

## IFI Bidding Success Factors and Support Needs

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and the Executive Directors of the Banks was mentioned.

The main function of these offices, from the interviewees' point of view, is maintaining networks of contacts within the Banks, and being able to connect Canadian business people with those networks. There were various views on how this could be done, but consensus on the need for a close engagement within the Banks whenever possible.

### Comments by Interviewees

- Intensify direct support of specific proposal/bids during preparation. [101]
- Awareness [identifying projects] is not a success factor. These projects [civil works] are few and large. The company does not miss major projects, but always learns about them well ahead of time, either through its network of professional contacts, or from an approach by the potential buyer. It does not need trade commissioners to scout projects. [102]
- The firm has used the services of the OLIFIs, *but "has graduated from needing to use them"*. They have been helpful with logistics, including getting a *"nice room rate in Manila – not a trivial matter given the expense of marketing trips"*. The Executive Directors and their staff are always helpful to Canadian firms on request. [9]
- DFAIT and the Canadian executive director at the World Bank could lobby for a proposal appraisal formula that is fairer to international firms including Canadian firms. [See proposal assessment formula discussion above.] [9]
- The EDs are not useful. *"Business is not their business."* [11]
- Occasionally an ED has been helpful in getting certain information quickly. [13]
- Develop a strong office within the World Bank. [13]
- The embassy in Washington is too detached to be very effective. A strong presence within the Bank is needed. [13]
- "It is important to understand trends in the areas in which IFIs are spending – for example, currently there is a focus on regulatory reform – legal, health and insurance being key sectors. Monitoring these trends and getting the information out to existing IFI market players and potential new ones could increase Canadian competitiveness." [15]
- However the OLIFIs, the EDs and the trade commissioners in-country are often helpful in providing Canadian government support to the companies marketing efforts and, upon occasion, help in resolving disputes. Ministerial and Prime Ministerial support in export marketing efforts can also be of assistance. [17]