

5. In the case of cost-sharing, Posts must enter into a cost-sharing agreement with the Canadian client prior to hiring a contractor to deliver the service. Posts must follow the Treasury Board guidelines and procedures when cost-sharing.

Questions and Answers:

Q. What are the advantages of referring clients to third parties rather than offering the services on a cost-shared basis?

A. Whenever possible, the practice of referring clients to third parties should be preferred to cost-sharing because of its many advantages:
it reduces the administrative burden on Posts;
it ensures consistency and continuity when Post personnel changes;
it reduces the risks related to Post handling money;

Use the standard letter for referring clients to local service providers.

Q. By referring clients to third parties, don't I take the risk of losing control of the services rendered and thus face client dissatisfaction?

A. What our Canadian clients value most is your knowledge of the market, not your ability to take care of logistics. However, it remains your responsibility to refer them to **qualified and capable** third parties (in fact, it is part of the core services). We suggest that you keep a close relationship with third parties to ensure quality control.

Q. In the case of "Programs of Appointments and Meetings", can a Post suggest to the clients to do them themselves?

A. Your role is to provide the names and coordinates of Key Contacts in the market (a core service) but also to offer one of the two options with regards to "Programs of Appointments and Meetings" (an additional service). However, when appropriate, Posts can also suggest to clients to arrange their programs of appointments themselves.

Q. Can the Post offer a specific additional service, sometimes by referral, sometimes on a cost-shared basis?

A. No. It must be clear to clients that they have access to a specific additional service according to one single principle: by referral OR on a cost-shared basis. Each Post must establish a single rule for each additional service and apply it consistently with all clients. For example, you would refer all clients to a third party for the preparation of Programs of Appointments and Meetings but would hire a contractor on a cost-shared basis to provide Logistical Support to all clients.

Q. What if I believe that it is time well spent to set up meetings for a client?

A. You can set up a meeting yourself on behalf of a Canadian client only in the case when your involvement is essential (e.g. senior government officials). However, your role is not to arrange full visit programmes. Your added-value resides in qualifying and finding the right local contacts for the Canadian client, not in making appointments.

Q. What do we do with clients who want to use the Post's facilities for events/seminars on a temporary basis?

A. Space for conducting meetings or doing general office work or a display area for presenting products can be offered to Canadian clients if the Post has such facilities and if there is no conflict with any official fonction. A contract must however be signed between the two parties. A Best Practice will soon be available on that subject.

Q. What if the client asks me to devote time to staff a booth on his/her