# Proposal for Establishment of External Representation Offices (EROs)

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Executive Summary

As a part of negotiating the General Capital Increase, the Bank made a commitment to examine the establishment of External Representation Offices (EROs). These EROs would enable the Bank to engage more actively with key stakeholders in non-regional member countries with a view to enhancing dialogue and promoting innovative approaches to mobilize necessary resources to support the mid-term Strategy and its development agenda. In this regard, Management had commissioned a Feasibility Study, which was completed in April 2011. The study was conducted by an external consultant with the support of a Bank-wide Task Force.

This report is based on the results of the Feasibility Study. The report also addresses concerns raised during the Informal Board meeting of 21 June 2011. These concerns relate to: i) strengthening of the business case (rationale, complementarity with decentralization, mission, objectives and expected results); ii) Experience of sister institutions with their external representation offices and lessons learned; iii) Tailoring the Terms of Reference of EROs to the region they serve; iv) Strengthening the human resources requirements; v) KPIs; and vi) Gradual implementation of the EROs over a 3 year period.

The principal objectives of the External Representation Offices lie within three generic areas, namely: (i) External Partnership and Dialogue, (ii) Knowledge dissemination and Exchange, and (iii) Business and Investment Promotion. The expected main results of these offices include: i) improved awareness about African development issues; ii) enhanced Bank profile and brand recognition with stakeholders in N-RMCs; iii) increased financial resources mobilized from the Non-Regional Member Countries (N-RMCs); iv) heightened private sector understanding of Bank policies and procedures; v) improved business and investment opportunities for public and private sector actors from N-RMCs; vi) reduced number of trips from the Headquarters; vii) increased number of applicants (qualified staff and consultants) from N-RMCs. The establishment of the EROs will not negatively impact the decentralization, as each initiative has its distinct function and specific budgetary allocation. Field offices will benefit from the actions of EROs including in resource mobilization from international financial markets, co-financing; promotion of public-private partnership in the areas of infrastructure, energy and climate change, and support of regional integration initiatives. It is therefore evident that the EROs are complimentary to the decentralization.

Benchmarking with other multilateral institutions indicated that most partners have representation offices strategically located for enhanced outreach. The Asian Development Bank has offices in Frankfurt, Washington DC, and Tokyo; the Inter-American Development Bank in Paris and Tokyo, while the World Bank is present in London, Paris, Brussels, Berlin, Rome, Geneva and Tokyo. The Bank had two external representation offices in the past in Washington DC and London, which were closed on restructuring in 1994 along with the field offices in Africa. The lessons learned were mainly on office management and operational effectiveness, which are incorporated in the proposal of the new EROs.

Accordingly, Management proposes to establish EROs in the following regions: Asia, the Americas and Europe.

The analysis of the different locations in the three regions led to the following conclusions:

(i) **Tokyo** is the most suitable location for fulfilling the ERO objectives in Asia. This is due in large part to Japan’s overwhelming support to the Bank, its capital markets\(^1\), the potency for

\(^1\) Tokyo is one of the largest and most active financial centers in the world.
resource mobilization as well as the opportunity it offers for increasing the interest of the potential Asian partners in the Bank’s business. The Bank’s Office in Tokyo will play a critical role as a bridge between African counties and the dynamic economies of Japan, South Korea, India and China. In addition, it will help attract new member countries such as Singapore and Australia. In Asia, the Bank presence would promote its brand and provide access to “think-tanks” and an opportunity to influence policy about Africa. It can also help communicate better with investors due to the language barrier. Furthermore, an office in Tokyo can leverage its excellent logistic for covering other Bank member countries in Asia.

(ii) Washington DC is the best-fit location to host the Bank’s representation in the Americas because it provides access to a large base of potential development partners, including the Bretton Woods institutions, the US Congress, and private sector players in a capacity not found elsewhere in this region. Washington DC is an excellent location that will enable the Bank to promote knowledge and experience exchange, to maintain close relation with the various decision-making centers and “Think-Tanks” and will provide an opportunity to shape policy about Africa while influencing Bank policies based market realities. Moreover, Washington DC is well located for conveniently reaching north-American cities vital to the Bank’s business such as New-York the first financial and diplomatic center in the World with a number of investments banks, the UN agencies and other international financial institutions. In the Americas, the importance of maintaining close relationships and developing business opportunities for the Bank and the African Continent with the various decision-making centers, the Private sector, and other stakeholders in, the region, cannot be over emphasized. The Bank’s Office in Washington will play a critical role in fostering and further strengthening the economic ties with Canada, Brazil and Argentina. In addition, it will serve to attract new members such as Mexico.

(iii) Paris is identified as the suitable location for the Bank’s external representation in Europe as it is home to many international organizations, including the European office of the Inter-American Development Bank, the Organization for Economic Co-operation and Development (OECD), a multitude of Development focused NGOs, well established financial market and a private sector population well versed in doing business in Africa. As the seat of many African socio-economic development initiatives, a good number of which are associated with UNESCO, Paris is best placed to serve as a coordination hub, which could bring the Bank closer to other sister organizations involved in similar activities (FAO in Rome, the World Bank office in Paris, UN-based offices in Geneva). A representation Office in Paris would provide continuity to the Bank’s excellent relationship with French institutions as well as a platform for greater exchange and collaboration with many local partners. France maintains high interest in supporting the development agenda in Africa at large. Moreover, Paris is centrally located and has excellent transport and logistics facilities, which will enable a Paris based ERO to conveniently cover all European member countries. Paris is also a venue for hosting international conferences for both public and private sectors on global development opportunities and challenges. The office would equally and efficiently serve all European N-RMC interests. It would also provide an ideal vantage point to identify and positively engage potential new members in the region likes of Russia, and Poland.

Taking into account the previous experience of the Bank and other development institutions, it is proposed that the offices be launched initially with three core staff: a Head of Office; a Communications Officer, and an Executive Team and Finance Assistant with anticipation that staffing level could be adjusted overtime as the need arises. The Head of Office will be an international position while the Executive Team and Finance Assistant, and the Communications Officer will be

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2 Washington is home to the World Bank Group (IBRD, IFC, MIGA), the IMF, IaDB and a large number of other international development organizations.
locally recruited. At present, the feasibility study confirmed the ability of one office to adequately serve a region, however, should the need for external expansion (i.e. into another country) deemed necessary due to increased activity or specificities on the ground, management will take it into review and take the appropriate actions. A monitoring and evaluation framework comprising quarterly progress reporting, measurable performance indicators, and technical, financial and management audits has been developed to ensure success of the EROs. The proposed Key Performance Indicators (KPIs) are designed to measure the outputs from each office, hence ensuring operational effectiveness. The Heads of Office of EROs will report to the Vice President and Chief Operating Officer (COO), who will oversee the various functions of the EROs. As Bank-wide coordination mechanisms and information flows (including through SMCC and OPSCOM) are already well-established within the COO Complex, the overseeing of ERO functions is considered as not different of what the Office does, therefore, is not expected to significantly increase the workload. No additional resources or capacity requirements are therefore expected for the COO to discharge this new function.

The capital investment required for the establishment of the three EROs is estimated at UA 1.25 million. The minimal annual administrative cost to run these offices is estimated at UA 2.90 million. Management recommends the establishment of the three external offices in a phased manner over three years starting with Tokyo ERO in 2011, followed by Washington DC ERO in 2012 and then Paris ERO in 2013. Opening a permanent office takes about 14 months on average, including: establishing the Host Country Agreements (HCAs), recruiting staff, identifying office space, signing a lease contract, fitting out the space and furnishing the office. In addition, a temporary facility in the concerned city could be made available through renting small fully furnished offices which will enable a prompt Bank presence in the region while work on seeking permanent facilities will be ongoing. A work programme will be prepared to detail the scope of work and timetable for the establishment of the EROs.

The Board of Directors is invited to approve the establishment of the three External Representation Offices in Tokyo in 2011, Washington DC in 2012, and Paris in 2013. The approved 2011 Budget includes a ring-fenced administrative budget of UA 1.47 million and a capital budget of UA 0.84 million which is adequate for the purpose of opening the first two offices.
1. **Introduction**

1.1 The Bank is positioned as the partner of choice in the continent on global economic and financial matters, and for its prime role in enhancing partnerships with OECD\(^3\)/DAC\(^4\) countries and other multilateral institutions. In a post-crisis environment, new approaches, new strategies, new policies and proactive dialogue and partnerships are required to effectively serve client needs. In this respect, establishing External Representative Offices (EROs) will foster policy dialogues, increase awareness and enable appreciation and understanding of Bank activities and achievement, while promoting Africa’s investment opportunities and achievements. Specifically, the contribution of the twenty-four (24) non-regional member countries in the three regions outside Africa: Europe, America and Asia accounts for 40% of the shareholding of the Bank, 99.5% of the ADF Replenishment and over 95% of the Trust Funds. Yet, in these major financial and decision-making centers, the Bank does not have a permanent physical presence near the donors.

1.2 In mid-2010, however, coincident with the increase in lending operations, due in part to a sharp increase in demand for Bank’s resources as a result of the fuel, food and financial crises, negotiations for a General Capital Increase concluded with a 200% increase and the ADF Replenishment with an increase of 10%. Under the GCI-VI, Management committed to engage itself more actively in dialogue and partnership with key stakeholders in non-regional member countries, which could be achieved through the establishment of External Representation Offices (EROs).

1.3 In order to examine the establishment of External Representation Offices (EROs), Management commissioned a Feasibility Study which was conducted in April 2011 by an external consultant with support from a Bank-wide Task Force. The Feasibility Study Report is attached to this report for information. The purpose of the Study was to determine whether Bank representation could be established in the three regions outside Africa: Asia, Europe and Americas. The Study also examined the possible physical locations and representation capacity required to enable achievement of strategic objectives of the Bank. It should be noted that the Feasibility Study used a methodology and approach which considered Comparative Analysis, SWOT Analysis, Risk Analysis and Cost-Benefit Analysis. The comparative analysis of different locations was based on three characteristics namely: (i) Shareholding, (ii) Exposure/Synergies, and (iii) Costs of establishing and maintaining offices. This report is based on the results of the Feasibility Study.

1.4 This report addresses concerns raised during the Informal Board meeting of 21 June 2011 as follows:

i) **Strengthening the business case:** The Rationale for Opening External Offices given in section 2 (paragraphs 2.1 -2.6) was expanded. The linkage between decentralization and external representation offices was also added as a new paragraph 2.7. Furthermore, the mission, objectives and expected results from EROs were enhanced in paragraphs 5.1.3 to 5.1.5 to elaborate on the outputs and value added of establishing the EROs together with specifying the KPIs necessary for monitoring and evaluation of the offices.

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\(^3\) Organization for Economic Co-operation and Development  
\(^4\) Development Co-operation Directorate
ii) *Experience of sister institutions with their external representation offices:* The Bank carried out visits in July 2011 to EROs of IDB and WB in Paris, and the AsDB in Frankfurt. The lessons learned are provided in paragraph 3.4.

iii) *TORs of the Offices:* Tailoring of TORs of the EROS to the region they serve is addressed in Paragraph 5.1.3 and annex 1.

iv) *Human Resources Requirement:* The staffing, salary and benefits have been more developed in section 5.3 and TORs of staff in annex 3, especially that qualifications and Seniority level of the Head of the EROs were further strengthened.

v) *Key Performance Indicators:* The monitoring framework including definition and measures of indicators were reviewed and improved in the Annex 2.

vi) *Gradual Implementation over a 3 Year Period (2011-2013):* A proposal to gradually establish the three offices over 3 years was made in paragraph 9.3 with a view to reduce the financial and Human Resources pressure.

2. **Rationale for Opening External Offices**

2.1 Despite the recent food and global financial crises, Africa has continued to demonstrate strong economic performance, supported by major policy changes and improved governance and management. This structural transformation and the associated economic performance are projected to be sustained in the future. With civil conflicts reducing, democratic changes increasingly becoming the norm, more countries becoming creditworthy, and the business climate steadily improving, the global outlook in Africa is largely favorable, creating new business opportunities that must be seized.

2.2 However, there is a general recognition that, in order to sustain this positive momentum and to capitalize on the many opportunities created, a lot will depend on Africa’s ability to make these positive changes known outside the continent and to attract increased aid and FDI flows. This will not come about automatically, and the Bank, building on its recent achievements, is uniquely placed to accompany and support this process. *Through the establishment of external offices, the Bank would be able to strengthen its advocacy role and create a better understanding of the business and investment opportunities that exist in Africa.*

2.3 Establishing a presence in non-regional member countries would enable the Bank to forge and strengthen partnerships, and to better engage with stakeholders and the rest of the development community on policy dialogue in a harmonized and effective way, as set forth in the Paris declaration on Aid Effectiveness. The Bank is advocating for a stronger voice on global issues and challenges affecting the development outlook of the continent. The Bank has stepped up its efforts in knowledge development and management in order to disseminate the results of its research to an increasingly wider audience. Its flagship reports are now considered to rank among the leading sources of information on Africa’s development. As a result of these efforts, the Bank has succeeded to position itself to lead and usher African development issues at the global center stage. *External offices would be critical in supporting this effort in key constituencies and other emerging markets outside Africa.*
2.4 Through external representation, the Bank would be able to promote a better understanding of its activities and strategies and to more effectively market itself as the partner of choice for Africa. The growing size and scope of the Bank’s operations require increased resource mobilization efforts and external representation can contribute to finding new and innovative ways to mobilize additional resources to support the Bank strategy and its development agenda in RMCs.

2.5 With the increased competition on aid resources, it is also necessary to show more accountability to donor constituencies, showcasing results achieved on the ground. One of the major roles of the external offices would be to develop and implement multi-constituency outreach programs and disseminate the most up-to-date information on the Bank, its activities and African countries. The Bank’s accomplishments are significant and so are Africa’s achievements. Yet this positive story from the continent is often not told and deserves to be more aggressively showcased.

2.6 The establishment of external representation offices would enable the Bank to reap clear benefits in terms of: business and investment promotion, stakeholder outreach, donor coordination, policy dialogue, resource mobilization, brand enhancement and knowledge dissemination. These benefits would flow directly from the enhanced, direct relationships that external offices would allow the Bank to establish, the informal and more regular contacts they would enable the Bank to build, as well as the vehicle they would provide for stronger engagement with existing and potential new non-regional shareholders.

2.7 Decentralization and EROs: The establishment of the EROs will not negatively impact the decentralization, as each initiative has its distinct function and specific budgetary allocation. The EROs in N-RMCs are coordination offices with the mandate to enhance external partnerships and dialogue through engagement with bilateral and multilateral partners, with the view of mobilizing more resources for economic development in Africa. The decentralization aims to enhance client focus and field presence, promote more relevant and innovative products and services across the regional member countries, and improve the delivery of products and services to RMCs to achieve better results on the ground. The field offices play a key operational role by providing technical and financial assistance to RMCs. Field offices will benefit from the actions of EROs including in resource mobilization from international financial markets, co-financing; promotion of public-private partnership in the areas of infrastructure, energy and climate change, Human Development, especially Higher Education, Science and Technology, as well as in support of regional integration initiatives. It is therefore evident that the EROs are complimentary to the decentralization.

3. Benchmarking with Other Multilateral Institutions

3.1 Asian Development Bank: The Asian Development Bank (AsDB) has 3 external representations in Europe, Japan and North America. Each office has 5 staff: 2 professional, 1 national staff, and 2 analysts/admin assistant staff. The European Representation Office was established in Frankfurt in 1996 to enhance public awareness and support for AsDB in 17 European member countries. This office engages with a wide range of stakeholders. The Japanese Representation Office (JRO) in Tokyo serves as the focal point for interaction between AsDB and its constituencies in Japan. The North American Representation Office (NARO) was established in 1995 in Washington, DC, to enhance AsDB’s presence in Canada and the United States. It serves to strengthen collaboration with other multilateral institutions based in North America, and conducts public and media outreach. Available records
indicated that these offices provided significant contribution to the AsDB. For instance, in the period between 2006 and 2010, the Washington office of the AsDB’s, interfaced on $1.662 billion procurement contracts and $11 million co-financing activities, while the AsDB Tokyo office interfaced on $203 million procurement contracts and $2.22 billion co-financing activities during the same period.

3.2 Inter-American Development Bank: The Inter-American Development Bank (IDB) has two external offices in Europe and Asia. The Office in Europe (EUR) is located in Paris and it has been in operation since 1964. The role of this office is to contribute to the strengthening of relations and cooperation between the IDB and its European member countries, as well as with the institutions of the European Union and other international organizations based in Europe. The Inter-American Development Bank Office in Asia (ASI) was established since 1995 in Tokyo. This Office has played a critical role as a bridge between Latin-America and the Caribbean (LAC) and the dynamic economies of Japan, Korea and the People’s Republic of China. Available records indicated that these offices achieved significant contribution to the IDB. For instance, in 2010, the IDB external office in Europe (EUR) has strengthened dialogue with governments and development agencies in the region, seeking contributions towards trust funds and co-finance of IDB projects. Despite severe budgetary restrictions, resources mobilized reached a total of US$ 1020 million. Contributions to trust funds received were $140 million, and total co-financing from institutions based in Europe was $880 million.

3.3 World Bank: Although the experience and practices of the regional development banks are more pertinent to this study, it is worth noting that the World Bank maintains numerous representation offices throughout the world, including in London, Paris and Tokyo. These offices maintain relations with various government officials, the business community, academic institutions as well as NGOs and advocacy groups.

3.4 To evaluate the experiences of other Multilateral Development Banks (MDBs), the Bank carried out visits in July 2011 to EROs of IDB and WB in Paris, and the AsDB in Frankfurt. Discussions held with the Heads of these offices pointed to the following lessons which are taken into account in the present proposal:

- The agenda for Africa is already on the map for Europe. The role of the ERO and Head of Office would be to strengthen this focus on Africa in Europe with donors and related parties.

- Staffing of the office can be reinforced by Technical assistants (TA) from the Non-RMC. This can be considered as a contribution of the countries.

- The Head of Office must be a highly qualified staff as he will deal with Heads of States and Governors. The person should be a generalist and not a specialist with the ability to communicate well both internally and externally. He/she should be someone who has the trust of the headquarters and strong relations across top management to facilitate the coordination of the Bank’s activities in the continent.

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5 2010 Activity Report of the IDB Office in Europe
• The cost of renting space for an ERO versus its benefits, in particular, in relations to the emphasis placed by sister MDBs, needs to continue to be evaluated. The World Bank Group covers some aspects of outreach with respect to Africa. The role of partnership between the Bank and the World Bank Group on Africa might need to be considered. Also, in Europe, the ERO travels would be done by train to most capitals.

• The EROs should develop an extensive contact database, including members of Parliament to whom regular publications are sent.

• There is a need to develop a system to track the visits by Bank staff to the region to better coordinate such visits with other sister institutions.

• A Public Information Center (PIC) was not deemed necessary. However, the development of specific virtual information resources (one website by ERO) is necessary. Also, the EROs can collaborate with other institutions such as top academic institutions to keep Banks publications.

• The Bank can negotiate tax exemption for Local staff. This tax exemption can be considered as a contribution of the Government.

4. **Experiences of the Bank and Lessons Learned**

4.1 The Bank had external representation offices in the past in London and Washington DC. While their functions and importance was recognized, these offices were closed in 1994 as a result of Bank overall restructuring. The main shortcomings identified and the lessons learned are summarized in the following sections. These lessons are incorporated in the conception of the proposed new EROs.

4.2 **Terms of Reference of the Office:** The analysis of the role and functions of the Bank’s London Office pointed to a declining effectiveness of its financial activities. This could be explained by several factors, the most important being the rapid development of internet connectivity between headquarters and financial centers of London, New York and Tokyo. However, the mandate of the office did not evolve as it needed to stay relevant and take advantage of emerging opportunities and new technologies. The lesson drawn is that there should be clear functions and structures with defined reporting lines and adequate oversight from the Headquarters must be established.

4.3 **Skills and Qualifications of the Staff:** The Head of the Washington Office carried out more coordinating function as opposed to actively promoting Africa’s and the Bank Group’s image and mobilizing resources. The lesson drawn is that the appointment of appropriate and skilled staff is critical to the success of the ERO. Also, in order to leverage its capabilities to perform the core functions, ERO should seek support, when deemed necessary, from specialized consultants for specific assignments such as the collection and dissemination of information.

4.4 **Operational Effectiveness:** The two external offices had limited outputs with low operational effectiveness. The London Office was established as a branch of the Treasury Department and its input on ADF general replenishments was not properly handled. The new external offices should have proper terms of reference, clear performance indicators (KPIs)
as well as a distinct structure and reporting lines with an adequate oversight from the Headquarters.

4.5 **Cost Effectiveness**: There was no great attention to the issue of cost particularly staff cost which constitutes the largest expenditure category. The lesson learned is that the incremental growth of office staff should be considered a last option over the use of consultant resources that can be ramped up and down as needs dictate. The offices should take advantage of the excellent transportation systems that exist in major cities in Asia, Europe and Americas rather than purchase dedicated vehicles.

5. **Proposal for Establishment of External Representation Offices**

5.1 **Mission, Objectives and Expected Results**

5.1.1 The primary mission of the external representation will be to foster dialogue and partnerships with major constituencies and counterparts in the non-regional member countries including Governments (especially Ministries of Finance, Foreign Affairs) and International Cooperation and International Aid Agencies; policy makers (Parliaments and Congress); local and international media; civil society and NGOs; academics and universities; and the private sector.

5.1.2 **The principal objectives** of an external representation lie accordingly within three generic areas namely: (i) Promote External Partnership and Dialogue, (ii) Business and Investment Promotion, and (iii) Knowledge dissemination and Exchange. The terms of reference for ERO by region are presented in Annex 1.

5.1.3. **The aim of the EROs** will be tailored to the region they serve. The Americas External Representation Office (AMRO) would center on business and investment opportunities promotion, and extending private sector partnerships, the European External Representation office (EPRO) would build on existing relationships with European institution to strengthen dialogue and partnership, whereas Asian Representation office (ASRO) would primarily focus on raising the Bank standing in markets where it is less known. The implementation of these EROs will be assessed regularly to ensure delivery on their mandate but also to ensure adequacy and proper servicing of the countries in the region. At present, the feasibility study confirmed the ability of one office to adequately serve a region, however, should the need for external expansion (i.e into another country) deemed necessary due to increased activity or specificities on the ground, management will take it into review and take the appropriate actions.

5.1.4 **The expected main results** of the establishment of these offices include the following:

(i) Improved awareness about African development issues: through maintaining a fully operational platform for information sharing and exchange about African development challenges and opportunities within the regions;

(ii) Enhanced Bank profile and brand recognition with stakeholders in N-RMCs through promoting a better understanding of the Bank’s activities and strategies and to more effectively market itself in key constituencies and emerging markets outside Africa as the partner of choice for Africa;
(iii) Increased financial resources mobilized from the N-RMCs through presenting more accountability to donor constituencies and showcasing results on ground to find out new and innovative ways to mobilize additional resources to support the Bank’s development agenda in RMCs;

(iv) Heightened private sector understanding of the Bank policies and procedures through organizing targeted trade promotion and investment opportunity seminars, workshops and road shows, including treasury bonds and investment activities and providing investors with relevant information on investment opportunities;

(v) Improved business and investment opportunities for public and private sector actors from N-RMCs through organizing business opportunities seminars and disseminating information on Bank’s portfolio, policies, strategies, procurement processes and project cycle leading to business opportunities for general suppliers of goods, services and know-how;

(vi) Reduced travel expenditure from the Headquarters through regular access to constituencies and outreach programmes by the EROs to disseminate information on the Bank’s activities;

(vii) Increased number of applicants (qualified staff and consultants) from N-RMCs as the local presence is expected to increase awareness on the Bank and consequently the interest of potential applicants from the markets in the regions; and

(viii) Increased quality and quantities of firms responding to procurement activities through increased advocate leading to extended number of countries participating in Bank’s procurement activities and increased diversification of sources of supply in the Bank’s corporate procurement activities.

5.1.5 Key Performance Indicators (KPIs) are proposed to facilitate the assessment of the effectiveness of the delivery of the office. The operating environment varies across the EROs and the KPIs are designed to measure the outputs expected from each office, to the extent possible. These indicators will be further adapted through discussions with the Heads of Offices to reflect specific activities in their geographical coverage as soon as the offices are operational. These KPIs will play a central role in measuring the costs and benefits of the proposed ERO’s. The KPIs are given in Annex 2.

5.2 Proposed Locations

5.2.1 The contribution from the three regions Europe, Americas and Asia is substantial as indicated in section 1 above. The level of contributions and expected benefits from the ERO vary considerably from region to region; however, the physical presence in each of the three regions proves to be extremely important and beneficial to the Bank.

Asian Region

5.2.2 Asia is an important contributor to the Bank. Six Asian countries are members of the Bank and together account for approximately 8% of the Bank’s shareholding and 12% of the latest ADF replenishment. Eleven percent (11%) of the private sector investors in Africa come from Asia. The presence in Asia would be valuable as a way to promote more the Bank’s brand and provide access to “think-tanks” and an opportunity to influence policy about Africa. It can also help communicate better with investors due to the language barrier. The Feasibility Study concluded that Tokyo is the most favorable location for fulfilling the ERO objectives. This is due in part to Japan’s overwhelming support to the Bank, its capital
markets, the potency for resource mobilization as well as the opportunity it offers for increasing the interest of the potential Asian partners in the Bank’s business.

5.2.3 The Asian external representation office (ASRO), located in Tokyo would be ideally placed to serve the region. The Bank’s ERO in Tokyo will play a critical role as a bridge between African counties and the dynamic economies of Japan, South Korea, India and the People’s Republic of China. China is fast becoming a major investment player in Africa especially in key sectors such as Infrastructure, Oil and Gas, Mining and Agriculture, the sectors which are of importance to the Bank and Africa. In the future and with its growing involvement in Africa, China could become a viable candidate. South Korea has recently shown a great interest toward the Bank and the continent as a whole; not only has its ADF contribution increased by 150% over the last 2 cycles, its participation in trust funds is the highest among Asian member countries. India as an emerging market leader would provide the AfDB’s private sector operations with access to new investors as well as potential for technical assistance and capacity building. As a secondary mandate, ASRO could help to raise the notoriety of the Bank and grasp the interest of potential new members such as Singapore and Australia.

European Region

5.2.4 Europe is one of the largest financial centers in the world. Fourteen European countries are members of the Bank and account as a whole for about 21% of the Bank’s shareholding. Their contribution to the latest ADF replenishment represents about 71%. Europe is a historical partner to Africa, with which it has important economic and political ties. Establishing a presence in Europe near the mass of organizations and individuals with interest in Africa could make the Bank a more effective advocate for Africa and African institutions. The Feasibility Study indicated that four cities: Frankfurt, London Paris and Brussels with similar strategic advantages are considered as potential locations for external representation. Frankfurt would provide access to large financial centers, but hosts a fewer number of development partners compared to the other three cities. London remains the largest European financial and stock exchange hub, its commitment to the Bank is also apparent thru its sizeable shareholding as well as its important contribution to trust funds. Brussels, often referred to as de facto capital of the European Union, hosts many European institutions including: the European Council, the European Commission, the Council of the EU, the European Economic and Social Committee, the Committee of the Regions and the African, Caribbean and Pacific Group of States. Paris is home to many international organizations, including the European office of the Inter-American Development Bank and the Organization for Economic Co-operation and Development (OECD), UNESCO, a multitude of Development focused NGOs, a large financial market and a private sector population well versed in doing business in Africa. Paris is commonly associated with the Paris Declaration, which has since been followed by the Accra Action Plan. As the seat of many African socio-economic development initiatives, a good number of which are associated with UNESCO, Paris is best placed to serve as an important coordination hub, which could bring the Bank closer to other sister organizations involved in similar activities (FAO in Rome, the World Bank office in Paris, UN-based offices in Geneva). In effect, Management proposes Paris as the site of the ERO in Europe which will provide some specific advantages to help achieve the ERO’s objectives. A representation Office in Paris would provide continuity to the Bank’s excellent relationship with French institutions as well as a platform for greater exchange and collaboration with many local partners. Paris is centrally located and has excellent transport and logistics facilities, which will enable the
Bank to conveniently cover all European member countries. Paris is also a venue for hosting international conferences for both public and private sectors on global development opportunities and challenges. Paris has the largest number of offices and personnel of the Bretton Woods institutions in Europe.

5.2.5 The European External Representation office (EPRO) will be responsible for covering 14 countries; therefore the nature of Paris being an Air traffic hub cannot be understated. The EPRO in Paris would be ideally placed to carry out the regional nature of its mandate. All European N-RMC interests would equally and efficiently be served by the office. Furthermore, as the office reaches maturity, this centralized location would provide an ideal vantage point to identify and positively engage potential new members in the likes of Russia and Poland.

**American Region**

5.2.6 **The Americas** host the most active financial center in the world. From a capital market standpoint, the US dollar has been the Bank’s main funding currency over the past years. The Bank is also active in the Canadian Dollar market. Four countries in the Americas are members of the Bank and together account for approximately 11% of the Bank’s shareholding. Their contribution to the latest ADF replenishment represents about 16%. In the Americas, the importance of maintaining close relationships with the various decision-making centers in North America, and strengthening the operational link between the Bank and the Bretton Woods institutions and investment Banks cannot be over emphasized. Four cities namely, Washington DC, Toronto, Buenos Aires and Sao Paulo, were considered as possible locations for Bank external representation. The Feasibility Study concluded that the **Washington DC** is the best-fit location to host a Bank representation office because it provides access to a large base of potential development partners, the US Congress, the US Aid Agencies (USAID\(^6\), OPIC\(^7\), etc..), and private sector players. Washington is home to the World Bank Group (IBRD, IFC, MIGA), the IMF, IDB and a large number of other international development organizations and provides also easy access to New York, the first financial and diplomatic center in the World with a number of investments banks, the UN agencies and other international financial institutions. Washington DC is an excellent location that will enable the Bank to maintain close relation with the various decision-making centers and “Think-Tanks” and will provide an opportunity to shape policy about Africa while influencing Bank policies based market realities. More importantly; Washington is centrally located between Canada and Latin America countries with excellent logistics, hence is a strategic location for covering non-RMCs in the Americas.

5.2.7 The Americas External Regional Office (AMRO) located in Washington, DC would adequately serve the region. Fostering relationships and developing partnership among N-RMCs namely Canada, Brazil and Argentina will be key to the success of the office. Canada tied with France as the 4\(^{th}\) largest shareholder is not only an important contributor to the Bank but also has a financial market as large a London or Paris where private sector investors could be courted. In relation to Brazil and Argentina, outreach and enhancing the Bank brand from Washington DC, would serve to promote greater south-south cooperation and collaboration. Brazil and Argentina being emerging market economies could provide valuable lessons.

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\(^6\) USAID operates 23 bilateral missions on the African continent.

\(^7\) The **Overseas Private Investment Corporation** is an "independent" U.S. Government agency. It mobilizes private capital to help solve critical world challenges.
learned related to development issues. AMRO would also serves to establish potential ties with new partners such as Mexico.

### 5.3 Human Resources Requirements

5.3.1 Each office will be launched initially with three core staff: a Head of Office; a Communications Officer; and an Executive Team/Finance Assistant. The staffing level may be adjusted overtime as the need arises. The Head of Office will serve as the Bank’s representative in the region leading the execution of the Bank’s external strategic priorities. He/She will be responsible for establishing the External Representative Office to foster dialogue and promote partnerships, in a wide range of activities to include trade, business development and investment promotion, with key constituencies and counterparts. The level of the Head of Office will be at EL5 grade, and will report to the COO. The qualifications and competencies of the Head of Office will be tailored to the key functions of the office. The selection criteria for the position are stated in Annex 3. The recruitment and selection process of the Head of Office will be based on the Bank’s Recruitment Manual. The performance of the Head of Office will be monitored using key performance indicators (KPIs) related to external partnership and dialogue, knowledge promotion and exchange, and business development and investment promotion.

5.3.2 The Communications Officer will be at PL4 or PL5 level and will work under the supervision of the Head of Office to ensure synergy between ERO’s communication strategy and the Bank’s corporate communication strategy. He/she will be involved in the preparation and implementation of the External Representative Office’s Communication Strategy that will ensure wide dissemination of Bank information and publications in the Region. The Executive Team/Finance Assistant will be at GS8 and, under the supervision of the Head of Office, will undertake activities related to office administration, budget preparation and implementation, finance and accounting, human resources management issues, and general office administration, including institutional procurement of goods and services and management of property and equipment. The specific duties and responsibilities of the staff are presented in Annex 2.

5.3.3 As for salaries and benefits, the Bank is not currently operating in these regions and extensive market research was therefore conducted during the feasibility study with a view to determine salaries and benefits level adequate to attract and retain the best candidate for the positions. In determining the salary values, factors such as cost of living indexes, private sector pressures, sister organizations’ pay package were taking into account. One should note that the salaries proposed for the concerned cities: Paris, Washington and Tokyo, are in line with what is witnessed at sister organizations such as the United Nations and the World Bank.

### 5.4 Monitoring Framework

5.4.1 The EROs will coordinate specific matters with relevant units in the Headquarters including: the Partnerships and Cooperation Unit (ORRU), the Resource Mobilization and Allocation Unit (ORMU), the Treasury Department (FTRY), the Procurement and Financial Management Department (ORPF), the Human Resources Department (CHRM), the External relations and Communication Unit (ERCU), the Knowledge & Virtual Resources Center (KVRC) and the Private Sector Department (OPSM).
5.4.2 The ERO Head of Office will report directly to the Bank’s Vice President and Chief Operating Officer (COO). The COO office will oversee the various functions of the ERO including: i) ensuring that information circulates effectively between the EROs and the headquarters; ii) coordinating plans and programs of EROs with those of headquarters units; and iii) monitoring activities to be undertaken by headquarters units for EROs. Given the role that the COO Office already plays in coordinating Bank activities and facilitating collaboration between complexes, the COO Office is regarded as the logical choice for overseeing EROs in recognition of the cross-complex nature of their activities. As Bank-wide coordination mechanisms and information flows (including through SMCC and OPSCOM) are already well-established within the COO Complex, the overseeing of ERO functions is considered not to be different from what the Office does, and so is not expected to significantly increase the workload. No additional resources or capacity requirements are therefore expected for the COO to discharge this new function.

5.4.3 It is essential to monitor regularly the progress, quality of the services and effectiveness of the EROs. The monitoring and evaluation (M&E) framework has been developed. It comprises of quarterly progress reporting, measurable performance indicators, and annual technical, financial and management audits to ensure operational effectiveness. The Monitoring Framework and indicators for measuring office performance are given in Annex 2.

5.4.4 The Head of Office shall be accountable for achieving the set objectives of the offices in the coverage area. Establishing a monitoring and evaluation system with clear accountability and result-based performance evaluation constitutes an important factor for the success of the EROs. The Head of Office shall report on a quarterly basis to Headquarters. The reports shall cover progress and achievements on the key functions namely: Partnership & Dialogue, Knowledge Dissemination & Exchange, and Business & Investment Promotion as well as on expenditures and challenges recorded during the reporting period. The effectiveness of EROs activities, relative to their approved terms of reference (TOR), will be assessed during the first two years of operation. The assessment will focus on EROs’ (i) utility and operational effectiveness for the Bank, (ii) usefulness from the perspective of the major interest groups in non-regional member countries; iii) cost benefits analyzes of EROs and iv) propose the future direction of EROs’ activities, with a view to improving EROs' performance.

6. Host Country Agreements and Facility Requirements

6.1 Host Country Agreements: The Bank does not have a convention governing its immunities, exemptions and privileges outside regional member countries. Therefore, the Bank needs to negotiate detailed provisions setting out the immunities, exemptions and privileges to be accorded to the Bank and its staff on the territories of the countries that will host a Bank’s external office. There is evidence that the Bank is recognized in the USA’s national legislation as an international organization. However, for the other two non-regional member countries, we need information on measures taken to incorporate the Bank agreement. The establishment of the Host Country Agreements (HCAs) would be completed at the inception stage of implementation.

6.2 Office Accommodation: The ERO facility will be located in a prime financial district or city locus where other international organizations and relevant institutions are located in order to have the appropriate visibility and image that the office requires. Good quality real estate can be found in these districts at relatively reasonable or mid-range rental
rates. The physical locations are initially identified in the three candidate cities of Tokyo, Paris and Washington DC, which will be further investigated at a later stage.

6.3 The floor space of an office is estimated to be within 225 - 300 m², to accommodate staff, consultants, visiting missions in addition to common support facilities including reception, IT room, archive, and conference room. The office building in the candidate cities are normally well furnished with infrastructure including A/C, electrical installation and IT connections, firefighting system, generator, water storage, CCTV, and videoconferencing. However, the offices are required to be outfitted to suit the Bank’s requirements including partitioning, VSAT installation, and supplementary IT & electrical cabling. The offices will also be furnished and provided with IT and other equipment. A local consulting firm will be hired to assist with the design and execution of the outfitting works.

6.4 **Co-location:** As highlighted in the Feasibility Study, co-locating with a larger, more renowned sister institution may result in overshadowing the Bank, therefore creating a risk of brand attrition. However, co-locating with a sister organization could accelerate the office setup by taking advantage of the facilities and support services of a well-established institution. This could be beneficial only as a temporary measure while the establishment of a permanent office is being finalized. Subject to its availability in the selected cities, co-locating with think tanks and knowledge centers will be further explored during the identification phase of office space.

6.5 **Rent vs. Buy Office Space:** The analysis of the real estate markets revealed that renting is advantageous to the Bank. This is true as purchasing generally involves prohibitive capital investment which may not be justifiable vis-à-vis the required size of the Office. Leasing space will give the Bank the flexibility to adjust the requirement over time if necessary. In fact, the real estate markets in the cities under considerations offer good quality office space to rent that can fully meet the Bank’s standards. Rental also provides more flexibility allowing termination of the lease if the Bank needs to do so. In effect, leasing an independent office is considered to be the most suitable arrangement to meet the EROs needs and objectives.

6.6 **Virtual Information Resource Center:** The ERO will maintain a fully operational virtual information resource center as ERO’s web site to encourage a better and clearer public understanding of Bank’s activities and policies and African development issues. The prime objective is to serve as a knowledge hub, disseminating Bank-generated information and knowledge in digital formats. To achieve this communication function, the ERO will leverage opportunities to partner with sister institutions. A detailed communication strategy will be prepared by each ERO once the offices are operational, including, among others, the use of virtual information resources, partnership with research and development institutions, outreach programmes with stakeholders, and information dissemination showcasing of Bank flagship publications in the region.
7. Costs and Benefits of the External representation Offices

7.1 Costs

7.1.1 In determining the costs required for the opening of the ERO, the Bank used a conservative approach. As such, the Bank did not assume any contribution from the host country. Also, the said contributions are not mentioned as an expressed criterion for selection, as the latter is based on a technical approach. Should the selected host country choose to provide such contribution, it would be welcomed as a cost saving.

7.1.2 In that regard, the total capital investment required for the establishment of the three EROs is estimated at UA 1.25 million. It is also estimated that a yearly administrative cost of about UA 2.90 million minimum is required to operate the three offices. The yearly administrative cost will be adjusted based on the specific work programme to be prepared for each region when the offices become operational. The summary of resources required per city is shown in Table 1 below, while the details are presented in Annex 4.

<table>
<thead>
<tr>
<th>City</th>
<th>Investment Cost</th>
<th>Annual Operating Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tokyo</td>
<td>431,494</td>
<td>1,161,254</td>
</tr>
<tr>
<td>Paris</td>
<td>429,927</td>
<td>925,106</td>
</tr>
<tr>
<td>Washington DC</td>
<td>384,416</td>
<td>811,360</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,245,837</strong></td>
<td><strong>2,897,720</strong></td>
</tr>
</tbody>
</table>

7.2 Benefits

7.2.1 In an attempt to quantify the benefits the Bank would derive from the establishment of these EROs, a cost-benefit analysis over a 10 years period was carried out. The expected quantifiable returns from the establishment of the EROs are the increase in the amount and origin of the various partnerships funds, the increase in the ADF replenishment and the reduction in the travel expenses from the Headquarters to the represented regions. Other benefits not captured in this analysis included co-financing, staff exchange, recruitment of diversified staff, knowledge sharing and private sector investment.

7.2.2 The benefits of external representation quantified in each region exceed the costs by a substantial amount. The benefits/costs ratio amounted to an average of 1.97 for all regions with the highest return in Europe. This is attributed mainly to a more diversified source of partnership funds. The net present value over 10 years of the recurring costs was estimated at UA 25.10 million while the benefits amounted to about UA 49.30 million. The impact of reducing the travel expenditure at Headquarters due to local presence and better access to constituencies was significantly positive. There is also no doubt that a local presence increases the interest of potential applicants from the local market, which leads to an increase in the diversity of Human Resources. The procurement activities would benefit as well from the local presence as we expect the quality and quantity of firms responding to RFPs to increase.
8. **Risks and Mitigating Measures**

8.1 All the six cities considered for external representation namely: Tokyo, Brussels, Paris, London, Frankfurt and Washington DC presented an acceptable risk profile for which enhancements in human and technical resources were identified. While the security risk is considered moderate or high in locations, it is manageable and can be mitigated through maintaining appropriate security standards and controls. Important to note is the insignificant impact of political risk on the operation of the office. The risk on operational effectiveness of the office(s) can be mitigated with definitive terms of reference linked to monitoring indicators and appropriate reporting mechanism. For cost effectiveness, office expenditures should be contained as much as possible, particularly the biggest expenditure category, staffing, whose growth should be considered a last option over the use of consultant resources that can be ramped up and down as needs dictate. Other fiduciary risks mitigating measures and use of local audits will be implemented.

8.2 With respect to immunities, the external offices will be established in countries that already host international organizations for which the host countries have granted specific immunities, privileges and exemptions. It is possible that the Bank will be at best treated on terms not less favorable, but will not be treated on more favorable terms. It is worth noting that the time necessary for negotiations of host country agreements cannot be predicted and will impact the schedule for establishing the offices.

9. **Implementation Schedule**

9.1 According to the Feasibility Study, it takes, on average, 14 months to establish and put a permanent office into operation including: establishing the HCAs, recruiting staff, identifying office space, signing a lease agreement, fitting out the space and furnishing the office. As a first and urgent task, the Head of Office should assume duty as soon as possible to oversee all key decisions relating to the establishment of the office, especially the hiring of local staff.

9.2 In addition, temporary facilities will be established in the concerned cities through renting small-furnished and equipped offices to enable the Bank establish its prompt presence, while work on seeking permanent facilities will be ongoing. A Bank team will be set up to manage the planning, design and construction. Real estate resources will be identified in each city location and an on-site project manager will be hired to supervise suppliers and contractors.

9.3 It is recommended to implement the three offices in a gradual manner over three years in order to reduce the financial and human resources pressures throughout the implementation period. The phased approach will start with a single office in 2011 to build experience in the operational effectiveness and identify challenges of the start-up process for the full-scale implementation of the programme. The factors of readiness and willingness of the host country and raising the Bank standing in markets where it is less known would play a role in the sequencing of the offices establishment. To this end, it is proposed to establish the Tokyo ERO in 2011 followed by Washington ERO in 2012 and then Paris ERO in 2013.
10. Conclusions and Recommendations

10.1 The External Representation Offices in the three regions will benefit the Bank in enhancing its branding and name recognition, and providing the opportunity to strengthen the engagement and dialogue with key stakeholders in non-regional member countries, forge partnerships, assist in addressing global development challenges, and to raise more financial resources. The opportunity cost of no representation is considered to be high and a do nothing scenario is therefore judged to be unacceptable.

10.2 From the foregoing, the Board of Directors is invited to approve the establishment of the three External Representation Offices in Tokyo in 2011, Washington DC in 2012 and Paris in 2013. The approved 2011 Budget includes a ring-fenced administrative budget of UA 1.47 million and a capital budget of UA 0.84 million which is adequate for the purpose of opening the first two offices.
Terms of Reference (TORs) of the Asia External Representation Office (ASRO)

**Summary Responsibilities**

The External Representation Office in the Asia will be established to foster dialogue and promote partnerships, in a wide range of activities to include business and investment opportunities, with key constituencies and counterparts, including: national authorities, official development partners and assistance organizations, private sector and business community, business organizations, universities, research institutes, non-governmental organizations (NGOs), civil society organizations (CSOs), local and international media, youth groups and economic intelligence sources.

The Asia Office will serve as a bridge between African and the dynamic economies of Japan, China, India, and Korea. To this effect, it will explore and cultivates partnership opportunities in the Asian private sector while reaffirming existing partnership in the public sector.

The activities of the this office will to great extent center on resource mobilization in Asia, the enhancing dialogue and cooperation partnerships with key counterparts Asian countries, such as the Ministries of Finance (MOF), the Ministries of Foreign Affairs, and international cooperation agencies, academia and business community in member countries in the Asia region. Furthermore, the office will foster relations with potential new members such as Singapore and Australia and other emerging economies in the region.

**Specific Responsibilities**

*External Partnership and Dialogue*

- Maintain regular dialogue and contacts with, among others, Government officials, MPs, aid agencies, development partners and diplomatic missions;

- Participate in aid coordination meetings with donors, key decision makers, and development partners;

- Create and maintain a network of high-level contacts with key constituencies (congressional representatives, academics, business communities, local and international media, etc.);

- Provide advice on preparation of communication materials for presentation to the general public and in particular business people.
Knowledge Dissemination and Exchange

- Organize Business Opportunities Seminars, outreach seminars, conferences and workshops on African development issues, business opportunities in African countries and partnerships with the Bank to increase awareness about them

- Organize targeted information sessions with the general public (i.e. local and international media, civil society and NGOs, youth Groups, academics and universities, and the private sector, etc.)

- Maintain a fully operational virtual information resources as ERO’s web site to encourage a better and clearer public understanding of Bank’s activities and policies and African development issues;

- Maintain a fully operational platform, with video-conferencing and communication facilities, for information sharing and exchange as well as for increasing awareness about African development challenges and opportunities within the regions of their locations.

- Forge partnerships with Academic institutions, research institutes and Think Tanks to promote research on topics of interest to Africa

Business and Investment Promotion

- Disseminate information on Bank’s projects, policies and processes, including procurement and bid tendering information, for general public disclosure through websites and other vehicles;

- Maintain a business center offering free consultation and advice about business and co-financing opportunities with the Bank; procurement guidelines; consultant employment guidelines; standard tender document specifications; operations manual; technical cooperation programs;

- Provide information on Bank’s project cycle to facilitate a better understanding of how Bank’s operations in RMCs lead to business opportunities for general suppliers of goods, services and know-how;

- Organize targeted trade promotion and investment opportunity seminars, workshops and road shows, including Treasury bonds issuance and investment activities and providing potential investors with relevant information on investment opportunities.
Summary Responsibilities

The External Representation Office in the Europe will be established to foster dialogue and promote partnerships, in a wide range of activities to include business and investment opportunities, with key constituencies and counterparts, including: national authorities, official development partners and assistance organizations, private sector and business community, business organizations, universities, research institutes, non-governmental organizations (NGOs), civil society organizations (CSOs), local and international media, youth groups and economic intelligence sources.

The Office will build on the relationships the Bank maintains with European institutions, seek to strengthen dialogue and partnerships with the EU and its Member States and the EC and their organs, as well Africa Caribbean and Pacific (ACP) countries. It will also, as appropriate, cover other member countries in Europe and non-members of the EU, foster relations with a broad and potent NGO community, the European private sector, and academia; and facilitates operational partnerships with a diverse set of development agencies, both bilateral and multilateral. Furthermore, the office will foster relations with potential new members within Europe.

Specific Responsibilities

External Partnership and Dialogue

- Maintain regular dialogue and contacts with, among others, Government officials, MPs, aid agencies, development partners and diplomatic missions;

- Participate in aid coordination meetings with donors, key decision makers, and development partners;

- Create and maintain a network of high-level contacts with key constituencies (congressional representatives, academics, business communities, local and international media, etc.);

- Provide advice on preparation of communication materials for presentation to the general public and in particular business people.

Knowledge Dissemination and Exchange

- Organize Business Opportunities Seminars, outreach seminars, conferences and workshops on African development issues, business opportunities in African countries and partnerships with the Bank to increase awareness about them;
• Organize targeted information sessions with the general public (i.e. local and international media, civil society and NGOs, youth Groups, academics and universities, and the private sector, etc.);

• Maintain a fully operational virtual information resources as ERO’s web site to encourage a better and clearer public understanding of Bank’s activities and policies and African development issues;

• Maintain a fully operational platform, with video-conferencing and communication facilities, for information sharing and exchange as well as for increasing awareness about African development challenges and opportunities within the regions of their locations.

• Forge partnerships with Academic institutions, research institutes and Think Tanks to promote research on topics of interest to Africa.

**Business and Investment Promotion**

• Disseminate information on Bank’s projects, policies and processes, including procurement and bid tendering information, for general public disclosure through websites and other vehicles;

• Maintain a business center offering free consultation and advice about business and co-financing opportunities with the Bank; procurement guidelines; consultant employment guidelines; standard tender document specifications; operations manual; technical cooperation programs;

• Provide information on Bank’s project cycle to facilitate a better understanding of how Bank’s operations in RMCs lead to business opportunities for general suppliers of goods, services and know-how.;

• Organize targeted trade promotion and investment opportunity seminars, workshops and road shows, including Treasury bonds issuance and investment activities and providing potential investors with relevant information on investment opportunities.
Terms of Reference (TORs) of the Americas External Representation Office (AMRO)

Summary Responsibilities

The External Representation Office in the Americas will be established to foster dialogue and promote partnerships, in a wide range of activities to include business and investment opportunities, with key constituencies and counterparts, including: national authorities, official development partners and assistance organizations, private sector and business community, business organizations, universities, research institutes, non-governmental organizations (NGOs) and foundations, civil society organizations (CSOs), local and international media, youth groups and economic intelligence sources.

The activities of this Office will to a great extent center on business and investment promotion, including a visible and active participation in investor meetings, leading business opportunities seminars, maintaining contact with chambers of commerce across member countries in the region, namely the US, Canada, Brazil and Argentina.

In addition to its core activities in the entire region, the office will contribute to the reinforcement of dialogue and partnerships with the Bretton Woods Institutions (BWIs), the UN and its specialized Agencies, the US Government (especially the Treasury and the State Department), US Aid Agencies (USAID and OPIC), and other influential constituencies like the Congress and the Senate. The office will engage the US Congress, Senate and “Think-Tanks” and provide an opportunity to shape policy about Africa while influencing Bank policies-based market realities. It is worth noting that the political environment presents a window of opportunity in the light of a very active Congressional Black Caucus.

Furthermore, the office will foster relations with potential new members such as Mexico and other emerging economies in the region.

Specific Responsibilities

External Partnership and Dialogue

- Maintain regular dialogue and contacts with, among others, Government officials, MPs, aid agencies, development partners and diplomatic missions;

- Participate in aid coordination meetings with donors, key decision makers, and development partners;

- Create and maintain a network of high-level contacts with key constituencies (congressional representatives, academics, business communities, local and international media, etc.);

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8 USAID operates 23 bilateral missions on the continent.
9 The Overseas Private Investment Corporation is an “independent” U.S. Government agency. It mobilizes private capital to help solve critical world challenges.
- Provide advice on preparation of communication materials for presentation to the general public and in particular business people.

**Knowledge Dissemination and Exchange**

- Organize Business Opportunities Seminars, outreach seminars, conferences and workshops on African development issues, business opportunities in African countries and partnerships with the Bank to increase awareness about them

- Organize targeted information sessions with the general public (i.e. local and international media, civil society and NGOs, youth Groups, academics and universities, and the private sector, etc.);

- Maintain a fully operational virtual information resources as ERO’s web site to encourage a better and clearer public understanding of Bank’s activities and policies and African development issues

- Maintain a fully operational platform, with video-conferencing and communication facilities, for information sharing and exchange as well as for increasing awareness about African development challenges and opportunities within the regions of their locations.

- Forge partnerships with Academic institutions, research institutes and Think Tanks to promote research on topics of interest to Africa.

**Business and Investment Promotion**

- Disseminate information on Bank’s projects, policies and processes, including procurement and bid tendering information, for general public disclosure through websites and other vehicles;

- Maintain a business center offering free consultation and advice about business and co-financing opportunities with the Bank; procurement guidelines; consultant employment guidelines; standard tender document specifications; operations manual; technical cooperation programs;

- Provide information on Bank’s project cycle to facilitate a better understanding of how Bank’s operations in RMCs lead to business opportunities for general suppliers of goods, services and know-how;

- Organize targeted trade promotion and investment opportunity seminars, workshops and road shows, including Treasury bonds issuance and investment activities and providing potential investors with relevant information on investment opportunities.
## Proposal for Establishment of External Offices

### Monitoring Framework of Asian Representation Office (ASRO)

<table>
<thead>
<tr>
<th>Framework Level</th>
<th>Key Performance Indicators</th>
<th>Monitoring Modalities</th>
<th>Baseline Y 2010</th>
<th>Target Y 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcomes</strong></td>
<td>Foster dialogue and partnerships with major constituencies and counterparts</td>
<td><strong>Number of high-level meetings, conferences and seminars</strong></td>
<td>ERO Internal Reports.</td>
<td>20 Meetings 4 Seminars 1 Conference 30 Meetings 8 Seminars 5 Conferences</td>
</tr>
<tr>
<td><strong>Outputs</strong></td>
<td>Increased resources mobilized for bilateral and multi-donor trust funds</td>
<td><strong>Amount of trust funds mobilized per year (UA million)</strong></td>
<td>ORRU reports and database.</td>
<td>12 30</td>
</tr>
<tr>
<td><strong>signed MoUs with public sector and development institutions</strong></td>
<td><strong>Number of MoUs signed per year</strong></td>
<td>Legal agreements concluded with institutions (ORRU database)</td>
<td>5 7</td>
<td></td>
</tr>
<tr>
<td>Increased resources mobilized on ADF replenishment</td>
<td><strong>Number of days per year contributed by ERO in the region in the negotiations for the ADF replenishment</strong></td>
<td>Reports on ADF replenishment (0.1% of the ADF increase is attributed to the effort of the ERO)</td>
<td>N/A 20</td>
<td></td>
</tr>
<tr>
<td>Increased number of applications for Bank vacancies from the region.</td>
<td><strong>Number of applications for Bank vacancies from the region (on a yearly basis)</strong></td>
<td>CHRM reports and database</td>
<td>539 1,079</td>
<td></td>
</tr>
<tr>
<td>Extended number of countries participating in Bank operational procurement activities</td>
<td><strong>Number of countries in the region participating in the Bank’s operational procurement activities</strong></td>
<td>ORPF Data</td>
<td>3 6</td>
<td></td>
</tr>
<tr>
<td>Increased diversification of sources of supply in the Bank’s corporate procurement activities</td>
<td><strong>Number of countries in the region participating in the Bank’s corporate procurement activities</strong></td>
<td>SAP MM / SRM database, Data warehouse</td>
<td>2 4</td>
<td></td>
</tr>
<tr>
<td><strong>Key Activities</strong></td>
<td>Outreach missions and programs to disseminate the latest information on the Bank’s activities and Africa’s development</td>
<td><strong>Number of outreach missions outside base country in the region organized by the ERO</strong></td>
<td>BTOR reports, ERO quarterly monitoring reports, ORRU/ERCU reports</td>
<td>4 2 per member country/ year at least</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Number of business opportunities seminars, conferences and workshops.</strong></td>
<td>BTOR reports, ERO quarterly monitoring reports, ORRU/ERCU reports</td>
<td>3 1 session per member country / year at least</td>
</tr>
<tr>
<td>Visits to the Bank’s website from office coverage in the region</td>
<td><strong>Number of visits to Bank’s website from the regions</strong></td>
<td>ERCU/CIMM reports, EROs Reports</td>
<td>145,486 300,000</td>
<td></td>
</tr>
<tr>
<td>Followers on social network sites (e.g. Facebook and Twitter)</td>
<td><strong>Number of visits of followers on social network sites from region</strong></td>
<td>ERCU/CIMM reports, EROs Reports.</td>
<td>N/A 5,000</td>
<td></td>
</tr>
<tr>
<td>Brochures/newsletters produced and distributed in EROs</td>
<td><strong>Number titles of flagship publications per year</strong></td>
<td>ERCU reports, EROs Reports.</td>
<td>N/A 5</td>
<td></td>
</tr>
<tr>
<td>Client Satisfaction Survey</td>
<td><strong>A Survey to be conducted on annual basis through sampling internal and external participants to ask recurring questions about services and satisfaction and track results over time</strong></td>
<td>EROs Reports, survey report.</td>
<td>N/A 1 study per a year</td>
<td></td>
</tr>
</tbody>
</table>

### Inputs:
- Human Resources = 3 staff
- Annual Administrative Budget =1.17 UA million
- Capital Investment = 0.43 UA million
# Proposal for Establishment of External Offices

## Monitoring Framework of America Representation Office (AMRO)

### Framework Level

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Key Performance Indicators</th>
<th>Monitoring Modalities</th>
<th>Baseline Y 2010</th>
<th>Target Y 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcomes</strong></td>
<td>Foster dialogue and partnerships with major constituencies and counterparts</td>
<td>Number of high level meetings, conferences and seminars</td>
<td>ERO Internal Reports.</td>
<td>8 Meetings 1 Seminar N/A Conferences</td>
</tr>
<tr>
<td></td>
<td>Increased resources mobilized for bilateral and multi-donor trust funds</td>
<td>Amount of the Trust Funds mobilized per year (UA million)</td>
<td>ORRU reports and database.</td>
<td>N/A 40</td>
</tr>
<tr>
<td></td>
<td>Signed MoUs with public sector and development institutions</td>
<td>Number of MoUs signed per year</td>
<td>Legal agreements concluded with institutions (ORRU database)</td>
<td>1 4</td>
</tr>
<tr>
<td></td>
<td>Increased resources mobilized on ADF replenishment</td>
<td>Number of days per year contributed by ERO in the region in the negotiations for the ADF replenishment</td>
<td>Reports on ADF replenishment (0.1% of the ADF increase is attributed to the effort of the ERO)</td>
<td>N/A 20</td>
</tr>
<tr>
<td></td>
<td>Increased number of applications for Bank vacancies from the region</td>
<td>Number of applications for Bank vacancies from the region (on a yearly basis)</td>
<td>CHRM reports and database</td>
<td>1,618 3,000</td>
</tr>
<tr>
<td></td>
<td>Extended number of countries participating in Bank operational procurement activities</td>
<td>Number of countries in the region participating in the Bank’s operational procurement activities</td>
<td>ORPF Data</td>
<td>2 3</td>
</tr>
<tr>
<td></td>
<td>Increased diversification of sources of supply in the Bank’s corporate procurement activities</td>
<td>Number of countries in the region participating in the Bank’s corporate procurement activities</td>
<td>SAP MM / SRM data base, Data warehouse</td>
<td>2 3</td>
</tr>
<tr>
<td><strong>Key Activities</strong></td>
<td>Outreach missions and programs to disseminate the latest information on the Banks activities and Africa’s development</td>
<td>Number of outreach missions outside base country in the region organized by the ERO</td>
<td>BTOR reports, ERO quarterly monitoring reports, ORRU/ERCU reports</td>
<td>2 2 per member country/ year at least</td>
</tr>
<tr>
<td></td>
<td>Visits to the Bank’s website from office coverage in the region</td>
<td>Number of business opportunities seminars, conferences and workshops</td>
<td>BTOR reports, ERO quarterly monitoring reports, ORRU/ERCU reports</td>
<td>1 1 session per member country/ year at least</td>
</tr>
<tr>
<td></td>
<td>Followers on social network sites (e.g. Facebook and Twitter)</td>
<td>Number of visits to the Bank’s website from the region</td>
<td>ERCU/CIMM reports, EROs Reports</td>
<td>321,058 500,000</td>
</tr>
<tr>
<td></td>
<td>Number of visits of followers on social network sites from region</td>
<td>Number of visits of followers on social network sites from region</td>
<td>ERCU/CIMM reports, EROs Reports</td>
<td>206 20,000</td>
</tr>
<tr>
<td></td>
<td>Brochures/newsletters produced &amp; distributed in EROs</td>
<td>Number titles of flagship publications per year</td>
<td>ERCU reports, EROs Reports</td>
<td>N/A 5</td>
</tr>
<tr>
<td></td>
<td>Client Satisfaction Survey</td>
<td>A Survey to be conducted on annual basis through sampling internal and external participants to ask recurring questions about services and satisfaction and track results over time</td>
<td>EROs Reports, survey report.</td>
<td>N/A 1 study per a year</td>
</tr>
</tbody>
</table>

### Inputs

| Human Resources = 3 staff | Annual Administrative Budget = 0.83 UA million | Capital Investment = 0.38 UA million |
# Proposal for Establishment of External Offices

## Monitoring Framework of European Representation Office (EPRO)

<table>
<thead>
<tr>
<th>Framework Level</th>
<th>Key Performance Indicators</th>
<th>Monitoring Modalities</th>
<th>Baseline Y 2010</th>
<th>Target Y 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcomes</strong></td>
<td></td>
<td>ERO Internal Reports.</td>
<td>4 Meetings 1 Seminar 1 Conference 48 Meetings 4 Seminars 14 Conferences</td>
<td>4 Meetings 1 Seminar 1 Conference 48 Meetings 4 Seminars 14 Conferences</td>
</tr>
<tr>
<td>Foster dialogue and partnerships with major constituencies and counterparts</td>
<td>Number of high level meetings, conferences and seminars</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Outputs</strong></td>
<td></td>
<td>ORRU reports and database.</td>
<td>40</td>
<td>80</td>
</tr>
<tr>
<td>Increased resources mobilized for bilateral and multi-donor trust funds</td>
<td>Amount of the Trust Funds mobilized per year (UA million).</td>
<td>Legal agreements concluded with institutions (ORRU database)</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Signed MoUs with public sector and development institutions.</td>
<td>Number of MoUs signed per year.</td>
<td>Reports on ADF replenishment (0.1% of the ADF increase is attributed to the effort of the ERO)</td>
<td>N/A</td>
<td>20</td>
</tr>
<tr>
<td>Increased resources mobilized on ADF replenishment</td>
<td>Number of days per year contributed by ERO in the region in the negotiations for the ADF replenishment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increased number of applications for Bank vacancies from the region</td>
<td>Number of applications for Bank vacancies from the region (on a yearly basis)</td>
<td>CHRM reports and database</td>
<td>7,011</td>
<td>10,000</td>
</tr>
<tr>
<td>Extended number of countries participating in Bank operational procurement activities</td>
<td>Number of countries in the region participating in the Bank's operational procurement activities</td>
<td>ORPF Data</td>
<td>13</td>
<td>14</td>
</tr>
<tr>
<td>Increased diversification of sources of supply in the Bank’s corporate procurement activities</td>
<td>Number of countries in the region participating in the Bank’s corporate procurement activities</td>
<td>SAP MM / SRM data base, Data warehouse</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td><strong>Key Activities</strong></td>
<td></td>
<td>BTOR reports, ERO quarterly monitoring reports, ORRU/ERCU reports</td>
<td>10</td>
<td>2 per member country/year at least</td>
</tr>
<tr>
<td>Outreach missions and programs to disseminate the latest information on the Banks activities and Africa’s development</td>
<td>Number of outreach missions outside base country in the region organized by the ERO</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Business Opportunities Seminars, conferences and workshops</td>
<td>Number of Business Opportunities Seminars, conferences and workshops</td>
<td>BTOR reports, ERO quarterly monitoring reports, ORRU/ERCU reports</td>
<td>5</td>
<td>1 session per member country/year at least</td>
</tr>
<tr>
<td>Visits to the Bank’s website from office coverage in the region</td>
<td>Number of visits to Bank's website from the regions</td>
<td>ERCU/CIMM reports, EROs Reports</td>
<td>497,247</td>
<td>750,000</td>
</tr>
<tr>
<td>Followers on social network sites (e.g. Facebook and Twitter)</td>
<td>Number of visits of followers on social network sites from region</td>
<td>ERCU/CIMM reports, EROs Reports</td>
<td>253</td>
<td>20,000</td>
</tr>
<tr>
<td>Brochures/newsletters produced and distributed in EROs</td>
<td>Number of titles of flagship publications per year</td>
<td>ERO reports, EROs Reports</td>
<td>N/A</td>
<td>5</td>
</tr>
<tr>
<td>Client Satisfaction Survey</td>
<td>A Survey to be conducted on annual basis through sampling internal and external participants to ask recurring questions about services and satisfaction and track results over time</td>
<td>EROs Reports, survey report.</td>
<td>N/A</td>
<td>1 study per a year</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Inputs</th>
<th></th>
<th>Annual Administrative Budget =0.95 UA million</th>
<th>Capital Investment = 0.43 UA million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources = 3 staff</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Terms of References of the Head of the Asia External Representation Office (HASRO)

The Head of the Asia External Representation Office (HASRO) is responsible for establishing External Representative Offices to foster dialogue and promote partnerships, in a wide range of activities to include trade and investment, with key constituencies and counterparts, including: national authorities, official development partners and assistance organizations, private sector and business community, business organizations, universities, research institutes, non-governmental organizations (NGOs), civil society organizations (CSOs), communication and knowledge management activities, and coordinates the activity of the working groups.

Specific Responsibilities

External Partnership and Dialogue

- Maintain regular dialogue and contacts with, among others, Government officials, aid agencies, development partners, diplomatic missions, and other key constituents such as the increasing interests in Australia and Singapore in Africa for Resource mobilization;
- Liaise with other non-RMCs in Asia – South Korea, China and India;
- Initiate innovative and strategic partnerships arrangements, including trust funds, co-financing, technical cooperation and knowledge partnerships;
- Participate in aid coordination meetings with donors and development partners;
- Create and maintain a network of high-level contacts with key constituencies (congressional representatives, academics, business communities, local and international media, etc.);
- Actively be involved in the media coverage, e.g. TV, newspapers, and journals to raise awareness about the Bank’s work and Africa’s development.
- Provide advice on preparation of communication materials for presentation to the general public and in particular business people.

Knowledge Dissemination and Exchange

- Organize seminars, conferences and workshops on African development issues, business opportunities in African countries and partnerships with the Bank to increase awareness about them;
- Organize targeted information sessions with the general public (i.e. local and international media, civil society and NGOs, youth Groups, academics and universities, and the private sector, etc.);
• Maintain a fully operational virtual information resources as ERO’s web site to encourage a better and clearer public understanding of Bank’s activities and policies and African development issues

• Maintain a fully operational platform, with video-conferencing and communication facilities, for information sharing and exchange as well as for increasing awareness about African development challenges and opportunities within the regions of their locations.

**Business development and Investment Promotion**

• Organize Business Opportunities Seminars and disseminate information on Bank’s projects, policies and processes, including procurement and bid tendering information, for general public disclosure through the website and other vehicles;
• Maintain a business center offering free consultation and advice about business and co-financing opportunities with the Bank; procurement guidelines; consultant employment guidelines; standard tender document specifications; operations manual; technical cooperation programs;
• Provide information on Bank’s project cycle to facilitate a better understanding of how Bank’s operations in RMCs lead to business opportunities for general suppliers of goods, services and know-how;
• Organize targeted trade promotion and investment opportunity seminars, workshops and road shows, including Treasury bonds issuance and investment activities and providing potential investors with relevant information on investment opportunities.

**Leadership and Management**

In addition to the Bank’s standard manager profile, the following strengths are required:

• Contributes to corporate strategic goals and communicates Bank vision and ensures that ERO staff work in alignment with Bank’s values and to strengthen Bank’s brand
• In-depth knowledge of the African continent and its development issues
• Demonstrates integrity, sound judgment, and highest ethical standards
• Internal network in Asia, especially in East Asia; knowledge of the Asian culture.

**Selection Criteria**

• Minimum Master’s degree or its university equivalent in a relevant development field;
• A minimum of ten (10) years of extensive and progressive experience in the relevant areas of responsibilities, 5 years of which must be at a managerial level. A solid knowledge and experience in the Bank’s business is required.
• A solid knowledge and good grasp of the political economy as well as the socio-economic and development issues in Africa. Demonstrated motivation and commitment to the Development of the African continent.
• A strategic mindset and the capacity to steer the Bank’s agenda while empowering staff during a phase of institutional transition towards greater country focus of the Bank’s activities;
Possess the necessary team skills required to lead complex programs; strong capacity to analyze actions from the perspectives of stakeholders and translate strategic thinking into a compelling plan of action.

Demonstrated ability to take prudent business risks and make effective, timely and well-determined decisions;

Demonstrated ability to present and win support for ideas; a good listener; with cultural sensitivity, commitment to diversity and capacity to initiate and manage innovations or change;

Strong communication skills and the ability to develop partnerships with a broad range of clients, as well as to deliver results that meet the needs and long-term interests of clients within and outside the Institution. Preference will be given to candidate demonstrating very strong outreach skills and experience.

Ability to operate effectively in a matrix management environment, both as team leader and team member;

Ability to deal sensitively in a multi-cultural environment and build effective working relations with clients and colleagues;

Excellent written and verbal communications in English or French, with a working knowledge of the other language; and

Competence in the use of Bank standard software (Word, Excel, Access, PowerPoint). Ability to provide strategic advice to the Bank on emerging financial and development issues, as well as corporate issues, such as decentralization and resource mobilization.

Key Performance Indicators

- Number of high level meetings, Conferences and Seminars, organized by the ERO.
- Amount of ADF replenishment from the region as a contribution of the ERO (UA).
- Number of MoUs signed per year.
- Amount of the contribution of the ERO in Trust Funds mobilized per year (UA million).
- Number of applications for Bank vacancies from the region per year
- Number of countries in the region participating in the Bank’s operational procurement activities.
- Number of countries in the region participating in the Bank’s corporate procurement activities.
- Number of outreach missions outside base country in the region.
- Number of Business Opportunities Seminars, conferences and workshops.
- Number of visits to Bank’s website from the regions.
- Number of visitors to ERO website per year.
- Number of visits of followers on social network sites from region.
- Number titles of flagship publications per year.
The Head of the Europe External Representation Office (HEPRO) is responsible for establishing External Representative Offices to foster dialogue and promote partnerships, in a wide range of activities to include trade and investment, with key constituencies and counterparts, including: national authorities, official development partners and assistance organizations, private sector and business community, business organizations, universities, research institutes, non-governmental organizations (NGOs), civil society organizations (CSOs), communication and knowledge management activities, and coordinates the activity of the working groups.

Specific Responsibilities

External Partnership and Dialogue

- Maintain regular dialogue and contacts with, among others, Government officials, aid agencies, development partners, diplomatic missions, and other key constituents such as the European Union, European Commission, African Caribbean and Pacific States (ACPC), Africa Union; Entrepreneurial Development Bank (FMO), etc.
- Liaise with other all non-RMCs in Europe;
- Initiate innovative and strategic partnerships arrangements, including trust funds, co-financing, technical cooperation and knowledge partnerships;
- Participate in aid coordination meetings with donors and development partners;
- Create and maintain a network of high-level contacts with key constituencies (congressional representatives, academics, business communities, local and international media, etc.);
- Actively be involved in the media coverage, e.g. TV, newspapers, and journals to raise awareness about the Bank’s work and Africa’s development.
- Provide advice on preparation of communication materials for presentation to the general public and in particular business people.

Knowledge Dissemination and Exchange

- Organize seminars, conferences and workshops on African development issues, business opportunities in African countries and partnerships with the Bank to increase awareness about them;
- Organize targeted information sessions with the general public (i.e. local and international media, civil society and NGOs, youth Groups, academics and universities, and the private sector, etc.);
• Maintain a fully operational virtual information resources as ERO’s web site to encourage a better and clearer public understanding of Bank’s activities and policies and African development issues

• Maintain a fully operational platform, with video-conferencing and communication facilities, for information sharing and exchange as well as for increasing awareness about African development challenges and opportunities within the regions of their locations.

**Business development and Investment Promotion**

• Organize Business Opportunities Seminars and disseminate information on Bank’s projects, policies and processes, including procurement and bid tendering information, for general public disclosure through the website and other vehicles;
• Maintain a business center offering free consultation and advice about business and co-financing opportunities with the Bank; procurement guidelines; consultant employment guidelines; standard tender document specifications; operations manual; technical cooperation programs;
• Provide information on Bank’s project cycle to facilitate a better understanding of how Bank’s operations in RMCs lead to business opportunities for general suppliers of goods, services and know-how;
• Organize targeted trade promotion and investment opportunity seminars, workshops and road shows, including Treasury bonds issuance and investment activities and providing potential investors with relevant information on investment opportunities.

**Leadership and Management**

In addition to the Bank’s standard manager profile, the following strengths are required:

• Contributes to corporate strategic goals and communicates Bank vision and ensures that ERO staff work in alignment with Bank’s values and to strengthen Bank’s brand
• In-depth knowledge of the African continent and its development issues
• Demonstrates integrity, sound judgment, and highest ethical standards
• Expertise in engaging the media and ability to manage relationships with Europe-based partners and any inherent sensitivity.

**Selection Criteria**

• Minimum Master’s degree or its university equivalent in a relevant development field;
• A minimum of ten (10) years of extensive and progressive experience, in the relevant areas of responsibilities, 5 years of which must be at a managerial level. A solid knowledge and experience in the Bank’s business is required.
• A solid knowledge and good grasp of the political economy as well as the socio-economic and development issues in Africa. Demonstrated motivation and commitment to the Development of the African continent.
• A strategic mindset and the capacity to steer the Bank’s agenda while empowering staff during a phase of institutional transition towards greater country focus of the Bank’s activities;
• Possess the necessary team skills required to lead complex programs; strong capacity to analyze actions from the perspectives of stakeholders and translate strategic thinking into a compelling plan of action.
• Demonstrated ability to take prudent business risks and make effective, timely and well-determined decisions;
• Demonstrated ability to present and win support for ideas; a good listener; with cultural sensitivity, commitment to diversity and capacity to initiate and manage innovations or change;
• Strong communication skills and the ability to develop partnerships with a broad range of clients, as well as to deliver results that meet the needs and long-term interests of clients within and outside the Institution. Preference will be given to candidate demonstrating very strong outreach skills and experience.
• Ability to operate effectively in a matrix management environment, both as team leader and team member;
• Ability to deal sensitively in a multi-cultural environment and build effective working relations with clients and colleagues;
• Excellent written and verbal communications in English or French, with a working knowledge of the other language.
• Competence in the use of Bank standard software (Word, Excel, Access, PowerPoint). Ability to provide strategic advice to the Bank on emerging financial and development issues, as well as corporate issues, such as decentralization and resource mobilization.

**Key Performance Indicators**

- Number of high level meetings, Conferences and Seminars, organized by the ERO.
- Amount of ADF replenishment from the region as a contribution of the ERO (UA).
- Number of MoUs signed per year.
- Amount of the contribution of the ERO in Trust Funds mobilized per year (UA million).
- Number of applications for Bank vacancies from the region per year
- Number of countries in the region participating in the Bank’s operational procurement activities.
- Number of countries in the region participating in the Bank’s corporate procurement activities.
- Number of outreach missions outside base country in the region.
- Number of Business Opportunities Seminars, conferences and workshops.
- Number of visits to Bank’s website from the regions.
- Number of visitors to ERO website per year.
- Number of visits of followers on social network sites from region.
- Number of titles of flagship publications per year.
Terms of References of the Head of the Americas External Representation Office (HAMRO)

The Head of the Americas External Representation Office is responsible for establishing External Representative Offices to foster dialogue and promote partnerships, in a wide range of activities to include trade and investment, with key constituencies and counterparts, including: national authorities, official development partners and assistance organizations, private sector and business community, business organizations, universities, research institutes, non-governmental organizations (NGOs), civil society organizations (CSOs), communication and knowledge management activities, and coordinates the activity of the working groups. Due attention should be given to business and investment promotion activities and private sector relations.

Specific Responsibilities

External Partnership and Dialogue

- Maintain regular dialogue and contacts with, among others, Government officials, aid agencies, development partners, diplomatic missions, and other key constituents such as the very active Congressional Black Caucus, US Treasury, The World Bank Group, Inter-American Development Bank, International Monetary Fund, US Agency for International Development, NGOs or Third Sector entities, and the Overseas Private Investment Corporation;
- Liaise with other non-RMCs in the Americas – Canada, Argentina and Brazil;
- Initiate innovative and strategic partnerships arrangements, including trust funds, co-financing, technical cooperation and knowledge partnerships;
- Participate in aid coordination meetings with donors and development partners;
- Create and maintain a network of high-level contacts with key constituencies (congressional representatives, academics, business communities, local and international media, etc.);
- Actively be involved in the media coverage, e.g. TV, newspapers, and journals to raise awareness about the Bank’s work and Africa’s development.
- Provide advice on preparation of communication materials for presentation to the general public and in particular business people.

Knowledge Dissemination and Exchange

- Organize seminars, conferences and workshops on African development issues, business opportunities in African countries and partnerships with the Bank to increase awareness about them;
- Organize targeted information sessions with the general public (i.e. local and international media, civil society and NGOs, youth Groups, academics and universities, and the private sector, etc.);
• Maintain a fully operational virtual information resources as ERO’s web site to encourage a better and clearer public understanding of Bank’s activities and policies and African development issues
• Maintain a fully operational platform, with video-conferencing and communication facilities, for information sharing and exchange as well as for increasing awareness about African development challenges and opportunities within the regions of their locations.

Business development and Investment Promotion

• Organize Business Opportunities Seminars and disseminate information on Bank’s projects, policies and processes, including procurement and bid tendering information, for general public disclosure through the website and other vehicles;
• Maintain a business center offering free consultation and advice about business and co-financing opportunities with the Bank: procurement guidelines; consultant employment guidelines; standard tender document specifications; operations manual; technical cooperation;
• Provide information on Bank’s project cycle to facilitate a better understanding of how Bank’s operations in RMCs lead to business opportunities for general suppliers of goods, services and know-how;
• Organize targeted trade promotion and investment opportunity seminars, workshops and road shows, including Treasury bonds issuance and investment activities and providing potential investors with relevant information on investment opportunities.

Leadership and Management

In addition to the Bank’s standard manager profile, the following strengths are required:

• Contributes to corporate strategic goals and communicates Bank vision and ensures that ERO staff work in alignment with Bank’s values and to strengthen Bank’s brand;
• In-depth knowledge of the African continent and its development issues;
• Demonstrates integrity, sound judgment, and highest ethical standards;
• Strong network or capacity to build a strong network in the Americas; and
• Expertise in engaging the media and ability to represent the Bank at Bretton Woods institutions, other IFIs and the US Congress.

Selection Criteria :

• Minimum Master’s degree or its university equivalent in a relevant development field;
• A minimum of ten (10) years of extensive and progressive experience in the relevant areas of responsibilities, 5 years of which must be at a managerial level. A solid knowledge and experience in the Bank’s business is required.
• A good understanding of private sector and investor relations, legislative processes, and donor landscape. Demonstrated motivation and commitment to the Development of the African continent.
• A solid knowledge and good grasp of the political economy as well as the socio-economic and development issues in Africa;
• A strategic mindset and the capacity to steer the Bank’s agenda while empowering staff during a phase of institutional transition towards greater country focus of the Bank’s activities;
• Possess the necessary team skills required to lead complex programs; strong capacity to analyze actions from the perspectives of stakeholders and translate strategic thinking into a compelling plan of action;
• Demonstrated ability to take prudent business risks and make effective, timely and well-determined decisions;
• Demonstrated ability to present and win support for ideas; a good listener; with cultural sensitivity, commitment to diversity and capacity to initiate and manage innovations or change;
• Strong communication skills and the ability to develop partnerships with a broad range of clients, as well as to deliver results that meet the needs and long-term interests of clients within and outside the Institution. Preference will be given to candidate demonstrating very strong outreach skills and experience;
• Ability to operate effectively in a matrix management environment, both as team leader and team member;
• Ability to deal sensitively in a multi-cultural environment and build effective working relations with clients and colleagues;
• Excellent written and verbal communications in English or French, with a working knowledge of the other language; and
• Competence in the use of Bank standard software (Word, Excel, Access, PowerPoint). Ability to provide strategic advice to the Bank on emerging financial and development issues, as well as corporate issues, such as decentralization and resource mobilization.

**Key Performance Indicators**

- Number of high level meetings, Conferences and Seminars, organized by the ERO.
- Amount of ADF replenishment from the region as a contribution of the ERO (UA).
- Number of MoUs signed per year.
- Amount of the contribution of the ERO in Trust Funds mobilized per year (UA million).
- Number of applications for Bank vacancies from the region per year
- Number of countries in the region participating in the Bank’s operational procurement activities.
- Number of countries in the region participating in the Bank’s corporate procurement activities.
- Number of outreach missions outside base country in the region.
- Number of Business Opportunities Seminars, conferences and workshops.
- Number of visits to Bank's website from the regions.
- Number of visitors to ERO Website per year.
- Number of visits of followers on social network sites from region.
- Number titles of flagship publications per year.
The External Representation Office will be established to foster dialogue and promote partnerships, in a wide range of activities to include trade and investment, with key constituencies and counterparts, including: national authorities, official development partners and assistance organizations, private sector and business community, business organizations, universities, research institutes, non-governmental organizations (NGOs), civil society organizations (CSOs), communication and knowledge management activities, and coordinates the activity of the working groups.

The Communication Officer (CO) will demonstrate multidisciplinary skills combining, usage of different communication products: web, print, audiovisual, multimedia. Furthermore, the importance of the media as major platform for the visibility of the Bank to the wide public in the Region covered by the External Office requires strong skills in media relations.

The outreach role expected from External Offices will require that the Communication Officer demonstrate skills in event management to position the African Development brand in seminars conferences, exhibitions etc., organizes by the Bank, or in partnership with other institutions.

Specific Responsibilities

Under the supervision of the Head of Office, the Communication Officer will be responsible for:

- Prepare and implement External Representative Office’s Communication Strategy, including the preparation, and display of electronic and print materials for External Partnership and Dialogues, Knowledge Promotion and Exchange and Business Promotion.
- Initiate and support regional products to be disseminated and follow them through all stages of the publication process, from reception of the manuscript to final version electronic or print;
- Develop a quality control policy and procedures for Regional publications; manage the updating, printing and online posting of the Regional publications catalogue;
- Develop and implement a dissemination strategy that will ensure wide dissemination of Bank information and publications in the Region. In some Regions this strategy will include appropriate Web resources and social media management;
- Produce and request printing documentation for statutory meetings and major meetings organized by the Region;
- Create and maintain good relations with the media, providing them the necessarily information;
- Work closely with ERCU/KVRC as regards communication activities and dissemination of Regional documents and ensuring that Regional publications comply with the Bank’ standards and editorial policy;
- Leverage opportunities to partner with sister institutions and the operation of their information centers;
Demonstrates integrity, sound judgment, and highest ethical standards

Embodies corporate values and works collaboratively with internal and external stakeholders

**Selection Criteria** (including skills, background knowledge and required experience):

- At least a Master or its equivalent degree in literature, humanities, social sciences, political science, information science, or related fields;
- Excellent writing skills in English and French;
- A minimum of five years experience in communications through print and Web media;
- Good knowledge of the media landscape of the Region where the office is located;
- Familiarity with development issues and deep interest in African development;
- Thoroughness and attention to detail in keeping track of the editing and publication process;
- Interest in working in an international environment as part of a team;
- Competence in the use of the Bank’s standard applications (Word, Excel, PowerPoint); and
- Competence in updating Webpages and using Social Media such as Twitter and FaceBook
Terms of Reference of the Executive Team and Finance Assistant (ETFA) of the ERO (General Service category)

Under the overall administrative authority of the Head of Office and on daily supervision by the Administrative and Finance Officer in FFCO, the Executive Team and Finance Assistant (ETFA) will undertake to implement the Region’s administrative services including accounting and budgeting, human resources activities and supervision of use of office facilities and resources. He/she will carry out effective recording, control and management of Bank resources, the Office’s operational activities in keeping with the Bank’s policies and guidelines.

The Executive and Finance Assistant will be responsible for administrative tasks including accounting and budgeting, procurement, security, human resources activities and supervision of the use of facilities and resources.

Specific Responsibilities

Office Administration:

- Overseeing the office facility and ensuring that all logistical aspects of the office are adequately managed to ensure a smooth operation of the office.
- Manage the use of facilities and equipment in the office, including usage of cars, computers, meeting rooms, office space, equipment, library, store rooms, supplies, furniture, etc.
- Coordinating with the relevant Departments in the HQ on vendor contracts (car rental, temporal support staff, photocopier, internet connection, etc.)
- Ensuring that the building is properly maintained, reaching agreements with the landlord on all necessary maintenance issues, selecting and managing external vendors on all necessary repairs.
- Ensuring adequate record filing, shredding, discarding or archiving in accordance with the Bank’s policy.
- Managing the Head of Office agenda, keeping track of appointments, screening emails and approval requests and providing overall support to Head of Office.

Budget preparation and implementation:

- Assist the Finance and Administrative Officer in drawing up the administrative budget of the Bank’s External Regional Office following the schedule set by the Budget Department while taking into account the particular investment needs of the Office;
- Assist the Finance and Administrative Officer in recording, up-dating and monitoring expenditure in accordance with the Bank’s internal control rules and procedures
- Report periodically on the status of budget implementation and propose possible revisions.
- Assist the Finance and Administrative Officer in establishing procedures and controls to improve efficiency of service and identify cost savings and promote efficient use of Bank resources.
Assist with Finance and Accounting

- Ensure timely payments of all bills for External Regional Office
- Process for payment and maintain individual staff mission expenditure; advances and balances
- Keep and maintain daily updates of all the required External Regional Office books of accounts, records, inventory and files in order, and all financial transactions captured and entered in SAP
- Produce for review by the Finance and Administrative Officer and final approval of the Head of Office, all the Office monthly financial and budget execution reports
- In collaboration with the Finance and Administrative Officer, undertake timely preparation and verification of reports, statements and schedules for auditing of the Country Office activities

Human Resources Management

- Keep all staff records up-dated
- Up-date and submit monthly reports on personnel management
- Assist the Finance and Administrative Officer to manage office staff benefits in accordance with the Human Resources policy and instructions in force

Procurement

- Liaise with HQ (CGSP.2) to provide statistics and accounting reports for the preparation of budgets and annual procurement plans for procurement of goods, services and works required by the Bank;
- Undertake procurement of goods, works and services in conformity with the Bank procurement rules and procedures;
- In consultation with CGSP.2, prepare contracts and carry out contract administration and management.
- Maintain standard procurement documentation according to Bank’s rules and regulations.
- Enter into SAP and maintain up-to-date procurement master data and transactions.
- Produce regular reports on procurement activities.

General Administration

- Keep stock of Office supplies and inventory of Bank property and equipment
- Ensure the quality of Bank facilities in External Regional Office, including workspaces, property and equipment as well as service provision relating to the upkeep, maintenance and security of facilities according to Bank standards
- Organize, supervise and monitor the activities of administrative staff and ensure appropriate training for the latter in order to obtain quality services;
- Ensure all administrative documents necessary for the proper functioning of the office and staff are obtained from the relevant authorities
Proper management and control of office stores and petty cash
Ensure administrative support to all the External Regional Office staff and Bank’s visiting mission as required
Ensure that proper filing is undertaken in the External Regional Office;
Ensure that proper control mechanism and segregation of duties are in place, and that Bank procedures are fully implemented.
Demonstrates integrity, sound judgment, and highest ethical standards
Embody corporate values and works collaboratively with internal and external stakeholders

Selection Criteria

- **Education:** At least Bachelor’s degree or ‘Licence’ or ‘BAC+4’ or ‘Maîtrise’ or its equivalent qualification in economics and/or statistics; a post graduate degree or an advanced training in economics and/or statistics an advantage
- **Experience:** 6 years’ experience in research and good quantitative/statistical skills
- **Computer skills:** Fully proficient computer skills and use of software such as Word, Excel and Power Point, internal databases and other relevant software applications. Skills in SAP are desirable.
- **Communication:** Good communication skills in English or French with a working knowledge of the other language.
- **Professionalism:** good understanding of the functions, organization and procedures of the Bank. Ability to demonstrate considerable initiative. Effective research and problem solving skills.
- **Planning & Organizing:** Excellent organizational skills. Ability to prioritize own work program. Ability to deliver assignments in a timely and efficient manner.
- **Teamwork:** Very good interpersonal skills. Ability to establish and maintain effective working relations in a multicultural environment.
- **Learning:** Commitment to continuous learning and proactive and mature attitude towards self-development.
## RECURRING COSTS

### Staff Salaries and Benefits

<table>
<thead>
<tr>
<th>Description</th>
<th>Paris</th>
<th>Tokyo</th>
<th>Washington DC</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Head of Office</td>
<td>170 103</td>
<td>234 547</td>
<td>16 104</td>
<td>570 754</td>
</tr>
<tr>
<td>Communications Officer</td>
<td>65 803</td>
<td>82 721</td>
<td>66 688</td>
<td>215 213</td>
</tr>
<tr>
<td>Exec Team / Finance Assistant</td>
<td>56 872</td>
<td>65 084</td>
<td>38 377</td>
<td>160 333</td>
</tr>
<tr>
<td><strong>Benefits</strong></td>
<td>292 778</td>
<td>382 353</td>
<td>271 169</td>
<td>946 300</td>
</tr>
<tr>
<td>Total Salary and Benefits</td>
<td>925 106</td>
<td>1 161 254</td>
<td>811 360</td>
<td>2 897 720</td>
</tr>
</tbody>
</table>

### Operational Travel

<table>
<thead>
<tr>
<th>Description</th>
<th>Paris</th>
<th>Tokyo</th>
<th>Washington DC</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Travel Budget</td>
<td>24 351</td>
<td>41 396</td>
<td>29 221</td>
<td>94 968</td>
</tr>
<tr>
<td>ERO staff to Tunis</td>
<td>4 416</td>
<td>19 805</td>
<td>25 195</td>
<td>49 416</td>
</tr>
<tr>
<td><strong>Total Operational Travel</strong></td>
<td>28 766</td>
<td>61 201</td>
<td>54 416</td>
<td>144 383</td>
</tr>
</tbody>
</table>

### Office Operations

<table>
<thead>
<tr>
<th>Description</th>
<th>Paris</th>
<th>Tokyo</th>
<th>Washington DC</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Representation</td>
<td>100 000</td>
<td>100 000</td>
<td>100 000</td>
<td>300 000</td>
</tr>
<tr>
<td>PIC Operating Expense</td>
<td>65 000</td>
<td>65 000</td>
<td>65 000</td>
<td>195 000</td>
</tr>
<tr>
<td><strong>Total Office Operations</strong></td>
<td>100 000</td>
<td>165 000</td>
<td>165 000</td>
<td>300 000</td>
</tr>
</tbody>
</table>

### Facilities

<table>
<thead>
<tr>
<th>Description</th>
<th>Paris</th>
<th>Tokyo</th>
<th>Washington DC</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temporary Office Space (10 months)</td>
<td>122 045</td>
<td>136 364</td>
<td>68 182</td>
<td>326 591</td>
</tr>
<tr>
<td>Setup Charges + Broker Fees</td>
<td>2 906</td>
<td>3 247</td>
<td>1 623</td>
<td>7 776</td>
</tr>
<tr>
<td><strong>Subtotal Temporary Space</strong></td>
<td>124 951</td>
<td>139 610</td>
<td>69 805</td>
<td>334 367</td>
</tr>
<tr>
<td>Permanent Space</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rent + serv + Utilities</td>
<td>240 604</td>
<td>268 831</td>
<td>134 416</td>
<td>643 851</td>
</tr>
<tr>
<td>Security Deposit</td>
<td>120 302</td>
<td>134 416</td>
<td>67 208</td>
<td>321 925</td>
</tr>
<tr>
<td><strong>Taxes (Brussels only)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT Operating Expense</td>
<td>25 571</td>
<td>14 286</td>
<td>14 286</td>
<td>54 143</td>
</tr>
<tr>
<td><strong>Subtotal permanent Space</strong></td>
<td>120 302</td>
<td>134 416</td>
<td>67 208</td>
<td>321 925</td>
</tr>
<tr>
<td><strong>Total Facilities</strong></td>
<td>245 253</td>
<td>274 026</td>
<td>137 013</td>
<td>656 292</td>
</tr>
</tbody>
</table>

### ONE TIME COSTS

<table>
<thead>
<tr>
<th>Description</th>
<th>Paris</th>
<th>Tokyo</th>
<th>Washington DC</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Settlement Assistance (2 mo. salary)</td>
<td>76 744</td>
<td>100 212</td>
<td>71 275</td>
<td>248 230</td>
</tr>
<tr>
<td>Exploratory Mission</td>
<td>2 078</td>
<td>5 974</td>
<td>6 234</td>
<td>14 286</td>
</tr>
<tr>
<td>Recruitment - local hires</td>
<td>11 802</td>
<td>18 571</td>
<td>14 773</td>
<td>41 446</td>
</tr>
<tr>
<td><strong>Total One Time HR</strong></td>
<td>90 624</td>
<td>124 757</td>
<td>92 281</td>
<td>307 662</td>
</tr>
</tbody>
</table>

**Total Recurring Costs**

| Total Recurring Costs              | 925 106  | 1 161 254| 811 360       | 2 897 720|

### Facilities

<table>
<thead>
<tr>
<th>Description</th>
<th>Paris</th>
<th>Tokyo</th>
<th>Washington DC</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design / Build / Project Management</td>
<td>293 766</td>
<td>291 883</td>
<td>244 805</td>
<td>248 230</td>
</tr>
<tr>
<td>Legal Fees</td>
<td>9 538</td>
<td>9 740</td>
<td>9 740</td>
<td>24 308</td>
</tr>
<tr>
<td>Furniture and office Equipment</td>
<td>68 182</td>
<td>68 182</td>
<td>68 182</td>
<td>248 230</td>
</tr>
<tr>
<td>IT Equipment + Installation</td>
<td>58 442</td>
<td>61 688</td>
<td>61 688</td>
<td>248 230</td>
</tr>
<tr>
<td><strong>Total Facilities</strong></td>
<td>429 927</td>
<td>431 494</td>
<td>384 416</td>
<td>992 922</td>
</tr>
</tbody>
</table>

**Total**

| Total                              | 1 355 033| 1 592 747| 1 195 776     | 3 890 641|

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1/ Head of Office benefits are based on 50% base salary + housing allowance at 10% of base pay + UA 195 utility allow. + UA 160 telephone allowance. Education benefits are not included. Local staff benefits are 50% of base salary.