

I. Other Design Considerations

These considerations have been distilled from the experience of design teams and implementation and evaluation teams who have dealt with design.

1. Do not expect the design team to initiate project implementation. An informal survey or rapid reconnaissance made during project design or before implementation will serve little of its intended purpose in facilitating the R/E process. It is necessary for the implementing FSR/E team to participate in the process. Learning from another's rapid survey is not usually adequate.

On the other hand, it is reasonable to expect that the design effort lead to an improved understanding between donor and the host country on the nature and requirements of the technology innovation process and the way that the project will help meet some of those requirements.

2. Do not rely very heavily on negotiation to solve some fundamental problems, such as memoranda of understanding to achieve research and extension linkage or pre-project agreement to provide national financial support. Until there is a solid product or process that justifies research-extension linkage, it will not happen. The project should address this issue and solve it over time.

3. Be careful that you do not facilitate project management at the cost of impeding institutional development and linkages. A project management unit outside the Host Institution management framework eliminates an opportunity to address basic management problems and denies the institution an experience. Institutional management can well be addressed in the project.

4. Secunding extension personnel to research facilitates project management, but it leaves the extension entity outside the process and gives it no chance to learn along with research. Design the project so that extension is involved and can demonstrate to itself its own interest in linking with research.

Coordinating committees or special coordinating units are seldom very effective. Linkage will come when linkage activities (a) serve the self-interests of both parties to the linkage and (b) they are provided for in position description and personnel evaluation criteria.

5. Allow plenty of time for project design.

The time provided for most project design is adequate for the work to be done, but it often is not adequate for developing a working concensus among the donor, the Host Institution, and the design team. This is especially important in collaborative mode projects. Here are some considerations.