

simultaneous translation. Use the same translator throughout your visit.

Reassure field staff members that their openness will help improve project management and not lead to their reprimand or termination. Ask frank questions when you need clarification. Give them frequent feedback in order to check your responses and theirs for accuracy.

Don't jump to conclusions. An apparent lack of appreciation or understanding of your point of view should not be construed as unwillingness to cooperate. It may occur as a result of language difficulties, cultural differences, or unfamiliarity with technical terms.

Many NGO staff members are action-oriented and don't assign much importance to report writing. Their reports may not portray their activities

clearly. Encourage them to write detailed, analytical reports in their own languages and have them translated when necessary. To guide them, provide a list of key questions. Your recommendations to improve project efficiency and effectiveness should be within the bounds of what the field staff regards as feasible.

At the end of your visit, communicate your assessment of the project to the field staff, directly. Specify the outcomes of your visit. Commend field staff members for their strengths. Be careful not to highlight negative points unnecessarily because you could offend staff members and discourage them from continuing their work. Where possible, weaknesses and negative points should be cast as recommendations. Your sensitivity in this regard will strengthen your partnerships.