

G. Paper Preparation

1. Develop your own outline. You can do this independently or in collaboration with the donor. Or you can use the outline in this set of guidelines, revised as you and the donor decide is needed.

2. During the team briefing you need to do some organization of the team and make a preliminary plan of work. The team leader is responsible and should take charge. He should also get considerable participation of the team.

3. Make an effort to base your design on objective models and knowledge gained from research and published. Do not downplay the judgment of the team or the experience of team members. At the same time you need to show that there are sound logical and empirical bases for your design--that you are not completely dependent on the intuition, biases, and experiences of a group assembled for this task. Models will help you do this.

Some items useful in this regard are included in this package. They include.

- a. The Technology Innovation Process Model
- b. The Research Organization Matrix
- c. The International Technology Innovation Network
See Appendix H
- d. Assignment of Responsibility, Research and Extension
- e. Tables on Returns to Research, Appendix B
- f. The Logical Framework, Appendix C

These can be included in one or more annexes, and referred to in various places in the text.

4. Some analyses will likely still be needed in addition to that done in the process of project development or before you arrive. Two types of needs will be important from time to time. One type is that you need to help with project design. The other is simply to show that the project and the design is justified. Deciding on the analyses to do will require some analysis itself. Note the analyses suggested in Appendix C and get agreement with the donor on which analyses you will be expected to do. Getting some work done before your team arrives in country may be helpful, but it is necessary to get agreement on what they are and how they are to be carried out. You could end up with a lot of work and material that serves no useful purpose.