

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

The project aim is to strengthen post-graduate level education and research in agricultural sciences leading to an improvement of the practical research system in Bangladesh.

This project (IPSA) was launched on July 4, 1985 by the Japan International Cooperation agency (JICA) in collaboration with the Government of Bangladesh (GOB). USAID joined in support of this project beginning in April 1986. Local project management remained with JICA with USAID technical assistance as part of this project. The project is therefore a tripartite managed project, among the first in Asia. The project is well managed and coordinated.

- * Despite inability by the GOB to establish an arrangement for necessary academic flexibility to achieve higher quality post-graduate degrees, a number of well trained professionals have been produced which are in high demand within country.
- * Construction of facilities and procurement of equipment for graduate training, and collaboration with major research institutions have now provided a significant basis for accelerated improvements in training capability.
- * Long term and short term training have proceeded generally on schedule leading to strengthening the basic instructional cadre.
- * Since the project is strategic in strengthening post-graduate education in agricultural sciences in Bangladesh, the initial time frame for the project is much too short to accommodate the necessary within country institutional adjustments required. The required relationships with the several national research institutes and the Agricultural University of Bangladesh are just now beginning to evolve.
- * Since the project is strategic in reforming post-graduate education in Bangladesh, it is strongly recommended to extend the project for five years in order to achieve a basis for sustainability.

The evaluators noted the following lesson:

- * The basic authorizing documents by the respective donors in support of tripartite project differ in methodology, scope, and time frame. These differences required a high level of local technical management to overcome apparent differences in intent to achieve a well coordinated implementation effort. It is recommended that a follow on document be jointly prepared by principal donors to make possible more timely and effective implementation of multidonor projects.

I. EVALUATION COSTS

1. Evaluation Team		Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (US\$)	Source of Funds
Name	Affiliation			
Dr. Elmer Kiehl		20 days	\$18,528	TRP-II (under OSU contract)
Dr. Hideaki Kai				
Dr. Hidetoski Kishikawa				
Mr. Takeshi Watanaba				
Mr. Kazi M. Badruddoza				
Dr. A. H. M. Altaf Ali				
2. Mission/Office Professional Staff Person-Days (estimate) <u>10</u> days				
		3. Borrower/Grantee Professional Staff Person-Days (estimate) <u>10</u> days		

ABSTRACT

COSTS

A.I.D. EVALUATION SUMMARY PART II

J. SUMMARY OF EVALUATION FINDINGS, CONCLUSIONS AND RECOMMENDATIONS (Try not to exceed the 3 pages provided)

Address the following items:

- Purpose of activity(ies) evaluated
- Purpose of evaluation and Methodology used
- Findings and conclusions (relate to questions)
- Principal recommendations
- Lessons learned

Mission or Office: OFA, USAID/Dhaka

Date this summary prepared: September 27, 1989

Title and Date of Full Evaluation Report: Joint Tripartite Evaluation of IPSA, July 24, 1989

Background

The Institute of Postgraduate Studies in Agriculture Project (hereinafter referred to as "the project") was launched on July 4, 1985, based on the Record of Discussions between GOJ and GOB, for the purpose of strengthening postgraduate level education and research, thus contributing to the improvement of practical research activities in agriculture in Bangladesh. USAID joined in support of this project beginning April 1986.

This tripartite evaluation was convened to conduct a joint comprehensive review and evaluation of the project with less than one year left before termination of the project. The team was composed of representatives from Japan International Cooperation Agency (JICA), the United States Agency for International Development (USAID), and the Government of Bangladesh (GOB).

- A. Objectives of the Evaluation were to assess the overall performance and impact of the project to date and to indicate its likely performance through the end of the project period; to recommend measures to be taken by the three governments concerned after the end of the project period; and to provide feedback of results to future cooperation project planning and implementation activities so that these can be implemented more effectively.
- B. The methodology employed in this evaluation included interviews with JICA executives, USAID executives, representatives of MOA, MOF, ERD of MOP, PC, BARC, BARI, BRRI, BAU, CERDI, Director and faculty members of IPSA, JICA experts, and USAID experts; visits to a number of facilities; and review of documents relating to the project.

II. Findings and Results

- A. Project objectives are adequate but implementation of all activities has not yet been completed.
- B. The total value of sophisticated equipment and machinery provided by the Japanese to date total about 275,160 yen. The total value of computers and journals provided by the USAID total about US \$180,000.
- C. The experimental farm (7.8 ha), a greenhouse, two glasshouses, a gas powered generator, an agricultural machinery garage, a farm storage building, a threshing and drying floor, etc., were provided under the JICA program. Laboratory facilities were also remodeled, and equipment installed, including air conditioning equipment and distilled water machine under the JICA program. No maintenance problems have been encountered except with some sophisticated equipment, such as the electron microscope and submergible pump.

- D. Participant training to date, includes two officers and six faculty members who have been dispatched for training courses and two faculty members who are candidates for PhD training course in Japan. One faculty member has been accepted for training and one for doctoral training. On the U.S. side three PhD candidates are in training and two more have been selected. Two short-term participant trainees are also currently in the U.S.
- E. The total terms of nine Japanese long-term experts and 16 Japanese short-term experts dispatched in line with specialties described in the Discussion Record totaled 246 PM. The terms of two U.S. long-term experts dispatched to date total 71 PM. A contract survey team (1984), a preliminary survey (1984), two detailed design surveys (1985 and 1989), an implementation survey (1985), a consultation survey (1986), and two technical guidance teams (1988) were dispatched under the JICA program. A design team (1985) and an internal evaluation team (1988) were dispatched under the USAID program.
- F. Despite early procurement installations cost in equipment and facilities the research program has begun and has produced high quality results relevant to the needs of the nation.
- G. The academic program has not achieved necessary flexibility for the expected higher quality post-graduate degrees. However, despite this weakness, a higher quality of graduate has been produced.
- H. The outreach program remains to be developed. A U.S. expert arrived in June 1989 to assist in further development of this program.
- I. IPSA was delinked from BARI October 1988 and is now an autonomous institution under the MOA.
- J. The relationship of IPSA to other educational research institutions has been informal but productive.
- K. Tripartite relationships are good and tripartite cooperation is successful and effective.
- L. The sustainability of IPSA in terms of intended objectives, is as of now, questionable without continuing support of the GOB and external donor assistance.

III. Conclusions

- A. In spite of some obstacles, the project has been implemented successfully with diligent efforts by personnel concerned in the three countries.
- B. For about four years, almost all equipment and facilities have been provided.
- C. The research and academic program has produced high quality results. The outreach program has only commenced.
- D. The administrative structure has been established and is now functioning under the MOA.

E. Tripartite cooperation is successful and has become effective in the implementation of this project.

V. Recommendations

- A. After termination of the current project, the Phase II of the project should be implemented based on the favorable results from this phase of the project.
- B. Indispensable needs for continuing Phase II of the project are: completion of the administrative structure and immediate recruitment of adequate IPSA faculty and staff by the GOB; the immediate construction of laboratories for experimentation and appropriate library and residential quarters for IPSA faculty and staff; the strengthening of the IPSA project support system for IPSA in Japan; and, the continuation and strengthening of the successful and effective tripartite cooperation.
- C. Cooperation in Phase II
1. The following aspects of cooperation in Phase II of the project appear to be needed.
 - a. The period of cooperation should be for five years (1990-1995).
 - b. Dispatch of several long-term experts, including team leader, coordinator, and subject matter experts, and dispatch of short-term experts, if necessary, under the JICA. Dispatch of several long-term experts and several short-term experts, if necessary, under the USAID cooperation.
 - c. Provisions of equipment and machinery from the Japanese side and provisions of journals and books from the U.S. side.
 - d. Counterpart training in Japan and in the U.S.
 - D. The Bangladesh side should take action to complete the following immediately: recruitment of faculty members and staff for IPSA; establishment of administrative structure of IPSA, especially the Ordinance/Act; attainment of academic flexibility and authority as soon as possible; establishment of a maintenance system for equipment and facilities; and early finalization of curriculum and syllabi.
 - E. Laboratories, library, and residential quarters which are indispensable for the development of IPSA should be constructed early on in Phase II of the project.
 - F. The team believes that the above suggestions for Phase II of the project will contribute to sustainability of IPSA.

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

1. TRIPARTITE External Evaluation Report, 7/89.
2. Memorandum for the IPSA meeting, 11/89.
3. Discussion outline and paper, 11/89

ATTACHMENTS

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

The recommendations of the PRC were:

1. The PRC accepts in principle the major recommendations of the Tripartite External Evaluation (USAID/JICA-GOJ/BDG; July 1989) except the recommendation for the extension of the project for five years beyond its PACD which is March 31, 1990.
2. The Mission will consider extending IPSA subproject assistance as part of Technical Resources Project II (388-0074) under the "Technical assistance/Parallel Financing" category of funded activities for no longer than 18 months beyond the PACD if the following conditions are met:
 - a. The BDG requests USAID to continue its assistance.
 - b. The GOJ and JICA accept USAID's continued assistance as described below (c) and (d).
 - c. A mini-project paper is presented to USAID by IPSA and is accepted by the USAID, the GOJ-JICA and ERD, Ministry of Planning. It is to be developed with the full cooperation of IPSA and JICA. Areas of emphasis in the mini-project paper should include information systems and developmental data base applications that utilize computer technology, outreach programs, participant training in the social sciences and management. Outreach and extension education are the most important of these elements. The outreach program should focus on developing reliable, cost efficient models or programs that integrate basic and applied research or, in other words, technology generation with technology transfer. These models should possess strategies that generate new technologies based on the needs of beneficiaries. The outreach program needs to develop ways to incorporate client feedback into basic and applied research planning and program implementation. The research, teaching and outreach taken as a whole are to be planned, executed and monitored as a program rather than a project. The mini-project paper is to include as much PL-480 III currency as possible and necessary to address the constraints listed above. The continuation of the Extension/Outreach Advisor for the duration of this period is needed.
 - d. In addition, the PRC recommended that USAID examine the possibility of using PL-480 III funds to: (i) establish an endowment for scholarships at IPSA that is targeted for women; and, (ii) build residential housing and limited community facilities on the IPSA campus if the need can be justified. PL-480 III funds in the BARC account could be used to conduct a needs and feasibility study. IPSA needs to develop the proposal and submit it to BARC for approval.
3. IPSA to request and USAID to process a no-cost extension of the USAID - Oregon State University Contract (PACD #, March 31, 1990) to - permit sufficient time to design of the mini project paper (2-c above); the coordinator of activities with JICA and the MOA; and to complete curriculum and extension activities as planned.

MISSION COMMENTS ON FULL REPORT