

When visiting the executing agency, you will be asked to make a presentation outlining your company's professional and technical qualifications and experience related to the project under discussion. It is important to create the most favourable image possible of your company and to leave explanatory brochures detailing your firm's technical qualifications. This interview should be followed up immediately with letters to the executing agency itself and to the Canadian trade mission accredited to the borrowing country. Copies of your materials should be sent to the Commercial Division of the Abidjan Embassy, so that when the embassy's liaison officer visits the ADB authorities, they may be reminded of your interest in the project. Finally, it is recommended that you meet with project officers and experts in the executing agency as often as necessary, to keep up to date with the latest project developments, and to make yourself a familiar and respected visitor. You should certainly not neglect interpersonal relations which are essential to success on the African continent.

When visiting the executing agency, representatives of consulting engineering companies should identify and evaluate the various avenues for co-operation and association with local counterparts. Increasingly, African consulting firms are showing a desire to participate in ADB projects. Some are already enjoying considerable success. The Bank and recipient countries have been expressing this preference in their selection criteria for some time. An association with a local company can certainly help reduce the many expenses related to the cost of preparing and following up tenders.

A number of Canadian companies have the mistaken impression that the Bank is responsible for primary selection of tenders within a project (technical assistance, execution, supervision and equipment control or supply). But, in fact, the agency responsible for execution of the project makes this choice. The Bank's intervention is limited to monitoring and overseeing the selection of tenders, in accordance with its regulations governing the procedures for acquisition of goods and services.

However, the executing agency is designated by the individual country and the Bank. It may be a government ministry, a public or semi-public corporation, a government agency or even a private corporation. Its work begins with the preparation of terms of reference and continues through the screening process or drawing up of short lists, if any; the call for tenders; examination of proposals received; selection of one of them; and, finally, negotiation of contracts for implementation of the project. All these steps are governed by a series of controls implemented at each stage — when the consulting engineers are chosen, when the specifications are drawn up, and when the tenders are read. The names and addresses of executing agencies may be obtained from the *Quarterly Operational Summary*, from the information records prepared by the Bank, directly from the project officer, or from the responsible mission.