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**Contracts and
Opportunities
African
Development Bank**

**Guide for
Canadian Consultants and
Manufacturers**



**External Affairs
Canada**

**Affaires extérieures
Canada**

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*Awarding of Contracts and
Potential Opportunities
with the African
Development Bank*

*Guide for
Canadian Consultants and
Manufacturers*

43-248-844

Africa Trade Development Division (GAT)
Department of External Affairs
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Dept. of External Affairs
Min. des Affaires extérieures

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I. INTRODUCTION

During 1984, the African Development Bank (ADB) Group* was committed to lending 1,062.24 billion UC** to finance its annual loan program consisting of 86 projects.

The Bank's potential is growing steadily, since the 1984 loan program represents a 19.7 per cent increase over the one in 1983. So far, the ADB has granted loans in the cumulative amount of \$4.8 billion (U.S.), for projects involving public utilities and various infrastructures.

It appears that Canadian firms are not taking full advantage of the potential contracts available through the financing operations of this important regional institution.

This document is intended to explain the procedure for awarding contracts and the opportunities offered by the ADB, and to assist Canadian consultants and suppliers in better understanding the conditions necessary for successful bidding on these potential contracts.

* African Development Bank, African Development Fund and Nigeria Trust Fund

**1 UC = \$1.30 Canadian

II. THE ABCs OF THE ADB

1. Sources of Information for Business

Companies that wish to take advantage of the contracts offered by the ADB should first consult the quarterly summary of the Bank Group's operations and its annual loan program published in November each year. Copies of these documents are available in the commercial division of the Embassy in Abidjan, in commercial divisions of Canada's embassies throughout Africa, and in Canada in the Africa Trade Development Division (GAT), Department of External Affairs.

When reading these documents, your firm will identify projects which correspond to its professional capabilities and fields of expertise. You may select several projects of interest and then telex the commercial division at Abidjan, identifying as specifically as possible the project name(s) and the recipient country. The information required would include the following:

- the present stage of the project;
- costs and components: proportion of cost of services and cost of equipment;
- equipment needs;
- types;
- names and addresses of the executing agency;
- probable timetable of project until the loan agreement is signed;
- pre-qualification schedule for consultants, if applicable;
- approximate period for evaluation by Bank experts;
- names of other funding bodies and the components they are funding;
- names of Bank experts responsible for each successive stage of the project(s).

Needless to say, companies should limit themselves to investigating a few projects that they are capable of completing. For strategy reasons, they should focus their action plan on regions of the African continent and countries that they know well, and on their main fields of specialization. To have an overabundance of Canadian competitors on the same projects would not benefit any of the companies.

Once it has the information required on the desired project or projects, the company can concentrate its market development efforts on the executing agency involved. Direct contact with the particular executing agency will give the company an opportunity to introduce itself, to gather information about progress on the project, to initiate a dialogue about supplies, and to put itself in a good position for future tender calls. Meanwhile, the ADB project liaison officer at the Abidjan Embassy can brief the Bank experts on the company's history and can officially inform the Bank of the interest taken by the company in the project.

When visiting the executing agency, your representative will make a technical presentation on the company's professional qualifications and its experience related to the project under discussion. The purpose is to create the most favourable image possible for your company and to leave explanatory brochures detailing your firm's technical qualifications. This interview should be followed up immediately with a letter to the executing agency itself and one to the Canadian trade mission accredited to the borrowing country — the Canadian International Development Agency (CIDA) field representative in embassy offices such as Kigali, Niamey, etc. You should send copies of your materials to the commercial division of the Embassy at Abidjan, so that the ADB authorities may be reminded of your interest in the project when they are visited by a liaison officer from the embassy. Finally, it is recommended that you meet with the project officers and experts in the executing agency as often as necessary in order to keep up to date with the latest developments in the project and to make yourself a familiar and respected visitor. You should certainly not neglect the personal-relations aspect which is essential to your success on the African continent.

In the course of their visit to the executing agency, the representatives of the consulting engineering companies should identify and evaluate the various avenues for co-operation and association with their local counterparts. More and more African consulting firms are wishing to participate in ADB projects. Some of them are already enjoying considerable success. The Bank and the recipient countries have for some time been expressing this preference in their criteria for selecting companies. An association can certainly contribute toward reducing 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 (for 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, 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 the proposals received; selection of one of them; and finally negotiation of the contracts for implementation of the project. All these steps are governed by a series of controls at each stage: when 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 summary of operations, from the information records prepared by the Bank, or from the project officer himself.

2. Registering your Firm

The Bank maintains a file of individual consultants, firms of consulting engineers, contractors, and suppliers of goods and equipment. Putting a company on one of these lists does not in any way constitute formal approval nor does it confer any right or priority with respect to selection by the Bank or its borrowers.

The Bank prefers to approve a short list of companies for each individual project, rather than to establish a long list of generally qualified firms. For this reason, these lists are primarily intended as a directory of the professional references of various companies, that may be consulted by the Bank's experts when they are drawing up the approved short lists.

You may obtain one of these registration forms from the Bank's registry office, the Embassy in Abidjan, or the Africa Trade Development Division, Department of External Affairs (GAT).

III. AWARDING OF CONTRACTS

One essential condition for success in dealings with any international financial institution is knowing the path taken by a project, particularly between the initial study stage and the awarding of financing. Only with a good grasp of these mechanisms will firms be able to participate effectively.

Project preparation in the ADB is no different from that in other similar agencies such as the World Bank. The project cycle consists of five major stages: identification; preparation; evaluation; negotiation and granting of credit; and the implementation, execution and post facto evaluation of the project.

Identification

A project is chosen when there is agreement between the designated priorities of the borrowing nation's national development plan and the priorities of the Bank itself. During this phase, the Bank sends out its experts to conduct a preliminary in situ examination of the project and to make contact with the local authorities. At this stage, any information received may alert companies to possible opportunities in their own sectors of interest.

Preparation

This stage is the responsibility of the borrowing country. It involves many studies (technical, economic, financial, institutional and so on). The consultants are selected at this stage and their work will be decisive in determining the nature of goods and services required for the project. Suppliers of goods should obtain information regarding the types and specifications of equipment designated by the project's executing agency, the consulting engineers chosen to prepare the project, and the Bank project officer involved.

Evaluation

During this phase, the Bank's experts verify all the elements of the project. The purpose is to justify not only

the usefulness of such elements, but also their technical feasibility. After several visits to the field and many amendments, an evaluation report is written and submitted to the Board of Directors for approval. In the meantime, the Bank's loan committee negotiates and agrees with the borrowing country regarding technical and financial terms (signing of the loan agreement). During the evaluation, consideration is given to the nature of goods and services to be financed and the best method for obtaining these. The evaluation report is a very good source of information about the project schedule and the nature and quantity of supplies subject to tender.

Implementation

Once financing is arranged, the borrowing country wishes to go ahead with the project as quickly as possible, and so proceeds to selection of consultants, contractors and suppliers through an international call for tenders. The Bank personnel (in the department of country programs and in the project department) monitors the progress of the project in order to ensure that the acquisition of goods and services conforms to the Bank's guidelines as set out in the loan agreement, and that the borrower has set fair conditions for all firms submitting bids. When the loan conditions have been met and as the work progresses, the Bank makes disbursements according to the terms of the loan agreement.

Finally, it should be noted that while the principle of international calls for tender is the Bank's golden rule for awarding contracts, there are certain variations in its application, for instance:

- preference for local businesses. During the past decade, an increasing portion of ADB contracts has gone to local companies. This share is about 15 to 20 per cent of all contracts. *Thus Canadian companies absolutely must form associations with their African counterparts;*
- calls for tenders for supplies are in many small lots, effectively favouring participation by specialized manufacturers and local small and medium-sized businesses;
- in some sectors where supply is very concentrated, the companies are often contacted directly.

Post Facto Evaluation

The purpose of such retrospective evaluation is to assess the project's impact in terms of its initial goals and to learn from the experience acquired during the process of carrying it out.

Bank Group contracts account for 20 per cent of the Bank's activities, civil engineering works for 30 per cent, and capital equipment for 50 per cent. The annual loan program gives a precise indication of the key sectors of Bank Group participation. Your firm is advised to begin enquiries as soon as projects appear in the quarterly review of operations issued by the Bank group. This will make it possible for you to get a head start by meeting the officers responsible within the executing agencies and project and loan officers at the Bank. It will also allow you, if necessary, to find a good agent in the borrowing country to watch over the project's progress and to anticipate the call for tenders.

Experience has shown that it is important for firms to have information about projects well before the call for tenders. Everything is not necessarily decided at this stage, but the company that discovers a project only when the call for tenders goes out will have a decided handicap in competing with those who have had time to prepare. The deadlines for responding to calls for tenders are usually very short, often six weeks or two months, and much of that time will be taken up obtaining the specifications and sending in the bids. It is, therefore, in the best interest of firms to obtain any information that may be available before the call for tenders.

IV. FIRST STEPS

1. At the Africa Trade Development Division (GAT)

Suppose you have heard that Canada provides capital to the African Development Bank Group and you would like to try your luck on one of the many projects financed by this institution.

Your first step is to obtain information from the Africa Trade Development Division, Department of External Affairs, where the officer responsible for ADB projects will suggest that you register your firm and then have a look at that Division's copies of the Bank's annual loan program, the project cards and the latest quarterly summary of the Bank Group's operations, to select some projects of interest to you.

This first essential step will help you to identify and to solve a few project problems in some countries of your choice. The officer responsible for ADB projects in the Africa Trade Development Division (GAT) can advise you on the best ways of developing a market in the context of ADB projects on the African continent.

Another important step will be asking the ADB project liaison officer in the Canadian Embassy, Abidjan, for some useful information concerning your project or projects, such as degree of progress achieved or deadlines. The reply to your telex will enable you to better prepare your visit to the implementing agency in the country that is receiving the loan.

2. With the Executing Agency

Once you have the project information in hand, you must travel to the project site to meet those in charge.

In addition to completing your technical information on the project, you will have to clearly present the experience and professional references of your company to the project director. At the close of your meeting you should submit to the project director a "letter of intent" to officially express your company's desire to participate in the consultations. A copy of this letter may be sent by the Embassy in Abidjan to the ADB Country Programs Department.

The choice of a consulting engineering firm is usually made by preparing a short list (ADB guidelines require that firms from various continents be represented) or through a call for pre-qualification of companies if the number of interested firms or the specific nature of the project so requires. According to the Bank's experts, consulting firms that are most successful with Bank Group projects are those that are willing to go to see the executing agency two or three times. *It might be worthwhile for Canadian companies to associate themselves with partners or local consulting firms to maximize their chances of success at a relatively low cost.*

Some facts you should check include the dates of calls for tenders, the composition of various supply lots, and the best methods for sending your offer in before the deadline. Do not forget that any tasks not specifically assigned to the Bank are the responsibility of the executing agency, including the call for tenders and the selection of successful bidders. International tender calls are published in *Development Forum* and in a local newspaper. Remember to inform the CIDA field representative of your interest in a project. He will keep you posted on the project's progress.

The first step in the selection process is verifying the technical content of the tenders, and ensuring that they conform to the terms of reference and the task at hand. The technical tender that is most valuable and relevant to the project is chosen first. The next consideration is whether the financial aspect is within the limits of the proposed budget. The following factors are taken into account:

- Consulting engineers:
 - general reputation of the company;
 - technical qualifications and general experience;
 - experience in similar projects;
 - knowledge of the country and project environment;
 - adequacy of the work plans and proposed approach;
 - qualifications of personnel responsible for providing services and particularly the proposed leader (here, association with a local company might earn you points).
- Suppliers of goods:
 - quality and availability of proposed equipment and of spare parts;

- availability and quality of after-sales service;
- length of time required to deliver equipment, parts and so on.

Once the executing agency has made its final selection, copies of all technical and financial proposals from the firms that answered the call for tenders or that were invited to submit tenders will be sent to the ADB where the appropriate division, acting as an expert committee, will verify the methods and operations used by the executing agency in its call for tenders. It is, in fact, a matter of verifying whether the process was conducted in accordance with the guidelines on the acquisition of goods and services issued by the Bank and accepted by the borrowing countries in signing the credit agreement. Unless expressly ordered otherwise, only the executing agency is the official recipient of submissions.

Similarly, Canadian companies sometimes forget to indicate the date on which their tenders expire. The date to which a tender is valid should be clearly indicated and distant enough that the executing agency may compare and evaluate it. Enough time must be allowed for the recommendation that the tender be studied by the Bank, for obtaining final approval, and for informing the successful bidder in time to sign the contract before the deadline.

3. At the Bank

On the way home, it is advisable to stop in Abidjan to take stock of your plans with the ADB project liaison officer, to clarify the final points, and to carry out the follow-up required for your project or projects.

In order to maximize the results of this visit, you should keep to essentials. Meeting the greatest number of experts in these few hours will not get you farther ahead. You should limit your activities to only a few sectors or, better yet, to a few projects. Before your interviews, prepare your topics so that you can get exact answers to your requests for information. If not, you may find yourself leaving with no more information than when you came. Plan your interviews carefully, asking about specific subjects, chosen in advance. A good interview should not take more than 20 minutes, since the Bank experts are often very busy. Taking longer can only create a poor impression.

When you visit the Bank, you should meet with the following officials, although it is becoming increasingly difficult to do so owing to the large number of company representatives waiting in line. *Thus you should limit these meetings to the essential points.*

- *The division chief of the sector you are interested in:* this official is responsible for a team of experts who study, evaluate and monitor projects in one of the Bank's sectors of specialization. The division chief will be able not only to give you valuable information about a project, but also to provide information about other projects in that division and to tell you which experts are responsible for specific projects;
- *The project officer:* this expert is responsible for several specific projects and will be your key contact with respect to technical data on the project; and
- *The loan officer:* he acts as a geographical desk officer, is familiar with the situation regarding loan agreements in the countries he is responsible for, and with other projects that may eventually come into the Bank system.

It is never a wasted effort to present these officials with your company's professional references and leave them some explanatory brochures. These should not be too exhaustive, but should simply outline your major areas of activity and your professional experience in Africa. The experts do not have time for deep consideration of all the material left by consultants and manufacturers. They will remember you from these "snapshots" of your strongest sectors and African experience.

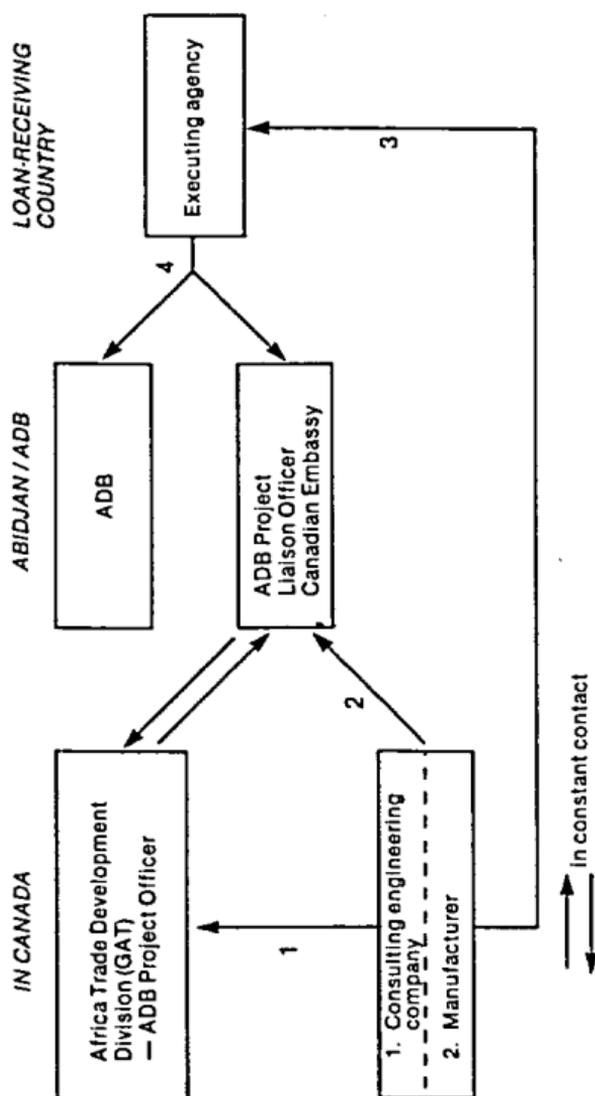
This preliminary work may pay off one day, particularly if you have registered your most able experts as individual consultants who can provide services as project evaluators for the Bank. Such experts are called upon to participate from time to time, on short-term contracts, in the preparation, evaluation or supervision of work, or in economic or sectoral studies in borrowing countries. When specific experience is required, the choice of an individual consultant is made on the recommendation of the project officer who looks at the individual records of consultants registered with the Group and selects the most suitable candidate.

This kind of experience not only makes your company noticeable to the Bank's sectoral experts but also has the advantage of gaining recognition for your professional capabilities. Your firm can then learn the ADB's

working methods and establish more personal relationships with the various experts in this financial group; this is an advantage that should not be overlooked. The Canadian Technical Assistance Fund had this type of experience in mind when it made available to the Bank the sum of \$4.5 million to finance studies for identifying viable projects and for determining whether they could be assessed in advance. Needless to say, this fund, which is for Canadian competitors only, will give many companies greater familiarity with the Bank's rules and methods of operation.

4. Outline of Suggested Procedure

To conclude these "initial steps" required to win a contract with the ADB, the procedure has been outlined in diagram form.



1. Preliminary request for information on ADB projects. Meeting with officer responsible for ADB projects, if necessary.
2. Telex for information on project stage, deadlines, etc.
3. Visit to executing agency to complete the information, express interest in the project and introduce oneself. This visit may serve to identify and select a local partner for the project or to find an officer in the case of a manufacturer. Explain your project to the CIDA field representative and to the commercial delegate accredited to the loan-receiving country.
4. On returning, visit the Abidjan Embassy to meet with the ADB project liaison officer, register at the Bank, and complete the follow-up for your project or projects.

V. SUPPLIERS OF GOODS AND NEW TECHNOLOGY

The procedure used by suppliers of goods does not differ noticeably from that for firms of consulting engineers. Registration on the Bank's list of equipment suppliers is only the first step. As a manufacturer interested in the vast potential offered by the ADB, you should begin by systematically identifying the projects that may require your products. Then, you should meet the project director in the executing agency and the consulting engineer who is drawing up the project's technical specifications. Such meetings will serve as an introduction for your product, your interest, and your manufacturing ability.

The battle for ADB contracts is fought in the field, and a Canadian supplier is well advised to associate himself with the commercial section of the Canadian Embassy responsible for the borrowing country in order to find a local representative who will promote the product at the proper moment and will watch carefully over developments in the call for tenders in his country.

Because European companies already have well-established distribution networks in Africa, Canadian manufacturers should double their efforts to have their products become known and accepted, and also to build a reputation for quality and professional service with African customers.

As for the newer types of technology, ADB contracts represent a good opportunity to introduce new technology to the African continent. Very few Canadian firms are using their technological advantage to make themselves known to the experts at the ADB and the executing agencies. It is always possible for the commercial section in Abidjan to assist in organizing a meeting with the ADB's experts to show them new equipment, procedures or methods that can improve the cost-benefit position of a given project.

A concrete example of technology transfer appropriate to Africa in the field of energy transmission is the system of capacitive coupling developed by a Montreal firm.

This technology enables towns and villages along the electrical transmission lines to draw enough electricity for their own needs without increasing the project costs significantly. Other new technology could be integrated into ADB-financed projects, thus increasing their immediate profitability, in the fields of health, telecommunications, or transportation, for example.

VI. A FINAL REMINDER

The Africa Trade Development Division (GAT) in the Department of External Affairs is most interested in the opportunities presented by African Development Bank Group contracts. The projects financed by the Bank will be worth about \$15 billion by the year 2000.

This interest is a major reason behind Canada's contribution of \$7 million to the financial institution as part of the bilateral technical assistance fund which, from 1984 to 1988, will make it possible to assign Canadian experts and consultants to Bank headquarters, pay for training of ADB personnel or officials from countries that borrow from Canada, and finance pre-investment studies on projects that may go into the Bank group system.

In order not to be left behind, the commercial sections in Canadian embassies on the African continent are making every effort to keep informed about the latest developments on projects and to send details to the various Canadian companies active in their areas. To take advantage of the services your government offers, you need only use this information positively and with their assistance you will be able to create a strategy to maximize your chances of success on these markets. The experience acquired in the field by many Canadian companies that have participated in the bilateral programs of CIDA and in the Industrial Co-operation Program is virtually a pre-requisite for success on these complex and difficult markets that do not always produce short and medium-term results.

VII. APPENDICES

APPENDIX A — YOUR ROAD MAP

The purpose here is to help you to plan and organize your pursuit of markets with the ADB. Have you...

In Canada

- contacted the ADB project representative in the Africa Trade Development Division (GAT) of External Affairs (tel: (613) 990-8133) or the international trade representative in the Department of Regional Industrial Expansion (DRIE) of your province?
- consulted the following documentation: the annual loan program, the latest quarterly summary of projects, and the project evaluations?
- discussed your market development plan with the ADB project representative in the Africa Trade Development Branch (GAT)?
- contacted the Canadian Embassy in Abidjan (telex 23593) to obtain information on the latest project stage, and the schedule for preparation and probable execution of the project?
- contacted, if necessary, the Canadian Embassies or their offices in the ADB project countries to inform them of the purpose of your visit and to arrange a meeting with those responsible for carrying out the project?
- consulted with the authorities in Canada (embassy, consulate, etc) of the countries receiving the ADB loan to gain information about the entry requirements for these countries (visa, vaccination, etc.)?

In the Project Country

- presented the professional references of your company to the project director, left a "letter of intent" officially expressing your desire to participate in the project, along with your company's brochures?
- explored, identified and started discussions to associate yourself with a local company or to find an agent?
- followed up your meetings with the Canadian commercial delegate accredited to the country receiving the loan, or if necessary, with the CIDA field representative?

In Abidjan

- informed the ADB project liaison officer of your visit and its purpose and of the meetings desired?
- given priority to meeting with the ADB project liaison officer in the Embassy's commercial section in order to discuss your project or projects; left your documentation, including Bank registration forms, copy of your letter of intent, brochures, etc., to be followed up with the Bank authorities?
- met with the project and loan officers at the Bank who are responsible for your project in order to obtain all your information and to express your interest?
- upon returning to Canada, followed up regularly with the executing agency, your field officer, the Abidjan Embassy or the Africa Trade Development Division at External Affairs?

APPENDIX B — ADMINISTRATIVE ORGANIZATION OF THE ADB

The organization of the ADB takes into account not only the nature of this institution but the national interests which it represents. The Bank has three levels of authority: the Board of Governors, the Board of Directors and management. The rest of the Bank consists of its various departments and services.

The Highest Authorities

1. The Board of Governors

Every member country has a governor representing it. The Board meets once a year to review the Bank's general policy decisions and decide on new action plans as presented by the Board of Directors or the Bank management. The Board also reserves the right to admit new members, increase capital, amend by-laws and handle elections of the Board of Directors and the President.

Canada is represented on the Board by the Secretary of State for External Affairs.

2. The Board of Directors

Members are elected for three-year terms by the Board of Governors. Consists of 18 directors. Members are responsible for general operations of the

Bank. The Canadian Director, Mr. Georges Proulx, is also designated for the following countries: Spain, Yugoslavia, South Korea and Kuwait.

3. **President and Managing Director of the Bank and Chairman of the Board of Directors**

Elected by the Board of Governors for a five-year term, which is renewable. The President manages the Bank's current operations, is responsible for staff organization and is the Bank's legal representative. He is assisted in his duties by four vice-presidents who, with himself, constitute the Bank's management. The vice-presidents are appointed by the Board of Directors.

The Operational Side

The Bank's operations are carried out by 15 departments and services, including the following:

1. **The Office of the Secretary-General**

Responsible for executing the decisions of the Board of Governors and the Board of Directors, for organizing the Board's documents, and for legal and protocol questions with the host nation.

2. **The Offices of the Legal Advisor and Internal Audit**

Responsible for providing legal services, advice to the Bank management and monitoring of its activities.

3. **Planning and Research Department**

Responsible for carrying out studies, especially on questions of general policy and development of interest to the Bank's member countries.

4. **Country Programs Departments**

Two departments, responsible for maintaining close relations with member countries and preparing programs for member countries in the following subregions of Africa:

North Africa: Morocco, Algeria, Tunisia, Djibouti, Somalia, Libya, Egypt, Sudan

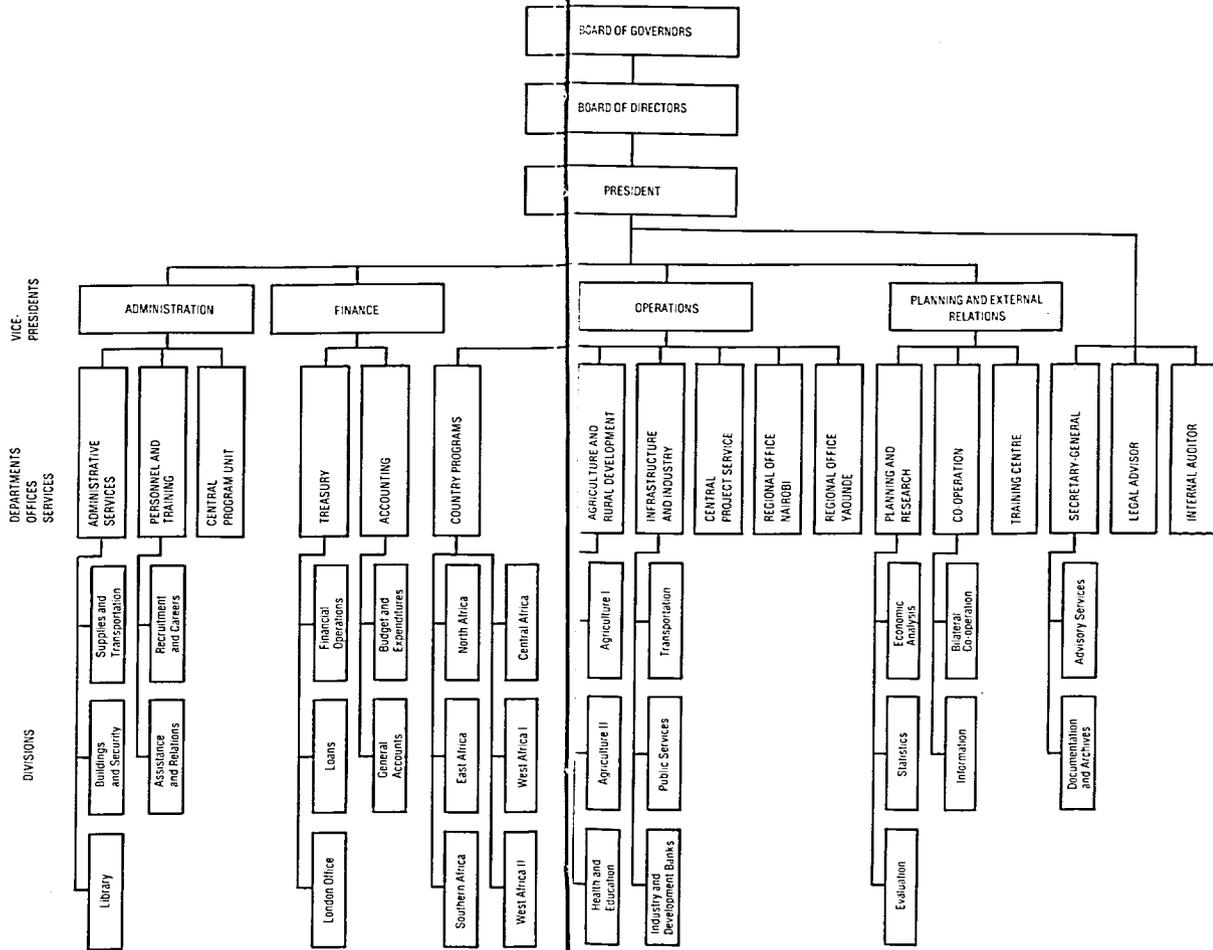
East Africa: Burundi, Madagascar, Uganda, Seychelles, Ethiopia, Rwanda, Comoro, Mauritius, Kenya

Southern Africa: Botswana, Lesotho, Malawi, Mozambique, Zambia, Swaziland, Zimbabwe, Tanzania

- Central Africa: Zaire, Equatorial Guinea, Gabon, Angola, Sao Tomé, Cameroon, Chad, Central African Republic, Congo
- West Africa I: Mali, Senegal, Burkina Faso, Niger, Ivory Coast, Mauritania, Togo, Benin
- West Africa II: Nigeria, Sierra Leone, Liberia, Gambia, Ghana, Guinea, Cape Verde, Guinea-Bissau

5. **Agriculture and Rural Development Department**
Responsible for identifying, preparing and evaluating projects and for supervising projects in progress in this sector.
6. **Infrastructure and Industry Department**
This department's responsibility covers the same tasks as above, in its sectors.
7. **Co-operation Department**
Its responsibility is mobilization of financial resources from bilateral and international sources for technical assistance and making the Bank's goals and activities internationally known.
8. **Central Project Unit**
Responsible for assisting the vice-chairman of operations in co-ordination of activities of the operational departments.
9. **Other Services**
 - Treasury department
 - Accounting department
 - Personnel and training department
 - Administrative services department
 - Central program unit

ORGANIZATION CHART — AFRICAN DEVELOPMENT BANK



APPENDIX C — USEFUL ADDRESSES IN CANADA AND AFRICA

1. In Canada

Department of External Affairs
Africa Trade Development Division (GAT)
Attn: Mr. Denis Thibault, Deputy Director
Ottawa, Ontario
K1A 0G2
Telephone: (613) 990-8133

2. Ivory Coast

Canadian Embassy
Attn: Counsellor (Commercial Affairs)
01 BP 4104, Abidjan 01
Edifice Trade-Center
Cable: DOMCAN ABIDJAN
Telephone: 32.20.09
Telex: (983) 23593
(DOMCAN CI)

3. Canadian Embassies in Africa

ABIDJAN, Ivory Coast: Mali, Burkina Faso, Niger,
Liberia, Sierra Leone

ADDIS ABABA, Ethiopia: Djibouti
Unity Square
P.O. Box 1130
Cable: DOMCAN ADDIS ABABA
Telephone: 15.11.00; 15.92.00
Telex: 21053 (DOMCAN ADDIS)

ALGIERS, Algeria
27 bis, rue d'Anjou
Hydra
C.P. 225, Gare Alger
Cable: CANAD ALGER
Telephone: 60.66.11
Telex: (408) 52036 (CANAD ALGER)

CONAKRY, Guinea
P.O. Box 99
Telephone: 46-37-33; 46-37-32; 46-36-26
Telex: (0995) 2170 (DOMCAN GE)

DAKAR, Senegal: Gambia, Guinea-Bissau, Mauritania, Cape Verde Islands
45, avenue de la République
C.P. 3373
Cable: DOMCAN DAKAR
Telephone: 21.02.90
Telex: 632 (DOMCAN SG)

HARARE, Zimbabwe: Zambia, Mozambique, Malawi, Botswana
45 Baines Avenue
P.O. Box 1430
Cable: CANAD HARARE
Telephone: 79.38.01
Telex: (907) 4465 (4465 CANADA ZW)

KINSHASA, Zaire: Burundi, Rwanda, People's Republic of Congo, Angola
Av. Wangata et boul. du 30 juin
Edifice Shell
C.P. 8341
Cable: DOMCAN KINSHASA
Telephone: 22-706 and 24-346
Telex: (982) 21303 (21303 DOMCAN ZR)

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Ikoyi Station
P.O. Box 54506
Cable: CANADIAN LAGOS
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6 Sharia Mohamed Fahmi el Sayed
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Kasr el Doubara Post Office, P.B. 2646
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Telex: (91) 9-2677 (CANCAR UN)

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Comcraft House
Haile Selassie Avenue
P.O. Box 30481
Cable: DOMCAN NAIROBI
Telephone: 334033/6
Telex: (987) 22198 (DOMCAN)

PRETORIA, South Africa: Lesotho, Swaziland,
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APPENDIX D — BIBLIOGRAPHY

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 - *Loans and Investments*
 - *Technical Assistance*
 - *Basic Data*
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