F. Institutionalization and Management

Institutionalization is a long time, continuous process, extending well beyond the duration of most donor projects. FSR/E needs to be institutionalized as part of and along with the total R/E institutional complex. It must be made integral to the processes of current institutions, which themselves are often not developed adequately to serve the needs of agricultural development. Improving research and extension institutions is one of the major needs of almost all countries receiving donor assistance. Their agricultural development will be limited by the capacity of their national institutions, of which research and extension are critical. Thus, institutional development is a major donor opportunity.

The concept of institution has several critical elements. An institution must be valued by the Society. It must have an influence on individual behavior and on a scale that is significant to the economy. It must inspire confidence that it will endure so that individuals can plan on it.

These elements impose some requirements of institutionalization.

1. The organization must have an effective program, in order to be "valued" by the Society.

2. The program must achieve a scope of operation that will make a significant impact on the Economy.

3. The program must achieve a reasonable degree of stability. Stability is not to be confused with either rigidity or stagnation, since an institution must also be capable of evolving to meet changing needs.

Meeting these requirements is the responsibility of the directors of the research and extension entities. It is a management or leadership function more than it is a function of agricultural technology or FSR/E methodology. A donor project can help directly in developing an effective program, the first requirement, even though more than technology and methodology is involved.

It is not so clear cut, but donor projects can also be effective in helping institutional directors with the other requirements of institutionalization. This issue is too complex for this section and is discussed in Appendix E.