

## Section 1 Introduction

### 1.1 The Purpose of these Consultations

The Export Financing Division [TBF] of the Department of Foreign Affairs and International Trade helps Canadian companies market their goods and services to projects financed by international financing institutions, such as the World Bank. To be able to do this, DFAIT-TCS consults its clients and potential clients periodically to find out what specific IFI-related tools and skills they need to pursue IFI-funded business opportunities.

In 2000 and 2001, the Export Financing Division undertook consultations to identify the key success factors and the problems and challenges companies presently face in marketing to the IFIs and to IFI-financed projects. The consultations were conducted in accordance with the guidelines for consultations of the Treasury Board Secretariat.

*We emphasize that this is a report of consultations. It states what the interviewees said when they described their situation, made observations about bidding success factors and support needs, and suggested improvements. We have organized but not filtered the material.*

### 1.2 The Companies and Organizations Consulted

The consultations in 2000 focused mainly on Canada's professional services companies since they are the most numerous among those that have successfully bid on IFI work. In 2001 consultations focused on firms that either undertook civil works or supplied goods and equipment, in order to balance the sample of companies. The companies interviewed are shown in Annex 1. They can be classified as six types, according to their involvement in IFI procurement, as follows:

1. Major Works [+ services, equipment]
2. Minor Works [+ services, equipment]
3. Goods/Equipment only
4. Services only
5. Agents
6. Associations

Consultations have been held with companies and organizations that had success with IFI marketing, since these would likely have insights based on their successful marketing experience. After lessons are learned from these consultations, DFAIT intends, in future, to consult more broadly with companies that have not participated in IFI-bidding, or, if they have, have not been successful. This will complete the cycle of consultations.

Companies that have successfully bid for IFI work were identified from lists supplied by the office of the Canadian Executive Directors at the World Bank, the Caribbean Development Bank, the Asian Development Bank, the Inter-American Development Bank and the African