

APPENDIXES

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TERMS OF REFERENCE

As approved by the Board¹, the specific Terms of Reference for the North American Representative Office are the following:

- (i) Bank-Government Cooperation
 - (a) to assist policy makers in the American and Canadian governments and their agencies through the provision of timely information and dialogue on matters that directly affect the Bank;
 - (b) to collect information of interest to the Bank on legislation relating to the Bank's capital subscriptions and ADF contributions and to respond directly and promptly to queries from the US Congress and relevant parliamentary committees in Ottawa; and
 - (c) to keep the Bank informed in a timely and comprehensive manner of the views, concerns, and interests of the American and Canadian governments and their agencies, and to provide advice on initiatives that may need to be taken by the Bank to influence as well as respond to them.
- (ii) Bank-Multilateral Finance Institution (MFI)/United Nations (UN) Cooperation

to assist the decision-making process of the Bretton Woods Institutions and UN agencies located in North America as regards strategic, policy, and resource mobilization issues that directly concern the Bank.
- (iii) Bank-Nongovernment Organization (NGO) Cooperation

to keep the Bank informed of the views, concerns, and interests of the major NGOs (including the media, academia, and other interested parties) in respect of the Bank, and of initiatives that the Bank may need to take to influence as well as respond to them.

¹ R33-95: Bank Representative Offices in Donor Countries: Establishment of a North American Office, 17 January 1995, paragraph 26.

LIST OF INTEREST GROUPS CONSULTED

Canada

Alliance of Manufacturers & Exporters Canada
Asia Pacific Foundation
Canadian International Development Agency
China Council for Int. Cooperation on Environment & Development
Department Of Foreign Affairs & International Trade
Export Development Corporation
Globe Foundation
Government of Canada Trade Commissioner, Halifax
Halifax Initiative
Nova Scotia Education and Culture
Saint Mary's University
Simon Fraser University
The Commons Consulting Co-operative

United States

Bank Information Center
Conservation International
Consumer's Choice Council
Embassy of Canada
Inter-American Development Bank
International Monetary Fund
National Foreign Trade Council
US-ASEAN Business Council
US Treasury Department
World Bank

PARTIAL LIST OF NARO'S CONTACTS

A. Contacts with Nongovernment Organizations

Canada

Aga Khan Foundation
Canadian Cooperatives Association
Commons Consulting Co-operative
Community Access Canada
Canadian University Services Overseas
Environmental Services Association of Alberta
Globe Foundation
Halifax Initiative
Harmony Foundation of Canada
Partnerships in Rural Development
Saskatchewan Council for International Cooperation
Sierra Club of Canada
United Nations Associations of Canada
World University Services of Canada

United States

Amnesty International USA
Bank Information Center
Bread for the World Institute
Bretton Woods Committee
Center for International Environmental Law
Conservation International
Consumers Choice Council
Environmental Defense Fund
Human Rights Watch
Nature Conservancy
Oxfam International
Save the Children
Transparency International
World Wildlife Fund

B. Contacts with Business Associations and Research Organizations

Canada

Alberta Research Council
Alliance of Manufacturers & Exporters of Canada
Asia-Pacific Foundation

PARTIAL LIST OF NARO'S CONTACTS

Canada (continued)

Calgary Chamber of Commerce
Canadian Chamber of Commerce
Canadian Center for International Training
International Development Research Council
North-South Institute
Pacific Rim Economic Council
Potash & Phosphate Institute of Canada
Saskatchewan Research Council
Vancouver Board of Trade
Vancouver Chamber of Commerce
Winnipeg Chamber of Commerce
Whitehorse Chamber of Commerce
Yellowknife Chamber of Commerce

United States

American Consulting Engineers Council
Asia Foundation
Asia Society
Bankers Association for Foreign Trade
Bureau of National Affairs
California Southeast Asia Business Council
Center for Strategic & International Studies
Chamber of Commerce, Tucson
Council on Foreign Relations
Heritage Foundation
Institute for International Finance
National Foreign Trade Council
Overseas Development Council
Society for International Development
US-ASEAN Business Council
US Chamber of Commerce
US-China Business Council
US-India Business Council
US- Thailand Business Council

PARTIAL LIST OF NARO'S CONTACTS

C. Contacts with Government Agencies

Canada

Federal

Agriculture and Agri-food Canada
Atlantic Canada Opportunities Agency
Canada International Development Agency Canadian Commercial Corporation
Canadian Embassy, Washington Department of Finance
Department of Foreign Affairs and International Trade
Export Development Corporation
Human Resources Development Canada
Indian & Northern Affairs
Industry Canada
Northwest Territories Resources
Wildlife & Economic Development
Public Service Commission of Canada

Provincial

Alberta Agriculture, Food & Rural Development
Alberta Economic Development & Tourism
Alberta Federal & Intergovernmental Affairs
Alberta Labour
Alberta National & International Education
British Columbia Employment & Investment
British Columbia Trade Development Corporation
Calgary Business Information Center
Calgary Economic Development Authority
Greater Fredericton Economic Development Corporation
Manitoba Industry, Trade & Tourism
New Brunswick Agriculture & Rural Development
New Brunswick Economic Development & Tourism
Newfoundland & Labrador Industry, Trade & Technology
Nova Scotia Department of Education & Culture
Nova Scotia Economic Renewal Agency
Ontario Ministry of Citizenship, Culture & Recreation
Ontario Ministry of Environment & Energy S
askatchewan Economic Development
Saskatchewan Trade and Export Partnership
Winnipeg Economic Development Corporation
Yukon Economic Development

PARTIAL LIST OF NARO'S CONTACTS

United States

Federal

Congressional Research Service
General Accounting Office
Department of Agriculture
Department of Commerce
House Appropriations Committee, Subcommittee on Foreign Operations
House Banking Committee, Subcommittee on Domestic and International Monetary Policy
House International Relations Committee, Subcommittee on Asia
Senate Appropriation Committee, Subcommittee on Foreign Operations
Senate Foreign Relations Committee
Staff of various House/Senate Committees
State Department
Treasury Department
US Agency for International Development
US Environmental Protection Agency
US Export-Import Bank

State

City of San Jose Export Resource Center
Department of Commerce, Arizona
Department of Commerce, California
Department of Commerce, North Carolina
Department of Commerce, Washington
Department of Business & Economic Development, Maryland
Small Business & Technology Center, North Carolina

E. Academic Contacts

Canada

British Columbia Institute of Technology
Capilano College, Asia Pacific Management Cooperative
Cabot College
Dalhousie University
Holland College
Memorial University of Newfoundland
Mount Saint Vincent University
Red River Community College
Saint Mary's University
Saskatchewan Institute for Applied Sciences & Technology
Simon Fraser University
Southern Alberta Institute of Technology

PARTIAL LIST OF NARO'S CONTACTS

Canada (continued)

Technical University of Nova Scotia University
College of the Cariboo University of British Columbia
University of Calgary
University of Manitoba
University of Moncton
University of New Brunswick
University of Northern British Columbia
University of Prince Edward Island
University of Regina
University of Saskatchewan
University of Victoria
University of York Yukon College

United States

American University
Columbia University, Institute of East Asia Studies
Harvard University, Institute for International Development
Oklahoma State University University of Arizona
University of California at Berkeley University of Oregon
University of Pennsylvania, Wharton School of Finance
University of Southern California
University of Washington
Western Washington
University Yale University

F. Contacts with Multilateral Aid Agencies

Inter-American Development Bank
International Finance Corporation
International Monetary Fund
United Nations
United Nations Development Programme
United Nations Office of Project Services World Bank

**ESTIMATED AND ACTUAL COST OF NARO
(\$'000)**

Items	1995		1996		1997		1995-1997	
	4Qtr Est.	4Qtr Act.	Est.	Act.	Est.	Act.	Est.	Act.
Establishment Cost	270.0	164.0	0.0	78.0	0.0	14.7	270.0	256.8
Operating Cost								
Salaries and Benefits	135.0	90.2	542.1	444.2	542.1	567.9	1,219.8	1,102.3
Travel and Representation	20.0	10.6	80.2	56.5	80.2	55.4	180.4	122.5
Office Space	30.0	46.5	120.0	93.8	120.0	103.5	270.0	243.7
Communications	15.0	9.1	60.0	27.6	60.0	18.1	135.0	54.8
Office Supplies and Others	12.5	18.2	50.0	16.9	50.0	15.8	112.5	50.9
Relocation & Resettlement Costs	129.1	0.1	0.0	4.1	70.2	49	199.3	53.2
Gross Operating Cost	342.1	174.7	852.3	643.0	922.5	809.7	2,116.9	1,627.4
Less Telecommunications Savings Attributable to NARO's Establishment								
Calls from HQ routed through NARO to destinations outside Washington (est.)				213.0		220.0		433.0
Calls from HQ routed through NARO to destinations within Washington (est.)				11.0		11.0		22.0
Net Operating Cos	342.1	174.7	852.3	419.0	922.5	578.7	2,116.9	1,172.4

Note: Estimated costs are as per R33-95: Bank Representative Offices in Donor Countries: Establishment of a North American Office, 17 January 1995.