

刘友法 著

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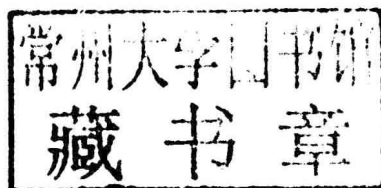
投资 非洲 指南

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21 世纪第二个 10 年，世界经济形势充满挑战和不确定因素。国际金融危机发生至今已 6 年有余，但这场危机的后遗症仍然袭扰世界各国；发达经济体仍处于艰难的增长态势，市场需求仍未恢复常态，资金输出仍处于疲软状态；新兴国家经济下行压力仍在加大；低碳经济渐成太趋势，但以低碳技术为主导的新兴产业尚待形成发展势头；发达国家受上述因素驱使，纷纷祭出贸易保护主义“护身符”，进而引发新的贸易纠纷等等。

从政治领域看，改革开放以来，我国经济已大踏步地融入世界经济，产业各界已在不同程度上参与国际分工与合作。但是，长期实施的外向型经济增长模式已难以适应我国参与国际分工、合作和竞争的新形势需要。未来，我国欲实现中国梦，必须牢牢把握国内、国外两个大局，坚持国内、国外两个市场战略并举，坚持贸易与投资双管齐下，以投资促贸易，以投资促合作，以合作促发展，构建与实现中国梦相适应的对外开放新格局。为此，我国政府已决定加强经济结构调整，加快经济增长方式转变，积极培植参与全球分工的本国企业群体，全力拓展发展空间，延伸与综合国力相适应的经济疆界和利益疆界。其间，我国企业各界已经并将继续充当主力军。

从经济领域看，经过改革开放洗礼，我国已初步建立起向国际市场梯次转移的产业群体；经过引进、消化和创新，我国已拥有对外梯次转移的产业技术；不少企业已完成原始资本积累，储备了参与国际生产与经营的人才队伍，并初步形成了参与国际分工、合作和竞争的能力；我国金融机构积极执行国家大开发战略，支持有实力的企业拓展国际生产与经营网络，携手进军国际市场，尤其是非洲市场，携手拓展国际空间，共谋发展利益。有鉴于上述，我国企业只要把握好国家发展大局，吃透中央政策精神，善于战略谋划，善于寻求市场进入途径，善于物色国外合作伙伴，善于同投资东道国相关机构打交道，善于实施国际生产或经营计划，均可望在充分了解和把握风险的前提下，通过

科学的生产与经营实现预期的投资效益，并在国际市场，尤其是非洲市场获得一席之地。

从国际关系领域看，在全球化和网络信息技术推动下，世界各国正形成一个“地球村”。其间，一个国家能否实现和保持经济与社会快速发展态势，能否充分利用比较优势加快发展，进而谋划先发优势或实现后发优势，能否通过国际分工做大本国经济“蛋糕”，能否通过国际合作提升本国经济竞争力，能否通过参与竞争提升本国在国际分工格局中的地位，关键在于能否建立以本国企业为主体的国际传递机制，能否造就具有国际竞争力的公司群体，能否建立和完善以本国企业为主导的地区或国际合作网络，等等。因此，具有一定竞争优势的我国制造业和工程承包企业，理应顺应历史潮流，把握历史机遇，充当中国经济实现自主发展的开路先锋。

从国家关系领域看，中国与非洲各国同属发展中国家，同处于国际分工格局中的不利地位。后国际金融危机时期，双方既面临共同的发展机遇，也面临共同的挑战。因此，合作共赢成为中非合作的最大公约数。中非双方各自具有产业比较优势，具有不同的禀赋潜力可挖，可望通过互利合作做大各自经济“蛋糕”，增强各自竞争力，实现共同发展。正因为如此，新时期中非双方均视对方为战略合作伙伴，并通过中非合作论坛凝聚合作共识，协调政策立场，整合各自自然或人力资源禀赋优势，推进互利投资合作，积极构建发展共同体，促进共同利益，实现共同发展。习近平主席 2013 年访问非洲期间提出了中非关系“真、实、亲、诚”四字箴言。2014 年李克强总理访非期间进一步细化了上述原则，提出了新时期中非关系四项原则和六大合作领域，并且规划了中非合作论坛的新的蓝图。具体而言，上述合作新框架包括坚持平等相待、团结互信、包容发展、创新合作等四项原则，涵盖产业合作、金融合作、减贫合作、生态环保合作、人文交流合作、和平安全合作等六大领域。上述中非关系新布局表明，中国致力于推进中非战略合作的愿景，致力于维护中非合作利益共同体，致力于打造中非发展机遇共同体。上述为我国企业各界携手进军非洲市场提供了新的历史性机遇。

从企业发展领域看，我国国内市场竞争日趋激烈，诸多产业存在大量富余生产能力需要充分利用，诸多成熟的产业技术需要寻求梯次转移场所，诸多生产线需要对外输出。因此，相关企业想要保持发展态势和竞争优势，就必须创造条件走向国际市场，尤其是走向非洲市场，参与相关领域国际分工，并通过

投资合作充分发挥相关技术和设备的比较优势，延长生产线和专有商品的生命周期，充分利用相关企业的产能，做大企业经营规模，不断强化企业国际竞争实力，最大限度地获得国际投资综合效益，为实现“中国梦”做出应有的贡献。

本书旨在从企业角度出发，探索在对外投资，尤其是对非投资之际需要了解和把握的基本情况。本书共分十五章，分别勾画非洲政治地理概貌，介绍非洲文化传统，回顾非洲各国经历的奴隶贸易和殖民统治两大黑暗历程，阐述非洲国家独立和民族解放历史，聚焦非洲政治与经济一体化进程，探讨一体化进展状况、面临的困境；剖析中非关系现状、面临的挑战及对策思考；概述非洲大陆基础设施建设概况，分述非洲公路建设、铁路建设、电力建设、制造业发展状况，介绍进入非洲相关市场的途径、与非洲商人进行谈判之际需加注意的事项、在重大工程项目投标、竞标、建设和运营等各个阶段需加注意的事项，分析对非投资可能面临的风险及其防范对策，对我国企业在非洲投资兴业遇到的3个典型案例进行详细剖析；提出我国企业对非投资应当遵循的基本原则，最后提出供我国企业在对非投资之际参考的对策和建议。

笔者长期从事国际经济调研工作，曾两度在我国驻非洲使馆工作，还曾是中非合作论坛智库成员，并因工作关系到访过不少非洲国家。其间，笔者经历了中非战略合作伙伴关系的发展进程，见证了我国诸多企业在非洲创业的艰难历程，也曾为一些企业开拓非洲市场出谋划策。在即将告别外交生涯之际，谨将关于对非投资这本书献给有志于对非投资的公司和人员，希望为后者提供一个初步的理论视角，一个初步的市场操作路线图，一个既定的思考问题、观察问题和解决问题的方法论。在撰写期间，本书引用了相关作者的部分观点、数据和图表，并在书后或相关页面予以注明；诸多单位和同事也提供了具体指导和帮助，在此一并致以谢意。由于时间较为仓促，本书出现错误和遗漏在所难免，谨请读者予以批评指正。

作者

2014年6月18日于印度孟买

Since the second decade of the 21st century, the world economic situation is filled with challenges and uncertainties. The global financial crisis broke out six years ago, but its legacy crisis is still haunting countries around the world. Developed countries are still struggling with their economic growth. Market demands in the relevant countries are yet to return to the pre-crisis level, and the capital outflow is still weak to say the best. Meanwhile, emerging economies are faced with the pressure of economic downturn. Low carbon economy has become a general trend, but the emerging industries driven by the green technologies are yet to gain momentum. Driven by the above factors, developed countries have slid into the amulets of trade protectionism, which has triggered a new round of trade disputes across the board.

From the political perspective, since the reform and opening up, Chinese economy has made great stride in terms of integration into the global economy. Many industries have participated in the global division of labor and cooperation to various degrees. However, the long standing export-oriented growth modality no longer fits the changing situation, in which China takes part in international industrial division, cooperation and competition. In the future, in order to realize its dream of national rejuvenation, China must grasp the overall situations both at home and abroad, execute duet strategies focusing on both domestic and global markets, and attach importance to both trade and investment. China must further promote trade through investment, strengthen cooperation via investment, and boost development vis-à-vis cooperation, so as to build a new opening framework in line with the realization of China dream. For that matter, Chinese government has decided to accelerate its economic

restructuring, expedite the overhaul of its growth modality, and encourage its business communities to more actively participate in the global division of labor. Meanwhile, the Chinese government has been striving to further expand its international space for development, extend its economic and interest boundaries that are in line with the comprehensive national strength. During the above process, Chinese enterprises from all sectors have been playing and will further play an important part.

From the economic perspective, since the reform and opening up, China has basically established its industrial contingent adaptive to the vertical transfer from the international market. Through introduction, assimilation and renovation, China has mastered the relevant industrial technologies that are ready to be outsourced vertically. Many enterprises have accomplished the capital accumulation, built up the human resources to take part in or carry out international production and operation, and formed the capacity to participate in international labor division, cooperation and competition based on the market rules. At the same time, Chinese financial institutions have been actively implementing the grand national development strategy, joining hands with the competent enterprises, in order to further expand international network of production and operation, especially in the African market, and expand international development space, and realize common interests. In light of the above considerations, the Chinese enterprises should fully comprehend the national development strategy, fully grasp the essence of the policies of the national government, scientifically implement their global strategies, skillfully implement market entry tactics, carefully select local partners, effectively work with the relevant institutions of the destination countries, fully comprehend and manage risks, and steadily realize the projected revenue via dynamic production and operation, and eventually win a place in the African market.

From the perspective of international relation, driven by globalization and Internet technologies, countries across the world are increasingly converging into a "lobal village" How could a country achieve and maintain fast economic and social development? How could a country fully tap into the comparative

advantages in order to accelerate economic growth and realize the advantage of late comer advantage? How could a country expand economic scale through effective participation in the international division chains, promote economic competitiveness through international cooperation, elevate its position in the international division of labor? All the above depends much on whether that country could establish its international transfer mechanism empowered by its national enterprises, build up its own business contingent with international competitiveness, establish and improve its home-based regional and international cooperation network, etc. During the above historical period, Chinese manufacturing and project contracting enterprises, with their comparative advantages, should ride along with the historical tide, grasp the historical opportunities, and play the pioneering role in terms of home-grown economic development.

From the perspective of state relations, both China and African countries belong to the developing countries, and are all in disadvantageous positions in the field of international division chains. During the post financial crisis era, China and African countries are faced with the same development opportunities as well as the same challenges. Meanwhile, both sides have respective industrial comparative strength, respective endowments and potential to tap into. Therefore, China and African countries should further expand their respective economic scales, promote respective competitiveness, and realize the common development through mutual beneficial and win-win cooperation. In 2013, during his visit to Africa, President Xi Jinping proposed to build the China-African relationship featuring “ngenuity, practicability, amity and sincerity”. In 2014, during his visit to Africa, Premier Li Keqiang elaborated the above proposal and initiated the four principles and six areas of cooperation for China-African relations, and drew a new blueprint for China-African Cooperation Forum. To be specific, the four principles include treating each other on an equal footing, unity and mutual trust, inclusive growth, and innovative development. The six areas for cooperation include industrial cooperation, financial cooperation, poverty alleviation, environment protection, people to people exchange, as well as peace and security.

The new blueprint of the China-African relationship demonstrates China's firm commitment to further promoting strategic bilateral partnership, safeguarding the community of shared interests, building the community of common development, all of which would provide new historical opportunities for the Chinese enterprises to further explore the African market.

From the perspective of business development, Chinese domestic market is becoming increasingly competitive. Many enterprises have spare production capacity to outsource. Many mature industrial technologies are ready for vertical transfer. Many production lines are waiting to be exported. Therefore, relevant enterprises should spot and grasp the opportunities to go globally, especially going to Africa, in order to spot new business opportunities in the related fields, should they want to maintain their momentum of business expansion and competitiveness. They should also take full stock from their comparative advantages in terms of technologies and equipments through investments and cooperation, extend the life expectancy of their production lines and proprietary products, and give full play to their productivity. Only in so doing, can they expect to enhance their international competitiveness, reap as much as possible the comprehensive benefits from foreign direct investments, and make the due contributions to the realization of China dream.

This book endeavors to start from the perspective of enterprises, and probes into foreign direct investment, especially the information that Chinese enterprises need to know before venturing out to Africa. The book dwells on fifteen chapters. It briefly revisits the African political and geography, cultural tradition, the history of slave trade and colonial rules, the history of national independence and liberation, etc. The book focuses on the political and economic integration process and the difficulties, current status and challenges of the China-African relations. It strives to outline the infrastructure construction in Africa, including road, railway, hydro power and manufacture industry. It covers the market access, the do's and don'ts when negotiating with African businessmen and in different stages of carrying out major projects, i. e. submitting bidding documents, carrying out active bidding, construction and operation of the

relevant projects. The book analyses the risks and countermeasures of investment in Africa, and gives critical analysis on three cases of Chinese enterprises in terms of investing in Africa. Finally, the book proposes the basic principles that Chinese enterprises should follow when investing in Africa, and offers some policy proposals.

As the author of the book, I have long been committed to the macro-economic research. I have the privilege to be posted at two Chinese embassies in Africa respectively, and have been a member of the think tank under the China-African Cooperation Forum. I have traveled to more than twenty African countries on business or field investigation trips. During my stay in Africa, I witnessed the growth of China-African strategic partnership, the arduous efforts of the Chinese enterprises to establish their presence in Africa, and gave advice and suggestions to the relevant Chinese enterprises on how to explore African markets. Prior to the end of my diplomatic career, I dedicate this book to the enterprises and individuals aiming at investment in Africa, providing them with a preliminary theoretical perspective, a primary roadmap for market operation, as well as an established methodology to think, observe and resolve business issues or problems. When writing the book, I quoted some points, data and charts from other authors or sources, giving credit either at the bottom of the relevant pages or at the end of the book. I also take the opportunity to acknowledge my sincere appreciation to the relevant institutions and people who have offered specific guidance and support. Due to the time restraint, flaws and omissions in this book are naturally unavoidable. For that matter, I sincerely welcome any constructive comments and corrections.

Dr. Liu Youfa

June 18, 2014

Done in Mumbai, India

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非洲历史、地理与文化概况

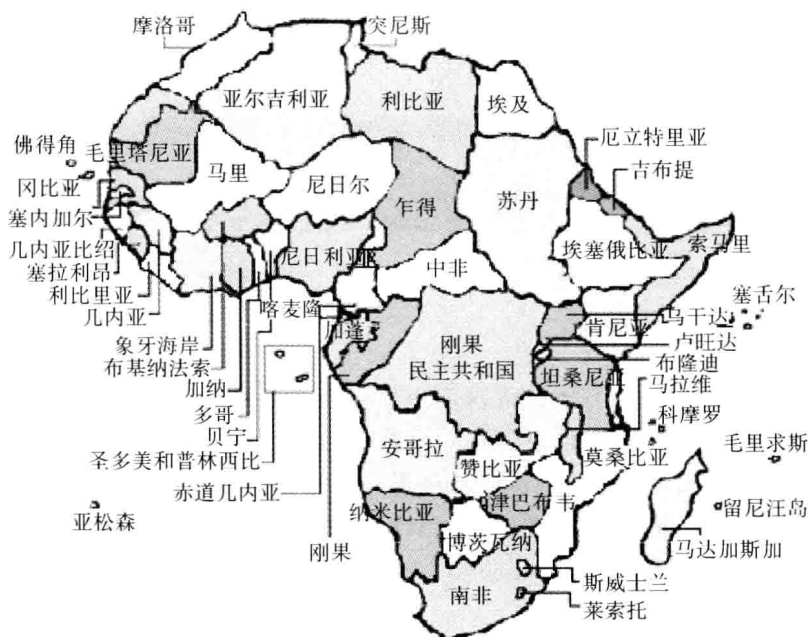
在全球化条件下，国际直接投资不仅涵盖资本和技术两大要素跨国境流动，而且包括人员流动，信息流通、文化融合和价值观的相互借鉴、相互包容。本章集中介绍非洲国家概况、地理概况、文化概览、奴隶贸易和非洲各国的殖民统治历史，同时，揭露某些国家污蔑中国对非洲实行“新殖民主义政策”的虚伪性。

一、非洲国家概况

非洲现有 54 个国家，另外还包括英属印度洋领域、法属南部领地以及西撒哈拉、留尼汪、圣赫勒拿、加那利群岛、亚速尔群岛、马德拉群岛等地区。学术界通常将非洲分为北非、东非、西非、中非和南非等 5 个地区。其中，东非包括埃塞俄比亚、厄立特里亚、吉布提、索马里、肯尼亚、乌干达、卢旺达、布隆迪、坦桑尼亚和印度洋西部岛国塞舌尔等。北非包括埃及、利比亚、突尼斯、阿尔及利亚、摩洛哥、苏丹和南苏丹等。中非地区通常包括中非共和国、乍得、喀麦隆、赤道几内亚、加蓬、刚果、扎伊尔、圣多美和普林西比等。西非地区包括毛里塔尼亚、西撒哈拉、塞内加尔、冈比亚、马里、布基纳法索、几内亚、几内亚比绍、佛得角、塞拉利昂、利比里亚、科特迪瓦、加纳、多哥、贝宁、尼日尔、尼日利亚和加那利群岛等。南非地区通常包括赞比亚、安哥拉、津巴布韦、马拉维、博茨瓦纳、纳米比亚、南非、斯威士兰、莱

索托、马达加斯加、毛里求斯、圣赫勒拿岛和阿松森岛等。

(一) 非洲地图^①



非洲国家示意图

(二) 非洲国家及其首都^②

北非 (8): 埃及 (Egypt) —— 开罗

苏丹 (Sudan) —— 喀土穆

利比亚 (Libya) —— 的黎波里

突尼斯 (Tunis) —— 突尼斯

阿尔及利亚 (Algeria) —— 阿尔及尔

摩洛哥 (Maroc) —— 拉巴特

亚速尔群岛 (Azores Islands) (葡) —— 蓬塔德尔加达

马德拉群岛 (Madeira Islands) (葡) —— 亦称丰沙尔群岛

^① 非洲国家地图, image. so. com. 2014 年 5 月 16 日。

^② 非洲国家及其首都, 心菲, <http://blog.sina.com.cn/juan920714>。