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Department of Foreign Affairs  
and International Trade

Ministère des Affaires étrangères  
et du Commerce international

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**The African Development Bank Group**  
**A Guide to Business Opportunities for Canadians**

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Department of Foreign Affairs and International Trade Canada  
West and Central Africa Relations Division

September 1996

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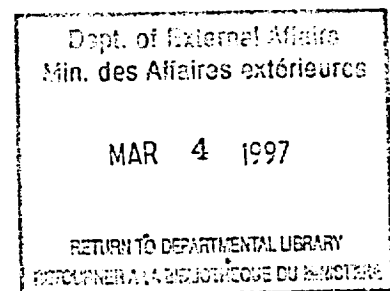
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# THE AFRICAN DEVELOPMENT BANK GROUP

## A Guide to Business Opportunities for Canadians

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## *Foreword*

The African Development Bank Group (AfDB), headquartered in Abidjan, Cote d'Ivoire, is an international financial institution that provides technical and financial resources to its developing member countries in Africa to stimulate economic growth and social development. Most of this support is in the form of loans to finance specific development projects and sector investment programs in energy, transport, water/sanitation, agriculture, health, education and environment. The AfDB also participates in the financing of private sector projects in the region.

The projects financed by the African Development Bank generate substantial business opportunities. The AfDB's project loans are used by its borrowing countries to purchase goods and equipment, contract works, and obtain consultant services and technical assistance needed to design and implement these projects. Because Canada is a member of the African Development Bank, Canadians are eligible to participate in the competitive bidding for the hundreds of contracts awarded annually by AfDB borrowing member countries. African Development Bank-financed projects offer Canadian firms some of the best sales opportunities in Africa: the projects are national priorities, financing is in place and payment is virtually always assured.

Despite declines in annual lending volumes of the African Development Bank in recent years and concerns about its effectiveness as a development institution, the African Development Bank will continue to represent a significant source of business opportunities for Canadian companies interested in seeking business on the African continent. Institutional and operational reforms have been introduced at the Bank which are resulting in a restrengthening of the AfDB, improved project management, greater transparency, and better access to information.

Procurement to Canadian suppliers and consultants has seen significant increases in recent years; most of this success can be attributed to technically qualified firms who were well-prepared and competitive. Understanding that procurement is the primary responsibility of the borrower - usually a government or agency designated therein - those Canadian firms who take an integrated, strategic and well-planned marketing approach to African Development Bank projects can win contracts and earn profits.

This publication is intended to inform the Canadian business community, particularly those approaching this market for the first time, about opportunities generated by projects supported by the African Development Bank and to serve as a road map to understanding the Bank, its current priorities, project development, and its procurement policies and procedures. This guide also provides suppliers and consultants with strategic tips and recommendations as to how to more effectively position themselves to pursue and win lucrative contracts arising from AfDB-financed projects.

While this guide is a useful back grounder to the strategic pursuit of AfDB procurement, interested firms are strongly encouraged to familiarize themselves with the numerous other publications, reports, and electronic information sources pertaining to the AfDB, and Canadian government contacts, detailed in the Annexes.

## II. Overview of the African Development Bank Group

Commonly referred to as the "African Development Bank" the institution of the *African Development Bank Group* is more formally comprised of the *African Development Bank*, the *African Development Fund*, and the *Nigerian Trust Fund*. The distinction between these different financing windows lies in the makeup of the capital resources of each funding source, country eligibility for access to these sources, and the degree of concessionality and other terms and conditions of the different funding sources. For example, while the *African Development Bank* makes loans to its more economically developed member countries at market-based interest rates and terms, the bank group's poorest member countries have access to financing from the more concessional *African Development Fund* window. Financing from this window is characterized by highly concessional terms (loans are generally interest-free but hold certain fees) and repayment periods are much longer. A small proportion of "Fund" resources (approximately 10%) are allocated as grants from a sub-window called the *Technical Assistance Fund* and which are used by the poorest borrowers for project preparation and other technical assistance activities.

Operations and projects, regardless of the capital account, are administered by the same staff and management and the procedures which borrowers must follow for the procurement of goods, equipment, works and consulting are uniform. For the purposes of this guide the acronym *AfDB* refers to the African Development Bank Group as a whole except if otherwise noted.

The *African Development Bank* was established in 1964 by the newly independent African countries to assist in the mobilization of resources to finance development programs. (The Bank's concessional resource window, the *African Development Fund*, was created in 1972). Canada and other non-African countries were not invited to formally join the Bank until 1982, though Canada has participated in the *African Development Fund* since its inception. The membership of the Bank is now comprised of 53 "regional" member countries throughout the continent of Africa and 24 "non-regional" member states, including Canada, U.S., Japan, most European nations, India, China, Korea, Kuwait, Argentina and Brazil. Only "regional" member countries are eligible for Bank financing, with the exception of Libya, which is a non-borrowing regional member.

The regional member countries of the AfDB are together the majority shareholders of the *African Development Bank* controlling approximately two-thirds of the voting power. The *African Development Fund* is capitalized by contributions from non-regional member countries and has historically accounted for about one-third of total loan commitments of the African Development Bank Group.

It is important for firms to recognize that the AfDB is a distinct organization from that of the Washington, D.C.-based World Bank. While the World Bank also finances development projects in virtually every African nation, and occasionally cofinances a project with the AfDB, the institutions are organizationally and operationally distinct. Accordingly, in developing information and intelligence on projects and bidding opportunities, companies should view the organizations as separate. However, the procurement policies and procedures used by the two banks are largely the same, the executing agencies of the Banks' projects in the borrowing

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

Board of Directors, which is resident at AfDB headquarters in Abidjan. The primary role of the Canadian Executive Director (whose chair also includes Spain, Korea, Kuwait and China) is to represent the interests of Canada and other constituents in the day-to-day policy-making functions of the Board of Directors. The Board's activities include approving all loans, establishing financial and investment policies, reviewing country programs, and deliberating budgetary and other operational and administrative issues.

The primary point of contact in Cote d'Ivoire for Canadian firms planning to visit the AfDB is the **Office for Liaison with the African Development Bank (OLIFI-Abidjan)**<sup>1</sup> at the Canadian Embassy in Abidjan. OLIFI-Abidjan officers and staff are dedicated to assisting and supporting Canadian firms by disseminating information and intelligence on AfDB-financed projects and tenders, facilitating contacts with project and loan officers, providing strategic advice and guidance, and intervening should procurement-related problems arise.

Before making contact with OLIFI-Abidjan in Cote d'Ivoire, Canadians interested in pursuing AfDB-financed procurement (particularly firms approaching the market for the first time) should endeavour to obtain preliminary information and orientation from Canadian government sources in Canada. Key contacts (detailed in Annex 3) include the International Trade Centres located across the country, the International Finance Division of Department of Foreign Affairs and International Trade (DFAIT) in Ottawa, the West and Central Africa Relations Division of DFAIT, and the Canadian International Development Agency (CIDA).

As is the case with all the major international financial institutions, there is no relationship of entitlement between a country's capital share and its share of procurement. The only parameter in this regard is that only consultants, contractors and suppliers from regional and non-regional member countries of the AfDB are eligible to compete for the supply of required goods, construction works or consultancy services financed by the Bank.

**Procurement to Canada:** Despite declines in aggregate AfDB lending and disbursements for procurement in the last few years, there has been an impressive upward trend of improvement in the value of procurement won by Canadian goods and equipment suppliers and consulting firms. Procurement to Canada increased an average 46% per annum throughout the five-year period 1990-1994. Disbursements for goods, equipment and services sourced from Canada amounted to US \$30 million in 1994, representing a 1.45% share of total AfDB procurement disbursements. Disbursements credited to Canada for 1995 declined to US \$18.7 million, however this recent decline can be partially attributed to lower overall Bank procurement disbursements in 1995. Much of the Canadian success over the years has been in the sectors of electric energy, transport, education, water/sanitation, and for projects in virtually every AfDB borrowing member country.

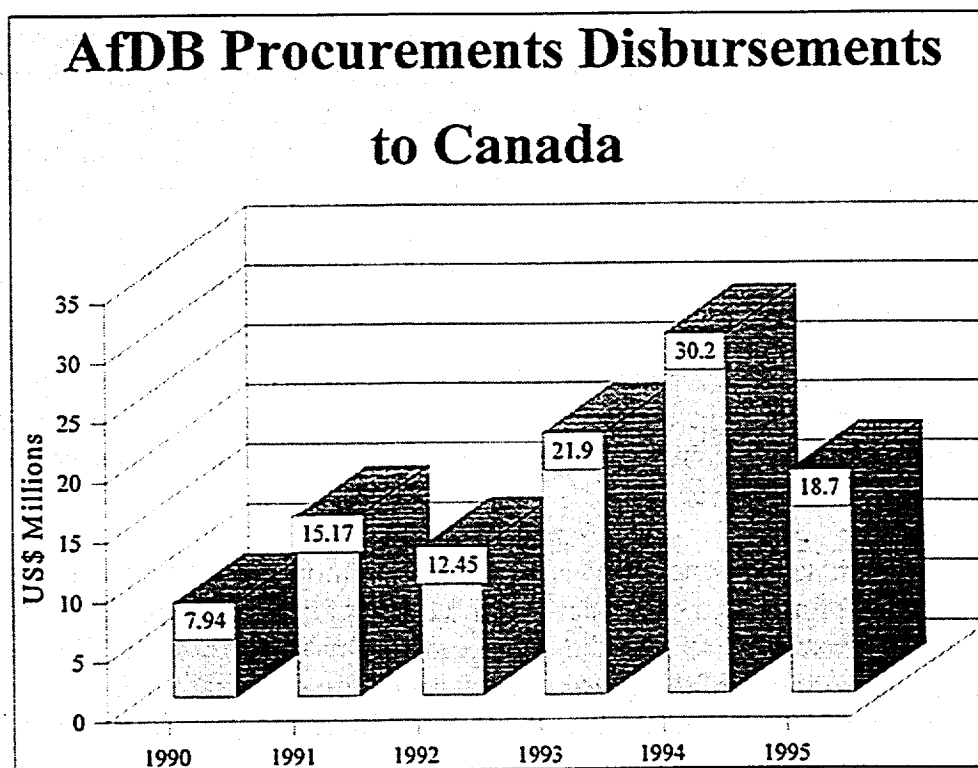
All indications, including a perceptible increase in the number of Canadian firms aggressively pursuing AfDB procurement, are that further gains are achievable. Canadian firms have a strong

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<sup>1</sup> The acronym, "OLIFI", stands for *Office for Liaison with International Financial Institutions*. Other OLIFIs include OLIFI-Washington (World Bank and Inter-American Development Bank) and OLIFI-Manila (Asian Development Bank).

reputation in Africa for delivering high quality in projects, and Canada's consulting and technical expertise - particularly in the resource and infrastructure sectors - is often considered second-to-none. Analysis of the procurement record suggests that one reason Canada's share has remained low (relative to other non-regional member countries) is an overall infrequent level of participation in AfDB-funded bidding. Other contributing factors include: unfamiliarity with the AfDB and the opportunities generated by Bank lending, a lack of strong local business relationships and market presence, and - in procurement of some categories of goods, equipment and civil works in particular - price.

The most formidable competitors for AfDB procurement amongst the non-regional member countries continue to be France, Germany, Italy, the United Kingdom and the U.S. However, it is important to recognize that the regional member countries of the Bank also constitute a major competitive challenge with approximately 50% of procurement disbursements each year credited to firms from the region. Much of this business, however, is won in association with non-regional firms. Accordingly, and because the AfDB strongly encourages the use of local expertise in project execution, foreign firms are increasingly finding that establishing joint ventures with active local partners and other strategic alliances is an effective, if not essential, means of establishing market presence and enhancing the chances for success.



Data relating to "contracts awarded" to Canadian firms show an even more positive picture. The value of new contracts awarded to Canada in the two-year period 1994 and 1995 (for which disbursements tend to flow in subsequent years) is estimated to exceed US \$100 million.



Procurement won by Canada in AfDB-funded projects has traditionally amounted to less than that won annually by Canada under World Bank-funded projects in Africa. The difference is primarily accounted for by the fact that World Bank lending volumes to African countries have been higher than those of the AfDB, particularly in recent years. Nonetheless, both banks are important sources of project finance for the region and companies should take an integrated approach to all IFI project opportunities in Africa by incorporating both institutions into their business development plans and strategies.

**Canadian Technical Assistance Program:** The Canadian government, through CIDA, established a consultant trust fund at the African Development Bank designed to provide the Bank and its borrowers with additional grant resources to finance technical assistance for the preparation of projects and other related work. Use of the fund, which is currently dormant, was tied primarily to the use of Canadian consultants. An objective of such programs is to try and involve more Canadians in the early stages of large multi-year development projects which can generate additional downstream business. At the time of this guide's preparation the fund was in the process of being renegotiated.

#### *IV. AfDB Lending Operations - Trends and Future Prospects*

Since its inception, the African Development Bank Group has committed loans and grants totalling over US \$30 billion<sup>2</sup> for more than 1900 projects, with high priority in its lending programme for projects in the agricultural and rural sectors, public utilities (energy, water/sanitation, telecommunications), industry (manufacturing, mining, development finance institutions) and, more recently, sustainable development of the environment. Within these sectors, the Bank's current *Five-Year Operational Programme* gives particular emphasis to rehabilitation and reconstruction, economic integration and trade, private sector development, and poverty alleviation.

While the majority of loans approved by the AfDB are earmarked for investment in projects, the Bank also makes policy-oriented structural and sectoral adjustment loans to help its developing member countries undertake national policy changes and institutional reforms needed to improve balance of payments and restore economic growth.

Annual lending commitments for new projects rose steadily throughout the eighties, reaching a high of US \$3.4 billion for 167 projects in 1991. As a result of declining capital resources and lengthy deliberations over an increase in the capital of the *African Development Bank* and a replenishment of the resources of the *African Development Fund*, annual lending levels have declined in recent years, amounting to US \$1.4 billion for 30 new projects in 1994 and less than US \$700 million in 1995.

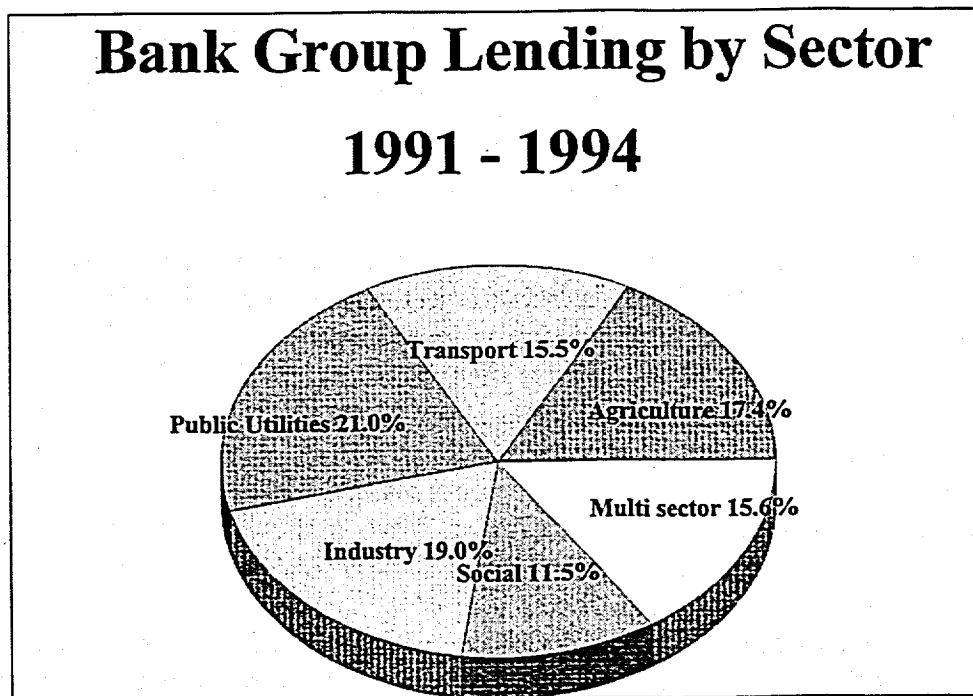
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<sup>2</sup> The African Development Bank Group uses an abstract currency for its accounting purposes known as the Unit of Account (UA) which is based on a gold measure. As of the end of 1995, 1 UA = CAN \$2.029 (US \$1.486). The UA is used for much internal documentation within the Bank.

By way of comparison, World Bank lending to the region has exceeded US \$4 billion per annum in each of the past several years.

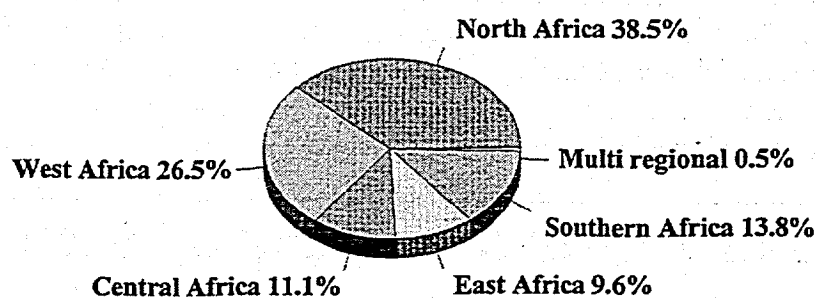
As of early 1996, the level of future annual lending levels is still not certain. However, successful closure of ongoing capital replenishment negotiations is imminent and the AfDB hopes to resume annual lending levels in the \$1.5 - \$2 billion range within the next few years. In the meantime however, despite the current slowdown in new project loans, suppliers should recognize that disbursements for the multi-year execution of loans approved in prior years continue to finance significant amounts of procurement each year.

Since the AfDB's inception, about 25% of lending has been committed to the agricultural sector, 17% to transport, 22% to the public utilities sector (energy, water/sanitation, etc), 16% to industry, 10% to the social sectors (mainly education, health) and 10% to multi sector activities. It is expected that the public utilities sector will be the largest beneficiary of new lending over the next several years, followed by industry and agriculture.



Lending by geographic region has varied widely over the years, with the relatively more developed North African countries accounting for a steadily increasing share over the past several years and more than 55% of new loan approvals in 1994. Due to a combination of the decline in availability of concessionary resources, ineligibility to receive non-concessional loans, and other factors, commitments to the Bank's poorest member countries have significantly declined. (In fact, no loans have been granted from the African Development Fund since 1993). This trend of a greater concentration of lending in a smaller number of countries is expected to continue throughout the remainder of the decade, with a significant share of lending earmarked for North African and Southern African countries in particular, and much of the East Africa region as well.

## Bank Group Lending by Region 1991 - 1994



**Private Sector Development:** Although sovereign loans to its borrowing member countries constitute the overwhelming majority of financing from the Bank, the AfDB also may provide a limited amount of resources in the form of loans or equity to private sector projects. There have been relatively few investments in this area over the past few years. The AfDB also participates in private sector development through its support for small enterprise development, by its policy-based adjustment operations which contribute to enabling a more attractive environment for private sector investment, and - together with the International Finance Corporation and the UNDP - through its participation in the Africa Project Development Facility, which provides advisory services to African entrepreneurs.

*Consultants and suppliers pursuing AfDB-financed business should endeavour to make themselves aware of the current development issues, priorities and objectives pertaining to the Bank's activities. Those firms who are sensitive to the economic and social development agenda in Africa will be better prepared and more able to incorporate such issues into their marketing strategy. Key sources of information are the Bank's own annual reports and publications, news media coverage, briefings from pertinent Canadian government representatives in Ottawa, Abidjan and the embassies and consulates throughout Africa.*

### V. Project Development

Similar to that of the World Bank and other multilateral lending agencies, AfDB projects evolve through a multi-stage "project cycle". Being aware of which stage a project is progressing assists companies in analyzing the timing of projects and, accordingly, their marketing approach.

Companies who track the progress of these projects on a regular basis will generally be in a better position to act and react at such time that bidding opportunities arise. It is important to recognize that the lines between the various stages of the project cycle are blurry ones, the duration of project preparation is dependant on multiple factors, and delays are frequent; however, diligent tracking of the project, and patience with the delays inherent to the development business will positively contribute to a company's preparedness and ultimate success.

Project programming begins with requests from the borrowing country further to established sectoral priorities based on multi-year development plans prepared by the countries, detailed economic analyses undertaken by the AfDB (and other IFIs), and takes into consideration the AfDB's resource allocation constraints and its own sectoral priority orientations. Prospective projects for consideration for AfDB financing are compiled into a pipeline of projects and studies, discussed and prioritized, and then individually developed through a several-stage process, often requiring a few to several years before the actual loan is approved.

The earliest available list of projects in the pipeline for each country is the **Indicative Lending Programme** which, in essence, constitutes a master wish-list containing upcoming projects for a country by year of expected approval, including those in the very earliest stage of consideration and development. Though technically not publicly available, companies can obtain the lists through the Canadian Embassy in Abidjan.

Once a project begins to formally evolve through the project cycle it is published in the **Quarterly Operational Summary** of the AfDB, available by subscribing to the UN publication, **Development Business**, and available electronically through the Electronic Bulletin Board Service of the Department of Foreign Affairs and International Trade. (The AfDB also plans to develop a World Web Site for access to this and other information.)

While the listings and other printed sources of project information are useful, companies should always augment their project tracking by reconfirming the information and developing additional intelligence on a project's timing, content and scope directly from contacts in the executing agencies of the projects, from relevant AfDB project officers, and from OLIFI-Abidjan.

The four main stages of the project cycle can be summarized as follows:

**Identification:** This preliminary stage of project conceptualization and early planning is the responsibility of borrowing country officials and AfDB staff, who generally undertake a mission to the country to discuss the goals and objectives of the project, assess potential problems and major issues, and begin defining the need for studies and other preparatory work. Prefeasibility and other initial studies often commence during this stage; consulting firms and individual consultants interested in feasibility and other studies will have already expressed interest and established contact with AfDB staff and executing agency personnel by this point. Financing for consulting work at this stage can come from a wide array of sources: bilateral grant funds (IE-CIDA's Industrial Cooperation Program), AfDB technical assistance funds, bilateral technical assistance trust funds, the UNDP, proceeds from prior loans to a country in the same sector of activity, and from project preparation grants or loans from the AfDB or World Bank.

**Preparation:** This stage is the primary responsibility of the executing agency, usually a government ministry, designated by the borrowing country to execute the project. The bulk of the project is prepared during this stage, including feasibility studies, plans, and detailed engineering design work. Consultants (both individuals and firms) are frequently required at this stage, with financing coming from the same variety of sources as aforementioned. This stage can take one to several years.

**Appraisal:** The sole responsibility of the Bank, project staff conduct in-depth reviews of the preparation work, assess the technical, environmental, financial and economic elements of the project, and prepare the Appraisal Report that constitutes a comprehensive analysis and description of the project eventually submitted to the AfDB Board of Directors prior to loan approval. Individual consultants are sometimes contracted at this phase. Appraisal Reports, not available to the public, can be obtained through the Canadian Embassy in Abidjan and can provide useful information for suppliers or consulting firms interested in pursuing work in the implementation phase of the project. Individual experts are sometimes contracted by Bank staff for short-term assignments to assist in this stage.

**Project Implementation/Execution:** Once the project loan has been approved by the AfDB Board of Directors and the terms and conditions of the loan negotiated with the borrower, the executing agency of the project commences with project implementation, including the public advertising of procurement opportunities and formal tendering of goods, equipment, works and services required to carry out the project and its multiple components. Project execution can last from a few to many years. While the executing agency is empowered with the primary responsibility for the implementation of projects, including all phases of procurement, Bank staff review progress of the project and sign off on most of the key procurement decisions in order to ensure compliance with the terms and conditions of the loan and the procurement policies of the Bank.

## *VI. AfDB Procurement - Policies and Procedures*

**The borrowing country, usually a ministry or executing agency therein, is responsible for all steps of the procurement process, including preparation of bid documents, public advertisement, prequalification of firms, short listing, bid evaluation, contract negotiation and award, contract supervision and payment.**

A key condition attached to AfDB loans is that borrowers must abide by a formal set of rules and guidelines established by the Bank for the procurement of goods, equipment and services. The basic principle of the procurement policy is that the proceeds of Bank loans be used with due attention to considerations of economy and efficiency and that there be equal opportunity for qualified firms from all Bank member countries to compete for the supply of the goods, civil works and consulting services financed by the Bank. Another stated principle of the procurement policy is that it is in the Bank's interest, as a development institution, to encourage the development and participation of contractors and suppliers from regional member countries of the Bank.

Companies should endeavour to learn the guidelines fully in order to ensure compliance and avoid the possibility of disqualification and other problems. The two most informative AfDB documents in this regard are *Rules of Procedure for Procurement of Goods and Services* and *Guidelines for the Use of Consultants*. At the time of publication of this guide (mid-1996), consideration was being given to proposed revisions to the AfDB procurement policies and guidelines in order, among other things, to achieve greater standardization with the procurement policies of the World Bank and other development banks. Companies should keep abreast of any ultimate changes by consulting with relevant DFAIT officers, the DFAIT Electronic Bulletin Board Service or with OLIFI-Abidjan at the Canadian Embassy in Cote d'Ivoire.

AfDB procedures differ for the procurement of goods, equipment and civil works, and for the selection and use of consultants, and can be summarized as follows:

### **Consulting Services**

Consulting services include a wide range of activities such as preinvestment studies (economic and sectoral analysis, master plans, prefeasibility studies, preliminary engineering work, environmental impact assessments); detailed design studies (engineering design and preparation of specifications and tender documents); project management/supervision services; and technical assistance in the form of training and advisory services for institutional strengthening.

Consulting firms should be aware that undertaking work in the earlier phases of a project may exclude them from the supply of goods and equipment or provision of civil works in later stages of the project. However, if the firm's role is limited to consultancy, continuity of such services, even on a sole-source basis, may be permitted in later stages of the project, particularly when such continuity is in the best economic interests of the project. This is most often seen when engineering firms who have undertaken design work are hired for project supervision.

The procedures which borrowers must follow in the short listing, selection and engagement of consulting firms when using AfDB resources are essentially as follows:

- Borrower prepares terms of reference and budget estimate
- Borrower prepares short list of consultants. Short list must comprise 5-7 firms or 3-4 individual consultants drawn from a wide geographic field of member countries including at least one consultant from the AfDB regional member countries. Short list ideally limited to no more than one candidate from any one country but this is not always observed. Borrowers have considerable flexibility in compiling short lists. The list may be compiled directly, or through a formal preselection process in which expressions of interest are solicited by the borrower through direct invitation or by advertising. Short lists are usually derived from lists of consultants who have expressed interest in providing services (whether solicited or not) and from borrowers' prior experience with consultants. An exception exists whereby, subject to Bank approval, a short list can be limited to national or regional firms when the amount of the consultancy does not exceed US \$300,000 in the case of a firm, or US \$75,000 in the case of an individual consultant.

- Borrower prepares and issues requests for proposals to short listed firms, allowing between 60-90 days for submission of proposals.
- Borrower evaluates proposals. The guidelines stipulate that evaluation and selection be based on technical evaluation taking price into consideration using the two-envelope system. (For technically complex projects however, selection occasionally can be based entirely on technical criteria.) The lowest priced proposal whose technical scoring falls within 10% of the highest evaluated technical proposal is awarded the contract. Regional consultants are to be preferred where proposals are considered equivalent in quality and price. In actuality, joint ventures between regional and non-regional firms are preferred, particularly when the work exceeds the capability/experience of regional firm. Technical evaluation is based on experience of consultants, proposed approach and methodology, and the personnel proposed for the work. When technical evaluation completed and proposals ranked, the financial envelopes of the "best-ranked" (all those within 10% of highest ranked) are opened. The consultant whose financial offer is considered the lowest should be deemed the winner and invited to negotiate and contract. (AfDB staff review evaluation results and "ratify" decision.)
- Borrower negotiates terms and conditions of contract with consultant and awards contract.
- AfDB approves final selection of bidder and contract award.

Payment terms vary depending on the nature of the project work and the negotiated terms and conditions. As a general rule, advance payments range between 15-30% of the contract price. Disbursements are in the currency in which the contract price was quoted. Consulting work is supervised by the borrower; when the work is completed, the borrower is required to complete a performance evaluation report on the work of the consultant and submit it to AfDB staff for information purposes only.

*In pursuing AfDB-financed contracts, firms - suppliers and consultants alike - should first assess the financial, economic and political risks of doing business in target countries. Such an analysis should always include, among other things, verifying whether a country is in arrears with the AfDB and/or whether they are on any sanctions lists (which are available through DFAIT or OLIFI-Abidjan). Firms should also always consider arranging export insurance or other protection in relation to undertaking their contracts. The Export Development Corporation (EDC) is a key source of advice and assistance in this regard.*

### **Individual Consultants Engaged by the AfDB**

AfDB staff occasionally engages consultants directly, without borrower involvement, to augment its own staff when particular specializations are required or the workload of permanent staff is excessive. Individual assignments, usually short-term (5-10 weeks) in nature, are generally for activities such as preparation of terms of reference or specific components of sectoral or project preinvestment studies. Bank staff engage such consultancies using relatively informal procedures, and obtaining contracts for such work usually depends on the consultant's network of contacts within the Bank, as well as experience and reputation. Frequent visits to AfDB headquarters are often required in order to develop these contacts.

**Registration:** Consulting firms can register with the Bank by submitting a copy of the standard DACON registration form to AfDB headquarters. Consultants should be cognizant that registration is a formality and rarely used by the Bank or its borrowers to actually source consultants. However, it may be used by the Bank to verify nationality or experience of firms included on short lists submitted by the borrower to the Bank for review. *As of early 1996, the Bank was in the process of renewing their data base of consulting firms. Accordingly, it is recommended that all firms, if they have not already done so, endeavour to re-register with the Bank. Thereafter, registration should be updated every two years.* A registration form also exists for individual consultants and can be obtained directly from the Bank or from OLIFI-Abidjan. *Finally, unlike the World Bank and other major IFIs, the AfDB maintains a registry of suppliers of goods and equipment. Suppliers can obtain further details and forms from OLIFI-Abidjan.*

### **Procurement of Goods, Equipment and Civil works**

*International Competitive Bidding (ICB)* is the primary method by which the procurement of goods and civil works is undertaken in AfDB-financed projects. (When justified, the Bank may also authorize other methods of procurement including Limited International Competition, Local Competitive Bidding, International or Local Shopping, Force Account, and Direct Purchase).

A key feature of ICB is that the borrower is required to advertise in order to elicit the widest possible competition and afford the opportunity to all qualified bidders to respond. Invitations to bid must be advertised in the UN publication, *Development Business* and at least one major newspaper in the borrower's country, and notifications must be transmitted to embassies/consulates of all AfDB member countries located in the borrower's country. For particularly large or specialized contracts, borrowers may also be requested to advertise in leading technical magazines or newspapers of wide international circulation. *While it is important to watch for and respond to the formal notices, companies should always keep in mind that the best way to become known to a borrower is by establishing personal contact and expressing interest, ideally in advance of the publication of notices.*

The Bank will require pre-qualification of bidders for large or complex contracts or turnkey contracts to ensure that, in advance of bidding, invitations to bid are confined to capable firms. The same advertising requirements apply when pre-qualification is undertaken.

Some other features of ICB include:

- Bidding documents are prepared by the borrower and must contain all the conditions placed on the procurement of the goods or works concerned. In all cases there is a non-refundable fee charged to receive bidding documents, regardless of whether a pre-qualification is undertaken.
- When pre-qualification is used, the Bank requires that qualification of bidders by the borrower should be based on the ability of the firm to perform the particular work satisfactorily, taking into consideration experience, knowledge of local working conditions in developing countries, financial position, and current commitments.
- At least 60 days will be required from the date of invitation to bid submission except where large civil works tenders are involved, in which case at least 90 days should be allowed.



- Bids are required to be accompanied by bid bonds or other bid securities as stated in the bidding documents. Once a contract is awarded and a performance bond has been deposited by the winning bidder, bid bonds will be returned to the unsuccessful bidders.
- Bids received after the time stipulated in the bidding documents shall not be considered.
- Bidders may express the bid price in their own country's currency or, at the bidder's option, in a currency widely used in international trade.
- Bids must be opened publicly at the pre-announced time. The contract award must be made to the bidder whose bid has been determined to be the "lowest evaluated bid". The Bank must give its "no objection" to the evaluation and the award.
- Borrowers are permitted by Bank rules to grant a margin of preference to domestic and regional suppliers and contractors (as defined by specific domestic/regional content rules). The margin of preference that borrowers can grant for eligible *domestically* produced goods and related services is 15% and for construction works 10%. For eligible *regionally* produced goods and related services the margin of preference is 10% and, for construction works, 7.5%. (In actuality, borrowers do not utilize these preferences very frequently.)

*Companies should endeavour to study and fully learn the procurement policies and procedures of the AfDB. Many firms have been disqualified from competitions due to minor technical violations of the procurement guidelines. Key documents are "Guidelines for the Use of Consultants" and "Rules of Procedure for Procurement of Goods and Services", which can be obtained through the International Trade Centres in Canada, DFAIT, or from OLIFI-Abidjan.*

### **Obtaining Information on AfDB Projects and Bidding Opportunities**

There is a wide array of available sources of information relevant to developing business in projects funded by the AfDB and other international financial institutions. With the advent of electronic data bases, the Internet and the World Wide Web, additional pertinent sources are expanding rapidly.

While the following outlines some of the primary sources of published and electronic information, consultants and suppliers should always endeavour to augment and verify information and obtain additional intelligence through direct contacts with key officers in the AfDB, the executing agencies and through liaison with relevant Canadian government trade offices. Also consult the list of other related information sources and key contacts detailed in the annexes.

Apart from local partners or representatives, executing agency personnel, AfDB loan and project officers, and other personal contacts which a firm may have in a borrowing country or in Abidjan, a key source of general project information is the fortnightly tabloid, *Development Business*, published by the United Nations. It contains the **Quarterly Operational Summary** of projects proposed for financing by the AfDB (the pipeline) as well as the **Monthly Operational Summary** of projects in the World Bank and Inter-American Development Bank (IDB) pipelines.

(The AfDB's Quarterly Operational Summary was traditionally not as up-to-date, comprehensive or reliable as the operational summaries of the World Bank and IDB, but significant improvements are apparently forthcoming.)

Each issue of *Development Business* also contains a section dedicated to the procurement notices which the AfDB and other IFIs require borrowers to publish throughout project execution.. AfDB requires that a **General Procurement Notice (GPN)** be published shortly after the approval of new project loans. The GPN describes the project in broad terms and outlines the general categories of goods, equipment and services expected to be procured during project implementation and the name and coordinates of the executing agency. Thereafter, **Specific Procurement Notices** are published in *Development Business* pertaining to individual tenders and prequalifications when required by the guidelines. These notices must also be published in at least one major newspaper in the borrowing country and are also circulated to the embassies or consulates of AfDB member states located in the borrowing country.

A standard hard-copy subscription to *Development Business*, which costs US \$495 per year or US \$895 for two years, is recommended for businesses actively pursuing AfDB projects. An on-line electronic version, called Scan-A-Bid, is also available but at US \$90 per hour and \$1.18 for each full document viewed, it is quite costly.

The **Indicative Lending Programme** is a list of upcoming projects and studies by country being anticipated for AfDB financing for a given year. The lists may include projects which are tentative but is a good supplement to other sources as it often contains projects not yet listed in the Quarterly Operational Summary.

Issued occasionally to the Board of Executive Directors is a useful package of documents called **Project Briefs**, which contains detailed descriptions of individual projects proposed for AfDB financing. Project briefs are sent 45-60 days before presentation to the Board of Directors.

Another useful source of information to interested consultants and suppliers is the project **Appraisal Report**, which contains the detailed background, description and plan of the project. These reports are technically not available to the public but can sometimes be obtained through the Canadian Embassy in Abidjan.

**Electronic Information Sources:** The African Development Bank Group does not yet have an Internet World Wide Web site but is planning to have one operational in the near future. However, the AfDB project pipeline and other relevant information can be accessed free of charge through the **Electronic Bulletin Board Service (EBBS)** operated by the Department of Foreign Affairs and International Trade. The EBBS can be reached by WIN registrants using a computer modem at 1-800-628-1581, or (613) 944-1581 in the Ottawa area.

Internet users should also be aware of the World Bank's Public Information Center accessible by visiting its World Wide Web site or using a Gopher service. The World Bank's electronic address, or Universal Resource Locator (URL), is <http://www.worldbank.org/>. The host name using Gopher service is <gopher.worldbank.org>. The World Bank's web site contains cross-references (links) to many other sites, including several oriented to Africa.

The Department of Foreign Affairs and International Trade, CIDA, Industry Canada and most other Canadian government departments have useful World Web Sites describing the nature of their programs and activities and providing access to information and electronic documentation on a wide variety of subject matter.

Timely and topical information pertaining to development issues and activities in Africa can also be found by accessing the web sites of the United Nations Development Program (and other UN agencies). Finally, perhaps the most comprehensive network of World Wide Web sites pertaining to Africa and leading to dozens of internet links across the African continent can be found by accessing the University of Pennsylvania's *African Studies on the Web* system. The electronic "URL" addresses of the above web sites and others are listed in Annex 2.

### *VII. How to Win Contracts - The Strategic Approach*

The development business is highly competitive and the pursuit of IFI-financed contracts can be costly and time-consuming with success sometimes requiring years for companies approaching the market for the first time. Nevertheless, technically qualified Canadian firms who have taken a strategic country-focussed market approach, dedicated sufficient financial and human resources to the effort, and remained committed and persistent have increasingly been demonstrating that success is not only achievable but sustainable.

Critical strategic success factors often cited by firms who have won AfDB-funded contracts include the following:

- Being prepared (knowledge of the Bank, its culture, and its policies, priorities and procedures);
- Knowledge of the country and its social, political and business culture);
- Professional experience and capabilities of the firm and quality of proposals submitted;
- Establishing a market presence in the host country and strong relationships with local partners or representatives and with key players in government and private sector;
- Price (more so for suppliers of goods and equipment and civil works contractors)

Language is also an important consideration in much of Africa. If your firm does not have French language capability in the Francophone countries of West and Central Africa, or Portuguese for the Lusophone countries (Angola, Mozambique, Cape Verde, Guinea Bissau, Sao Tome and Principe), you may need to focus at first on Anglophone countries.

Before initiating an approach to AfDB project opportunities, companies should design an appropriate marketing strategy and specific plan of action. This includes: selecting those products, services and expertise which offer the most distinct competitive advantages; identifying specific geographic markets which offer the most compatible opportunities;

developing knowledge of the political, economic, legal, social and cultural environment of target countries; assessing the likely competition as well as availability of local representation; determining what level of financial and human resources will be required to execute the strategy; and becoming familiar with all key sources of project information and intelligence.

*An appropriate overall marketing strategy for pursuing development project work in the African market should envision taking an integrated and country-focussed approach and will likely include the World Bank and CIDA as key components of that plan. Once a strategy is developed and the company has become fully familiar with the role of the Bank and its policies and procedures, firms should be prepared to take the following specific actions with respect to AfDB-funded business opportunities:*

- Investigate sources of provincial and federal government assistance, including programs to assist in financing business development costs and project preparation studies (IE- Program for Export Market Development, Professional Services Programs of CIDA-INC). These programs can greatly assist in helping firms position themselves in the market and in "getting into the game".
- Identify AfDB projects of interest from sources of information such as the Quarterly Operational Summary, the Indicative Lending Programme, and through personal contacts established at the Bank and in countries of interest.
- Assess potential opportunities in projects by obtaining additional information on the timing, scope and content of the project from AfDB loan and project officers and identify the names and coordinates of key personnel in the executing agencies of the projects. Endeavour to also learn about current political, economic and social conditions in countries of interest, and whether a country is in arrears with the AfDB. (Projects in countries with arrears problems may experience critical delays due to possible suspension of new loan approvals and/or loan disbursements.) The Canadian Embassy in Abidjan, as well as Canadian embassies and consulates accredited to target countries can greatly assist in this process.
- Contact the executing agency of the project in the borrowing country (normally in writing first) to express interest in qualifying for anticipated procurement in the project. Include detailed statement of firm's qualifications. Let relevant Canadian trade officers aware of your interest.
- *Visit the target countries and meet with executing agencies of specific projects and other key actors.* There is no substitute for face-to-face contact with the borrowing agencies, particularly for consulting and engineering firms. Ordinarily it is not effective to do business in Africa only by fax, mail and telephone. Be certain who the key decision makers in the project are (AfDB officers can usually confirm names) and be prepared to make follow-up visits.
- It is essential to plan a visit to AfDB headquarters as part of any trip, ideally en route to target countries. Give sufficient advance notice to Canadian Embassy in Abidjan and to Canadian embassies or high commissions in target countries as Canadian trade officers can be a valuable source of assistance in facilitating contacts and meetings and in providing information and advice on the local scene.

- Ensure that meetings with AfDB officers and with executing agency personnel are productive by being prepared and professional. Prepare specific questions on project timing, scope, and content in advance of meetings. Be prepared to make brief technical presentation of firm's competence and capabilities, highlighting in particular the firm's relevant work experience in the developing world.
- Seek out local representatives or partners. Include this important activity as one of the objectives of the first trip(s) to Africa. Strategic partnering with local or regional firms can be a key cornerstone of a successful business development strategy. Locals have the intimate knowledge of the political, social, cultural and legal environment of their country, not to mention personal and professional contacts, and both the AfDB and borrowing governments encourage local content. Prepare lists of potential local representatives/partners in advance by seeking advice from Canadian trade officers accredited to the country, contacting business associations in the region, and through word-of-mouth referrals from AfDB or World Bank project staff about respected local or regional firms.
- Regularly track progress of project through stages of the project cycle using published and electronic sources of project information and by maintaining contact with Bank staff, executing agency personnel and local contacts. Watch for formal notifications of prequalifications or bid tenders. Consider subsequent trips to stay informed, re-express interest, strengthen relationships and demonstrate commitment. *The initial goal is to get on short lists (for consultants) or to become well-positioned to prequalify or submit bids (for suppliers).*
- When prequalifying or bidding, follow AfDB procurement guidelines to the letter and ensure submissions comply strictly to terms of reference and deadlines set out in bid documents. Seek clarification when uncertain about specific issues or requirements. *Avoid outright disqualification by submitting bids on time.* If procurement problems or irregularities are suspected or unreasonable delays in decisions or payment are encountered consult with OLIFI-Abidjan at the Canadian Embassy in Cote d'Ivoire.
- Be patient and persistent and maintain commitment to approach before revising or expanding strategy. If unsuccessful, analyze reasons why and learn from the experience for subsequent attempts. When making a short list or winning a contract, make the Canadian Embassy in Abidjan and the Canadian Executive Director at the AfDB aware, both as a courtesy and in the event additional assistance is required during bidding or project work.
- Finally, after winning a contract, endeavour to do an outstanding job and to fully meet or exceed the objectives and expectations of the project. Firms who demonstrate competence and reliability will be well-positioned for winning future bids, possible continuation of services contracts and other subsequent work.

## ANNEXES

**Annex 1. *Additional Sources of Information***

A variety of brochures and other publications are available to assist companies in learning about the AfDB, its organization, and procurement financed by the Bank. Most of these can be requested through the International Trade Centres across Canada, or directly from the Commercial Division of the Canadian Embassy in Abidjan, Cote d'Ivoire.

- *Basic Information on the African Development Bank*: This booklet provides the reader with general information on the institution's organizational structure, objectives and operations.
- *Guidelines for the Use of Consultants*: A detailed set of procedures governing the selection and use of consultants by the AfDB and its borrowing member countries.
- *Rules of Procedure for Procurement of Goods and Services*: The comprehensive "rule book" detailing the Bank's rules of procurement for goods, equipment and civil works.
- *African Development Bank/African Development Fund Annual Report*: A review of the operational activities of the Bank Group, published in early spring.
- *ADB Today*: A quarterly newsletter of the African Development Bank Group which includes articles and features on issues and subjects of interest pertaining to current affairs of the Bank.
- *AfDB Phone Directory*: Directory of AfDB project/loan officers and economists, identified by division and industry specialty, gives telephone numbers and office locations.
- *Organization Chart*: A several page document showing the main operating and administrative units of the AfDB.
- *Indicative Lending Programme*: A list of upcoming projects and studies by country being anticipated for AfDB financing for a given year.
- *Quarterly Operational Summary*: The "pipeline" of AfDB projects under preparation, published quarterly in *Development Business*.
- *Development Business*: Available by subscription, this bi-weekly United Nations tabloid includes lists of upcoming projects, procurement notices, and other key information relating to all the major International Financial Institutions. Contact information is listed in Annex 3.
- *The African Development Bank*, by P. English and H. Mule. The North-South Institute. Lynne Rienner publishers, 1996.

## **Annex 2. *Electronic Sources of Information: Africa on the Web***

Much useful information pertaining to the development business and to specific countries can now be found on the "Internet". Using a personal computer, it is becoming easier and economical to electronically access on-line data bases and World Wide Web information sites created by agencies, governments, universities, companies and individuals. The African Development Bank is in the planning phases of creating a website which will likely be operational in 1997. In the meantime, there are many other electronic sources of information pertaining to development issues, the development business and to African countries. The following is a partial list; most of the sites contain many other cross-references, or links, to other relevant sites.

### **Canadian Sources**

- *InfoCentre Bulletin Board*. Operated by DFAIT, this stand-alone on-line service contains project pipelines of the AfDB and other IFIs and other relevant documents. Dial 1-800-628-1581 within Canada or (613) 944-1581 in the Ottawa area. Service is free for registered users.
- *Government of Canada Home Page* (<http://canada.gc.ca>). This web site allows access to a broad range of federal and provincial government information.
- *DFAIT Home Page* (<http://www.dfait.maeci.gc.ca>). The central home page of DFAIT contains extensive document archives and active links to foreign policy materials.
- *Canadian International Development Agency* ([http://www.acdi-cida.gc.ca/index\\_e.htm](http://www.acdi-cida.gc.ca/index_e.htm)). CIDA's web site contains information on its programs and an impressive array of documents.
- *Virtual Library on International Development* (<http://www.synapse.net/~acdio3/indexg/welcome.htm>). Developed for CIDA, this comprehensive site received a 4-star rating by the McKinley Directory and is an excellent central starting point for connecting to a wide network of resources pertaining to development institutions, development trends and issues, and thematic resources by sector of activity.
- *International Development Research Centre* (<http://www.idrc.ca>).

### **Other Sources**

- *African Studies on the Web* ([www.sas.upenn.edu/search/AS-search.html](http://www.sas.upenn.edu/search/AS-search.html)). A comprehensive site with many links to other resources pertaining to Africa. A good central starting point.
- *Africa IntelWeb* ([www.icg.org/intelweb/africa.html](http://www.icg.org/intelweb/africa.html))
- *Foreign Government Resources* ([www.lib.umich.edu/libhome/documents.center/foreign.html](http://www.lib.umich.edu/libhome/documents.center/foreign.html))
- *Trends in Developing Economies* (<http://www.ciesin.org/IC/wbank/tde-home.html>)
- *United Nations and other International Organizations* (<http://undcp.org/unlinks.html>)
- *The World Bank Public Information Centre* (<http://www.worldbank.org>)

### **Annex 3. *Useful Addresses and other Key Contact Points***

The following includes the coordinates of relevant offices and sources of assistance in Canada and abroad that firms should consider contacting in furtherance of their pursuit of AfDB-funded business opportunities.

The Office of Liaison with the African  
Development Bank  
The Canadian Embassy  
23 Avenue Nogues  
Abidjan, Cote d'Ivoire  
Tel: (225) 21 20 09  
Fax: (225) 22 05 30

Department of Foreign Affairs  
and International Trade (DFAIT)  
West and Central Africa Relations  
Division (GAF)  
Lester B. Pearson Building  
125 Sussex Drive  
Ottawa, Ontario K1A 0G2  
Tel: (613) 944-6579 Fax: (613) 944-3566

The Office of the Canadian Executive  
Director  
The African Development Bank Group  
01 B.P. No. 1387  
Abidjan 01, Cote D'Ivoire  
Tel: (225) 20 42 48  
Fax: (225) 20 40 66

Canadian International Development  
Agency (CIDA)  
Financial Institutions Division  
200 Promenade du Portage  
Hull, Quebec K1A 0G4  
Tel: (819) 997-7615  
Fax: (819) 953-5348

Department of Foreign Affairs  
and International Trade (DFAIT)  
InfoCentre  
Lester B. Pearson Building  
125 Sussex Drive  
Ottawa, Ontario K1A 0G2  
1-800-267-8376 or (613) 944-4000  
Fax: (613) 996-9709  
FaxLink (613) 944-4500  
EBBS 1-800-6281581 or (613) 944-1581

Canadian International Development  
Agency (CIDA)  
Industrial Cooperation Division (SEL)  
200 Promenade du Portage  
Hull, Quebec K1A 0G4  
Tel: (819) 997-8515  
Fax: (819) 953-5024

Department of Foreign Affairs  
and International Trade (DFAIT)  
International Finance Division (TPF)  
Lester B. Pearson Building  
125 Sussex Drive  
Ottawa, Ontario K1A 0G2  
Tel: (613) 996-6213  
Fax: (613) 943-1100

Export Development Corporation  
Place Export Canada  
151 O'Connor Street  
Ottawa, Ontario K1A 1K3  
Tel: (613) 598-2500  
Fax: (613) 237-2690



Canadian Commercial Corporation (CCC)  
Overseas Group  
50 O'Connor Street  
Ottawa, Ontario K1A 0S6  
Tel: (613) 996-0227  
Fax: (613) 995-2121

United Nations Development Business  
Subscription Department  
United Nations, GCPO Box 5850  
New York, NY 10163-5850  
Tel: (212) 963-8459  
Fax: (212) 963-1381

*International Trade Centres*

International Trade Centre  
P.O. Box 940, Station M  
1801 Hollis Street, 5th Floor  
Halifax, Nova Scotia  
B3J 2V9  
Tel: (902) 426-7540  
Fax: (902) 4262624

International Trade Centre  
5, Place Ville-Marie, Suite 800  
Montreal, Quebec  
H3B 2G2  
Tel: (514) 283-6328  
Fax: (514) 283-8794

International Trade Centre  
P.O. Box 1210  
1045 Main Street, Unit 103  
Moncton, New Brunswick  
E1C 1H1  
Tel: (506) 851-6452  
Fax: (506) 8516429

International Trade Centre  
Dominion Public Building  
4th Floor  
One Front Street West  
Toronto, Ontario  
M5J 1A4  
Tel: (416) 973-5053  
Fax: (416) 9738161

International Trade Centre  
P.O. Box 1115  
Confederation Court Mall  
134 Kent Street, Suite 400  
Charlottetown, Prince Edward Island  
C1A 7M8  
Tel: (902) 566-7443  
Fax: (902) 5667450

International Trade Centre  
P.O. Box 981  
Newport Centre, 8th Floor  
330 Portage Avenue  
Winnipeg, Manitoba  
R3C 2V2  
Tel: (204) 983-4540  
Fax: (204) 9832187

International Trade Centre  
P.O. Box 8950  
Atlantic Place  
215 Water Street  
Suite 504  
St. John's, Newfoundland  
A1B 3R9  
Tel: (709) 772-5511  
Fax: (709) 7722373

International Trade Centre  
The S.J. Cohen Building  
Room 401  
119 - 4th Avenue South  
Saskatoon, Saskatchewan  
S7K 5X2  
Tel: (306) 975-5315  
Fax: (306) 9755334

International Trade Centre  
 Canada Place, Room 540  
 9700 Jasper Avenue  
 Edmonton, Alberta  
 T5J 4C3  
 Tel: (403) 495-2944

International Trade Centre  
 300 West Georgia Street Suite 2000  
 Vancouver, British Columbia  
 V6B 6E1  
 Tel: (604) 666-0434  
 Fax: (604) 666-0954

#### ***Annex 4. Canadian Embassies, High Commissions and Consulates in Africa***

Algeria (People's Democratic Republic of)  
 Canadian Embassy  
 Street Address: 27 bis, rue Des Freres Benhafid,  
 Hydra, Algiers, People's Democratic  
 Republic of Algeria  
 Mailing Address: P.O. Box 225,  
 Alger-Gare, Algiers, People's Democratic  
 Republic of Algeria  
 Tel: (011-213-2) 69.16.11  
 Telex: (Destination code 408) 66043  
 (66043 CANAD DZ)  
 Fax: (011-213-2) 69.39.20

Côte d'Ivoire (République de)  
 Canadian Embassy  
 Street Address: Immeuble 'Trade-Center',  
 23, avenue Noguès,  
 Le Plateau,  
 Abidjan, République de Côte d'Ivoire  
 Mailing Address: 01 B.P. 4104, Abidjan 01,  
 République de Côte d'Ivoire  
 Cable: DOMCAN ABIDJAN  
 Tel: (011-225) 21-20-09  
 Telex: (Destination code 983) 23593 (DOMCAN CI)  
 Fax: (011-225) 22-05-30  
 Territory: Côte d'Ivoire, Benin, Burkina Faso, Mali,  
 Niger

Ethiopia  
 Canadian Embassy  
 Street Address: Higher 23, Kebele 12, House No. 122,  
 Old Airport Area,  
 Addis Ababa, Ethiopia  
 Mailing Address: P.O. Box 1130,  
 Addis Ababa, Ethiopia  
 Cable: DOMCAN ADDIS ABABA  
 Tel: (011-251-1) 713022  
 Telex: 21053 (DOMCAN ET)  
 Fax: (011-251-1) 713033  
 Territory: Ethiopia, Djibouti, Eritrea

Republic of the Niger  
 Office of the Canadian Embassy,  
 Sonara II Building, avenue du Premier Pont,  
 Niamey, Republic of the Niger  
 Mailing Address: P.O. Box 362,  
 Niamey, Republic of the Niger  
 Tel: (011-227) 75.36.86  
 Telex: DOMCAN 5264 NI  
 Fax: (011-227) 75.31.07

Egypt (Arab Republic of)  
 Canadian Embassy  
 Street Address: 5 Midan Al Saraya Al Kobra Street,  
 Garden City,  
 Cairo, Arab Republic of Egypt  
 Mailing Address: P.O. Box 1667 Kasr El Doubara,  
 Cairo, Arab Republic of Egypt  
 Tel: (011-20-2) 354-3110  
 Fax: (011-20-2) 354-7659  
 Territory: Egypt, Sudan

Cameroon (Republic of)  
 Canadian Embassy  
 Street Address: Immeuble Stamatiades,  
 rue de l'Hôtel de Ville, Yaoundé, Rep. of Cameroon  
 Mailing Address: P.O. Box 572, Yaoundé,  
 Republic of Cameroon  
 Tel: (011-237) 23-02-03/22-16-90/23-23-11  
 Fax: (011-237) 22-10-90  
 Email:  
 yunde\$\$paris.03\$gc+eaitc.aecce\$\$telecom.canada\$ca  
 Territory: Cameroon, Central African Republic, Chad

## Gabon (Gabonese Republic)

Canadian Embassy  
 Mailing Address: P.O. Box 4037, Libreville, Gabon  
 Tel: (011-241) 74-34-64/65  
 Fax: (011-241) 74-34-66  
 Telex: GO 5527 (DOMCAN 5527 GO)  
 Territory: Gabon, Congo, Eq. Guinea, Sao Tome & Principe

## Ghana (Republic of)

Canadian High Commission  
 Street Address: 46 Independence Avenue,  
 Accra, Republic of Ghana  
 Mailing Address: P.O. Box 1639,  
 Accra, Republic of Ghana  
 Tel: (011-233-21) 228555/228566/773791  
 Fax: (011-233-21) 773-792  
 E-mail: td.accra@accra01.x400.gc.ca  
 Territory: Ghana, Liberia, Sierra Leone, Togo

## Kenya (Republic of)

Canadian High Commission  
 Comcraft House, Hailé Sélassie Avenue,  
 Nairobi, Republic of Kenya  
 Mailing Address: P.O. Box 30481,  
 Nairobi, Republic of Kenya  
 Cable: DOMCAN NAIROBI  
 Tel: (011-254-2) 214-804  
 Telex: (Destination code 987) 22198 (22198  
 DOMCAN KE)  
 Fax: (011-254-2) 226-987/216-485  
 Territory: Kenya, Burundi, Rwanda, Somalia, Uganda

## Morocco (Kingdom of)

Canadian Embassy  
 Street Address: 13 bis, rue Jaafar As-Saddik,  
 Rabat-Agdal,  
 Kingdom of Morocco  
 Mailing Address: C.P. 709,  
 Rabat-Agdal,  
 Kingdom of Morocco  
 Tel: (011-212-7) 67-28-80  
 Fax: (011-212-7) 67-21-87

## Nigeria (Federal Republic of)

Canadian High Commission  
 Street Address: 4 Idowu Taylor Street,  
 Victoria Island,  
 Lagos, Federal Republic of Nigeria  
 Mailing Address: P.O. Box 54506,  
 Ikoyi Station,  
 Lagos, Federal Republic of Nigeria  
 Tel: (011-234-1) 262-2513/4/5/6  
 Fax: (011-234-1) 262-2517  
 E-mail:  
 lagos\*td\$\$paris.03\$gc+eaitc.aecec\$\$telecom.canada\$  
 ca

## Senegal (Republic of)

Canadian Embassy  
 Street Address: 4th Floor, Sorano Building,  
 45, boul. de la République,  
 Dakar, Republic of Senegal  
 Mailing Address: P.O. Box 3373,  
 Dakar, Republic of Senegal  
 Tel: (011-221) 23-92-90  
 Telex: 632 COMCAN SG  
 Fax: (011-221) 23-92-90  
 Territory: Senegal, Cape Verde Islands, Gambia,  
 Guinea-Bissau, Guinea, Mauritania

## South Africa (Republic of)

Canadian Trade Office  
 Street Address: Cradock Place, 1st Floor,  
 10 Arnold Street, Rosebank 2196,  
 Johannesburg, South Africa  
 Mailing Address: P.O. Box 1394, Parklands 2121,  
 Johannesburg, South Africa  
 Tel: (011-27-11) 442-3130  
 Fax: (011-27-11) 442-3325  
 E-mail: jburg@pret01.x400.gc.ca  
 Territory: South Africa, Lesotho, Mauritius, Namibia,  
 St. Helena, Swaziland

## Tanzania (United Republic of)

Canadian High Commission  
 Street Address: 38 Mirambo at Garden Avenue,  
 Dar-es-Salaam, United Republic of Tanzania  
 Mailing Address: P.O. Box 1022,  
 Dar-es-Salaam, United Republic of Tanzania  
 Cable: DOMCAN DAR-ES-SALAAM  
 Tel: (011-255-51) 46000/9  
 Telex: 41015 (41015 DOMCAN TZ)  
 Fax: (011-255-51) 46000/9 (Ask fax)  
 Territory: Tanzania, Comoros Islands,  
 Madagascar, Mauritius, Seychelles

## Tunisia (Republic of)

Canadian Embassy  
 Street Address: 3, rue du Sénégal, Place d'Afrique,  
 1002 Belvédère, Tunis, Republic of Tunisia  
 Mailing Address: C.P. 31, Le Belvédère 1002,  
 Tunis, Republic of Tunisia  
 Cable: DOMCAN TUNIS  
 Tel: (011-216-1) 796-577  
 Telex: (Destination code 409) 15324 (15324  
 DOMCAN TN)  
 Fax: (011-216-1) 792-371  
 Internet:  
 tunis\*td\$\$paris.03\$gc+EAITC.AECEC\$\$TELECOM  
 .CANADA\$CA  
 Territory: Tunisia, Libya

## Zimbabwe (Republic of)

Canadian High Commission  
 Street Address: 45 Baines Avenue,  
 Harare, Republic of Zimbabwe  
 Mailing Address: P.O. Box 1430,  
 Harare, Republic of Zimbabwe  
 Cable: CANAD HARARE  
 Tel: (011-263-4) 733-881  
 Telex: (Destination code 907) 24465 (24465  
 CANADA ZW)  
 Fax: (011-263-4) 732-917  
 Territory: Zimbabwe, Angola, Botswana,  
 Mozambique

## Zambia (Republic of)

Canadian High Commission  
 Street Address: 5199 United Nations Avenue,  
 (Longacres Area), Lusaka, Republic of Zambia  
 Mailing Address: P.O. Box 31313,  
 Lusaka, Republic of Zambia  
 Cable: DOMCAN LUSAKA  
 Tel: (011-260-1) 250 833  
 Telex: (Destination code 902) 42480 (DOMCAN ZA)  
 Fax: (011-260-1) 254 176  
 Territory: Zambia, Malawi

### Annex 5. *Member Countries of The African Development Bank Group*

There are 53 regional member countries of the AfDB and 24 non-regional member countries.

#### Regional Members

Algeria	Djibouti	Madagascar	Sierra Leone
Angola	Egypt	Malawi	Somalia
Benin	Equatorial Guinea	Mali	Sudan
Botswana	Eritrea	Mauritania	South Africa
Burkina-Faso	Ethiopia	Mauritius	Swaziland
Burundi	Gabon	Morocco	Tanzania
Cameroon	The Gambia	Namibia	Togo
Cape Verde	Ghana	Mozambique	Tunisia
Central African Republic	Guinea	Niger	Uganda
Chad	Guinea-Bissau	Nigeria	Zaire
Comoros	Kenya	Rwanda	Zambia
Congo	Lesotho	Sao Tome & Principe	Zimbabwe
Cote d'Ivoire	Liberia	Senegal	
	Libya	Seychelles	

*Non-Regional Members*

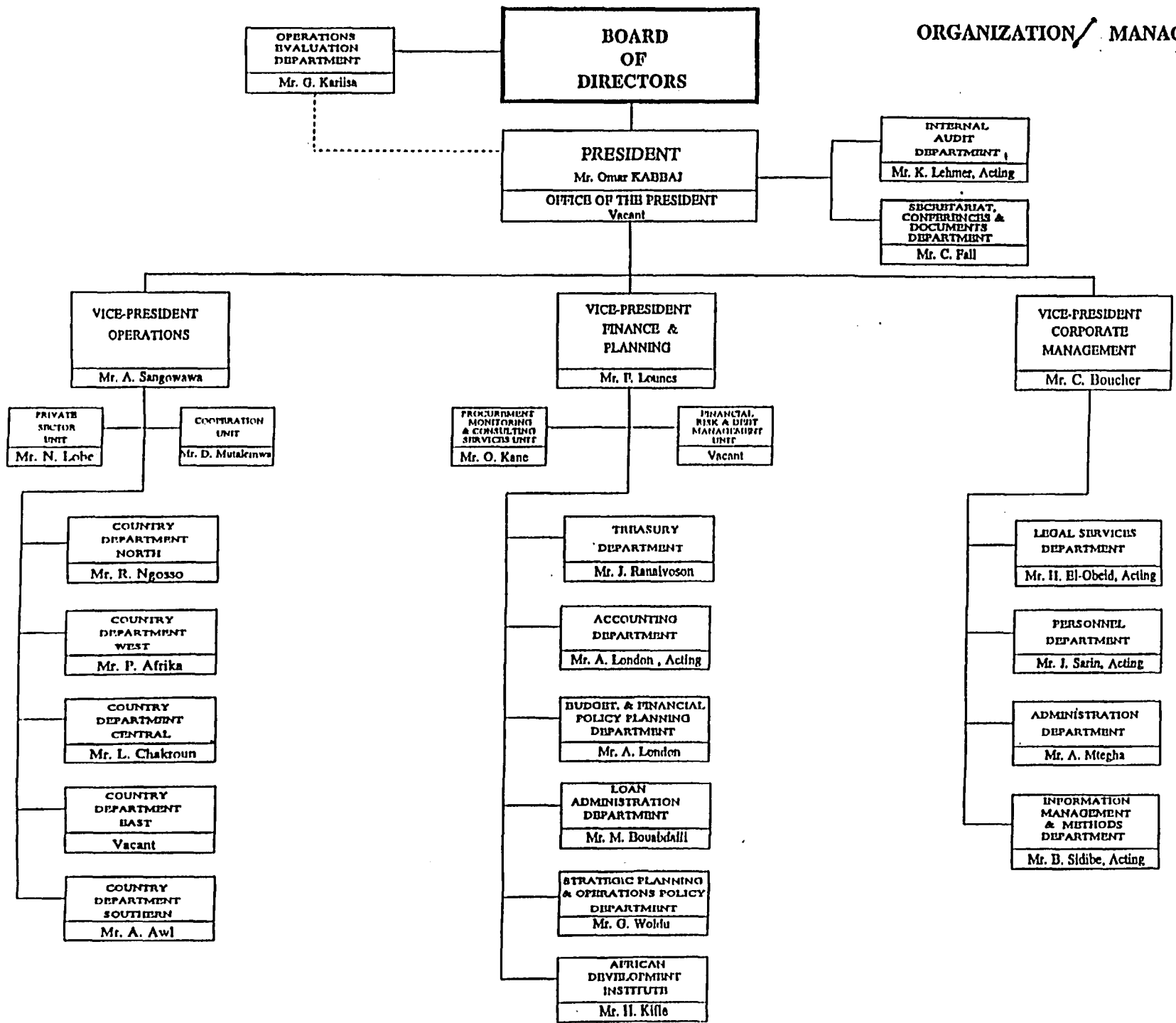
Argentina  
Austria  
Belgium  
Brazil  
Canada  
China

Denmark  
Finland  
France  
Germany  
India  
Italy

Japan  
Korea  
Kuwait  
Netherlands  
Norway  
Portugal


Saudi Arabia  
Spain  
Sweden  
Switzerland  
United Kingdom  
United States

ORGANIZATION / MANAGEMENT CHART



Annex 6. Organization Chart of the African Development Bank

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