

# Consortiums and Partnerships

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**WARDROP**

# Challenges Facing Canadian Consultants in the Energy Sector

- Shortage of skilled, experienced staff
- Comparative lack of marketing resources
- Industry largely comprised of smaller localized firms with limited capacity. 72,000 Canadians employed in engineering firms – majority in firms smaller than 25 employees.
- Competition from developing countries (India, China, Brazil, South Africa)

# ESAM formed in 2002

- IFIs increasing investments in the energy sector.
- Recognition of the need to work together internationally
- Signed MOU to work together and abide by agreed principles.
- Marketing Alliance
  - Project leader model

# ESAM's Goal

- To increase the number and value of international energy or related contracts, financed by International Financial Institutions (IFIs), won by Manitoba companies and organizations.

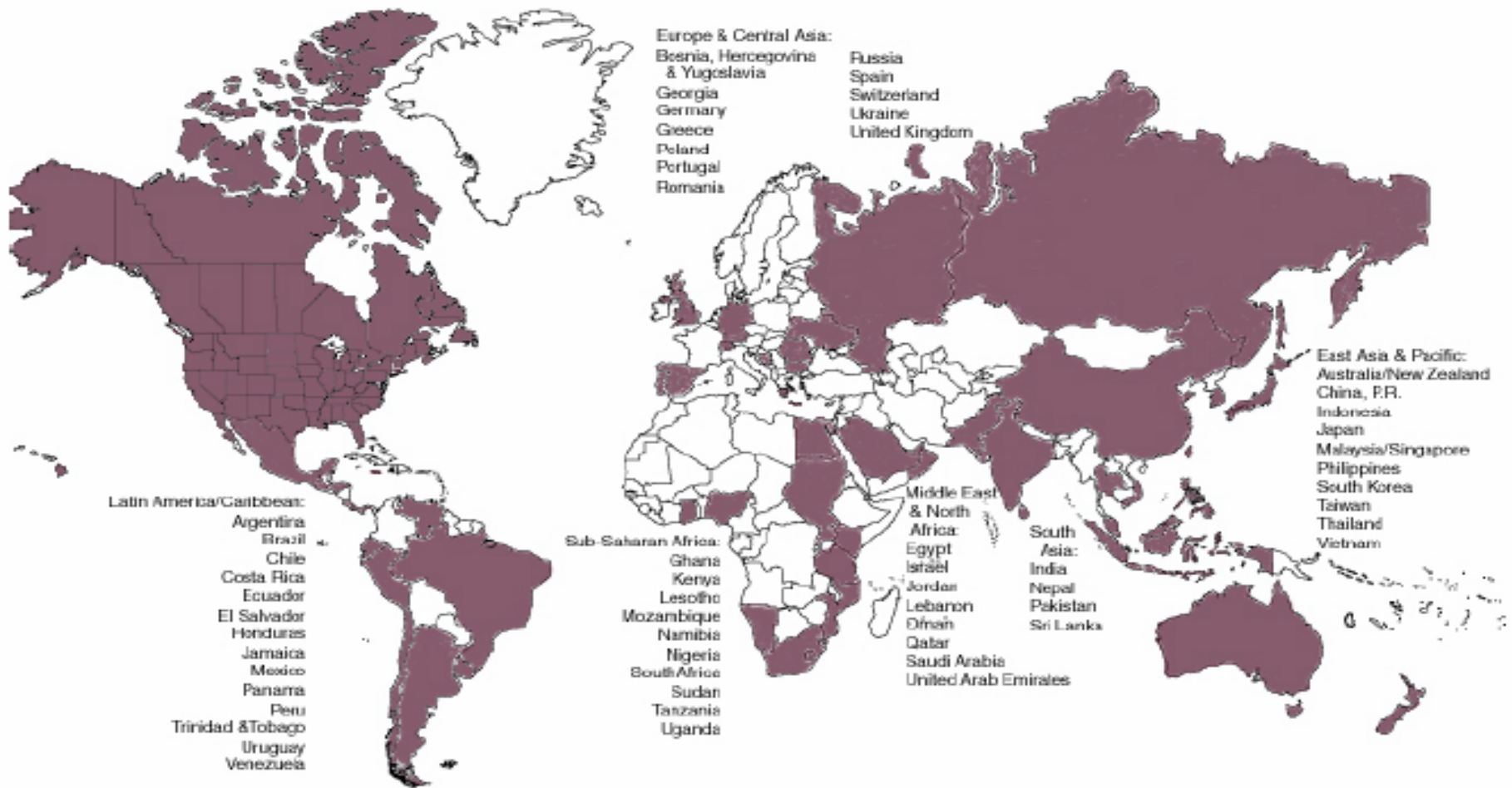
# ESAM's Objectives

- To increase cooperation among Manitoba energy services companies to augment existing capacities when pursuing opportunities;
- To create a brand image among IFIs and developing countries of Manitoba as a centre of energy expertise.

# Member Firms

- **Electranix Corporation**
- **Energy Consultants Int'l Inc.**
- **InterGroup Consultants**
- **Manitoba HVDC Research Centre**
- **Manitoba Hydro International**
- **MCW/Age**
- **Teshmont Consultants**
- **Wardrop Engineering**
- **Red River College**
- **Solar Solutions**

# International Experience



# Activities

- Quarterly Meetings - Sharing information on planned business development, projects, and market intelligence.
- Promotional Activities - Marketing to IFIs and power utilities
- Addressing issues of concern to industry
  - R&D
  - Innovation in marketing
  - Human resources

# Events & Missions

- Attended World Bank Energy Forums
- Speakers from IFIs to Manitoba
- Missions to EBRD, AfDB, AsDB.
- Trade Shows & Conferences (US Market)

# Lessons Learned

- Patience – takes time to build trust
- Reasonable expectations, realistic goals
- Regular meetings
- Openness and communication
- Need dedicated people who are willing to contribute.
- Organization - minutes, action items

# Partnerships

Wardrop's MBW Consultants in  
Uganda

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# Wardrop: Background

- Established in 1955, Winnipeg
- Employee-owned
- 900 employees - Engineers, Geologists, metallurgists, technologists, environmental, etc..
- Top 100 Employer in Canada for 7 years

# Wardrop Sectors

- Mining
  - Geological Modelling and Geostatistics
  - Jorc and NI 43-101 Compliant Scoping, Pre-Feasibility and Feasibility Study Services
  - Environmental Baseline Studies, Impact Assessment, and Mine Closure
  - Design Engineering Services
  - Procurement , Construction Management and Supervision
  - Operations & Maintenance
- Infrastructure
  - Water Supply & Sanitation
  - Transportation – Bridges, Airports
- Energy
  - Power (T&D, Hydroelectric)
  - Nuclear
  - Oil & Gas

# Wardrop: Geography

- 15 offices across Canada
- Minneapolis, USA
- Swinden, United Kingdom
- Tamale, Ghana
- Trivandrum (Kerala) India
- Beijing, China

# International

- First International Project - 1968 - Cameroon - water distribution for remote villages.
- 1973 - First CIDA water project in Ghana. International Division was born.
- 1981 - first World Bank project - Nigeria
- 1996 - first project in Uganda

# Wardrop – MBW Partnership

- Local Government Development Project - World Bank - Uganda – 1996
- Formed MBW Consultants -1999
  - Mutengya Batumbya Wardrop
- Patrick Batumbya = 51% , Wardrop =49%
- Largest engineering company in Uganda
  - 50 employees
  - Projects in roads, buildings, fisheries, oil & gas

# Lessons Learned

- Find the right partner
- Ensure that there is agreement on ethics and that expectations for behaviour are clear.
- Ensure that people assigned to partnership have appropriate people skills for building trust and working cross-culturally.
- Have a clear exit strategy if expectations are not met or conditions change.

# Thank you

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