

J. Managing New Components

A project is often introducing something new. In some cases new activities cause no concern. Sometimes, however, they are met with fear and suspicion by some units of the host institution or by other entities. If other units are fearful or suspicious, it is damaging to the host institution and its linkage possibilities. Below are some actions you can take.

1. Identify the ways the new component can be helpful to the units whose collaboration you need. In one case, for example, an area-specific research program won the support of a commodity team by helping triple the number of trials that could be run. The commodity team reasoned that allowing field researchers to help plan the field trials was a reasonable price to pay for the extra trials. If the new component cannot be helpful to other units, this is an indication that something is wrong with design or implementation strategy.

2. Identify with other activities or programs that have momentum or with problems or programs that are receiving more attention than usual and seek means to be helpful to them. Remember, however, that this is suggested as an implementation strategy and should not be allowed to detract from project goals and objectives.

3. Work as closely and directly with the farm production process as is feasible and in line with project objectives. You may be able to relate this to the need for early production impact and be able to work it into project strategy.

K. Going the Extra Mile

The basic and overriding purpose of your project is to help the host institution with its own development. It is easy to lose sight of this purpose because of the immediate pressure of managing a project, which takes on its own life and can easily appear as an end in itself. The project will likely have some institution building components. In almost all cases there is much more that needs to be and can be done, within resources that the project has available to it.

You have some resources. You have your own expertise, and can always squeeze out a little time. It is always possible to make some adjustments in the use and selection of short-term consultants and in short-term training provisions of the project. It is possible to amend the contract without unreasonable trouble. There are also some indirect resources. Your donor and others may have funds available for sound and worthy purposes. The very existence of your project may create investment opportunities for other donors and interest in helping out.

Your chance to go the extra mile in helping the host institution in its own development will be directly associated with the rapport team members are able to establish with their