

# A.I.D. EVALUATION SUMMARY PART I

(BEFORE FILLING OUT THIS FORM, READ THE ATTACHED INSTRUCTIONS)

IDENTIFICATION DATA

<b>A. REPORTING A.I.D. UNIT:</b> <u>USAID/DHAKA</u> (Mission or AID/W Office)  (ES# _____ )	<b>B. WAS EVALUATION SCHEDULED IN CURRENT FY ANNUAL EVALUATION PLAN?</b> yes <input type="checkbox"/> slipped <input type="checkbox"/> ad hoc <input checked="" type="checkbox"/>  Eval. Plan Submission Date: FY ___ 0 ___	<b>C. EVALUATION TIMING</b> Interim <input checked="" type="checkbox"/> final <input type="checkbox"/> ex post <input type="checkbox"/> other <input type="checkbox"/>			
<b>D. ACTIVITY OR ACTIVITIES EVALUATED</b> (List the following information for project(s) or program(s) evaluated; if not applicable, list title and date of the evaluation report)					
Project #	Project/Program Title (or title & date of evaluation report)	First PROAG or equivalent (FY)	Most recent PACD (mo/yr)	Planned LCP Cost ('000)	Amount Obligated to Date ('000)
388-0046	Agro Climatic/Environmental Monitoring Project  May 1988	11/80	Nov/89	7.4m	7.4

ACTIONS

<b>E. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR</b>  <p style="text-align: center;">Action(s) Required</p> <p>Mission requested a five year extension of the project. AID/W approved two years. PP supplement was prepared and approved extending the project two years for a total of 10 years.</p>	Name of officer responsible for Action  USAID/AID/W/BDG	Date Action to be Completed  Nov. 1990
(Attach extra sheet if necessary)		

APPROVALS

<b>F. DATE OF MISSION OR AID/W OFFICE REVIEW OF EVALUATION:</b> mo ___ day ___ yr ___ N/A				
<b>G. APPROVALS OF EVALUATION SUMMARY AND ACTION DECISIONS:</b> Reviewed and approval updated 05/90				
	Project/Program Officer	Representative of Borrower/Grantee	Evaluation Officer	Mission or AID/W Office Director
SADO Signature Typed Name	Phil Warren <i>Phil Warren</i> Date: May 1990	N/A Date: _____	Ann Schwartz <i>Ann Schwartz</i> Date: May 1990	M. Purvis <i>M. Purvis</i> Date: May 1990

H. EVALUATION ABSTRACT (do not exceed the space provided)

See attached

ABSTRACT

I. EVALUATION COSTS

COSTS

1. Evaluation Team  
Name

Affiliation

Contract Number OR  
TDY Person Days

Contract Cost OR  
TDY Cost (US\$)

Source of  
Funds

Earth Satelite Corp.

IQC-PDC-A06-I-00-7070-00

ACEMP

2. Mission/Office Professional  
Staff Person-Days (estimate) N/A

3. Borrower/Grantee Professional  
Staff Person-Days (estimate) N/A

2

## H. EVALUATION ABSTRACT

The purpose of the Agro-Climatic/Environmental Monitoring Project (ACEMP) is to upgrade the capability of the Government of Bangladesh (GOB) to obtain, analyze, and use agro-climatic and other remote sensing data in the management of natural resources, particularly those related to agriculture and water development. To achieve this USAID is providing the GOB's Space Research and Remote Sensing Organization (SPARRSO) with the equipment, technical assistance, and training required to collect, process, and employ modern remote sensing data, especially satellite data. The purpose of the review was to provide a summary evaluation of the current project status and to recommend an implementation plan through 1993.

The evaluation found that the project is achieving its goal of strengthening SPARRSO as an institution. SPARRSO has demonstrated its capability to operate earth stations, to receive and process satellite data, and to deliver daily information. A wide variety of natural resource studies have been completed, and user acceptance of SPARRSO work is high.

Several issues identified in the 1986 evaluation still need to be addressed. Delays in equipment delivery continue to hamper implementation. Many of the application areas have been completed but were completed outside of the ACEMP, using data from other sources. Although user acceptance of SPARRSO work is high, there remains a need to facilitate a stronger interaction and cooperative interchange with user agencies.

There is a need, in the next implementation phase, to move from a research project orientation to one of operations. This change will require increased integration of technical units and a shift to a functional type organizational structure, to more effectively utilize SPARRSO's technical resources.

## J. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

### AGRO-CLIMATIC/ENVIRONMENTAL MONITORING PROJECT EXTENSION IMPLEMENTATION PLAN - May 1988 -

#### 1. PURPOSE OF ACTIVITIES EVALUATED

The purpose of the Agro-Climatic/Environmental Monitoring Project (ACEMP) is to upgrade the capability of the Government of Bangladesh (GOB) to obtain, analyze, and use agro-climatic and other remote sensing data in the management of natural resources, particularly those related to agriculture and water development. To achieve this USAID is providing the GOB's Space Research and Remote Sensing Organization (SPARRSO) with the equipment, technical assistance, and training required to collect, process, and employ modern remote sensing data, especially satellite data.

The project has two primary outputs. The first is institution building, through the delivery and installation of advanced technological systems to receive and process data from meteorological and other satellites. The second output is the delivery of training, analytical software and support to assist SPARRSO in accomplishing a range of application tasks.

#### 2. EVALUATION PURPOSE AND METHODOLOGY

The purpose of the review was to provide a summary evaluation of the current status of the project and to recommend an implementation plan for program extensions until 1990, and possibly until 1993. Information was gathered from on-site observations, from interviews with user and donor agency staff and with key SPARRSO personnel, and from a review of project documents.

#### 3. MAJOR FINDINGS AND CONCLUSIONS

The project is achieving its goal of strengthening SPARRSO as an institution. The operation of stations to receive GMS and NOAA data is routine. Computer capabilities to process and deliver daily information are operational, and staff have been trained in equipment operations, maintenance and applications. A wide variety of natural resource studies have been completed, and user acceptance of SPARRSO work is high.

There are, however, issues identified in the 1986 evaluation that remain to be addressed. Delays in equipment delivery continue to hamper implementation. Many of the application areas have been completed but were completed outside of the ACEMP, using data from other sources. There still remains a need to facilitate a stronger interaction and cooperative interchange with user agencies.

SPARRSO has so far been a project oriented organization, with specific research project objectives. There is a need in the next implementation phase to move from research to operation. This change will require increased integration of technical units and a shift to a functional type organizational structure, to more effectively utilize SPARRSO's technical resources. To achieve this the following key issues will need to be addressed.

- \* Changes and improvements in organizational structure and systems to enhance the potential for SPARRSO to become self-sufficient
- \* Methods and procedural changes to permit SPARRSO to operate the UNDP Service Oriented Program
- \* Actions to assure maintenance and upgrading of the facilities and to promote integration of SPARRSO projects
- \* Plans to enhance and expand SPARRSO interactions with regional and international remote sensing communities

#### 4. PRINCIPAL RECOMMENDATIONS

The following recommendations, based on the above issues, are presented for the 1988-1990 time period.

- \* Form Transfer Units (TUs) in SPARRSO to concentrate on the transfer of services and products to user agencies and donors. Organize the TUs in a matrix structure under the directors of the Technology Wing and the Research Wing.
- \* Introduce PC-based image processing work stations with geographic information processing software, and establish networks to the existing ACEMP VAX system.
- \* Introduce concepts leading to integrated resource analysis capabilities.
- \* Consolidate work planned under the UNDP Service Oriented program into a small number of pilot areas over which total data bases can be developed for subsequent model development and/or transfer to users.
- \* Examine the Data Collection Platform (DCP) program and establish a local contract to service the platforms and update the sensor electronics. Continue the testing of the floating buoy DCPs to determine value to cyclone forecasting, fisheries and other oceanography applications.

- \* Consolidate and enhance SPARRSO photographic capabilities.
- \* Improve report publishing in SPARRSO with enhancements to Desk Top Publishing capabilities.
- \* Continue training programs with an emphasis on operational uses through on-the-job training in SPARRSO and by SPARRSO extended visits to other operational centers.
- \* Continue to support staff growth through professional training in developing management and equipment skills, and introduce concepts of product marketing.

For the time period 1990 to 1993 USAID should consider the following:

- \* Provide a replacement for the VAS 750 system and peripherals in the post 1991 time period.
- \* Replace and/or upgrade the meteorological satellite ground receiving station to receive new types of information from U.S. and foreign meteorological satellite programs.
- \* Increase the capabilities of the networked PC-Systems as appropriate to meet user requirements and internal needs.
- \* Continue an appropriate level of on-the-job training.

#### 5. LESSONS LEARNED

1. A project of this nature takes a long time (ten plus years) to establish the institutional capability of the entity(s) involved.
2. Once established, the output from SPARRSO can be invaluable in assisting in weather forecasts, analysis of vegetation, flooding, agriculture production, and in estimating relief food needs.
3. The contractual arrangements were overly complicated, i.e., a contract to supply TA, a contract to supply equipment, and a contract to supply the satellite data, instead of one contract to supply everything.

## MISSION COMMENTS

In retrospect it is easy to see that the evaluation report was not a very good document. A major reason was the scope of work for the evaluation team. It was obvious that the mission assumed that AID/W would extend the project for five years, before the evaluation was ever conducted. Therefore the evaluation team was to quickly evaluate the project and then develop an implementation plan for a five year extension. The results ended up being less than desirable. The evaluation, although positive, was not as thorough as it should have been and did not provide the basis and justification necessary for AID/W to approve the five year extension requested by the mission, which would take the project beyond its ten year limitation

The mission should have requested the IQC to just do an indepth evaluation, that would have attempted to provide all the necessary justification for extending the project beyond ten years. A separate work order could have been issued to develop the project paper that would have included the implementation plan.

Due to the lost time in trying to go for a five year extension, almost one year of the two year extension was used up by the time the project paper and Project Agreement were signed. This left approximately one year to implement two years of project activities including procurement, training, and two years of long term technical assistance.

Again in retrospect it is obvious that this scenario was not well thought out before initiating the evaluation.

NOTE: This A.I.D. Evaluation Summary was not completed by Mission staff that were in post during the time the evaluation was conducted. It has been completed by present Mission, almost two years after the completion of the evaluation.

K. ATTACHMENTS (List attachments submitted with this Evaluation Summary; always attach copy of full evaluation report, even if one was submitted earlier)

AGRO-CLIMATIC/ENVIRONMENTAL MONITORING PROJECT - EXTENSION  
IMPLEMENTATION PLAN - May 1988

ATTACHMENTS

L. COMMENTS BY MISSION, AID/W OFFICE AND BORROWER/GRANTEE

MISSION COMMENTS:

The evaluation team had two objectives, one to evaluate the project, and two to develop a new project proposal. Neither one was carried out very well. The evaluation team should have only been required to focus on a thorough evaluation of the project.

MISSION COMMENTS ON FULL REPORT