

following their own criteria, in addressing their own problems as they define the problems. You can provide counsel--helping to understand the processes of management, helping to identify alternatives, and helping to analyse them--and you can provide specific help for specific problems, through either your own person or short term consultants.

Of all the management needs three stand out.

1. One is the need for long-range or strategic planning. Developing a long-range plan will likely be more difficult for research than for extension. Few LDC's can provide the research they need from in-country resources. They can get help from international sources, but will likely still have to make some choices. Some of their problems may have to go unattended, even with the combined efforts of national and international resources. Taking advantage of those international resources requires a minimum national capacity (a) to decide what to look for and (b) to handle the technology it receives, and a specific strategy or system for maintaining linkages with entities in the international technology network. (See III-E, and IV-C, this handbook.)

This planning effort needs to be spread out over several years and involve participation of research entity personnel as well as other entities, such as national planning, universities, extension, and possibly others. Expatriates can help. One person, in country two times a year for three years, could be much more effective than a team of expatriates for a month or so.

2. The second major management problem faced by host institution management is the acquisition of resources. Seldom do donor projects address this problem, even though it is central to institutional management around the world. This handbook, in the Chapter IV, Section C, suggests it be included in design and lists some alternative actions for consideration.

Even if not included in the project, you can do something about it, and you can do it with few resources. The main thing is to address the issue and see that there are several alternatives to depending solely on the national treasury. The development and existence of a long-range plan will be of exceptional value in fund acquisition.

3. The third major problem is that of linkage between research and extension, a problem which has seldom been solved to any significant extent. This is difficult to understand, since the success of each entity depends heavily on the success of the other. There are several possible explanations for the persistence of this problem.