

# A.I.D. EVALUATION SUMMARY PART I

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

IDENTIFICATION DATA

**A. REPORTING A.I.D. UNIT:**  
USAID/Dhaka  
 (Mission or AID/W Office)  
 (ES# )

**B. WAS EVALUATION SCHEDULED IN CURRENT FY ANNUAL EVALUATION PLAN?**  
 yes  slipped  ad hoc   
 Eval. Plan Submission Date: FY \_\_\_ Q \_\_\_

**C. EVALUATION TIMING**  
 Interim  final  ex post  other

**D. ACTIVITY OR ACTIVITIES EVALUATED** (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 LOP Cost ('000)	Amount Obligated to Date ('000)
388-0051		1981	6/91	\$46,500	\$34,500

AGRICULTURAL RESEARCH PROJECT II  
 EXTERNAL EVALUATION REPORT  
 NOVEMBER 1987

ACTIONS

**E. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR**

Action(s) Required	Name of officer responsible for Action	Date Action to be Completed
See Attachment A		

(Attach extra sheet if necessary)

APPROVALS

**F. DATE OF MISSION OR AID/W OFFICE REVIEW OF EVALUATION:** mo 10 day \_\_\_ yr 1987

**G. APPROVALS OF EVALUATION SUMMARY AND ACTION DECISIONS:** Revised and approval updated 06/90.

Project/Program Officer	Representative of Borrower/Grantee	Evaluation Officer	Mission or AID/W Office Director
Signature: Typed Name: <u>M. P. Warren</u> Date: <u>6/26/90</u>	Signature: Typed Name: <u>M.S.U. Chowdhury</u> Date: <u>2/26/90</u>	Signature: Typed Name: <u>A. Schwartz</u> Date: <u>4/26/90</u>	Signature: Typed Name: <u>Malcolm J. Purvis</u> Date: <u>7/7/90</u>

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

The project was a continuation of assistance in developing a national, agricultural research system. The first phase established basic infrastructure and advanced research in the crop disciplines. The purposes of ARP II were to develop effective coordination of research in Bangladesh and increase the output of useful farm technology through farming systems research.

Findings:

1. The Bangladesh Agricultural Research Council (BARC) gained acceptance as the national coordinator of research by rendering useful services, particularly in planning, and by dispensing PL-480 Title II and III funds for operational support to its affiliated research institutions.
2. With minor exceptions, all agricultural research now has a farming systems orientation. Field scientists' output is limited by deficiencies in analytical skills.
3. The BDG ordinances governing BARC and the research institutes are in conflict and constrain BARC in carrying out its mandate to coordinate and monitor agricultural research nationally.
4. The role and status of Bangladeshi women was not advanced by the project.

Lessons learned:

1. Structural changes in institutions require years to consummate.
2. Farming systems research is expensive and time consuming. It should always be coordinated with socio-agro-ecological zones to permit generalization.
3. The pipeline for developing and proving farm technology is longer than the life of the typical AID project.

I. EVALUATION COSTS

1. Evaluation Team		Contract Number <u>OR</u> TDY Person Days	Contract Cost <u>OR</u> TDY Cost (US\$)	Source of Funds
Name	Affiliation			
Dr. Edward J. Rice	Experience, Inc.	41	Total \$75,732	PD&S
Dr. J. W. Pendleton	"	39		
Dr. Lloyd Clyburn	"	44		
Dr. M. Siddique Ahmed	"	33		
Dr. Monawar Ahmed	"	29		

2. Mission/Office Professional  
Staff Person-Days (estimate) 77

3. Borrower/Grantee Professional  
Staff Person-Days (estimate) 14

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: USAID/DHAKA

Date this summary prepared: Updated 06/90.

Title and Date of Full Evaluation Report: Ag Research II Project, External Evaluation Report

### 1. Purpose of the activity evaluated: November, 1987.

Agricultural Research Project II was a continuation of assistance in developing a national agricultural research system. The first phase established basic infrastructure and advanced research in the crop disciplines. The purposes of ARP-II were to develop effective coordination of research and to increase the output of useful farm technology through farming systems research.

### 2. Purpose of Evaluation and Method Used:

This is a terminal evaluation to assess outputs, determine how effectively resources were used and to recommend appropriate follow-on activities.

Method: The method of the evaluation was authoritative/judgemental. The evaluators viewed the evidence available to them in a prescribed time frame and responded to a prescribed list of questions. The main questions were: How well did the project do; and what should be done in a supplemental project? Judgements were qualitative and instructional.

### 3. Findings and conclusions:

#### a. Coordination and management of support services:

The Bangladesh Agricultural Research Council (BARC) was mandated to coordinate and monitor the agricultural research conducted in the country; however the ordinance did not remove the privilege of the several semi-autonomous research institutes to gain program and budget approval directly from the government. Toward the end of the project, BARC effectively drafted a long-range, unified, agricultural research plan. This was achieved by providing good will, useful counsel, and services to the institutes. There remains room for improvement in all services, including specifically, information management, data processing and research instrument maintenance.

#### b. Outputs of the core disciplines:

Toward the end of the project, the major core disciplines had reoriented their work to support farming systems research. Output from the crops (including rice) areas continued, flowing partially from ARP-I. Output in plant protection was limited, due to delays in the arrival of the contractor's specialists. Output from vegetable research was unsatisfactory due to lack of performance by the contractor's specialist. Soil analyses from the soils research specialist were not useful to farmers, due to their inability to accurately interpret them or apply several separate plant nutrients in the proportions recommended. The contractor generated a large number of recommendations (consultants' reports) on water management which were not implemented. Considerable baseline agricultural economic studies were made after the contractor's economist trained farming systems research economists in

basic survey and statistical methods. However, when the contractor left, the training stopped. Field personnel remained weak in statistical analysis. There were no skills in social systems analysis developed at the FSR sites. There were no outputs in livestock research, because the creating of the Institute took the whole project period.

c. Training:

PP targets for foreign training were met, but there were GOB delays in approval and clearance. The contractor held a large number of short courses for field workers. More were needed because the curricula of the Bangladesh agricultural education institutions were weak in research skills.

d. Farming systems research:

The major Institutes have oriented their programs toward farming systems research. They may have over-extended this area, considering the cost of FSR and field scientists' weakness in analytical skills. The program came on stream in the last two years of the project. There were difficulties in managing interdisciplinary teams. The FSR site teams did interact with peer extension personnel. Only limited farm technology was developed due to the short time (two years) the sites have been established. No means of measuring the output and spread of technology from the project was established.

e. Women in development:

The role of women was not advanced by this project because insufficient inputs were directed toward development of new information about rural women. More technologies that were gender specific were needed.

4. Principal Recommendation:

a. Coordination and management of support services:

(1) That the BDG amend the ordinances of BARC and the institutes to assign BARC legal responsibility for carrying out its mandate to coordinate a national agricultural research program. (2) That BARC with assistance from AID and the international and regional centers and agencies, improve its services to the affiliated institutes.

b. Strengthening the core disciplines:

(1) That BARC and the Institutes develop a means of inducing their well-trained scientists to do field service and to provide more on-site guidance to FSR workers. (2) That the Bangladesh Agricultural Research Institute (BARI), with AID assistance, activate its pest management laboratories and begin producing useful farm technology. (3) That BARI and the Bangladesh Rice Research Institute (BRRI) simplify their fertilizer recommendations and that the BDG prevail on the private sector to blend fertilizer to fit the major agro-ecological zones.

c. Strengthening training:

(1) That the institutes look first at their field personnel for overseas training. (2) That BARC and USAID use standard, job-related criteria developed by the contractor to select participants.

(3) That BARC and USAID control all foreign training funded by the project.

(4) That BARC and USAID assist the higher education institutions develop the capacity to adequately train agricultural and social scientists for the national agricultural research system.

d. Farming systems research (FSR):

(1) That the Institutes and the Bangladesh Agricultural University (BAU), with BARC assistance, adjust the FSR sites to eight, with one in each major, agro-ecological zone.

(2) That BARC assist the Institutes in developing effective procedures for cooperating in interagency research.

(3) That USAID establish measures to monitor and evaluate the farm technology produced through farming systems research.

e. Women in development:

(1) That BARC, BAU and USAID form a critical mass of effort in farming systems research with a major focus to benefit women.

(2) That USAID provide a full-time rural sociologist to work with the above recommended effort.

5. Lessons learned:

a. Effecting structural change in institution building:

Much time and patience is required to get structural change in established institutions.

b. Core disciplines:

In addition to technical expertise, donor specialists should include commodities, transportation, communication and access to means of breaking down bureaucratic constraints. This may explain why frequently, when the specialist leaves, the project stops.

c. Training capacity:

While foreign education is a necessary input to any enlightened research system, a country must train most of its scientists.

d. Farming systems research:

(1) FSR is expensive and must be employed in a manner in which the results obtained can be generalized.

(2) FSR requires strong inputs from conventional, applied research centers.

(3) The gestation period for farm technology is usually longer than the typical AID project

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

ATTACHMENTS

Ag Research II Project  
External Evaluation Report

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

The Mission believes the original project objectives will not be achieved during the current LOP. Therefore, the project should be extended to June, 1993. The evaluation recommendations could serve as guidelines for developing the next project.

The Government of Bangladesh has concurred with the recommendations and action plan outlined and considers the evaluation a useful implementation tool.

MISSION COMMENTS ON FULL REPORT

ATTACHMENT A

AGRICULTURAL RESEARCH PROJECT  
EXTERNAL EVALUATION 1987  
UPDATED STATUS AS OF APRIL 1990

<u>Action Decisions Approved by Mission (Actions Required)</u>	<u>Name &amp; Position of Official Responsible for action</u>	<u>Date to be completed</u>
(1) That the BDG amend the ordinances of BARC to assign BARC legal responsibility to carry out its mandate to coordinate a national agricultural research programme.	BDG/BARC	Completed May, 1988
(2) That BARC, with assistance from the international and regional centers design and implement an in-service training program in research planning, monitoring and evaluation to benefit affiliated Institutes and BARC.	BARC	Completed
(3) That a uniform personnel system be adapted and that the ordinances of BARC and the ARIs be amended to allow staff transfers among BARC and the ARIs.	BARC	June, 1993
(4) That BARC and the Institutes develop a means of inducing their well-trained scientists to do field service and to provide guidance to regional station and FSR site scientists.	BARC	Ongoing June, 1993
(5) That the Bangladesh Agricultural Research Institute (BARI), with AID assistance, activate its pest management laboratories, begin producing useful farm technology and make new technology available to regional stations and FSR sites.	BARI	Ongoing June, 1993
(6) That BARI and the Bangladesh Rice Research Institute (BRRI) simplify their fertilizer recommendations. That the BDG prevail on the private sector to blend fertilizer to fit the major zones.	BARC	Completed
(7) That the new soil and plant analysis laboratory be more effectively used to support regional research and extension work on a timely basis.	BARI	Completed

(8) That horticultural research programs be expanded at regional stations and FSR sites with effective staffing and backstopping by the BARI	BARI	Ongoing June, 1993
(9) Developing a strong and capable BARC Training Unit that will be able to organize effective in-country and out-of-country training programmes.	BARC	Ongoing June, 1993
(10) That BARC and AID assist the higher education institutions develop the capacity to adequately train agricultural and social scientists for the national agricultural research system.	BARC/BAU/AID	Ongoing June 1993
(11) Adjust USAID assistance within eight FSR sites with one in each major, agro-ecological zones.	BARC	June 1991
(12) That BARC assist the Institutes to develop effective procedures for cooperating in interagency research.	BARC	Ongoing June 1993
(13) That BARC/USAID implement one or more instruments to measure the rate of adoption of farm technology produced through Farming Systems Research	BARC/USAID	Dec. 1990
(14) That two of the FSR sites be developed as demonstration and training sites, with the input from experienced field scientists.	BARC	Completed
(15) That BARC, BARI, BAU and USAID form a critical mass of effort in Farming Systems Research with a major focus of increasing the agricultural productivity of rural women.	BARC	Ongoing June 1993
(16) That AID will monitor all TA SOWs to ensure that economic participation of women in agricultural activities is taken into consideration.	AID	Ongoing June, 1993

LRahman, bp, OFA  
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