4. An Ideal Case

One case approaches the ideal. The team leader had worked with the host institution, and he and host institution personnel knew each other. He visited the country well ahead of the design activity and after evaluating the task, helped pick the rest of the expatriate team. He and the host institution personnel planned the design activity, starting with a conceptual framework or model and providing for a workshop involving the host institution and the expatriate team. The workshop defined the project objectives and strategies, defined the institutional structure, and identified resources.

This activity did not provide a project design per se. It did provide an analysis of what the host institution needed, but in the form of components that would fit into a project design document. The co-leaders provided a document outline, and the workshop, under forced draft, wrote the document.

During the workshop, the team leader kept close contact with the donor, insisting on keeping him informed. There was a significant participation of the donor in the design workshop. After the workshop, the team leader worked as a consultant with the donor in completing the project design.