Appendix I

Enabling Linkages

Enabling linkages are so important and have been so neglected in institution building projects that a special word is needed.

Enabling linkages are those that enable the organization (institution) to procure the financial resources and authority it needs in order to be able to operate effectively.

In one sense, research and extension are similar to a commercial organization. They must provide something to the society that is worth more to the society than the society invests in them. But from there on, the situation is very unlike that of a commercial organization. For a commercial organization, the transaction is straightforward. It has a product for sale. The buyer puts up cash for it, and the organization is able to prosper or not.

For research and extension, the chain of transactions is much more complex. Satisfaction of the client must be transmitted through several groups until groups with authority decide to make the payment in the name of society. This must be done through social-political processes, not commercial processes.

The figure below attempts to show a conceptualization of that process. It is nothing more than a schematic. The groups that operate and the manner in which they operate may be quite country specific. We just don't know. They also may be time specific and depend on the persons who hold key positions in the critical groups. The need is for the organization to draw this chart for its situation. Its map should not be schematic. It should show the situation with which you are dealing. The project can help, even if this is not specifically required in the project design.

Figure V-2. Conceptualization, Enabling Linkage

The immediate client of research and extension is the agriculture sector. The market is another client, firms in both the