countries the firm is not interested at all. [13]

- Identifying the countries and projects that are prospects and also identifying priorities if one expects the trade commissioners to help much [16]

- Having country experience [essential to the ADB] [16]

- A company cannot win IFI work without experience in the country of the project. Therefore getting this experience through CIDA assignments [bilateral projects and CIDA INC] is very important. One has to build logically – first a small CIDA project, then TA work for the Bank itself, then project work on Bank loans. However the company is reluctant to bid on Bank-financed loan projects in some countries where corruption is blatant. [22]

- In one instance the company used CIDA INC funds to work on a pre-feasibility study for the World Bank while getting a waiver from the Bank that they would not be disqualified from bidding on the loan project work itself. [Normally a firm cannot work on both preparations of a WB loan and the loan project itself]. The ADB does not restrict a company working on both phases, but neither do they need CIDA INC funding since they have plenty of untied funds available for the early phase work. Also one has to be careful since some ADB officers think that CIDA INC is an illegitimate "bid enhancement". [22]

- CIDA work is the main way to get started overseas, and is important for positioning the company to get work on IFI-financed projects. [35]

- Building on small jobs to get larger jobs in the target country. Work itself is the best marketing. [37]

- It is important to be selective of bidding opportunities to pursue. [39]

Comments on civil works – targeting and country knowledge:

- The bidder *"must cover both sides of the track"* – both the Bank and the borrower country, one without the other is not enough. Bank knowledge and country knowledge are both important. [23]

- The company must have *continuity and longevity* in a particular market. It cannot be done on an occasional project basis. [23]

- *Size and diversification help.* If a company is small and specialized, opportunities in a particular market or though a particular IFI will arise infrequently, perhaps not frequently enough to justify a continuous presence. Also the company needs to be big to get *"decent size jobs".* [23]

- Focus in essential – both on a type of business and geographically. [24