

stages of completion in more than 100 countries around the world. Hence, it is important that, at the outset, companies seeking World Bank financed business determine realistic marketing objectives and appropriate strategies, bearing in mind the strong international competition, as well as the company's resources, experience and competitive advantages.

However, companies should make contact with World Bank personnel in Washington to obtain critical information on the scope, size, timing and requirements of the projects.

Furthermore, although Bank staff usually do not get involved in the actual tendering and selection process, they do review and approve the borrower's shortlists and company selections on a non-objection basis. They may also play an advisory role for borrowing countries in need of advice on where to source the required goods and services.

A general rule of thumb is to dedicate approximately 10-15% of the marketing initiative at the Washington level in order to gather and update essential project intelligence, with the remaining 85-90% of the effort directed towards the executing agency in charge of the project.

While OLIFI Washington can help companies establish contacts at the Washington level, Canadian trade commissioners in other Embassies around the world can provide valuable assistance locally.

Obtaining Information On Projects

Apart from agents and other personal contacts which a firm may have in a borrowing country, the best public source of general project information is the fortnightly tabloid, *Development Business* published by the United Nations. It contains the Monthly Operational Summaries (MOS) of projects proposed for financing by the World Bank and the other International Financial Institutions (IFIs). A standard hard copy subscription, which costs US\$495 per year or US\$845 for two years, is recommended for businesses actively pursuing IFI contracts.

In addition, materials contained in *Development Business* can be reviewed electronically by accessing the Scan-A-Bid database. This United Nations on-line information service is available through DataStar, and charges users US\$90 for each hour of on-line time and US\$1.18 for each full document viewed. (Scan-A-Bid discounts are available for those users who subscribe to the hard copy *Development Business* publication.)