

The bulk of the firm's marketing effort should be at this level.

▶ **Seek representation in the country.** A critical success factor in winning international business is having a good agent or, even better, a local partner.

▶ Until submission of bid **maintain close contact** with the executing agency.

▶ **Be consistent, and patient,** with the approach for a few years before revising and expanding the strategy, as success in a single project can take years.

Canadian Procurement Success in World Bank - Funded Projects

Canadian firms have received over \$1 billion in business in World Bank projects over the past five years. This represents approximately 2.45 percent of the World Bank's total foreign disbursements during that period.

Contributions. Canada has contributed approximately \$US 976 million in actual cash to World Bank in the six-year period from fiscal 1983 through fiscal 1988. The figure represents cash contributions only and not capital subscriptions.

Procurement. Canadian firms have received approx. \$US 1,041 million in disbursements for contracts in projects funded by

the World Bank over the same period. Hence, the ratio of procurement won to contributions is approximately 1.1 to 1.

Ranking. Canada has consistently ranked seventh or eighth in procurement over the past several years among other World Bank Part 1 (developed) member countries.

Trend. While total World Bank foreign disbursements have increased an average of 9.8 percent per annum since FY84, Canada's procurement success has increased an average of over 15 percent per annum. Accordingly, Canada's relative success has been improving steadily though not dramatically -- but there is considerable opportunity for improvement.

Consulting. Canadian firms have been particularly successful in consulting. Canadian consultants received US\$48 million in FY89, which represents 7.5 percent of total WB foreign disbursements for consulting in FY89. This ranked Canada in fifth place for the third year in a row for consulting behind the U.S., the U.K., France, and Germany.

Sectors. Canadian firms have done particularly well in environmental control (sewerage, water supply, sanitation), energy (oil and gas) and hydroelectric projects, as well as health, education, forestry, and transportation.

Canadian Government Assistance

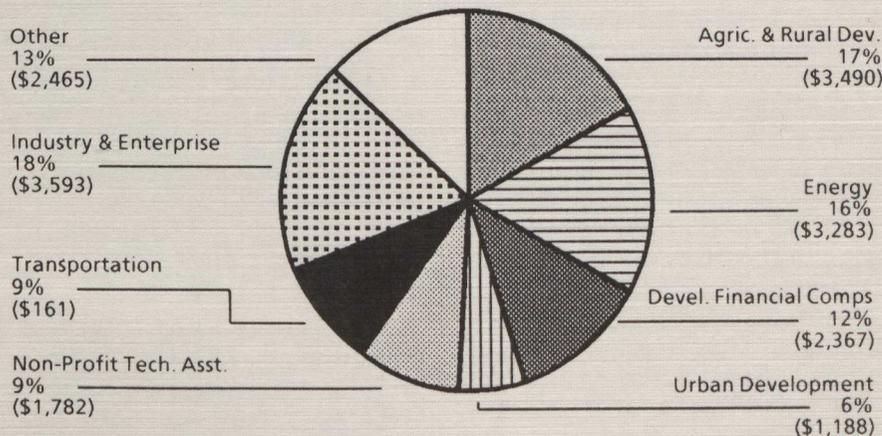
General information and orientation regarding doing business with the World Bank and other development banks can be obtained from the local International Trade Centers (now part of External Affairs and International Trade Canada) throughout Canada, or directly from the Export Finance and Capital Projects Division of External Affairs in Ottawa. More detailed information pertaining to specific countries can be provided by the actual geographic "country" desks of the Trade Development Divisions of External Affairs.

The Government of Canada provides further support through the Office for Liaison with International Financial Institutions (OLIFI) at the Canadian Embassy in Washington. The OLIFI staff liaises with the Washington-based IFIs (World Bank and Inter-American Development Bank) and provides information, advice, and assistance to Canadian businessmen pursuing procurement opportunities with the banks. Canadian posts abroad contribute to this effort by providing regular follow-up and assistance in the field.

OLIFI also works in close cooperation with the Canadian Executive Director's office at the Bank, with a view to fully protecting and promoting Canadian interest, and particularly in resolving any procurement or other commercial disputes that may arise.

Financial and other assistance in pursuing World Bank business opportunities is available through various Canadian Government programs. Two such programs are PEMD and CPPF. Information on PEMD (Program for Export Market Development) is available from the regional Industry, Science and Technology Canada (ISTC) offices; and details on the CPPF (Canadian Project Preparation Facility) can be obtained directly from CIDA's Industrial Cooperation Branch.

World Bank Lending, By Sector FY 1989, In Millions of U.S. Dollars



TOTAL LENDING: \$21.3 Billion

Source: 1989 World Bank Annual Report