

Final Report

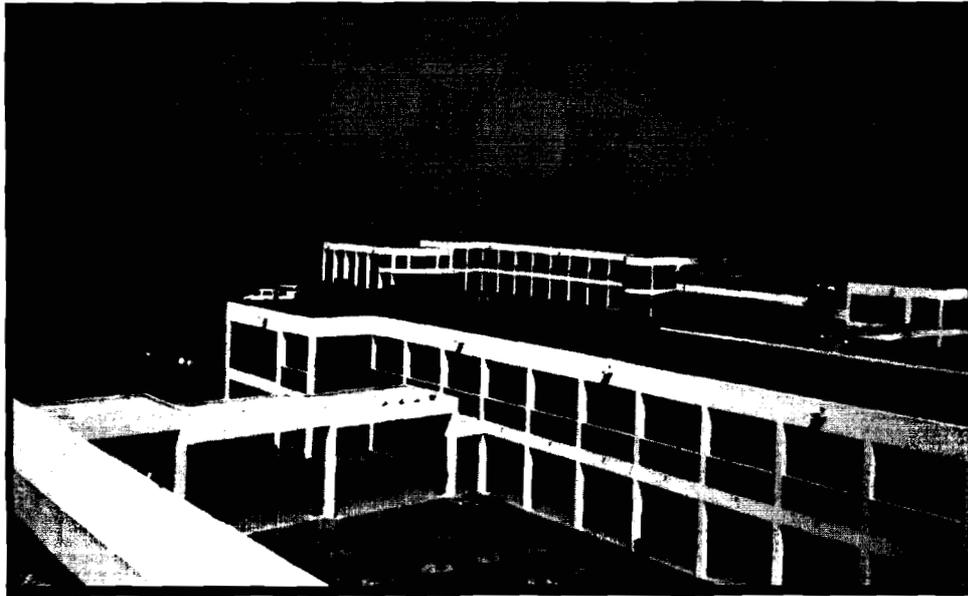
**Institute of Postgraduate Studies in Agriculture
Bangladesh**



**Developing Agriculture in Bangladesh
Through Postgraduate Agricultural
Education, Research, and Extension.**

Institute of Postgraduate Studies in Agriculture (IPSA) Bangladesh

Final Report



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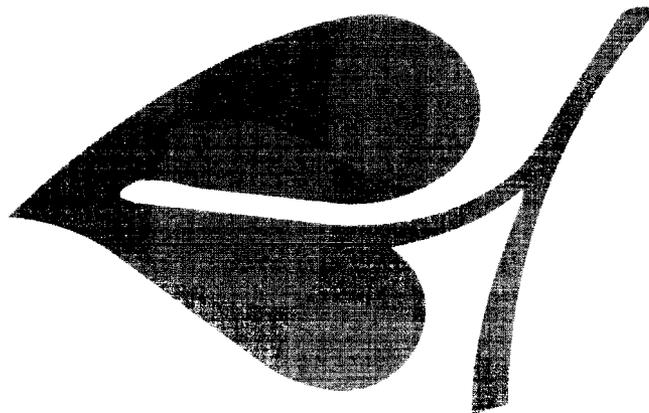
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A Cooperative Project of:

Government of the People's
Republic of Bangladesh

Ministry of Agriculture

Institute of Postgraduate
Studies in Agriculture

Government of the United States

U.S. Agency for International
Development

Oregon State University

Government of Japan

Japan International
Cooperation Agency

Kyushu University

Executive Summary

Bangladesh is the most densely populated agricultural nation in the world and the majority of Bangladeshis earn their living either directly or indirectly from agriculture. The Government of Bangladesh's continued support of this sector has contributed to the steady increase in foodgrain production; however, the nation is constantly challenged to produce enough food for its rapidly growing population. Realizing the importance of agricultural education, the Government of Bangladesh has developed agricultural colleges in various regions of the country.

The Institute of Postgraduate Studies in Agriculture (IPSA) was originally founded as the Bangladesh College of Agriculture Science in 1980 to train agricultural students through the Bachelor's degree level. Due to a sector assessment indicating a need for agricultural professionals trained at the postgraduate level, the Bangladesh College of Agriculture Science was transformed into IPSA in 1983 by the Government of Bangladesh through the Ministry of Agriculture, with the financial and technical assistance of the Japan International Cooperation Agency (JICA). In 1986, the United States Agency for International Development (USAID) working through Oregon State University (OSU) joined JICA and the Government of Bangladesh in a Japanese-led tripartite effort called the IPSA Project. Under the leadership of Dr. Y. Yamada and Dr. M. Sugiura, the project assisted the development of agriculture in Bangladesh by building IPSA into a center of excellence in postgraduate agricultural education. OSU was selected by USAID to provide technical assistance under the leadership of Drs. Eisgruber, Youngberg, Miller and Witters.

The tripartite effort was structured in two phases. Technical cooperation began between Bangladesh and Japan in 1985 and the United States joined in 1986. During this initial phase (Phase I), the direction and goal of IPSA was established, a campus and farm were constructed and equipped, a faculty was assembled and trained and curriculum was developed. A tripartite evaluation team recommended in 1989 that the IPSA project be extended into a second phase (Phase II). JICA agreed to continue their support until 1995 and USAID committed to extend funding through 1993. During Phase II, programs initiated during Phase I were implemented, the campus was expanded, and additional faculty training and equipment were provided. Accomplishments under the OSU-IPSA contract are summarized as follows:

- **Research** accomplishments included: the development of an IPSA five year Master Research Plan for academic, research and extension programs; the publication of nearly fifty research papers and articles by IPSA professors by 1992; the publication of a professional journal "Annals of Bangladesh Agriculture" by IPSA; the establishment of linkages and cooperative research projects between IPSA and other in-country research institutions; the adoption of a formal procedure for conducting a comprehensive annual review of IPSA research programs which integrated participation from other related research institutions in the country; and the development of a computerized information system to track all components of research at the institution.

- **Academic** accomplishments included: the development of Master of Science and Ph.D. curricula; an assessment of human resource needs; the recruitment and training of faculty and staff; the publication of three revisions of the IPSA graduate catalogs; the implementation of a new competency and course-based curriculum; the establishment of a Department of Agricultural Economics; the commencement of scholarship and affirmative action programs; the provision of long and short-term training for IPSA faculty; and the installation and implementation of a computerized Student Information System to automate the student record-keeping and advising systems with up-to date information.

- **Outreach/Extension** accomplishments included: the preparation of a comprehensive outreach/extension design report and policy statement to guide the development of the plan; and the preparation of a baseline study and community needs assessment.

- **Institution Building** accomplishments included: the acquisition of many books and journals to improve library holdings; the introduction of methods to increase library use-efficiency; the preparation of an Ordinance giving IPSA approval to independently grant degrees (which was subsequently approved at all levels); the identification of funding sources for a scholarship program; the procurement of financing for faculty and staff housing; the provision of planning services for the expansion of the Computer Centers (including both faculty and student centers); the provision of equipment and training to increase computing capability; and the implementation of seven new computerized information systems designed to assist in the improvement of the management of IPSA, including considerable training in the operations and management of the information systems.

Important recommendations pending at IPSA at the termination of the project included the need for additional faculty members and the need for additional faculty and staff housing.

In the implementation of the IPSA project, OSU managed US \$2,930,142 provided by USAID. This amount of expenditures represents a 99% utilization of monies budgeted for the project. Salaries and benefits were 34% of total costs. Participant training accounted for 15% of expenses.

The success of the project, among other factors, is attributable to the cooperation of the tripartite members of the Japanese led project team and the participation of experienced, senior OSU faculty. The programmatic leadership of the IPSA faculty and the Bangladesh Ministry of Agriculture complemented the technical leadership provided by the United States and Japan.



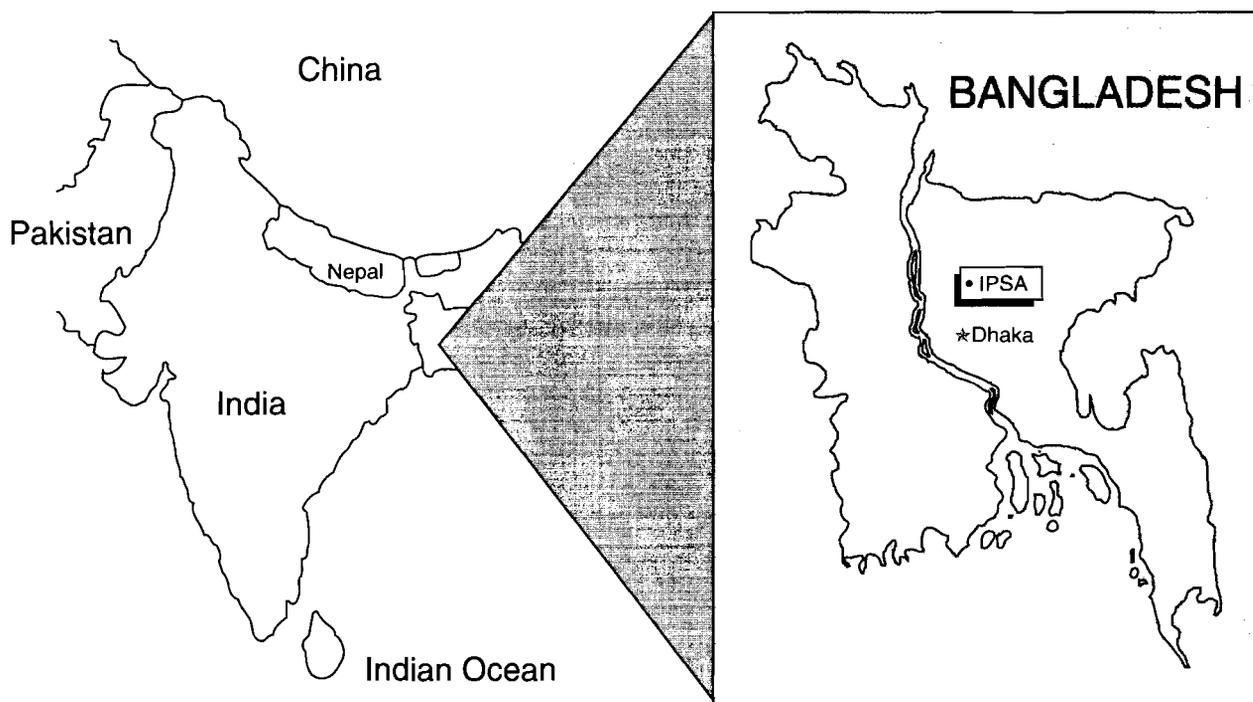
✦ Bangladesh

Bangladesh, or "Bengal Nation", is the most densely populated agricultural nation in the world. Bangladesh's 116 million people are concentrated in an area of 55,813 square miles (about the size of Wisconsin). With a current growth rate of 2.4%, the population is estimated to be 140 million by the year 2000. Presently, 44% of the population is under 15 years of age and only 30% of the labor force in the future will be absorbed into agriculture. Approximately 98% of Bangladeshis are ethnic Bengali and speak Bangla; most (about 83%) are Muslims.

Bangladesh struggles to produce or import enough food for its rapidly growing population. The country reached self-sufficiency in rice production in 1989, but is constantly challenged to maintain that production level. The agricultural economy relies on the somewhat erratic monsoon cycle. Rice and jute are the primary crops; wheat is assuming greater importance. Tea, an important export crop, is grown in the hilly sections of the northeast. Two to three rice crops are harvested annually in some areas.

Recognizing the importance of agriculture, the Government of Bangladesh has long supported the development of this sector. This support has resulted in a steady increase in foodgrain production, which was about 20 million metric tons in 1992 (a 20% increase over the previous year). A needs assessment performed by the Government of Bangladesh in the mid 1980's indicated a need for more highly trained scientists to support science-based agricultural development in Bangladesh.

The higher agricultural education system in Bangladesh consists of the Bangladesh Agricultural University, the Bangladesh Agricultural College, the Patuakhali Krishi College, the Hajee Dunesh Krishi College and the Institute of Postgraduate Studies in Agriculture. IPSA is unique in its concentration on postgraduate studies (Masters and Doctoral programs) and also because of its research and outreach emphases.



IPSA — The Institute of Postgraduate Studies in Agriculture



Development Approach

The development approach of the IPSA project relied extensively on the tripartite collaboration of the governments of Bangladesh, Japan and the United States of America. The major donors were Japan and the USA through their governmental agencies the Japan International Cooperation Agency and the U.S. Agency for International Development. Three institutions of higher education (IPSA, Oregon State University and Kyushu University) participated in the technical cooperation project to further develop a high quality, sustainable institution of graduate studies in agriculture. Administrative leadership provided by IPSA and the Bangladesh Ministry of Agriculture was combined with the programmatic and technical expertise of the other partners resulting in a successful tripartite cooperative effort. The technical competencies of Japan and OSU personnel were provided in separate, complementary, areas. The technical team leadership was initially provided by Dr. Y. Yamada, team leader from 1986-1989, who was supported by OSU senior faculty member Dr. Ludwig Eisgruber, Dr. M. Sugna of Kyushu University led during Phase II and was supported by OSU senior faculty members Dr. Harold Youngberg, Dr. Stanley Miller and Dr. Robert Witters. The leadership of the Japanese, supported by OSU personnel, enabled IPSA to overcome such common bipartite constraints as budget and institutional limitations. All participants contributed funds and extensive experience to the mutual benefit of the project.

Project Goal and Purpose

The goal of the project was to improve the incomes and quality of life of rural residents, and to enhance agricultural development in Bangladesh. Emphasis was given to improving the knowledge and skills of Bangladeshi professionals and scientists in conducting problem-oriented agricultural research, and in implementing outreach programs.

The project purpose was to establish a sustainable institution which integrates agricultural postgraduate education and basic research, improves the quality of agricultural postgraduate education, and links outreach programs with other education institutions.

Project Background

The Governments of Bangladesh, Japan and the USA joined in the development of IPSA. Japan, through JICA, provided grant assistance including the provision of technical assistance, building construction, equipment, and training. United States funding was provided by USAID through a contract with OSU. The development of IPSA was planned in two phases. Technical cooperation began between Bangladesh and Japan in 1985 and the United States joined in 1986. During Phase I a new campus and experimental farm were constructed and equipped, a faculty was assembled and trained, and course-based Master of Science and Ph.D. curricula were developed.

A tripartite evaluation team recommended in July of 1989 that the IPSA Project be extended into a second phase (Phase II, July 1990 through June 1995). JICA agreed to continue their support until July 1995 and USAID agreed to continue project support until November 1993.





Objectives for the project were categorized in the four key areas identified in the project goal and purpose.

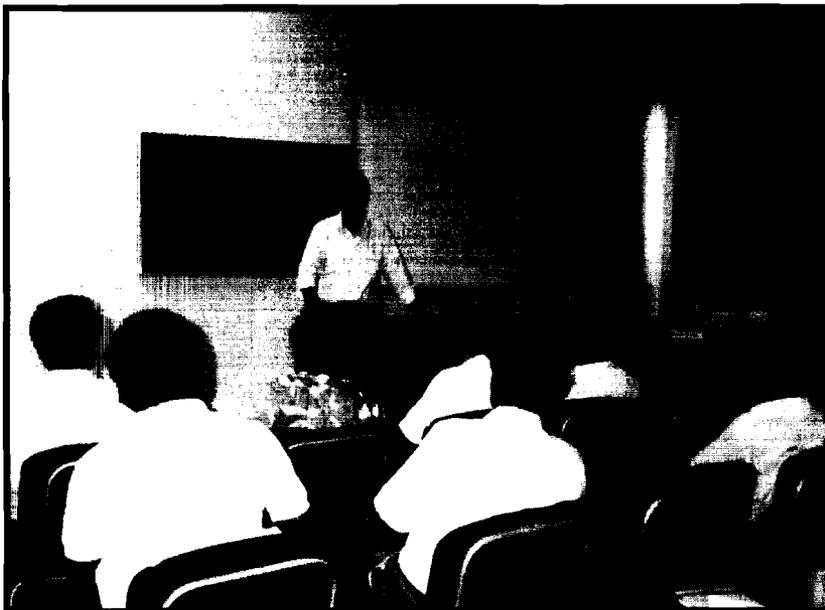
Research Program Objectives

- to assist in the development of a research program
- to evaluate IPSA research
- to support linkages and cooperative research with other research institutions



Academic Program Objectives

- to assist in the development of the new competency and course-based curricula for Masters and Doctoral programs
- to assist in the development of the Department of Agricultural Economics
- to design scholarship and affirmative action programs
- to provide technical assistance for curriculum improvement
- to provide professional development opportunities for IPSA faculty





◀ Outreach/Extension Program Objectives



- to assist in the development of an IPSA Outreach/Extension development program
- to conduct baseline studies of local villages to identify extension needs

◀ Institutional Development Objectives

- to support the construction and expansion of a campus and experimental farm
- to prepare an Ordinance giving IPSA the approval to independently grant degrees
- to identify funding sources for a scholarship program
- to finance faculty and staff housing
- to improve library holdings and library use management
- to provide planning services and equipment for the expansion of the computing center to install and test new information management systems
- to implement and test management information systems



◆ Research Program

• The Development of a Research Program

The IPSA Master Plan for research, extension and academic programs was developed in 1993. Presently there are over 40 approved research programs at IPSA. Research activities are managed by the institute's Research Coordination Committee. IPSA implemented the computerized Bangladesh Agricultural Research Information System (BARIS) to analyze the allocation of human and financial resources to research programs. BARIS has improved research planning, reporting, monitoring, evaluation and budget allocation. A complementary institute-wide information system referred to as the IPSA Program Information System (IPIS) was near completion by the end of the project. IPIS combines the information from BARIS with that of information related to all allocations of time and financial resources utilized in the academic, outreach and administrative functions of the university (BARIS and IPIS are further described below).

• Evaluation of IPSA Research

Research results are published in domestic as well as international journals. In 1992, IPSA faculty published nearly 50 technical papers and articles. IPSA also publishes its own research journal entitled "Annals of Bangladesh Agriculture". As a result of published research, several IPSA professors are developing international reputations. The Institute also holds an annual review of its research which is open to scientists from other research institutions in the country.

• Linkages and Cooperative Research With Other Research Institutions

OSU and JICA experts have provided guidance to IPSA faculty members to enhance their ability to perform research. Cooperative research has been conducted by IPSA faculty with scientists at other Bangladeshi research institutions, other researchers at OSU, and scientists in Japan (Kyushu University and Saga University). IPSA has also signed memoranda of understanding with the Bangladesh Rice Research Institute, the Bangladesh Agricultural Research Institute and the Bangladesh Agricultural University to conduct joint research.

◆ Academic Program

• New Competency/Course-Based Curriculum for Masters and Doctoral Programs

IPSA implemented a course-based curriculum in 1991 for its Masters and Ph.D. programs. A Dean of Graduate Studies provides leadership for these programs. According to OSU senior faculty member Dr. Ludwig M. Eisgruber, "The unequivocal conclusion is that students enrolled in the IPSA program are receiving superior training..." The new course-based curriculum is serving as a model for postgraduate education in Bangladesh, which has historically been modelled after European universities that emphasize competency examinations over course work. Other Bangladesh universities are considering implementing IPSA's course-based curriculum.

• Department of Agricultural Economics

The Department of Agricultural Economics admitted its first students in May of 1993. Initial courses were taught by OSU senior faculty member Dr. Stanley Miller. In March of 1993, the Agricultural Economics Advisory Committee approved the Agricultural Economics Masters degree curriculum. IPSA has three authorized full-time Agricultural Economics positions; however, presently the only permanent agricultural economist on the staff is also serving as the Director of the Institute. Five adjunct professors have been named to the department.

• Scholarship and Affirmative Action Programs

IPSA's Research Assistantship Program commenced in 1993. For the first term, approximately 50 assistantships were available. Students worked 12 hours a week and earned Tk 1,000 per month. Special scholarships were made available to female students who were admitted to IPSA. Seven of the 185 applicants to IPSA were female; two of the six whose scores were above the minimum were admitted and two were on the waiting list.



• **Technical Assistance for Curricula/Teaching Improvement**

Revisions of the IPSA catalog were facilitated by OSU senior faculty members Drs. Harold Youngberg, Stanley Miller, Ludwig Eisgruber and Robert Witters and included such changes as:

- Improved definitions of application, admission and residency standards
- Revised course offerings in each department
- Changes in grading systems
- Introduction of a probationary status
- Better definitions of roles of deans, major professors, and committees
- Greater elaboration of examinations
- Establishment of a Student Disciplinary Committee
- Better procedures for dropping, adding and withdrawing from courses

A completely revised IPSA graduate catalog was published in 1993. Teaching improvement seminars and training sessions for involved personnel were conducted that related to the completion and utilization of databases for the computerized information management systems for planning, analyzing, and reporting of research, teaching, extension and administrative programs at IPSA.



• **Staff Development Through Training**

Professional development was provided to IPSA faculty as detailed below:

Long-Term Training

Name	Training Period	Discipline/Purpose	University
Dr. Delwar Hossain	9/87 to 9/91	Extension Education	Michigan State
Dr. Abdul Hashem	9/87 to 9/91	Crop Science	Oregon State
Dr. Shahjahan Ali	9/87 to 9/91	Genetics	Oregon State
Mr. Tajul Islam	8/90 to 5/92	Agricultural Economics	Oregon State
Mr. Joynul Abedin	8/90 to 11/93	Agricultural Economics	Oregon State

Short-Term Training

Name	Training Period	Discipline/Purpose	University
Mr. Md. M. Haque	7/89 to 12/89	Engineering Methods	Oregon State
Mr. S.Z. Amin	7/89 to 12/89	Library Methods	Oregon State
Dr. E. Ahsan	10/92 to 10/92	Conference Visit	Oregon State
Dr. E. Ahsan	3/93 to 3/93	University Administration	Oregon State
Dr. I.H. Mian	3/93 to 3/93	University Administration	Oregon State
Dr. M.A.K. Mian	3/93 to 3/93	University Administration	Oregon State
Mr. A.N.M. Eusef	3/93 to 3/93	University Administration	Oregon State
Dr. A.R. Chowdhury	4/93 to 4/93	USA University Programs	Oregon State
Dr. A. Bhowmic	4/93 to 4/93	USA University Programs	Oregon State
Dr. J. Haider	4/93 to 4/93	USA University Programs	Oregon State
Dr. A.M. Akanda	4/93 to 4/93	USA University Programs	Oregon State



◀ Outreach/Extension

• Development of an IPSA Outreach/Extension Program

A comprehensive Outreach/Extension policy statement that outlined the full development of an institute-wide program at IPSA was submitted to the IPSA Rector, the Dean of Graduate Studies and all department heads in 1993. The policy statement was prepared by Dr. Witters and was based substantially on OSU senior faculty member Dr. Harold W. Youngberg's 1993 report entitled "Development of the IPSA Outreach/Extension Program".

• Baseline Studies of Local Villages

A "Baseline Study and Community Needs Assessment of Villages in the Vicinity of IPSA" was completed by Dr. Youngberg (OSU), A.K.M.A. Hannan Bhuiyan (IPSA), and Kh. Saif Uddin (IPSA). The study provided a basis for the IPSA community development program by ascertaining the agro-socioeconomic conditions of the local farming communities surrounding IPSA.

◀ Institutional Development

• The Construction and Expansion of a Campus and Experimental Farm

A campus and experimental farm were constructed during Phase I and expanded during Phase II, primarily with JICA funds and expertise.

• The Preparation of an Ordinance

OSU senior faculty members assisted in the preparation of an Ordinance that gave IPSA the approval to independently grant degrees. This Ordinance was subsequently approved at all levels.

• The Identification of Funding Sources for Scholarship Programs

OSU senior faculty members assisted in identifying funding sources for the scholarship and affirmative action programs.

• The Procurement of Financing to Construct Faculty and Staff Housing

Conditions imposed by USAID for the construction of faculty housing have been met by IPSA. Construction on the new residences is anticipated to begin in 1994.

• Improved Library Holdings and Library Use Efficiency

A new library building was constructed in 1992 with funds granted by the Government of Japan. The library has a capacity of 60,000 books and currently has approximately 4,000 books. Staffing consists of the librarian, two library assistants, and two attendants. Materials for the library are funded by USAID, JICA and the Government of Bangladesh. OSU provided 67 agricultural journals (including back issues) through the end of 1993. OSU short-term consultant Mr. Richard Griffin summarized the current status of the library and made recommendations for developing its holdings and administrative capabilities in the future. IPSA has the most complete agricultural journal collection in Bangladesh.

• Establishment/Development of Computer Center

Dr. Mustafa A. Kamal of Central Missouri State University provided an analysis and design for updating the computer centers for faculty and students at IPSA. Existing computer laboratory resources satisfied 50% of the needs of the faculty and less than 50% of the needs of the students at the time of Dr. Kamal's study. Dr. Kamal recommended that approximately \$100,000 be spent for additional computer equipment to establish a student training laboratory and to expand faculty computing capability. Subsequent to Dr. Kamal's report, 19 new computers (486's with color monitors) were purchased locally with USAID funds and made it possible to open a Student Computer Center.



• **Information Management Systems installed and tested at IPSA include:**

Accounting Information Systems (AIS) and Payroll Information System (PIS): The OSU short-term computer consultant, Dr. Colin Sorhus, assisted IPSA in the development of the AIS and PIS systems. The new systems are now being used in IPSA's Accounts and Finance Section to prepare monthly reports of expenditures and for the payment of faculty and staff wages. The AIS significantly reduced the labor requirements for the accounting function and increased the accounting system's ability to provide current, auditable, financial information to the Rector.

Bangladesh Agricultural Research Information System (BARIS): The BARIS format enables each faculty member to prepare proposals for annual projects and experiments. It is now possible to detail what resources are budgeted for activities, sorted by individual researcher, department and/or location of research. BARIS also calculates the percentages of activities that are new, ongoing, modified or completed.

IPSA Program Information System (IPIS): The IPIS is based on the BARIS format and was designed for the preparation and analyses of annual and operational plans for IPSA. IPIS provides a basis for the establishment of an IPSA-wide Program Budgeting System and accounts for all of the necessary budgetary and accounting cost centers related to all IPSA programs and activities.

Human Resource Information System (HRIS): The HRIS is programmed in Paradox and includes fields for employee information such as personal data, amount of research time working with each commodity, research specialization, publication record, forms of training completed, home district, permanent and present address. HRIS has improved the ability of the Rector and Department Heads to plan for personnel development and to manage the institute.

Job Description Information System (JDIS): JDIS has improved human resource management by significantly increasing access to a greater amount of personnel information. The JDIS database includes position information as follows:

qualification for position	responsibilities
experience of individual	required annual outputs
experience required for job	lines of supervision

Student Information System (SIS): The SIS is programmed to analyze various profiles of students, including their enrollment status, class performance, activities, course-loads, and completion dates. SIS generates all necessary report forms for student management at the institute.

◀ **Financial Information**

(in US\$)

Line Item Descriptions	Budgeted Expenditures	% Total	Actual Expenditures	% Total	Difference Budget less Actual
Salaries	\$ 764,195	26%	\$ 770,080	26%	- 5,885
Benefits	221,872	7%	219,444	7%	2,428
Allowances	144,073	5%	145,397	5%	- 1,324
Logistic Support	143,960	5%	147,757	5%	- 3,797
Travel & Transport	140,274	4%	148,373	5%	- 8,099
Equipment & Freight	28,095	1%	28,844	1%	- 749
Books & Computers	287,699	10%	292,720	10%	- 5,021
Other Direct Costs	106,423	4%	108,858	4%	- 2,435
Participant Training	454,956	15%	443,683	15%	- 11,273
Evaluation	38,420	1%	37,406	1%	1,014
Indirect Costs	531,775	18%	498,564	18%	33,321
Subcontracts	105,500	4%	89,016	3%	16,484
Grand Total	\$2,967,242	100	\$ 2,930,142	100	\$ 37,100

Other Project Information



◆ Project Contributors

Bangladesh	Ministry of Agriculture
	A.N.M. Eusuf
	Institute of Postgraduate Studies in Agriculture
	Dr. S.H. Khan Dr. E. Ashan Dr. Abdul Hamid and all IPSA faculty, staff, and students
Japan	Japan International Cooperation Agency and Kyushu University
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	Dr. Yoshio Yamada Dr. Koji Wada
United States	U.S. Agency for International Development
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	Dr. Harold Youngberg Dr. Robert Witters
	Dr. Colin Sorhus Dr. Jean Kearns
Mr. Richard Griffin	
Campus Support	
Dr. Edwin Price Dr. Revathi Balakrishnan	

◆ Project Data

Term	1986-1993 (Phases I and II)
Funding Agency	United States Agency for International Development
Host Institution	Institute of Postgraduate Studies in Agriculture
Cooperating Agencies	Institute of Postgraduate Studies in Agriculture Bangladesh Ministry of Agriculture United States Agency for International Development Oregon State University, Office of International Research and Development Japan International Cooperation Agency Kyushu University Central Missouri State University Lincoln University
Selected Reports	Eisgruber, L.M. (September, 1992). <i>Evaluation of the Current Curriculum and Administrative Procedures at IPSA.</i> Eisgruber, L.M. (January, 1991). <i>Duty Tour Report, July 1986- June 1990.</i> Griffin, R. (September, 1993). <i>Current Status and Future Development of the Library, IPSA.</i> Kamal, M.A. (March, 1993). <i>Analysis and Design of a Modern Computer Center at IPSA.</i> Miller, S.F. (May, 1993). <i>End of Tour Report April 1992-May 1993.</i> Sorhus, C.S. (August, 1993). <i>Development of a Computerized Accounting Information System at IPSA.</i> Witters, R.E. (October, 1993). <i>End of Tour Report June-October 1993.</i> Youngberg, H.W., Bhiuyan, H. & Uddin, Kh. S. (undated). <i>Baseline Study and Community Needs Assessment of Villages in the Vicinity of IPSA.</i> Youngberg, H.W. (August, 1991). <i>Duty Tour Report June 1989-June 1991.</i> Youngberg, H.W. (June, 1993). <i>Report on Short-Term Consultancy for the Development of the IPSA Outreach/Extension Program.</i>

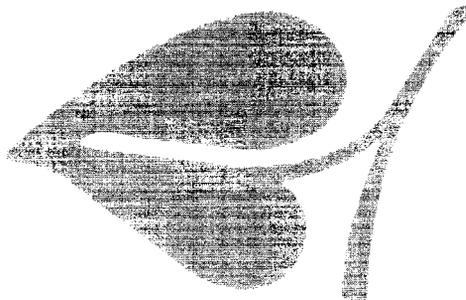


❖ Bangladesh Fact Sheet

Official Name	People's Republic of Bangladesh		
Geography	Area	143,998 square kilometers (55,813 square miles) (about the size of Wisconsin)	
	Cities	Dhaka (capitol) population 7 million Chittagong population 2.8 million	
	Terrain	mostly flat alluvial plains, hills in southwest	
	Climate	semitropical, monsoons	
People	Population	116 million (1991)	
	Ethnic	Bengali (98%)	
	Groups	Tribals, non-Bengali-Muslims	
	Religions	Muslim (83%)	
		Hindu (16%)	
		Christian, Buddhist, other (1%)	
	Languages	Bangla (official)	
		English	
Education	Literacy: 47% for males, 22% for females		
Life	54 years for males		
Expectancy	52 years for females		
Workforce	35 million (74% is agricultural related)		
Government	Parliamentary democracy		
	Type	Independence	1971
		Constitution	1972
		Flag	Red circle on dark green field
Economy	Gross Domestic Product (GDP) US \$23 billion (1991)		
	Real annual growth rate 3.6% (1991)		
	Per capita GDP US \$198		

❖ IPSA Fact Sheet

Location	Salna, Gazipur (about 40 km north of Dhaka)
Faculty	22 members (17 with Ph.D.)(additional faculty were added at the close of the project)
Students	145 admitted to Masters programs since 1991 9 admitted to doctoral programs since 1991
Facilities	Administration building, Faculty building, Student laboratories, Classrooms, Student dormitories, Cafeteria, Medical center, Experimental farm, Library, 80 hectares of land, Outbuildings, Greenhouse, Garages, Cattle barns





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