

Select your design team contractor well ahead of time and arrange for the team leader to visit the country at least a month ahead of the team's scheduled arrival.

The team leader on this trip should be expected to accomplish these ends.

a. He should understand what the donor wants. The donor may need to use his counsel to help make some final decisions regarding the project.

b. He should do or initiate an institutional analysis of the Host Institutions. This would include a dialogue with the Host Government and Host Institutions on the nature and scope of the project and its role in helping achieve their needs and aspirations.

c. He should do a tentative plan of work for accomplishing the project design, including an outline of the document needed by the donor.

d. He can do other analyses needed for the project.

Bringing the team leader in ahead of time would add little to the cost if he could do some studies and analyses that would have to be done anyway. It would cost time, in the sense that the donor would have to plan well ahead, but both time and money would be saved in the improved product resulting from the improved communication.

If there is need for studies and analyses to be done before the design team begins its work, you can improve the effectiveness of the design if you can use design team members for the studies and analyses, whether the team leader or not.

6. Anticipate evaluation in design stage.

Expect more than merely a schedule of evaluations in the evaluation plan. Some guidelines are suggested in Chapter IV.

Some experience suggests that it would be helpful to have some continuity between the design team and the evaluation teams and on the evaluation teams. This would consist of a design team member being on subsequent evaluation teams. It could also be handled by arranging for the same team to do all evaluations, or at least the same contractor.