

### Range of Consulting Services Needed during the Project Cycle

1. Project Identification	Resource inventories, sector studies, project formulation ("qualifying the objectives")
2. Project Preparation	Master plan, design, determination and allocation of resources, cost estimates, feasibility studies
3. Project Appraisal	Technical, institutional, economic and financial reviews
4. Negotiation and Board Approval	_____
5. Project Implementation and Supervision	Detailed engineering, time-scheduling, procurement, including the drafting of complete tender documents, cost control, programming of progress, supervision of works and sub-contracts  Training of staff, operating instructions, running-in of plant, management and technical assistance
6. Project Evaluation Ex Post Facto	Post-project evaluations and analyses

## Your Strategy

Superimposed on the project cycle is the consultant selection process, which features review and approval by the IFI of every action taken by the borrowing country. Each IFI has guidelines that specify the nature of the IFI's role at each stage and that describe the procedures to be followed by its borrowing countries in selecting consultants. The IFI's guidelines also discuss the special role played by consulting engineers, and the procedures that are applicable when the IFI is contracting directly with consultants.

A key element to remember is that consultants, both firms and individuals, are involved in nearly every stage of the project cycle. Consulting firms help the borrowing country identify, prepare, and implement projects, including managing

their execution if necessary, and help IFIs deliver technical assistance. Individual consultants, meanwhile, help the IFIs appraise project viability, supervise implementation, and, occasionally, conduct ex post facto evaluations on project results.

The earlier you get involved in a project, the more likely you are to be involved throughout its cycle. All IFIs recognize the importance of continuity in consulting services. Consultants that have successfully carried out prefeasibility studies in the early stages of project identification may be asked to continue throughout subsequent phases without going through another competitive process against other firms.

The steps you must take to obtain IFI-financed contracts are similar to those used in your other marketing