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**International Financing Data:
A Business Guide to
Export Financing and other
Financial Assistance**
5th Revision

Canada

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A Business Guide to
Export Financing and other Financial
Assistance
5th Revision**

Dept. of External Affairs
Min. des Affaires exterieures

MAR 25 1986

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INTRODUCTION

This booklet was in previous years the responsibility of the Department of Industry, Trade and Commerce. As a result of the departmental re-organization of January 1982 affecting Industry, Trade and Commerce, Regional Economic Expansion, and External Affairs, the booklet will henceforth be produced by the Export Finance and Capital Projects Division, Export Programs and Services Bureau of the Department of External Affairs. It is intended for the exclusive use of Canadian exporters.

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SECTION I

Business Opportunities for Canadian Exporters through Canadian Financing Institutions

A. CANADIAN CHARTERED BANKS

The domestically-owned Canadian chartered banks have developed a strong presence over many years in the field of international banking and are recognized as being among the world leaders. In 1981 and 1982, the ranks of these long-established banks were increased as more than 50 new foreign bank subsidiaries became licensed under the Bank Act to operate in Canada. The combined effect of the presence of these domestic and foreign banks in Canada gives Canadian exporters access to international banking expertise on a scale that is equal to that found in any other country. The foreign currency assets of the Canadian chartered banks in 1982 amounted to more than \$149 billion, representing about 43 per cent of their total assets.

The Canadian banks maintain more than 7,000 branches in Canada and nearly 300 abroad. Where they are not directly represented, they maintain functional correspondent relationships with more than 5,000 institutions virtually everywhere in the free world.

A wide variety of complex and specialized international and foreign exchange services are provided by the banks' specially trained staffs in every province. The following are among the services available to exporters:

- the provision of buyer or supplier financing in Canadian dollars or in foreign currencies;
- the preparation of reports and advice on the credit status of buyers and potential buyers in foreign countries;
- the handling of commercial letters of credit and the negotiation of drafts drawn under letters of credit on foreign or Canadian banks;
- the provision of reports or counsel on market conditions, sales and investment prospects, import and exchange regulations and plant locations;
- the collection and discounting of time and sight drafts drawn on foreign importers;
- the handling of foreign remittances and transfers; and
- liaison with federal and provincial government organizations, as well as with foreign financial corporations, in their various assistance programs for exporters.

For detailed information and answers to specific questions, the chartered bank of your choice should be consulted.

B. THE EXPORT DEVELOPMENT CORPORATION (EDC)

The Export Development Corporation is a Canadian Crown Corporation that provides financial services to Canadian exporters and foreign buyers in order to facilitate and develop export trade. It does this through a wide range of insurance, guarantee and financial services not normally provided by the private sector.

1. Credit Insurance

Canadian firms of any size can insure their export sales against non-payment by foreign buyers. EDC normally assumes 90 per cent of the commercial and political risks involving insolvency or default by the buyer as well as

blockage of funds, war or rebellion, cancellation of import licenses and the like in a foreign country, and cancellation of export permits in Canada.

Almost any kind of transaction involving the export of goods, services or technology may be insured if Canadian content and EDC criteria are met. Insurance is available to cover sales of general commodities and services normally made on short-credit terms of up to 180 days, and capital goods and services made on medium-term credit, usually of up to five years.

In order to facilitate the exporter's banking arrangements, EDC will agree to pay any proceeds payable under an exporter's policy to a bank or other financial organization.

If a bank or other financial institution will agree to purchase an insured foreign receivable from an exporter with recourse limited to post-maturity interest, and to amounts which EDC has not covered under the policy because of loss related to events within the exporter's control, EDC is prepared to agree to the assignment of the exporter's rights and obligations under the policy to that financial institution.

The credit insurance services available are as follows:

Global Comprehensive Insurance

Global Comprehensive Insurance provides cover against both commercial and political risks inherent in an export transaction offering short-term credit.

Global Political Insurance

Global Political Insurance provides cover against specified political risks inherent in an export transaction. An exporter is required to insure all export sales unless excluded by EDC.

Selective Political Insurance

Selective Political Insurance provides cover against specified political risks inherent in an export transaction. An exporter may select certain countries for which he wants cover, but all export sales to buyers in the selected countries must be insured.

Specific Transaction Insurance

Specific Transaction Insurance provides cover until payment is received by the exporter for individual transactions involving capital goods and services either from the effective date of contract or from the date of the shipment of goods.

Other types of insurance available are as follows:

Loan Pre-Disbursement Insurance

Loan Pre-Disbursement Insurance provides cover for the production risk from the effective date of financing until disbursements are made under the loan agreement.

Foreign Investment Insurance

Foreign Investment Insurance provides cover for periods of up to 15 years or more against three broad categories of political risks: inconvertibility or the inability to repatriate earnings or capital; expropriation; and war and revolution.

Performance Security Insurance

Performance Security Insurance provides cover for the exporter against a wrongful call by a foreign buyer of an Irrevocable Letter of Credit (ILC) or letter of guarantee provided by the exporter's bank on behalf of the exporter.

Consortium Insurance

Consortium Insurance protects members of an exporting consortium against the rightful call of a performance instrument where the other member or members of the consortium are unable to pay their shares, or are otherwise unable to perform.

Surety Bond Insurance

Surety Bond Insurance insures a domestic surety company providing a performance bond to a foreign buyer on behalf of a Canadian exporter.

2. Guarantees

EDC can issue policies to banks issuing performance and bid securities, under the following headings.

Specific Transaction Guarantees

Specific Transaction Guarantees provide unconditional cover to banks or other financial institutions on non-recourse supplier financing. The capital goods or services sale must be insured by EDC.

Performance Security Guarantees

Performance Security Guarantees provide unconditional cover to banks or other financial institutions against a call of a security instrument, usually in the form of an Irrevocable Letter of Credit or Guarantee, that is issued to a foreign buyer on behalf of a Canadian exporter as security for performance.

Bid Bond Guarantees

Bid Bond Guarantees provide unconditional cover to banks or other financial institutions against a call on a bond, usually in the form of an Irrevocable Letter of Credit or Guarantee, that is issued to a potential foreign buyer on behalf of a Canadian exporter as security for bids.

3. Export Financing

EDC provides export financing at both fixed and floating rates of interest to foreign buyers of Canadian capital goods, equipment and services. EDC can also extend credit directly to Canadian firms which purchase Canadian goods for use or lease outside Canada. Funds are disbursed directly by EDC to Canadian exporters on behalf of the borrower, in effect providing the exporter with a cash sale. EDC now offers four financing services.

Direct Loan

This is a financing agreement in respect of a transaction where the terms of the financing have been agreed upon and the funds are disbursed under a Disbursement Procedures Agreement signed by the Borrower/Buyer, the Exporter and EDC.

Allocation Under a Line of Credit

A line of credit is a special version of a loan whereby a foreign borrower, usually a financial institution, agrees to borrow from EDC for a variety of transactions for which neither the exporter(s) nor the buyer(s) have been determined. An allocation occurs when a transaction, the buyer and the exporter have been identified and approved for financing under the line of credit. A line of credit may require several Disbursement Procedures Agreements, Disbursement Orders, or other forms of disbursement arrangements.

Note Purchase

The Note Purchase Program consists of three facilities, each involving the purchase by EDC, usually on a non-recourse basis, of promissory notes issued by foreign

buyers to Canadian exporters for the purchase of Canadian goods and services. In the case of more complex transactions, EDC and the exporter sign a Note Purchase Agreement in which the terms and conditions of the financing are established. In the case of straightforward transactions, either the Simplified Note Purchase or the Forfeiting facilities may be appropriate. Where these two facilities differ is in the security required. If the buyer is an internationally recognized good credit risk or is backed by a government guarantee for loan repayment, the Simplified Note Purchase facility may be appropriate. If the credit risk is greater than that described above, a first-class bank guarantee would be required and the Forfeiting facility would apply.

Loan Guarantees

Loan Guarantees are issued to banks and financial institutions providing loans to buyers of Canadian capital goods, equipment and services.

Flexibility of Services

EDC services are flexible and can be custom-tailored to the requirements of exporters. In order to use EDC services to the best advantage, firms are encouraged to consult EDC and their bankers about credit and financing considerations at the earliest possible date when they are developing their plans.

Confidentiality

In order to respect the confidence in which it receives information from exporters and others, and to avoid doing anything that could assist an exporter's competitors, both foreign and domestic, it is EDC's policy to refrain until the sales arrangements are final from even indicating even that it has been approached concerning a transaction. EDC makes public its participation in lending transactions only when a financing agreement is signed, and, in export credit and foreign insurance cases, only on request and when the exporter consents to the release of information.

For more detailed information on EDC facilities, you should direct enquiries to:

Head Office

Export Development Corporation
151 O'Connor Street
P.O. Box 655
Ottawa, Ontario K1P 5T9
Tel.: (613) 598-2500
Telex: 053-4136

Quebec Region

Assistant Vice-President, Quebec Region
Export Development Corporation
800 Victoria Square, Suite 2724
P.O. Box 124
Tour de la Bourse Postal Station
Montreal, Quebec H4Z 1C3
Tel.: (514) 878-1881
Telex: 05-25618
Facsimile: (514) 876-2840

Atlantic Region

Manager, Atlantic Region
Export Development Corporation
Toronto-Dominion Bank Building, Suite 1401
1791 Barrington Street
Halifax, Nova Scotia B3J 2L1
Tel.: (902) 429-0426
Telex: 019-21502

Ontario Region

Assistant Vice-President, Ontario Region
Export Development Corporation
National Bank Building, Suite 810
P.O. Box 810
150 York Street
Toronto, Ontario M5H 3S5
Tel.: (416) 364-0135
Telex: 06-22166
Facsimile: (416) 862-1267

Alberta Region

Manager, Alberta Region
Export Development Corporation
Esso Plaza, East Tower
Suite 2380
Mail Box 69
425-1st Street S.W.
Calgary, Alberta T2P 3L8
Tel.: (403) 294-0928

Western Region

Assistant Vice-President, Western Region
Export Development Corporation
One Bentall Centre, Suite 1030
505 Burrard Street
Vancouver, British Columbia V7Z 1M5
Tel.: (604) 688-8658
Telex: 04-54223
Facsimile: (604) 241-1905

C. THE CANADIAN INTERNATIONAL DEVELOPMENT AGENCY (CIDA)

The Canadian International Development Agency has primary responsibility for the administration of Canada's development assistance programs which provide assistance to more than 80 developing countries in Asia, Africa, the Caribbean and Latin America. During the 1983-84 fiscal year, Canada's Official Development Assistance amounted to approximately \$1.8 billion.

CIDA disburses the bulk of its funds through its multilateral and bilateral programs. A third program of interest to Canadian exporters is the Industrial Co-operation Program.

1. Multilateral Program

Multilateral development institutions, of which the World Bank is by far the largest, represent a pooling of co-ordinated aid resources and skills which cannot be matched by any one country. Consequently, they are an extremely important element in the global effort to assist the developing countries to achieve social and economic development objectives. The multilateral development institutions rely primarily on about 16 developed countries to provide them with funds which they use to promote development by providing loans and grants in almost all of the developing countries of the world. For the most part, these funds are provided to the development institutions without conditions. Consequently they are free to lend these funds according to their own priorities and planning. Through these loans, borrowers obtain goods and services under international competitive bidding procedures. Potential suppliers must actively pursue such bidding opportunities at an early stage. Otherwise they run the risk of having tender specifications set that favour other competitors.

Through its multilateral program, CIDA makes significant contributions to a number of such multilateral development institutions. In particular, CIDA acts as the

"lead agency" for Canada's participation in the Inter-American Development Bank, the Caribbean Development Bank, the African Development Bank Group, the Asian Development Bank, and in United Nations agencies. The Department of Finance, on the other hand, acts as the "lead agency" for Canada in the World Bank, in consultation with CIDA on policy and program matters. Contributions to these institutions account for about 40 per cent of Canada's total Official Development Assistance.

A detailed description of the functions of each of these institutions and the way in which they disburse their funds, which will be of interest to Canadian firms, is outlined in Section II of this booklet.

2. Bilateral Program

Canada, through CIDA's bilateral program, provides development assistance to individual developing countries on a direct basis. Bilateral assistance, which accounts for about 40 per cent of CIDA's total disbursements, is focused on about 30 less developed countries. The program can take any of several forms, as outlined below.

Project Aid

Assistance can be focused on specific projects involving engineering services, technical training, and equipment supply for the construction of an integral capital facility. Project equipment and services are largely provided by Canadian firms that are chosen through a competitive process in Canada. Such projects undertaken by CIDA cover many sectors, including agriculture, energy, transportation, human resources and training, forestry, health, communications and mining.

Program Loans, Lines of Credit and Loans for On-Lending

Assistance can also be less focused, covering program loans, lines of credit and loans for on-lending. Program loans provide the government of a recipient country with funds to support a number of projects of a developmental nature. A general line of credit enables recipient countries to purchase a broad range of equipment and services, within their developmental priorities, from Canadian suppliers. CIDA also supports the financial institutions of selected developing countries by providing loans for on-lending to development finance companies. These funds are passed on to private sector borrowers, usually for medium-scale investment projects on commercial terms.

Sector-Specific Programs

Sector aid provides equipment and services in areas of Canadian expertise such as agriculture, transportation, power and communications, for the development of a specific sector identified by the recipient country as a priority.

Feasibility Studies and Detailed Engineering Work

In support of the many areas outlined above, CIDA also finances feasibility studies and detailed engineering and design work for projects of high developmental value. These studies may sometimes be funded through CIDA's Canadian Project Preparation Facility, which is discussed below.

Humanitarian Assistance

Humanitarian Assistance is intended to alleviate the immediate effects of natural or man-made disasters such as floods, earthquakes, and civil wars, through gifts of cash, commodities, medical supplies, airlift services, etc.

Food Aid

Food aid, except for emergency food aid, is intended to alleviate hunger and to provide balance of payments support through the provision of foodstuffs.

Some of the types of aid outlined above are typically in the form of non-repayable contributions (e.g. food aid, humanitarian assistance, technical assistance, etc.) while others (e.g. lines of credit) are structured as loans, offered at either 0 per cent interest with repayment over 50 years including 10 years' grace or 3 per cent interest with repayment over 30 years including 7 years' grace. In the case of integrated development projects and other kinds of assistance packages, combinations of contribution and loan funds are usually employed. Unlike the contributions to the multilateral institutions whose spending is, by and large, beyond CIDA control, these bilateral loans and contributions are controlled by CIDA through direct arrangements with the individual developing country.

Procurement for contribution-funded assistance, with some exceptions, is handled through the Canadian Commercial Corporation (CCC), a Crown Corporation involved in export promotion which can negotiate contracts overseas on behalf of Canadian suppliers. Procurement for loan-funded assistance is handled by the recipient developing country. Most often, this means that the point of contact for loan-funded contracts resides in the recipient country and not with the CCC as is the case for contribution-funded contracts.

In addition to these general procurement guidelines, Canadian business firms should also take note of the two following regulations, which apply to Canadian bilateral assistance:

- (a) In general, all goods and services provided through CIDA's bilateral program must have a minimum of 66.67 per cent Canadian content; and
- (b) Consulting services and technical assistance provided through CIDA's bilateral program must be provided by firms which are established in Canada and 51 per cent beneficially owned in Canada.

For equipment manufacturers, suppliers, and trading houses wishing to participate in CIDA's bilateral program through the provision of goods and services, the point of contact for registration is as follows:

Sourcing and Materials Priorities Division
Supply Information and Data Management Branch
Department of Supply and Services
11 Laurier Avenue
Place du Portage, 4B3
Hull, Quebec
K1A 0S5

Transportation agencies should register with:
Overseas Traffic Section
Supply and Services Canada
Place du Portage, 8B3
Hull, Quebec
K1A 0S5

In addition, consultants and trading houses should register with:

Industrial Relations
Business Co-operation Branch
Canadian International Development Agency
Place du Centre
200 Promenade du Portage
Hull, Quebec
K1A 0G4

3. Industrial Co-operation Program

In addition to the bilateral and multilateral programs, CIDA administers the Industrial Co-operation Program, which had a budget of \$21 million for the 1983-84 fiscal year.

The program provides financial support to Canadian firms in their efforts to establish long-term business relationships with counterparts in developing countries through mechanisms such as joint ventures, direct investment, management contracts, licensing agreements and technical assistance. Contributions are available for starter or exploratory studies, which provide preliminary analyses of possible ventures. Follow-on viability studies to establish detailed economic, commercial and legal analyses of potential projects are eligible for larger contributions.

The Canadian Project Preparation Facility (CPPF) is directed more toward the consulting community, with the aim of getting Canadian companies in "on the ground floor" of projects to be financed by multilateral development institutions. Capital project pre-feasibility studies are eligible for support under CPPF.

The Canadian Technology Transfer Facility is also available to enable Canadian firms to test and adapt their technology in developing countries as a means of establishing long-term co-operation with developing-country counterparts. Finally, the Canadian Renewable Energy Facility assists Canadian manufacturers in the field of renewable energy to transfer their technology to developing countries.

SECTION II

Business Opportunities for Canadian Exporters through Multilateral Financing Institutions

A. MULTILATERAL DEVELOPMENT BANKS

1. Overview

The multilateral development banks (MDBs) are large international organizations established to stimulate economic growth and social development in Third World countries. To help achieve these objectives, the banks assist in preparing and financing sound, high-priority projects throughout the developing world. The policies and lending operations of the banks are reviewed and approved by boards of executive directors who are appointed by member countries.

Canada is a member of the five established multilateral development banks: the World Bank Group, the Inter-American Development Bank, the Asian Development Bank, the Caribbean Development Bank, and the African Development Bank Group. By virtue of its level of investment in these institutions, Canada has its own Executive Director on the Board of the Inter-American Development Bank and the Caribbean Development Bank. In the case of the World Bank, the African Development Bank, and the Asian Development Bank, the Canadian Executive Directors also represent other countries with which we share seats. Canada's financial contributions to these institutions are in the form of annual capital subscriptions, and special contributions to concessional funds and technical assistance programs. For the 1984 fiscal year, some \$374 million was contributed in this way, up from \$295 million contributed during fiscal 1981.

In 1983, these MDBs committed approximately US \$20 billion to developing countries. Total commitments are expected to rise by between 5 and 10 per cent per year throughout the balance of this decade. It is clear, therefore, that the lending operations of the multilateral development banks represent a significant and increasing source of potential export business for Canadian firms. For additional details on these banks, including location and points of contact, please refer to A.4 below (p. 12).

2. The Procurement System

The development banks do not themselves procure goods and services except in a relatively minor way under their technical assistance programs. By far the largest part of MDB activity is lending money to developing countries and it is these borrowers who make the procurement decisions on the basis of procurement guidelines established by each MDB. The guidelines for all banks are broadly similar and normally include a requirement for international competitive bidding. The basic rules are well-defined and even-handed. The maximum margin of preference accorded local suppliers is 15 per cent.¹

The thrust of international competitive bidding is toward open competition among suppliers from member countries, in order to maximize the effectiveness of public expenditures and provide developing member countries with the best value for their money. Price is, of course, a very significant factor in the bid evaluation process, but it is by no means the sole determinant of contract awards. In some circumstances, a price disadvantage may be offset by contacting the executing agency and its consultants in the borrowing country at an early stage to market the distinguishing qualities (e.g. technical support and servic-

ing, spare parts, contracting experience) of a higher-priced product. This may assist in ensuring both that a) specifications are written in such a way that your products are compliant and b) that your bid is evaluated by the executing agency and its consultants in full appreciation of your product's particular merits.

Charts outlining the procurement process for equipment and consultant services and a synopsis of the development cycle for loans under consideration by the multilateral development banks follow. Any firm which has the intention of doing business with these banks must have a clear understanding of this procurement process and the nature of the development cycle for loans.

CHART 1: Typical Process for Selection of Consulting Firms on Projects Financed by Multilateral Development Banks

ACTIONS BY BORROWER

Step 1

Prepares:

- terms of reference
- selection procedure
- short list of qualified firms

Step 3

- invites unpriced proposals (and in some cases price proposals in separate sealed envelopes)
- rates proposals in order of technical competence
- selects best proposal
- negotiates contract with selected firm

Step 5

- signs final contract
- firm implements work
- reports progress to bank

ACTIONS BY THE BANK

Step 2

Reviews and approves:

- scope of work
- terms of reference
- selection procedures
- list of eligible firms*

Step 4

- Reviews and approves:
- technical evaluation of proposal
 - final draft of contract
 - implementation schedule

Step 6

- evaluates performance of consultant's work for bank's confidential reference

* The banks almost never recommend consultants to the borrower. It is easier, however, for a bank to review a short list submitted by a borrower if a consulting firm which is on the short list is also registered with that bank. In general, banks will shortlist consultants or invite proposals on their own only in rare cases where they are the executing agency for another institution. In very rare cases, the borrowers will delegate this role to a bank when they decide that the bank is better equipped to assume it.

¹ To be eligible for a 15 per cent preference, a local supplier must demonstrate that his product has a local value-added content of no less than 20 per cent. Certain countries with more sophisticated economies, however, may insist that the local content be higher than 20 per cent before firms become eligible. Also, under certain conditions, local civil works contractors may be awarded a 7.5 per cent level of preference. Local import tariffs are normally waived when multilateral development financing is provided so that international competitive bidding often gives local governments an opportunity to reassess the competitiveness of traditional suppliers.

CHART 2: Typical Process for Procurement of Goods and Construction Services through International Competitive Bidding on Projects Financed by Multilateral Development Banks

ACTIONS BY BORROWER

1. Discusses financing requirements, breakdown of procurement lots and general procedures with the Bank.
3. Prepares bidding documents, invitations to tender (or pre-qualification), and instructions to prospective bidders*
5. Pre-qualifies prospective bidders for civil works and major equipment where applicable.*
7. Advertises in the media of prospective supplier countries, issues invitations to tender (approximately 45-90 days before deadline for receipt of bids) and notifies the embassies of major supplier countries.
9. Publicly opens and tabulates bids, analyzes bids, notifies Bank of bid evaluation and recommends contract award to lowest evaluated and responsible qualified bidder.
11. Notifies selected suppliers, negotiates and signs contract, obtains bank approval or significant changes from approved draft contract. Sends copy of final contract to Bank.
13. Requests bank for downpayment disbursements and letter of credit guarantees.

ACTIONS BY THE BANK

2. Agrees with borrowers on items it will finance and approves general procurement procedures to be utilized.
4. Approves bidding documents and pre-qualification procedures.
6. Reviews and approves pre-qualification results.
8. May request borrower to issue either clarification or correction to bid document following complaint from prospective bidder or extend bidding period when justified.
10. Reviews bid evaluation and recommendation, and authorizes borrower to proceed with contracting. Approves draft contract.
12. Reviews and records signed contract.
14. Directs payment following receipt of proof of shipment, etc. Prepares statistical report on sources of procurement.

* With help from independent consulting firms as necessary.

The Development Cycle for Loans under Consideration at the Multilateral Development Banks

Of major importance is the time frame by which Banks identify, appraise, evaluate, and approve projects for financing. The usual pattern is outlined below.

- (i) Project Identification
 - MDB programming mission travels to the client country seeking to establish future lending programs and project priorities.
 - Area Loan Officer assesses the borrower's five-year fund allocation plan and discovers business suited to Bank financing.
 - Sector Project Officer discovers new business on an informal basis during a visit to area for other purposes.
 - Resident Bank personnel identify opportunity in the course of continuous review of development requirements.
 - UNDP country program report (discussed separately in this Section under Part B) is prepared, describing pre-investment requirements for the eventual capital project.

(ii) Project Preparation

An economic and technical feasibility study of the project is financed by either the borrower itself, UNDP, FAO, UNESCO, World Bank, or a bilateral aid program such as CIDA. This should normally provide a sound basis for a formal request for follow-up financing at one of the Banks. Shortly thereafter, information on projects should be reported in *Development Business*, which is the business edition of the *Development Forum*, published by the United Nations, although it may be as much as two years before a loan will be officially approved by the Banks. *Development Business* is discussed on page 12 below.

Refinement and updating of project information is conducted by a Bank project fact-finding or pre-appraisal mission. At this point, the project's scope will have been determined and the Bank will formally include the proposal in its lending pipeline.

(iii) Project Appraisal

The Bank formally expresses a willingness to move toward commitment by fielding a project appraisal mission which produces an Appraisal Report for internal Bank use containing the first procurement list. Consultants would normally have completed preliminary design and equipment requirements at this stage.

(iv) Loan negotiations between borrower and bank

Loan negotiations are completed, as signalled by the issue of the final project Appraisal Report which contains the final procurement list, procurement schedule and financial plan.

The project Appraisal Report, the Country Economic Report, together with technical and financial annexes are integrated into the "Report and Recommendations of the President", which is then submitted to the Board of Directors for approval.

Following approval, a press release is issued announcing the approval decision. The loan agreement is then signed with the borrowers and the Board documents and Staff Appraisal Reports become available for consultation at the library in the Department of External Affairs.

The stage of "effectiveness" of the loan is reached when the borrower fulfills all conditions agreed during negotiations. Disbursements may commence.

(v) Project Implementation

Though project implementation is the responsibility of the borrower, the Bank will send one or more project supervision missions as appropriate to monitor project progress and spending.

Of major concern is the identification of points in the above time frame when promotional effort by manufacturers should be put into motion.

Procurement of goods for large projects is usually spread out over the implementation stage of the project. However, purchasing for initial stages may follow very quickly after the signing of the loan agreement. Promotional work must therefore have been done at an earlier stage.

In the case of "off-the-shelf equipment," promotion can be initiated in most cases as soon as the first procurement list has been formally published in the appraisal report. For unpublished requirements or for "made to specifications" equipment, promotional work can perhaps best be initiated as soon as the consultant has been retained. This will ensure the exporter enough lead time to try to influence the design and specifications to his advantage, or at least prevent him from being left out of the competition. The exporter's promotional efforts from that point onward should therefore be concentrated on the borrower's key procurement people within the country's project implementing or executing agency and on the borrower's consultant.

3. The Principles of a Winning Bid

At the core of a winning bid are competitive price and technical strength, combined in a proposal that is fully responsive to the specifications required by the borrower and its consultants. For advice in formulating bids and obtaining insurance, bonds and performance guarantees, which are often required as part of tender specifications, interested companies could contact the Canadian Commercial Corporation in Ottawa, the Export Development Corporation and the relevant geographic trade divisions of the Department of External Affairs. The Industry Sector Branches of the Department of Regional Industrial Expansion, which are listed in Section III, would also be helpful in this regard and in identifying other companies with whom exporters could co-operate on bid proposals.

The basic principles that should be followed in bidding are as follows:

(a) Analyze the market realistically and selectively, focusing your efforts on those countries and sectors in which there is strong potential for your firm. Valuable human and financial resources are often used most effectively when carefully targeted to specific areas of opportunity. The Industry Sector Branches of the Department of Regional Industrial Expansion are available to provide advice to exporters in this area.

(b) Identify potential export opportunities by closely monitoring available information on international projects, including the business edition of the United Nations Development Forum, called *Development Business*, which is published bi-weekly. *Development Business* contains lists of the projects in both the World Bank and Inter-American Development Bank pipelines as well as procurement notices for MDB-financed projects. Subscriptions cost US \$250 per year and are available from:

Development Business
P.O. Box 5858
Grand Central Station
New York, N.Y. 10163-5850
Tel.: (212) 754-8070

The geographic trade development divisions and the library of the Department of External Affairs also maintain current information on capital projects overseas. International project information is also often available

from the Regional Offices of the Department of Regional Industrial Expansion and from various provincial governments.

(c) Formulate marketing strategies based on a knowledge of the project, product specifications and the competition.

(d) Implement marketing plans through contacts with the borrower and its consultant, including an explanation and emphasis of the product's special attributes and advantages.

(e) Develop a strong bid, including a competitive price, and base it on a willingness to discount overhead and perhaps profit, depending on competitors' cost and pricing flexibility. Care should be taken to ensure that any contingency costs that are included in the bid do not overcompensate for risks that are assumed. Price, however, may be a less significant factor in the case of consultants, depending on the selection process employed.

4. Specific Information about Each Bank

What follows below is a brief introduction to each of the multilateral banks and suggested contacts for firms interested in pursuing export business through them. As a general rule, consultants seeking information and assistance concerning any of these institutions should contact the Export Finance and Capital Projects Division of the Department of External Affairs.

Once MDB-financed project(s) have been identified and found to be consistent with the capabilities of the exporter, the trade divisions of the Department of External Affairs could also provide additional assistance as appropriate. Their addresses are listed in Section III of this booklet. For general information on local conditions and for assistance when in the field, firms should contact the trade commissioner responsible for the specific market in question. A separate booklet published by the Department of External Affairs, entitled *Business Directory of Canadian Trade Representation Abroad*, contains the addresses of all Canadian trade posts abroad. Refer to Section III for the contact point in Canada for this booklet. For assistance in arranging appointments with MDB officials, contact the trade commissioner in the city where the institution is headquartered.

The World Bank Group

The World Bank Group, established in 1945, is the original and largest of the multilateral development banks. Headquartered in Washington, the Bank is owned by approximately 147 member countries. It is composed of three financial institutions: the International Bank for Reconstruction and Development (IBRD), the International Development Association (IDA), and the International Finance Corporation (IFC).

Both the IBRD and IDA lend for projects which contribute to economic growth in developing countries. The difference between the two is that the IDA provides funds on extremely concessional terms to the poorest member countries. The IFC is the private investment arm of the World Bank. It seeks to finance productive private enterprises in association with private investors; to bring together investment opportunities, local and foreign private capital, and experienced management; and to stimulate the flow of private capital into productive investments in development countries. Projects selected by the IFC must hold out the prospect of earning a profit.

Contacts

Companies wishing to obtain information on project opportunities with the World Bank should consult the business edition of the Development Forum (*Development Business*) or contact the Trade Development Divisions for the Middle East, Africa, East Asia, Pacific, South and South East Asia, Caribbean and Central America, and South America. The regional offices of the Department of Regional Industrial Expansion would also be useful points of contact for companies not located in Ottawa. *Addresses and telephone numbers are listed in Section III.*

World Bank press releases contain brief descriptions of equipment to be procured and are usually issued well in advance of bidding time. These press releases are available from:

World Bank
Publications Unit
1818 H Street N.W.
Washington, D.C. 20433

Consultants wishing to register with the World Bank should write:

World Bank
Consultant Services Officer
Central Projects Staff
1818 H Street N.W.
Washington, D.C. 20433

These registrations would be entered in the DACON system, which is used by a number of the international organizations. Interested firms should note that registration by itself will not suffice to win contracts. Repeat visits to the executing agencies would also be necessary in most cases.

Consultants wishing to be retained by the Bank on an individual basis should write:

World Bank
Chief, Consultant and Secondment Staff Unit
Personnel Management Department
1818 H Street N.W.
Washington, D.C. 20433

Assistance in arranging contacts with appropriate Bank officials can be provided by:

Counsellor (Commercial)
Office for Liaison with International Financial Institutions
Canadian Embassy
2450 Massachusetts Avenue N.W.
Washington, D.C. 20008
Tel.: (202) 483-5505
Telex: 0089664 (DOMCAN A WSH)

The Inter-American Development Bank

The Inter-American Development Bank (IDB), headquartered in Washington, is a large regional institution which operates in Latin America and in the Caribbean. The annual lending program now exceeds \$3 billion, which is about equal to World Bank lending in the region. The 25 regional members of the Bank include many with excellent growth potential, and these markets have already had a significant degree of penetration by Canadian suppliers. The IDB is presently supported by 18 non-regional members, including Canada.

Contacts

Companies wishing to obtain information on IDB project opportunities should consult the business edition of the Development Forum (*Development Business*) or contact the South America and the Caribbean and Central America Trade Development Divisions. The regional offices of the Department of Regional Industrial Expansion would also be useful points of contact. *Addresses and telephone numbers are listed in Section III.*

Assistance in arranging contacts with appropriate IDB officials is available from:

Counsellor (Commercial)
Office for Liaison with International Financial Institutions
Canadian Embassy
2450 Massachusetts Avenue N.W.
Washington, D.C. 20008
Tel.: (202) 483-5505
Telex: 0089664 (DOMCAN A WSH)

The African Development Bank and the African Development Fund

The African Development Bank (AfDB), the African Development Fund (AfDF), and the Nigeria Trust Fund comprise the African Development Bank Group, which is headquartered in Abidjan, Ivory Coast. The Bank itself has 50 African member states. Recently the Bank decided to open its capital subscriptions to non-African countries and Canada and 21 other non-regional countries became full members of the Bank as a result. It is expected that, as a result of non-African membership, the Bank's lending activities will increase considerably, offering greater scope for Canadian supply participation.

For some time Canada has been a contributing member of the AfDF which provides concessional funds to its poorest members. The participants in the Fund are the African Development Bank and 25 industrialized donor countries. Canadian firms are eligible to bid on AfDF-financed projects. As well, they are free to bid on projects financed by the Nigeria Trust Fund, which is funded solely by Nigeria.

Consulting firms should also note that CIDA has established a \$7 million tied renewable Technical Assistance Fund, to be administered by the AfDB, which can be accessed by client countries to finance eligible Canadian services. Contracts worth more than \$100,000 must be awarded on the basis of competitive tender within Canada.

Contacts

Companies wishing to obtain information on project opportunities with the African Development Bank Group should consult the Africa and Middle East Trade Development Division. The regional offices of the Department of Regional Industrial Expansion would also be useful. *Addresses and telephone numbers are listed in Section III.* For arranging appointments with AfDB officials, consult:

Commercial Division
Canadian Embassy
C.P. 4104
23, rue Nogues
Abidjan 01, Ivory Coast
Tel.: 32-20-09
Telex: (Destination code 983) 23593
(DOMCAN CI)

The Asian Development Bank

The Asian Development Bank (AsDB) is a large regional bank headquartered in Manila, the Philippines. The AsDB is supported by 31 regional members and 14 non-regional members. A number of the regional members have excellent growth prospects, notably some of the Association of South East Asian Nations (ASEAN) countries of which Thailand, the Philippines, Malaysia, Indonesia, and Brunei are currently borrowers of Bank funds.

Contacts

Companies wishing to obtain information on AsDB's project opportunities should contact the Trade Development Divisions for East Asia, the Pacific, and South and South East Asia. The regional offices of the Department of Regional Industrial Expansion would also be useful. *Addresses and telephone numbers are provided in Section III.* For appointments with AsDB officials, contact:

Commercial Division
Canadian Embassy
9th Floor, Allied Bank Centre
6754 Ayala Avenue
Makati, Metro Manila
Philippines 3117
Tel.: 815-9536 to 41
Telex: (Destination Code 75) 63676
(63676 DOMCAN PN)

Consultants wishing to register with the AsDB should request forms directly from:

Consulting Services Unit
Asian Development Bank
P.O. Box 789
2330 Roxas Boulevard
Metropolitan Manila, Philippines 2800

The Caribbean Development Bank

The Caribbean Development Bank (CDB) is a small regional institution headquartered in Bridgetown, Barbados that serves the Commonwealth Caribbean. Donor members include Canada, the United Kingdom, Mexico, Colombia, Venezuela and France. The United States, although a non-member, provides a major share of the institution's resources through a number of special funds. The bank has 17 regional borrowing members.

Contacts

Companies wishing to obtain information on CDB's project opportunities should contact the Caribbean and Central America Trade Development Division, as listed in Section III.

Consultants wishing to register with the CDB should write to:

Caribbean Development Bank
P.O. Box 408
Wilbey
St. Michael, Barbados W.I.

For assistance in arranging appointments with Bank officials, exporters should contact:

Commercial Division
Canadian High Commission
P.O. Box 404
Commonwealth Development Corporation Building
Culloden Road, St. Michael
Bridgetown, Barbados
Tel.: (809) 429-3550
Telex: (Destination Code 0392) 2247
(2247 CANADA WB)

B. OTHER MULTILATERAL FINANCING SOURCES

1. The United Nations Development Program

Overview

The United Nations Development Program (UNDP), a multilateral development institution affiliated with the United Nations, is the central planning and funding agency for technical assistance provided through the UN system. It is supported by some 130 different countries whose voluntary contributions are in addition to their regular UN contributions. Through a network of specialized international agencies and development banks, it offers technical assistance in almost every area of economic activity.

The UNDP disperses grants worth some \$700 million per year to its less developed country members for the financing of technical expertise in the field, training fellowships, and the hiring of consulting firms on contract to its various affiliated agencies. Working closely with the appropriate government agencies of the recipient countries, the UNDP prepares five-year program reports for each country which establish sectors of concentration and the approximate funds available for the period. Individual projects are designed by the field offices of UNDP, in consultation with the local government. After UNDP approval, the projects are assigned to the appropriate agencies charged with their execution. The executing agency will then seek out individual experts, consulting firms and equipment suppliers as required for the project. Interested firms should maintain a close relationship with the particular agencies of interest to ensure that they are short-listed since work in this field has now become very competitive. For short term single consultancy contracts, however, contact should be made directly with UNDP in New York.

Business Opportunities

The most significant contract opportunities offered by the UNDP are those involving consultants, either on an individual basis (i.e., the hiring of an expert for short or long-term assignments in the field) or to the firm as a whole through sub-contracts. Equipment suppliers as well, however, should not ignore the UNDP. Since the program finances pre-feasibility and feasibility studies which eventually lead to projects with a significant capital goods content, the UNDP's activities can be of use in identifying future markets. Canadian equipment suppliers may also find it useful to associate themselves with consulting firms already doing business internationally, although most executing agencies procure needed equipment directly and not via consultants. Since pre-feasibility and feasibility studies are the first steps towards the realization of large projects, the UNDP should be valued both for immediate consulting contracts and for follow-on opportunities for downstream business (e.g. forestry studies leading to the design and engineering of complete pulp and paper mills).

How to use the UNDP

There are basically two sources of marketing information which interested consulting firms should use in pursuing UNDP subcontracts. These are personal contact with the appropriate affiliated agencies and with the UNDP office in New York; and the five-year country program reports.

Personal contact is highly valued because the international market for services is so competitive. A firm should

ensure that it maintains an updated file with the executing agencies of interest. (*A list of all UNDP Executing Agencies is provided on this page.*) The appropriate trade commissioners overseas can be of assistance in maintaining a good working relationship with these agencies.

Since the first official mention of some of the proposed projects under UNDP financing is contained in the UNDP five-year country program reports referred to earlier, it follows that these reports are an important resource for interested companies. The library of the Department of External Affairs, housed on the main floor of the Lester B. Pearson Building at 125 Sussex Drive in Ottawa, receives this material regularly from the UNDP. Company officials are encouraged to view these documents whenever they are in the National Capital Region. Regular hours of operation are from 10:00 a.m. to 5:00 p.m., Monday through Friday.

For information on the supply of equipment to UN projects, firms should register with the procurement offices of appropriate executing agencies. All interested firms should obtain a copy of the *General Business Guide for Potential Suppliers of Goods and Services* to the UN system, which is available at the Permanent Mission of Canada to the U.N. Alternatively, you could write to:

United Nations Development Program
1 United Nations Plaza
New York, NY 10017

Contacts

For further information and assistance, contact either the nearest regional office of the Department of Regional Industrial Expansion or, in Ottawa:

Consulting Services Division
Services Industries Branch (ISEI)
Department of Regional Industrial Expansion
235 Queen Street
Ottawa, Ontario
K1A 0H5
Tel.: (613) 995-8107
Telex: 053-4123

For the current status of a particular UNDP sub-contract of interest, consult the geographic trade divisions of the Department of External Affairs or our Trade Commissioner in New York, at the following address:

Counsellor (Commercial)
Permanent Mission of Canada to the United Nations
866 United Nations Plaza
Suite 250
New York, N.Y. 10017

Cable: CANINUN NYK
Tel.: (212) 751-5600
Telex: 00126269 (CANINUN NYK)

UNDP Executing Agencies

FAO	Food and Agriculture Organization (Rome)
IAEA	International Atomic Energy Agency (Vienna)
IBRD	International Bank for Reconstruction and Development (Washington)
ICAO	International Civil Aviation Organization (Montreal)

ILO	International Labour Organization (Geneva)
IMO	International Maritime Organization (London)
ITU	International Telecommunications Union (Geneva)
UN	The United Nations (New York)
UNDTCD	United Nations Department of Technical Co-operation for Development (New York)
UNCHS	United Nations Centre for Human Settlements (Nairobi)
UNCTAD	United Nations Conference on Trade and Development (Geneva)
UNDP/OPE	United Nations Development Program — Office for Project Execution (New York)
UNESCO	United Nations Educational, Scientific and Cultural Organization (Paris)
UNIDO	United Nations Industrial Development Organization (Vienna)
WHO	World Health Organization (Geneva)
WMO	World Meteorological Organization (Geneva)
WTO	World Tourism Organization (Madrid)

2. The Arab Development Funds and Investment Banks

Overview

The Arab Aid Funds and Investment Banks have been an important source of financing for development and investment, particularly after 1973 when OPEC oil price increases brought new resources into the national treasuries of member states. The Arab aid programs, however, were already well established at this point. Kuwait had established a development assistance fund in 1961, which was followed by the Arab Fund for Economic and Social Development in 1968 and the Abu Dhabi Fund for Arab Economic Development in 1971. Total development financing to January 1984 exceeded US \$18.5 billion.

Since Canada and the other Western industrialized countries are not members of these institutions, they do not play a direct role in operational activities.

The following outline is of a very general nature, intended to give the Canadian exporter an introduction to these institutions. Because Arab funds are not tied to procurement in Arab countries, Canadian suppliers are always eligible to bid on Arab-financed projects.

Types of Institutions

(i) Development Funds

Many of the Arab Development Funds are organizations sponsored multilaterally within the Arab world, or, in the case of the OPEC Fund for International Development, multilaterally with mixed Arab and non-Arab participation. A third group of institutions is established and funded nationally. Ranked according to authorized capital as of January 1984, the major institutions are as follows:

Name	Type	Location	Capital Authorized (US \$M)	Total Loans Signed (US \$M)
Saudi Fund for Development	National Institution	Riyadh	7,289	4,389
Kuwait Fund for Arab Economic Development	National Institution	Kuwait	7,000	4,452
OPEC Fund for International Development	Mixed	Vienna	4,000	1,883
Arab Fund for Economic and Social Development	Arab	Kuwait	2,745	1,992
Islamic Development Bank	Mixed	Jeddah	2,146	3,434
Abu Dhabi Fund for Arab Economic Development	National Institution	Abu Dhabi	1,089	1,063
Arab Bank for Economic Development In Africa	Arab	Khartoum	988	587
Iraqi Fund for External Development	National Institution	Baghdad	924	1,733

Other Arab Institutions include the Libyan Arab Foreign Bank, the Islamic Solidarity Fund, the Arab Monetary Fund, and the Arab Authority for Agricultural Investment and Development. All these institutions primarily provide project financing for client countries, although general assistance and balance of payments support is also available.

Because the Arab nations face a shortage of the technical and managerial expertise required for large development projects, they frequently channel their development assistance through other multilateral organizations or they co-finance projects in co-operation with other donor institutions which can contribute such expertise. To date some 350 projects in more than 80 developing countries have been co-financed by the Arab Funds in conjunction with multilateral institutions and members of the OECD. CIDA presently ranks in third place among OECD members, behind West Germany and France, in the number of co-financing ventures undertaken with the Arab Funds. These projects, numbering 35 altogether, have involved about \$1 billion of CIDA funds, primarily in the areas of hydro-electric power and transportation.

(ii) Investment Banks

Arab investment banks operate in a variety of ways. Some, such as the First Arabian Corporation, will invest in any opportunity, including those in industrialized countries. The investment activities of most banks, however, are more specialized. The Arab Petroleum Investment Corporation, for example, operates in a single industrial sector and the UBAN-Arab Japanese Finance Company operates in a specific regional area (Asia and the Middle East). Other important Arab banks include the Arab Bank for Investment and Foreign Trade and the Arab Investment Bank.

The UBAN-Arab Japanese Finance Company is an example of a joint merchant bank which operates with Arab capital and an industrialized country partner. There are other joint banking ventures that have similarly been formed between Arab institutions and institutions in non-oil exporting countries. These banks operate either principally or exclusively in the non-oil exporting countries that host the institutions.

Basic Objectives

Arab aid has focused to a large extent on the needs of the poorer nations, both Arab and non-Arab, among the 99 nations that have received aid support. Africa in particular has become an area of growth for Arab lending since 1973 because of its relative poverty while aid to fellow-Arab countries has fallen in importance, from 97 per cent of total aid in 1973 to 50 per cent by 1981.

Geographic Coverage

Since 1973, the Arab funds have diversified their operations greatly beyond the Arab world. The scope of operations of the largest institutions are as follows:

Abu Dhabi Fund for Arab Economic Development	Arab countries, Asia, Africa
Arab Bank for Economic Development in Africa	Non-Arab African countries
Arab Fund for Economic and Social Development	Arab countries
Iraqi Fund for External Development	Arab countries, Africa
Islamic Development Bank	Islamic states
Kuwait Fund for Arab Economic Development	All developing countries
OPEC Fund for International Development	All developing countries
Saudi Fund for Development	All developing countries

Sectoral Distribution of Development Assistance

Power projects have received the largest share of Arab funding to date, followed by transportation and telecommunications, and industry. The Islamic Development Bank and the Kuwait Fund have been the primary donors in power projects, while the Saudi Fund and the Kuwait Fund dominate transportation and telecommunications.

Sector	Total Financing (to January 1984) (U.S. \$ billions)	Financing (% of Total)	Primary Donor Institutions
Power	5.2	26.5	Islamic Development Bank/Kuwait Fund/Saudi Fund
Transportation and Telecommunications	4.9	25.0	Saudi Fund/Kuwait Fund
Industry and Mining	3.3	16.8	Islamic Development Bank/Kuwait Fund
Agriculture and Livestock	3.0	15.3	Kuwait Fund/Saudi Fund
Balance of payments, tourism, education and general support	2.1	10.7	Iraqi Fund/OPEC Fund
Water and sewage	1.1	5.6	Saudi Fund/Arab Fund/Kuwait Fund

Arab Fund Addresses

Abu Dhabi Fund for Arab Economic Development
P.O. Box 814
Abu Dhabi, United Arab Emirates
Tel.: 22865/66
Telex: 22287
Cable: FUND AH

Arab Bank for Economic Development in Africa
P.O. Box 2640
Khartoum, Sudan
Tel.: 73645, 73646, 73647
Telex: 22248 KM (or) 22739 BADEA SD
Cable: BADEA

Arab Fund for Economic and Social Development
Investment Building, Al-Safa Square
P.O. Box 21923
Kuwait City, Kuwait
Tel.: 431870
Telex: INMARABI 22153 KT
Cable: INMARABI, KUWAIT

Iraqi Fund for External Development
c/o Ministry of Planning
Baghdad, Republic of Iraq
or
P.O. Box 2257 Alwaia
Baghdad, Republic of Iraq
Tel.: 97290
Telex: 2651 IFEDIK
Cable: IRAQI FUND

Islamic Development Bank
P.O. Box 5925
Jeddah, Saudi Arabia
Tel.: 6431821, 6431910
Telex: 401407 BISLAM SJ, 401137
Cable: BANKISLAMI-JEDDAH

Kuwait Fund for Arab Economic Development
P.O. Box 2921
Kuwait City, Kuwait
Tel.: 439079, 41122
Telex: 22025 ALSUNDUK, 22613 KFAED
Cable: ALSUNDUK

The OPEC Fund for International Development
P.O. Box 995, 1011
Vienna, Austria
Tel.: 31 55 36-0
Telex: 131734 FUND
Cable: OPECFUND

Saudi Fund for Development
P.O. Box 1887
Riyadh, Saudi Arabia
Tel.: 464-0292, 464-1094
Telex: 201145
Cable: SUNDOQ SJ

Contacts

For more information, including particulars about individual funds and investment banks, interested persons should contact:

Senior Advisor to the President on Arab/OPEC
Financial Affairs
Canadian International Development Agency
Place du Centre
200 Promenade du Portage
Hull, Quebec
K1A 0G4

Tel.: (819) 997-4159
Telex: 053-4140

SECTION III

Other Government Programs and Services

A. PROVINCIAL EXPORT FUNDING PROGRAMS

All provinces have facilities in place to provide financial support to resident exporters. This assistance, as described below, can vary from cost-sharing arrangements on product promotion activities and new market development to export credits in some cases. Many of these facilities are normally not provided when assistance is also available from the federal government. Interested exporters should also note that for the most part the maximum support that can be extended on individual projects is subject to specified limits. Companies requesting provincial assistance must demonstrate financial and management strengths and an ability to succeed in export markets. In most cases, companies must apply several weeks in advance of the proposed event or project for which funds are requested.

1. Newfoundland

Under the Market and Product Development Program and the Marketing/Product Enhancement Program, the Department of Development offers grant assistance for up to 50 per cent of eligible costs for provincial companies exporting or developing products for home use that will displace imports. Eligible costs include: research and development of new products; promotion of new or existing products in new markets; modifying products for sale in new markets; labelling and packaging; travel for the purpose of contacting potential customers, investigating production operations and preparing export proposals; consultant studies; advertising; and trade fair participation.

For more information, contact:

The Department of Development and Tourism
Prospect Development Division
P.O. Box 4750, Atlantic Place
St. John's, Newfoundland
A1C 5T7
Tel.: (709) 576-2781
Telex: 016-4949

2. Prince Edward Island

The P.E.I. Development Agency was established in 1984 as a provincial crown corporation combining the activities of the Market Development Centre and Industrial Enterprises Inc. Its mandate is to assist Island primary producers, processors and manufacturers to improve existing products and processes and to develop new ones, to identify new market opportunities, and to advertise and to promote Island products. Several areas of concentration of the Development Agency, such as sales assistance, which includes incoming buyer assistance, marketing plan assistance, advertising and promotion and trade show participation, can support both domestic and export activities.

Financial assistance for these activities is available on a negotiated cost-sharing basis from funding provided jointly by the Province of Prince Edward Island and the federal Department of Regional Industrial Expansion.

One program that is targeted exclusively at exporting is the Export Contracting program, which is intended for Island processors and manufacturers seeking to secure additional business in new or expanded export markets.

Eligible firms must lack experience in exporting or be inexperienced in pursuing business in a particular export market. These firms are expected to participate fully in all aspects of the contracting program so that they can acquire the experience to pursue subsequent export activities independently. Financial assistance is available for:

- identifying and investigating opportunities;
- negotiating contracts with buyers;
- costs associated with financing, insurance and export documentation; and
- payment advances on contracts signed by the Development Agency with buyers.

For additional information, contact:

Prince Edward Island Development Agency
1 First Avenue
West Royalty Industrial Park
West Royalty, Prince Edward Island
C1E 1B0
Tel.: (902) 566-4222
Telex: PEIDA-CHTN 01444109

3. Nova Scotia

The Nova Scotia Department of Development administers the Trade Expansion Program and the Product Development Program to assist Nova Scotia-based manufacturers, processors and eligible services firms which are pursuing export contracts. The Trade Expansion Program provides assistance on a cost-sharing basis for trade fairs and exhibitions, incoming buyer missions, and market identification activities. Eligible costs include booth rental, transportation costs for approved company personnel, overseas accommodation costs, and incoming buyer transportation costs. Under the Product Development Program, grant assistance is available for new product and marketing literature.

For more information, consult:

Market Development Centre
Nova Scotia Department of Development
5151 George Street
Halifax, Nova Scotia
B3J 2R7
Tel.: (902) 424-4242

4. New Brunswick

The Trade Assistance program of the Department of Commerce and Development is available to support eligible New Brunswick exporters. Financial assistance takes the form of cost-sharing arrangements for eligible travel, per diem and other expenses related to trade missions, trade shows and incoming buyer visits, normally, when organized by the Department.

For more information, contact:

Trade Assistance Program
The Department of Commerce and Development
Government of New Brunswick
P.O. Box 6000
Fredericton, New Brunswick
E3B 5H1
Tel.: (506) 453-2875

5. Quebec

Support to Quebec-based firms in their export activities is provided by both the Department of External Trade and the Industrial Development Corporation.

The Department of External Trade provides financial assistance to exporters for their marketing activities outside Quebec, by covering the costs of building stands,

advertising and various other expenses for group exhibitions, by covering the transportation costs for the participants and the samples for group trade missions, and by paying part of the transportation costs for the participants and all the advertising and other organization costs for missions seeking industrial accords involving technology transfer. For the last type of mission, but on an individual basis between Quebec and France, firms can benefit from the ACTIM-MCE program, under which almost all transportation and accommodation costs are covered by Quebec or by France, depending on the firm's country of origin.

Firms that participate individually in trade missions may be eligible for export promotion assistance provided under the APEX program. In general, this program provides a refund of 50 per cent of the costs approved in advance and a daily allowance for a maximum of 75 days, depending on the nature of the project. Eligible activities include: canvassing and development of new markets; participation in trade exhibitions; establishment of an export marketing strategy; development of a sales office or distribution network; and creation of an export organizational structure.

The Department also helps foreign buyers come to Quebec by paying all expenses for the return trip between the buyer's country of origin and Montreal.

For further information, contact the Department of External Trade at:

Place Mercantile	1041 de la Chevrotière
770 Sherbrooke Street	G Building, 30th Floor
West	Quebec City, Quebec
Seventh Floor	or G1R 5E9
Montreal, Quebec	Tel.: (418) 643-2874
H3A 1G1	
Tel.: (514) 873-2676	

The Quebec Industrial Development Corporation is a provincial crown corporation that both advances funds to exporters and makes export credits available to foreign buyers to support Quebec exports. This assistance is provided under three programs, as discussed below:

Export Consortium Assistance

The Industrial Development Corporation is prepared to assist in the formation of an export consortium by providing loans that are convertible into shares or shareholders' advances, and by purchasing equity directly as a partner in the group of exporters.

Product and Market Development Assistance

The Corporation advances funds in the form of loans at market rates or loan guarantees to finance up to 80% of expenses incurred over a three-year period in penetrating new markets. In certain cases, up to 50% of an unpaid loan balance is forgivable.

Export Credits

Commercial bank loan guarantees are available to foreign buyers of Quebec goods and services, normally in conjunction with funds provided by private or other government organizations.

For more information, interested exporters should contact the Industrial Development Corporation at:

SDI Exports	SDI Exports
770 Sherbrooke Street	1126 Saint-Louis Road
West	Room 700
9th Floor	or Sillery, Quebec
Montreal, Quebec	G1S 1E5
H3A 1G1	Tel.: (418) 643-5172
Tel.: (514) 873-4375	

6. Ontario

The Ministry of Industry and Trade provides assistance to Ontario-based exporters by helping to finance both incoming buyer missions and outgoing trade missions and exhibitions when these are organized by the Ministry. For additional information on these export marketing services, exporters should consult:

International Marketing Branch
 Ministry of Industry and Trade
 900 Bay Street
 Queen's Park
 Toronto, Ontario
 M7A 2E1
 Tel.: (416) 965-5704 (USA Markets)
 (416) 965-9709 (Europe/Middle East Markets)
 (416) 965-5701 (Pacific/Latin American markets)
 Telex: 06-119785

The Ministry of Industry and Trade also administers the Export Success Fund, under which non-repayable contributions for any 12-month period can be made available to cover 50 per cent of eligible marketing costs incurred in exporting. Four areas have been identified for support under the Fund, as follows:

- market research and planning;
- on-site market assessment follow-up;
- product modification and package design; and
- merchandising and promotion.

To be eligible, companies should be established in Ontario for at least two years and employ less than 100 persons. The product to be exported must already exist and possess a Canadian value-added level of at least 50 per cent.

For more information, contact:

The Export Success Fund
 International Marketing Branch
 Ontario Ministry of Industry and Trade
 900 Bay Street
 Queen's Park
 Toronto, Ontario
 M7A 2E1
 Tel.: (416) 963-3083

The Export Success Fund assists consulting engineers, architects, management and specialist consultants, contractors and manufacturers of capital equipment. Loans of up to \$50,000 are available for any 12-month period to cover 50 per cent of eligible costs incurred on international capital projects. Loans are available for: pre-feasibility study costs; proposal preparation; and bid and performance bond premiums.

For more information on these loans, contact any of the regional offices of the Ministry of Industry and Trade or:

Ontario International Corporation
 900 Bay Street
 Queen's Park
 Toronto, Ontario
 M7A 2E1
 Tel.: (416) 965-3060

Revolving lines of credit for up to \$1 million are also available to Ontario exporters from the Ontario Development Corporation, the Northern Ontario Development Corporation and the Eastern Ontario Development Corporation to finance up to 90 per cent of foreign accounts receivable on a short-term basis. This assistance is supplemental to conventional financing and is geared towards entrepreneurs and small businesses with strong export capabilities. EDC insurance or other satisfactory credit insurance is normally required.

For more information, interested exporters should consult the Ontario Development Corporation at any of the 10 regional offices or at their head office at:

56 Wellesley Street East
Toronto, Ontario
M6A 2E7
Tel.: (416) 956-4622

7. Manitoba

The Trade Branch of the Department of Industry, Trade and Technology administers the Trade Assistance Program, which assists provincial companies in developing new markets or introducing new products into existing export markets. Preference is given to small and medium-sized manufacturers.

In the case of solo participation at trade fairs, cost-sharing assistance is provided, subject to specified ceilings. Eligible costs include rental of display space, furniture, and other equipment, return economy airfare for one representative, display freight costs, and display construction and dismantling costs.

When groups of companies participate in a trade fair the amount of assistance available to each participant will vary depending on the project. Normally, eligible costs will include rental of display space and equipment, display construction and dismantling. Participating firms are responsible for all transportation, freight and accommodation expenses.

Cost sharing assistance is available for transportation costs for one representative of each company to support companies participating in a trade mission. Assistance is subject to specified ceilings and is limited to two applications per company per year.

The Department also supports visits of foreign buyers, agents and distributors, food product label design and travel for meetings with incoming missions at out-of-province locations.

For more information, contact:

Trade Branch
Department of Industry, Trade and Technology
Government of Manitoba
155 Carlton Street, 5th Floor
Winnipeg, Manitoba
R3C 3H8
Tel.: (204) 945-2466

8. Saskatchewan

The Saskatchewan Department of Economic Development and Trade administers the Aid to Trade Program, which is intended to encourage export activities by the province's manufacturing community. Eligible projects are those which involve either the introduction of a new product or the development of a new market for an existing product.

Market research expenses that are incurred to define prospective markets or target markets, to determine product acceptance, or to develop market strategies are eligible for 50 per cent reimbursement when this research is performed by a professional market research agency. Market studies intended to determine the feasibility of producing a product are not eligible for assistance.

Product advertising and promotion costs are eligible for up to 50 per cent reimbursement of insertion costs for trade journals, magazines, newspapers, electronic media and brochure or pamphlet publications. Assistance is restricted to pre-printing costs in the case of product brochure publications.

Assistance is available for trade fairs, for up to 100 per cent of the cost of space rental. Applications to a maximum of two visits to a particular fair will be considered.

Travel assistance is provided for trade missions to enable new market areas to be established through personal contact. Normally, up to 100 per cent of actual transportation costs can be reimbursed under this section. The costs of accommodation, meals, entertainment and other related costs are not covered.

Assistance can be provided for up to 50 per cent of transportation, and per diem costs incurred on behalf of incoming buyers.

Approved applicants may be reimbursed for up to 50 per cent of the total transportation costs incurred in providing sample shipments to potential customers.

The Department also administers the Market Development Fund, which is available on a cost-sharing basis to support market exploration, development, and expansion activities carried out for Saskatchewan agricultural products.

For more information on these programs, interested exporters should contact:

Department of Economic Development and Trade
Bank of Montreal Building, 3rd Floor
2103-11th Avenue
Regina, Saskatchewan
S4P 3V7
Tel.: (306) 565-2232
Telex: 071-2675

9. Alberta

The Market Development Assistance Program provides assistance to Alberta businesses by sharing eligible expenses incurred in entering new export markets. To be eligible, projects must be specific, involve geographic areas that are new to the applicant, include substantial Alberta content, and be unlikely to take place without grant assistance.

The following activities are eligible for cost-sharing:

- Market identification trips;
- Trade fairs and exhibitions;
- Incoming buyers' visits; and
- Outgoing sales trips.

A per diem allowance is available for up to five days in any one country and for up to 14 days overall for any one project. Costs related to participation in a trade fair will normally be shared at a rate of 50 per cent. Transportation costs, including travel costs for incoming buyers, will also be shared at a rate of 50 per cent for return economy airfare. A per diem allowance is also available for up to five days for incoming buyers. The total grants allowed per applicant within any one fiscal year are subject to specified ceilings.

The Department of Economic Development, which administers this program, also offers support under the Export Services Support Program which can be considered for Alberta companies to assist in paying the costs of contract bidding or of preparing prefeasibility and feasibility studies. This Department also operates a working capital loan guarantee facility to assist eligible exporters.

For more information contact:
Alberta Economic Development
International Trade Branch
Sterling Place
11th Floor
9940 106 Street
Edmonton, Alberta
T5K 2P6
Tel.: (403) 427-4809
Telex: 037-2197

10. British Columbia

The Ministry of International Trade and Investment offers four export programs that provide reimbursement for eligible market development expenses incurred by a resident exporter. Normally none of these programs can be used by one company more than once per government fiscal year, except where export consortia are involved.

The Trade Mission Program sponsors a number of trade missions each year. Transportation costs, official reception costs and the costs of providing interpreters for participating companies are normally paid by the Ministry, which acts as official group leader and makes most business appointments for the mission members. Participating companies are selected at the Ministry's discretion in accordance with the market area investigated.

The Market Development Program can reimburse manufacturing and processed goods companies for economy airfare costs, up to a specified maximum, incurred to investigate potential export opportunities, establish marketing arrangements in foreign markets or make follow-up calls on new accounts or new representatives.

Bringing potential buyers to view a local plant at first hand is often a valuable technique for bringing sales negotiations to a successful conclusion. The Incoming Buyers Program will reimburse the company for the buyer's economy return airfare, subject to specified limits, where manufactured or processed goods are involved.

Financial support for participation in trade shows outside the province is available under the Trade Show Program for up to 100 per cent of space rental costs subject to specified ceilings. The intent of the Trade Show Program as well is to support exports of manufactured or processed goods.

For additional information, the exporter should contact the Director, International Marketing Branch, at the following address:

Ministry of International Trade and Investment
Robson Square, Suite 315
800 Hornby Street
Vancouver, British Columbia
V6Z 2C5
Tel.: (604) 660-4567
Telex: 04-55459

B. FEDERAL GOVERNMENT PROGRAM FOR EXPORT MARKET DEVELOPMENT

The objective of the Program for Export Market Development (PEMD) is to develop and increase the export of Canadian goods and services by sharing with the business community the financial risks of entering new foreign markets. It is not designed to support normal export business activities which are intended either to maintain existing market shares in foreign markets or to attract new business in markets where the exporter is already well established.

The general program is divided into six sections to meet different marketing needs.

Section A — Specific Project Bidding — to increase Canadian chances to obtain foreign contracts for projects. Contributions are available for up to 50 per cent of approved costs incurred by a company in the pre-contractual bidding stages on specific projects outside Canada.

Section B — Market Identification — to encourage a Canadian company to visit and define a potential new market. Such exposure should enable the company to

decide if its products or services can meet the requirements of these markets, and if the opportunities are commercially viable. These trips can also be supported when the intention is to make industrial co-operation arrangements.

Section C — Participation in Trade Fairs — to encourage greater participation by Canadian exporters in trade fairs and industrial exhibitions anywhere outside Canada where such participation is likely to result in an effective penetration of new markets.

Section D — Incoming Foreign Buyers — to help Canadian companies bring foreign buyers to Canada or to an approved location abroad.

Section E — Export Consortia — to provide an incentive for Canadian companies to form export consortia on a permanent and continuing basis. Participating firms are assisted to establish incorporated companies for the purpose of exporting Canadian goods and services of the respective members. This section is divided into two parts, the Feasibility Study phase and the Formation and Initial Operation phase. The PEMD support may be available under one or both of the two phases.

Section F — Sustained Export Market Development — to help Canadian exporters develop a foreign market on a long-term basis, such as by establishing sales or service facilities on location. Under Phase I of this section, support is provided for market studies and the preparation of a market penetration plan. Under Phase II, the implementation costs determined by the plan may be shared for up to three years.

In addition, PEMD provides assistance to Canadian companies, producer organizations, marketing agencies and commodity or industry associations to develop export markets for agriculture, fisheries and food products (PEMD Food and PEMD Fish). This support may take the form of encouragement to such traditional export development activities as market identification, trade fairs, incoming buyers, feasibility and marketing studies, test marketing and trial shipments. However, assistance may also be more specialized, to meet the particular requirements of the sector. For example, assistance may on occasion cover capital or operating costs for special production, handling, storage or technical promotion facilities. Market development plans and projects including generic promotion, overseas representation and technical training for buyers may also be eligible. Assistance to non-sales organizations may be on a non-repayable basis.

The amount of assistance provided under an approved application must normally be repaid on the basis of sales arising from the project. The costs eligible for cost-sharing vary from section to section and applications must be made prior to undertaking the project. For more information contact your nearest regional office of the Department of Regional Industrial Expansion (*see Part C.2 below*).

C. FEDERAL GOVERNMENT POINTS OF CONTACT

1. Info Export

The Department of External Affairs operates Info Export, an export trade information centre in Ottawa, to handle trade enquiries and to refer callers to appropriate officials in government. The telephone number for local callers is 993-6435. Other callers across Canada should dial 1-800-267-8376 toll-free (in B.C. 112-800-267-8376).

2. Department of Regional Industrial Expansion Regional Offices

Alberta

The Cornerpoint Building
Suite 505
10179 - 105th Street
Edmonton, Alberta
T5J 3S3

Tel.: (403) 420-2944
Telex: 037-2762

British Columbia

Bentall Centre, Tower IV
Suite 1101
1055 Dunsmuir Street
Vancouver,
British Columbia
V7X 1K8

Tel.: (604) 666-0434
Telex: 04-51191

Manitoba

3 Lakeview Square
4th Floor
185 Carlton Street
P.O. Box 981
Winnipeg, Manitoba
R3C 2V2

Tel.: (204) 949-4090
Telex: 07-57624

New Brunswick

Assumption Place
770 Main Street
P.O. Box 1210
Moncton, New Brunswick
E1C 8L9

Tel.: (506) 388-6400
Telex: 014-2200

Newfoundland and Labrador

Parsons Building
90 O'Leary Avenue
P.O. Box 8950
St. John's, Newfoundland
A1B 3R9

Tel.: (709) 772-4884
Telex: 016-4749

Northwest Territories

P.O. Bag 6100
Precambrian Building,
10th Floor
Yellowknife,
Northwest Territories
X1A 1C0

Tel.: (403) 920-8568 or
8571
Facsimile: (403) 873-6228

Nova Scotia

1496 Lower Water Street
P.O. Box 940,
Station "M"
Halifax, Nova Scotia
B3J 2V9

Tel.: (902) 426-2018
Telex: 019-22525

Ontario

1 First Canadian Place
Suite 4840
P.O. Box 98
Toronto, Ontario
M5X 1B1

Tel.: (416) 365-3737
Telex: 065-24378

Prince Edward Island

Confederation Court Mall
134 Kent Street,
Suite 400
P.O. Box 1115
Charlottetown, Prince
Edward Island
C1A 7M8

Tel.: (902) 566-7400
Telex: 014-44129

Quebec

Stock Exchange Tower
Suite 4328
800 Victoria Square
P.O. Box 247
Montréal, Québec
H4Z 1E8

Tel.: (514) 283-8185
Telex: 055-60768

Saskatchewan

6th Floor
105-21st Street
Saskatoon, Saskatchewan
S7K 0B3

Tel.: (306) 975-5314
Telex: 074-2742

Yukon

Suite 301
108 Lambert Street
Whitehorse, Yukon
Y1A 1Z2

Tel.: (403) 668-4655
Facsimile: (403) 668-5003

3. Department of Regional Industrial Expansion Industry Sector Branches

Mailing address for all divisions listed below:

Department of Regional Industrial Expansion
C.D. Howe Building
235 Queen Street
Ottawa, Ontario
K1A 0H5
Telex: 053-4123

Capital and Industrial Goods

Automotive Directorate (FAMR)
Tel.: (613) 992-1506

Marine, Urban and Rail Directorate (FAMR)
Tel.: (613) 992-3389

Electronics Directorate (GELA)
Tel.: (613) 996-0182

Aerospace Directorate (GELA)
Tel.: (613) 996-0601

Helicopter Projects Office (GELA)
Tel.: (613) 995-0021

Resource Industries Machinery Division (GMEE)
Tel.: (613) 992-4082

Energy Equipment Division (GMEE)
Tel.: (613) 995-3951

Secondary and Service Industries Machinery Division
(GMEE)
Tel.: (613) 995-6441

Consumer Goods, Services, and Resource Processing

Metals and Minerals Processing (IRPI)
Tel.: (613) 992-0088

Iron and Steel
Tel.: (613) 992-0025

Fabricated Metals and Construction Products (IRPI)
Tel.: (613) 996-0763

Primary Wood Products (IRPI)
Tel.: (613) 992-0068

Converted Wood and Paper Products (IRPI)
Tel.: (613) 995-7134

Pulp and Paper (IRPI)
Tel.: (613) 992-0065

Petroleum and Industrial Chemicals (IRPI)
Tel.: (613) 992-0028

Plastic, Rubber, Chemical Specialities (IRPI)
Tel.: (613) 996-7085

Health Care Products (IRPI)
Tel.: (613) 993-4471

Food and Consumer Products (JFCP)
Tel.: (613) 993-7303

Construction Services (ISEI)
Tel.: (613) 995-8107

Consulting Services (ISEI)
Tel.: (613) 995-8107

Transportation Services (ISEI)
Tel.: (613) 995-8107

Distribution Services (ISEI)
Tel.: (613) 995-8107

Textiles, Clothing, Footwear (EOIA)
Tel.: (613) 992-1207

4. Contact Points within the Department of External Affairs

Mailing address for correspondence to all divisions listed below:

Department of External Affairs
Lester B. Pearson Building
125 Sussex Drive
Ottawa, Ontario
K1A 0G2
Telex: 053-3745

Contacts for general enquiries

Info Export (TEIC)
Tel.: 1-800-267-8376
or 993-6435 (local calls only)
(in B.C. 112-800-267-8376)

Export Finance and Capital Projects Division (TEF)
Tel.: (613) 996-7155

Contact for Business Directory of Canadian Trade Representation Abroad (subscriptions):

External Information and
Creative Services Division (SCS)
Tel.: (613) 995-6720

Contacts for geographic trade information

Africa Trade Development Division (GAT)
Tel.: (613) 990-6593

Caribbean and Central America Trade Development
Division (LCT)
Tel.: (613) 992-0384

East Asia Trade Development Division (PET)
Tel.: (613) 992-7359
includes People's Republic of China, Korea,
Hong Kong, Laos, Cambodia, Vietnam

Middle East Trade Development Division (GMT)
Tel.: (613) 993-7040
includes Egypt, Sudan, Lebanon, Jordan, Israel,
Saudi Arabia, North and South Yemen, Kuwait, Oman,
Bahrain, The United Arab Emirates, Qatar, Iran, Iraq

Pacific Trade Development Division (PPT)
Tel.: (613) 995-1281
includes Japan, Australia, New Zealand, South Pacific

South America Trade Development Division (LST)
Tel.: (613) 996-5546

South and Southeast Asia Trade Development Division
(PST)
Tel.: (613) 996-0917
includes ASEAN countries, Afghanistan, India, Nepal,
Pakistan, Burma, Bangladesh, Sri Lanka

U.S.S.R. and Eastern Europe Trade Development Division
(RBT)
Tel.: (613) 993-4884

United States Marketing Division (UTM)
Tel.: (613) 993-5911

Western Europe I Trade Development Division (RCT)
Tel.: (613) 995-9401
includes France, Federal Republic of Germany, Italy,
Malta, The United Kingdom

Western Europe II Trade Development Division (RST)
Tel.: (613) 995-6438
includes Turkey and all European countries other than
those listed under Western Europe I

5. Canadian Commercial Corporation

Place de Ville
Tower B
17th Floor
112 Kent Street
Ottawa, Ontario
K1A 1E9

Telex: 053-3703
Tel.: (613) 996-0034

SECTION IV

**Selected Organization Charts for
the Department of External Affairs**

CHART 1: Senior Management

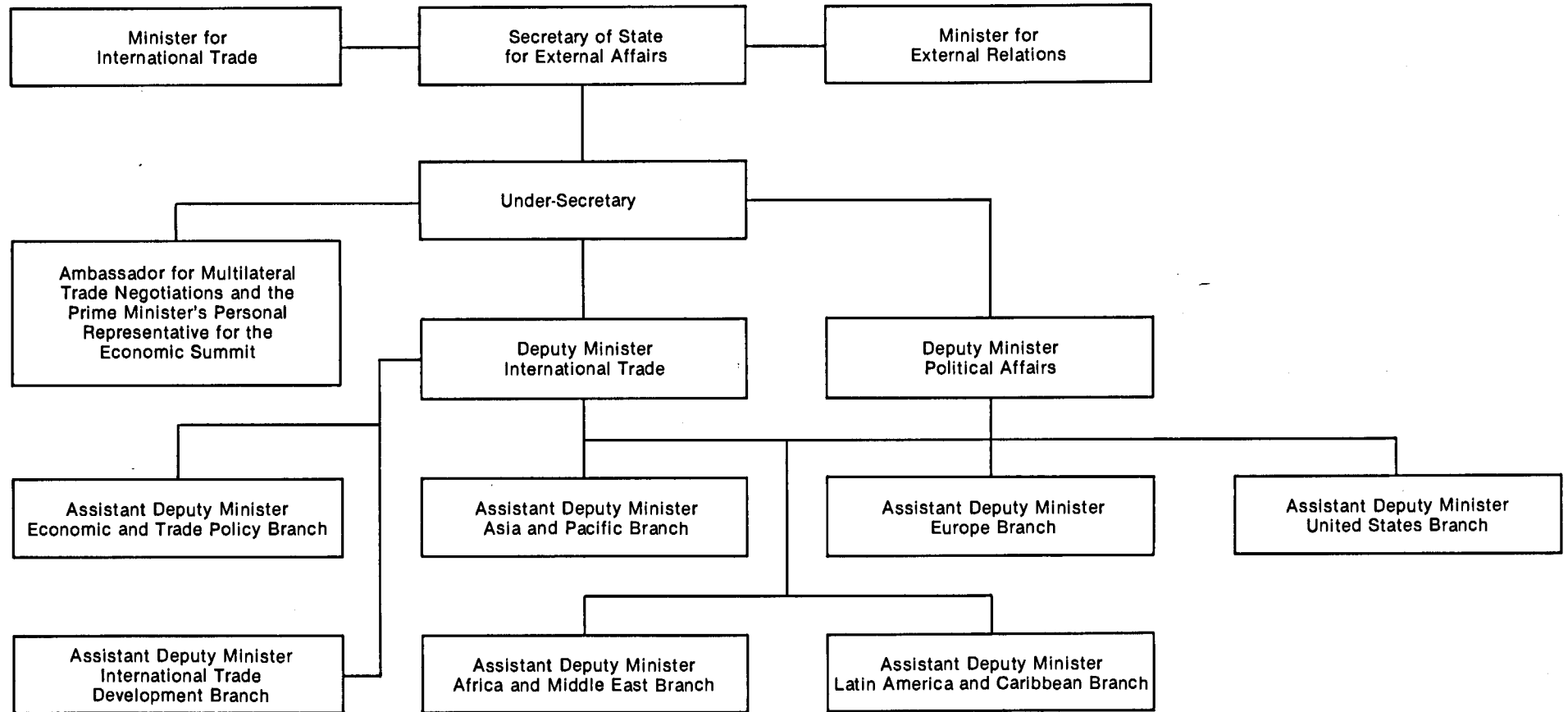
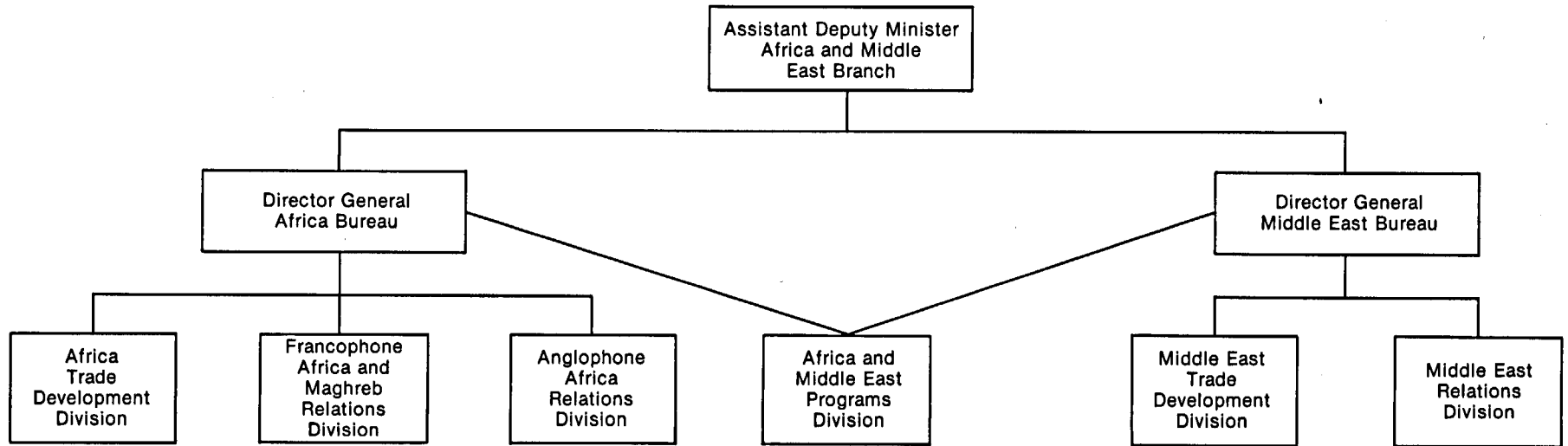


CHART 2: Africa and Middle East Branch



Algeria, Madagascar, Morocco, the Sahel,
The Seychelles, Tunisia, all Sub-Sahara Africa

Egypt, Gulf States, Iran, Iraq,
Israel, Jordan, Lebanon, Libya,
North Yemen, Saudi Arabia, South
Yemen, Sudan, Syria, West Bank and
Gaza

CHART 3: Latin America and Caribbean Branch

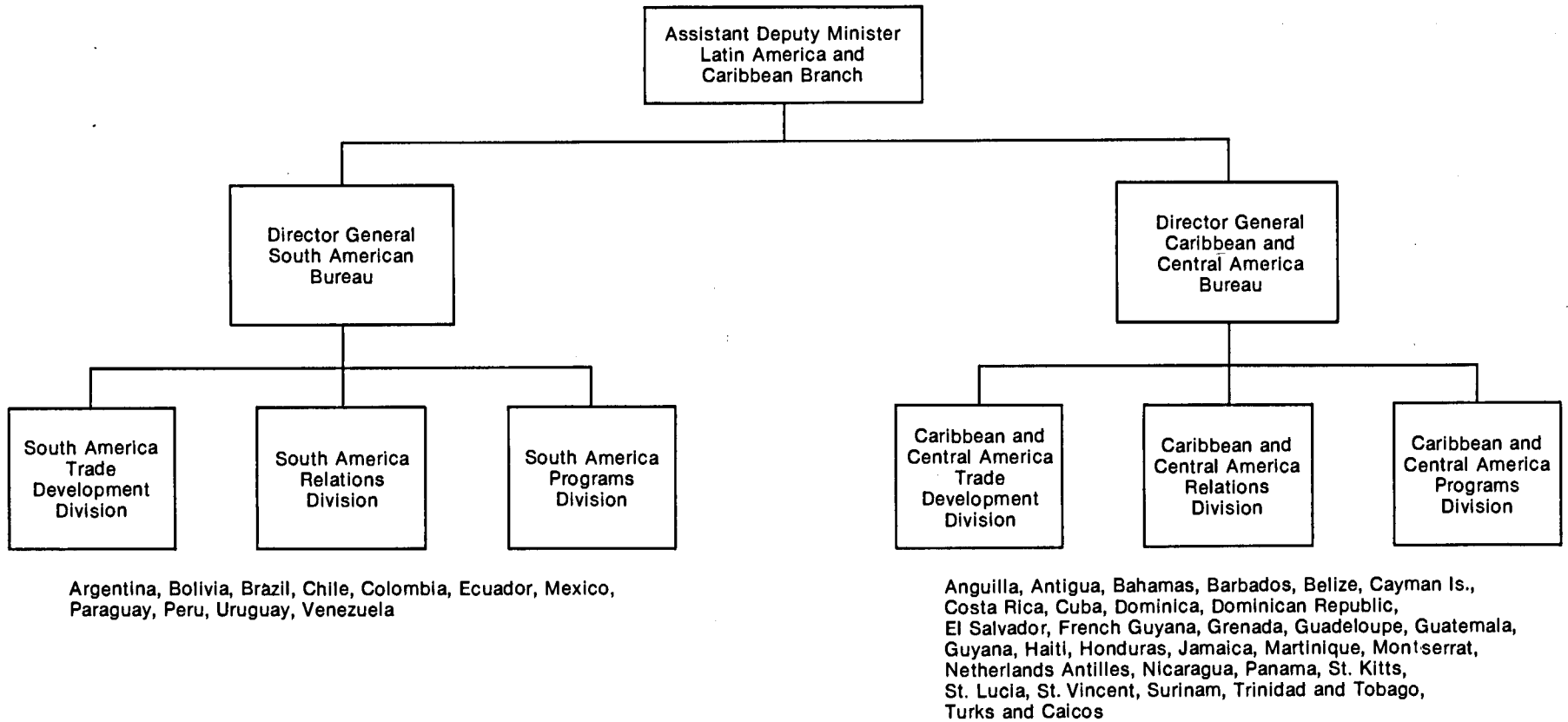


CHART 4: United States Branch

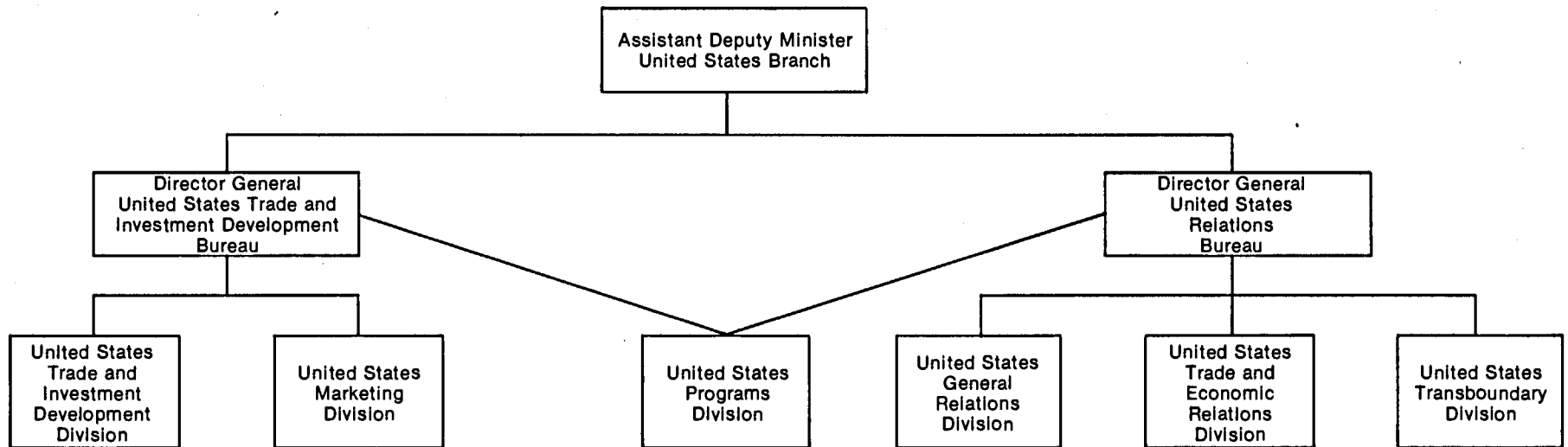
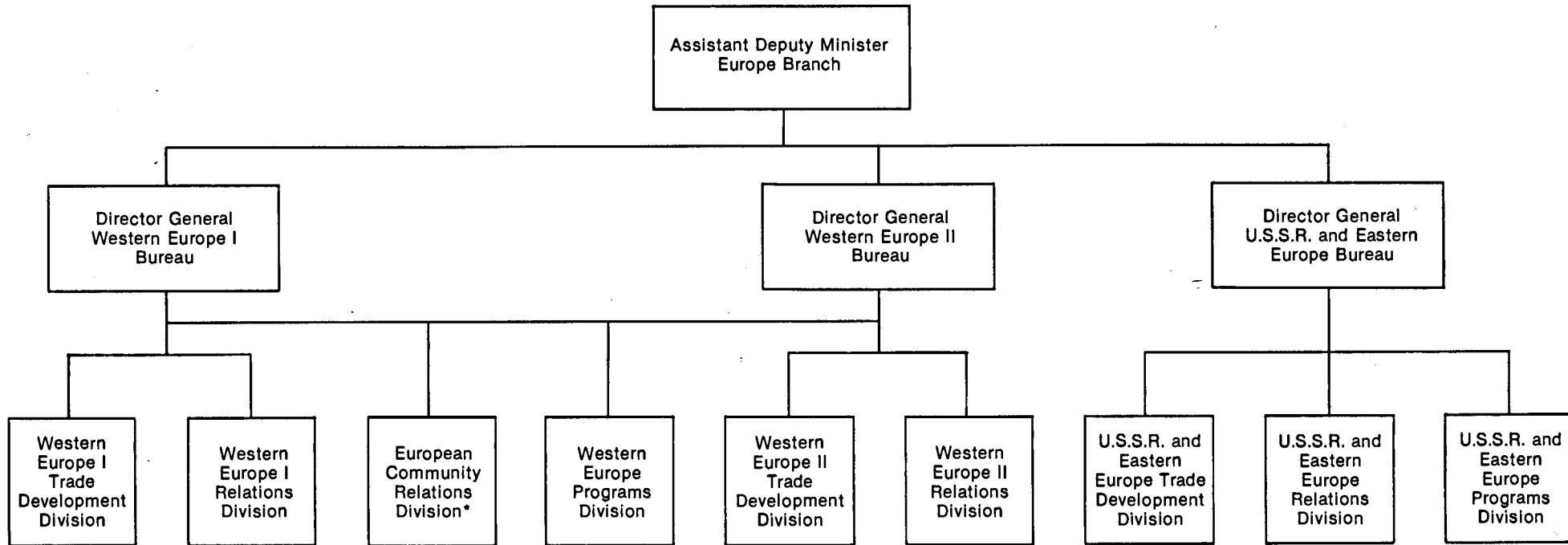


CHART 5: Europe Branch



France, F.R.G., Italy, Malta,
U.K., Vatican
EC - Multilateral and Institutional

Austria, Belgium, Cyprus, Denmark (and
Greenland), Finland, Greece, Iceland,
Ireland, Luxembourg, Netherlands,
Norway, Portugal, Spain, Sweden,
Switzerland, Turkey

Albania, Bulgaria, Czechoslovakia, G.D.R.,
Hungary, Mongolia, Poland, Romania, U.S.S.R.,
Yugoslavia

* European Community Relations Division's primary relationship is to the Director General Western Europe I.

CHART 6: Asia and Pacific Branch

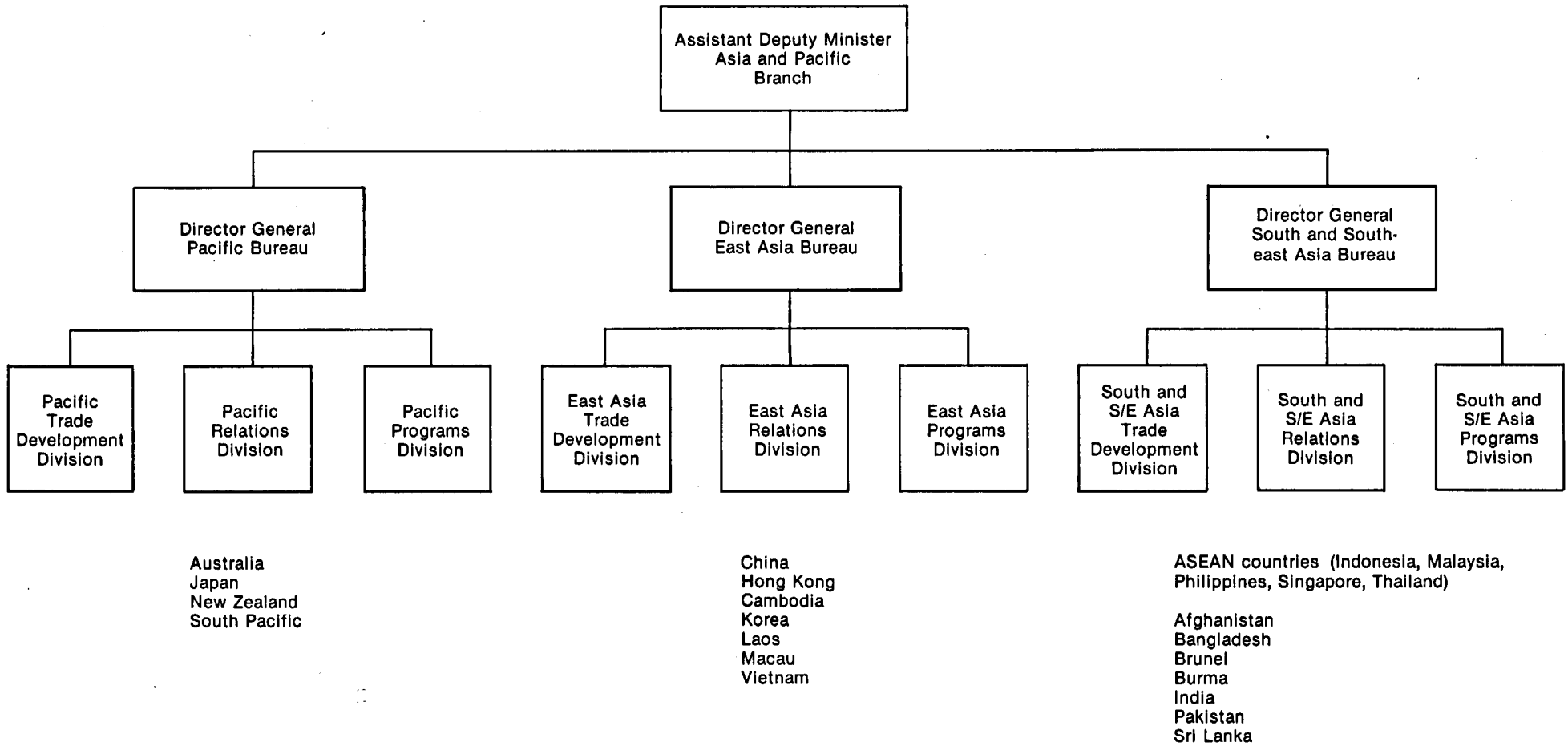


CHART 7: International Trade Development Branch

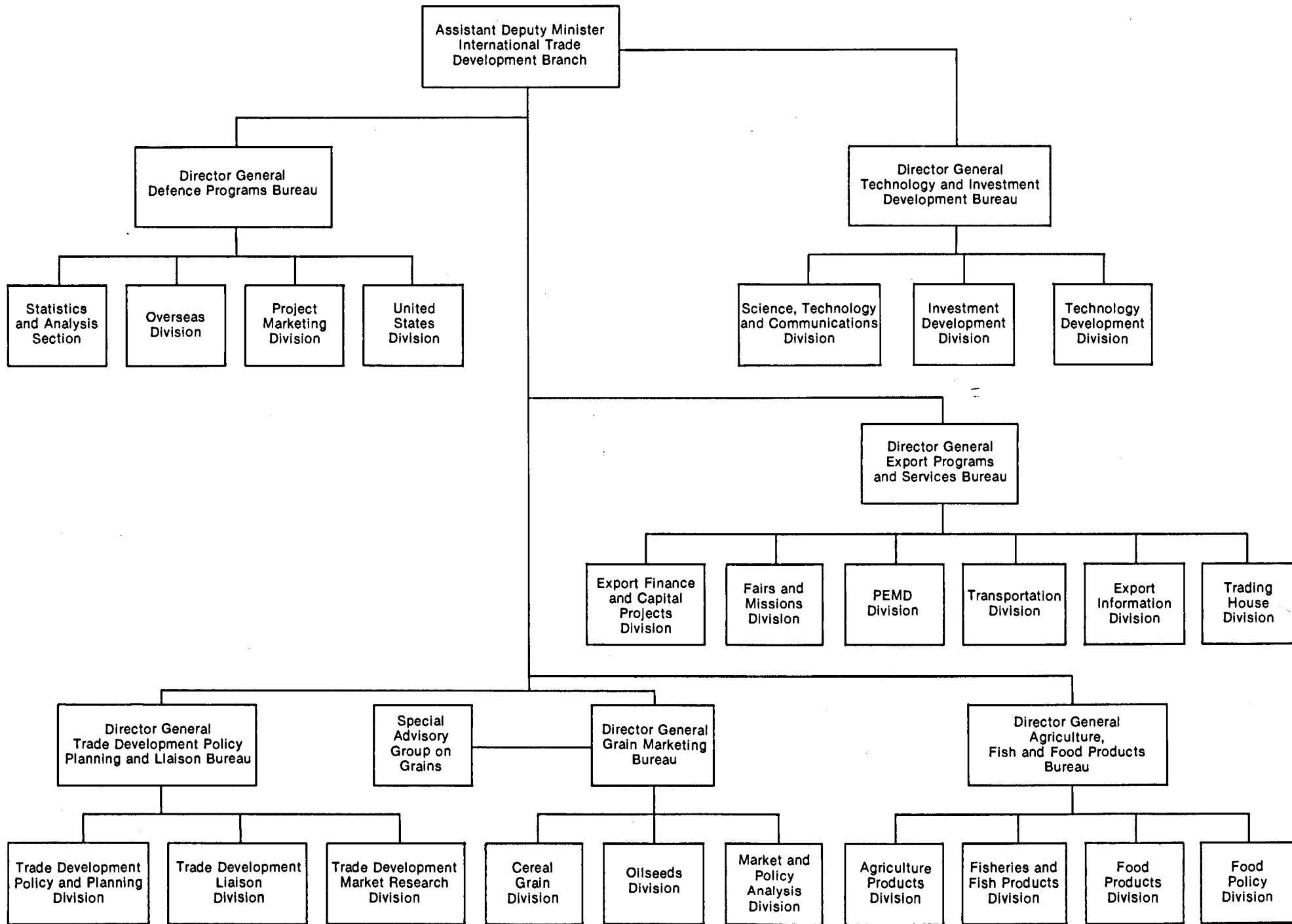
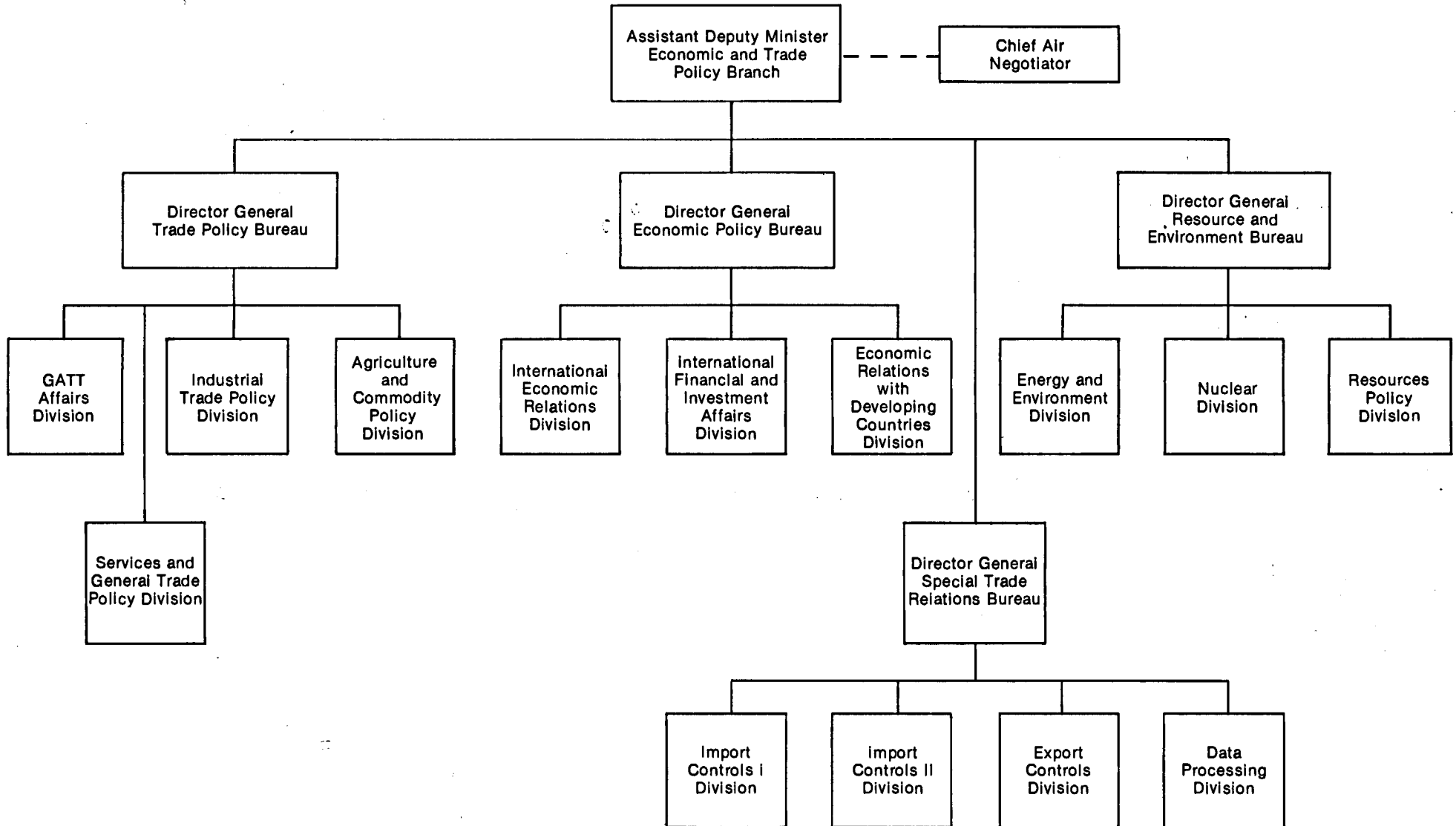


CHART 8: Economic and Trade Policy Branch



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DUE DATE

DATE DUE	DATE DE RETOUR		
JUL 1993	JUL 1993		
AUG 1993	AUG 1993		

DOCS

CA1 EA 85I52 ENG

International financing data : a
business guide to export financing
and other financial assistance. --

43242410



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