

nearly all UNDP-financed projects, the work of consultants can represent the total project input.

Range of Consulting Services Needed

IFI-financed projects require consultants to perform a range of services. These include the following:

- prefeasibility and feasibility studies;
- sector studies;
- preparation of resource inventories;
- planning development strategies (overall, sectoral and institutional).

At different stages in capital or physical infrastructure projects, there is usually a need for various types of general and specialized engineering services, including the following:

- preparing capital and operating cost estimates;
- preparing performance specifications for turnkey contracts;
- preparing tender documents for bid invitations on goods, equipment and related services, civil works, and other procurement documents;
- preparing insurance requirements;

- assistance in the prequalification of suppliers and contractors;
- analysis and evaluation of bids;
- construction supervision and project management;
- assistance in procurement and coordination of inputs from suppliers and contractors; and
- assistance with start-up and initial operation of facilities.

For projects involving development of a country's socio-economic infrastructure (e.g., integrated rural development, urban shelter upgrading) and human resources (e.g., education, population planning, health and nutrition, etc.), consultants are required to provide technical assistance in a number of areas, including the following:

- overall development and sector planning;
- institution-building, including organizational and management studies, and staffing requirement and training studies; and
- various types of training activities.

The Project Cycle

The process through which a country's development needs are transformed into tangible loan proposals involves a "project cycle" which is characterized by dynamic interaction between the IFI and the borrowing country. This cycle has a direct bearing on the steps that you must take if you want to provide consulting services to the project. It is extremely important that consultants get involved in the early stages of a project so that you will be favoured for later work on the same project.

Each IFI uses a version of this World Bank model of the project cycle:

1. *Project Identification* — Based on economic and sector analyses previously carried out by the IFI and/or the borrowing country, projects are identified. Consultants may then be hired to perform prefeasibility studies to ensure that the project fits into and supports a coherent development strategy, that it meets sectoral objectives, and that it is considered suitable by both the IFI and the borrowing country.
2. *Project Preparation* — The borrowing country examines and compares the technical and institutional alternatives for achieving