

IFI Bidding Success Factors and Support Needs

observed that CIDA INC is *“more hard nosed than they used to be, and now want to see clearly a large-dollar project at the end of the marketing effort”*. [28]

- Now that it is well known and experienced, the firm does not rely on CIDA work for an entrée to countries, although it did fifteen years ago. [28]
- The managing partner has done “piggy back” marketing while on CIDA projects – that is, looking for other prospects while in-country. [35]
- DFAIT could make companies aware of the opportunities that can arise from untied aid funds available from Japan and Denmark [Danida]. These funds are quite substantial. [35]
- *“After the first small project in a large Asian country where we are now concentrating, we used CIDA INC to keep in play. However we did not spend the full budget. It is an expensive program to use.”* [37]
- *“Help companies to develop and offer truly unique services and products not just encourage them to do cold knocking on doors.”* [37]
- CIDA INC is too bureaucratic, pays too little share of the costs and has too many restrictions on eligibility, and has conflicting agendas that add to the cost [gender, the Canadian Environmental Assessment Act, for example]. [39]
- CIDA is a *“good spring board”* that helps a firm to establish a presence in a country but *“can create problems too”*. CIDA is *“very risk averse, and does not necessarily know what is going on commercially”*. Nevertheless, for IFI-work the CIDA officers at posts are often the logical network not the trade commissioners. CIDA officers are the ones talking frequently with IFI in-country staff. [40]
- EDC, on the other hand, is an important part of the company's business approach. It ensures all projects with EDC, not just the most risky. It even insures when it has received an irrevocable letter of credit. The hope is that EDC will reciprocate and cover all projects, including the most risk ones. At present, the company has a blanket policy with EDC that provides automatic coverage within certain limits. [43]
- *CIDA has not been a useful source of work or support. The company approached CIDA on assisting technical training in Canada but did not receive a positive response.* [43]

4.4 Assistance by the OLIFIs and the EDs

Interviewees emphasized that a strong Canadian presence within the Banks is more important than an enhanced trade presence in the embassies in Washington and Manila [There was almost no mention of Abidjan]. Duplication between the functions of the OLIFIs