

## D. Organizational Design Considerations

No "best" organizational form for the R/E System has been identified and justified. You can feel fairly confident, however, that the assignments, discussed in Section B above, are needed to make the technology innovation process operational and that if provided they will indeed do so. The "assignments" have been derived from experience. Assignments divide up the functions and responsibilities. As a result they tend to divide the organization as well. Organization must relate the divisions so that the R/E program is de facto a single, integrated program.

Organization refers to structure, i.e. how the parts relate to each other. However, it is important that the job description of each unit which has been assigned a responsibility provides for activities that will link that assignment effectively to assignments received by other units. Thus, job description becomes as important as the structure of the organization.

Thus, two criteria must be satisfied:

+ - The responsibility assignments must cover the four assignments discussed and explained in Section B. The efforts can be modest, but they must attend to the four responsibilities.

+ - Job descriptions must be written so that the responsibilities are attended and so that each assignment is linked effectively with other assignments.

When you are working with organizational issues, you must have more interaction with the host institution and the host country than is essential on design of other project elements. You also may not be able to achieve a resolution during design of organizational issues. What you can do, however, is to open up the problem, get people started to be concerned about organization and organizational alternatives, and to improve the chances that the implementation team can address them nnnnntively. Thus, design should seek to make organization a relevant issue of the project, a legitimate issue for the project to address. It should also make resources available. This kind of issue will not take many resources, but the ones that are needed may well be critical.

### 1. Organization Alternatives

There are several alternatives for organization and for combination of alternatives. Those listed here will be helpful in starting an analytical process that will lead to a relevant organizational form for the specific situation. Some may fit as they are. Others will almost certainly need adaptation.