

product market and the input market. Finally, the consumer is a client, but it is sometimes difficult (a) to trace impact on clients back to research and extension performance and (b) to make the case.

Even with client satisfaction, there are other transactions. Those client satisfactions have to be mobilized and transmitted through the political-administrative process to the critical actors. At the end, the legislature and the administration have to provide resources. However, we do not know the forces between (a) client satisfaction and (b) favorable action of the authorized bodies.

Successful research and extension management and institution building must solve the riddle and learn to manage the process. Here are some ideas.

Assign one person, full time, to the task of raising funds.

Develop a financing strategy.

Be sensitive to the need for impact on the economy and visibility. This should lead to consider what the organization has now of value to the economy and means to deliver it.

Keep track of all services and contributions to the economy, large and small. Attempt some economic analysis of them, both up to now and projected into the future.

Aim to create the image that research-extension funding is an investment, not a cost.

Describe the process by which funds are allocated, and identify critical actors, specifically.

Then, trace a path from your organization through the process to the critical actors. That path will include other organizations and people.

Develop a plan to move along the path. It will have long term aspects as well as short term ones.

Collaborate with other organizations whose fortunes are closely tied with yours. Research and Extension could plan and strategize together, for example, rather than independently of each other.

Do not constrain yourself to seeking funds only from the government. Look to private industry, international foundations, international private agencies, and international donors. Donors may be a more important long run source of financing than has previously been thought.