

6. Inform the team on the personal reward structure of the host institution. That helps understand the behavior and actions of counterparts. The structure in which they operate is likely considerably different from your. If you do not know it, counsel the team to learn it and report it back.

7. Counsel team to stick to its own task and objectives, and not try to solve the many problems they will see or think they see. After an individual is well fitted into the host institution and has won respect and confidence of his counterparts, he may be able to work on some problems outside his specific assignment. Even then he should give attention to those things that are critical to the project, not to "all the problems of the world." Work on the extra-assignment problems ought not be allowed to detract from the assignment.

8. Communication is vital to team members far from home and their own institution. Inform them fully of who will keep them informed on what matters, who they are to inform on what matters, who is expected to help them on various problems, what the communications procedures are among the team in the field. If these have not been decided work it out with the team. If team is new, anything worked out before arriving in country will be subject to change. However, it is useful to have something and to have an understanding of how it is to be changed. In general, the more communication the better, team members should not be inhibited in communicating outside the project, and care should be taken in using written means of communicating material or information critical to other persons or groups.

9. As well as it can be done, inform the team of other donors and projects that are relevant to this one and the nature of the relationship. Sensitize the team to the importance of informing itself of other projects and determining the proper linkages to develop with them. This is information that needs to be communicated to contractor support group. Don't attempt to build linkages that do not serve a real purpose. Linkages cost time and money and have no value unless they serve the host institution, either directly or through your project. Keeping informed, however, is worth some effort.

F. Backstop Structure and Administration

One of the first steps in project implementation is setting up the backstop or support structure and system of management. This structure becomes visible only when it doesn't work. The need is to keep it invisible.

1. Identify the key actors the support structure must deal with. The donor and the host institution are the two principal organizations, but there may be others. Within the two organizations, determine who does what. This requires understanding something of their organizational structures, procedures, and positions that you will be dealing with. Know as many of the persons as is feasible, but they will change, so you need insight into organization and procedures.