

2. Host Institution Management

Virtually every host institution needs help with management, and virtually every project can be made more effective if it includes some management assistance to the host institution, especially if institutional development is considered a desired end.

a. Inadequate logistic support for research and extension is a major problem. It will be difficult to achieve, because most LDC governments are under pressure to give employment to as many people as possible, and increasing the budget (outside donor contribution) will be slow, difficult, and uncertain. Do the best you can.

Resist expanding the field extension staff, unless there is an exceptional opportunity. There are few situations in which number of field agents is a serious limiting factor. There are many in which support is. Field agent to farmer ratio has little meaning without adequate logistic and technical support.

Move research into new areas before expanding extension. If there is no source of farmer-ready technology, extension has little function.

Look to as many alternatives as you can list for expanding logistic support.

(b) A second major problem is the lack of financial resources adequate to the function expected of the research and extension institutions.

Maintaining support for an organization is just as important in public administration as is developing and maintaining a good program. Many techniques have been developed over time, and many of them can be fitted to the host country and host institution situation.

Here are some alternatives that can be considered.

+ Make a record of performance and success. Translate into monetary terms and develop skills and program activities to inform those who hold the purse.

+ Present the research and extension program as an investment rather than a cost.

+ Make use of "advisory councils" and name people to them who know the system, who can legitimize the R/E program, and who can actually help influence fund allocators.

+ Don't overlook other donors. Donors may be a quasi-permanent source of support in some countries.