

investment than any development alternative, when it is done right. The real issue is doing it right. Use tables to show its economic validity and models to design the effort correctly. (See Appendix B for tables and Appendix A for models.)

There currently is some question about the cost of FSR. Make two points. FSR, if organized and managed correctly, will make the total effort more effective. An important management issue is the degree of intensity of FSR. In the final analysis, each farm is a distinct farming system. If we can find the proper degree of intensity (based on the proper degree of generalization of the findings), FSR/E can be cost effective.

c. Social Analysis

+ Elitism. One issue is that a research project will create an elite, as you build the capability needed to do research. Face this issue squarely. Make the point that research is essential for agricultural development and that trained personnel is essential for research. Emphasize the value of investment in the human resource. You can reduce elitism by emphasizing M.S. over Ph.D., often a good idea for other reasons.

+ Beneficiaries. Personnel of the research and extension systems will be first beneficiaries. Face it, but show that farmers will benefit (from increased production.) Show also that low-income urban consumers will benefit from more food at lower prices. Finally show that with increased farm income the small rural business man will be a beneficiary, and there will be increased employment opportunities for the landless laborer. Be accurate and analytical. These are all real possibilities. Do not deal in cliches and truisms.

+ Women in Development. Be analytical in your analysis of what impact this project will have on women and family life. Resist temptation to deal with the issue as "boiler plate."

d. Administrative Analysis

Can this project be administered with reasonable ease? Design it so it can and show that in this section. Also note the impact on management and administration of the host institutions, both while the project is in operation and after project terminates. Do not, however, make the project easy to administer at sacrifice to the host institution.