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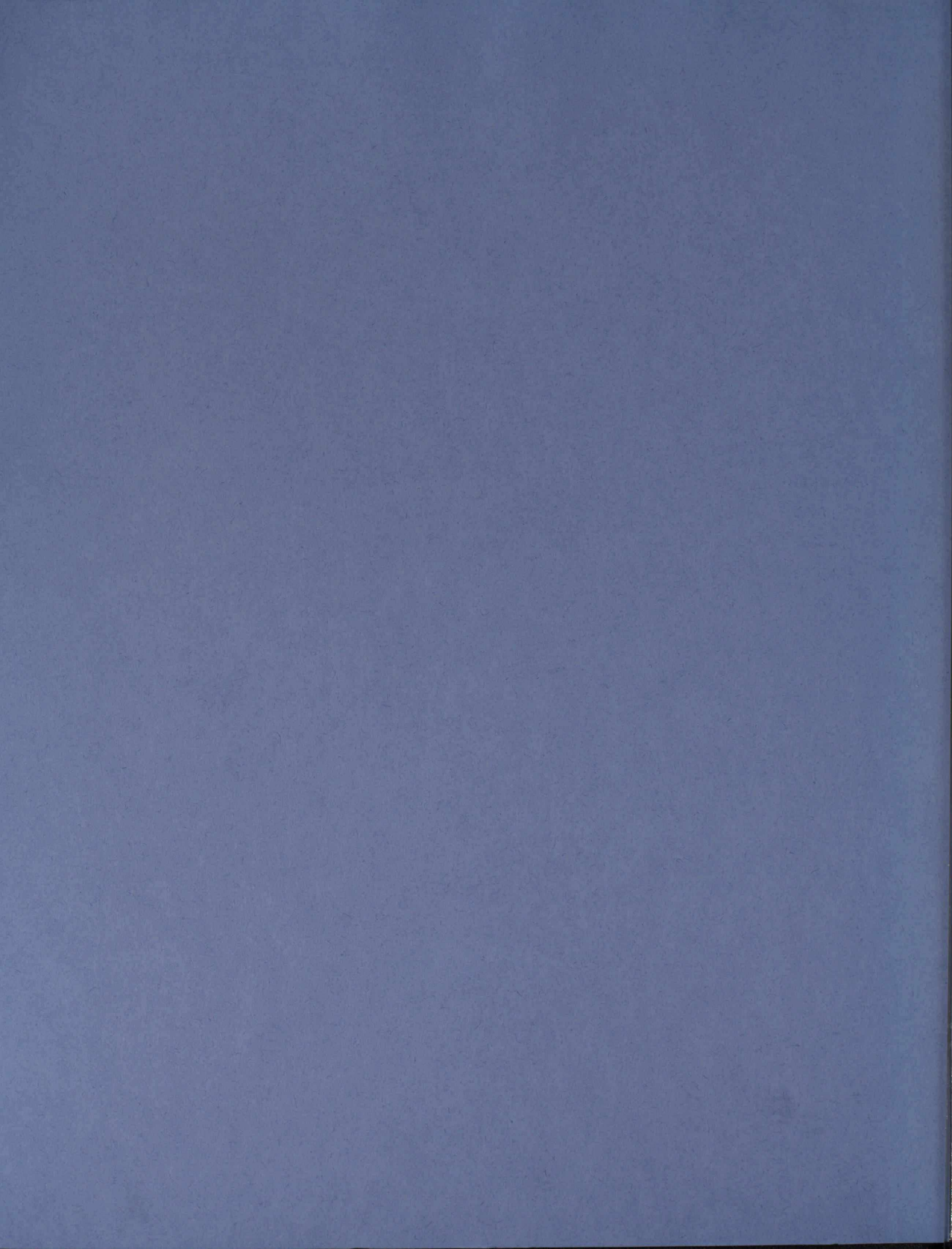


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1997/98 ANNUAL REPORT ON  
CANADIAN PROCUREMENT AT THE  
WORLD BANK AND THE  
INTER-AMERICAN DEVELOPMENT BANK

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1997/98 ANNUAL REPORT

ON

CANADIAN PROCUREMENT AT THE  
WORLD BANK

AND THE

INTER-AMERICAN DEVELOPMENT BANK

PREPARED JULY 1998 BY THE

OFFICE OF LIAISON WITH  
INTERNATIONAL FINANCIAL INSTITUTIONS

THE CANADIAN EMBASSY  
WASHINGTON, D.C.

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OF THE ANNUAL REPORT

ON

ANNUAL PROGRESS REPORT AT THE

WORLD BANK

AND THE

INTER-AMERICAN DEVELOPMENT BANK

FOR THE YEAR 1964

BY THE

MANAGING DIRECTOR

OF THE WORLD BANK

AND THE

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## EXECUTIVE SUMMARY

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In 1997, the World Bank approved loans worth US\$ 19.1 billion and the Inter-American Development Bank (IDB) approved loans worth US\$ 6 billion. As a shareholder at both the World Bank and the IDB, Canadian companies are eligible to compete for the equipment, civil works and consulting procurement associated with these loans.

In 1997, World Bank and IDB disbursements to Canadian companies amounted to US\$ 155 million and US\$ 21.8 million respectively. Canadian companies won 149 World Bank-financed contracts worth US\$ 84.1 million and 19 IDB-financed contracts worth US\$ 5.7 million.

In recent years, a general perception has developed that Canada is not "getting its share" of procurement. In reality, the situation is more complex. Gaining an accurate picture of Canada's procurement performance requires more than an examination of the data; it also requires an understanding of the project cycle and procurement process of the World Bank and the IDB, and the repercussions for Canadian companies. Several factors affect the competitiveness of Canadian companies. Canadian companies must have a local presence and a commitment to the regional or country market, and be willing to invest a significant amount of their resources pursuing World Bank and IDB-financed contracts.

Although it is difficult to draw any unreserved conclusions, when viewed in context two tendencies were evident from the 1997 contract awards data: Canadian firms continue to do disproportionately well in the consulting category, and larger companies and companies with established international experience won larger contracts and more often than did small and medium-sized enterprises and companies with less international experience.

To improve Canada's procurement performance, a great deal of effort has been directed at promoting greater awareness of IFI-financed opportunities, with the belief that this would encourage more Canadian firms to bid. However, this report illustrates that while increased awareness among private sectors representatives is important, it is not sufficient to improve Canada's procurement performance.

The challenge for Canadians involved with the IFIs is to figure out how they can assist increase not the mere number of bids, but the number of *competitive* bids by Canadian companies.

by Canadian companies.

The challenge for Canadians involved with the ICB is to figure out how they can best increase the number of bids, but the number of competitive bids by Canadian companies.

Procurement Performance  
The challenge for Canadians involved with the ICB is to figure out how they can best increase the number of bids, but the number of competitive bids by Canadian companies.

Although it is difficult to draw any universal conclusions when applied to contracts, significant amounts of their resources pursuing World Bank and IDB funded commitment in the regional or country market, and be willing to invest a Canadian companies. Canadian companies must have a local presence and a for Canadian companies. General factors affect the competitiveness of bid procurement process of the World Bank and the IDB, and the representative representation of the data; it also requires an understanding of the project cycle accurate picture of Canada's procurement performance requires more than an "as share" of procurement. In reality, the situation is more complex. Getting in recent years a general perception has developed that Canada is not "getting financed contracts worth US\$ 6.7 billion.

from 149 World Bank-financed contracts worth US\$ 64.1 million and 19 IDB to US\$ 155 million and US\$ 21.6 million respectively. Canadian companies in 1997, World Bank and IDB commitments to Canadian companies amounted as related with these loans.

eligible to compete for the equipment, civil works and consulting procurement and shareholder of both the World Bank and the IDB. Canadian companies are American Development Bank (ADB) approved loans worth US\$ 9 billion. As a in 1997, the World Bank approved loans worth US\$ 18.1 billion and the Inter-

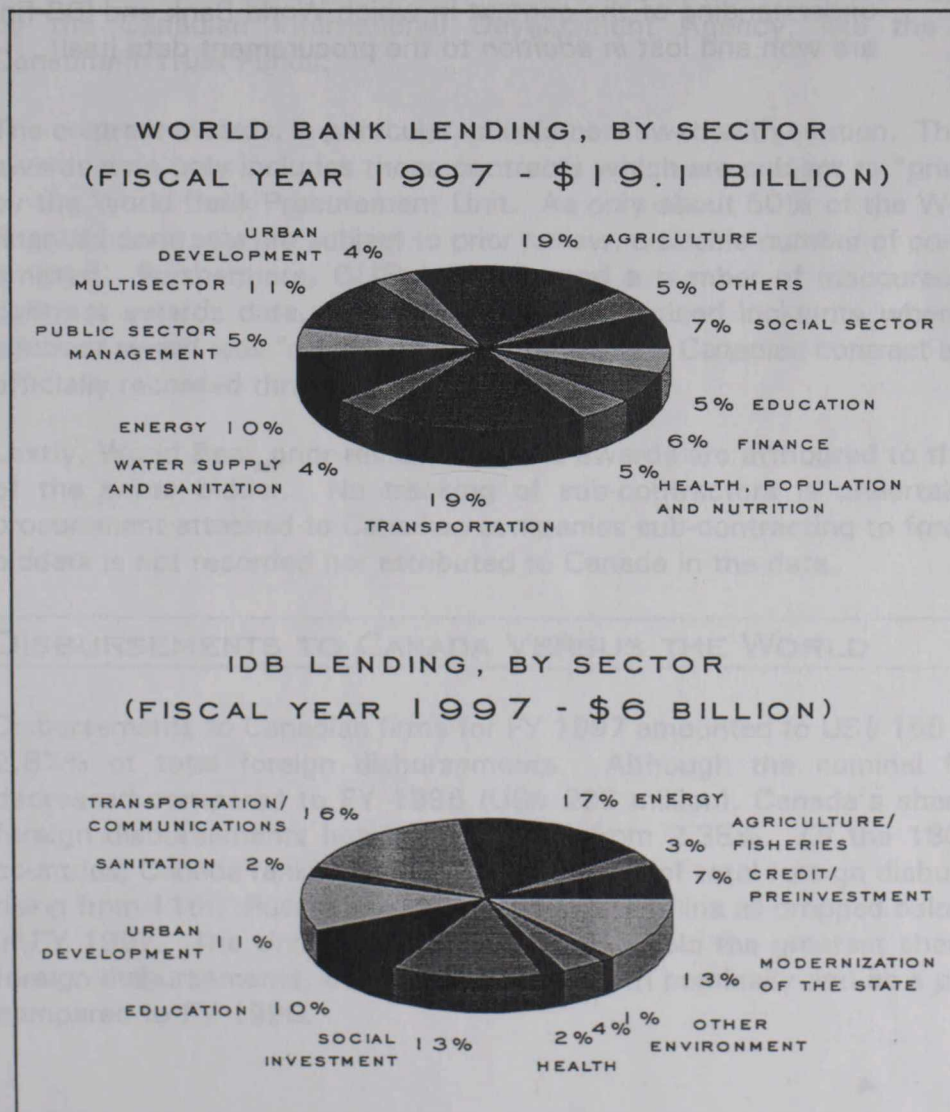
EXECUTIVE SUMMARY



## THE WORLD BANK GROUP AND THE INTER-AMERICAN DEVELOPMENT BANK

Both the World Bank Group and the Inter-American Development Bank (IDB) share the same fundamental goal: to promote and accelerate the social and economic development of their borrowing countries. The primary method of achieving this goal is to make loans that support development projects to borrower governments. In 1997, the World Bank and the IDB financed projects in many different sectors, ranging from health to capital markets and from energy to legal reform.

The value of the lending is impressive. In 1997, the World Bank approved loans worth US\$ 19.1 billion and the IDB approved loans worth US\$ 6 billion. With World Bank and IDB financing typically amounting to approximately 40% of a project's total cost, these two institutions catalyzed projects with a total cost of over US\$ 60 billion in developing countries last year.

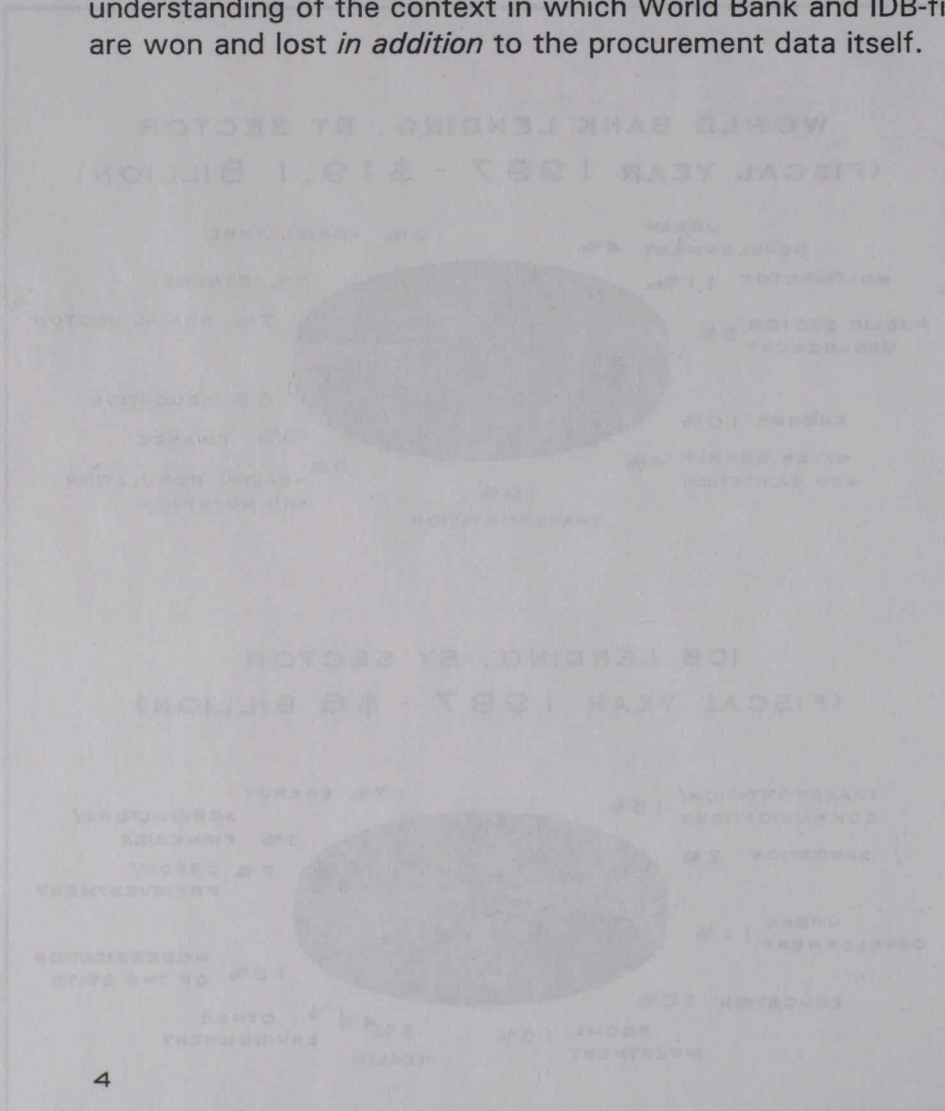


Canada is a shareholder at both the World Bank and the IDB and, as a result, Canadian companies are eligible to compete for the equipment, civil works and consulting procurement associated with the loans. Considering the magnitude of the lending, it is natural for members of the Canadian public and private sectors to want to know how Canadian companies are performing -- to know if Canada is "getting its share" of the procurement.

In reaction to World Bank and IDB procurement data, a general perception has developed in recent years that Canada's procurement performance has been below potential, that its performance pales in comparison to other G-7 countries, and that for a country of its economic stature Canada's procurement performance should be better.

The reality of the situation, however, is more complex. The procurement data provided by the World Bank and the IDB is far from comprehensive, due to a number of short-comings and omissions. Nor does the procurement data provide the context in which Canadian companies must compete.

Gaining an accurate picture of Canada's procurement performance requires an understanding of the context in which World Bank and IDB-financed contracts are won and lost *in addition* to the procurement data itself.



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## 1997 WORLD BANK PROCUREMENT DATA

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Canada's procurement performance at the World Bank is typically measured through disbursement and contract awards data. The procurement data below is based on the World Bank's 1997 fiscal year, which spans from July 1, 1996 to June 30, 1997. Disbursements are payments made to Canadian companies by the borrowing country, or by the World Bank on behalf of the borrowing country. These are payments for services rendered or goods delivered, and provide a general indication of the past success of Canadian firms.

In contrast, contract awards data reflects recent successes by Canadian firms which have yet to result in payment. When examining procurement, contract awards can provide a cursory indication of Canada's future performance in the disbursement category.

Before analyzing the procurement data, a note of caution is in order. The sheer magnitude of the data in conjunction with the complex method of procurement reporting limits its accuracy. It is helpful to keep in mind that disbursement data does not include disbursements to Canadian companies that were co-financed by the Canadian International Development Agency, like the Canadian Consultant Trust Funds.

The contract awards, in particular, should be viewed with caution. The contract awards data only includes those contracts which are subject to "prior review" by the World Bank Procurement Unit. As only about 60% of the World Bank-financed contracts are subject to prior review, a sizable number of contracts are omitted. Furthermore, OLIFI has observed a number of inaccuracies in the contract awards data. For example, OLIFI noticed incidents where a single contract award was "double counted" or where a Canadian contract award was officially recorded three years after the fact.

Lastly, World Bank prior review contract awards are attributed to the country of the *prime* bidder. No tracking of sub-contractors is undertaken. The procurement attached to Canadian companies sub-contracting to foreign prime bidders is not recorded nor attributed to Canada in the data.

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### DISBURSEMENTS TO CANADA VERSUS THE WORLD

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Disbursements to Canadian firms for FY 1997 amounted to US\$ 155 million, or 2.87% of total foreign disbursements. Although the nominal figure has decreased compared to FY 1996 (US\$ 225 million), Canada's share of total foreign disbursements has increased, up from 2.38%. Of the 180 member countries, Canada ranked 8th in terms of share of total foreign disbursements, rising from 11th. Russia, the Netherlands, and China all dropped below Canada in FY 1997. The United States continues to hold the greatest share of total foreign disbursements, but has decreased both nominally and as a percentage compared to FY 1996.

WORLD BANK DISBURSEMENTS TO MAJOR SUPPLYING COUNTRIES BY CATEGORY – FY 1997

	Total	Equipment	Civil Works	Consultants	All Other Goods	% of Total For. Disb.
United States	787	536	53	183	15	14.57
France	606	408	89	96	13	11.22
Germany	562	386	129	34	13	10.41
United Kingdom	463	277	31	152	4	8.57
Japan	372	326	30	12	3	6.89
Italy	336	107	174	27	28	6.21
Switzerland	165	142	3	19	1	3.06
Canada	155	87	6	58	5	2.87
Republic of Korea	147	68	78	<0.5	2	2.73
China	147	49	91	7	<0.5	2.72
Turkey	142	136	1	<0.5	4	2.63
Netherlands	113	43	32	35	3	2.10

Source: World Bank Annual Report 1997  
(Amounts in million of US dollars)

CANADA'S INTERNATIONAL DISBURSEMENTS RANKING ON A PER CAPITA BASIS

On a per capita basis, Canada ranked 16th amongst 39 donor member countries, with US\$ 5.17 disbursed per capita. Canada maintained the same position in the rankings as in FY 1996, but suffered a considerable decrease in disbursements per capita, dropping from US\$ 7.73. Switzerland led with US\$ 23.32, which also demonstrates a marked drop from its total of US\$ 32.97 in FY 1996. Amongst the G-7, Canada ranked fifth, ahead of Japan and the United States.

WORLD BANK PROCUREMENT PER CAPITA, MAJOR DONOR MEMBERS – FY 1997

	Total Disbursements (US\$ millions)	Population (Millions)	Per Capita Disbursement
Switzerland	165	7.074	23.32
Norway	95	4.381	21.68
Singapore	58	3.044	19.05
Cyprus	13	0.740	17.57
France	606	58.375	10.38
Austria	77	8.059	9.55
Denmark	44	5.262	8.36
United Kingdom	463	58.782	7.88
Finland	38	5.125	7.41
Netherlands	113	15.517	7.28
Canada	155	29.964	5.17

Source for Disbursement Data: World Bank Annual Report  
Source for Population Data: World Bank Atlas 1998

DISBURSEMENTS TO CANADA BY CATEGORY OF PROCUREMENT

The greatest share of disbursements to Canada for FY 1997 was in the Equipment category, amounting to 56% of the total, followed by Consulting (37%), Civil Works (4%), and All Other Goods (3%). The total World Bank foreign disbursements to these categories were 62%, 16%, 17% and 4%, respectively.

DISBURSEMENTS TO CANADIAN COMPANIES

BY CATEGORY - FY 1997



TOTAL WORLD BANK FOREIGN DISBURSEMENTS

BY CATEGORY - FY 1997



As the figures in the following table indicate, Canada's share of total foreign procurement in the four categories has been consistent over the last five years.

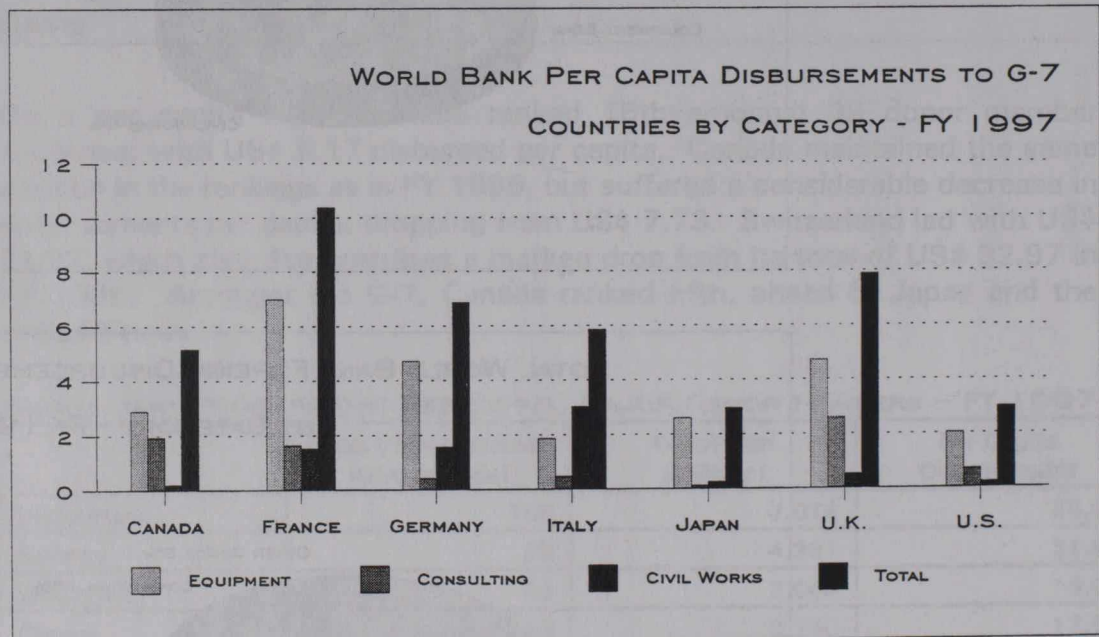
WORLD BANK DISBURSEMENTS TO CANADA BY CATEGORY, FY 1993-1997

	FY 1993		FY 1994		FY 1995		FY 1996		FY 1997		Five Year Average	
	Amt	%	Amt	%	Amt	%	Amt	%	Amt	%	Amt	%
Consulting	56	8.3	68	8.8	52	6.6	57	6.3	58	6.6	58.2	7.3
Equipment	57	1.4	94	1.3	106	1.5	159	2.2	87	2.6	100.6	1.8
Civil Works	4	0.7	6	1.0	8	0.8	8	1.0	6	0.6	6.4	0.8
All Other	74	1.6	5	1.5	5	1.7	1	0.2	5	2.2	18	1.4

Source: World Bank Annual Reports 1993-1997

Amounts in millions of US dollars and percentages of total foreign procurement  
All Other includes medical supplies, raw material, chemicals, commodities and agricultural inputs

In comparison with the G-7 countries, on a per capita basis, Canada ranked 2nd in disbursements in the Consulting category, 4th in Equipment, 6th in Civil Works, and 3rd in All Other. For figures, see Annex 3.



WORLD BANK CONTRACT AWARDS DATA

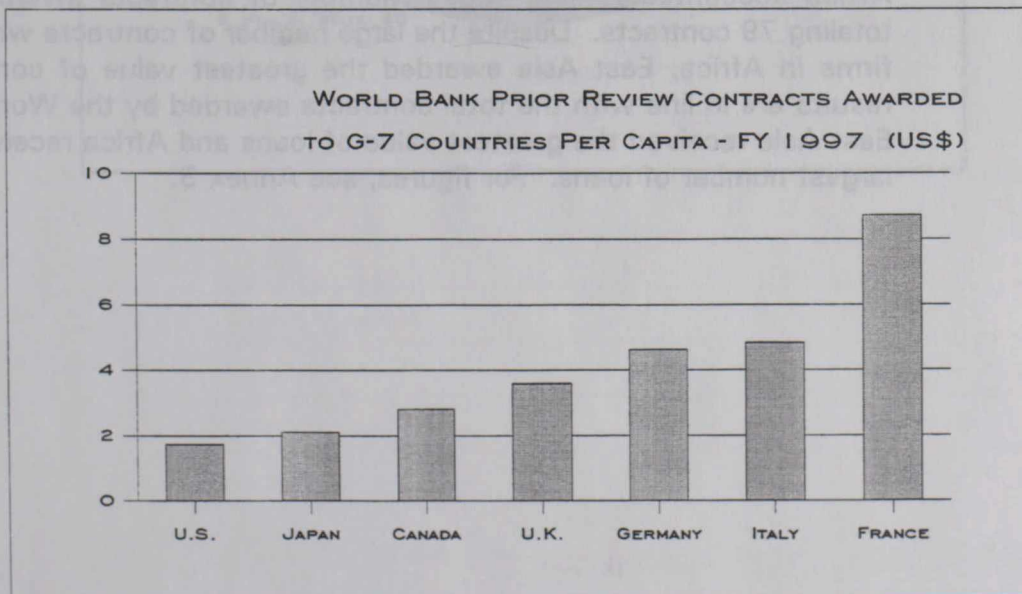
In FY 1997, 149 prior review contracts were awarded to Canadian firms, valued at US\$ 84.1 million (See Annex 2). This is a decrease of 16% compared to FY 1996. Contracts awarded to Canadian firms accounted for 2.6% of the value awarded to OECD countries, placing Canada 14th overall in relation to other OECD countries, and 17th on a per capita basis. This is a minor drop in position from FY 1996, where Canada ranked 13th overall and 15th on a per capita basis.

WORLD BANK CONTRACTS AWARDED TO OECD COUNTRIES - FY 1997

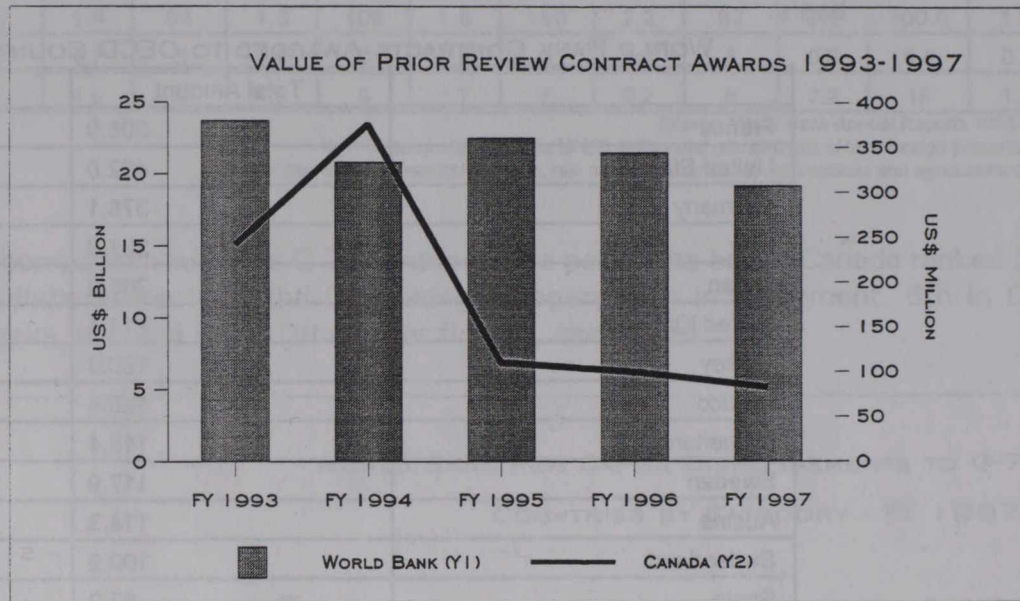
	Total Amount	Per Capita
France	508.9	8.72
United States	462.0	1.74
Germany	378.1	4.62
Italy	227.9	4.84
Japan	265.0	2.11
United Kingdom	211.4	3.60
Turkey	180.0	2.87
Mexico	128.4	1.38
Netherlands	118.4	7.63
Sweden	117.9	13.33
Austria	114.3	14.18
Switzerland	100.9	14.26
Spain	87.2	2.22
Canada	84.1	2.81

Source for Contract Award Data: Procurement Policy and Services Group, World Bank  
 Source for Population Data: World Bank Atlas 1998  
 Amounts in millions of US dollars

In 1997, Canada ranked fifth amongst G-7 countries on a per capita basis.



The value of contracts awarded to Canada in FY 1997 is 60% below the average for 1993-1996. Nevertheless, at this stage, it is important to keep in mind that these figures represent the cumulative efforts of individual companies. In FY 1993, one company accounted for US\$ 130 million of Canadian contract awards and, in FY 1994, two companies accounted for US\$ 280 million of Canadian contract awards. If these three contract awards are omitted from the data, the adjusted average for 1993-1996 is US\$ 98.9 million. For figures, see Annex 3.

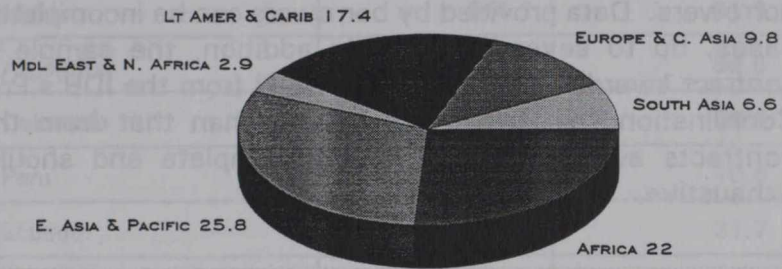


.....  
**CONTRACT AWARDS TO CANADA, BY REGION**  
 .....

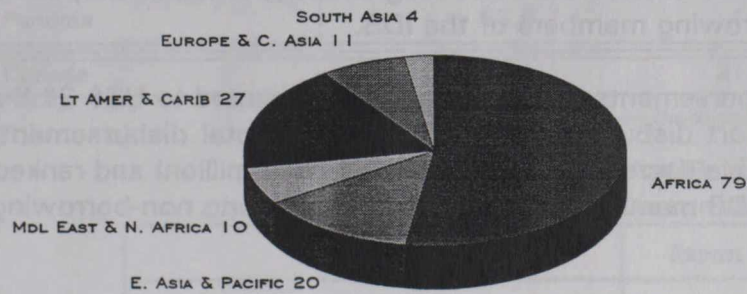
Africa accounted for the largest number of contracts awarded to Canada, totaling 79 contracts. Despite the large number of contracts won by Canadian firms in Africa, East Asia awarded the greatest value of contracts. These results are in line with the total contracts awarded by the World Bank, where East Asia received the greatest value of loans and Africa received the second largest number of loans. For figures, see Annex 3.



PRIOR REVIEW CONTRACTS AWARDED TO CANADA  
BY REGION - FY 1997 (US\$ M)



NUMBER OF PRIOR REVIEW CONTRACTS AWARDED  
TO CANADA BY REGION - FY 1997



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## 1997 IDB PROCUREMENT DATA

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The procurement data below spans the period of January 1, 1997 to December 31, 1997. Like World Bank data, IDB procurement data should be viewed with caution. The accuracy of the data, in large part, relies on timely reporting by borrowers. Data provided by borrowers can be incomplete and delayed, in some cases, up to several years. In addition, the sample of disbursement and contract awards data available to OLIFI from the IDB's Procurement Policy and Coordination Office is much smaller than that from the World Bank. The contracts awards data is likely incomplete and should not be considered exhaustive.

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### DISBURSEMENTS TO CANADA VERSUS THE WORLD

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In 1997, the IDB disbursed a total of US\$ 5.29 billion dollars to its member countries. Companies from borrowing countries accounted for US\$ 3.7 billion, or 70%, of total disbursements.

The IDB divides disbursements into two categories: "Local Purchase" and "Exports". Local purchase disbursements are payments to companies located *inside* the borrowing country. Exports, in contrast, are payments to companies located *outside* the borrowing country, whether they be from non-borrowing or borrowing members of the IDB.

Disbursements to Canadian firms amounted to US\$ 21.8 million, 1.0% of total export disbursements and 0.4 % of total disbursements. This represents a sizable decrease from 1996 (US\$ 46.2 million) and ranked Canada 28th among all IDB member countries and 10th among non-borrowing countries.

IDB DISBURSEMENTS TO MAJOR SUPPLYING COUNTRIES - FY 1997

	Local	Exports	Total
Brazil	1,346.1	181.2	1,527.3
United States	n.a.	993.2	993.2
Mexico	444.1	61.2	505.3
Argentina	324.0	89.9	413.9
Colombia	163.4	46.9	210.4
Peru	178.9	10.6	189.5
Ecuador	134.7	31.7	166.4
Italy	n.a.	150.0	150.0
Venezuela	75.8	59.1	134.9
Germany	n.a.	107.4	107.4
Spain	n.a.	98.9	98.9
Uruguay	64.4	3.3	67.7
Bolivia	48.5	7.5	56.0
El Salvador	54.8	0.5	55.3
Panama	53.5	1.8	55.3
<b>Canada</b>	<b>n.a.</b>	<b>21.8</b>	<b>21.8</b>

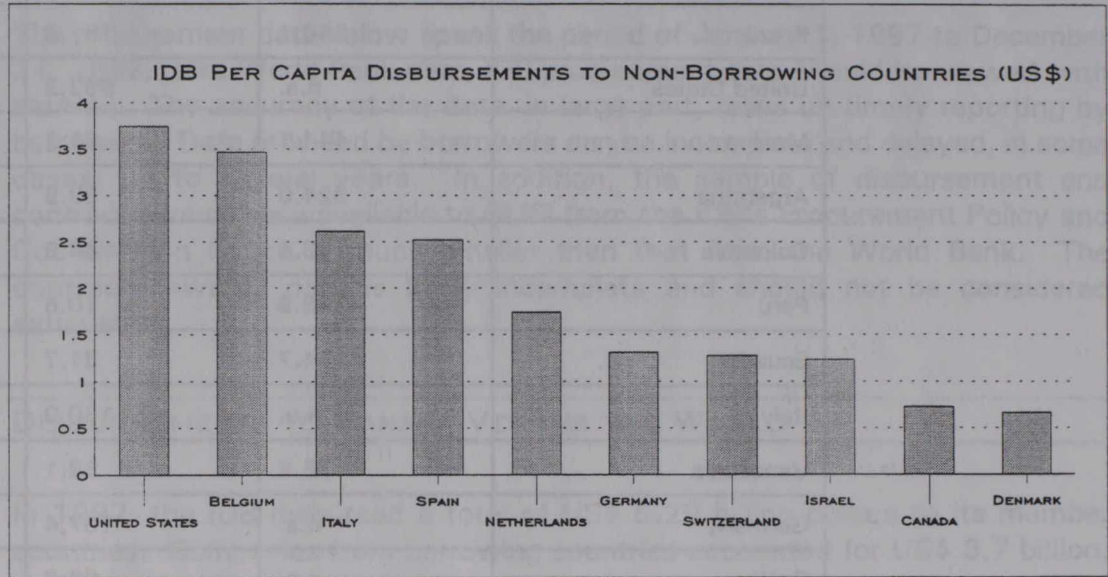
Source: Inter-American Development Bank Annual Report 1997

IDB DISBURSEMENTS TO NON-BORROWING COUNTRIES  
AS A PERCENTAGE OF EXPORT DISBURSEMENTS - FY 1997

	Export Disbursements (%)
United States	46.7
Italy	7.0
Germany	5.0
Spain	4.6
Japan	2.1
United Kingdom	1.8
Belgium	1.7
France	1.5
Netherlands	1.3
<b>Canada</b>	<b>1.0</b>

Source: Inter-American Development Bank Annual Report 1997

When measured on a per capita basis, Canada received US\$ 0.73, ranking Canada 9th among non-borrowing countries. For figures, see Annex 5.



#### IDB CONTRACT AWARDS DATA

IDB contracts awarded to Canada valued US\$ 5.7 million, a significant decline from the 1996 total of US\$ 69 million (See Annex 4). The primary explanation for this decline lies in fact that no Canadian firms won goods or works contracts in 1997. In 1996, 11 goods and works contracts were awarded, valued at US\$ 58 million.

Country	Value (US\$ million)
United States	18.1
Italy	7.0
Germany	6.0
Spain	4.8
Japan	2.1
United Kingdom	1.8
Canada	1.3
France	1.2
Netherlands	1.2
Denmark	1.0

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## THE WORLD BANK AND IDB CONTEXT

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One of the hazards of looking solely at the procurement data is that it obscures the fact that the figures represent the cumulative efforts of actual Canadian companies. It becomes easy to forget that for each contract won, at least one Canadian company spent a significant amount of its time, effort and money pursuing the opportunity.

It also becomes easy to adopt a widely held misconception that the World Bank and the IDB are procurement agencies tasked with deciding which firms win contracts. In reality, it is the borrowers who manage the bidding process and select the winning bidder.

Thus, for an accurate picture of Canada's procurement performance it is important to have a clear understanding of the World Bank and IDB context. This begins with an examination of two elements: the project cycle and the procurement process.

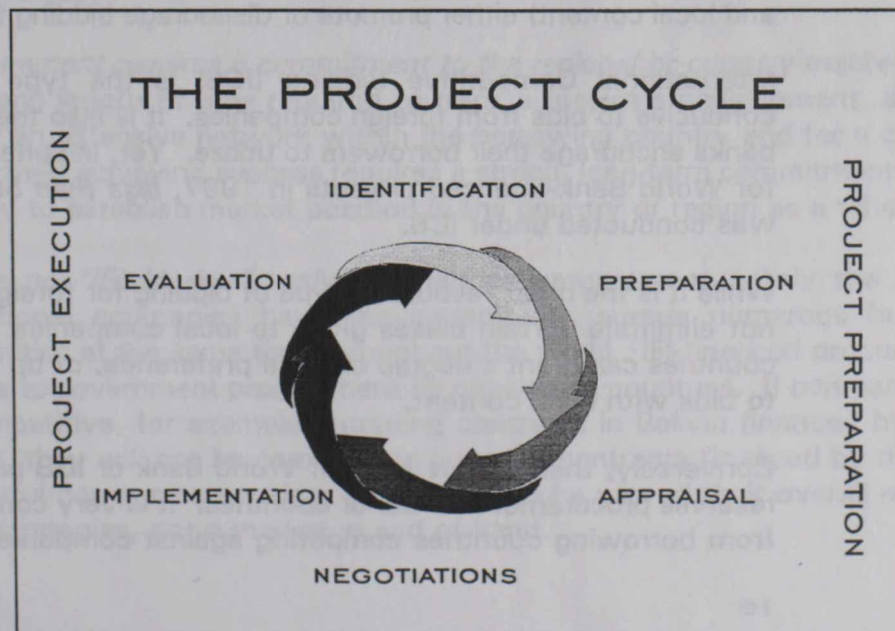
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### THE PROJECT CYCLE AND THE PROCUREMENT PROCESS

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The World Bank and the IDB's project cycle and the procurement process describe how IFI-financed projects are designed, prepared and managed, and how companies compete for IFI-financed contracts.

An IFI-financed project's duration is long by commercial standards. From the time a project is identified to the time it is completed lasts between 5-8 years. As listed in the diagram on the next page, there are six stages in a typical project's evolution, three falling under "project preparation" and three falling under "project execution".



The first three stages of the project cycle are primarily the responsibility of World Bank or IDB staff. Taking what may be no more than a basic set of objectives, task team leaders develop a project work plan in consultation with the borrower. The work plan incorporates the objectives and culminates in the appraisal stage with a comprehensive, step-by-step blue print of how the project will be implemented, called the staff appraisal report or project appraisal document. During project preparation, task team leaders often require the services of individual consultants to perform short-term consulting assignments.

Once each bank's Board of Directors approves the project appraisal document, senior bank staff and officials of the borrowing countries enter into negotiations to finalize the terms of the loan and of project execution. After negotiations are completed, the project is ready to be implemented.

It is during this stage that bidding is conducted and contracts awarded for equipment, civil works and consulting contracts. And it is important to recognize that during this stage a shift in responsibility occurs as well. In contrast to the first three stages, the borrowing country is responsible for managing the implementation of the project. As was mentioned earlier, this includes the evaluation of the competing bids and the selection of the company with the winning bid.

The World Bank and the IDB have established guidelines and rules for how borrowers manage the procurement process, evaluate bids and select winners. During project execution, the only role of the banks is to ensure that borrowers follow the procurement rules. Indeed, one of the conditions attached to the World Bank and the IDB providing a loan is that the borrower must employ the procurement rules set out by each institution.

There are a number of types of procurement rules which borrowers may use. While each aim at promoting "economy and efficiency", for commercial purposes, the basic distinction between each type concerns how their attached conditions (in terms of advertising, time, pricing, currency, terms of payment and local content) either promote or discourage bidding from foreign companies.

International Competitive Bidding (ICB) is the type of procurement most conducive to bids from foreign companies. It is also the method which the two banks encourage their borrowers to utilize. Yet, in spite of this encouragement, for World Bank-financed projects in 1997, *less than 50%* of the procurement was conducted under ICB.

While it is the most favourable type of bidding for foreign companies, ICB does not eliminate certain biases given to local companies. Under ICB, borrowing countries can grant a degree of price preference, of up to 15% in some cases, to bids with local content.

Conversely, there is not a set of World Bank or IDB procurement rules which reserves procurement for donor countries. It is very common to find companies from borrowing countries competing against companies from donor countries

both inside the borrowing country itself and throughout the region. Competition for IFI-financed contracts is fierce.

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### REPERCUSSIONS FOR CANADIAN COMPANIES

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The manner in which the World Bank and the IDB prepare projects and conduct procurement has important repercussions for Canadian companies pursuing IFI-financed contracts. Several factors effect the competitiveness of bids.

*A local presence is necessary.* Without a local presence, in the form of a local agent or partner, companies lack a vehicle for gaining up-to-date market intelligence, exerting influence on the borrower's executing agency at important stages of the project cycle, and tracking the activities of its competition. With ICB allowing for price preference for bids with local content, the lack of a local partner also hinders the competitiveness of a company's bid.

*Early identification of opportunities allows for better marketing.* The early stages of the project cycle provide the greatest opportunities for a company to ensure that a project's terms of reference allow the company to bid. In fact, more aggressive companies will attempt to influence the terms of reference and selection of equipment specifications in a manner that prevents competitors from bidding. By identifying an opportunity early, a company also leaves itself the greatest amount of time to generate awareness of its capabilities among the staff of the IFIs and the executing agency.

*Companies must "cover all the bases".* Companies need to keep the staff of the IFI and the executing agency aware of their capabilities and activities throughout the project cycle. Disruptions, delays, direction changes and disputes are not uncommon during a project. When both the bank and the borrower are aware of a company's interest in the project and respect its capabilities, the company increases the chance problems will be resolved in a manner that is not to its disadvantage.

*IFI procurement requires a commitment to the regional or country market.* Due to the long length of time required to track a project's development, and the need for an extensive network within the borrowing country and for a credible local partner, achieving success requires a strong, long-term commitment by the company to establish market position in the country or region as a whole.

*There is no "IFI Market", only IFI-financed procurement.* Only the largest multinational companies have the capacity to pursue numerous business opportunities at the same time throughout the world. IFI-financed procurement amounts to government procurement by developing countries. If companies are not competitive, for example, pursuing contracts in Bolivia financed by other sources, they will not be competitive pursuing contracts financed by the IFIs. Successful companies consider IFI projects to be part of their overall regional export strategies, not a market in and of itself.

*Pursuing IFI-financed contracts is very costly.* All the repercussions listed above require that companies expend a very large amount of human and financial resources pursuing this work. Without proper preparation, partnering and risk sharing, the costs are too great for many companies, particularly small and medium-sized enterprises (SMEs), to manage.

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#### REPORT ON CANADIAN WORLD BANK CONTRACT WINNERS

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In 1998, the Office of Liaison with International Financial Institutions (OLIFI) commissioned a report that examined the business development strategies of 15 Canadian SMEs that had won World Bank-financed contracts in 1997. The main findings of the report confirmed most of the points described above. However, four findings are particularly noteworthy.

First, the SMEs indicated that they include the pursuit of *sub-contracting* opportunities on IFI bids as part of their overall business strategy. SMEs are prepared to let other companies, particularly larger companies, act as the prime bidder if they believe it will increase their chance of being part of a winning bid. This is an important finding because, as was noted earlier, World Bank data attributes contract awards to the country of the prime bidder. Thus, World Bank data cannot give an indication of the success of Canadian companies acting as sub-contractors, even though it is an important element of SME business strategies.

Second, support from CIDA's Industrial Cooperation Program (INC) was regarded as very useful. INC support of preliminary studies helped companies acquire project intelligence, familiarity, and credibility with local contacts and the borrowing country, while INC support of training programs as part of bids was seen as a helpful incentive to borrowers to select the company.

Third, in a number of cases, companies perceived the profit generated from the initial IFI contract to be below the costs of pursuing it. However, the companies believed the effort to be worthwhile in the long-term as it helped them establish a presence in the country market, cultivate contacts within the country and the World Bank, form partnerships for future contracts, and expand their international experience.

Finally, some of the companies had a rather sophisticated approach to leveraging themselves on a project and within a country. Companies would work on small contracts won by ICB early in the project cycle to get more deeply involved in the design of the future phases. In so doing, the companies attempted to establish themselves, in the client's view, as "indispensable" to the success of the overall project, and end up being contracted on a sole-source basis for larger, more lucrative down-stream work. By establishing strong technical credibility and good relationships with the borrower, companies were able to avoid ICB.



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## 1997 WORLD BANK AND IDB CONTRACT AWARD WINNERS

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Having examined the context in which Canadian companies compete for IFI-financed contracts, it is enlightening to look at the value of the contract awards and the individual companies that won them.

Canadian companies generally won relatively small contracts. The average value of Canadian World Bank prior review contract awards was US\$ 559,580, yet the *median* Canadian contract award was only US\$ 200,000. Even the largest contracts awarded to Canadian firms were modest in comparison to the World Bank overall. Only 15 Canadian companies won contracts valued over US\$ 1 million, whereas the average World Bank contract award in 1997 was US\$ 1.1 million.

DISTRIBUTION BY VALUE OF CANADIAN WORLD BANK CONTRACT AWARDS  
- FY 1997

US Dollar Value	Number of Contracts
0 - 500,000	116
500,000 - 1 million	18
1 million - 5 million	13
over 5 million	2

Source: Procurement Policy & Services Group

Slightly over 50% of the Canadian companies winning World Bank-financed contracts in 1997 had won at least one other World Bank-financed contract in the last 4 years. The average value of the contracts awarded to these companies was US\$ 937,128. The largest contracts were won by established, large Canadian companies like Consumer Gas (US\$ 8,424,940), Nortel (US\$ 9,585,848; US\$ 3,969,315), N. D. Lea International (US\$ 4,519,939) and Maloney Industries (US\$ 3,960,669).

The performance of companies that had not won contracts financed by the World Bank in the last 4 years differs greatly from those that had. Excluding the contracts won by Consumer Gas, Nortel and Maloney Industries, the average value of contracts won by these firms was US\$ 326,892.

The IDB contract awards to consulting firms do appear to illustrate a tendency similar to that of the World Bank overall: larger, Canadian companies with established international experience won 5 out of the 9 contracts and generally won contracts of greater value than the other companies. Stanley International Group and SNC-Lavalin International won the two largest contracts, valued at US\$ 1,136,830 and US\$ 1,348,602 respectively.

Although it is difficult to draw any unreserved conclusions from the contract awards data, one observation can be made. As in previous years, in terms of

the number of contracts won, Canadian companies continue to have disproportionate success in the consulting category, and this tendency may partly explain the relatively low value of individual Canadian contract awards.

It is also difficult to judge what these figures entail for Canada's future World Bank and IDB procurement performance. The declining aggregate value could indicate that disbursement and contract award levels will fall in the future. Yet, the aggregate value of contract awards may not be an accurate measure of success. As the OLIFI report on the business strategies of the 15 successful SMEs found, the small contract awards may represent the efforts of companies to strengthen their long-term position in the country market, or to make themselves "indispensable" in the eyes of the borrowers for future, more lucrative IFI-financed contracts. By undertaking these contracts in 1997, some of the companies may experience greater success in 2000 or 2001.

Category	Value (Million US\$)
Construction	1,000
Manufacturing	500
Services	1,500
Transportation	200
Utilities	1,000
Other	500
<b>Total</b>	<b>5,700</b>

... value of contracts won by these firms was US\$ 520.932.

Although it is difficult to draw any unargued conclusion from the contract awards data, one observation can be made. As in previous years, in terms of

**CONCLUSION**

So is Canada "getting its share" of World Bank and IDB-financed procurement? As this report has shown, the answer is not straightforward. In FY 1997, approximately 50% of the procurement attached to World Bank and IDB loans, in practical terms, was not even available to Canadian companies. Moreover, as 80% of Canada's exports go to the U.S.A., a sizable amount of procurement was likely of modest interest to Canadian companies. Being in sectors or countries where they have little presence, it is too difficult and costly for Canadian companies to compete for it. In addition, the accuracy of the contract awards data is limited, unable to track the success of Canadian companies working as sub-contractors and, in the case of the World Bank, representing only 60% of all 1997 contract awards.

When viewed with an understanding of the project cycle and the procurement process and their repercussions for Canadian companies, the procurement data from the World Bank and the IDB does provide two findings, however. First, in 1997, Canadian firms continued to experience disproportionate success in the consulting field. Second, large companies and companies with established international experience won larger contracts and more often than did SMEs and those companies with less international experience.

In recent years, a widely held view has been that Canada's procurement performance would improve if more Canadian companies bid on IFI-financed contracts. A great amount of effort has been channeled toward promoting private sector awareness of the IFIs with the belief that this would encourage more Canadian firms to bid.

However, this report illustrates that while increased awareness among private sectors representatives is important, it is not sufficient to improve Canada's procurement performance. The greatest barrier preventing Canadian firms from winning World Bank and IDB-financed contracts is not a lack of information about the IFIs. *The greatest barrier is the cost of establishing competitive positions in the markets of developing countries.*

While the ability of Canadians involved with the IFIs to improve Canada's procurement performance should not be over-stated, effort must shift from promoting general awareness to providing tangible assistance to export-ready Canadian companies that improves their competitiveness in the markets of developing countries -- the challenge is to assist increase not the mere number of bids, but the number of *competitive* bids by Canadian companies.

BORROWING COUNTRY	Equipment	Civil Works	Manufactures	All Others	Total
DOMINICAN REPUBLIC	257				257

CONCLUSION  
The results of the study indicate that the current procurement process for Canadian companies is not sufficient to improve Canada's procurement performance. The greatest barrier to improving Canadian firm performance is the lack of information about the ITC. The greatest barrier is the lack of establishing competitive conditions in the market of developing countries. While the ability of Canadian companies to improve Canada's procurement performance should not be overstated, effort must shift from promoting general awareness to providing targeted assistance to export-ready Canadian companies that improve their competitiveness in the market of developing countries - the challenge is to assist increase not the mere number of bids, but the number of competitive bids by Canadian companies.

When viewed with an understanding of the project cycle and the procurement process and their interrelationships for Canadian companies, the procurement data from the World Bank and the ITC does provide two findings, however. First, in 1997, Canadian firms continued to experience disproportionate success in the consulting field. Second, large companies and companies with established international experience won larger contracts and more often than did SMEs and those companies with less international experience.

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However, this report illustrates that while increased awareness among private sector respondents is important, it is not sufficient to improve Canada's procurement performance. The greatest barrier preventing Canadian firms from winning World Bank and ITC-financed contracts is not a lack of information about the ITC. The greatest barrier is the lack of establishing competitive conditions in the market of developing countries.

While the ability of Canadian companies to improve Canada's procurement performance should not be overstated, effort must shift from promoting general awareness to providing targeted assistance to export-ready Canadian companies that improve their competitiveness in the market of developing countries - the challenge is to assist increase not the mere number of bids, but the number of competitive bids by Canadian companies.

WORLD BANK ANNEX I : FOREIGN DISBURSEMENTS TO CANADA BY  
BORROWING COUNTRY AND BY CATEGORY (FY 1997)

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
AFRICA REGIONAL (Benin, Ivory Coast, Niger, Senegal, Togo, Burundi, Mali)				293	293
ALBANIA	154		113		267
ALGERIA	307		442	12	761
ANGOLA			67		67
ARGENTINA	158		129		287
AZERBAIJAN			35		35

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
BANGLADESH	1,282		246		1,528
BELIZE			284		284
BENIN			516		516
BOLIVIA			2,466		2,466
BRAZIL	132				132
BURKINA FASO			210		210

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
CAMBODIA	6		184		190
CAMEROON			33		33
CAPE VERDE			34		34
CENTRAL AFRICAN REPUBLIC			711		711
CHAD	22		182		204
CHINA	35,774		5,257	1,045	42,076
COMOROS			49		49
CONGO			990		990
COSTA RICA			29		29
COTE D'IVOIRE	392		1,216		1,608
CROATIA			136		136

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
DOMINICAN REPUBLIC	247				247

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
ECUADOR			304		304
EL SALVADOR			60		60
ETHIOPIA			63		63

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
GABON			332		332
GEORGIA			379		379
GHANA	679		2,252		2,931
GUINEA		38	1,312		1,350
GUYANA	208		112		320

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
HAITI	4,185		262		4,447
HONDURAS			144		144
HUNGARY	768		43		811

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
INDIA	3,055	2,716	3,521		9,292
INDONESIA	18,469		1,763		20,232
IRAN	5,647		955		6,602

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
JAMAICA			776		776

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
KENYA	73		360		433
KOREA	837		245		1,082

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
LESOTHO		71	1,608		1,679

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
LIBERIA					
LITHUANIA					

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
ROMANIA					
RUSSIA					

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
MACEDONIA			157		157
MADAGASCAR			1,223		1,223
MALAWI			540		540
MALAYSIA			385		385
MALI			1,686		1,686
MAURITANIA			126		126
MONGOLIA			43		43
MOROCCO	410		317	3,664	4,391
MOZAMBIQUE			992		992

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
NEPAL	124		2,677		2,801
NICARAGUA	336				336
NIGER			91		91
NIGERIA			4,188		4,188

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
PAKISTAN	275		2,552		2,827
PAPUA NEW GUINEA			936		936
PARAGUAY				222	222
PERU	618		45		663
PHILIPPINES	998	963	1,267		3,228
POLAND			1		1

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
ROMANIA	132		170		302
RUSSIA	10,296		1,506		11,802
RWANDA			509		509

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
SENEGAL	533		2,208		2,741
SIERRA LEONE			179		179
SRI LANKA	256		309		565
ST. LUCIA			5		5

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
TANZANIA			644		644
THAILAND			43		43
TOGO			119		119
TRINIDAD AND TOBAGO			93		93
TUNISIA		100	545		645
TURKEY	145		68	67	280

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
UGANDA	43		4,127		4,170
UZBEKISTAN			63		63

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
VENEZUELA			1,062		1,062

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
YEMEN	320	1,648			1,968

BORROWING COUNTRY	Equipment	Civil Works	Consultants	All Others	Total
ZAMBIA			566		566
ZIMBABWE			261		261

TOTAL	Equipment	Civil Works	Consultants	All Others	Total
TOTAL FOREIGN DISBURSEMENTS TO CANADA	86,881	5,536	57,523	5,303	155,246

Source: Loans Division, The World Bank  
(Amounts in the equivalent of thousands of US dollars and in some cases have been rounded)



**WORLD BANK ANNEX 2: PRIOR REVIEW CONTRACTS AWARDED TO CANADA  
(FY 1997)**

**ALBANIA**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C26590	HEALTH SERVICES REHABILITATION	CONSULTANCY TRAINING	UNIVERSITY OF MONTREAL	462,366
				\$462,366

**ALGERIA**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
L29770	VOCATIONAL TRAINING	TECHNICAL ASSISTANCE FOR EDITING AND PRINTING OF MANUALS	FAMIC	877,257
				\$877,257

**ARGENTINA**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
L39480	FORESTRY DEVELOPMENT	SEEDLING TECHNOLOGY AND MARKETING	ROCHE LTEE, GROUPE CONSEIL	600,000
				\$600,000

**BARBADOS**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
L36340	HUMAN RESOURCES	TECHNICAL ASSISTANCE	HICKLING CORPORATION	2,707,006
				\$2,707,006

**BELIZE**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
L37760	POWER DEVELOPMENT	ENGINEERING CONSULTANCY SERVICES	CI POWER MONENCO	81,790
				\$81,790

**BENIN**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C12460	EDUCATION	CONS. FOR STUDY ON TECHNICAL EDUCATION & VOCATIONAL TRAINING	CAC INTERNATIONAL	74,845
C22840	POWER REHABILITATION	DESIGN OF ELECTRICITY DISTRIBUTION STANDARDS	DECON/SNC LAVALIN	281,690
C22860	PRE-INVESTMENT	STUDY OF THE WOOD INDUSTRY	J.V. GENERAL WOODS & VENEERS	145,298
C26130	EDUCATION DEVELOPMENT	STUDY ON TECHNICAL EDUCATION & VOCATIONAL TRAINING	CAC INTERNATIONAL	74,845
C27120	ENVIRONMENTAL MANAGEMENT	TECHNICAL ASSISTANCE OF THE AGENCE OF BENIN	TECSULT INTERNATIONAL LTD	241,038
				\$817,716

**BOLIVIA**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
CP8881	FINANCIAL MARKETS & PENSION REFORM	INSURANCE MARKET CONSULTANT	ANDRE RACINE	30,000
CP8881	FINANCIAL MARKETS & PENSION REFORM	SECURITIES REGULATION	YVES GUERARD	46,700
CP8881	FINANCIAL MARKETS & PENSION REFORM	SECURITIES MARKET	PAUL GUY	46,700
CP8881	FINANCIAL MARKETS & PENSION REFORM	SECURITIES MARKET	PAUL GUY	46,700
C26470	REGULATORY REFORM & CAPITALIZATION	ELABORACION DEL PLAN NACIONAL DE FRECUENCIAS	N.A. PATTERSON & ASSOCIATES	43,780
C27620	HYDROCARBON SECTOR REFORM & CAPITAL.	ADVISOR TO SECRETARIA NACIONAL DE ENERGIA	PEDRO VAN MEURS	95,000
C28050	ENVIRONMENT, INDUSTRY & MINING	PHASES II & III LABORATORY INVENTORY IN BOLIVIA	IRIS ENVIRONMENTAL SYSTEM	58,700
				\$367,580

**BRAZIL**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
L30430	NATURAL GAS DISTRIBUTION	POLYETHYLENE INSERTION	CONSORCIO HENISA-CONSUMERS GAS	8,424,940
				\$8,424,940

**BURKINA FASO**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C23320	TRANSPORT SECAL	DESIGN/ENG. STUDY: CONSTRUCTION WORKS ON DIRT ROADS	BEROCAN, INC. INTL	218,881
				\$218,881

**CAMBODIA**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
CN0050	DISEASE CONTROL & HEALTH	INTL. CONSULTANT MANAGER OF THE PROJECT COORDINATING UNIT	JAMES FARROW	105,324
				\$105,324

**CAMEROON**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C27030	TRANSPORT SECTOR TA	MITIGATION PLAN FOR ROAD MAINTENANCE	TECSULT	86,932
				\$86,932

**CAPE VERDE**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C25660	PUBLIC SECTOR REFORM & CAPACITY BUILDING	PREPARATION OF THE ROLLING PIP/AID COORDINATION SYSTEM	DEVELOPMENT PARTNERSHIP CANADA	145,920
				\$145,920

**CENTRAL AFRICAN REPUBLIC**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C19710	ECONOMIC MANAG.	PETROLEUM ADVISOR	F. SEXSMITH	73,938
C19780	ENERGY	FINANCIAL STUDY FOR THE ELECTRICITY SECTOR	REGIE INC.	96,325
				\$170,263

**CHAD**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
CP9310	CHAD/CAMEROON PIPELINE	PANEL OF EXPERTS ON ENVIRONMENT	IRIS ENVIRONMENTAL SYSTEMS	45,000
CP9350	CHAD/CAMEROON PIPELINE	PANEL OF EXPERTS ON ENVIRONMENT	IRIS ENVIRONMENTAL SYSTEMS	63,000
C21840	ENGINEERING	FEASIBILITY STUDY	SNC-LAVALIN INTERNATIONAL	112,200
				\$220,200

**CHINA**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
L35150	SHUIKOU HYDROELECTRIC II	PULLER/TENSIONER	TIMBERLAND EQUIPMENT LTD.	825,059
L35300	GUANGDONG PROVINCIAL TRANSPORT	ROAD LINE MARKING TRUCK (2 SETS)	SYSTEM INSTRUMENTS CANADA, INC.	632,803
L35810	RAILWAY VI	ENVIRONMENTAL CONS. SERV. CHINESE ALLOWANCES	AGRA EARTH & ENVIRONMENTAL LTD.	34,030
L35810	RAILWAY VI	ENVIRONMENTAL CONS. SERV. EXPERT'S ALLOWANCES	AGRA EARTH & ENVIRONMENTAL LTD.	42,550
L35810	RAILWAY VI	DATA COMMUNICATION SYSTEM	NORTEL	9,585,848
L3716A	SICHUAN GAS DEV'T & CONSERVATION	SKID-MOUNTED GAS DEHYDRATION UNITS	MALONEY INDUSTRIES INC.	3,960,669
L37880	SHENYANG INDUSTRIAL REFORM	ICB107RD: PIT-TYPE NITRIDING FURNACE PLUS OPTIONAL PARTS	NITREX METAL INC.	468,102
L3848A	SICHUAN POWER TRANSMISSION	ENGINEERING CONSULTING SERVICES PHASE II	DESSAU INTERNATIONAL LTD.	1,731,847
L3848A	SICHUAN POWER TRANSMISSION	35 KV SHUNT REACTORS AND 35 KV SERIES REACTORS	HAEFELY TRENCH	2,615,658
				\$19,896,566

**CONGO**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C27750	PRIVATIZATION & CAPACITY BUILDING	RESTRUCTURING OF ATC	CPCL LTEE	419,000
C27750	PRIVATIZATION & CAPACITY BUILDING	TECHNICAL ADVICE FOR PRIVATIZATION COMMITTEE	REGIE INC.	510,000
L28680	PUBLIC ENTERPRISE REFORM - TA	RESTRUCTURING OF ATC	CPCS LTEE	631,000
				\$1,560,000

**COSTA RICA**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
L34140	BASIC EDUCATION	IMPACT EVALUATION EDUCATION INFORMATICS	UNIVERSITE DE MONTREAL	327,600
				\$327,600

**CÔTE D'IVOIRE**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
CP9890	EDUCATION & TRAINING SUPPORT	STUDY TOWARD DIAGNOSTIC ANAL. OF PEDAGOGIC MGT & SET	CTRE CANAD. ETUDES & COOP. INTL	82,176
C27540	PRIVATE ELECTRICITY	TECHNICAL ASSISTANCE FOR TRANSMISSION SYSTEM	SNC LAVALIN INTERNATIONAL	345,780
LP9890	EDUCATION & TRAINING SUPPORT	STUDY TOWARD DIAGNOSTIC ANAL. OF PEDAGOGIC MGT & SET-UP ACTION	CTRE CANAD. ETUDES & COOP. INTL	82,176
L31860	FORESTRY SECTOR	TECHNICAL ADVISOR TO THE GENERAL DIRECTOR OF FORESTRY	CONSORTIUM REXFOR/BLAIS MC NEI	163,379
L31860	FORESTRY SECTOR	TECHNICAL ADVISOR TO THE GENERAL DIRECTOR OF FORESTRY	CONSORTIUM REXFOR/BLAIS MC NEI	203,856
				\$877,367

**ECUADOR**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
L37300	IRRIGATION TA	PREPARATION OF WATER RESOURCES STRATEGY STUDY	HENDRIK SAALTINK	201,215
				\$201,215

**EL SALVADOR**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
L33890	POWER TAL	TECH. ASSIST/REH. "5 DE NOVIEMBRE" POWER PLANT (PHASE II)	SNC-LAVALIN INTERNATIONAL INC.	149,695
L39200	ENERGY SECTOR	TECH. ASSIST/REH. "5 DE NOVIEMBRE" POWER PLANT (PHASE II)	SNC-LAVALIN INTERNATIONAL INC.	470,009
				\$619,704

**ERITREA**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C28230	COMMUNITY DEVELOPMENT FUND	TECHNICAL ASSISTANCE SERVICES FOR WATER SUPPLY	WARDROP	195,000
				\$195,000

**ETHIOPIA**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C21610	SECOND ADDIS ABABA URBAN DEVELOPMENT	33 DESK TOP COMPUTERS, 16 PRINTER, 26 MISC. SOFTWARE	DOBA INDUSTRIAL TRADING P.L.C.	118,747
				\$118,747



**GHANA**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C18470	PUBLIC ENTERPRISE T.A.	MONETIZING GHANA'S 10% INTEREST IN MINING PROJECTS	A.C.A. HOWE INTERNATIONAL, LTD	250,000
C19760	FORESTRY	CONSULTANCY	TREVELYN CONSULTING, INC. CAN	52,913
C20610	POWER SECTOR (ELEC. CORP. GHANA FIFTH POWER)	VARIATION ORDER ON SUBTRANS. & DISTR. ON MASTER PLAN	ACRES INTERNATIONAL	333,253
C21090	VOLTA RIVER AUTHORITY/SIXTH POWER	TURBINE UPGRADING (MODEL TESTS)-PHASE I	G.E. HYDRO	242,900
C21570	URBAN II (SEC CITIES)	LAND ADMINISTRATION INFORMATION SYSTEMS ADVISOR	DR. G.J.M. ZARZYCKI	42,100
C21570	URBAN II (SEC CITIES)	DIGITAL MAPPING EXPERT FOR SURVEY DEPARTMENT	IAN K. ISAACS	90,598
C22470	NAT'L AGRICULTURAL RESEARCH	SUPPLY OF SURGICAL EQUIPMENT & VETERINARY EQUIPMENT	INTERNATIONAL TRADE CORP. DEV.	149,816
C24260	ENVIRONMENT	CONSULTANCY	ACRES INTERNATIONAL LIMITED	227,401
C24260	ENVIRONMENT	TECHNICAL ASSISTANCE AND SUPPLY OF EQUIPMENT	TERRA SURVEY	476,186
C27130	FISHERIES	MONITORING, CONTROL AND SURVEILLANCE	AGRODEV CANADA INC./LGL LTD.	135,235
C27130	FISHERIES	MARINE FISHERIES AND MANAGEMENT	AGRODEV INC. CANADA	114,761
C27130	FISHERIES	MONITORING, CONTROL AND SURVEILLANCE SPECIALIST	AGRODEV INC. CANADA	135,235
C27130	FISHERIES	INLAND FISHERIES MANAGEMENT (AQUACULTURE SPECIALIST)	RAMBOL, CANADA	117,531
C27130	FISHERIES	CONSULTANCY FOR INLAND FISHERIES MANAGEMENT	ROCHE INTL./RAMBOL, CANADA	117,531
C28360	URBAN ENVIRONMENTAL SANITATION	FINAL DESIGN FOR ACCRA-SECONDI-TAKORADI DRAINAGE SYSTEMS	M/S SNC LAVALIN INT./TWUMBOAFO	462,302
C28770	PUBLIC ENTERPRISE & PRIVATIZATION	OUTSOURCING CONSULTANT FOR CITY EXPRESS SERVICES/OMNIBUS SER	THE ARA CONSULTING GROUP INC.	319,500
				<b>\$3,267,262</b>

**GUINEA**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C24160	POWER II	SUPPORT TO ENELGUI IN PLANNING AND DEMAND FORECAST	REGIE INC., CANADA	163,030
C25740	HEALTH & NUTRITION SECTOR	TECH. ASS. IN HUMAN SERVICES IN THE HEALTH SECTOR	SOCIETE CIDE/CANADA	118,413
C27190	EQUITY AND SCHOOL IMPROVEMENT	CONSTRUCTION OF 10 PRIMARY SCHOOLS	C.E.C.I.	467,500
C28740	MINING INVESTMENT PROMOTION	AIRBORN GEOPHYSICS	AERODAT	908,200
C28740	MINING INVESTMENT PROMOTION	INSTITUTIONAL COMPONENT	KILBORN TECSULT	936,889
C28740	MINING INVESTMENT PROMOTION	LEGAL COMPONENT	STIKEMAN, ELLIOTT	1,066,370
				\$3,982,477

**HAITI**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C20530	POWER V	AMENDMENT #1/SUP/INSTALLATION 15/21MV DIESEL POWER PLAN AT	LE BUREAU D'ETUDES ARCHER INC.	65,000
C26910	ROAD MAINTENANCE & REHABILITATION	TRAFFIC STUDY FOR PORT AU PRINCE AREA	PLURAM INTERNATIONAL /SNC-LAVALIN	679,391
C26910	ROAD MAINTENANCE & REHABILITATION	COMPLETION OF THE TRAFFIC STUDY	PLURAM INTERNATIONAL/SNC-LAVALIN	768,278
C26910	ROAD MAINTENANCE & REHABILITATION	FEASIBILITY STUDY	SINAS CONSULTANTS INC.	276,910
				\$1,789,579

**HUNGARY**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
L3635	TAX ADMINISTRATION MODERNIZATION	PROJECT COORDINATOR	MR. IMI ROHEIM	456,515
				\$456,515

**INDIA**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C23650	NATIONAL HIGHWAYS II	CONSTRUCTION OF SUPERVISION OF CIVIL WORKS-MAHARASHTRA	N.D. LEA INTERN./LOUIS BERGER	4,519,939
				\$4,519,939



**INDONESIA**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
L38450	RURAL ELECTRIFICATION II	PROVIDE EXPERT TECHNICAL ASST TO PLN: TRANSFER OF TECHNOLOGY	HYDRO QUEBEC INTERNATIONAL INC.	162,327
L39040	TELECOM SECTOR MODERNIZATION	PERSONAL COMMUNICATION SERVICES CONSULTANCY SUPPORT	MCCARTHY TETRAULT	200,000
L39046	TELECOM SECTOR MODERNIZATION	REVISION OF THE INDONESIAN TELECOM REGULATORY FRAMEWORK	MCCARTHY TETRAULT	164,000
L39136	TA FOR INFRA. II	CONS. SERV. FOR PREPARA. OF BID DOC. FOR RAILWAY EFF. PROJECT	CANAC INTERNATIONAL LTD.	83,209
L39136	TA FOR INFRA. II	REVIEW OF PREP. OF BID DOCUMENT FOR RAILWAY EFFICIENCY	CANAC INTERNATIONAL LTD.	851,187
L39136	TA FOR INFRA. II	TA SERVICES FOR MOC INTER AGENCY COORDINATING COMMITTEE	N.D. LEA INTERNATIONAL LTD.	394,488
L40540	STRATEGIC URBAN ROADS INFRASTRUCTURE	CONS. SERVICES FOR CONSTRUCTION OF SURIP	N.D. LEA INTERNATIONAL LTD.	3,066,688
				\$4,921,900

**JAMAICA**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
L32750	ROAD PLANNING AND MAINTENANCE	RESETTLEMENT PLANNING AND ADDITIONAL DRAINAGE WORK	M.M. DILLON	136,048
				\$136,048

**JORDAN**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
I28813	FINANCIAL SECTOR	SECURED FINANCING LAW TA	DAVIES, WARD & BECK	20,000
I28813	FINANCIAL SECTOR	LEASING LEGISLATION - PREPARATION	PROFESSOR RONALD C.C. CUMING	10,000
I28843	INFO. SECTOR ASSESS.	PREPARE DOCUMENTS PRODUCED BY NIC UNDER GRANT & NT'L INFO SY	BNK INFORMATICS CANADA INC.	12,000
L35680	TRANSPORT III	ARC CONCESSIONING - TECHNICAL ASSISTANCE	CPCS TRANSCOM	289,766
				\$331,766

**MADAGASCAR**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C22430	LIVESTOCK	EXTENS. AND DEVELOPMENT OF CREDIT AGENCIES IN THE IMERINA RG	DEVELOPMENT INTERNA. DESJARDINS	303,420
C24970	FINANCIAL INSTITUTIONS DEVELOPMENT	DIAGNOSTIC SUR LA GESTION DES SIGNES MONETAIRES	CURRENCY ADVISORY GROUP INT.	83,058
C24970	FINANCIAL INSTITUTIONS DEVELOPMENT	SEMINAIRE EN MACROECONOMIE MONETAIRE	SETYM INTERNATIONAL	86,300
				\$472,778

**MALAWI**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C2696	RAILWAYS RESTRUCTURING	PRIVATIZATION STUDY AND ADVISORY SERVICES	HICKLING TRANSCOM LTD.	409,800
				\$409,800

**MALAYSIA**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
L36820	HEALTH	DESIGN, CONTRACT MANAGEMENT AND SUPERVISION SERVICES	JT. VENT. LED BY DAVID ELLIS	85,031
				\$85,031

**MALI**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
CP7790	REGIONAL POWER	ENVIRONMENTAL IMPACT PROGRAM PREPARATION	COYNE & BELLIER-FICHTNER-TECSU	75,000
CP7790	REGIONAL POWER	ENVIRONMENTAL IMPACT PROGRAM PREPARATION	COYNE & BELLIER-FICHTNER-TECSU	89,000
C19980	POWER II	COMMERCIAL TRAINING	GROUPEMENT SHEC	191,210
C21630	AG SECAL	SENSITIZATION CAMPAIGN FOR WATER SUPPLY COMPONENT - AVENANT 3	TECSULT SEROHS	143,314
				\$498,524

**MONGOLIA**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C23210	TA PROJECT	CONSULTANT SVCS: DEVELOPMENT OF MINING & EXTRACTIVE INDUSTRY	JACK GARNETT	33,000
				\$33,000

**MOROCCO**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
L40910	PSD III - VOCATIONAL TRAINING	LONG TERM STRATEGY FOR IN-SERVICE TRAINING	CIDE/TECCART	307,510
				\$307,510

**MOZAMBIQUE**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C24790	RURAL REHABILITATION	STUDY - PROVISION OF RURAL WATER SUPPLY & SANITATION IN MOZ	COWATER INTERNATIONAL INC.	204,740
C26290	GAS ENGINEERING	ACCOUNTING & AUDITING SERVICES	COOPERS AND LYBRAND	300,000
				\$504,740

**NIGER**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C26180	EDUCATION III	AUDIT	THOMASSIN DEPT. INTERNATIONAL	92,623
				\$92,623

**PAKISTAN**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
CP7610	NWFP COMMUNITY INFRASTRUCTURE	CONSULTANCY FOR THE STRENGTHENING OF NATIONAL HOUSING AUTHOR	OVERSEAS PROJECTS CORP OF VICT	1,151,026
C25120	NORTHERN PAKISTAN RESOURCE MANAGEMENT		AGRODEV CANADA	72,000
L32410	TRANSPORT SECTOR	CONSULTANCY FOR LONG TERM TECHNICAL CONSULTANTS	HICKLING TRANSCOM	832,575
				\$2,055,601

**PHILIPPINES**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
L32630	EARTHQUAKE RECONSTRUCTION	SYNTHETIC APERTURE RADAR DATA FOR MINDANAO	IITC HOLDING LTD	726,739
				\$726,739

**RUSSIAN FEDERATION**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
L35320	EMPLOYMENT SERVICES & SOCIAL PROTECTION	TRAINING IN INVESTIGATION OF UNEMPLOYMENT BENEFIT FRAUD	CANADIAN COMMERCIAL CORP.	40,000
L3734A	FINANCIAL INSTITUTIONS DEVELOPMENT	TWINNING ARRANGEMENT	CANADIAN IMPERIAL BANK	2,999,999
L37340	FINANCIAL INSTITUTIONS DEVELOPMENT	TECHNOLOGY DEVELOPMENT	NORTEL	3,969,315
L38060	ENVIRONMENTAL MANAGEMENT	DEV. A PROTOTYPE FOR COST-EFFECTIVE WATER MONITORING SYSTEM	EDWIN DAVID ONGLEY	24,808
L38240	MANAGEMENT AND FINANCIAL TRAINING	BANKING TRAINING PROGRAM ADVISER	WILLIAM T. RIGGINS	140,000
				\$7,174,122

**RWANDA**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C21360	TRANSPORT SECTOR	TECHNICAL ASSISTANCE-ROAD SAFETY PROGRAM	BEROCAN INTERNATIONAL INC.	220,160
C21360	TRANSPORT SECTOR	CONSULTANT SERVICES FOR SENSIBILIZATION	SIRTEC INC.	140,100
				\$360,260

**SENEGAL**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C18840	MUNICIPAL HOUSING DEVELOPMENT	PROVISION OF EQUIPMENT TO MANAGE PARKING IN THE PLATEAU	VIMAX & STATIONNEMENT/ AGETIP	509,603
C19100	TA DEVELOPMENT MGMT	SUPPLY OF COMPUTER EQUIPMENT	CANSOC	159,595
C19100	TA DEVELOPMENT MGMT	SUPPLY OF COMPUTER EQUIPMENT	CANSOC	789,935
C22660	TRANSPORT SECTOR ADJUSTMENT	TECHNICAL ASSISTANCE TO DIRECTORATE OF PUBLIC WORKS	LAVALIN/BCEOM	1,236,188
				\$2,695,321

**SIERRA LEONE**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
CP8720	TRANSPORT SECTOR	RESTRUCTURING STUDY OF SLPA	HICKLING	164,932
C24510	ROADS REHABILITATION & MAINTENANCE	TECH. ASST. FOR MECHANICAL SERVICES UNIT	CHRISTOPHER KAHANDALIYANGE	149,620
				\$314,552

**TANZANIA**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C22020	PETROLEUM REHABILITATION	MNAZI BAY CONSULTING SERVICES BY ACRES	ACRES INTERNATIONAL	256,956
C22670	RAILWAYS RESTRUCTURING	TRACK STANDARDS STUDY	CANARAIL	341,082
C24890	POWER VI	CONSULTING SERVICES FOR A POWER SYSTEM MASTERPLAN	ACRES INTERNATIONAL	1,568,060
				\$2,166,098

**TOGO**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C20180	PRE-INVESTMENT PROJECT	CONSULTANT SERVICES	CRC SOGEMA	103,820
C21710	POWER REHABILITATION	DESIGN OF ELECTRICITY DISTRIBUTION STANDARDS	DECON/SNC LAVALIN	281,690
				\$385,510

**TRINIDAD AND TOBAGO**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
L37840	WATER SECTOR INSTITUTIONAL STRENGTHENING	FEASIB. STUDY & DESIGN OF INSTALL. OF BULK METERING SYSTEM	MAC VIRO CONSULTANTS	218,707
				\$218,707

**TUNISIA**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
L30640	FIFTH URBAN	UPDATING OF EMM/2 SOFTWARE FOR DISTRICT OF TUNIS	INRO-CANADA	9,253
L34560	HIGHER EDUCATION	TRAINING SESSIONS FOR STUDENTS OF TROISIEME PROMOTION 1995/97	CONSORTIUM ACCC/CIDE	264,184
L37860	SECONDARY EDUCATION	TRAINING (COMPONENTS 2, 5, 6 AND 7)	CIDE - CANADA	1,075,889
				\$1,349,327

**TURKEY**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
L35110	EARTHQUAKE REHABILITATION & RECONSTRUCTION	SENIRKENT - DESIGN AND SUPERVISION OF INFRASTRUCTURE	DELCAN/SU. YAPI	331,250
				\$331,250

**UGANDA**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
CP9820	LOCAL GOVERNMENT DEV'T PROGRAM	INVESTMENT FORMULATION STUDY CONSULTANCY	WARDROP ENGINEERING INC.	586,594
				\$586,594

**URUGUAY**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
L35170	PUBLIC ENTERPRISE REFORM	POSTAL OFFICE REORGANIZATION	CANADA POST SYSTEMS MGMT CO	428,250
				\$428,250

**VENEZUELA**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
L34950	LOW-INCOME BARRIOS IMPROVEMENT	AUTOMATION OF CADASTRE - LIMA	TECSULT	154,169
L34950	LOW-INCOME BARRIOS IMPROVEMENT	AUTOMATION OF CADASTRE	TECSULT	244,924
L34950	LOW-INCOME BARRIOS IMPROVEMENT	AUTOMATION OF CADASTRE - MONAGAS	TECSULT	568,726
L34950	LOW-INCOME BARRIOS IMPROVEMENT	AUTOMATION OF CADASTRE - YARACUY	TECSULT/VENEZONALA	182,051
L40310	MONAGAS WATER	CONTRATACION ORGANIZACION NO GUB. (ONG) P/ASESORAR PROPAMAR	CESAP/CARE CANADA	316,150
				\$1,466,019

**YEMEN, REPUBLIC OF**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
128869	LEGAL REFORM	TRAINING OF JUDGE NAGEEB SHAMIRY	COMMONWEALTH EDUCATION INSTIT.	9,042
				\$9,042

**ZAMBIA**

C / L NUMBER	NAME OF PROJECT	DESCRIPTION OF CONTRACT	SUPPLIER NAME	VALUE OF CONTRACT
C22690	MINING TECHNICAL ASSISTANCE	MANAGEMENT SERVICES	STAN CZERWONKA	66,850
C22690	MINING TECHNICAL ASSISTANCE	MANAGEMENT SERVICES	W. ATKINS	107,004
C22690	MINING TECHNICAL ASSISTANCE	MANAGEMENT SERVICES	W.L. CONNOLLY	110,004
C24290	EDUCATION REHABILITATION I	TECHNICAL ASSISTANCE FOR TRAINING & INSTITUTIONAL SUPPORT	ASS. OF CANADIAN COMM. COLLEGES	435,123
C26210	PETROLEUM SECTOR REHABILITATION	RESTRUCTURING OF TECHNICAL CELL AT THE MINISTRY OF ENERGY	MR. SEXSMITH	60,000
				\$778,981

<b>TOTAL AWARDED TO CANADA</b>				<b>\$84,109,302</b>
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Source: Operations Policy Department  
 Procurement Policy and Coordination Unit  
 The World Bank  
 (Value of Contracts in the equivalent of US dollars)

WORLD BANK ANNEX 3: FIGURE TABLES

WORLD BANK PER CAPITA DISBURSEMENTS TO G-7 COUNTRIES BY CATEGORY - FY 1997

	Equipment	Consulting	Civil Works	All Other	Total
Canada	2.90	1.94	0.20	0.17	5.17
France	6.99	1.64	1.52	0.22	10.38
Germany	4.71	0.42	1.57	0.16	6.86
Italy	1.86	0.47	3.03	0.49	5.86
Japan	2.59	0.10	0.24	0.02	2.96
United Kingdom	4.71	2.59	0.53	0.07	7.88
United States	2.02	0.69	0.20	0.06	2.97

Source: World Bank Annual Report 1997

VALUE OF PRIOR REVIEW CONTRACT AWARDS TO CANADA 1992 - 1997

	FY 1993	FY 1994	FY 1995	FY 1996	Avg. FY 1993-96	FY 1997
Value	242.1	375.3	110.3	99.8	206.9	82.9

Source: World Bank Annual Report 1997  
Amounts in millions of US dollars

VALUE OF PRIOR REVIEW CONTRACT AWARDS AT WORLD BANK 1993 - 1997

	FY 1993	FY 1994	FY 1995	FY 1996	Avg. FY 1993-96	FY 1997
Value	23,697	20,836	22,522	21,517	22,143	19,147

Source: World Bank Annual Report 1997  
Amounts in millions of US dollars

PRIOR REVIEW CONTRACT AWARDS TO CANADA, BY REGION - FY 1997

	Africa		East Asia & Pacific		Middle East & North Africa		Latin America & Caribbean		Europe & Central Asia		South Asia	
	Amt	#	Amt	#	Amt	#	Amt	#	Amt	#	Amt	#
Canada	22.0	79	25.8	20	2.9	10	17.4	27	9.8	11	6.6	4

Source: Procurement Policy and Services Group, World Bank  
Amount in millions of US dollars





**INTER-AMERICAN DEVELOPMENT BANK ANNEX 4: CONTRACTS AWARDED TO CANADA (FY 1997)**

**CONTRACTS AWARDED TO CONSULTING FIRMS**

<b>SUPPLIER NAME:</b> CANADIAN COMMERCIAL CORPORATION	
<b>BORROWING COUNTRY:</b> JAMAICA	<b>VALUE OF AWARD:</b> 306,110
<b>SECTOR AND SERVICES:</b> HEALTH - TECHNICAL ASSISTANCE/ADVISORY SERVICES	

<b>SUPPLIER NAME:</b> CONSORCIO CRC-SOGEOMA/DESSAU	
<b>BORROWING COUNTRY:</b> HAITI	<b>VALUE OF AWARD:</b> 543,180
<b>SECTOR AND SERVICES:</b> TRANSPORTATION - TECHNICAL ASSISTANCE/ADVISORY SERVICES	

<b>SUPPLIER NAME:</b> DEMAND SIDE ENERGY CONSULTANTS	
<b>BORROWING COUNTRY:</b> JAMAICA	<b>VALUE OF AWARD:</b> 228,673
<b>SECTOR AND SERVICES:</b> ENERGY - TECHNICAL STUDIES	

<b>SUPPLIER NAME:</b> ECOSPHERICS INTERNATIONAL INC.	
<b>BORROWING COUNTRY:</b> TRINIDAD AND TOBAGO	<b>VALUE OF AWARD:</b> 45,153
<b>SECTOR AND SERVICES:</b> TOURISM - ENVIRONMENTAL STUDIES	

<b>SUPPLIER NAME:</b> MONTERVAL INC.	
<b>BORROWING COUNTRY:</b> HAITI	<b>VALUE OF AWARD:</b> 115,150
<b>SECTOR AND SERVICES:</b> TRANSPORTATION - TECHNICAL ASSISTANCE/ADVISORY SERVICES	

<b>SUPPLIER NAME:</b> N.D. LEA INTERNATIONAL	
<b>BORROWING COUNTRY:</b> TRINIDAD AND TOBAGO	<b>VALUE OF AWARD:</b> 672,906
<b>SECTOR AND SERVICES:</b> TRANSPORTATION - TECHNICAL ASSISTANCE/ADVISORY SERVICES	

<b>SUPPLIER NAME:</b> SNC - LAVALIN INTERNATIONAL INC.	
<b>BORROWING COUNTRY:</b> EL SALVADOR	<b>VALUE OF AWARD:</b> 1,348,602
<b>SECTOR AND SERVICES:</b> ENERGY - ENVIRONMENTAL STUDIES	

<b>SUPPLIER NAME:</b> STANLEY INTERNATIONAL GROUP INC.	
<b>BORROWING COUNTRY:</b> TRINIDAD AND TOBAGO	<b>VALUE OF AWARD:</b> 1,136,830
<b>SECTOR AND SERVICES:</b> TRANSPORTATION - TECHNICAL ASSISTANCE/ADVISORY SERVICES	

<b>SUPPLIER NAME:</b> THE ARA CONSULTING GROUP INC.	
<b>BORROWING COUNTRY:</b> BAHAMAS	<b>VALUE OF AWARD:</b> 999,700
<b>SECTOR AND SERVICES:</b> TOURISM - INSTITUTIONAL STUDIES	

<b>TOTAL VALUE AWARDED:</b>	<b>\$5,396,304</b>
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**CONTRACTS AWARDED TO INDIVIDUAL CONSULTANTS**  
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<b>CONSULTANT NAME:</b> DANIEL BENAY	
<b>BORROWING COUNTRY:</b> HAITI	<b>VALUE OF AWARD:</b> 22,000
<b>SECTOR AND SERVICES:</b> GOVERNMENT - TECHNICAL STUDIES	

<b>CONSULTANT NAME:</b> RICHARD BOULET	
<b>BORROWING COUNTRY:</b> HAITI	<b>VALUE OF AWARD:</b> 5,563
<b>SECTOR AND SERVICES:</b> GOVERNMENT - TECHNICAL ASSISTANCE/ADVISORY SERVICES	

<b>CONSULTANT NAME:</b> JEAN-PAUL CARRIER	
<b>BORROWING COUNTRY:</b> HAITI	<b>VALUE OF AWARD:</b> 5,650
<b>SECTOR AND SERVICES:</b> MISCELLANEOUS - OTHERS	

<b>CONSULTANT NAME:</b> ILAN DUNSKY	
<b>BORROWING COUNTRY:</b> HAITI	<b>VALUE OF AWARD:</b> 18,000
<b>SECTOR AND SERVICES:</b> GOVERNMENT - TECHNICAL STUDIES	

<b>CONSULTANT NAME:</b> EDWARD FARELL	
<b>BORROWING COUNTRY:</b> EL SALVADOR	<b>VALUE OF AWARD:</b> 69,136
<b>SECTOR AND SERVICES:</b> TELECOMMUNICATIONS - OTHERS	

<b>CONSULTANT NAME:</b> THOMAS HOUSTON	
<b>BORROWING COUNTRY:</b> TRINIDAD AND TOBAGO	<b>VALUE OF AWARD:</b> 15,224
<b>SECTOR AND SERVICES:</b> ENERGY - OPERATIONS STUDIES	

<b>CONSULTANT NAME:</b> ALAN LANDSBERG	
<b>BORROWING COUNTRY:</b> HAITI	<b>VALUE OF AWARD:</b> 7,138
<b>SECTOR AND SERVICES:</b> GOVERNMENT - TECHNICAL ASSISTANCE/ADVISORY SERVICES	

<b>CONSULTANT NAME:</b> PHILIPPE LORENZI	
<b>BORROWING COUNTRY:</b> ECUADOR	<b>VALUE OF AWARD:</b> 140,000
<b>SECTOR AND SERVICES:</b> MISCELLANEOUS - MARKET STUDIES	

<b>CONSULTANT NAME:</b> JORGE SILVIO MARSON	
<b>BORROWING COUNTRY:</b> EL SALVADOR	<b>VALUE OF AWARD:</b> 5,545
<b>SECTOR AND SERVICES:</b> MISCELLANEOUS - TECHNICAL ASSISTANCE/ADVISORY SERVICES	

<b>CONSULTANT NAME:</b> ALAN MARTIN	
<b>BORROWING COUNTRY:</b> PERU	<b>VALUE OF AWARD:</b> 46,790
<b>SECTOR AND SERVICES:</b> MISCELLANEOUS - OTHERS	

<b>TOTAL VALUE AWARDED:</b>	<b>\$335,046</b>
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Guatemala	1.27
Israel	3.25
Canada	9.79
Denmark	0.87

CONSULTANT NAME: HILPE FOREST	VALUE OF AWARD: 140,000
BORROWING COUNTRY: EL SALVADOR	
SECTOR AND SERVICES: MARKET STUDIES - MARKET STUDIES - MARKET STUDIES - MARKET STUDIES - MARKET STUDIES	

CONSULTANT NAME: JORGE BENO WARRIOR	VALUE OF AWARD: 7,412
BORROWING COUNTRY: EL SALVADOR	
SECTOR AND SERVICES: MISCELLANEOUS - TECHNICAL ASSISTANCE/ADVISORY SERVICES	

CONSULTANT NAME: AN MARTIN	VALUE OF AWARD: 14,000
BORROWING COUNTRY: EL SALVADOR	
SECTOR AND SERVICES: MISCELLANEOUS - OTHERS	
TOTAL VALUE AWARDED:	

CONSULTANT NAME: ROBERTO SOLIS	VALUE OF AWARD: 2,000
BORROWING COUNTRY: HAITI	
SECTOR AND SERVICES: MISCELLANEOUS - TECHNICAL ASSISTANCE/ADVISORY SERVICES	

CONSULTANT NAME: JEAN PAUL CARRE	VALUE OF AWARD: 5,000
BORROWING COUNTRY: HAITI	
SECTOR AND SERVICES: MISCELLANEOUS - OTHERS	

CONSULTANT NAME: HAN DAN KY	VALUE OF AWARD: 15,000
BORROWING COUNTRY: HAITI	
SECTOR AND SERVICES: MISCELLANEOUS - TECHNICAL STUDIES	

CONSULTANT NAME: ELIZABETH PARRIS	VALUE OF AWARD: 5,150
BORROWING COUNTRY: EL SALVADOR	
SECTOR AND SERVICES: MISCELLANEOUS - OTHERS	

CONSULTANT NAME: THOMAS HANSTON	VALUE OF AWARD: 15,000
BORROWING COUNTRY: EL SALVADOR AND CANADA	
SECTOR AND SERVICES: MISCELLANEOUS - OTHERS	

CONSULTANT NAME: ALAN L. MCGINIS	VALUE OF AWARD: 7,150
BORROWING COUNTRY: HAITI	
SECTOR AND SERVICES: GOVERNMENT - TECHNICAL ASSISTANCE/ADVISORY SERVICES	

INTER-AMERICAN DEVELOPMENT BANK ANNEX 5: FIGURE TABLES

IDB PER CAPITA DISBURSEMENTS TO NON-BORROWING COUNTRIES

	Per Capita Disbursements (US\$)
United States	3.74
Belgium	3.47
Italy	2.61
Spain	2.52
Netherlands	1.74
Germany	1.31
Switzerland	1.27
Israel	1.23
Canada	0.73
Denmark	0.67

Source: Inter-American Development Bank Annual Report 1997

TABLE 1.1. Assets and liabilities of the IDB, 1980-1985

Assets	100.0
Loans	60.0
Investments	15.0
Reserves	10.0
Other assets	15.0
Liabilities	100.0
Deposits	40.0
Loans	30.0
Other liabilities	30.0
Surplus	0.0

Source: IDB, "Annual Report 1985", Washington, D.C., 1986.

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## ANNEX 6: THE ROLE OF OLIFI WASHINGTON

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### OLIFI RESPONSIBILITIES

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The Office of Liaison with International Financial Institutions (OLIFI) was formally established in 1985 as part of the Economic Relations Section of the Canadian Embassy in Washington, D.C.

OLIFI assists Canadian firms and private sector organizations pursue procurement and investment opportunities in the developing world financed by the World Bank Group and the Inter-American Development Bank. Federal and provincial government departments, agencies and Crown Corporations, which are also seeking to work more closely with these institutions, constitute another important client group for OLIFI.

In representing Canada's commercial interests at the World Bank and the IDB, OLIFI performs a number of advisory, analytical and operational support functions by:

- (1) responding to thousands of IFI-related enquiries from Canadian clients on a case-by-case basis, thereby helping the Canadian private and public sectors better understand IFI organization, structure and procurement processes;
- (2) briefing individual clients on specific IFI opportunities, and counseling them on appropriate IFI marketing strategies;
- (3) helping to resolve IFI-related procurement disputes;
- (4) proactively tracking changes in IFI lending trends by sector, region or category of lending, and selectively tracking large priority projects being pursued by Canadians;
- (5) collecting and disseminating project, geographic, and sectoral information and intelligence from the IFIs;
- (6) producing information documents for key client groups, and distributing selective IFI documents that are not readily available directly from the Banks;
- (7) identifying IFI contacts for clients and arranging appropriate meetings and programmes at the World Bank and IDB;
- (8) assisting Canadian clients organize technical presentations targeted at IFI staff;
- (9) organizing special events such as Canadian trade missions to the IFIs and bi-monthly luncheons for Canadians employed at the World Bank and the IDB, which provide an excellent opportunity for OLIFI's business clients to network with Canadians employed at the institutions; and

- (10) participating in educational activities including seminars, meetings and conferences in Canada to brief participants on IFI procurement practices and policies, and recruiting IFI speakers for such events.

Due to the wide variety of sectors in which the World Bank and IDB are active in the developing world, OLIFI's operations are not restricted to any particular industrial sector or geographic region. Rather, OLIFI prioritizes its responsibilities based on industry demand and Canada's supply capabilities.

Working closely with the Canadian Executive Directors' Offices at the World Bank and the IDB, which primarily handle policy issues relating to lending programmes and management practices of their respective institutions, OLIFI also provides input to the Government of Canada in Ottawa on policy initiatives for improving Canadian IFI procurement performance.

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#### OLIFI ORGANIZATION

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Composed of one Senior Trade Commissioner, two Commercial Officers and one support staff, OLIFI reports directly to the Head of the Canadian Embassy's International Business Development Section. Its primary point of contact in Ottawa is DFAIT's Export Financing division (TBF).

OLIFI is also in regular contact with:

- (1) its sister offices in Manila, Abidjan and Bridgetown, which respectively liaise with the Asian, African and Caribbean Development Banks;
- (2) Canada's Embassies and Posts in developing countries abroad;
- (3) the Canadian International Development Agency and other government departments; and with
- (4) International Trade Centres across Canada.

Collectively, this network represents an integral component of Canada's international support structure for businesses pursuing IFI opportunities in developing countries.





participating in educational activities including seminars, meetings and conferences in support of the business development activities of the participating countries. Canada's participation in the program is a priority and is being administered through the Department of International Trade.

Due to the wide variety of sectors in which the World Bank and IDB are active in the developing world, OLPI's operations are not restricted to any particular industry or geographic region. Rather, OLPI priorities its responsibilities based on industry demand and Canada's supply capabilities.

Working closely with the Canadian Executive Director Offices at the World Bank and the IDB, OLPI primarily handles policy issues relating to lending programmes and management practices of the respective institutions. OLPI also provides input to the Government of Canada in Ottawa on policy initiatives for improving Canadian IPI programme performance.

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#### OLPI ORGANIZATION

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Consisting of one Senior Trade Commissioner, two Commercial Officers and one support staff, OLPI first reports to the Director of the Canadian Embassy's International Business Development Section. Its primary point of contact in Ottawa is DFAIT's Export Marketing Division.

OLPI is also in regular contact with:

- (1) its sister offices in Mexico, Albania and Georgetown, which respectively liaise with the Agency for American and Caribbean Development Banks;
- (2) Canada's Embassies and Posts in developing countries abroad;
- (3) the Canadian International Development Agency and other government departments and staff;
- (4) International Trade Centres across Canada.

Collectively, the various responsibilities comprise an integral component of Canada's international trade structure for promoting and developing IPI opportunities in developing countries.





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