

3. After the team has reviewed the project and set goals and objectives, work with the host institution colleagues to build a workable consensus dealing with conceptualization and goals and objectives. The team may have to modify some of its ideas and concepts, but it is important to have a workable consensus. That does not mean total agreement. There are various ways to achieve a working consensus. They all involve interaction between your team and the host institution, but whether in one group, several smaller groups, or between individuals you will need to decide.

4. One of the first objectives to accomplish is individual acceptance of team members by host institution. One effective way to do this is to make a sincere effort to learn all that seems reasonable from host institution personnel about the country, its agriculture, and the host institution and its programs. Travelling with counterparts to learn about agriculture and to meet people is useful. Don't feel compelled to demonstrate your own competence and knowledge until a specific need arises.

5. Start to think almost immediately how the host institution with project help can make a production impact fairly quickly. If managed correctly a plan for early impact can gain the host institution needed visibility, can help with linkage and other institution building variables, and can help your team achieve credibility. FSR/E is expected to test available and almost-ready technology, make some minor adaptations, and move it to farmers. Keep the need and possibility of early impact in mind as you develop team objectives and work with host institution in setting project working goals and objectives.

6. Establish working arrangements with the host institution. It is seldom advisable for the team to be housed as a group. That gives it more visibility than is needed and impedes the development of an identity with the host institution, its problems, and its purposes. The extent to which team members identify with the host institution is a good measure of project success. That identity can best be encouraged by dispersing the team to the working units of the host institution. This may cause some inconveniences at first, but it will add to project effectiveness and eventually to team member satisfaction. Once located, members need to seek to become "staff" and colleagues.

7. Keep the team and project visibility as low as the donor policies will allow. Your task is to support the host institution, and for this purpose the lower the team visibility the better. The project will automatically be "visible" in those places in which it needs visibility and to the extent needed. The host institution needs to build its self-esteem and self-confidence, and high project visibility does not help. Team members need contacts and good personal relations, not visibility.