

14.
We understand that the Manila post feels that only 20 bids will require analysis to determine the reasons for Canada's success or failure. All Canadian bids will be identified from our first analysis. This list will be checked with Embassy staff. For each project we will meet with the appropriate Bank Project Officer or, if he is not available through termination or an out-of-country trip, with an alternate to review the file. In our discussion we will seek to compare successful Canadian bids against runners-up and unsuccessful bids against those of winners. The criteria will vary according to the equipment class but, in most cases, would include:

- o price;
- o financial terms;
- o government support to buyer or seller;
- o product specifications;
- o experience in use;
- o delivery terms and timing.

In addition to these more easily compared factors, we would also look for those which are less quantifiable such as:

- o reputation of manufacturer;
- o buyers' experience with other Canadian products;
- o factors such as where the buyer was educated which may affect attitudes;
- o relationships and frequency of contact.

Having already completed such evaluations with Bank staff, we know they can be very helpful. However, we suspect that some