

IFI Bidding Success Factors and Support Needs

because we are not new to a market – just because we have won some ADB work does not mean we no longer need support.” Many of the “new” companies are not serious about international work. [22]

- CIDA should put more emphasis on developing Canadian capacity. CIDA is prone to do one type of project in a country and then move to an entirely different sector. Its attention span is too short. They should focus more on where Canada has special capacity and do more to develop that capacity further. [22]
- CIDA INC expects a 12-month turn around. That is unrealistically fast – 3 to 5 years would be more practical timeframe for developing a new market. [22]
- The company has used CIDA INC, and has had a number of CIDA bilateral projects, and found them both useful for positioning for World Bank or Asian Development Bank work in the same countries. [23]
- Use of the *Consultant Trust Funds* should be approved in the Bank, or, at least, in the embassies in Washington and Manila, to speed things up. [25]
- Programs should be more geared to helping *small companies with some experience and success grow*, rather than introducing neophytes all the time who have only a small chance of success. [25]
- Closer collaboration between DFAIT, CIDA, EDC and CCC would make them all more useful to companies. [25]
- Better information about the package of services and contributions available to a Canadian firm going after IFI work. Perhaps PEMD capital projects provides proposal support contributions [no one was sure in the meeting]. Perhaps PEMD, CIDA, and EDC information should be available in the one package. [26]
- CIDA has on occasion provided a letter indicating that the firm can access certain training funds, to provide computer training for Kenyan women for example, if it is successful in its project bid. Recently CIDA is reluctant to provide such written assurance but gives oral commitments. [27]
- The firm has had a PEMD contribution for marketing, and has received support from CIDA INC. [27]
- Getting a foothold is key. Anything that can be done to get a first piece of work in a particular country is worthwhile since the firm is likely to obtain larger projects as follow-on work once established. The first client is needed as an entrée to the market. [27]
- The firm uses CIDA INC. It has several contributions current at present. The VP