



International Management & Business Consultants

Case Study

Business Development with the International Funding Institutions (IFIs):

External Aid Programmes and Procedures

The GIC team is continuously monitoring the development of and changes to the policies and procedures (especially the financing and procurement procedures) of the major International Financing Institutions (IFIs) - and sharing this leading-edge knowledge with consultants and contractors through hands-on business development support and our open and dedicated in-house training seminars which we deliver worldwide. These seminars are additional to those featured in our regular training programme (see our Seminars section). We have also been commissioned to prepare several official guides to identifying and winning IFIs business.

Our expertise is founded in our strong track record of designing and evaluating projects on behalf of IFIs and their beneficiary countries' governments. GIC Limited is a member of the DFID Economists and Private Sector Development Services consortium.

Here are some examples of our work for and about IFIs:

The European Union's **EDF-funded ProInvest programme** was established to promote joint ventures between SMEs and Intermediary Organisations (IOs – for example trade and professional associations and chambers of commerce) in Europe and developing countries in Africa, the Caribbean and Pacific. Managed by the Brussels-based Centre for the Development of Enterprise, ProInvest (with a budget of €110 million) operated through such activities as business partnership meetings, exchanges of information on investment projects, and capacity building among IOs. An independent evaluation of the programme in 2006 criticised elements of the programme's design and found that it had failed to meet many of its targets.

In 2007 a team led by James McLeod with Aron Cronin undertook a review of the objectives, activities and management structure of the programme and made detailed proposals for its reorientation, including reallocation of the available budget, the phasing-out of less successful elements, a concentration on information sharing and capacity building, and changes in the management and staffing structure. The changes proposed had to adhere to EDF rules and procedures.

The Engineering Consulting Firms Association (ECFA) is the principal association of Japanese engineering, planning and consulting firms operating in developing countries. ECFA was concerned that, despite their strong capabilities, Japanese firms were not winning their proper share of multilateral IFI-funded contracts. GIC prepared and delivered a tailored one-week seminar in Tokyo to 17 Japanese consultants on the operating processes of the IFIs and on how to respond effectively to Tender Dossiers and Terms of Reference. GIC subsequently developed a handbook on preparing bids, reports and presentations for the ECFA membership.