

Comments by Interviewees

General comments on logistics:

- Logistics can be a problem. The company lost one bid in China because the courier did not deliver the proposal for a month. [10]
- Spanish translation is insisted on every time [although much of it is boilerplate that has been certified before]. It could more reasonably be submitted again with the previous certification. [13]
- The more remote the site the more an embassy or an OLIFI can help. Stopping the practice of making appointments for visiting Canadian companies is a mistake. It is quite valuable overseas. [16]
- These visits are expensive because one *"must go when they call. There are no cheap seats."* [16]
- The distance from the company's home base to the IFI headquarters makes it expensive to market to them. The company is aware that presence is vital, but finds it difficult to make the necessary marketing investment. [18]
- Traveling to the Banks is expensive. [19]
- Project officers at the Banks travel frequently and are easy to miss even if one travels to the Bank fairly frequently. [19]
- The key documents have to be available quickly so that an intelligent go/no go decision can be made whether to bid or not. A full set of documents used to be kept by the DFAIT library and was quickly available. This responsibility was then given to CIDA and the documents are so dispersed that it is impossible to get access to them. [31]
- The WB and ADB web pages are some use for identifying and tracking work, but are often out of date. Officers travel a great deal and do not update the project listing on the web page. The web site entries cannot be relied upon. One has to check them through personal contacts. [31]

Comments on civil works business development - logistics:

- The contracting and approvals process can be very slow. A project that would take months in Canada might take years in some developing countries. The process is rigid, bureaucratic and slow. *"It is not difficult to find qualified Canadians to do the work [except perhaps at the highest part of the cycle of demand in North America], but very difficult to get approval to get on with the work even after a contract has been signed."* [35]