

endeavours, and include the following:

- assessing your firm and personnel's suitability;
- identifying potential markets for your services;
- analyzing countries where potential projects exist;

- identifying specific projects in which you have interest and experience;
- promoting your services abroad and positioning yourself to bid;
- registering your firm;
- getting shortlisted;
- submitting a winning proposal.

Assessing Your Suitability

Determine whether your firm's strongest technical capabilities and experience are marketable and whether you have the commitment to export to developing countries. This should be done prior to the early stages of the project cycle.

- Can you service both Canadian and overseas markets?
- Do you or your staff have any overseas experience, particularly in the developing world?
- Are you prepared to finance overseas travel to identify and pursue business opportunities?
- What are your staff's language capabilities? Are you prepared to supplement these if necessary?
- Is your staff willing to live abroad in difficult conditions for extended periods of time?
- Are you willing to invest the financial and human resources needed to obtain contracts from developing countries?
- Are you willing to enter into partnerships or joint ventures with local companies in developing countries?
- Are you willing to transfer technology or know-how?
- Is the calibre of your core staff high?
- Are you prepared to comply with the registration requirements

imposed not only by the IFIs but also by many developing countries?

By answering these questions, you can rule out doing business with certain types of countries and focus on those suitable for your services.

It is vital that you carry out this analysis carefully. If you decide your services are suitable for the market and that your company is prepared to expend the required resources, you can begin identifying market opportunities.

If you determine that your company is not in a position, or does not have enough experience, to pursue these opportunities but that your services are of a type normally sought by developing countries, you may want to explore one or all of the following:

- CIDA's bilateral program of government-to-government financing, which funds projects for which only Canadian suppliers are eligible;
- the UNDP or one of the UN agencies;
- subcontracting to one of the prime contractors or consultants for a major IFI-financed project. See UN publication, *Development Business* or its computerized data service, *Scan-a-Bid*, for contracts awarded under World Bank financing.