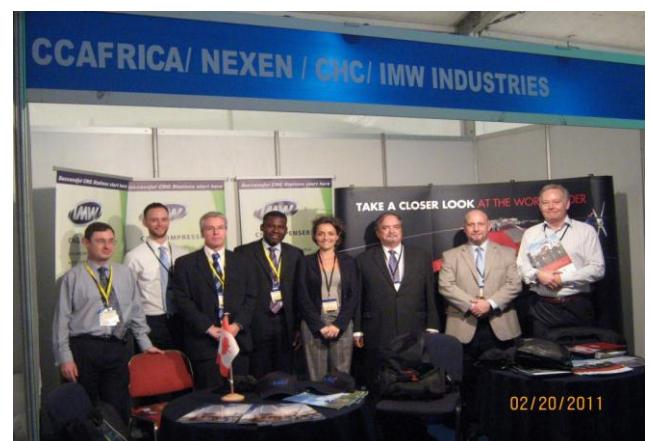


On September the 16th , CCAfrica and the High Commissioner of Botswana to Canada, H.E. Lapologang Lekoa were pleased to host a Seminar on Botswana under the leadership of the Hon. Minister Skelemani, Minister of Foreign Affairs for the Republic of Botswana. More than 40 interested representatives of the Canadian private and institutional sectors participated in the Seminar. The Minister presented an excellent expose on the current situation in his country. Canada has a well established and stable trade relationship with Botswana. The country's GDP has been growing over the past several years. Botswana is a member of the Common Market of Eastern and Southern Africa, the African Union and the Southern African Customs Union. Canadian presence in the market is established and growing. EDC sees very good export and investment opportunities across a wide range of sectors that match Canadian capabilities including: mining, power, information and communication technologies, and environment applications. From a governance point of view, Botswana is a politically stable country that scores well in various independent governance, corruption, and transparency rankings. It has held free and fair elections every five years since its independence in 1966. CCAfrica also takes this occasion to thank H.E. Lekoa for his engaging and excellent relations with the Council. We have been collaboration on a number of occasions to ensure that Botswana is well know and regarded by Canadians.



CCAfrica leads successful mission to Nigeria

Nigeria is Africa's most populous country, the largest economy in West Africa, and a key global oil and gas exporter. Nigeria is making steady progress in a number of key areas, including the banking sector, reform within the Nigerian National Petroleum Corporation, the Power Sector reform, the Extractive Industries Transparency Initiative, debt relief, and sharing of oil windfalls between the federal and state governments. In spite of these positive changes, Canadian companies have not as yet seriously explored Nigeria for commercial ventures. It was to partially address this situation (also true for much of sub-Saharan Africa) that CCAfrica coordinated a Mission to Nigeria from February 19 – 25th, 2011. The purpose of the mission was to participate in the in Abuja and then to proceed to Lagos for meetings with important government agencies and some private sector interests. There were a total of 8 participants in the



Mission. The Nigeria Oil and Gas Exhibition is the largest and most prestigious oil and gas industry event in Nigeria. We partnered closely with the Department of Foreign Affairs and International Trade in mounting a Canadian Pavilion at NOG with the intent to showcase Canada's expertise in the sector.



Canadian diplomats offer advice on investing in the Democratic Republic of Congo (DRC) and Nigeria

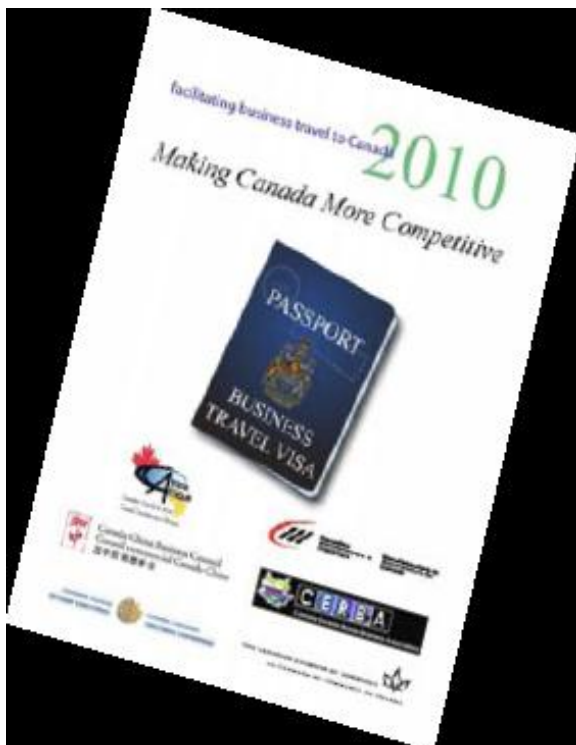
In partnership with the Montreal regional office of Canada's trade commissioner, CCAfrica organized a business breakfast meeting sharing strategic information on Nigeria and the DRC. The event's keynote speakers were Mr. Christopher Cooter, High-Commissioner of Canada in Abuja-Nigeria, and Mr. Martial Pagé, Chargé d'affaires at the Canadian Embassy in the Democratic Republic of Congo (DRC).

It was a unique occasion for the twenty participants to get up to speed on Nigeria and the DRC, to learn about business opportunities in several sectors, and to exchange with Canadian representatives based in those markets. Mrs. Patricia Bentolila, Chief Representative for Africa at EDC shared her expertise on financing projects, and EDC support possibilities for companies which are working in both countries.

3. Ensure a better understanding of the challenges and opportunities offered by Africa...

Report to Facilitate Business Travel to Canada

Our recent publication, “Making Canada More Competitive: Facilitating Business Travel to Canada 2010”, discusses the difficulties many face in obtaining business visas for Canada. The movement of business visitors plays a vital role in supporting commercial activity and helping to forge business relations on which future expansion depends. Business visitors enter Canada for short periods of time to finalize sales, to familiarize themselves with Canadian goods and services, to receive management and product training, and to participate



in strategy meetings often about conditions abroad. Our study found "considerable tension between Canada's trade diversification and development goals and current immigration practices." In addition, "there is a widespread perception of discriminatory treatment of applicants from regions such as Africa." This puts Canada at a significant competitive disadvantage, and respondents expressed fear that the lack of responsiveness to corporate needs will undermine the rate of business development in the long-run. At the same time, when compared to our 2005 study progress has been made on a number of issues. Still, far more needs to be done.

CCAfrica meets the Minister of Citizenship and Immigration

On October the 8th, CCAfrica along with a number of other Canadian business organizations met with Minister Jason Kenney to discuss our report “Facilitating Business Travel to Canada – Making Canada More Competitive” published earlier this year. The purpose of the meeting was to explore ways on how best to work together to address the concerns expressed by Canadian firms active in global markets.

Our overriding challenge is that the Canadian system has become less responsive and more burdensome than visa processes in the countries of our main competitors. The result is that Canadian firms are losing out on opportunities in high growth emerging markets.

As we stressed during the meeting, the movement of business visitors to and from Canada plays a vital role in improving the country's international trade performance and helping to forge the relations on which future business expansion hinges. Better alignment of Canada's trade diversification objectives with our visa policies is essential to developing stronger commercial ties with emerging economies. Doing so requires addressing the systemic problems in Canada's treatment of business visitors from emerging economies which we highlighted in our report.

“Consultation Meeting to take hold of the business opportunities in Africa”

Ottawa September 8th & Calgary November 16th 2010.



CCAfrica organized 2 consultation meetings with private sector representatives.

The consultation meetings with the private sector had two major objectives:

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

After a quick presentation, the participants were asked to speak briefly about their top challenge(s) in dealing with Africa. Namely, “What is your top challenge in taking hold of business opportunities in Africa?” The two main ideas that came out during this exercise were:

1. Canada needs a greater presence in Africa
2. If they are no additional resources available, current resources should be redistributed taking in account the needs of the private sector.

The second part of the meeting presented the principal ministries and agencies that are involved in business and trade in Africa (DFAIT, DFAIT-Inc, EDC, CCC and Natural Resources Canada).

The third part was dedicated to the discussion of 3 major themes:

- Theme 1 – Presence of the Government of Canada in Africa
- Theme 2 – Trade Facilitation Tools Kit
- Theme 3 – Government Priorities; Countries and Sectors

The Canadian Council on Africa is part of the trade mission of the Quebec government in South Africa.



The Canadian Council on Africa was very proud to be part of the trade mission of the Quebec government in South Africa led by Monique Gagnon-Tremblay, Minister of International Relations and Minister Responsible for La Francophonie. The Minister that was participating at the Fifth Conference of Heads of Government of Partner Regions, held in Cape Town, South Africa, noted that the potential benefits associated with the tightening of Québec's links with regional governments have never been greater. In addition to the host province of Western Cape and Québec, the Conference brought together Bavaria (Germany), Shandong (China), Georgia (USA) and Upper Austria. Experts and Chamber of Commerce representatives were asked to provide government leaders with their reflections on the issues of integrated transportation, food safety and ways to create new business opportunities. Mrs Marie-France Lebreton, Vice-president of CCAfrica has participated at the conference as private sector expert for the Quebec delegation. In the declaration signed at the conclusion of the conference, the partner regions agreed to move forward with a number of initiatives aimed at strengthening cooperation in those areas.

The economic component of the trade mission was aimed at supporting some 15 Québec-based companies and other organizations in their efforts to prospect and break into the South African market. At least 45 personalized business meetings were held with a view to forging ties between the Québec participants and potential partners in South Africa and Mozambique. Various investment projects, some of which show significant potential, were also reviewed.

Some members of the Québec delegation included Mrs. Lebreton who attended the Electra Mining Africa event, from October 4 to 8, 2010 in Johannesburg. This event—the second largest mining show in the world— attracts local and international investors seeking business opportunities in a variety of industrial sectors. In addition, a study for the Ministry of Economic Development, Innovation & Exportation of Quebec, was conducted by the Canadian Council for Africa, outlining the potential benefits of the sub-Saharan mining sector for Québec companies.

Reception of the UEMOA commission delegation, October 21, 2010, Montreal.



The Canadian Council on Africa was proud to work with PGF Consultants, a management consulting firm, to organize a business networking event with the members of the UEMOA (Union Économique et Monétaire Ouest Africaine *West African Economic and Monetary Union+) Commission. This event was held as part of the fact-finding and exchange mission to Canada that took place October 16–23, 2010.

The UEMOA was founded by the Heads of State of the eight countries of the zone (Mali, Ivory Coast, Senegal, Togo, Burkina Faso, Benin, Niger and Guinea Bissau). The role of the UEMOA Commission is to develop and implement policies, reforms and programs intended to create a favourable business and investment climate, in order to promote the economic growth and prosperity of the region. About 30 business leaders, members of CCAfrica, participated. The goal of the event was to gather opinions from a group of Canadian companies who do business in West Africa on the business climate in the UEMOA zone and on what can be done to create favourable conditions for the business development and to attract foreign investment.

Report: Meeting Canadian ambassadors / work sessions with IDRC, EDC, CCC



Reception at EDC March 3rd

During a week where Canadian ambassadors were in Ottawa and in partnership with Foreign Affairs and International Trade Canada, EDC, and the Canadian Council on Africa a reception was organized in honour of Canadian ambassadors and high commissioners in Africa. The event took place at EDC headquarters in Ottawa and gathered more than one hundred individuals such as African ambassadors in Canada, several representatives from the Ministry of Foreign Affairs and International Trade of Canada and Quebec's Ministry of Economic Development, Innovation and Exports as well as representatives of the private sector. The event enabled all to experience the cultural, professional and personal bonds present throughout the international community. Mr Deepak Obhrai, Member of the Parliament for Calgary East and the Parliamentary Secretary for Foreign Affairs was present expressing he was impressed by the enthusiasm of Canadian entrepreneurs towards the African continent, encouraging them to be involved in African economic development despite its challenges.

Work session of March 4th

On March 4th, a work session was held at the International Development Research Centre (IDRC). EDC, CCC and CCAfrica gave presentations on the trade opportunities existing in Africa to ambassadors and high commissioners. The session confirmed the large number of business opportunities present on the continent depending on the Africa country in question. We were pleased to see just as many ambassadors and high commissioners as in past years. They are very aware about the importance of trade in their responsibilities as heads of missions.



Innovation and entrepreneurship are the keys to economic development in Africa, and as growth accelerates on the continent there are fresh opportunities for Canadian companies. Hosted by the MaRS Discovery District in Toronto on March 14-15, the "Africa Rising" conference brought together leaders from the world of business, science and government to explore several aspects of entrepreneurship in Africa: business development, growth sectors, financing, commercializing research, new development models, information and communications technologies and innovation in governance.

During the conference, six main themes stood out.

- 1) Africa is rising. Growth on the continent is phenomenal: over the next five years Africa is likely to take the lead and outpace its Asian counterpart.
- 2) Thanks to innovation in communications and information technologies, the “telecom miracle” of African development is making shortcuts towards prosperity.
- 3) Thanks to entrepreneurial flexibility, diversity, and job creation capacity, Africa is the new land of opportunity for entrepreneurs. Small and medium sized enterprises, the principal source of economic development, will thrive on African markets.
- 4) Africa has still crucial issues to solve: the infrastructure deficit (in transportation and energy) must be filled in with financing and expertise.
- 5) The creative turnover: a new breed of African entrepreneurs is emerging. This new breed of entrepreneurs uses a breakthrough business model which benefits their Customers, Owners, Workers and the Future. Entrepreneurs as they hold a critical key to prosperity in Africa: “simultaneous wealth creation and redistribution”.
- 6) Investing in Africa: the continent is offering a lot of opportunities and challenges for Canada entrepreneurs. Two thirds of African GDP growth is from: wholesale/retail, agriculture, transportation, telecommunication, science and research. Canada is well placed to take part of those market opportunities.

CCAfrica is proud to conclude that the potential of African markets is now greater than ever. Canada and Canadian companies have so many opportunities and so many ways to contribute to the economic development of Africa. It is time for them to take advantage.



Business Development Services

Business Development Service
Service de Développement d'Affaires

All Opportunities - Toutes opportunités

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09/06/2010

#	Pays Country	Description Description	Source Source	Catégorie Categories	Date Date	Lien Link
1	Angola	Internal Auditor for the Water Sector Institutional Development Project, Ministry of Energy and Water.	World Bank	Legal - Management/ Consulting	09/17/2010	Doc
2	Benin	Acquisition et installation de matériel informatique et de logiciels pour le compte des Douanes Béninoises.	Millenium Challenge Account	Communications/ TI	10/15/2010	Doc
3	Benin	Recrutement d'un consultant pour l'élaboration du schéma directeur du Système d'Information pour la Gestion de l'Éducation (SIGE).	Banque Mondiale	Éducation/ Formation - Communications/ TI - Gestion/ Conseil	09/27/2010	Doc
4	Benin	Mission d'étude, de contrôle et de surveillance des travaux de construction d'infrastructures scolaires.	Banque Mondiale	Ingénierie/ Infrastructures	09/29/2010	Doc
5	Burkina Faso	Consulting services for community surveys for schools.	Millenium Challenge Account	Éducation/ Training - Management/ Consulting	10/15/2010	Doc
6	Cameroun	Évaluation marché de travaux de voie et audit technique.	Banque Mondiale	Légale - Finance/ Investissement	09/24/2010	Doc
7	Comoros	Supply of textbooks and other school books for primary and secondary schools.	PASEC Management Unit	Manufacture - Education/ Training	10/01/2010	Doc

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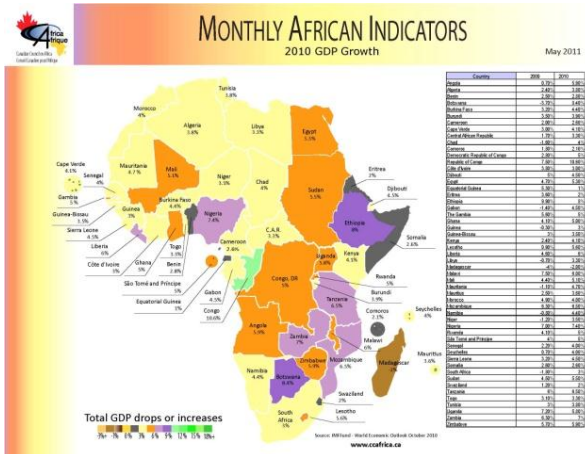
Each news clipping is identified by their region, title and the first few lines with a link to access the complete article.



Referenced important reports, publications and documentations

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Monthly African Indicators



Newsletters

CCAfrica Newsletter
Spring 2011

CCAFRICA NEWSLETTER
December 2010

CCAFRICA NEWSLETTER
June 2010



STRATEGIC PLAN 2010 - 2013

CCAfrica established a strategic plan 2008-2013. We used this plan to perform a mid-term review which allowed us to review what had been initially planned, what has been achieved, what has not and why. Several meetings of the Executive Committee took place; in June, July and October of 2010.

This exercise was more than necessary because our organization was facing two challenges:

Lack of financial resources

Lack of human resources

Strategic plan 2010-2013 submitted to the Board of Directors of December 2010 focuses on three main axes defined by the Executive Committee, during the meetings:

The membership

The relations with Governments

The activities

To succeed in implementing this strategic plan, several approaches were identified, including:

- ⊙ The creation of a Membership Committee composed of 3 to 4 members of the Board of Directors and who will report to the Executive Committee. This Committee will be created in the coming weeks just after the appointment of the 2011-2012 Board of Directors.
- ⊙ The connection with companies in the extraction of natural resources sector (at INDABA or PDAC event) where "targeted" companies will be present.
- ⊙ Join other organizations in organizing events or activities so as to compensate for the lack of resources.
- ⊙ Schedule meetings with senior officers, such as Ms. Bev Oda, Minister of CIDA that make economic growth and development of skills in Africa one of the top priority, and where CCAfrica and especially our members have a vast experience in these areas. We met with the Deputy Director for partnership at CIDA to understand why CCAfrica projects were systematically refused in recent years.
- ⊙ We also wish to strengthen relations with our members, by more frequent personalized contacts and activities reserved to members.
- ⊙ Put online on our web site, an user friendly calendar of activities (month by month).

The strategic plan 2010-2013 was approved unanimously by the Board of Directors.

To facilitate the monitoring of the implementation of the action plan, a column "follow-ups & results" has been added to the strategic plan and the document is presented at each meeting of the Board for follow-up and discussion.

Axis of intervention and objectives

Goal 1: Membership

Key Areas	Objectives
1.1 Maintain membership	1.1.1 Improve promotion efforts to our members
	1.1.2 Take advantage of social networking to improve visibility of our members
	1.1.3 Encourage increased communication among our members
1.2 Increase membership	1.2.1 Increase the number of members from western Canada
	1.2.2 Increase the number of members in the natural resources sector
	1.2.3 Maximize the number of members in our current networks
1.3 Increase revenue from the current membership	1.3.1 Ensure that each member pays the appropriate membership fees
	1.3.2 Increase membership revenues

Goal 2 : Relationship with our governments

Key Areas	Objectives
2.1 Strengthen our relationships with governments	2.1 .1 Arrange meetings of federal and provincial government directors and members of the CCAfrica board of directors
	2.1.2 Arrange meetings of CCAfrica leadership and senior officials in the various governments
	2.1.3 Secure contracts that serve common and complementary interests
	2.1.4 Secure contracts for mid- or long-term government programs
	2.1. 5 Establish partnerships between CCAfrica and its members

Goal 3 : Maintain Level of Activities while increasing revenues

Key Areas	Objectifs
3.1 Maintain a level of activity based on our available resources	3.1.1 1 major national conference 6 or 7 regional events (in Canada) 3 missions to Africa 3 newsletters per year
3.2 3.2 Maximize activity revenue	3.2.1 improvement to CCA service delivery
3.3 Diversify services offered	3.3.1 Offer recurring training opportunities (on a yearly basis)
3.4 Increase activities in western Canada	3.4.1 2 activities + 1 seminar



LIST OF CCAFRICA MEMBERS:

Access Nigeria Consulting Inc.
 Affutjob
 Africa Gold Group Inc.
 Afrique Expansion Mag
 Agriteam Canada Consulting Ltd.
 Aksa Management Ltd.
 Algonquin College
 Alliance Agricole (CECI - Socodevi - UPA -DI)
 AMIS International Agriculture Consulting Inc.
 Anyway Solid Environmental Solutions Ltd.
 AO Global
 Aquaculture Service Conseil Asc.
 Artumas Group Inc.
 Association of Canadian Community Colleges
 Association of Universities and Colleges of Canada
 AVC Canada Corp.
 Aviation Zenith Inc.
 Babalola, Odeleye, Barristers & Solicitors
 Banro Corporation
 Barrick Gold Corporation
 Bata Shoe Organisation
 Black Business Initiative
 Bombardier Inc.
 Canac International Inc.
 Canada Export Centre
 Canada Mortgage & Housing Corporation
 Canadian and African Business Women's
 Alliance (CAABWA)
 Canadian Association of Mining Equipment and Services Export (CAMESE)
 Canadian Bank Note Limited
 Canadian Co-operative Association
 Canadian Manufacturers & Exporters
 Carleton University, Carleton International
 Cask Brewing Systems Inc.
 Cégep de Trois-Rivières
 Cégep international
 Cégep Marie-Victorin
 CEMEQ International
 Centre de Formation Professionnel Vald'Or
 Chambre de commerce et d'industrie de Québec
 CHC Helicopter
 CIMA International
 Clark Sustainable Resources Developments Ltd
 Collège Boréal
 Collège Communautaire du Nouveau Brunswick
 Collège Edouard-Montpetit
 Concordia University
 Consortium for International Development in Education
 Consultation Contacts Monde Cordiant
 Cowater International Inc.
 CPCS
 CRC Sogema Inc.
 Data & Scientific Inc.
 Data-Line Management Group Inc.

Dave Deepak
 Davier Consultants Inc.
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 Development Workshop Canada
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 Desjardins
 Direct Lab International Inc. (Genacol)
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 Éducation internationale
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 Found Aircraft Canada Inc.
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 Industrial Promotion Services Ltd.
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 M & I Heat Transfer Products Ltd.
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 MagIndustries Corp.
 Manitoba Hydro International
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 Navigant Consulting
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 Nexen Inc.
 North American Grain Company
 Northern Lights Franchise Consultants
 Nova Scotia Community College
 Orezone Resources
 Oromin Explorations Ltd.
 PharmAfrica
 Planet Africa Television
 Procept Nigeria
 Promo Invest International
 Raytheon Canada Ltd.
 Renewable Power & Light Services Inc.
 Rio Tinto Alcan
 Saskatchewan Trade & Export Partnership (STEP)
 Sasktel International
 Scooptel Consultants Ltd.
 Seneca
 Seprotech Systems Inc

Sarona Asset Management
 Setym International Inc.
 Sherritt International Corporation
 SNC-Lavalin International Inc.
 SOFEG
 South African Airways
 Startrust Multi-Dynamics Inc.
 Surya Ventures Corp.
 T.M.S.
 Tecsalt AECOM
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