

**A REVIEW OF THE  
NORTH AMERICAN REPRESENTATIVE OFFICE**

**June 1998**

## **ABBREVIATIONS**

ADF	Asian Development Fund
APEC	Asia-Pacific Economic Cooperation
ASEAN	Association of Southeast Asian Nations
CIDA	Canadian International Development Agency
DMC	Developing Member Country
IADB	Inter-American Development Bank
IMF	International Monetary Fund
MFI	Multilateral Financial Institution
NARO	North American Representative Office
NGO	Nongovernment Organization
TOR	Terms of Reference
US	United States
UN	United Nations
WB	World Bank

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## I. INTRODUCTION

1. The North American Representative Office (NARO) was opened in October 1995 in Washington, D. C. As was agreed by the Board of Directors<sup>1</sup>, this information paper reviews NARO's activities, relative to its approved Terms of Reference (TOR) during its first two years of operations (Appendix 1).

2. This information paper is based on the findings of a Working Group<sup>2</sup>, constituted by the Vice President, Finance and Administration, which undertook a desk study of NARO's operations and interviewed staff from concerned Bank departments/offices and the directors representing Canada and the United States (US). The paper also draws upon the findings of a Working Group Mission that visited North America from 23 February to 6 March 1998 to meet with NARO staff and a cross-section of NARO's constituency (a listing of the interest groups consulted is provided in Appendix 2).

3. This information paper is structured in the following manner. Some background information on NARO's operations is first provided. As was agreed by the Board, NARO is then assessed on the basis of its (i) utility and operational effectiveness for the Bank, (ii) usefulness as viewed from the perspective of the major interest groups in Canada and the US, and (iii) ongoing effort to improve effectiveness and minimize costs. Benefits and costs are then considered. The paper concludes with an overall assessment of NARO's performance and outlines initiatives that will be adopted to further improve NARO's utility and operational effectiveness.

## II. BACKGROUND INFORMATION

4. On 7 February 1995, the Board of Directors approved the establishment of NARO in Washington, D. C. NARO was officially opened on 5 October 1995 becoming the Bank's first Representative Office providing strengthened representation in donor countries. Since its inception, NARO has reported directly to the Vice President, Finance and Administration with assistance provided, as required, by concerned departments/offices. NARO is headed by a resident representative assisted by a professional staff member and two locally hired staff members-these positions were provided through redeployment from Headquarters. As set out in its TOR, NARO is mandated to build working relationships with the Canadian and US governments, the Bretton Woods institutions and United Nations (UN) agencies in North America, and major nongovernment organizations (NGOs) including the media, academia, and other interest groups. A principal responsibility of NARO is to provide the Bank with a means to effect resource mobilization efforts with the Canadian and US governments. On matters relating to (i) cofinancing, (ii) the Bank's financial operations, (iii) business opportunities, (iv) recruitment, and (v) use of the media, strengthened Bank representation was to be effected through specialized services originating from Headquarters with the involvement of NARO only when appropriate and cost effective.

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<sup>1</sup> R33-95: Bank Representative Offices in Donor Countries: Establishment of a North American Office, 17 January 1995

<sup>2</sup> Composed of staff drawn from the Budget, Personnel and Management Services Department; Office of the General Auditor; Office of the Vice President, Finance and Administration; and Strategy and Policy Office.

### III. OPERATIONAL ASSESSMENT

#### A. NARO's Utility and Operational Effectiveness for the Bank

##### 1. General

5. NARO has provided the Bank with the ability to regularly interact with key decision-makers in Canada and the us to better inform them about the Bank's activities. NARC has helped raise the profile of the Bank with key interest groups and to a lesser degree with the public at large. NARO has contributed to educating the North American constituencies about Bank operations and its developing member countries (DMCs). A physical presence in North America has also facilitated development of working relationships with a wider range of interest groups; this in turn has improved the depth, quality, and timeliness of information flows. And NARO's presence has sent a message to the constituencies that the Bank is committed to jnteraction with interest groups and individuals.

6. Prior to NARO's establishment, constituency information came to the Bank through the news media, third party sources, and missions visiting North America. In many instances, information received by the Bank was of limited value as it was out of date, incorrect, incomplete, too general, poorly focused, and/or lacking authority. NARO has helped to rectify these information problems by proactively serving as the Bank's eyes and ears. With a broad contact network and through relationships that have evolved over time, NARO has improved the timeliness and quality of the information reaching the Bank (see Appendix 3 for a partial listing of NARO's contacts). This has provided the Bank with more time to evaluate, plan for, and respond to issues of importance. In addition, information that the Bank requires can now be obtained and analyzed by NARO and Headquarters at a level and depth that was previously not possible. This has further improved the Bank's ability to evaluate, plan, and respond.

##### 2. Resource Mobilization

7. During NARO's first two years of operation, resource mobilization figured prominently in its work program. The seventh Asian Development Fund (ADF VII) negotiations concluded on 17 January 1997. NARO contributed to this successful outcome in a number of ways as was envisioned in the TOR. It served as a conduit for the resource mobilization effort; monitoring developments with Canadian and US government officials<sup>1</sup>, articulating the Bank's position on ADF issues when requested, and feeding information back to the Bank on developments likely to influence ADF VII negotiations. In the US, NARO also played an important representative role for the Bank through regular contacts with the staff of influential House and Senate committees. For ADF VI, NARO contributed to the Bank's resource mobilization effort by monitoring and following up on the payment of the US arrears. The frequency of discussions and access achieved by NARO would not have been possible for visiting Headquarters' missions. While it is not possible to isolate NARO's resource mobilization impact from that of Headquarters, one outcome indicates that NARO may have provided a valuable contribution-the amount of the US burden-shared ADF VII pledge was larger than announced during the early stages of negotiations.

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<sup>1</sup> The Bank's government contact points in North America are the Canadian International Development Agency and the US Treasury Department.

### **3. Activities in Canada**

8. NARO has devoted considerable attention to developing an outreach program in Canada. The range of engagement achieved would not have been possible if the Bank had relied on missions from Headquarters. During its first two years of operation, NARO visited all of the major cities in Canada's 12 provinces and territories at least once-the Bank is the first regional multilateral financial institution (MFI) to take this initiative. Missions were structured around meeting a cross-section of interest groups in each city, including academia, business associations, development NGOs, government officials, and research organizations. Wherever possible, speaking vents were arranged in advance with business associations, research organizations, and universities to reach the maximum audience possible. Missions were also built around events organized by third parties; these offered opportunities to engage large and/or diverse audiences, for example,

- forums in Edmonton and Vancouver, organized by the Halifax Initiative, to discuss the MFIs in the 21st century-the audience consisted primarily of development NGOs, academics, students, and concerned citizens;
- four one-day seminars in Atlantic Canada, organized by government agencies as a follow-up to an Asian trade mission and as part of Canada's Year of Asia Pacific, to inform small- and medium-sized businesses about Bank operations and policies;
- a panel discussion in Ottawa, organized by the Canadian International Development Agency (CIDA) as part of its two-day series of events for its International Development Days, to discuss Emerging Asia and the Asian Development Bank;
- a presentation in Montreal, organized by the Canadian Government as part of he 16th Meeting of the APEC Human Development Working Group, on the role and activities of the Bank in the area of human resource development in the Asia-Pacific; and
- representation of the Bank at the conference on and signing of the Treaty on land mines in Ottawa.

9. In Washington, NARO has made presentations and become a regular participant at quarterly luncheon meetings organized (originally) by the Canadian Embassy to establish contacts with World Bank staff. This provided NARO with opportunities to interact with the Canadian expatriate community, meet with visiting delegations, and expand links with Canada-based interest groups and the MFIs.

### **4. Activities in the United States**

10. In the US, NARO also structured its activities around an outreach program. Because of staff constraints coupled with the priority assigned to resource mobilization, coverage focused, for the most part, on Washington. This has not significantly impacted NARO's ability to interact with American interest groups as Washington, being the federal capital, is the headquarters of many important business associations, development NGOs, and research

organizations. Rather, it has provided opportunities to build close working relationships with these key interest groups. These include, for example, the US Treasury Department; the National Foreign Trade Council, which is an advocate for US participation in the MFIs; the US-Association of Southeast Asian Nations (ASEAN) Business Council; the Bank Information Center, a development NGC that monitors the activities of the MFIs; and key congressional staff.

11. Being located in Washington has provided the Bank with opportunities to work much more closely with interest groups on specific tasks. For example, NARO actively participated in the preparation of a study by the Center for Strategic and International Studies, co-chaired by Senator Bill Bradley and Congressman John Kaisich, on The Role of the United States in Multilateral Development Banks. With Headquarters' support, NARO supplied the Center with background information on the Bank's strategy, policies, and operations. This was followed by NARO's attendance at more than a dozen meetings to explain the Bank and its achievements to a select audience drawn from a cross-section of the political, government, business, and international development community. NARO also provided background material and support to the Congressional Research Service, an arm of the US Congress, during the preparation of another study on the MFIs.

12. NARO has established good working relations with the development NGO community in Washington by promoting interaction and information flows. Concerted efforts were made by NARO to ensure that the community was aware of ongoing policy developments and that questions relating to policy and/or project concerns were promptly answered. A subject requiring special attention and explanation was the Bank's inspection function given the differences in policy and implementation arrangements that exist between the Bank, the Inter-American Development Bank (IADB), and the World Bank (WB). These interactions, requiring the support of Headquarters, have helped keep the development NGO community informed about the Bank's activities and have promoted an open, transparent relationship with the Washington-based development NGOs.

13. Coupled with NARO's speaking engagement with groups like the Bankers Association for Foreign Trade, the US-ASEAN Business Council, and at a conference on Environment in the Market Place organized by the US Department of Commerce, NARO initiated informal briefings for interest groups, using staff visiting Washington as resource speakers, to enhance awareness and understanding of the Bank's operations and policies. To date, 12 briefings have been arranged: six with the development NGC community covering issues relating to environment, energy, gender, NGOs, and the inspection function; three with the business community covering the Bank in general, operations in the Peoples' Republic of China, and the private sector; and three with staff of the US Treasury and State departments to discuss the Bank's operations in the DMCs. NARO's leveraging of staff resources has provided the Bank with opportunities to discuss issues of concern with interest groups in more depth and detail than possible by NARO staff alone.

14. Away from Washington, NARO's outreach program has mainly focused on academia and business associations. Visits were made to universities in Arizona, California, New York, and Pennsylvania to meet with senior faculty members on development issues in Asia; participate in panel discussions; and/or conduct seminars on issues of concern to the faculty and students. The seminar at Columbia University focused on the importance of sustainable development and the seminar at the University of California focused on the role of multilateralism in Asian economic development. Concurrently, on these missions meetings were

arranged with business associations to discuss the Bank's activities and policies. NARO also visited a number of US cities for discussions with state officials on Bank operations, most recently in North Carolina and Maryland.

## **5. Interaction with the MFIs and UN**

15. NARO is located on the ninth floor of a commercial building situated at 1730 Pennsylvania Avenue. The office is approximately 50 meters from the WB's headquarters and within 500 meters of the headquarters of the IADB, International Finance Corporation, and International Monetary Fund (IMF). This close proximity to the Washington-based MFIs has facilitated coordination efforts for NARO and simplified the work of visiting Bank staff who use NARO as a communications center and a staging point when meeting with the MFIs.

16. NARO's interaction with the MFIs has been driven primarily by the requirements of Headquarters. Interaction has focused on areas where the Bank lacks contacts given the direct Bank/MFI working relationships that exist in many areas, for example, between operational, financial policy, and strategic planning counterparts. Through its network of informal MFI contact points, NARO has demonstrated value in its ability to respond to coordination and information requests originating from Headquarters that require a local presence. For example, NARO has been effective in

- facilitating coordination with IMF and WB in activities connected with currency crisis issues in Indonesia, the Republic of Korea, and Thailand;
- sourcing information required on an urgent basis, for example, how IADB responded to the Mexican debt crisis;
- acting as a liaison for Management with other MFIs; and
- obtaining background information and draft versions of policy papers where the MFI counterpart relationships are weak or do not exist.

NARO has also demonstrated value through its ability to monitor and report on developments within the MFIs on which the Bank has limited information, for example, the joint IMF/WB Heavily Indebted Poor Countries initiative.

17. NARO's interaction with the UN has also been driven by the requirements of Headquarters, which, when compared to the MFIs, have been minimal. This is due in part to differences in Bank/UN mandates, operations, and practices. However, NARO has maintained contact with the Washington office of the United Nations Development Programme and has visited UN headquarters in New York on two occasions.

## **6. Other Considerations**

18. NARO has contributed to improving the operational effectiveness of the Bank in a number of ways that were not originally anticipated. Specifically, NARO

- facilitated attendance of 200 key policy makers at the Emerging Asia seminar held in Washington 29 October 1997; this seminar attracted

senior US Government officials, drew a large audience, and generated good media coverage;

- supported commercial cofinancing operations in North America by assisting the Office of Cofinancing Operations arrange a mission to Washington, New York, and North Carolina; the office facilitated contacts with the US Export- Import Bank as well as with second-tier banks possibly interested in cofinancing opportunities with the Bank;
- supported media operations by making a presentation to the Foreign Press Section of the National Press Club in Washington, attending the Washington Roundtable for the Asia-Pacific Press, providing several interviews to journalists, and responding to requests for background information;
- coordinated arrangements for congressional staff to meet with senior Bank staff during trips to two DMCs;
- arranged for the Bank Information Center to visit Headquarters for briefings with staff on policies and operations that are of interest to development NGOs; and
- contributed to briefings and other arrangements when the President visited Washington.

## **B. NARO's Usefulness from the Perspective of its Constituencies**

19. The unanimous viewpoint expressed by all interest groups consulted is that NARO has enhanced awareness and understanding in North America of the Bank and its activities. The consensus is that a representative office is required in North America, and that NARO's outreach program is generally appropriate, the approach adopted to date for interaction is reasonable, the right interest groups are being engaged, and there have been positive inroads in educating and informing the constituencies. The interest groups had a number of observations and suggestions for improving performance. The discussion on them follows.

### **1. The Governments**

20. CIDA and the US Treasury Department noted that, given the staffing cuts within the Canadian and US civil services, NARO has taken on an important advocacy role and that a Bank presence is required in North America to maintain/improve support for the Bank.

21. CIDA advised that NARO's outreach program for Canada, which emphasizes coverage to all regions, complements their domestic outreach program and is considered appropriate. The US Treasury Department requested that NARO's outreach program for the US be expanded to include more interest groups outside the Washington area.

22. CIDA suggested that there is a need for NARO to provide visiting Headquarters' staff with background information on planned contacts and a briefing on topical issues. It was

felt that Headquarters' staff are not always current with the political and social dynamics in North America.

## **2. The MFIs**

23. The MFI contacts indicated that the opening of NARO was timely and that NARO had enhanced the credibility of the Bank within the US Congress and Senate. They felt that a Washington presence was essential for all of the MFIs. In terms of relations with NARO, the MFI contacts were of the opinion that NARO has established the trust required to build effective communication channels into areas where direct Bank/MFI links were not already in place. The MFI contacts felt that NARO's importance to the Bank would increase in the future in areas relating to cofinancing, globalization, information sharing, resource mobilization and selectivity (rationalizing overlapping MFI work programs).<sup>1</sup>

## **3. The NGOs**

24. The NGOs contacted in Canada and US were appreciative of the efforts made by NARO in its outreach program and were pleased, so far, with the efforts made to enhance transparency. All NGOs were interested in expanding the dialogue with NARO and Headquarters. The NGOs requested greater contact with Headquarters' staff and more information about the Bank's activities.

25. The development NGOs in Canada indicated they lacked the capacity to organize events and that they looked to the MFIs to organize or sponsor more opportunities for dialogue. The development NGOs in the US noted that, as relationships grow, there will be a need for NARO and Headquarters to become more interactive in discussions<sup>2</sup> and willing to work with the NGOs on common issues.

26. Academia, business associations, and research organizations indicated a willingness to organize events for either NARO or Headquarters staff. Topics of interest include anticorruption, the currency crisis, civil society, the environment, good governance, poverty reduction and private sector development.

## **C. Ongoing Efforts to Improve Effectiveness and Minimize Costs**

27. NARO can best be described as an outreach office-the work orientation is primarily outward with staff spending most of their time going to the constituencies. The interior design features of the office are minimal and the furnishings are basic. While located in a good quality commercial building, rental charges are reasonable in light of initial assistance from IMF in negotiating the lease and annual rent increases of approximately 2 percent. These factors helped keep establishment and operating costs down.

28. Over the past two years, NARO adopted a number of measures to improve effectiveness and minimize costs. Missions within the constituency were planned to include multiple city stops so as to effectively utilize travel time. Each city visit tried to include discussions with all interest groups to maximize the range of contacts. NARO leveraged its outreach activities by taking advantage of public relations opportunities organized by interest

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<sup>1</sup> The need for the MFIs to address selectivity was also raised by US Treasury Department.

<sup>2</sup> This point was also raised by CIDA.

groups in Canada and the US. This expanded NARO's opportunities to meet the constituencies with minimal resource impact. NARO also enlisted Headquarters staff to leverage its outreach activities. Events were arranged around visiting Headquarters staff to provide the constituencies with more opportunities for in-depth discussions on issues of concern.

29. NARO's physical location made it possible for the Bank to contract part of its telecommunications requirements through a lower cost, US-based telecommunications company. NARO served as a telecommunications hub with communications from Headquarters routed through NARO to most member countries. This arrangement has allowed the Bank to realize telecommunications savings<sup>1</sup> of approximately \$455,000 in 1996 and 1997.

#### **IV. BENEFITS AND COSTS**

30. When NARO was approved, the opportunity cost of not strengthening representation in the donor countries was considered very high. Representative offices were considered essential for

- sustaining the support of member governments and the general public,
- promoting understanding and awareness of the role and value of multilateral development assistance,
- mobilizing appropriate levels of official development assistance,
- demonstrating enhanced accountability and transparency,
- facilitating relations with increasingly more complex donor country constituencies, and
- strengthening interagency collaboration.

As demonstrated in the previous section, NARO has made significant inroads toward achieving these objectives. It has also demonstrated its utility and operational effectiveness for the Bank as well as the North American constituencies.

31. In 1995, it was estimated that NARO would cost \$270,000 to establish and approximately \$940,000 to operate annually. The actual establishment cost was \$257,000, while the annual operating cost averaged \$723,000. From October 1995 through December 1997, it was estimated that NARO would cost the Bank \$2.12 million to operate-the actual cost was \$1.63 million. When telecommunications savings attributable to NARO's establishment are deducted, the average annual operating cost and total operating cost through December 1997 falls to \$520,000 and \$1.17 million, respectively (see Appendix 4).

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<sup>1</sup> Savings were estimated based on the pre/post NARO traffic volumes to Bank member countries and the pricing differences between the old and new telecommunications charge rates.

## V. CONCLUSIONS

### VI. A. Overall Assessment

32. NARO has successfully fulfilled its TOR in a cost-effective manner. It has demonstrated its utility and made significant contributions in a number of areas including (i) proactively carrying out the Bank's resource mobilization efforts; (ii) supporting the Canadian Government's outreach program through missions to the 12 provinces and territories; (iii) facilitating the exchange of information with other MFIs; and (iv) developing good working relations with academia, development NGOs, and business/research groups in Canada and the United States.

33. The TOR have provided appropriate guidance for NARO's operations and no major changes are considered necessary. However, in recognition of the range of interest groups that interact with NARO and to reflect NARO's outreach approach, item (iii) of NARO's TOR will be adjusted from

#### (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.

to the following:

#### (iii) Bank-Constituency Cooperation

to inform and respond to the North American constituencies (including academia, business associations, financial institutions, NGOs, media, research organizations, and other interest groups where appropriate and cost effective) on issues of common concern and interest; and

to keep the Bank informed of the views, concerns and interests of the North American constituencies, and of initiatives that the Bank may need to take to influence as well as respond to them.

34. NARO will continue to play an important role for the Bank in North America as the opportunity cost of no representation in donor countries remains very high. Official development assistance for the MFIs remains under pressure and NARO is required to maintain/generate interest in the Bank and its resource mobilization initiatives. The Bank's government counterparts in North America are not capable of providing the same level of advocacy for the Bank as was possible in the past-NARO must continue to fill this gap through its outreach activities. Coordination requirements of the MFIs are on the increase, an example being the various initiatives associated with resolving the currency crisis, and a Bank.. i contact point in Washington is needed. And the interest of North American constituencies in the Bank is increasing. As such, the Bank must have a presence in North America to inform and respond to the constituencies in a timely manner, and ensure that it is a participant, not a spectator, in events and decisions that could impact the Bank and its DMCs.

## **B. Improving NARO's Utility and Operational Effectiveness**

35. The findings of the Working Group highlighted a number of initiatives that Management will adopt to further improve NARO's utility and operational effectiveness. These initiatives have minimal budgetary impact and are aimed at leveraging the Bank's outreach capacity. Some of the initiatives overarch all of the representative offices.

### **1. Consultations**

36. As is the practice for resident missions, an annual joint consultation meeting will be organized for the representative offices at Headquarters. Annual joint consultations will enhance dialogue and coordination on common operating issues and raise the profile of representative offices within the Bank.

37. To improve staff awareness and understanding of the political and social dynamics in North America, NARO staff will arrange informal briefings/seminars covering the office's work program and topics of interest when they visit Headquarters. Missions visiting North America will contact NARO for a briefing on topical issues and to obtain background information on planned contacts. Similar arrangements will be adopted for the other representative offices.

### **2. NARO's Work Program**

38. NARO will make the following adjustments to its work program focus: (i) more attention will be devoted to engaging all interest groups using academia<sup>1</sup> as the vehicle; (ii) outreach activities in the US will be increased outside the Washington area;<sup>2</sup> and (iii) linkages will be strengthened with commercial cofinanciers and the media.

39. Closer linkages with Headquarters will be established in order to develop outreach themes/topics that can be used by NARO and the other representative offices, if appropriate. For example, interest in the currency crisis is very high in North America at this time. Part of NARO's work program will be built around explaining the currency crisis, its impact, and the Bank's response. The same topic with modifications can be discussed with all interests groups and will provide an opportunity to deliver a common, higher impact message to the constituency.

40. In its outreach activities, contact with groups/individuals is either on a onetime or recurring basis. In recognition of the different levels of interaction, NARO adopts a more systematic, multilevel approach for its outreach activities. When dealing with recurring contacts, this will require closer coordination with Headquarters to facilitate higher level, interactive dialogue.

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<sup>1</sup> Given the right topic, events organized by academia appear to offer the best opportunity to reach all interest groups.

<sup>2</sup> This will be accomplished by offsetting reductions in some of the current Washington-based outreach activities.

### **3. Information Dissemination**

41. Given the size of the North American constituency, quarterly newsletters will be prepared and circulated to help maintain/promote awareness and interest in the Bank. A newsletter will also provide a forum for publicizing important developments at Headquarters and within the Asian and Pacific Region. In cooperation with the Information Office, a newsletter will be structured around generic articles covering important Asian and Pacific/Bank developments as well as articles of specific interest to NARO's constituencies. This newsletter format will be cost effective as it will be adopted for use at the other representative offices.<sup>1</sup>

42. To improve information dissemination, the Bank will prepare one-page information summaries covering its country/sector activities and key policy papers. These summaries can be distributed to interest groups and used as handouts for visitors to NARO. This will provide a cost-effective way of distributing information with applications across the Bank.

43. When appropriate, the Bank will make greater use of regional technical assistance to disseminate research findings in Bank member countries. The Bank's Emerging Asia seminars were very successful and similar outreach activities could be used to disseminate, for example, the findings of assistance relating to the currency crisis.

### **4. Leveraging Resources**

44. NARO has expanded its outreach capacity by arranging informal policy and operational briefings for interest groups in Washington using visiting staff as resource speakers. The Bank will now encourage staff to extend missions (and, if possible, home leaves) for public speaking engagements. By extending a mission by one or two days to include a public speaking engagement, the Bank can greatly increase its ability to engage the North American constituencies for a small additional cost. This outreach activity will not be confined to Washington alone. With some forward planning, public speaking engagements can be arranged throughout Canada and the United States.<sup>2</sup> To facilitate this activity, a Speakers' Bureau has been established by the Information Office to identify staff who are both interested in and capable of making public presentations.

45. With advances in telecommunications, NARO's physical presence in Washington will be further leveraged by establishing a videoconferencing link to Headquarters. With videoconferencing, the Bank can open up a whole new area of low-cost outreach opportunities.<sup>3</sup> While there are time zone differences that will have to be considered, videoconferencing will provide Headquarters with the ability to hold, for example, (i) press conferences with Washington-based news agencies and journalists, (ii) NGO briefings on project- or sector-specific issues, (iii) discussions with the Washington-based MFIs and (iv) initial recruitment interviews. NARO's role as a telecommunications hub will also be enhanced with the introduction of a callback facility to lower the Bank's long-distance telephone charges from high-cost countries to Headquarters.

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<sup>1</sup> The European Representative Office has started work on a newsletter.

<sup>2</sup> This concept will be extended to all Bank member countries.

<sup>3</sup> A full fledged videoconferencing system for NARO will cost approximately \$20,000. The European Representative Office will be linked to Headquarters in May 1998.

## **5. Administrative Arrangements**

46. To facilitate interaction with the visiting public, NARO will be provided with additional administrative budget to (i) improve the office entryway and reception area (ii) install bookcases and display units for the Bank's publications, and (iii) purchase a computer to provide visitors with access to the Bank's website. Better record-keeping systems will also be introduced to organize information relating to NARO's outreach program, contracts established, visitors to the Office, and publications sold to facilitate development of performance indicators. Given current staff resource constraints, additional administrative budget will be provided to hire part-time contractual services. This funding will be used to (i) provide receptionist services, (ii) set up and maintain database systems relating to NARO's activities; and (iii) assist with the preparation of the newsletter.

## APPENDIXES

<b>Appendix</b>	<b>Title</b>	<b>Page</b>	<b>Cited On</b>
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4	Estimated and Actual Cost of NARO	21	Page 8, para. 31

## TERMS OF REFERENCE

As approved by the Board<sup>1</sup>, 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.

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<sup>1</sup> 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.
<b>Establishment Cost</b>	<b>270.0</b>	<b>164.0</b>	<b>0.0</b>	<b>78.0</b>	<b>0.0</b>	<b>14.7</b>	<b>270.0</b>	<b>256.8</b>
<b>Operating Cost</b>								
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
<b>Gross Operating Cost</b>	<b>342.1</b>	<b>174.7</b>	<b>852.3</b>	<b>643.0</b>	<b>922.5</b>	<b>809.7</b>	<b>2,116.9</b>	<b>1,627.4</b>
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
<b>Net Operating Cos</b>	<b>342.1</b>	<b>174.7</b>	<b>852.3</b>	<b>419.0</b>	<b>922.5</b>	<b>578.7</b>	<b>2,116.9</b>	<b>1,172.4</b>

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