

## IFI Bidding Success Factors and Support Needs

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- Facilitate Canadian investment in higher-risk higher-return projects in developing countries.
3. Encourage internationalisation of Canadian firms, including their participation in foreign direct investment. Develop a deeper understanding of 'value creation' through two-way trade and investment.
4. Make a stronger link between the federal government's programs to support R&D and its trade promotion programs.
5. Link trade promotion in regard to IFI projects with a wider interest in international large projects. Canadian companies that do not have foreign experience, but which have the capability to do large projects are not going to jump straight to developing country work – the United States is a logical first step for many.
6. Recognize that the largest international companies are now major procurers on the scale of whole countries. DFAIT should rethink its idea of what constitutes a market. Geographical and national definitions are no longer fully adequate. For example, perhaps some PEMD missions might go to company headquarters of the giant trans-national companies, in the same way that they previously went to national capitals.
7. Encourage Canadian professional services firms to leverage their high-level skills and expertise through ownership or affiliation with larger [Chinese or Indian] firms [foreign direct investment].
8. Have CIDA focus more on improving the business environment [corporate governance] in developing countries to improve Canadian participation.

### 5.2 Observations from the First Round

In addition to these observations, some points made in the first round of consultations in 2000 were confirmed.

The past five years have seen radical changes in the business of marketing to the IFIs. The main changes have been:

- The IFIs have become more transparent and provide all of the pertinent internal documents to the public. No longer is a special effort or inside assistance needed to obtain the key documents for a project when considering and preparing a bid.
- The Internet has made it relatively easy to identify and track projects. All of the IFIs have web sites, many of which are excellent and all are improving rapidly. Companies no longer need DFAIT-TCS to be an information intermediary. Companies can access information directly on bid opportunities.