

countries throughout Africa are often the same and, thus, the strategic approach to pursuing procurement in these banks' projects are analogous. Indeed, any company pursuing contracts in development projects in Africa should take an integrated approach to the marketplace, and include all sources of project finance in their business development efforts, both multilateral (IE.- World Bank, AfDB, UNDP, Arab Funds, etc.) and bilateral (IE.- CIDA, EDC, etc.).

With respect to the administration of its project operations, the AfDB has categorized its 53 regional member countries into five subregions: North Africa, West Africa, Central Africa, East Africa, and Southern Africa. This is reflected in the organization of the Bank's Operations Department, comprised respectively of five Country Departments. (Annex 6 depicts the AfDB's organizational chart subsequent to the Bank's restructuring in early 1996). The project and loan officers who work in these departments, and the divisions therein, are key contacts for suppliers and consultants seeking to obtain additional information and intelligence on the content, timing and scope of specific projects.

It is noteworthy that the Republic of South Africa was recently accepted as the AfDB's newest regional member. Accounting for 70% of the GDP of the continent, South Africa's entry into the Bank is particularly significant. Given its economic dominance and market-oriented economy, it is hoped that South Africa's inclusion in the Bank will strengthen the economic integration process in Africa. *A key commercial implication of South Africa's accession to the Bank is that South African companies - suppliers, contractors and consultants - will be eligible to bid for procurement generated from AfDB projects. This will undoubtedly increase competition for AfDB procurement, particularly in East and Southern Africa. Canadian firms approaching this market would be well-advised to consider implications of this competition, including the option of establishing strategic partnerships with South African companies in order to benefit from their geographic proximity, historic relations with other African countries, and their experience in the region.*

The staff of the AfDB work from the Bank's headquarters in Abidjan, Cote d'Ivoire. During much of its history the Bank maintained several field offices throughout the region but these were recently closed as part of a major restructuring of the Bank. Consideration is being given to reopening some of these offices, as well as an office in Washington, D.C. to provide an information access point for North American firms and to facilitate closer liaison and coordination with the Washington international financial institutions.

III. Canada and the African Development Bank

Canada became a member of the *African Development Bank* in 1982. Prior to joining, Canada participated in AfDB activities through contributions to the bank group's *African Development Fund* from its inception in 1972. Canada holds 3.35 % of the capital shares and voting power at the African Development Bank and 4.9% of the voting power in the *African Development Fund*.

Canada's membership in the Bank is represented by its seat on the Board of Governors, the supreme decision-making body of the Bank. Canada also holds a permanent seat on the Bank's