

EXECUTIVE CORRIDOR GUIDE

# Canada → Africa Executive Corridor Guide

A practical assignment checklist for executives, HR teams, and mobility managers.

*Guide de corridor Canada–Afrique.*

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FOR CANADA-BASED EXECUTIVES ON ASSIGNMENT TO AFRICAN HUBS

Prepared by AHOM-RMC · Relocation Management Company



## CORRIDOR SNAPSHOT

# What changes when you take an executive assignment from Canada → Africa

Africa is not one market. Treat each destination as a separate due-diligence track: country-specific immigration, security, health, tax, and customs. This guide is a working executive brief and must be paired with country-level legal, tax, and immigration counsel.

## Who it is for

- Canada-based executives on inter-affiliate or project assignment
- HR business partners and reward / mobility leaders
- Global mobility coordinating destination services
- Boards / risk owners reviewing executive assignment risk

## What this guide covers

- Travel advisories, vaccinations, and security readiness
- Immigration, work authorization, and family planning
- Canadian tax residency and corporate PE risk
- Shipment, controlled-medication, and household-goods controls
- Cost-planning checklist for the executive package

## Key corridor risks to plan around

### 01 Country-specific authorization

Work permits, business visas, and residence cards vary widely by country and are often the schedule pivot. Validate by destination.

### 02 Travel advisories and security

Check Canadian travel advisories per destination at time of decision; advisories may also affect insurance coverage.<sup>[1][6]</sup>

### 03 Health, vaccinations, and yellow fever

Travel health clinic 6+ weeks before travel; yellow fever vaccination certificate (ICVP) may be required and the certificate is valid 10 days after first vaccination.<sup>[2][10][11]</sup>

### 04 Canadian tax residency

CRA residency depends on facts and ties; some assignees remain factual residents and continue to file in Canada.<sup>[12][13][14]</sup>

### 05 Payroll, PE, and corporate risk

Local payroll, shadow payroll, tax equalization, and permanent-establishment exposure must be validated by destination — host country tax counsel required.

### 06 Goods, medication, and import controls

CBSA export reporting applies to commercial goods to non-U.S. destinations valued CAD \$2,000+; controlled medications have strict carry rules.<sup>[8][15][16][17]</sup>

## 90-DAY ASSIGNMENT ROADMAP

# From assignment letter → first 30 days on the ground

Country-specific authorization, vaccination lead times, and shipment / customs windows drive the critical path. Work each destination as its own risk register.

Window	Executive actions	HR / mobility actions
<b>12–16 weeks out</b>	Confirm country, role, and authorization path; passports valid 6+ months; consult destination travel advisory. <sup>[1][2]</sup>	Issue assignment letter; engage AHOM-RMC, immigration / tax counsel, and security advisor.
<b>8–10 weeks out</b>	Travel health clinic appointment; medication / controlled-substance review; book vaccinations. <sup>[2][8][10][11]</sup>	Tax-equalization design; payroll model (local, shadow, split); permanent-establishment risk review.
<b>4–6 weeks out</b>	Visa / work authorization filing per country; school / family planning; security and accommodation briefing. <sup>[2]</sup>	Confirm housing, transport, security protocol, and emergency contacts.
<b>2 weeks out</b>	Mail, banking, powers of attorney; Registration of Canadians Abroad enrolment. <sup>[3][4][5]</sup>	Confirm flights and arrival logistics only after authorization and visas in hand.
<b>Arrival week</b>	Country entry formalities; SIM and banking; verify yellow-fever ICVP at entry where required. <sup>[11]</sup>	Day-1 onboarding, host payroll set-up, expense reset; activate crisis protocol.
<b>First 30 days</b>	Long-term housing, school confirmation, healthcare cover, driver / transport.	30-day check-in; align CRA filing expectations and host country tax positions. <sup>[12][13][14]</sup>

## Critical path

Visa issuance, vaccination ICVP timing, and any pre-arrival permits are the typical slip-points. Confirm each by destination before the executive's travel is booked.<sup>[2][11]</sup>

## CANADA DEPARTURE CHECKLIST

# Close Canada cleanly — and keep what you need open

## Tax residency

- CRA emigrant vs factual resident classification depends on residential ties; many short / mid-term assignees remain factual residents and continue filing in Canada.<sup>[12][13]</sup>
- NR73 is optional; use only when a residency determination is genuinely useful.<sup>[14]</sup>
- Coordinate departure-tax considerations with a cross-border tax advisor.

## Property & banking

- Decide retention or rental; engage property manager.
- Update mailing address; set forwarding; retain CAD account.
- Powers of attorney for property, financial, and family matters.

## Medical & family

- Obtain medical, dental, immunization, and prescription summaries.
- School records and reference letters.
- Family will / estate review where relevant.

## Travel readiness

- Check destination travel advisory and country-specific entry / exit requirements.<sup>[1][2]</sup>
- Enrol in Registration of Canadians Abroad (free).<sup>[3][4][5]</sup>
- International health and evacuation insurance — domestic insurance generally does not apply abroad and advisories may affect coverage.<sup>[6][7]</sup>

## Shipment

- CBSA export reporting may apply for commercial goods to non-U.S. destinations valued CAD \$2,000+; restricted goods may require permits.<sup>[15][16]</sup>
- Detailed inventory with serial numbers; for personal effects retain proof goods left Canada to support return importation.<sup>[17]</sup>
- Country-specific customs broker on the destination side.

## Medication

- Carry medications in original labelled containers with prescriptions and a doctor's note; verify legality at destination.<sup>[8]</sup>
- Controlled substances follow specific rules — declare on entry to Canada and do not mail; check destination rules separately.<sup>[9]</sup>
- Carry essential medication in carry-on baggage.

## Watch-out

Several African countries require a yellow-fever ICVP for entry. The certificate becomes valid only 10 days after the first vaccination — an executive without it can be denied boarding, quarantined, or vaccinated at the airport on arrival.<sup>[10][11]</sup>

## DESTINATION READINESS

# Country-by-country, not Africa-as-one

Use a structured readiness pack for each destination. The detail varies; the questions do not.

Track	What to confirm by destination	Reference
<b>Travel advisory</b>	Current Canadian advisory level, regional warnings, and security alerts; revisit before each trip.	Travel advisories
<b>Visa / work authorization</b>	Visa class, employer sponsorship, biometrics, work permit and residence card timing, dependant rules.	Country site
<b>Passport / entry / exit</b>	6+ month validity, blank pages, transit requirements, exit permits, reciprocity.	Country site
<b>Vaccinations</b>	Yellow fever ICVP (10-day rule), routine boosters, malaria prophylaxis, typhoid / cholera per destination. <sup>[10][11]</sup>	Travel clinic
<b>Insurance</b>	International health, evacuation, security, kidnap & ransom where relevant; verify advisory clauses. <sup>[6][7]</sup>	Insurance factsheet
<b>ROCA</b>	Free Government of Canada registration so the assignee can be reached in emergencies.	ROCA
<b>Emergency contacts</b>	Embassy / High Commission, employer security operations, local fixer, host-country counsel.	Government of Canada

## Validate locally

Africa includes 50+ countries with very different rules. Treat any continent-wide statement as a starting point — confirm the specifics with destination immigration counsel and a travel health clinic for each move.

## HOUSEHOLD GOODS, FREIGHT &amp; MEDICATION

# Export with intent — and validate by country

## Export from Canada

- Commercial goods to non-U.S. destinations valued CAD \$2,000 or more usually require an export declaration; restricted goods may require permits.<sup>[15]</sup>
- Export reporting timeframes vary by mode: marine 48 hours before loading, aircraft 2 hours before loading, mail 2 hours before delivery to the post office, highway immediately before export.<sup>[16]</sup>
- For personal effects, retain proof items left Canada to support duty-free return importation.<sup>[17]</sup>

## At destination

- Engage a country-specific customs broker; restricted goods (alcohol, electronics, vehicles, firearms) often require permits and may be barred outright.
- Plan for sea freight transit times of 6–10 weeks; air freight is faster but expensive — bridge with a local-buy budget.
- Confirm import valuation rules — some destinations apply duty on declared replacement value, not original purchase price.

## Medication and controlled substances

- Travel with original labelled containers, copies of prescriptions, and a doctor's letter listing each medication. Carry essentials in carry-on.<sup>[8]</sup>
- Controlled substances are strictly regulated; check destination legality before travel, and review Canadian re-entry rules — controlled medications cannot be mailed into Canada.<sup>[8][9]</sup>
- Yellow fever vaccine — ICVP becomes valid 10 days after first vaccination; certain countries require it for entry.<sup>[10][11]</sup>

## EXECUTIVE GOVERNANCE

# Security, payroll, family — built around risk

## Security and continuity

- Pre-departure security brief sized to the destination's risk profile; transport and accommodation aligned to that profile.
- Crisis protocol with check-in cadence, hibernation / evacuation triggers, and decision authority.
- Travel insurance with evacuation, security, and where relevant K&R; cover; verify advisory clauses.

## Payroll, tax & corporate exposure

- Local payroll vs shadow payroll vs split — confirm by country with host-country tax counsel.
- CRA classification (emigrant vs factual resident) drives Canadian filing and credit positions.<sup>[12][13]</sup>
- Permanent-establishment exposure: a senior leader operating from a host country can create corporate tax presence — review with corporate tax before deployment.
- Tax equalization or tax protection policy and gross-up methodology agreed before assignment letter.

## Healthcare and family

- Travel health clinic 6+ weeks before move; ICVP, malaria prophylaxis, and routine boosters per destination.<sup>[2][10][11]</sup>
- International medical and evacuation insurance — Canadian provincial coverage generally does not apply abroad.<sup>[6][7]</sup>
- Schooling: international schools are competitive; confirm placement before family travel where possible. Pet imports vary widely by country — confirm specifics.

## COST PLANNING &amp; EXECUTIVE PACKAGE

# Stress-test the assignment economics before the letter goes out

Cost line	Plan it as	Notes
Salary / hardship / COLA	Pre-tax, plus differential and hardship	Hardship index varies sharply by destination.
Housing	Secure compound or serviced apartment	Reflect destination security and family profile.
Temporary living	30–60 nights	Furnished accommodation over hotel where possible.
Transport / driver	Vehicle + driver where appropriate	Common for senior roles in many African hubs.
Shipment / storage	Air + sea or sea-only	Customs broker; CBSA export reporting where required. <sup>[15][16]</sup>
Flights	Outbound + home leave	Include excess baggage, family members.
Destination services	Home search, settling-in, security	AHOM-RMC scope set in policy.
Schooling	International school tuition	Add registration, transport, uniforms.
Health / evacuation insurance	International cover	Critical; review advisory clauses. <sup>[6][7]</sup>
Tax & immigration support	Home + host preparation	PE / payroll model required. <sup>[12][13]</sup>
Emergency / hibernation reserve	1–3 months of net pay	Cushion for evacuation, deposits, FX.

## AHOM-RMC corridor calculator

Stress-test the assignment economics against destination data and the executive's risk profile. Africa packages routinely under-fund security, evacuation, and contingency — fix that before the letter goes out, not after deployment.

## AHOM-RMC SUPPORT &amp; SOURCES

# Your executive corridor partner

AHOM-RMC partners with HR, mobility, security, and the executive directly to keep the assignment on plan, on budget, and on risk.

## How we support the corridor

- Executive needs assessment with the assignee and family
- Country-by-country readiness pack – advisory, visa, vaccinations, insurance, ROCA
- Housing search, lease negotiation, security review, move-in coordination
- Shipment, customs, and controlled-medication coordination
- Tax / immigration / corporate-PE supplier coordination
- Crisis protocol design and check-in cadence
- Policy alignment with HR and finance, including cost stress-tests

## Next step

Contact AHOM-RMC to request a corridor planning session.

*Guide de corridor Canada-Afrique – disponible sur demande.*

## Disclaimer

This document is practical relocation guidance, not legal, tax, immigration, or financial advice. Confirm current requirements with the relevant authority and qualified advisors before acting.

## Sources

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