

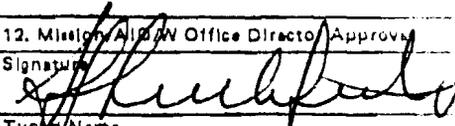
CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-117

1. PROJECT TITLE AGRICULTURAL EDUCATION DEVELOPMENT			2. PROJECT NUMBER 383-0049	3. MISSION/AID/W OFFICE USAID/SRI LANKA
			4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) <u>FY 83-3</u> <input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	
5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING	7. PERIOD COVERED BY EVALUATION
A. First PRO-AG or Equivalent FY <u>77</u>	B. Final Obligation Expected FY <u>82</u>	C. Final Input Delivery FY <u>85</u>	A. Total \$ <u>12,900,000</u> B. U.S. \$ <u>7,500,000</u>	From (month/yr.) <u>8/78</u> To (month/yr.) <u>9/82</u> Date of Evaluation Review <u>12/14/82</u>
B. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR				

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., program, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. The PACD for training will be extended through December 1986 to complete all training of PhD candidates.	GSL & USAID Project Officers	12/31/83
2. One additional junior staff (FA) will be admitted for MS-level training provided such training can be completed by present PACD and sufficient funds are available in present budget.	GSL Project Officer and Contractor	Completed
3. Recruitment of technical assistance should be limited to staff of U.S. institutions.	Contractor	Completed
4. The remainder of the Project will adhere to the modified implementation plan with exception of the in country technical assistance activity which will be adjusted to coincide with returning trainees.	GSL & USAID Project Officers and Contractor	3/15/84
5. A comprehensive study will be made of Sri Lanka's future needs for development of higher education in agriculture, and reassessment of present and future demand for agricultural graduates and post-graduates.	PGIA and Donor Agency	8/31/84
6. EOP evaluation should include assessment of project achievement towards meeting project goals.	PGIA/FA and USAID	3/31/85
7. Greater attention should be given to the identification, involvement and recognition of local Sri Lankan advisors of PhD research.	Contractor and PGIA/FA	Completed
8. An evaluator with international experience in agriculture education projects who has had no previous experience with the AED project should be included in future evaluation teams.	USAID and PGIA/FA	As appropriate

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS	10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT
<input type="checkbox"/> Project Paper <input checked="" type="checkbox"/> Implementation Plan e.g., CPI Network <input type="checkbox"/> Other (Specify) _____ <input checked="" type="checkbox"/> Financial Plan <input checked="" type="checkbox"/> PIO/T _____ <input type="checkbox"/> Logical Framework <input type="checkbox"/> PIO/C <input type="checkbox"/> Other (Specify) _____ <input checked="" type="checkbox"/> Project Agreement <input checked="" type="checkbox"/> PIO/P _____	A. <input type="checkbox"/> Continue Project Without Change B. <input type="checkbox"/> Change Project Design and/or <input checked="" type="checkbox"/> Change Implementation Plan C. <input type="checkbox"/> Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)	12. Mission/AID/W Office Director Approval
T. Jogaratnam, Director, PGIA H.P.M. Gunasena, Dean, Faculty of Agriculture S.T. Martin, COP, Academy for Educational Development J.W. Bonner, AADO, USAID/Sri Lanka	Signature:  Typed Name: S. Littlefield Date: 12/07/83

Agricultural Education Development ProjectRegular Evaluation13. Summary

The Project Grant Agreement for the AED project was signed on August 31, 1978 between the Government of Sri Lanka (GSL) and the U.S. Agency for International Development (AID). This agreement provided for a total grant of \$6.0 million. The agreement was amended on March 19, 1982 to increase life of project grant funding to \$7.5 million. The project activity completion date (PACD) is September 30, 1985. As of September 30, 1983 a total of \$4.97 million has been expended under the Agriculture Education Development, Inc. (AEDI) contract.

The project was designed in response to a 1977 study which predicted Sri Lanka's demand for high level agriculturally trained manpower would far exceed the capacity of the University system to produce this manpower. The combined annual output of Agricultural BSc graduates from the three currently existing faculties of agriculture is expected to exceed 180 by 1985-86, and to reach the 200 target stated in the project's purpose about 2 years later. (This delay in reaching the targeted level is due to a slow start-up of planned expansion of the Faculty of Agriculture (FA) off-campus facility for first year students.) The target of tripling the annual output of indigenously trained agricultural postgraduates should be reached by 1985-86 as anticipated.

It is now estimated that the expected output of 38 additional PhDs will be reduced to 36 PhDs plus 1 MS due to the failure of two participants to complete their PhD programs. Other expected outputs will be achieved by the end of the project according to present estimates except that some construction funded by the Post Graduate Institute of Agriculture (PGIA)/FA will still be in progress, and total academic staff may be 4-5 percent fewer than projected in the original PP due to GSL budgetary constraints.

Project progress to date was found to be satisfactory, taking into consideration the higher than anticipated impact of inflation that resulted in the necessity to reduce the level of some inputs (primarily technical assistance under the AID grant and vehicles under the GSL contribution) and the necessity of the PGIA, FA, and AEDI to develop new procedures for approving foreign training and granting study leave during the course of the project. Training completion dates are a source of concern, however, as it is estimated that not all PhD training will be completed by the present PACD. Few major in-course corrections are indicated, although a number of opportunities for further improving project performance were identified.

14. Evaluation Methodology

The purpose of the evaluation was to assess the accomplishments to date, and to identify, any mid-course corrections in project design or implementation that would improve project effectiveness and efficiency. The methodology included a review of all major project documents (PID, PP, PP Supplement No.1, Grant Agreement), project reports (end of tour, quarterly, annual and special), solicitation of information (by questionnaire) from both recipients and providers of the project's technical assistance and trainees, and inspection visits to on and off-campus facilities of the PGIA/FA. The evaluation was conducted by: H.P.M. Gunasena, Dean, Faculty of Agriculture; M.W. Thenabadu, Acting Director, PGIA; S. Pinnaduwege, Head, Department of Agriculture Economics and Extension; J.W. Bonner, Assistant Agricultural Development Officer, USAID/Sri Lanka; and, H.E. Ray, Chief of Party, AEDI.

15. External Factors

At the time of project design the FA at Peradeniya was the only agricultural degree-granting institution in Sri Lanka, and the PGIA the only institution offering postgraduate training in agriculture. The GSL has since changed its policies regarding undergraduate training and two additional agricultural faculties have been established at Ruhunu and Batticaloa University Colleges. One more is planned to be located in

Jaffna. The PGIA remains the only institution offering agricultural training at the postgraduate level.

The new faculties have been established since 1978 as a result of a series of decentralization policies implemented by the GSL. The large investment required to build, equip and staff the new facilities has increased the (GSL) cost per agricultural graduate appreciably.

Diversion of funds for development of the new faculties has undoubtedly reduced the level of resources available to the PGIA/FA for proceeding with their own development as planned, and has increased the competition for the present limited supply of highly trained manpower in agriculture. The creation of the new faculties, however, will also have a very positive impact on higher education in Sri Lanka, but in the long term.

Higher than anticipated inflation rates have had an adverse effect which required additional AID and GSL funds to meet higher costs.

16. Inputs

The 38 junior faculty targeted for PhD level training entered training programs under the project. Of these one was terminated due to unsatisfactory academic performance and one terminated upon completion of the MS degree when denied admission to PhD candidacy. This student has since started PhD training at the PGIA. There is insufficient time

to permit new students to complete a PhD program, therefore 1 candidate was selected for a MS program and is currently undergoing training. Training completion schedules have been delayed due to a series of participant selection, policy and timing start-up problems (detailed in Annex A - The Evaluation Report). It is estimated that 8-12 months beyond the present PACD are required to complete all training programs.

The procurement of equipment for teaching and research facilities is proceeding well after initial delays. The primary contractor has subcontracted with a U.S. PSA to handle the procurement function. About 90% of the total procurement has either been processed for shipment or received. The effort to adequately equip the library has had mixed results. Although the equipment needed by the library has been purchased, book and journal procurement has progressed slowly. About 30% of the estimated total number of volumes have been purchased. Problems with the bidding process (virtually all books and journals are sold at fixed prices), coupled with administrative delays encountered in establishing a new library were cited as major contributors to the delay.

Technical assistance is basically on schedule. Minor adjustments in the ratio of long to short-term assignments were noted. The in-country duration of the short-term personnel has shortened slightly compared to that planned, however the shortfall (on a cumulative total basis) has been compensated by increasing the number of short-term consultants. Although longer-term assignments per individual for short-term

personnel would have been desirable, these adjustments appear consistent with the purpose and objectives of the project. With few exceptions, the technical assistance has been appropriate to the assignments undertaken, and has provided in-country PhD research supervision and associated curriculum, research and outreach assistance.

Construction, financed by the GSL, includes new laboratory/classroom buildings and off-campus buildings for research. Details concerning the agreed upon construction were sketchy, however the original PP describes the construction of seven new on-campus buildings, (about 78,000 sq.ft.), and the renovation of two, and construction of 16 new buildings off-campus (about 71,465 sq.ft.). The total cost of all renovation and construction was originally estimated at Rs.15,300,000. The number of buildings completed, under construction, or currently planned equal or exceed the PP projections in all categories. The GSL contribution through CY 1982 was about Rs.15 million, with a programmed total cost estimated at Rs.37 million. The completion schedule for construction described in the PP proved to be totally unrealistic. The situation was exacerbated with a budgetary austerity program started in 1980. In view of these constrains, relative progress appears satisfactory, although completion is not expected until 1986.

17. Outputs

Project outputs are detailed in the logical framework, page 2 of the

Project Paper Supplement. A summary of the outputs and accomplishments to date are shown below.

<u>Project Paper Supplement Targets</u>	<u>Accomplishments (as of 12/82)</u>
- Trained faculty of an additional 38 PhD's in six departments.	- 3 PhD and 1 MS training completed; 33 PhD and 1 MS in training.
- Adequately equipped facilities for teaching and research, including laboratories, library and classrooms.	- 90% of the equipment, 30% of the library books/periodicals procured; total construction plan about 40% complete.
- Operating research/outreach program in all six departments/boards of study in the FA/PGIA.	- Outreach program equipment procured, outreach program organization in preliminary stages.
- Revised and improved curriculum being used in agricultural sciences.	- 30 sets of course outlines, lecture notes prepared and used in new curriculum.

18. Purpose

The purpose of the project is "to double the annual number of indigenously trained BS graduates and triple the annual number of indigenously trained post graduates by 1987."

Development of two additional agricultural faculties has slowed the progress toward meeting the aforementioned targets due to additional time and resources required to start-up the new campuses. However, it is anticipated that the three faculties will admit between 250-275 students by 1985 (well above planned targets), and by 1987-88 the annual BS graduates will reach 200 students targeted.

The PGIA, due to the number of staff presently away undergoing training, has had to limit enrollment numbers to about 25 students/year. As the staff returns the enrollment numbers are expected to reach the 75 student/year target by 1985.

19. Goal/Subgoal

The goal of assisting "agricultural development that: (1) increases domestic food production; (2) expands employment opportunities; and (3) improves the small farmers' standard of living" is still appropriate.

It is too early to make a judgement about the progress toward meeting

the project's goals. However, the next evaluation should focus on this question.

20. Beneficiaries

It is difficult in a project such as this to quantify the direct and indirect benefits of the ultimate beneficiaries: small farmers and the rural poor which are estimated at 800,000 farm families. The rationale of the essential role that agricultural institutions (higher education) play in the innovation and transfer of agricultural technology which impacts on the rural poor has been documented in research by Clayton Steeley (see Attachment A). These benefits are manifested in increased efficiency and productivity of the agricultural system as a whole. There have been marked strides since the inception of this project toward increased cooperation between the Faculty of Agriculture, Department of Agriculture and the private sector. It is expected that this cooperation will continue and strengthen in the future, thereby increasing the positive impact on the beneficiaries.

21. Unplanned Effects

None.

22. Lessons Learned

The importance of adequately designing verifiable outputs was

highlighted. In many cases without some quantifiable output in the project design, assessing a project's progress is a difficult test at best.

Training programs which diminish staff in an individual department by a substantial number must be programmed to proceed at a less ambitious rate, thus minimizing the staffing shortfall "shock" of a department/organization.

23. Special Comments

This Project Evaluation Summary is 10 pages plus Attachment A, the AED Project Evaluation Report of December 1982 which is 113 pages.