

IFI Bidding Success Factors and Support Needs

- There is *"no coherent Canadian strategy"* to build commercial ties on the base of CIDA work in developing countries. In fact, CIDA favours non-government organizations with limited commercial prospects, and often *"restricts one's networking in a country"*. [40]
- In developing markets a firm can win or buy contracts. In the long term it has to learn to win them. [40]
- CIDA is *"unreliable"*. Development fads come and go. At present CIDA is more likely to use NGOs – *"business is not their business."* [40]
- The trade commissioners operate on the model *"one country - many sectors"*. In contrast, the normal private business model is one sector several countries. Generalist trade commissioners cannot be more than a superficial help. [44]

Comments on civil works strategy:

- Infrastructure is low on CIDA priorities and generally out of favour in North American development circles – unlike the Europeans. [11]
- EBRD projects are highly competitive, Europeans are closer to the action, and the EU helps form and finance consortia of European companies in ways that Canada cannot match. [16]
- The IFIs and CIDA have turned away from oil and gas projects because they are regarded as the sphere of private firms. [18]
- The company has not in the past been able to bid on the major components of IFI-loans [construction and equipment] because it has not had the contracting skills, or the *"deep pockets"* able to take the risk. The interviewee noted that there are very few Canadian construction firms willing and able to bid for these projects overseas. [21]

Comments on goods/equipment strategy:

- The software business is very fast moving. It does not suit the traditional mode of expressions of interest leading to proposals. For any given need in the pension administration area there will be fewer than five companies worldwide that are capable of doing the work. In the private sector, most clients are moving to negotiate directly with a vendor rather than take the slow route of proposal calls. [27]

Comments on services strategy:

- The correct proposal strategy for each IFI is difficult to determine. For example, the assessment formula for proposals varies. The points scheme of the World Bank disadvantages international firms, compared with local firms. 800 points are awarded