

## IFI Bidding Success Factors and Support Needs

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was negative. These companies generally hold the view that CIDA is not business friendly and that there is an inherent conflict in having one agency pursue both aid and trade objectives at the same time. The interviewees believe that CIDA has a bias in favour of NGOs and neophyte companies, and that this bias limits the usefulness of these programs to experienced companies who have the best chance of actually winning business.

The interviewees expressed the view that CIDA places limitations on eligibility, and on the level of support, that limits usefulness to experienced companies.

### Interviewee Comments

- Renaissance Eastern Europe [CIDA] has been an important support to the company's efforts. However, requests for CIDA support for training as a component of projects have been unsuccessful. We would like more general training subsidies as a sweetener for bids. [104]
- CIDA can be important in the early stages of a project, when feasibility studies are being done. Then the major financiers [World Bank, African Development Bank] often come into play as support to the main work. [103]
- CIDA is important both because it finances feasibility studies, and because it buys equipment on behalf of developing countries [through lines of credit granted to the country]. [101]
- If DFAIT/CIDA could do a better job of helping Canadian consortia come together to pursue IFI work, this would be useful – perhaps a better database of firms interested in this market? Road shows, seminars and brown-bag lunches can be useful as training opportunities for new staff. [10]
- Form a separate federal trade promotion agency – take trade promotion out of CIDA, in particular. *“As for CIDA, we have to look at the possibility of having an independent structure dealing with trade as an option. There may be other ways to do that.”* [13]
- The company used PEMD 15 years ago when it was first attempting to develop contacts in China as a preliminary to CIDA Inc. proposals. [16]
- The CIDA standing offers are useful because they allow the agency to contract for small projects quickly. We do not have a standing offer! [16]
- Small CIDA assignments and Bank “staff consulting assignments” are “invaluable positioning” for larger work. [21]
- The federal government places too much emphasis on helping neophyte companies make their first trips and marketing approaches overseas and too little on helping small successful firms get better and larger. “A pet peeve is that PEMD rejects us