

C. Conceptualize and Strategize

1. Your project needs to be developed from a set of concepts that will help you and colleagues understand it and help explain it to others, particularly personnel that will review the project from design through evaluation. A model of the total technology innovation process is presented in Appendix A. You can use it, modify it, or develop one of your own. Experience shows, however, that if some sort of model is used both communication and analysis are improved.

2. The technology innovation process is a single process. Yet in most countries, two autonomous entities, research and extension, are responsible for its functions. Linkage between the two are and always have been inadequate. Two measures would increase the chance of developing this linkage.

a. Farming Systems Research deals with those functions of the technology innovation process that commonly have fallen between research and extension responsibilities and thus have been neglected. Attending to those functions appears to improve significantly the chances for effective linkage.

b. It seems probable that single donor projects that deal with both the research and the extension entities would further facilitate this linkage.

Figure III-1, derived from the technology innovation process model, will give some insights into the relevant relationships. Design considerations are discussed in the next chapter. Original project development, however, has to accomodate these ideas.

3. It is important to keep the project within the country's resource potential. Most countries have severe resource constraints. It is feasible to develop a productive R/E system within those constraints if certain guidelines are followed. It is necessary that all of the functions of the technology process model are attended. This can be accomplished, even with a modest R/E system.

One economy measure is to depend specifically on the international technology network, which is quite good and is steadily improving. That network can provide all of the science and much of the technology generation needed. Importing of technology needs to be systematic. See Chapter IV.

Another economy measure is to limit the scope of the program, by commodity, by problem, area and by geographic area. There are always enough resources to do something well, never enough to do everything well.