

- When will the project be appraised by Bank staff, and will the Bank require external assistance with this procedure?
- When is the project proposal going to the Bank's Board of Directors? Is this a priority for the Board?
- If the project has been approved by the Bank, when will it enter into effect in the recipient country?
- When will the required goods or services be contracted under project implementation?

(3) Identification and evaluation of project participants

- Who are the Task Manager's key contacts within the recipient country and with the recipient executing agency?
- What other firms are involved in the project? Is there a strong local capability? (This will provide information on competition and on the potential for sub-contracts or local partners.)
- Are there other countries contributing to the financing of the project in the preparation phase? Is there any bilateral funding from Canada?

Although Task Managers are *obligated* by their Banks to meet with potential suppliers and answer such questions, they are *motivated* to hold such meetings to seek out new expertise and technologies, to enhance the effectiveness of their projects or to innovatively address problems they are experiencing with specific elements of their projects.

#### Other Bank Staff

Aside from Task Managers, there are other Bank employees who assist with the preparation of projects and who are useful sources of market information and intelligence. Their role in specific projects, or in the management of a country's overall portfolio of projects, can be summarized as follows: