

The functions of the model must (a) be translated into activities (b) which are assigned to an administrative entity, (c) which must relate its own internal activities to each other and (d) to those activities assigned to the other entity.

Four activities are identified: Subject matter research, area specific research, technical liaison and support, and area specific extension. The functions essential to technology innovation are likely to fall into more than one activity assignment and many of the functions can be performed equally well by either research or extension. For effective linkage between research and extension it is necessary that both deal in many of the functions, each one serving its own interests.

This problem is treated at length.

C. The technical aspects of R/E are often the easiest to work with. Greatest need lies in organization and management. A project can often make an important impact in management with relatively little monetary cost. Even the very design of a project can facilitate the host institution manager's task.

Major management problems are inadequate logistic support (caused by too many personnel for budget), inadequate financial support, inadequate linkage with international sources of technology and with extension, and lack of strategic planning.

D. There are various effective alternatives for organization, some of which can be implemented with little trouble. Analyze the alternatives carefully before any one is supported by the project. Any effective organization will insure (a) that all functions of the TIP are covered and (b) that job descriptions are written so that the functions are actually executed.

E. An important function of project design is to provide for realistic and useful evaluations. Not only suggest an evaluation plan, but also analyze it for its realism and feasibility of execution. It has been found that both design and implementation, as well as evaluation, can be usefully oriented to objectives.

F. You can help make the design task easier and more effective by such actions as these. Help establish the paper trail of those who have already worked on the project or earlier projects that are relevant; brief the team; bring team leader to country early for some analyses and to structure his task; facilitate donor-design team contact; work as closely as is feasible with host country personnel; keep the team fully informed; and start writing the paper early.

#### Chapter IV. Project Implementation

A. Two entities are involved intimately, the field team and its back stop team in the home office. Rapport between them is worth some management time and financial investment.