

same purpose. Often linkage cannot happen because one of the entities is simply not capable of holding up its end of the linkage. The need to work with both entities was addressed in the section on project development. If the project as originally conceived does not intend to work with both entities, do what you can to get some resources and technical assistance into the other one, even if full participation of both is not feasible.

### C. Management Design Considerations

The technical aspects of R/E are sometimes the easiest to accomplish. Organization and management are more difficult, but often they are the variables that make the difference. Here are some guidelines that will increase your chance for success.

#### 1. Personnel Training

Training is one means by which you develop the human resource, but training may not automatically achieve the results you need.

a. The field agent needs continuous training, and that training needs to be an integral part of the extension program. That is one of the reasons that the Technical Liaison and Support Unit is so important. It must provide technical support to the field staff, and a principal means of doing so is by training. Field agent training needs to be specific to the technology extension is promoting. Extension deals in information, and training is one of the ways it processes and manages information.

b. TLS personnel need to be trained up to the level of the field research teams. The only alternative is for the field research teams, or some other unit of research, to assume the technical support functions, and that requires more trained personnel in research.

c. For both research and extension, you can gain some time and economies by giving U.S. quality graduate training in country. This could be given for graduate credit, which would help insure quality. You can do it in off seasons, either by bringing in professors on short term assignments or by using members of the contractor team.

d. The possibilities for self training are significant. Both research and extension are dealing with new information, and this experience offers chances for seminars in which personnel can literally train themselves. One of the real opportunities are in meetings in which research results, including on farm trials and perhaps even demonstrations, are reported and analyzed and in which research plans are formulated. These can be seminar-style, involving both research and extension personnel and accomplish an educational function as well as an administrative-technical function.