

host institution colleagues, including top management. One of the most useful means to establish this rapport is to develop an identity with the host institution, until team members can feel the problems, the frustrations, and the aspirations of the institution as well as those of individuals. This identity helps project success and makes service on the project more interesting and more satisfying to the team.

Once a rapport is established many possibilities open up. It will be a rare case in which the host institution does not have serious management problems. Once there is rapport, those problems can be discussed and faced objectively. Until then, little is to be gained by offering help in management.

With rapport, you can also help host institution management search for funds among donors for its own purposes. To the extent the institution takes initiative in seeking funds for specific developmental purposes according to its own criteria it has a say in its own destiny. The host institution may be able to use the presence of your project and your counsel to improve its chances.

You can also deal with problems of linkages. It is in the interest of a research entity, for example, for extension to have some assistance to increase its ability to link with research. The potential for your team helping establish these linkages is likely to be considerably greater than is at first evident.

Perhaps the biggest opportunity is to help the host institution with its management problems. That is dealt with below.

#### L. Host Institution Management

Host institution management is much more demanding than it is for counterpart institutions in developed countries. Every manager has the responsibility to maintain and build the organization, at the same time being responsible for operations or production. In mature organizations the building-maintenance responsibility is much lighter than it is in new or inadequate organizations. Host institution managers are faced with enormous tasks in developing their institutions, and they operate under serious national resource constraints. Donor funds often come with conditions and for purposes which fit donor criteria rather than host country needs and interests. The upshot is that many LDC managers find themselves supervising routines without much real chance or resource that will enable them to manage.

Your project can help, but results will come slowly and will not be dramatic. There are some things you need not do. You cannot manage. That does not solve anything beyond the immediate need. You cannot advise, except in minor matters. Advice from expatriates is likely to be based on criteria and premises that are not relevant. The most effective thing you can do is counsel as they work out their own management solutions,