

What are some of the organizational options that might be considered?

The organizational patterns for research and extension varies so greatly that using organization charts to represent ideas is risky. The following figures are partial and will be used to suggest two broad approaches to research extension linkage and the deployment of extension, technology, liaison and support personnel.

1. The normal organization model for technical liaison and support staffs attaches them to the Director's office either national or provincial. Frequently they report directly to an Associate, Assistant, or Deputy Director for Technical Services. Figure 2 shows such separate organizations, in which an FSR/E project has been added in one or more provinces. In such organizations, functional gaps between research and extension are frequently if not universally found. Something more is needed.

In this separate system, an added option (Figure 2A) could be to establish a unit to perform the liaison functions. It is well to differentiate between administrative liaison at various levels and technical liaison. Technical or subject liaison might well be performed by one or more of the Extension Technical Liaison and support Staff of the Extension Service. Assigning such liaison personnel to the FSR/E team from extension should greatly improve communications and cooperation. However, unless the liaison personnel that are assigned to the team are supported by an effective subject matter staff in extension, problems in utilizing the information within extension may be expected.

Another approach is to set up a joint technical adaptive research and extension support unit, if it can be achieved under country administration regulations. Figure 3 displays a division director who is jointly employed by the Research and Extension Directors and who reports to each of the Directors for their respective functions, under the watchful eye of a Director General. It was pointed out earlier that it is difficult to classify a number of the functions on the Research Extension Continuum as research or extension. This especially is true in such areas as problem identification, field testing and preparing recommendations for field use. So why not put these highly related, farmer oriented activities under the same leadership. Carrying out this approach of course requires close cooperation between extension and research.

Another option with this general approach would be for the Director of the technical research and extension support division to report formally to a Director General, while working informally with both the Director of Research and Director of Extension for their particular functions. In this latter structure, the Director of the Technical Division would act very much like Department Heads do in land grant colleges. This approach has much to recommend it, not only for affecting close cooperation, but also for keeping the personnel oriented to their subject matter functions.