B. Pre-Implementation Management

There is often a considerable time gap between being awarded a contract and being able to begin implementation in earnest. If resources can be found, this time can be used to great advantage. You can start selecting participant trainees, start commodity procurement, set up the support management system, and arrange housing and make other in-country arrangements for the expatriate team. The team leader should be selected as early as feasible, and all reasonable effort needs to be made for funding that will allow him to start to work and to travel to the host country. For certain purposes other personnel also need to visit the country. Donors often have some means by which such pre-implementation (or interim) activities can be authorized. Persistence in seeking authorization and funds will increase chances of project success.

C. Team Member Selection

1. Match the person to the position. Lack of personal technical capability is seldom a problem. Technical mismatches sometimes are. In some cases, technical qualifications in some areas are surprisingly high, and a person who could serve well in most situations may not be up to host country expectations. Another type of mismatch is a person completely adequate for a range of responsibilities assigned to a responsibility outside that range. Management has to assume responsibility for inadequate performance under these conditions, not the person.

2. Check for host country personality preferences. Some countries prefer assertive people, others prefer more passive types. Check with experienced persons to find if your host country has such preferences and what they are.

3. The right combination of persons is as important as individual members. Check for mix of technical abilities as well as combination of personality types and styles of work. Consider needs and interests of host institution.

4. Start early and give yourself as much time as you can in putting the team together.

5. If an ideal candidate does not accept your invitation, ask her/him to help identify someone with same qualifications.

6. Be able to explain role and significance of all positions. Sometimes significance of a position and need for a person is as good a motivator as is salary.

7. Analyze thoroughly the actions contractor can take within own discretion to make service on the project more attractive, both professionally and in quality of life. Reflect this in project policy, management, and recruitment.

8. Team leader should be selected first and should be involved in recruiting others.