

IFC's programs for providing technical assistance

have been growing steadily over recent years, and in FY01 they delivered more than 380 advisory and technical

assistance assignments, with resource commitments in excess of \$100 million. The majority of these resources are provided by donor governments, with the balance being contributed by IFC's own budget resources and staff time. In some programs, contributions are also made from elsewhere within the World Bank Group.



Since its founding in 1956, IFC has committed more than \$31 billion of its own funds and has arranged \$20 billion in syndications and underwriting for 2,236 companies in 140 developing countries. IFC coordinates its activities with the other institutions of the World Bank Group, but is legally and financially independent. Its 175 member countries provide its share capital and collectively determine its policies.

Core IFC Strategy Continues to be “Frontier”

Last year, IFC enunciated its strategic directions—a clear focus of being “at the frontiers of the market.” This continues to be true. In practice, this means a focus on countries where there is little or no foreign capital flow—especially debt capital—or areas and sectors within a country where there is limited capital availability. Simultaneously, IFC continues to work with partners to improve the investment environment, and by its actions to build, or rebuild, investor confidence. This frontier focus means that we go to new countries for the first time. It also means that we go to countries which are not frontier as a whole but that have regions or sectors that are frontier. This frontier focus blends with sectoral emphases, which reflects where we believe IFC can have maximum development impact.

Enhanced Role for Technical Assistance

The important role of technical assistance (TA) in private sector development has been borne out by performance during the year:

- Two new trust funds were signed with Sweden for frontier countries—one for the Former Republic of Yugoslavia and the other for the Baltic States.
- Two new SME Facilities were established—in China and in South Asia. Both will address the needs of SMEs.
- The Private Enterprise Partnership was founded to manage IFC's technical assistance activities in the former Soviet Union.
- Under the TATF Program more than 90 percent of the assignments were in low- and lower-middle income countries.

Added Proactive Approach to Sustainability

This means delivering on IFC's mission by supporting enterprises which—besides being financially and economically viable—are environmentally benign or beneficial and tangibly contribute to the well-being of the people in the host country, in particular to the relevant local community. We have moved from “do no harm” to “do good.” There will be a need for a strengthening of the environmental and social sustainability (including transparency and good corporate governance) of enterprises supported by IFC. It will necessitate pioneering work in many areas, including performance measures and benchmarks, new reporting methodologies and a menu of sector-specific options for adding value that seek to maximize the positive impact of the projects.

Future Programs for Delivering TA

While there will be an ongoing need for “one-off” studies to continue pioneering technical assistance efforts, the results will probably be implemented through broader-

based programs. IFC is considering a number of different programs or facilities, which have been developed from past experience, to help us achieve these strategic objectives. Some of these programs are outlined below:

- **Micro, rural and small business (MRSB) finance.** IFC's focus will be to help client institutions move “down market” by making these types of financial services more profitable, using recent innovations in the production and distribution of financial services, new risk management techniques, and the revolution in information and communication systems. A number of programs are being designed; local currency guarantee facilities are among the first to be structured.
- **Financial Institutions Support Facility.** The skills of financial intermediaries are being steadily strengthened, through twinning programs and the provision of specific TA. A Financial Institutions Support Facility would strengthen the capacity of key financial sector players in environmental and social management, thereby enhancing the capacity of the financial sector more broadly.
- **Corporate Citizenship Project Assistance Facility.** Most enterprises will tackle the environmental and social problems they see as being their responsibility. A Corporate Citizenship Project Assistance Facility is being designed to allow project sponsors to engage actively in development activities that promote the public good and lie outside of the “project box.”
- **Environmental Opportunities Facility.** This would provide project preparation support and seed financing for projects addressing *local* environmental issues (i.e., issues that affect more than one enterprise but are not global in nature).

Delivering Technical Assistance

Future Programs:

Micro, Rural and Small Business Finance
Financial Institutions Support Facility
Corporate Citizenship Project Assistance Facility
Environmental Opportunities Facility

Existing Programs:

TATF Program
SME Project Development Facilities

- Africa Project Development Facility
- African Management Services Company
- China Project Development Facility
- Developing Enterprises in South Asia
- Mekong Project Development Facility
- Southeast Europe Enterprise Development
- South Pacific Project Facility

Private Enterprise Partnership
Foreign Investment Advisory Service



Existing Facilities and Programs for Delivering TA

The existing facilities and programs through which IFC delivers donor-supported technical assistance are summarized below, and additional details are provided in the following chapters. The full operating details of each program are provided in reports prepared for the programs' donors.

Technical Assistance Trust Funds Program

The TATF Program is currently supported by 34 bilateral trust funds provided by 21 donor countries and multilateral agencies. TATF is administered under the articles of individual trust fund agreements negotiated between IFC and each donor agency. The Program is used to hire consultants to undertake specific assignments under IFC staff supervision. The types of technical assistance and the geographic coverage provided under the TATF Program reflect the overall strategic priorities that are established by IFC each year, and the priorities of individual donors. A number of donor governments (Australia, Denmark, Finland, Italy, the Netherlands, Norway, Sweden, Switzerland, and the United

Kingdom) have more than one trust fund under the TATF Program, with each agreement defining a particular geographic area or type of technical assistance to be carried out. Under TATF, donor agencies work closely with IFC in the selection and follow-up evaluation of individual TA assignments.

SME Project Development Facilities

In several countries and regions, IFC has established specialized field-based facilities and programs to provide technical assistance and expert advice tailored to the needs of SMEs. Each of these facilities has been formed as a collaborative venture between IFC and interested donor governments, usually for a fixed period and subject to review and renewal. Each initiative has its own arrangements regarding TA provision, management and reporting. Current facilities include:

- Africa Project Development Facility
- African Management Services Company
- China Project Development Facility
- Developing Enterprises in South Asia
- Mekong Project Development Facility
- Southeast Europe Enterprise Development (previously Balkans Enterprise Facility), and
- South Pacific Project Facility.

These programs and facilities focus on constraints facing smaller entrepreneurs, providing training and advice.

Private Enterprise Partnership

A special program operating in Armenia, Belarus, Georgia, the Russian Federation and Ukraine, the Private Enterprise Partnership provides TA in the former Soviet Union. This year the Partnership is expanding its programs to Azerbaijan, the Kyrgyz Republic, Tajikistan, Turkmenistan and Uzbekistan. IFC and donors work closely together to promote private sector investment, support the growth of SMEs, and improve the business enabling environment.

Foreign Investment Advisory Service

FIAS was created by IFC in 1985, and is operated as a joint service of IFC and the World Bank in collaboration with donor agencies. FIAS advises governments of developing and transition countries on how to enhance their policies, programs and institutions in order to attract greater volumes of foreign investment and to improve its development impact. FIAS works closely with IFC and World Bank staff in carrying out its assignments, and uses funds from donor governments to hire consultants and experts as part of project teams.



Australia Austria Belgium Canada Denmark Germany Ireland Japan Mexico Netherlands New Zealand Norway Portugal Spain Switzerland United States

ADB African Development Bank Greece India Caribbean Development Bank EBRD European Community IFC Inter-American Development Bank MIGA UNDP

France Finland Luxembourg Poland Slovenia Sweden Switzerland United Kingdom

Israel Italy

France Greece India

Denmark Germany Ireland Japan Mexico Netherlands New Zealand Norway Portugal Spain Switzerland United Kingdom

Support from the Donor Community

The tables on the following pages summarize the cumulative contribution of donor governments to IFC's technical assistance programs from the inception of each program through June 30, 2001. These figures are composed of both actual disbursements and commitments; the final outcome may vary in actual US dollar values depending on exchange rate changes and timing of replenishments. The figures should, therefore, be seen as indicative of support levels rather than as an accounting statement of the individual programs.

In total, donors have committed about \$473 million in cumulative financial support to IFC TA programs. In addition, these programs have received direct contributions of approximately \$109 million from within the World Bank Group, most of this from IFC's budget. Not shown in the tables is the resource contribution made by IFC through provision of staff time and expenses

associated with task managing technical assistance assignments through the TATF program. In terms of direct contributions, the overall ratio of donor contribution to that of IFC in these programs has been around 5:1.

During FY01, the total resources available to IFC TA programs increased by some \$58 million, made up of an additional \$42 million from donor governments, an additional \$19 million from IFC (not including \$7 million provided by IFC for the Capacity Building Fund, an initiative managed by the SME Department), and a reduction of \$3 million from other donors. The growth in IFC contributions mainly reflects resources committed to the new TA initiatives mentioned above, and it is anticipated that donor

contributions will increase in the coming years as these programs are rolled out.

The tables which follow document the broad base of support that IFC has to draw upon in sourcing expertise for its technical assistance work. This is particularly relevant to the TATF Program where almost all trust funds (except for Japan, the United Kingdom—the Department for International Development—and our own IFC TA Fund) are tied, but the very wide range of donor participation enables IFC to access needed skills from a range of countries. Recent agreements with some donor agencies to allow partial untying of trust funds (including the ability to hire local consultants) have further assisted in matching available skills with technical assistance needs.

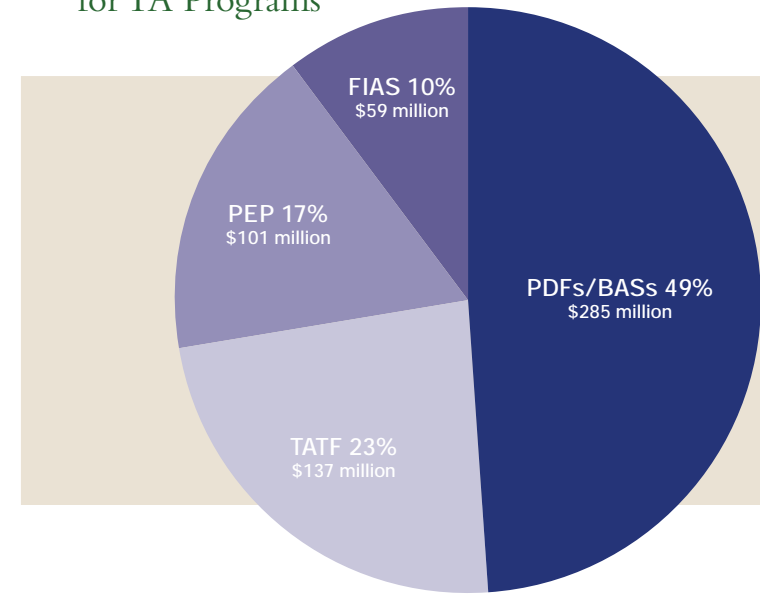
FY01 Cumulative Financial Support

IFC Donor-Supported Technical Assistance Program

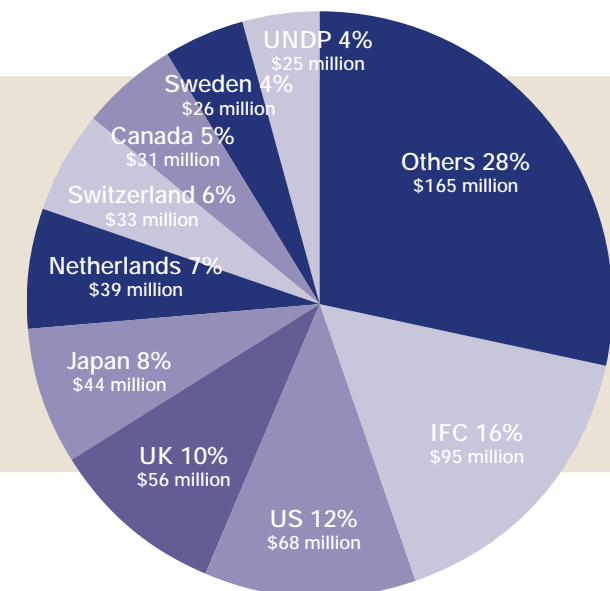
Cumulative financial commitment in US\$ millions to June 30, 2001

Donor	TATF ¹	PDFs/ BASs ²	FIAS ³	PEP ⁴	TOTAL
IFC Donor Community					
African Development Bank	-	14.50	-	-	14.50
ADB	-	0.75	-	-	0.75
EBRD	-	1.22	-	-	1.22
European Community	3.50	5.40	-	-	8.90
Inter-American Development Bank	-	3.40	-	-	3.40
UNDP	1.14	15.19	8.44	-	24.77
Australia	4.51	9.45	2.12	-	16.08
Austria	1.05	1.00	-	-	2.05
Belgium	-	2.82	0.17	-	2.99
Canada	7.37	12.76	1.65	9.47	31.25
Denmark	5.02	11.48	-	-	16.50
Finland	4.28	7.90	0.47	1.10	13.75
France	1.88	7.50	0.79	-	10.17
Germany	-	7.12	-	-	7.12
Greece	0.75	0.25	-	-	1.00
India ⁵	-	-	-	-	-
Ireland	1.69	0.27	0.10	-	2.06
Israel	0.90	-	-	-	0.90
Italy	10.81	3.28	0.30	-	14.39
Japan	27.11	13.43	3.56	-	44.10
Luxembourg	0.50	-	0.52	-	1.02
Mexico	-	0.50	-	-	0.50
Netherlands	18.29	17.07	1.81	1.43	38.60
New Zealand	1.32	2.07	0.44	-	3.83
Norway	4.87	10.42	0.29	0.01	15.59
Poland	-	0.50	-	-	0.50
Portugal	-	5.34	0.25	-	5.59
Slovenia	-	0.70	-	-	0.70
Spain	0.85	-	0.30	-	1.15
Sweden	9.32	12.49	1.81	2.17	26.01
Switzerland	11.97	18.36	2.52	-	32.85
United Kingdom	7.25	10.77	1.77	36.67	56.46
United States	5.57	20.80	3.80	37.97	68.14
ICDS	-	2.65	-	-	2.65
Caribbean Development Bank	-	0.10	-	-	0.10
Others	-	3.50	-	-	3.50
	129.95	222.99	31.33	88.82	473.09
World Bank Group					
IBRD	-	3.45	7.98	-	11.43
IFC	6.71	58.40	17.26	12.60	94.97
MIGA	-	-	2.91	-	2.91
	6.71	61.85	28.15	12.60	109.31
GRAND TOTAL	136.66	284.84	59.48	101.42	582.40

FY01 Cumulative Financial Support for TA Programs



FY01 Cumulative Financial Supporters



Notes:

¹ TATF includes one-time funding for specific projects (excluding EC/IFC equity line of ECU 5 million).

² PDFs/BASs comprise AMSCO, APDF, BAS, CPDF, DESA, ESSA, MPDF, PBAS, SEED and SPPF.

³ FIAS is a joint service supported by IFC and the World Bank.

⁴ This column includes the Private Enterprise Partnership and IFC's privatization activities and other technical assistance in the former Soviet Union.

⁵ In-kind contribution

PDFs & BAS: IFC Donor-Supported Technical Assistance Program

Cumulative financial commitment in US\$ millions to June 30, 2001

Donor	APDF	AMSCO	BAS ¹	CPDF ²	DESA ³	ESSA	MPDF	PBAS ¹	SEED ⁴	SPPF	TOTAL
IFC Donor Community											
African Development Bank	8.00	6.50	-	-	-	-	-	-	-	-	14.50
AsDB	-	-	-	-	-	-	0.75	-	-	-	0.75
EBRD	-	-	-	-	-	-	-	1.22	-	-	1.22
European Community	-	-	-	-	-	-	4.50	0.90	-	-	5.40
Inter-American Development Bank	-	-	3.40	-	-	-	-	-	-	-	3.40
UNDP	10.00	4.19	1.00	-	-	-	-	-	-	-	15.19
Australia	-	-	-	1.46	-	-	2.98	-	-	5.01	9.45
Austria	-	-	-	-	-	-	-	-	1.00	-	1.00
Belgium	2.20	0.62	-	-	-	-	-	-	-	-	2.82
Canada	2.50	-	2.50	-	-	3.00	1.90	0.73	1.36	0.77	12.76
Denmark	6.30	4.80	-	-	-	-	-	0.38	-	-	11.48
Finland	2.20	2.44	-	-	-	-	3.26	-	-	-	7.90
France	5.50	2.00	-	-	-	-	-	-	-	-	7.50
Germany	3.50	1.02	2.60	-	-	-	-	-	-	-	7.12
Greece	-	-	-	-	-	-	-	-	0.25	-	0.25
India ⁵	-	-	-	-	-	-	-	-	-	-	-
Ireland	-	0.25	-	-	-	-	-	0.02	-	-	0.27
Israel	-	-	-	-	-	-	-	-	-	-	-
Italy	1.00	1.50	-	-	-	-	-	0.78	-	-	3.28
Japan	4.00	0.50	0.80	-	-	-	1.53	0.45	-	6.15	13.43
Luxembourg	-	-	-	-	-	-	-	-	-	-	-
Mexico	-	-	0.50	-	-	-	-	-	-	-	0.50
Netherlands	6.30	3.79	0.63	-	-	-	-	1.35	5.00	-	17.07
New Zealand	-	-	-	-	-	-	-	-	-	2.07	2.07
Norway	4.70	0.50	-	-	-	-	2.92	0.10	2.20	-	10.42
Poland	-	-	-	-	-	-	-	0.50	-	-	0.50
Portugal	1.90	3.44	-	-	-	-	-	-	-	-	5.34
Slovenia	-	-	-	-	-	-	-	-	0.70	-	0.70
Spain	-	-	-	-	-	-	-	-	-	-	-
Sweden	3.52	3.69	0.41	-	-	-	1.91	0.62	2.34	-	12.49
Switzerland	7.30	3.27	-	2.33	-	-	3.16	0.30	2.00	-	18.36
United Kingdom	3.70	3.15	0.20	-	-	-	2.37	0.50	0.85	-	10.77
United States	12.30	2.70	2.80	-	-	-	-	3.00	-	-	20.80
ICDS	-	2.65	-	-	-	-	-	-	-	-	2.65
Caribbean Development Bank	-	-	0.10	-	-	-	-	-	-	-	0.10
Others	-	1.62	-	-	-	-	-	1.31	-	0.57	3.50
	84.92	48.63	14.94	3.79	-	3.00	25.28	12.16	15.70	14.57	222.99
World Bank Group											
IBRD	-	3.45	-	-	-	-	-	-	-	-	3.45
IFC	23.60	2.80	4.20	5.00	5.00	0.60	4.00	3.00	5.00	5.20	58.40
MIGA	-	-	-	-	-	-	-	-	-	-	-
	23.60	6.25	4.20	5.00	5.00	0.60	4.00	3.00	5.00	5.20	61.85
GRAND TOTAL	108.52	54.88	19.14	8.79	5.00	3.60	29.28	15.16	20.70	19.77	284.84

Notes:

¹ BAS was established in 1981 and closed during FY97. PBAS was established in 1991 and closed during June 1996.

² CPDF was approved by the Board of Directors of IFC in June 2000.

³ DESA was approved by the Board of Directors of IFC in May 2001.

⁴ SEED was approved by the Board of Directors of IFC in January 2000.

⁵ In-kind contribution

Meetings with Donors and Consultant Promotional Seminars

Throughout the year we have regular formal and informal meetings with donor representatives, both individually and in larger groups. During the Bank Group Annual Meetings the Trust Funds Department coordinates and organizes a Donor Breakfast meeting. The last one was held in Prague on September 27, 2000, and was attended by more than 50 representatives of existing and potential donor agencies. In addition to informal meetings with donor representatives in Washington, IFC staff meet with representatives of existing and potential donors, either at the donor agency headquarters, at the donor field offices, or when the officials are in Washington. Staff members use these opportunities to learn more about donors' private sector development activities, and to improve IFC's relationship with them and to seek out areas of potential partnership.

In addition, the Trust Funds Department hosts seminars in donor countries with groups of consultants and meets with and arranges meetings for consultants when they are in Washington. The seminars in donor countries allow us to explain how IFC works and in particular to explain the various donor funded programs. These in-country seminars also expose us to some of the smaller consultant groups and individual consultants who do not have the resources to visit Washington to market their services within the Bank Group. When consultants manage to visit Washington, we assist them in determining what parts of IFC might most likely need their skills and advise them on the best IFC staff to meet.

Highlights from some of these meetings follow on pages 14 and 15. A complete listing of all IFC-Donor-Consultant meetings held during FY01 is shown on pages 16 and 17.

Last year's donor breakfast

More than 50 delegates attended from ex



ast meeting was held in Prague.
isting and potential donor agencies.



FY01 Highlights of Donor and Promotion Meetings

TATF Program

Donor Breakfast (September 2000)

IFC Executive Vice-President Peter Woicke opened the donor breakfast meeting by stressing the importance of TA and IFC's relationship with donors. Because of IFC's new emphasis in these areas, the Trust Funds function had been spun off into a separate directorship, headed by Mr. Udayan Wagle. A number of issues were discussed at the meeting, and there was general praise and support for the Trust Funds Program. Mr. Woicke also spoke about IFC's increasing support to SMEs in response to many requests from client governments for help in job creation. Immediately following the donor breakfast Mr. Harold Rosen, Director of the World Bank Group's SME Department, gave a presentation on the Bank Group's SME strategy.

Washington DC / Finnish Delegation (February 2001)

A Finnish delegation of the Ministry of Foreign Affairs together with a large number of Finnish information and communications and technology (ICT) companies presented to IFC and the World Bank the "Finnish Information and Communications Technologies Road Show." Presentations were made on a variety of topics including the evolution of the new economy and the ICT needs

of the developing world. Useful contacts for further cooperation and exploration were made between IFC and Finnish companies.

Japan, Australia and New Zealand (March 2001)

A team met with government officials and made presentations at a series of consultant seminars in Japan, Australia and New Zealand. The seminars were typically followed by meetings with individual consultants to explore specific opportunities.

France (April 2001)

In France, IFC participated in a three-day conference ("Les rencontres francaises de la cooperation multilaterale") that brought together various stakeholders in multilateral cooperation (ministries, NGOs, universities, local communities, investors, and consultants), and which aimed at improving French participation in multilateral development projects.

The Ministry of Foreign Affairs, The Netherlands (December 2000, April 2001)

In December 2000 (Washington, DC) and April 2001 (The Hague) meetings were held with a delegation of the Dutch Ministry of Foreign Affairs on the Netherlands-IFC Partnership Program. The Ministry of Foreign Affairs of the Netherlands has been a longtime supporter of IFC's TA activities. The Ministry has decided to put all that support (current plus new) on a "consolidated" basis under the framework of a Partnership Program (PP). Under the PP, the Netherlands will indicate to IFC once a year the total funding available, together with an indication of their current priorities. IFC will prioritize and reach agreement with the Ministry on the programs to be funded and the amount needed for each of these programs, within the overall PP framework.

The European Commission (various dates)

During the course of the year, several meetings took place in Washington and in Brussels for the negotiation and drafting of a legal and administrative Framework Agreement between the World Bank Group and the EC. This is the first agreement of its kind, involving IBRD, IDA, IFC, and MIGA. As of the end of FY01, the Framework Agreement was pending Board approval.

SME Facilities

Australia (February 2001)

At the Annual Donors' Meeting in Sydney on February 2001, all the major donors of SPPF (ADB, Australia, IFC, Japan and New Zealand) confirmed their interest and continuing financial support for the extension of the Facility for another five-year period from 2001 to 2005.

Bosnia and Herzegovina (May 2001)

SEED held a Donors' meeting on May 16-17 in Sarajevo, Bosnia and Herzegovina. All donors except the Netherlands were represented (Austria, Canada, Greece, Norway, Switzerland, Sweden, Slovenia, United Kingdom and IFC). Donors accepted the proposed work program for FY02 and confirmed SEED's proposal to expand its reach into the Federal Republic of Yugoslavia (Serbia and Montenegro) and several donors indicated willingness to provide additional funding for this expansion.

Ghana (June 2001)

A meeting with the local donor community was held on June 19, 2001 at the APDF offices in Accra. Present at this meeting were the European Union, USAID, the Embassy of the Federal Republic of Ger-

many, PROPARGO, the Embassy of Japan, and UNDP. The next local donor meeting is scheduled for October 2, 2001, to be hosted by PROPARGO.

Private Enterprise Partnership

In March 2001, the Private Enterprise Partnership finalized an agreement with Finland's Ministry of Foreign Affairs to fund a forest sector development technical assistance project in Northwest Russia. Timo Hokkanen, Senior Operations Manager, represented the Partnership at the signing ceremony in Helsinki where the agreement was signed by President James D. Wolfensohn and Prime Minister Paavo Lipponen.

The Partnership also signed significant agreements with Senter, an agency of the Dutch Ministry of Economic Affairs, in December 2000 for work in Russia and Ukraine on agribusiness and corporate



World Bank Group President James Wolfensohn and Finnish Prime Minister Paavo Lipponen signed documents in Helsinki in March 2001 officially launching Finland's funding of a project with the Private Enterprise Partnership.

governance and with the Swedish International Development Cooperation Agency (Sida) in April 2001 for work on agribusiness in Ukraine. The Partnership continued to receive significant support from the Canadian International Development Agency (CIDA).

FIAS

During FY01, FIAS was in contact with all its donors on a regular basis. Aside from individual visits and contacts, FIAS held its annual meeting of the consultative committee of donors to the FIAS Trust Fund on October 24, 2000 in London. At the meeting, FIAS management provided a review of the performance of FIAS during the

previous year and suggested a focus on designing advisory products to specifically address the question of FDI and poverty. The past technical and financial performance was well received by the donor representatives, and they welcomed the intended new initiatives.

Furthermore, FIAS's Asia Pacific Regional Office (APRO) has been in contact with its two bilateral donors, Australia and New Zealand, on a number of occasions. The main purpose of these contacts has been to discuss and develop a proposal for continued funding for the office, located in Sydney. In December 2000, following the submission of a draft proposal for the refunding of the office for a further three years (FY02-04), the Director of PSAS and General Manager of FIAS, Michael Klein, and the Regional Manager of APRO, Andrew Proctor, visited both Wellington and Canberra for final discussions. The funding proposal was agreed between all parties in early 2001.

FY01 Donor and Promotion Meetings

Month	Donor Country/Agency	Meeting Location	Government	Consultants	Month	Donor Country/Agency	Meeting Location	Government	Consultants	
Jul-2000	Canada	Ottawa	√		Nov-2000	Norway	Oslo	√		
	Denmark	Washington, DC		√		Norway	Washington, DC		√	
	Greece	Washington, DC	√			Spain	Washington, DC	√		
	Japan	Tokyo	√			Sweden	Kiev	√		
	Norway	Washington, DC	√			Sweden	Stockholm	√		
	Sweden	Washington, DC	√			Sweden	Washington, DC		√	
	Switzerland	Washington, DC	√			Switzerland	Bern	√		
	The Netherlands	Washington, DC		√		The Netherlands	Moscow	√		
Aug-2000	Finland	Helsinki	√	√		The Netherlands	The Hague	√		
	Japan	Tokyo	√			United Kingdom	London	√		
	Norfund	Oslo	√			United States	Kiev	√		
	New Zealand	Wellington	√			Dec-2000	Austria	Moscow	√	
	Norway	Oslo	√				Austria	Washington, DC		√
	United Kingdom	London	√				Denmark	Copenhagen	√	√
	Sep-2000	(Donor Breakfast)	Prague	√				Denmark	Washington, DC	√
Austria		Vienna	√				European Commission	Brussels	√	
Austria		Washington, DC		√	Japan		Washington, DC	√		
Belgium		Brussels	√		Finland		Helsinki	√	√	
China		Hong Kong	√		Italy		Washington, DC	√		
Canada		Ottawa	√		Norway		Oslo	√	√	
Denmark		Copenhagen	√	√	Norway		Washington, DC		√	
European Commission		Brussels	√		Sweden		Stockholm	√	√	
Finland		Helsinki	√		The Netherlands		The Hague	√		
France		Paris	√		The Netherlands		Washington, DC		√	
IFU		Copenhagen		√	United Kingdom		Washington, DC	√		
Ireland		Washington, DC		√	United States	Moscow	√			
Italy		Rome	√		United States	Washington, DC	√			
Sweden		Stockholm	√		World Bank Bus. Briefings– Business Partnership	Washington, DC		√		
The Netherlands		The Hague	√		Jan-2001	Asian Dev't Bank (ADB)	Manila	√		
The Netherlands		Washington, DC		√		Australia	Canberra	√		
United Kingdom		London	√			Canada	Ottawa	√		
United States	Moscow	√		Denmark		St. Petersburg	√			
Oct-2000	Austria	Vienna	√			Finland	Washington, DC		√	
	Australia	Canberra	√			Norway	Oslo	√		
	Canada	Kiev/Lviv	√			The Netherlands	The Hague	√		
	Denmark	Copenhagen	√			The Netherlands	Washington, DC	√		
	Denmark	Washington, DC		√		Turkey	Kiev	√		
	European Commission	Brussels	√			Feb-2001	Denmark	Copenhagen	√	
	European Commission	Moscow	√		Denmark		Washington, DC	√	√	
	European Commission	Washington, DC	√		Finland		Helsinki	√		
	Finland	Helsinki	√		Israel		Washington, DC	√		
	France	Paris	√	√	Norway		Oslo	√		
	Germany	Bonn	√		Sweden		Stockholm	√		
	Germany	Washington, DC		√	Switzerland		Bern	√		
	Italy	Washington, DC		√						

Month	Donor Country/Agency	Meeting Location	Government	Consultants	Month	Donor Country/Agency	Meeting Location	Government	Consultants
	The Netherlands	The Hague	√			Norway	Oslo	√	
	The Netherlands	Washington, DC	√	√		Sweden	Stockholm	√	
	United Kingdom	London	√			Switzerland	Bern	√	
Feb-2001	Asian Dev't Bank (ADB)	Manila	√			The Netherlands	The Hague	√	
	Australia	Canberra	√			The Netherlands	Washington, DC		√
	Canada	Ottawa	√			Training Prog. for Bus. Assoc.–			
	Denmark	Washington, DC		√		Business Partnership	Washington, DC	√	
	EBRD	Washington, DC	√		May-2001	Canada	Ottawa	√	
	Finland	Washington, DC	√	√		Denmark	Copenhagen	√	
	Germany	Bonn	√			Denmark	Washington, DC		√
	Japan	Washington, DC		√		Finland	Helsinki	√	
	MPDF Donors' Meeting	Hoi An	√			Finland	Washington, DC	√	
	SPPF Donors' Meeting	Sydney	√			France	Paris	√	√
	The Netherlands	The Hague	√	√		Ireland	Dublin	√	
Mar-2001	Asian Dev't Bank (ADB)	Manila	√			Italy	Rome	√	
	Australia	Canberra	√			Japan	Tokyo	√	
	Australia	Melbourne		√		Japan	Washington, DC	√	
	Australia	Sydney		√		Norway	Oslo	√	
	Denmark	Copenhagen	√			Norway	Washington, DC	√	
	Finland	Helsinki	√			SEED Donors' Meeting	Sarajevo	√	
	Finland	Washington, DC		√		Sweden	Stockholm	√	
	FMO	Washington, DC	√			Sweden	Washington, DC		√
	France	Paris	√	√		The Netherlands	Washington, DC		√
	Germany	Bonn	√			United Kingdom	Washington, DC		√
	India	Washington, DC	√	√		United States	Washington, DC	√	
	Japan	Tokyo	√	√		United States "cosponsored"			
	New Zealand	Auckland		√		the Armenia Investor Conf.	New York	√	
	New Zealand	Wellington	√	√	Jun-2001	APDF Local Donors Mtg	Accra	√	
	Norway	Washington, DC		√		APDF/AMSCO Donors Mtg	Lisbon	√	
	Sweden	Stockholm	√			Canada	Moscow	√	
	Switzerland	Bern	√			Denmark	Washington, DC	√	√
	The Netherlands	The Hague	√			Finland	Washington, DC	√	
	The Netherlands	Washington, DC	√			Germany (State of Bavaria)	Washington, DC	√	
	United Kingdom	London	√			Greece	Washington, DC	√	
	United Kingdom	Washington, DC	√	√		Iceland	Washington, DC	√	
Apr-2001	Austria	Washington, DC	√	√		Ireland	Washington, DC	√	
	Belgium (Wallonia)	Washington, DC		√		Israel	Washington, DC		√
	Denmark	Copenhagen				New Zealand	Washington, DC		√
	Denmark	Washington, DC		√		Norway	Washington, DC	√	
	European Commission	Brussels	√			Sweden	Kiev	√	
	Finland	Helsinki	√			Sweden	Washington, DC	√	√
	FMO	The Hague	√			Switzerland	Washington, DC	√	
	France	Paris	√			The Netherlands	The Hague	√	
	Japan	Tokyo	√			The Netherlands	Washington, DC	√	
	Luxembourg	Luxembourg	√						