

It is not possible to deal with everything at once, and one can be effective in dealing with research, extension, or both. However, from the concept of institutions, we can derive some conditions that must be achieved so that "institution building" dealing with "organizations" will eventually result in an impact on individual action or behavior of such nature and on such scale that these organizations will indeed have an "institutional" nature.

Four conditions are identified, as follows.

1. The organization itself must be effective, i.e. it must be able to serve the purpose assigned to it, or expected of it. If it does serve that purpose effectively, a base is created for it to be "valued by Society."

2. Its program must not only be effective, but it also must operate on a significant scale. If its program affects only a small number of individuals, it cannot be said to "in control of individual action," nor can it be regarded as a "rule" of the Society, and thus it gives no cause to be "valued by the Society."

3. The organization must have enough stability of program so that (a) program impacts can accumulate and (b) its own personnel can accumulate wisdom and skill.

4. It must endure or persist so that direct clients and others can depend on it and make long run investments on the "security of expectation" that its program and services will continue.

It is clear that a single donor project may well not stay with an organization long enough for it to achieve what may be called "institutional status." However, these four criteria of institutionalization present all project personnel with clear guidelines as to what is needed.

It is difficult to detect, let alone measure, progress toward these criteria. A project could be effective according to these criteria but not appear to be a "good" project. On the other hand, a project could be ineffective but seek shelter behind the "institution-building-takes-a-long-time" shield. The long run nature of institution building is not a justification for avoiding the pressure for short run production impact.

Analytical Variables

Institutional analysts deal with two sets of variables. One they call institutional variables, the other, linkage variables.

A. Institutional Variables

This is a checklist, calling attention to critical variables. It does not supply the criteria for analysis. That must be provided from a knowledge of institutional needs.