

## F. Task Organization and Management

### 1. Introduction

This section is written for the design team and the team contracting entity. The team leader is the key actor in design, and the task should not be underestimated. Much work must be done in a short time, but more important, critical decisions have to be made, and at least three sets of actors must be involved, each with its own interest and point of view. The team leader must organize and manage the operation.

Communication is almost never adequate. Team members are often unknown to each other until meeting for the task. Many will not be familiar with the donor and its style and strategy. The country will be new to some of the team, and often there is less communication between the donor and host institution personnel than is expected. The team leader must deal with all of these communication problems. He must accomplish the task. At the same time he needs to improve communication.

Project design is part of a dynamic process. Don't be surprised if various donor personnel are not in complete agreement on what the donor wants to accomplish in the project. Also do not be upset. You may be expected to help develop the project concept.

### 2. Preparation

#### Paper Trail

Advance work will make the task easier and more effective. Most productive will be to discover as much of the project paper trail as you can, to gather information on the country and donor's interest and strategy in the country, and to have a briefing before leaving for the assignment. The single, most useful preparation activity would be a trip to the country by the team leader at least one month before the team's assignment.

The project paper trail will vary with donors. The AID paper consists of the country development strategy statement, the most recent annual budget submission, and the project identification document, progressing from the general to the specific. There frequently are other papers that you can check on. One set would relate to a current or earlier project closely related to yours. It will have generated much paper. Evaluations and most recent annual reports would be helpful. It may be easier to get them from the contractor than the donor. Check both. Another check you need to make is for studies done by the donor in connection with your project.

Two major donors, World Bank and AID have headquarters in Washington, and both of them generate paper on most countries. Very often the other donor will have project documents or country