

II. PROJECT IDENTIFICATION

PROJECT TITLE

Project Studies Grant

PD-AAD-135-B1

APPENDIX ATTACHED

YES NO

2. PROJECT NO. (M.O. 1025.2)
388-11-100-008

5. SUBMISSION ORIGINAL May 10, 1974

REV. NO. _____ DATE _____

CONTR./PASA NO. _____

12p.

RECIPIENT (Specify)

Country

BANGLADESH

REGIONAL

INTERREGIONAL

4. LIFE OF PROJECT

BEGINS FY 1975

ENDS FY 1977

II. FUNDING (\$000) AND MAN MONTHS (MM) REQUIREMENTS

A FUNDING IN FISCAL YEAR	B TOTAL \$	C. PERSONNEL		D. PARTICIPANTS		E. COMMOD- ITIES \$	F. OTHER COSTS \$	G. PASA/CONTR.		H. LOCAL EXCHANGE CURRENCY RATE \$ US _____ (U.S. OWNED)					
		(1) \$	(2) MM	(1) \$	(2) MM			(1) \$	(2) MM	(1) U.S. GRANT LOAN	(2) COOP COUNTRY	(A) JOINT	(B) BUDGET		
1 PRIOR THRU ACTUAL FY															
2 OPBN FY															
3 BUDGET FY															
4 BUDGET 11 FY		SEE APPENDEK													
5 BUDGET 12 FY															
6 BUDGET 13 FY															
7 ALL SUBJ FY															
8 GRAND TOTAL															

BDG will contribute at least 25% of total Project Studies Costs.

9 OTHER DONOR CONTRIBUTIONS

(A) NAME OF DONOR

(B) KIND OF GOODS SERVICES

(C) AMOUNT

III. ORIGINATING OFFICE CLEARANCE

1 OFFICER D. Mandel <i>AMS for</i>	TITLE Chief, Capital Development Office	DATE
2 CLEARANCE OFFICER A. Schwarzwaller <i>AM Schwarzwaller</i>	TITLE Coordinator, USAID/Bangladesh	DATE

IV. PROJECT AUTHORIZATION

CONDITIONS OF APPROVAL

CLEARANCES

OUR OFF.	SIGNATURE	DATE	OUR OFF.	SIGNATURE	DATE
ASIA/SA	CHRees <i>CHRees</i>	5/13/74	EPC/DFR	AHandly <i>AHandly</i>	20 MAY 1974
ASIA/DP	ECorrel <i>ECorrel</i>	5/20/74	EPC/RD	EGriffel <i>EGriffel</i>	21 May 1974
ASIA/TECH	RBallantyne <i>RBallantyne</i>	5/20/74	ASIA/CD	TILastis <i>TILastis</i>	5/23/74
			CC/ASIA	CGoldstein <i>CG</i>	5/20/74

3 APPROVAL AS AS OR OFFICE DIRECTORS

SIGNATURE *A. D. White* DATE 5-23-74

4 APPROVAL AID (See M.O. 1025.1 VIC)

SIGNATURE _____ DATE _____

Assistant Administrator (Acting)
Bureau for Asia

ADMINISTRATOR AGENCY FOR INTERNATIONAL DEVELOPMENT

MEMORANDUM

April 24, 1974

TO : Alfred D. White, AA/ASIA (Acting)
FROM : Anthony M. Schwarzwald, Coordinator, USAID/Bangladesh Office
SUBJECT: PROP - Project Studies Grant

Summary:

1. Grantee : Peoples Republic of Bangladesh
2. Amount : \$ 1 million
3. Purpose of Grant: To conduct studies required to prepare for implementation high priority projects in the agriculture and rural development sectors and projects in other sectors which have linkages to the agriculture and rural development sector.
4. Use of Grant Funds: To finance the cost of employing the U. S. experts required to conduct project studies.

I. Bangladesh's need for Project Studies

Bangladesh's (BD) economic growth has not been adequate in the past. It is faced with enormous problems arising from over population, high population density, annual flooding of massive proportions, climatic hazards such as cyclones, and lack of infrastructure.

After liberation the Government of Bangladesh (BDG) and the community of aid donors concentrated primarily on rehabilitation of the country's economy. Recently, the focus of attention has turned toward renewal of the development effort. The BDG has produced its first Five Year Plan (FYP) which places emphasis on food self-sufficiency, employment and equity. All major aid donors including AID are working with the BDG to identify and formulate projects within the FYP suitable for financing. A wide variety of projects are included in the Plan to translate plan targets into reality. Many of these projects are at the moment little more than undefined titles. The gap between the FYP

targets and actual implementation is wide. The first step for many of these activities must be detailed feasibility studies followed by project design and implementation planning. Thus there is a clear need for a wide variety of feasibility, project planning and other types of project studies which can provide the basis for rational development planning and major investments by the BDG with and without external assistance. The number of and complexity of such studies clearly tax the human resources available within Bangladesh.

Aid donors have in the past financed consultant services for studies of specific projects to compensate for the general lack of technical and managerial expertise in every area and discipline. In addition general consulting services, overseas training and in-country training projects have been undertaken. The activities have increased the pool of technically knowledgeable personnel but adequate capacity to analyse, plan, and design development activities of all sorts will take a long time to develop and time is short. Development must proceed as rapidly as possible for even if Bangladesh succeeds in limiting population growth the economy must still grow rapidly enough by the year 2000 to meet the needs of a population double its present size. This necessitates the provision of substitutes for indigenous skilled manpower. Hence, expatriate services will be required to fill the gap until the indigenous capacity to do this work is developed through various assistance programs.

II. Purpose of the Grant

To partially meet needs described in Section I, a Development Grant of \$ 1 million is proposed to finance studies required to prepare for implementation high priority projects in the agriculture and rural development sectors and projects in other sectors which have evident, logical and important linkages with the agriculture and rural development sectors. The studies financed under the proposed Development Grant will be of projects in which AID has a continuing interest and for which AID financing is likely.

In exceptional cases, studies leading to projects which AID is not likely to finance may be undertaken under the Grant. In such cases, the potential source(s) of financing for project implementation would have to be identified, a case for AID financing the study made and, if at all possible, the scope of work reviewed by the potential donor to ensure that the study will be acceptable. By financing studies for other donors where warranted the proposed Grant offers AID and

the BDG an opportunity to influence the undertaking of activities by other donors in areas which are essential to supporting achievement of AID financed project objectives, but for which AID does not have the resources for direct involvement.

III. Uses of Grant Funds

The Grant will be used to finance the foreign exchange and local currency costs of: (a) U. S. consultants (private firms, universities, individuals, or other organizations) to conduct studies required to develop and prepare projects for implementation; (b) commodities required by the consultants to carry out their activities; (c) local consultants in joint venture with or under sub-contract to expatriate consultants; (d) U. S. and third country training arranged by expatriate consultants for BDG officials and local consultant personnel directly involved in the activities being carried out by the consultants.

The primary rationale for including items (c) and (d) above is to maximize the training effect of the Grant in order to eventually reduce the need for such expatriate services. To the extent possible, expatriate consultants will work directly with counterparts in BDG organizations and through these counterpart relationships will be able to impart some training to local personnel. For cases in which a consultant does not have a BDG counterpart agency or where otherwise appropriate, association with local consultant firms can be encouraged by financing the local costs of joint ventures or sub-contracts. This reflects the BDG's basic approach to employment of expatriates in its document "Requirements of Technical Assistance (First Five Year Plan)" presented at the 1973 International Conference on the Development of Bangladesh.

The use of the Grant funds to cover the cost of training BDG and local consultant personnel in the U. S. or third countries will be limited and is included only to permit the BDG the flexibility to take advantage of opportunities offered by the association with consultant organizations. Such training would be limited to personnel directly engaged in work with consultants and whose training can be completed in a time frame which will provide a direct benefit to the work being performed by the consultant organization.

Although Grant funds may be used to finance the local costs of consultants, the BDG will provide as much support as possible in kind thereby limiting the use of Grant funds for such costs. If the BDG desires, it may finance all or part of such local costs as are not being provided in kind to maximize the availability of Grant funds for foreign exchange costs.

IV. Identification of Studies to be Financed

Over the past year USAID and the BDG have identified key areas within the two highest priority sectors, agriculture and rural development, for which U. S. assistance is desired. In response to requests from the BDG, AID has provided a wide array of expertise to move from identification of general areas to specific projects and programs. The experts have been drawn from AID staff or from other organizations with financing from various AID sources. As the process expands and the areas receiving attention grow more complex, the work required to provide a basis for loan and grant commitments will expand. The proposed Project Studies Grant will provide the funds required for this work.

One key area identified through the dialogue between AID and the BDG is fertilizer production, procurement, distribution, storage and marketing. A broad reconnaissance type study is being conducted by a team from the TVA. From their work will come a variety of specific, detailed studies which will then lead to projects suitable for loan or grant financing. For example the TVA study may conclude present storage facilities are inadequate. A detailed study will be needed to determine the size, location and design of additional storage facilities construction of which could be loan financed. Other detailed studies relating to the transport of fertilizer in bulk may follow the TVA team study.

Under the Technical Assistance Grant, the University of California will carry out a broad reconnaissance of plant protection in Bangladesh this summer. As with the fertilizer study, the University of California study will identify critical weaknesses in the system and where necessary recommend further more intensive study which may be financed under this Grant. For example, pesticide storage is known to be inadequate. The University of California team will hopefully provide a scope of work for a detailed study of storage which will include size, location and design.

Advisors financed under the Technical Assistance Grant and AID TDY personnel will undoubtedly provide ideas and scopes of work for other studies as will the continuing dialogue between AID and the BDG. Other potential sources of project studies are the Bangladesh Transport Survey which is nearing completion and various broad sectoral studies conducted by the World Bank, FAO and other international organizations.

One specific item merits mention here. AID has been involved in the coastal area of Bangladesh for over 12 years. Through the Rehabilitation Grant, Phase I of the Coastal Embankments Project will be largely completed. Two potential follow-on projects exist - construction of embankments in the Phase II area and introduction of water management and agricultural improvement in the Phase I area. Both projects require study and project design work before major investments can be made. The BDG has already indicated a desire to have AID continue its involvement in the coastal areas. The necessary studies would be appropriate for financing under the proposed Grant.

From amongst the various sources of potential studies set forth above it should be possible to quickly program the \$1 million of Grant funds.

V. Implementation of the Grant

The first step in implementing the Grant will be the preparation of a program plan setting forth studies which the BDG would like AID to consider for financing. Based on this plan, the responsible ministries will develop detailed proposals for submission to USAID through the Planning Commission. The program plan will be a dynamic document, revised from time to time to eliminate items which, after careful review, do not appear to be appropriate or feasible and to add new items arising out of other AID financed activities and the continuing dialogue between USAID and the EDG. A satisfactory initial program plan will be a condition precedent to disbursement of Grant funds.

When the USAID feels that an activity in the program plan has been developed to the point where it is possible to determine that it is eligible and appropriate for financing, USAID will assist the implementing organization to draw up a formal request which will state the activity's objective and duration, and the expatriate assistance required. The request will be submitted to USAID through the Planning Commission. The request will also transmit a proposed scope of work, draft contract or other key documents as may be available.

On receipt of the formal request the Mission will obtain AID/Washington's approval to finance the activity under the Grant. USAID can then formally advise the Planning Commission and the implementing organizations of AID's approval by issuance of an implementation letter which will set implementation procedures to be followed. Selection of consultants will be responsibility of the BDG implementing agency which will also handle the contracting for services. Both the selection of consultant and contracting will follow the procedures set forth in the Capital

Projects Guidelines with AID reserving the right to approve; (a) the request for technical proposals; (b) the firm selected; and (c) the contract.

The terminal disbursement date of the Grant should be three years from execution of the Grant agreement. The terminal date for requesting issuance of Letters of Commitment (TDLC) should be two years from the date of execution of the Grant. Since each contract for services will be financed by a separate Letter of Commitment, the TDLC will, in effect, establish a final date by which funds must be committed to allow sufficient time for implementation of the activity.

The Grant funds will be used to finance only costs directly associated with the work of the consultants. All such cost items including local costs, training, commodities, etc., will be covered in the contract and the funds directly expended by the consultants. Logistic support for the consultant's contract will be provided by the EDG directly or through the consultant's contract depending on the duration of the contract and the number of the consultant's personnel.

Whether the objective of the Grant is achieved or not will depend very much on the quality of the studies. Past experience indicates careful selection of the consultant and the consultant's personnel and a clear and detailed scope of work are essential to assure a high quality study. The BDG will require considerable assistance from USAID in the implementation process to ensure the proper conditions prevail.

VI. EDG Commitment

The BDG will be required to absorb the costs of BDG counterpart personnel as well as any other costs involved in the studies which are not directly related to the fielding and support of the consultant's personnel. Such costs might include the salaries of EDG officers sent for training, the salaries of BDG officers supervising and guiding the work of the consultants, salaries of officers and the overhead of officers cooperating with and generally supporting the consultants, etc.

The EDG will, of course, bear the burden of selecting studies, preparing scopes of work, selecting consultants, contracting for services, and supervising and evaluating consultant performance. The EDG contribution cannot be quantified at this time as the amount and type of such contribution will vary from study to study. Compliance with legislation will, therefore, be handled on a case-by-case basis with the requirement for the EDG to provide a minimum of twenty-five percent stated as a condition precedent to disbursement for each individual study and the amount and nature of the contribution specified in greater detail in

individual implementation letters issued to approve each study. By and large, the BDG contribution will be the costs of organizations and personnel involved in formulating study scopes of work, guiding and coordinating the studies and acting as counterparts. When necessary, to reach the 25 percent level the BDG can also cover some of the logistic support costs of the consultant or finance the consultant's local associated consultant firm.

VII. Evaluation

The activities under this Grant will consist of studies conducted in accordance with a detailed scope of work. For each study the BDG and USAID will, by contractual provisions, jointly hold an initial briefing session with consultant personnel to ensure complete understanding of objectives, a mid-period review to assess progress and resolve problems and a final review of the draft report to determine whether the scope of work has been fulfilled. In cases where the end product is not a study report prepared in compliance with a detailed scope of work, evaluation techniques appropriate to the specific activity will be worked out between AID, the BDG and the consultant prior to initiation of work. The Grant as a whole will be evaluated at appropriate stages using as a basis the logical frame work (attached hereto):

VIII. Other Donor Involvement

Only the World Bank has made available funds for purposes similar to the purposes of this Grant. A \$4 million IDA credit is currently being programmed. Its proposed uses range from financing technical assistance advisors to undertaking major and costly feasibility studies for multi purpose flood control and irrigation projects. A wide variety of activities equal to the amount of this credit are under discussion between the World Bank and the BDG.

BANGLADESH

PROJECT STUDIES GRANT \$ 1 MILLION

LOGICAL FRAMEWORK

- I. A. Program Goal : Support achievement of Five Year Plan Targets in the agriculture and rural development sectors.
- B. Measures of Goal Achievement : Initiation of high priority development activities as a result of Grant financed outputs.
- C. Means of Verification : Joint BDG/USAID review.
- D. Assumptions : BDG priorities will remain unchanged; the quantum of development resources provided by AID and other donors is sufficient to finance activities resulting from Grant outputs.
- II. A. Project Purpose : Supplement the BDG's capacity to identify, analyses and prepare for implementation, high priority development activities in agriculture, rural development and closely related areas.
- B. EOFS : The BDG will have a portfolio of projects which AID or other donors have expressed a willingness to finance.
- C. Means of Verification : Joint EDG/USAID periodic reviews of the use made of Grant financed studies.
- D. Assumptions : Activities selected for study will be of the highest priority in terms of both the BDG's Five Year Plan and AID's development assistance; strategy. The studies will be of good quality.
- III. A. Outputs : Project Studies.
- B. Magnitude of Outputs : Six to twelve studies.
- C. Means of Verification : Periodic joint reviews of Grant implementation and review of completed studies.
- D. Assumptions : Scopes of work will be carefully drafted and the experts selected of the highest quality; each study and the experts will receive maximum support from the BDG implementing agency.

- IV. A. Inputs : AID will finance the costs of hiring U. S. experts; the BDG will provide counterparts, coordination, and guidance and logistic support.
- B. Implementation Target : 40 manyears of expatriate services; 40 manyears of counterpart services; 5 manyears of BDG service for guidance and coordination.
- C. Means of Verification : Review of consultant contracts; progress review meeting at the initiation, mid-point and end of each study.
- D. Assumptions : The BDG will be able to identify activities for study and prepare scopes of work; the BDG will provide the guidance, coordination, logistic support and counterparts.

PROJECT DE
LOGICAL FProject Title & Number: Project Studies Grant 303-II-190-008

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS
<p>Program or Sector Goal: The broader objective to which this project contributes:</p> <p>Successful implementation of high priority development projects in agriculture, rural development, and closely related areas.</p>	<p>Measures of Goal Achievement:</p> <p>Six projects completed which are successful when measured by their individual end-of-Project Status Indicators.</p>
<p>Project Purpose:</p> <p>Identify, analyze, and prepare for implementation, high priority development projects in agriculture, rural development, and closely related areas.</p>	<p>Conditions that will indicate purpose has been achieved: End of project status.</p> <ol style="list-style-type: none"> 1. Contract Studies completed for 6 projects in agriculture, rural development, or closely related fields. 2. Recommended projects conform to priorities in DAP and Annual Development Plan.
<p>Outputs:</p> <ol style="list-style-type: none"> 1. Scopes of work for project studies drafted. 2. Consultants selected and contracts signed. 3. Logical and Technical support for consultants provided. 	<p>Magnitude of Outputs:</p> <ol style="list-style-type: none"> 1. 6 scopes of work drafted. 2. 40 man years contracted for. 3. Appropriate housing, furniture, transportation, office space and equipment, and technical coordination by counterparts.
<p>Inputs:</p> <p>AID</p> <ol style="list-style-type: none"> 1. Financing 2. Contract negotiation 3. Assistance in drafting scope of work and technical coordination. <p>BDG</p> <ol style="list-style-type: none"> 1. Study proposals 2. Counterpart personnel 	<p>Implementation Target (Type and Quantity)</p> <p>AID</p> <ol style="list-style-type: none"> 1. US \$1,000,000 2. 3 man-months 3. 3 man-months per study. <p>BDG</p> <ol style="list-style-type: none"> 1. 12-15 project proposals. 2. 5 man-years.

**DESIGN SUMMARY
FRAMEWORK**

Life of Project:
From FY 1974 to FY 1977
Total U. S. Funding \$1,000,000
Date Prepared: 31 August, 1975

MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>As contained in the logical framework for each project implemented.</p>	<p>Assumptions for achieving goal targets:</p> <ol style="list-style-type: none"> 1. Projects prepared receive full support by BDG during implementation. 2. Agriculture and rural development remain the INDG's highest priority for development activity.
<ol style="list-style-type: none"> 1. AID/BDG project agreements 2. Review of DAP and Annual Development Plan. 	<p>Assumptions for achieving purpose:</p> <ol style="list-style-type: none"> 1. Projects developed by consultants have appropriate cost/benefit ratios and meet other criteria for AID or other donor funding. 2. Projects are acceptable to BDG and USG
<ol style="list-style-type: none"> 1. AID PTC/Ts 2. AID contract records 3. Visual inspection 	<p>Assumptions for achieving outputs:</p> <ol style="list-style-type: none"> 1. BDG study proposals are acceptable 2. Consultants willing to serve in Bacca, working for BDG are available. 3. BDG willing to accept consultants approved by AID. 4. Appropriate housing, etc. available. 5. Counterpart personnel capable of technical coordination.
<ol style="list-style-type: none"> 1. Project agreement 2. AID records of communications between Mission/AID-W, and respective contractors. 3. AID project files. 4. BDG/AID written communications 5. -do- 	<p>Assumptions for providing inputs:</p> <ol style="list-style-type: none"> 1. AID has funds available 2. AID/SER/CON can provide assistance in contract negotiations. 3. BDG has sufficient technical personnel available for counterpart work.

3880008(3)

August 25, 1975

Project Evaluation Report

PD-4AD-135-C1

1. Project Title: Project Studies Grant
2. Project Number: 388-11-190-008
3. Report for Period: From June 1, 1974 to June 1, 1975
4. Country: Bangladesh
5. Project Duration: Began FY 1975 Ends FY 1977
6. Date Latest PROCP: June 1, 1974
7. Date Prior PAR: None
8. U.S. Funding:
 - a. Cumulative through FY 75: \$1,000,000
 - b. FY 76 Budget Estimate: None
 - c. Budget Estimate after FY 76 to Completion: None
9. Narrative Report:

On June 25, 1975, the Mission Evaluation Committee reviewed the status of the Project Studies Grant. At that time, no inputs to the project had been provided although funds had been obligated for more than one year. This situation was the result of the Government of Bangladesh's (BDG) inability to meet the major condition precedent to disbursement under the grant, i.e. the development of a program plan of studies acceptable to USAID. The BDG's capability to develop such a program plan was an assumption for BDG inputs in the logical framework for the project. The program plan, however, was not incorporated as an input in the logical framework.

The Mission Evaluation Committee concluded that USAID would have to provide some assistance to the BDG in drafting scopes-of-work and providing technical coordination of consultants financed under this grant. The project manager estimated this would require 3 man-months of USAID time per study.

In addition, the Mission Evaluation Committee decided that the original logical framework was too imprecise in terms of goal statement and project purpose and that a re-draft was necessary. Finally, the Committee decided another evaluation of this project would be made in January, 1976, and, at that time, it would decide whether the project would be completed in the original time frame.

10. New Actions Proposed and Requested as a Result of this Evaluation.

- a. Waiver of the submission of a program plan as a condition precedent for the grant.

Action Office: AID/W

Completion Date: Approved by AID/W on July 9, 1975

- b. Provide the HDG with assistance in drafting scopes-of-work and technical coordination.

Action Office: USAID/CDD

Completion Date: December 31, 1975

- c. Re-draft project logical framework

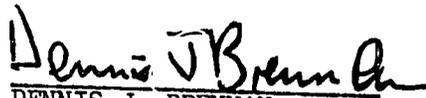
Action Office: USAID/PRO

Completion Date: August 31, 1975

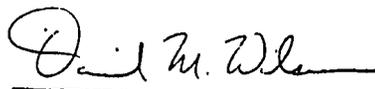
- d. Conduct a special evaluation of the project in six months.

Action Office: USAID

Completion Date: January 15, 1976


DENNIS J. BRENNAN
PROJECT MANAGER

8/27/75
DATE


DAVID M. WILSON
DIRECTOR (A)

28 VIII 75
DATE

3880008 (4)

PD-AAD-135-D1

EVALUATION REPORT

Project Title: Project Studies Grant
Project No: 388-0008
Country: Bangladesh
Project Duration: FY 1974 to FY 1977
Date Latest PROP: June 1, 1974
Date Prior Evaluation: August 25, 1975

NARRATIVE REPORT

In March 25, 1976, the Mission Evaluation Committee met to assess current progress under the Project Studies Grant. The previous evaluation of this project determined that neither AID nor the BDG had provided the necessary inputs as specified in the original logical framework. It was further determined that any assumptions about the BDG's ability to develop a program plan acceptable to AID were invalid. The previous evaluation recommended the following:

- a. Waiver of the submission of a program plan by the BDG as a condition precedent to the grant.
- b. USAID would provide the BDG with technical assistance in drafting scopes-of-work and technical coordination.
- c. USAID would re-draft the logical framework.
- d. A special evaluation would be conducted in six months.

This evaluation report is the completion of the fourth recommendation. Recommendation (a) of the previous report was approved by AID/W. Recommendation (b) was only partially fulfilled in that 4 project studies were developed but the primary drafting was done in USAID and subsequently cleared by the BDG. Per recommendation c the logical framework was re-drafted to make contract negotiation and technical coordination AID inputs rather than BDG inputs. The BDG was to be responsible for the submission of twelve to fifteen project study proposals. From these proposals the logical framework envisioned six completed studies leading to projects in agriculture or rural development.

The evaluation of March 25 noted that the BDG had yet to submit a single project study proposal in the areas of AID's priority interest. USAID had selected four project study proposals, i. e., the Kurigram Regional Development, the Pilot Rural Works, and the Rural Electrification feasibility study and the Foodgrain Warehouse study as studies eligible for financing.

The Kurigram study was completed, but because of policy differences with the BDG over the proposed Kurigram project, USAID decided not to proceed with the project.

The Pilot Rural Works project is nearing completion and it now appears that technical and managerial difficulties effecting implementation of the pilot will preclude AID-financing in this area also.

The Rural Electrification feasibility study is yet to come. It appears to be the most promising study and will hopefully lead to an AID project of \$25 million.

The Foodgrain Warehouse study has also not been implemented yet; but will be in July 1976. It is a short-term initial survey.

The completion of the Rural Electrification study will complete the expenditure of the funds obligated under this project. The Evaluation Committee determined that the objectives of the revised logical framework will not be met but the project should continue in order to complete the Rural Electrification study.

The Evaluation Committee, however, also recognized the need for some mechanism for financing feasibility studies. At present, the Mission is considering the alternative means to fund needed feasibility studies.

This project will be evaluated again upon completion of the Rural Electrification study which will represent the final evaluation of this project.

D. Brennan
Project Manager

6/8/76
Date

A. J. [Signature]
Mission Director

6/8/76
Date

UNITED STATES GOVERNMENT

388-0008(5) 0003001503

PD-AAD-135-E1

2-Way Memo

Subject : Project Evaluation Summary for
Project Studies Grant (388-0008)

From : MO/PAV
Room #B930
Department of State
AID/Washington

INSTRUCTIONS	
Use routing symbols whenever possible.	
SENDER: Use brief, informal language. Conserve space. Forward original and one copy.	
RECEIVER: Reply below the message, keep one copy, return one copy.	

DATE OF MESSAGE	Routing Symbol
June 12, 1978	PRO
SIGNATURE OF ORIGINATOR	
<i>[Signature]</i>	
TITLE OF ORIGINATOR	
Assistant Program Officer	

INITIAL MESSAGE

Enclosed for your reproduction and distribution is the mat for the Project Evaluation Summary of the Project Studies Grant.

Please acknowledge receipt.

Encl: a/s

REPLY MESSAGE

Handwritten notes:
7/16
2000
108450

To : Michael Sullivan, PRO
USAID/Dacca
Bangladesh

DATE OF REPLY	Routing Symbol
SIGNATURE OF REPLIER	
TITLE OF REPLIER	

13. SUMMARY - Summarize in about 200 words the current project situation, mentioning progress in relation to design, prospects of achieving purpose, major problems encountered, etc.

The project has been effectively completed. Six studies were conducted under the project and one of these led to a full-scale AID-supported project (Rural Electrification). When the PP was written it was expected that each of the studies would provide the basis for a larger project. [Although this has not happened, the studies have nevertheless been useful to the BDC and USAID, many of them by indicating that a project, or an additional project, was not needed in a particular sector.]

[According to the PP, the BDG was supposed to develop the scopes of work and contract with the organizations that would conduct the studies. The BDG was incapable or unwilling to perform these tasks and the project stagnated until USAID took over its operation. As a result, BDG personnel did not receive the project development experience that was planned in the project.]

14. EVALUATION METHODOLOGY - Describe the methods used for this evaluation, i. e. was it a regular or special evaluation? Was it in accordance with the Evaluation Plan in the PP with respect to timing, study design, scope, methodology and issues? What kinds of data were used and how were they collected and analyzed? Identify agencies and key individuals participating and contributing.

This was an ex post facto evaluation of the project and concentrated on purpose-level achievements. Each of the studies funded under the project was analyzed in relation to its contribution to project purpose and the project as a whole was analyzed for lessons that might be applied to other projects.

As it turned out to be essentially a Mission project, only Mission personnel were involved in the evaluation.

15. Documents to be revised to reflect decisions noted page 1

Project Paper (PP) Logical Framework CPI Network
 Financial Plan PIO/T PIO/C PIO/P Project Agreement
 Other This evaluation brought out ideas for a new project--a Project Identification Document (PID) will follow.

None

16. Evaluation findings about EXTERNAL FACTORS - Identify and discuss major changes in project setting which have an impact on the project. Examine continuing validity of assumptions.

The BDG was not able to provide the support to this project which was envisioned in the Project Paper, and the BDG First Five Year Plan, which was to provide direction for the studies, was not implemented as planned. Therefore, the actual situation was completely different from what was assumed, and USAID had to step in and take over implementation of the project. With the reduced effectiveness of the Five Year Plan, the studies undertaken under this project were not clearly directed toward a defined and understood goal, and the studies which resulted were not as useful as expected.

17. Evaluation findings about GOAL/SUBGOAL - For the reader's convenience, quote the approved sector goal, (and subgoal, where relevant) to which the project contributes. Then describe status by citing evidence available to date from specified indicators and by mentioning progress of other projects (whether or not U.S.) which contribute to same goal. Discuss causes -- can progress toward goal be attributed to project, why shortfalls?

"Support achievement of Five Year Plan targets in the agriculture and rural development sectors."

The results of this project did not really contribute to the attainment of goal level targets because the Five Year Plan was not implemented fully by the BDG. Actually, the sector goal was unrealistic (as was the Five Year Plan). There was not a clearly defined statement in the goal of the objectives of the Five Year Plan. Therefore it is impossible to measure progress toward the stated goal.

18. Evaluation findings about PURPOSE - Quote the approved project purpose. Cite progress toward each End-of-Project Status (EOPS) condition. When can achievement be expected? Discuss causes of progress or shortfalls.

"Supplementing the BDG's capacity to identify, analyze and prepare for implementation high priority development activities in agriculture, rural development and closely related areas."

As the project developed, the purpose of supplementing the BDG's capacity to develop projects was only peripherally addressed, in that USAID and consultants had the most direct involvement. The BDG did not provide support for the project as planned. It did gain some experience in (1) contracting procedures and monitoring through host country contracts; and (2) planned and incidental counterpart roles that consultants built into studies.

19. Evaluation findings about OUTPUTS and INPUTS- Note any particular success or difficulties. Comment on significant management experiences of host contractor, and donor organizations. Describe any necessary changes in schedule or in type and quantity of resources or outputs needed to achieve project purpose.

AID inputs were provided more or less as planned while the BDG did not provide the expected support for developing scopes of work and contracting. After the project stagnated for some time, USAID picked up the slack in these areas.

The logframe predicted that six to twelve studies would be completed under this project; six have actually been conducted.

20. Evaluation findings about UNPLANNED EFFECTS - Has project had any unexpected results or impact, such as changes in social structure, environment, technical or economic situation? Are these effects advantageous or not? Do they require any change in plans?

None

21. CHANGES in DESIGN or EXECUTION - Explain the rationale for any proposed modification in project design or execution which now appear advisable as a result of the preceding findings (items 16 to 20 above) and which were reflected in one or more of the action decisions listed on page 1 or noted in Item 15 on page 2.

None

22. LESSONS LEARNED - What advice can you give a colleague about development strategy--e. g. , how to tackle a similar development problem or to manage a similar project in another country? What can be suggested for follow-on in this country? Similarly, do you have any suggestions about evaluation methodology?

The Mission learned that the BDG was not yet prepared to take over full responsibility for a project of this kind. It did not yet have the technical skills necessary to develop scopes of work for the proposed studies, nor did it have full command of the required skills for host country contracting. In future projects we should be more careful in the types of activities we expect the BDG to perform. However, the BDG now has more capability in these areas than it did two or three years ago. Also, in order to provide BDG personnel with the opportunity to gain experience in project development, future projects of this kind should include more clearly defined roles for counterparts to work closely with the expatriate consultants. BDG personnel also should be consulted more closely by USAID technicians while they are preparing scopes of work.