

country, its institutions, and the actors you are likely to be dealing with. Determine at this time just what the donor expects of your team in preparation of the document.

+Keep close contact with the donor throughout your assignment. If feasible, have a donor representative work virtually as a team member.

Host Institution Contact

+Seek as much contact with the host institution and as much participation of host institution personnel as is feasible. If host institution personnel cannot participate, counsel with host institution as much as feasible. Under your tight work schedule, it is not likely that you will achieve optimum participation.

Whether participation or not, aim to establish team credibility and respect in the host institution. Let them teach you as much as possible. Discuss with them the models you are using and seek a concensus with them on modifications you make, if you or they think modifications would fit your situation better. Use a few days at the beginning of the assignment to seek rapport with host institution personnel before worrying about the project design. Seek some sessions in which host institution personnel and donor personnel work with the team. One of your objectives is to establish a three-way concensus-- your team, the donor, and the host institution. Any gains you can make in this area will improve chance of project success.

Team Management

+Strive for complete communication among team members. A meeting once a day, with no others present, will help you build and maintain concensus, divide up the tasks but still maintain coordination, share information, and develop understanding. Information often cannot be taken at face value. Daily meetings of team after rapport has been established will help you evaluate information.

+After a few days of introductory work, emphasizing contact with host institution personnel, develop a tentative time schedule. You can use activity charts and a Gantt chart to show work schedule.

Aim for at least two outputs besides the design per se. One of these is intangible. If in the project design you can help improve communication and achieve concensus on the project between the donor and the host institution, you will facilitate the work of the implementation team.

The second output is paper. Just as you are urged to discover the paper trail as you start to work, you are urged to leave a good paper trail for the implementation team and the evaluation team.