CHAPTER V

The Implementation of Research and Extension Projects

A. Introduction

Principal audience for this chapter is the contractor who has assumed responsibility to implement a technical assistance project in research and extension. There may be parts of it useful to the host institution, and it may have some value in helping the donor understand the needs and orientation of the contractor.

This chapter places more emphasis project relative to the host institution than do other chapters. The project is a critical management entity operating in an unusual environment and has important managements needs. No matter how closely the project field team identifies with the host institution or how it is deployed, the team is a unit and has needs of its own separate from any other entity. Thus, emphasis on the team is justified. However, the central orientation of this handbook, namely the interest of the host institution, still holds. The team has no reason for being separate from the interests of the host institution. Even though the project is the focus of this chapter, the guidelines are intended to help project management serve the interests of the host institution, and some of the guidelines may be useful to host institution management.

Two management entities are involved. The project includes the field team and the contractor backstop. It sometimes is easy to take the backstopping and administrative activities of the contractor for granted. However, each project faces the contractor with a new situation, and much of its previous experience is not fully useful. As part of the project, the field team is a discrete management entity, under conditions not fully appreciated by backstop personnel and with team member interaction such that the backstop group is sometimes the "they" in a "we-they" relationship.

In spite of the project orientation of this chapter, one of the marks of a good project is that it goes beyond the requirements of the contract in assistance and support to the host institution. There will be guidelines on going the extra mile.

(See Appendix F for guidelines for team pre-departure preparation.)

(Also refer to Team Leader Manual. See AL-1.)