The project can include a component to facilitate such a plan. Such a component would not be costly to the project. Most of the work needs to be done by the host institution, but the process is fairly tedious, and some technical assistance could be useful. It could be by short term persons, perhaps in repeated tours, supplemented by help from the project implementation team. Strategic planning could take place over the life of the project. Even though long run planning is needed, many actions need to be taken in the short run.

A major issue in strategic planning is the extent to which the country will depend on international sources of technology and the nature of that dependence. This issue, in turn, is critical for the organization and operation of the system in the short run, starting today.

(e) Research-extension linkage must start with management and must be encouraged and supported by management, even though most of the work and action takes place in technical-program activities. This subject is treated in various places through this handbook and needs to be central to the project.

(f) Personnel management and development is another important issue for institutional management, given the fact that personnel is by far the most important resource in research and extension. It is common to think of personnel problems in terms of salary, but there are other issues involved. Personnel will respond to opportunity for development and to do a good job.

Assignments are an important element in both motivation and development of personnel. The assignment, for example, to maintain contact with international sources of technology would help develop and maintain many persons at a relatively low salary.

Resources to enable a person to develop a good program would also be both a motivation and a development instrument. This emphasizes the need for an active program in resource acquisition. Often the resources needed to enable a person to work are not great, and acquiring resources in small amounts sometimes simplifies the job.

Another important element in personnel motivation and development is participation in important matters of the institution. Management can solicit participation, for example, in strategic planning as well as in managing the routine affairs of the institution.

Training is not the only element involved in personnel development. The design team needs to consider this issue as part of the project's component in management.