

2. Each project is atypical and needs its own management system. The system will be a blend of contractor, donor, and host institution procedures, designed to serve specific project needs.

The most effective way to accomplish this is a meeting in country of representatives of the organizations that have the authority to make decisions. In case of donors, find out what decisions are made in country and which at headquarters.

3. Administrative procedures need to be developed. Beyond this expectations need to be clarified about other roles of the contractor support system, especially those dealing with procurement of commodities, recruitment of staff, handling of participant trainees. You also need to know how to deal with emergencies, especially medical and medical evacuation problems. Other matters to deal with include accounting and auditing expectations, customs clearing for project commodities and household goods, and shipping practices.

4. Seek to anticipate recurrent needs and to develop procedures so they can be routinized. Establishing routines that fit all organizations' needs and procedures not only saves time and cost, it also improves project quality.

5. Relevant project documents, such as project paper and contract, need to be reviewed for any special administrative needs or for any special administrative problems, either created or neglected in the document. There may be need to amend the contract or agree on special interpretation to provide project needs. Any special interpretations need to be reflected in the files, either by minutes or a memo confirming the interpretation.

G. Project Start-Up

Many things need to be done at once. Housekeeping tasks will be important and will take much of your time, but in this section attention is turned to the project and to its responsibilities to serve the interests of the host institution. You need to rely on your own judgment to set priorities.

1. The only priority to suggest is related to the calendar. You could lose (or gain) a crop year, depending on how sensitive you are to the calendar. Check the cropping cycle and set priorities on what needs to be done and how much time you have before you have to fall under control of the calendar.

2. Review project design paper. Take it seriously but not religiously. In a very short time of living and working in a country, you will have information and insights the design group could not have. The project is now your responsibility. Take charge. Clarify the goals and objectives of the project, develop a conceptualization that can be shared by team members, and from these set team objectives and individual objectives. (See H, Objectives in Team and Task Management.)