

studies of value to you. Very often it will have personnel familiar with the country and project situation. Finally, there will be contractors of earlier projects who can help.

Briefing

Aim for a briefing before the team leaves the country. The briefing should accomplish three ends. One is to get a stateside donor view of the project along with information and analysis on the country and the donor's interest and strategy. This helps you put your project and your task in context. You will also want a mission briefing.

The second purpose to accomplish is to review some technical considerations relevant to the task. You can use this handbook, which attempts to make available to you much of the experience of others on the same assignment.

Finally, start as soon as you can the task of team building, i.e. consensus in the team, agreement on the task, and the specific responsibilities of each. You will likely only get it started at this point.

Team Leader Visit

Perhaps the most use preparatory activity is seldom done under the press of time. That is to start the design activity several months before the team is due to arrive in country. Two actions have proven helpful.

One is to appoint the team leader early and let him have a hand in selecting the rest of the team. It is important for the members to be able to work together, just as important as being individually well qualified.

The second useful action is to arrange a country visit for the team leader to help structure and prepare the task before the team arrives. The team leader could be responsible for much of the briefing with such a visit.

These two actions require resources and time. The time can be provided by more advanced planning. The resources can be justified on two counts. The product will be greatly improved, perhaps more than enough to justify the cost. There is almost always some need for analysis and data gathering ahead of the team's arrival. This could pay for the trip.

3. In-Country

Donor Contact

+ Arrange for a team briefing soon after you arrive in country to determine: Donor program and strategy; what is wanted in the project; more information and understanding of the