

10.0 CONSTRAINTS TO PROJECT IMPLEMENTATION AND ATTAINMENT OF GOALS

Over the life of the project various constraints have been identified and discussed with concerned officials. Input relative to this topic was provided by the Phase I Tripartite Evaluation team, the Consultation Team, the Technical Guidance Team, Dr. Yamada, Dr. Eisgruber, and other experts. As may be expected, some problems have been resolved and some are still unresolved. Previous recommendations/suggestions and their present status are presented in APPENDIX 14-5.

The following, among others, are the major issues relative to constraints:

10.1 Approval of Ordinance and Degree Granting Authority.

IPSA does not have an Ordinance yet, although in 1989 in a meeting with the Vice Chancellors, it was decided to approve the Ordinance together with degree granting authority to IPSA.

The lack of approval of the IPSA Ordinance has had a strong negative impact on the development of IPSA. The delay in the passage of an Ordinance has created a temporary, confusing and paralyzing decision making structure. The result is that processes such as recruiting have been negatively impacted. Further, the lack of the Ordinance prevents the development and implementation of long-term and stabilizing administrative and decision making structures within IPSA. The most important impact relates to the fact that conferral of degrees cannot take place. For example, in 1993, 28 students graduated from IPSA without being awarded the M.Sc. degree.

The draft Ordinance has been endorsed by the MOA and the Cabinet, and is now being examined in the Ministry of Law. Concerned officials as well as IPSA must urge the passage of the Ordinance without any delay if the institution is not to suffer further negative impacts.

10.2 Recruitment of Teachers

The shortage of faculty is a serious impediment to implementation of high quality program activities at IPSA.

Although each IPSA faculty member is charged with responsibilities in teaching, research, and outreach programs, the faculty has been more involved in the academic activities simply because there is an acute lack of manpower. Only about half of the sanctioned positions are filled. The result is that there are only a few faculty members in each department. Emphasis had to be given to teaching activities, while research and outreach activities have been delayed or have sometimes stagnated. Clearly, this condition of understaffing has hampered the development of IPSA despite the extraordinary efforts made by the present faculty.

In order to give full potential to IPSA's ability in higher agricultural education, lively research activities must provide

the basis for the educational program with support by sufficient numbers of high quality manpower. Therefore, recruitment of top quality teachers is one of the most urgent issues for IPSA.

In Phase II of the project, IPSA advertised for teachers in May 1991 and interviews were held in November 1992 (18 months after the initial advertisement). The resulting action was that one teacher was appointed and six IPSA faculty members were promoted. Actually this was the same result as the earlier faculty recruitment process which was completed during Phase I.

One of the strong recommendations of the first tripartite evaluation urged that vacant posts be filled with high quality manpower. However since the finalization of that report, only two teachers have joined the IPSA faculty from off campus. If internal promotion is too intense this may prevent the institution from upgrading the quality of program activities. It is important to have faculty members from a variety of sources. In order to attract senior qualified researchers/teachers, IPSA should reconsider qualifications such as program relevancy and IPSA should work to improve benefits and working conditions for the faculty.

In May 1993, a second recruitment process began with position advertisements. An internal evaluation of the applications was held in the latter part of July 1993. It is important that interviews be held without any delay so that faculty appointment can be made immediately.

10.3 Construction of Residential Quarters

In 1990, USAID approved the construction of residential housing and PL-480 funding was provided for the construction. However, since that time there has been little progress due to the delayed approval of PCP and other implementation matters. Currently USAID is in the process of letting the construction contract so the building should begin soon.

On-campus housing for faculty and staff is needed in order to make better use of faculty time, to reduce transportation costs, and to attract the best qualified faculty to IPSA. Thus, the construction of residential housing must be completed without further delay.

10.4 Maintenance of Equipment

This matter has been discussed by various Bangladesh organizations as well as several donors. However, as yet, IPSA has not established a practical maintenance plan for equipment. Expressed reasons for the delay are as follows:

- (1) Shortage of available manpower.
- (2) Delayed disbursement process of fund/bid process.
- (3) Lack of responsibility for specific equipment.
- (4) The lack of a plan is not perceived as a major problem because the equipment is either new or unused and therefore not in current need of maintenance.
- (5) Lack of leadership by core staff.

(6) Inadequate expertise in the engineering section at IPSA.

Another problem relates to the present policy of maintenance and repair which requires that the work is to be done by the IPSA employed engineers. However, most of the electrical and electronic equipment is extremely complicated in structure and each one presents a different problem in maintenance. The end result is that it is impossible under present conditions to expect that repair of all the equipment at IPSA can be done by the resident electrical engineer. Repair and maintenance contracts must be "let" to local firms which have engineers trained relative to specific pieces of equipment.

For the sustainable maintenance of equipment, the following matters must be considered:

(1) Utilization of local firms and workshops is one of the most important factors for maintenance through local procurement, local manufacturing and by using other local services as much as possible.

(2) Procurement of simply structured equipment, and selection of manually operated equipment, not computerized or automatic, would result in reduced need for complicated repair procedures.

(3) Similarly, selection of various type of research subjects or various approaches in research for students should be explored in order to distribute the workload on any one specific equipment item.

(4) Practical manual methods should be used to conduct experiments as much as possible.

(5) Proper use and preventive management (daily management) must be the responsibility of specific persons and should be part of their job descriptions.

(6) Local markets must be encouraged to produce equipment. Recently, three electric ovens and other apparatus were manufactured in local workshops under the supervision of a JICA expert.

10.5 Strengthening of Administration and Supporting Sections in IPSA

The Institution's administration is growing in size and in complexity. Since the introduction of the new course-based curriculum, IPSA has been independent from BAU and has had authority to admit students. Therefore, the amount of administrative business has increased.

The handling of faculty, staff and student information on a casual and informal basis is no longer sufficient. IPSA administration must be conducted in an efficient manner. To assure high quality program activities, it is now necessary to reorganize and to decentralise the functions, as well as authority, of each administrative and supporting section. Clear job descriptions, rules and regulations are necessary and should

be set into place as soon as possible.

10.6 Flexibility of Budgeting

At present, neither departments nor supporting sections have their own budget allocations for teaching research, and outreach programs. The practical implication of this situation is that every expenditure - no matter how small necessitates activation of a full approval process, including the signature of the Rector. This wastes an enormous amount of time, results in delayed procurement and, hence, impedes the quality and timely performance of program activities. In addition, financial and program planning by faculty and staff is quite impossible.

Annual budget allocations to each department and supporting section would provide the most efficient procedure for the smooth implementation of program activities.

10.7 Dispatching of Long Term-Experts.

This has been a problem during Phase II. In spite of the TSI which committed 500 M/M of expert time (according to the revised TSI it is 280 M/M) relatively modest percentage of specialists has been assigned. That assignment was in the agronomy department and in the area of farm management through JICA even though there are currently ten established departments at IPSA. Other long term persons were the Team Leader and the Coordinator. Instead of long-term experts, JICA has dispatched a number of short-term experts in all departments except agricultural economics, agricultural extension, statistics and biometry departments. However, the short-term experts were assigned on a subject matter basis, and continuous motivation and follow up is not anticipated from them.

One of the important parameters for confirmation of research activities is availability of long-term experts.

10.8 Master Plan for Campus Development/Physical Facilities Development

A Master Plan must be developed. Since IPSA does not have a master plan for campus development, some physical facilities have been constructed without any prioritization. In order to efficiently utilize the limited GOB budget, IPSA should formulate the master plan for physical facilities with faculty consensus including the purchasing of pocket land and boundary fences.

11.0. TRIPARTITE RELATIONSHIP AND EFFECTIVENESS

Phase I of the Project involved a joint effort supported by the GOJ, the USA, and the GOB. Reportedly the IPSA Project is the only existing project in which tripartite cooperation (as compared to tripartite parallel efforts) is practiced. The Tripartite Evaluation Report for Phase I, concluded that the tripartite cooperation was successful. That conclusion was based on the fact that there is evidence that the IPSA Project, as a result of tripartite cooperation, benefited in ways which would not have occurred had there been only bipartite cooperation. This was due to budget limitations, various and differing institutional constraints facing the donors, and comparative advantage among the donors.

11.1. Management of the JICA-USAID Project Team

The project team consists of JICA and USAID experts/advisors under the leadership of the Japanese Team Leader. Both JICA and USAID experts/advisors work closely as a single team (see ANNEX 9). There is a clear division of labor. In principle, JICA is responsible for the natural science-related fields and USAID is responsible for social science-related fields. This clear demarcation of responsibility is a key to successful implementation of the Joint Technical Cooperation. However, as required for the best interests of the project, through mutual consultation and agreement, there is some flexibility in said responsibilities between JICA and USAID .

In order to maintain the best communication, to share ideas/opinions and to reach consensus on activities, a team meeting is held every two weeks. In addition, there were frequent day to day communications. In addition to the team meetings, JICA and USAID resident offices have participated in high level meetings to discuss the cooperation policy of the Project.

11.2. Advantages of JICA-USAID Joint Technical Cooperation

Donor agencies have several restrictions relative to the implementation of the Project due to their own rules and regulations particularly in the area of funding. Generally, all projects, regardless of source of funding eventually face budget limitations. However, the JICA-USAID joint effort makes it possible to apply the rules flexibly and to better cope with institutional constraints.

Furthermore, by planning for the use of resources from the GOB and the two donors in a fully integrated manner, the IPSA project not only had more funds

than if only one donor had been involved, but the funds were committed so as to enhance the effectiveness of the available funds with respect to development objectives. For example, since the GOJ's Grant Assistance Program has a restriction for construction of residential housing, and the USA can support such action, construction was arranged by USAID with PL-480 funds.

The JICA-USAID joint effort also made the best of comparative advantage in the division of labor on project activities. Curriculum development is a case in point. Whereas Japanese post graduate education centers upon research activities rather than courses, while the American system emphasizes course work, the combined system of Japan and USA is more suitable for the foundation of postgraduate programs in Bangladesh. Consequently, curriculum was developed by the USAID and JICA experts and course work has been improved and has resulted in upgraded research capability of students with improved laboratory facilities. Similarly, the Information Management System (MIS) introduced by the USAID expert is expected to provide improvement to the administration system as well as to research management.

As structured under the IPSA project, there were considerable exchanges with respect to management procedures and philosophy between all cooperating partners. Indications show that this diverse cultural background is of benefit to IPSA as it develops its own procedures and philosophy.

Of course, the joint effort approach does not solve all problems and remove all bottlenecks. Indeed, it may have its own unique drawbacks. For instance, the JICA-USAID joint technical cooperation in the IPSA project, if it is to be successful, requires more discussion and more meetings than single donor cooperation if concerns and views of all partners are to be taken into account adequately. However, in the case of the IPSA project, whatever drawbacks exist with tripartite cooperation, the advantages outweigh them easily.

Cooperation between JICA and USAID clearly enjoys strong political support in both countries. This political support has its roots in the conviction that better cooperation between the two countries, better understanding of the respective cultures, histories, and resulting approaches to problem solutions, and the complementary use of resources will be beneficial not only to the two countries but to other countries as well.

12.0 CONCLUSIONS AND RECOMMENDATIONS

12.1 Conclusions

The following conclusions were reached by the Evaluation Team after review of IPSA operations project related documents:

- (1) IPSA management is extremely centralized. It is hoped that a more open and responsive system which will involve delegation of responsibility and authority will be possible after the Ordinance is approved.
- (2) Academic activities are reasonably good under prevailing conditions.
- (3) Research activities cover a fairly wide subject matter area and there has been a significant number of publications.
- (4) A number of MOUs have been signed with research organizations and others but a full collaborative research program has not yet been instituted. The development of the outreach program has not progressed significantly and the emphasis has been on teaching and research.

12.2 RECOMMENDATIONS

HIGHEST PRIORITY: PLEASE NOTE THAT THE FOLLOWING TWO RECOMMENDATIONS ARE OF THE HIGHEST PRIORITY.

(1) The most important recommendation which is an absolute necessity for the continuation of IPSA is the ratification/passage of the Ordinance. The Ordinance is a critical issue and the GOB is encouraged to enact it before the end of 1993.

(2) Vacant faculty and staff positions at IPSA should be filled as soon as possible. Those applications which have been processed under the present system should be acted upon while the present system is still in effect. Currently, there are 27 vacant positions and that condition has negatively impacted the institution in a variety of ways. The longer this situation is allowed to continue the greater will be the negative fallout.

Additional personnel related recommendations are as follows:

a. Upgrade the individual positions in the supervisory ranks (directors, librarian, farm manager) of administration.

b. Higher level (senior) administrative positions such as the Registrar position need to be filled in the staffing of IPSA.

c. The IPSA farm manager should be a full time person who has training in the field of farm management and who has decision making authority.

d. Middle level management capability should be developed and more in-service management training provided to persons involved in any aspect of administration. The GOB should arrange for and begin the training within the next month. Training sessions should be held once a semester so that three persons are trained per year. Training should take place at PATC.

e. The lack of support staff in the work of the departments results in an additional load on the faculty thereby utilizing time which should be devoted to teaching, research and outreach. A strong effort should be made to hire support staff and provide training for same.

PLEASE NOTE THAT THE FOLLOWING FIFTEEN RECOMMENDATIONS ARE OF HIGH PRIORITY.

(3) In order for sustainability to be realized it is important for IPSA and the MOA to begin planning now for the termination of the project. No later than June 1994, the MOA should initiate and finalize the procedures for putting IPSA on the revenue budget.

The level of funding as indicated in the PP should be maintained and efforts should be given to finance the long term programme of teaching, research and outreach at IPSA.

(4) The outreach program for IPSA should give emphasis to the development of a Mission Statement based upon the work of Dr. Youngberg and should assist to define, plan and subsequently activate. Consideration should be given to the accomplishments

needed in the outreach program before the end of JICA involvement in the project. A committee should be properly formed, while keeping in mind the mission of the outreach program, and should assist DAEE to manage the activities put under this program.

(5) The input of baseline data required for full development of the information management systems for administration, research and academic programs should be completed as soon as possible. In order to maintain and continue to update the systems special training for the staff should be continued as a part of staff development planning.

(6) Long term experts are very important to the project and additional long term expert personnel is strongly requested. In the past, due to the shortage of long term experts, JICA has substituted short term experts. Short term experts do not fulfill the needs of the institution in the same way as long term personnel. Therefore it is recommended that JICA and Kyushu University as well as adjunct universities increase their efforts to dispatch an adequate number of long term experts from this time until the end of the project.

In addition, departmental input relative to the qualifications and timing of short term experts via the JICA contract should be considered more carefully by JICA.

(7) A comprehensive inventory of facilities, equipment and library holdings at IPSA and the National Research Centers should be prepared and policies formalized for the use of these items.

(8) The organization and management of IPSA should be reviewed relative to the following questions:

a. Are faculty serving on committees which deal with their areas of responsibility? If not, why not? Committees which focus on teaching, research, outreach, students, overall management of the campus, coordination, planning, and coordination of farm and research programs are examples of the kind of committees on which faculty should serve and thereby provide input. The Dean, for example, should be a member of the Management Committee on campus.

IPSA should take specific steps for the formation of these committees before the end of 1993.

b. Is the librarian fulfilling his role as librarian or is he doing other tasks outside of the library and thereby allowing the library work to remain undone? Currently it appears that library work/planning is not being accomplished due to the fact that the librarian is out of the facility for significant amounts of time. It appears that a scope of work does not now exist for the librarian. A scope of work should be formulated for the librarian and the entire library staff before October 1, 1993. Duties outside of the developed scope of work should be limited and the work of the library should come first. Tasks such as binding, correct storage of materials, and other related work are not being addressed fully at this time.

Generally there is a shortage of texts, reference books, and journals in the library even with the recent shipment from the USA. An effort should be made to acquire more library entries.

The Library Committee should be activated and

authorized to address issues brought forth by faculty as well as students.

c. Are responsibilities and authority delegated to the person or persons most logical to address specific problems? If not, why not? At the present time it appears that decisions are being made in central administration without input/comments/thinking from those who are closest to the problem. For example, if the decision relates to teaching then those who teach or who represent teachers (department heads) should be part of the discussions which lead to the decision.

d. Are there communication systems in use which assure that information goes in a regular manner between all of the involved persons on campus (administration/faculty/staff/students)? Are there communication channels for distribution of information both generally and specifically, acceptance of feedback, and initial input. Communication channels must be in place to assure that those who should know are included in the information loop.

e. Are the Department Heads involved in the development of department budgets? If not, why not? The departments should be responsible for preparing and utilizing shadow budgets according to directions/forms which were previously distributed by the Rector's office. In this way, the procedures can be worked out and lessons learned prior to the time when the department budget actually originates in the department and is handled and monitored by same. The BARIS concept should be adopted and utilized as a program budgeting system by the departments to generate and track budget information.

In order to procure needed items for teaching and research in a timely manner it is recommended that an imprest account method be introduced for the departments by the end of 1993.

f. What is the system for ongoing evaluation of teaching, research, and outreach programs? Is the system institutionalized? The faculty strongly indicates that there is a need and desire on their part for evaluation of teaching as well as research but there is no official system in place for such evaluation in the area of instruction. For such a program to become useful, IPSA administration must take leadership.

For the development of a comprehensive evaluation plan for faculty the following criteria are suggested:

- (a) Number and quality of publications (books or international scientific journals, domestic scientific journals, educational publications).
- (b) Evaluation by the Director and Dean, respectively, relative to an established standard which must be developed as soon as possible.
- (c) Evaluation of teachers by students on the basis of teaching performance.

By 1995 IPSA should have a criteria and process in place for the evaluation of faculty.

g. Is there an overall plan for maintenance on the campus? This area should be addressed with the development of a Maintenance Plan for the campus which includes timely repairs and purchases. Maintenance of complicated equipment is of prime importance and special attention must be given to this immediately so that equipment is maintained in workable

condition. Training and budgeting for the maintenance of the scientific equipment must be addressed and specific responsibilities assigned.

Campus security for personnel, facilities and equipment should also be addressed.

The management of the farm should also be addressed in this Plan and the Farm Management Committee must be activated by 1995, with membership including persons with decision making authority, persons who are end users of the farm system and persons involved in the actual farm management.

Pocket areas in the experimental farm which are still under private ownership should be procured as soon as possible and the farm should be surrounded by fencing so as to protect crops and farm facilities from being stolen.

(9) The Five Year Plan for IPISA should be finalized as soon as possible and the process for approval (if necessary) should be initiated. The next Five Year Plan should be completed and finalized at least six months prior to the beginning of the relevant five year period.

(10) USAID involvement should continue until 1995 in the following areas:

- a. Construction of campus housing.
- b. Short term expert assistance in the Agricultural Economics Department as that unit is very new and will need input within the next twelve months just to assure its survival.
- c. Short term expert assistance in the area of computer programming to assure that the systems which have been designed and put in place are continuing to function properly. Additional training may be needed in this area also.
- d. Short term expert assistance in course based curriculum appraisal and revision.
- e. Support for continued linkages between IPISA and OSU for collaboration in teaching, research, and outreach programs, management assistance, and professional associations.

(11) In the absence of faculty housing the majority of faculty are not able to live on campus they are forced to rely on IPISA transportation to get back and forth to their homes. Since the bus leaves at 2:30 pm their day is then 800-1430 which does not allow enough time for research. It is recommended that consideration be given to arranging transportation for faculty so as to allow a work day from 800-1630. In this way, the faculty could be involved in teaching in the morning hours and could then concentrate on laboratory work in the afternoon. However, a little kiost is needed immediately to provide daily necessities and laundry service.

In addition, the creation of community facilities like shopping center, schools, etc. should be encouraged. These facilities will induce the teacher and the students to remain on campus (when housing becomes available) and thus they will be able to give more time to their work.

(12) IPISA should strengthen the basic science courses. Some remedial courses should be offered especially to the first year students. It has been the recommendation of the faculty that the crop botany department should be redesigned and serve as the

basic science department for the institution. This action should be taken as soon as possible.

(13) The Bangladesh Government's Fourth Five Year Plan 1990-1995 emphasized the developemnt of a sound agricultural economy by motivating and sustaining competitive free markets in rural areas and ensuring reasonable return for investment in the farming sector in order to increase agricultural food production. Therefore, the research activities of the Department of Agricultural Economics should cover agricultural food marketing systems, agro-business development and credit systems.

(14) It is important to promote and increase research activity of IPSA through collaborative research with adjunct institutions. For this purpose, seminars and scientific meetings should be held as often as possible. The institution should arrange international seminars frequently. Faculty should be actively encouraged to participate in and present papers at international professional meetings.

(15) It is vitally important for the valuable relationships already developed between IPSA and Kyushu University and Oregon State University be continued. The scientific and professional benefits from these linkages for IPSA are significant. Every effort should be made to strengthen and continue the cooperative interchanges between these institutions. Training, joint reseach, study tours, guest lecturers, special instruction, exchange teaching/research, and involvement and sponsorship of joint conferences/workshops/seminars are examples of the types of activies which should be part of the continued cooperative relationship.

(16) IPSA should increase the amount of stipend, scholarship and research assistantships in order to attract better students and to ensure that IPSA is competitive with other similar institutions which vie for students and that merit scholarships are available for the most outstanding students.

(17) The student's affairs advisor office should assist graduating students to find placement possibilities. The office should maintain liason with prospective employers.

13.0 LESSONS LEARNED

In every project there are lessons which are apparent as the end of the project nears. The following lessons, among others, are the major ones which were identified by the Evaluation Team:

- (1) If conditions change, the project implementation plan should be revised.

Since the beginning stage of the IPSA project, some difficulties occurred which slowed the progress of the project. These difficulties were due to the procedures followed in the system and socio-economic conditions, as well as other factors. Under such conditions, projects may take more time to complete than is usually anticipated at the planning stage. Consequently, the vision at the planning stage in respect of time and sequence of events is very important and adjustments should be made so that the goals of the project can be reached.

- (2) Objectives for a project should be agreed upon by all parties.

The IPSA project was started by Bangladesh and Japan in 1985 as a bilateral activity. After that, in 1986, the USA in a Memorandum with Bangladesh joined the IPSA project and took responsibility for a part of the work. In this way, the Tripartite Collaborative Project was started. During implementation of the Project, IPSA achieved progress toward the project goals.

For a Tripartite Collaborative Project, there should be one document signed by all cooperating Parties so that specific responsibilities are spelled out and fruitful collaboration can be achieved.

- (3) The partnership between GOB, JICA and USAID resulted in a stronger project and the development of a better IPSA.

The culturally sensitive input from IPSA combined with the technical knowledge of the other two partners (JICA and USAID) contributed to the process of the project. The "marriage" which took place between the US and Japanese technical expertise provided reinforcement to the IPSA program in a significant manner. Since the expertise of the US and Japan did not overlap, a division of labor was created and a workable climate with mutual benefits was realized. The basis of the success of such a program with multiple partners is frequent and open communication.

14. Appendix

14.1. Evaluation Scope of Work

1. Background on IPSA

The Institute of Postgraduate Studies in Agriculture (IPSA) was established by the Government of Bangladesh (GOB) in October 1983 by conversion of the Bangladesh College of Agriculture Sciences, an undergraduate institution, to IPSA. The institute, located at Salna, Gzipur, about 10 km northwest of Gazipur District headquarters and about 40 km north of Dhaka, is in close proximity to the Bangladesh Research Institute (BARI) and Bangladesh Rice Research Institute (BRRI).

In June 1984 IPSA started functioning with the first group of M.Sc. Ag. students. Technical cooperation between the Government of Japan (GOJ) through the Japan International Cooperation Agency (JICA) and the GOB began in July 1985. The Government of the United States through the Agency for International Development (USAID) has participated in the project since April 1986.

The first phase of technical cooperation program under JICA and USAID would continued until July 1990. However, before the termination of the Project, Tripartite Evaluation was conducted by the three Governments. Based on the recommendations of the Tripartite Evaluation Team, the Government of Bangladesh requested continuation of both JICA and USAID assistance for further years as the Phase II project. JICA and USAID have continued their assistance until July 1995 and October 1993 respectively.

The overall goal of IPSA is to contribute to the development of Bangladesh through providing intellectual leadership and high quality graduates at the M.S. and Ph.D. levels to work in the country's most important sector --- agriculture. IPSA will strengthen postgraduate level training and basic research with an outreach program designed to improve the economic well-being of the farmers and to accelerate rural development.

The principal objectives of IPSA are (1) to serve as a "Center of Excellence" for postgraduate education leading to M.S. and Ph.D. degrees in all disciplines of the agricultural sciences, (2) to conduct basic and applied research to support and complement the national agricultural research system in Bangladesh, and (3) to provide facilities, information, and programs for in-service training and outreach activities.

2. The Purpose of the Evaluation

a. The Second Tripartite Evaluation will be held jointly as an interim

evaluation of the JICA project activities and as a final evaluation of the USAID participation.

- b. To assess the overall performance and impact of the Project to date.
(The primary focus of the evaluation will be Phase II, however, Phase I must be considered in evaluating results.)
- c. To recommend measures to be taken by the three Governments concerning pending issues and major problems encountered.
- d. To provide feedback of the evaluation result to the farther project activities for efficient implementation to attain the goal of the Project.

3. The Outline of the Evaluation

- a. Logical framework will be a base of the evaluation.
- b. The evaluation will cover the level of inputs and outputs provided to the project activities to attain purposes and goal of the project.
- c. Review actual versus planned progress toward outputs, purposes and goal of the project.
- d. Attempt to find solutions to major problems encountered.
- e. Suggest modifications in the project activities.
- f. Recommend solutions to any disagreements between the project partners which have arisen.
- g. In addition, since the report must serve as an interim evaluation for JICA and as a final evaluation for USAID, the team utilizing much of the same data in above mentioned items from a. to f.

4. Evaluation Items

- a. Background status of the establishment of the Project.
- b. Purposes and goal of the Project.
- c. Preconditions for the Project implementation.
- d. Input Support Activities
 - i. Dispatch of Experts
 - ii. Participant Training
 - iii. Dispatch of Teams
 - iv. Procurement of Equipment and Machinery
 - v. Physical Infrastructure
 - vi. Staffing (Faculty & staff)
 - vii. IPSA Project Budget
 - viii. Scholarship
- e. Program Activities and institutional impact
 - i. Research program
 - ii. Academic program
 - iii. Outreach program
 - iv. Administration and Management
- f. GOB budget
- g. Relationship among education, research and outreach programs within IPSA

- h. Relationship between IPSA and other educational and research institution
- i. Tripartite relationships and effectiveness
- j. Sustainability
- k. Other

5. Team Composition

The evaluation team will consists of representatives from JICA, USAID and GOB. The team leader will supervise all over progresses of evaluation activities and each one of the team member has his own responsible field and conduct his studies in cooperation with other members.

a. Bangladesh

- Member from Ministry of Agriculture
- Member from Planning Commission
- Member from UGC

b. Japan (JICA)

- Team Leader from a University in Japan
- Member from Ministry of Education
- Member from Kyushu University
- Member from FASID
- Member from JICA

c. U.S.A. (USAID)

- Member from a Land Grant University in the U.S.A.

6. Allocation of Responsibilities Among the Evaluation Team

6-1 Team Leader

The Team Leader (representative from a University in Japan) will have primary responsibility for the following tasks:

- a. Overall leadership responsibility for the evaluation,
- b. Assessment of sustainability of the overall evaluation project plan,
- c. Coordination of preparation of the final report.

6-2 Team Members

Each team member will have the opportunity and responsibility to participate in all aspects of the evaluation. Certain evaluation tasks and/or primary responsibilities will be designated to selected members of the evaluation team, however, many of the evaluation tasks will overlap with various specialities represented on the team because most project activities have been implemented in association with and/or interact with others.

6-3 Assignment of Team Member Responsibilities

In principle, the division of labors are as follows:

- a. Bilateral and trilateral activities will be evaluated by representatives of the countries involved.

<u>The project activities concerned with:</u>	<u>Evaluated by:</u>
(1) JICA and its corresponding with GOB	→ GOB and Japan
(2) USAID and its corresponding with GOB	→ GOB and U.S.A.
(3) Common portion among GOB, JICA and USAID	→ GOB, Japan and U.S.A.
(4) JICA and USAID relationship	→ Japan and U.S.A.

- b. Topical program issues may be assigned to individual team members according to expertise as follows:

- (1) Research Program
- (2) Academic Program
- (3) Outreach Program
- (4) Institutional Development (Administration & Management)
- (5) Cooperation Policies and Planning
- (6) Sustainability of IPSA
- (7) Other

Aspects for consideration in each assignment are presented in Annex I.

7. Schedule of Evaluation

The evaluation will begin on or about August 14, 1993 and end on or about September 3, 1993 for three weeks.

8. Evaluation Team Report

The evaluation team will prepare a final report for submission to the Governments of Bangladesh, Japan, and the U.S.A. prior to its departure from Bangladesh. A debriefing will be given the respective governmental authority at the conclusion of the evaluation. The final report will be concurred in and will be signed by each Team Member. A suggested outline is presented in Annex II.

9. Necessary Information for the Evaluation

Working Paper will be prepared by IPSA-JICA-USAID team correspond to its item No. 4.

Logical Frame Work (Institute for Postgraduate Studies... n Agriculture Project Phase II, Tripartite Cooperation) (Sep. 1, 1993)

Narrative Summary	Verifiable Indicators	Results	Important Assumptions
<p>Super Goal: R/D: To accelerate agricultural development and to improve the economic well-being of the farmers. Mini Project Paper: To improve rural incomes, the quality of life of rural residents, and to enhance agricultural development through training of postgraduates.</p>	<p>The results of a few years later after the project termination: ① Increase in No. of graduates; Institute, societies, journals and Ph.D. etc.</p>		
<p>I. Overall Goal: ① To establish and strengthen the IPISA to serve as a Regional Center of Excellence for Bangladesh and the neighboring countries providing quality education leading to M.S. and Ph.D. degrees. ② To conduct research on fundamental aspects of applied agriculture as conducted by various agricultural research organization. R/D: ① To become IPISA a sustainable institution. ② To contribute to enhancement of higher agricultural education and agricultural research system in Bangladesh.</p>	<p>The results of a few years later after the project termination: ① Continuation of activities. ② Stabilization of Assumption.</p> <p>I. Overall Goal: Mini Project Paper: ① To be established a sustainable institution.</p>		<p>1. Counterpart personnels or the staff of same level will be taken roof. 2. Budget and public peace will not become worse.</p>
<p>II. Project Purpose: ① To complete the activities projected in the original IPISA project (1985-1990) ② To strengthen the national agricultural research system (NARS) by providing quality manpower and technical know-how generated by IPISA. ③ To disseminate innovation through training, workshops, publications, exhibitions, field days etc. R/D: To be strengthened postgraduate level agricultural research and education at IPISA.</p>	<p>Continuance of following verification at the time of the Project termination. II. Project Purpose: Mini Project Paper: ① To integrate agricultural postgraduate education and problem oriented basic research. ② To improve the quality of agricultural postgraduate education offered in Bangladesh. ③ To be strong linkages and outreach program with educational/NARS institutions.</p>		<p>1. Counterpart personnels or the staff of same level will be taken roof. 2. Budget and public peace will not become worse.</p>

1. Counterpart personnels will not transfer.
 2. Budget and public peace will not become worse.
 3. IPSA will be managed by tripartite cooperation among Bangladesh, Japan and U.S.A.

① Amount of OOB Funding and its executive situation.
 ② Recruited situation and No. of Faculty and Staff.
 ③ Confirmation of approval and contents on PCP/PP.
 ④ Confirmation of enactment of Ordinance/Act
 ⑤ Confirmation of present condition on organization and Administration Structure.
 ⑥ Confirmation of allocated Budget.
 ⑦ Confirmation of allocated Manpower.
 ⑧ Confirmation of Minutes of Understanding with other institutions.
 ⑨ Confirmation of maintenance of Computer Center.
 ⑩ Present condition of Information Management System.
 ⑪ Present condition of Farm Management System.
 ⑫ Management of Coordination Meeting and its frequency.
 ⑬ Frequency and contents of training and changed position etc.
 ⑭ Maintained and managed Physical Facilities
 ⑮ Present condition on Library. No. of books
 ⑯ Confirmation of Master Plan.
 ⑰ Name of joined national and international institutions. Contents of Minutes of Understanding.
 ⑱ No. of research presentation and thesis. and No. of master and doctor degree.
 ⑲ No. of published books and journals.
 ⑳ Confirmation of Five Year Research Master Plan and ISI.
 ㉑ Confirmation of management and frequency of the Committee.
 ㉒ Confirmation of contents of review and evaluation.
 ㉓ Confirmation of No. of placement of graduated students.
 ㉔ Range of place of employment.
 ㉕ Confirmation of linkage with other organization.
 ㉖ Amount of Financial Support.
 ㉗ Confirmation of the present state of implementation on new course based

① See page 30. and annex 6
 ② Recruited 22. Vacant 27 faculties.
 ③ Approval: PCP in Aug. 1992. PP in Nov. 1992.
 ④ Draft of Ordinance/Act are Ministry of Law it will be enacted until Oct. 1993.
 ⑤ See page 29.
 ⑥ See annex 6. page 30, 31.
 ⑦ See annex 2, 7, 23.
 ⑧ See page 6, 7.
 ⑨ computers for administration. computers for students training.
 ⑩ See page 36, 37.
 ⑪ Necessary acreage of the farm was allotted and fixed to each departments. Labors necessary for taking care of farm farm experiments were stolen.
 ⑫ See page 28.
 ⑬ See page 14, ~30.
 ⑭ See page 14.
 ⑮ Library was established in 1991.
 ⑯ Approval by Management Committee is not yet.
 ⑰ National Institution: BARI, BARI, BAU International Institution: Kagoshima Univ., Miyazaki Univ., Ryukyuu Univ., Yamaguchi Univ., Oregon State Univ.
 ⑱ See page 39 ~43.
 ⑲ See page 44. and annex 10.
 ⑳ ISI and Five Year Research Plan are enacted. (See page 39 and annex 10.)
 ㉑ See page 39.
 ㉒ See page 39.
 ㉓ See page 39.
 ㉔ See page 54.
 ㉕ See page 49. and annex 7.
 ㉖ See page 32, 33 and 50.
 ㉗ Almost core courses of the Curriculum are taught during the last one year.

III. Outputs:
 1. Institutional Development:
 ① OOB Funding will be obtained.
 ② All posts of the Faculty and Staff will be recruited.
 ③ IPSA will be managed by tripartite cooperation among Bangladesh, Japan and U.S.A.
 ④ IPSA will obtain an authority on Government of decree by enactment.
 ⑤ Ordinance/Act will be enacted.
 ⑥ Organization and Administration Structure will be improved.
 ⑦ Budgeting will be allocated properly.
 ⑧ Manpower will be allocated properly.
 ⑨ IPSA will be connected with other institutions.
 ⑩ Computer Center will be maintained.
 ⑪ Information Management System will be utilized.
 ⑫ Farm Management System will be improved.
 ⑬ Coordination Meeting will be set up and managed.
 ⑭ Manpower Development will be promoted.
 ⑮ Physical Facilities will be maintained and managed.
 ⑯ Library will be managed.
 ⑰ Master Plan of IPSA development on Physical Facilities will be made.
 2. Research Program:
 Well functioning research management and quality research program.
 ① IPSA will have joint research with national and international institutions.
 ② Well functioning following department
 Agricultural Extension
 Agricultural Economics
 Statistics and Biometry
 Agronomy
 Genetics and Plant Breeding
 Plant Pathology
 Soil Science
 Horticulture
 Entomology
 Crop Botany
 ③ IPSA will publish research journal
 ④ ISI will be enacted according to Five Year Research Master Plan.
 ⑤ Research Coordination Committee will be formed and managed.
 ⑥ Annual Research will be reviewed and evaluated.
 3. Academic Program:
 Well functioning academic administration and quality academic program
 ① Placement of graduated students will work smoothly.
 ② IPSA will be linked with other organization (Adjunct faculty etc.).
 ③ Financial Support for students will be realized.
 ④ Course work will be worked under a well organized curriculum.

<p>⑤ Syllabus of Course Works will be drawn up.</p> <p>⑥ Ph.D. and M.S. course will be operated.</p> <p>⑦ Academic Administration and Admission Committee will be formed and managed.</p> <p>⑧ Thesis Research will be carried out.</p> <p>⑨ Teaching Materials will be developed.</p> <p>4. Outreach Program: Well functioning outreach program and quality outreach program</p> <p>① Departments will participate in Outreach Program.</p> <p>② Outreach Program will be connected with other organizations.</p> <p>③ Outreach Management will be worked.</p> <p>④ Outreach Extension Materials will be developed.</p> <p>⑤ Seminar and Workshop will be held.</p> <p>⑥ Training will be carried out.</p> <p>5. Cooperation Policy and Planning: ① JICA and USAID will be coordinated and cooperated.</p> <p>② Planning of the Project will be carried out.</p> <p>③ JICA, USAID and IPSA will be coordinated and cooperated.</p>	<p>① Curriculum.</p> <p>② Confirmation of Syllabus of Course Works.</p> <p>③ Present condition of Ph.D. and M.S. course.</p> <p>④ Confirmation of formation of Academic Administration and Admission Committee.</p> <p>⑤ List of Thesis Researchs.</p> <p>⑥ Confirmation of the development of teaching materials.</p> <p>① Organize Committee Meeting including representatives from all Department by the end of 1993.</p> <p>② Name and contents of connected other organizations.</p> <p>③ Confirmation of Outreach Management.</p> <p>④ Name and No. of Outreach/Extension Materials.</p> <p>⑤ Frequency and contents of Seminar and Workshop. No. of participants.</p> <p>⑥ Frequency and contents of training.</p> <p>① Frequency and contents of coordination.</p> <p>② Confirmation of contents of Planning of the Project.</p> <p>③ Frequency and contents of coordination.</p>	<p>(See page 46, 47.)</p> <p>① See page 46.</p> <p>② See page 46.</p> <p>③ See page 50.</p> <p>④ See annex 8.</p> <p>⑤ See page 44.</p> <p>① There has not been any Committee meetings.</p> <p>② ~ ④: See 8.4 Outreach Program.</p> <p>⑤ New varieties of two vegetables were developed, and two scientists were awarded at annual meeting of 1992 by Bangladesh Association for Advancement of Science.</p> <p>① See page 64. 2 meetings/month</p> <p>② See appendices 14.2.</p> <p>③ Coordination Committee meeting: 1-2/year. On-campus meeting: 1-2/month. (See page 244.)</p>
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<p>IV. Activities:</p> <p>1. Institutional Development:</p> <ul style="list-style-type: none"> ① to obtain COB funding ② to recruit all posts of the Faculty and Staff. ③ to obtain approval on PP/PCP. ④ to enact the Ordinance/Act. ⑤ to improve Organization and Administration Structure. ⑥ to allocate Budget properly. ⑦ to allocate Manpower properly. ⑧ to connect with other institution. <p>IPSA+USAID</p> <ul style="list-style-type: none"> ① to maintain Computer Center. ② to utilize Information Management System. ③ to manage Library. <p>JICA+IPSA</p> <ul style="list-style-type: none"> ① to improve Farm Management System. <p>JICA+USAID+IPSA</p> <ul style="list-style-type: none"> ① to set up and manage Coordination Meeting. ② to promote Manpower Development ③ to maintain and manage Physical facilities. ④ to support Library by books. ⑤ to make Master Plan of IPSA Development on Physical Facilities. <p>◆</p> <p>2. Research Program:</p> <ul style="list-style-type: none"> ① to have joint research with national and international institution. <p>IPSA</p> <p>IPSA+USAID</p> <ul style="list-style-type: none"> ① Agricultural Extension ② Agricultural Economics ③ Statistics and Biometry <p>JICA+IPSA</p> <ul style="list-style-type: none"> ① Agronomy ② Genetics and Plant Breeding ③ Plant Pathology ④ Soil Science ⑤ Horticulture ⑥ Entomology ⑦ Crop Botany(USAID joins.) ⑧ to publish research Journal. <p>◆</p> <p>JICA+USAID+IPSA</p> <ul style="list-style-type: none"> ① to enact ISI according to Five Year Research Master Plan. ② to form and manage Research Coordination Committee. ③ to review and evaluate Annual Research. <p>◆</p> <p>3. Academic Program:</p> <ul style="list-style-type: none"> ① to advise placement of graduated students ② to link with other organization (Adjunct Faculty etc.) <p>IPSA+USAID</p> <ul style="list-style-type: none"> ① to realize Financial Support for students. <p>JICA+USAID+IPSA</p> <ul style="list-style-type: none"> ① to work Curriculum Development and its improvement. ② to operate PLD bus of Course Works. ③ to form and manage Academic Admi- <p>◆</p>	<p>V. Inputs:</p> <p>Japanese side</p> <p>1. Dispatch of Experts: (Natural Sciences) 28M/yr for five years</p> <p>Long-term: One to three Experts per year except for Leader and Coordinator.</p> <ul style="list-style-type: none"> ① Leader ② Coordinator ③ Agronomy ④ Genetics and Plant Breeding ⑤ Plant Pathology ⑥ Soil Science ⑦ Horticulture ⑧ Entomology ⑨ Crop Botany ⑩ Farm Management ⑪ Maintenance of equipment ⑫ Others <p>Short-term:</p> <ul style="list-style-type: none"> ③ to ④ Experts the above mentioned. <p>2. Acceptance of trainees: About three trainees per year (JICA only)</p> <p>3. Provision for Equipments: Twenty to thirty million yen per year</p> <p>U.S.A. side</p> <p>1. Dispatch of Experts: (Social Science)</p> <p>Long-term:</p> <ul style="list-style-type: none"> ① Curriculum ② Agricultural Extension ③ Agricultural Economics <p>Short-term:</p> <ul style="list-style-type: none"> ① Library Development ② Computer Center Development ③ Statistics and Biometry <p>2. Acceptance of trainees: Long-term: ten trainees in Doctor Course Short-term: 56 person months</p> <p>3. Provision for Equipment: Computer, Books, Journals</p> <p>4. Others:</p> <ul style="list-style-type: none"> ① to construct Staff Quarter. ② to support scholarship. 	<p>Bangladesh side</p> <p>1. Arrangement of counterparts personnels</p> <p>2. Offer of land, building and facilities</p> <p>3. Charge on running expense necessary for implementation of the project.</p>	<p>1. Dispatch of Experts, acceptance of trainees and provision of equipment will be implemented as previously planned.</p> <p>2. Counterparts personnels will not be transferred.</p> <p>3. Budget and public peace will not be disturbed.</p> <p>4. IPSA will be managed by tripartite cooperation among Bangladesh, Japan and U.S.A.</p>
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<p>stration and Admission Committee. ⑤ to carry out Thesis Research. ⑥ to develop Teaching Materials.</p> <p>◆</p> <p>4. Outreach Program: IPSA ① to make Departments participated in Outreach Program. ② to connect with Other Organizations.</p> <p>JICA+USAID+IPSA ① to work Outreach Management. ② to develop Outreach/Extension Materials. ③ to hold Seminar and Workshop. ④ to carry out training.</p> <p>5. Cooperation Policy and Planning: JICA+USAID ① to coordinate and cooperate between JICA and USAID.</p> <p>JICA+USAID+PSA ① to carry out Planning of the Project ② to coordinate and cooperate among JICA, USAID and IPSA.</p>	<p>Pre-condition</p>
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Remarks: 1) Not sign: JICA and USAID supports positively though these activities are not mentioned in their planning. Because these contents are important matters to manage IPSA

2) ◆ sign: JICA regards these contents as project activities though these contents doesn't mention in Record of Discussions (R/D) directly.
 In these cases, these contents are able to understand in a broad sense by following sentence in R/D.

"The Japanese Team Leader will provide necessary recommendation and advice on technical and administrative matters concerning implementation of the Project to the Head of the Project."

14-3 List of documents consulted

[Tripartite Cooperation]

1. Joint Tripartite Evaluation of IPSA in Bangladesh, July 1989
2. Minutes of the Wrap-up Meeting for Tripartite Evaluation, July 1989

[JICA and GOB]

1. Record of Discussions (R/D) for the Phase II Project, June 1990
2. Tentative schedule of Implementation (TSI)
(Minutes of Discussions, by Consultation Team), October 1990
3. Revised Tentative schedule of Implementation (TSI)
(Minutes of Discussions by Technical Guidance Team), December 1992

[USAID and GOB]

1. Project Implementation Letter (PIL) No.30.Oct.1991

[JICA and USAID]

1. Letters exchanged between JICA/Dhaka and USAID/Dhaka, July 1985
2. Memorandum of Understanding between JICA/Dhaka and USAID/Dhaka. June 1990

[Government of Bangladesh]

1. Revised Project Proforma (PP), Nov. 1992
2. GOB Third Five Year Plan (1985-90), Nov.1985
3. GOB Forth Five Year Plan (1990-95), Oct.1990

[IPSA]

1. IPSA Five Year Master Plan (1990-95)
2. IPSA Catalogue 1992-1993
3. Research Abstract, No. 1 and No. 2.
4. Annals of Bangladesh Agriculture, Vol. 1, No. 1 and No. 2. 5.
5. Dr. Eisgruber's Report, Sep. 1992
6. Dr. Youngberg's Report, June 1993

[USAID]

1. Mini Project Paper, March 1990
2. Amendment No.10 USAID-OSU

List of Individuals and Agencies Met

The Ministry of Agriculture		
	Minister	Major General, M. Mazid-ulhuq(Retd)
	Secretary	Mr. A.N.M. Eusuf
	Joint Secretary	Mr. M.A. Jaigirdar
Embassy of Japan		
	Minister	Mr. Y. Ichihasi
Planning Commission		
	Division Chief	Dr. M.I. Talukdar
Economic Relation Division/the Ministry of Finance		
	Deputy Secretary	Mr. Dewan Zakir Hossain
University Grants Commission		
	Chairman	Prof. M.Shamsul Huq
United States Agency for International Development		
	Deputy Director	Ms. H.K. Gunther
	Office of Food & Agriculture	
Japan International Cooperation Agency		
	Resident Representative	Mr. H. Suzuki
	Deputy Resident Representative	Mr. Y. Ishi
Bangladesh Rice Research Institute		
	Director General	Dr. Shamsul Alum
Bangladesh Agricultural Research Institute		
	Director General	Dr. S.N.H. Awrangzeb
Bangladesh Agricultural Research Council		
	Member Director	Dr. M.A. Hamid Miah
Bangladesh Agricultural University		
	Register	Mr. A. Hannan Khan
	Director, Public Relations	Mr. A. Razzaue
Institute of Postgraduate Studies in Agriculture (IPSA)		
	Director/Rector	Dr. E. Ahsan
	Dean of Graduate Studies	Dr. E. Hossain Miah
	Administrator, Faculty, Staff, Students	
Oregon State University Experts in IPSA		
	Curriculum & Research	Dr. R. E. Witters
Japan International Cooperation Agency Experts		
	Team Leader	Dr. M. Sugiura
	Coordinator	Mr. T. Fujii
	Agronomy	Dr. O. Hirota
	Farm Management	Mr. N. Morita

(Sep. 1, 1993)

Narrative Summary	Verifiable Indicators	Results	Important Assumptions
<p>Super Goal: To accelerate agricultural development and to increase the economic well-being of the farmers. Mini Project Paper: To improve rural incomes, the quality of life of rural residents, and to enhance agricultural development through training of postgraduates.</p>	<p>The results of a few years later after the Project termination: Increase in No. of the graduates, institute, societies, Journals and Ph.D. etc.</p>		
<p>I. Overall Goal: To establish and strengthen the IPSA to serve as a Regional Center of Excellence for Bangladesh and the neighboring countries providing quality education leading to M.S. and Ph.D. degrees. To conduct research on fundamental aspects of applied agriculture as conducted by various agricultural research organization. R/D: To become IPSA a sustainable institution. To contribute to enhancement of higher agricultural education and agricultural research system in Bangladesh.</p>	<p>The results of a few years later after the project termination: ① Continuation of activities. ② Stabilization of Assumption.</p>		<p>1. Counterpart personnels or the staff of same level will be taken foot. 2. Budget and public peace will not become worse.</p>
	<p>I. Overall Goal:</p>		
	<p>Mini Project Paper: To be established a sustainable institution.</p>		
<p>II. Project Purpose: To complete the activities projected in the original IPSA project (1985-1990) To strengthen the national agricultural research system (NARS) by providing quality manpower and technical know-how generated by IPSA. To disseminate innovation through training, workshops, publications, exhibitions, field days etc. R/D: To be strengthened postgraduate level agricultural research and education at IPSA.</p>	<p>Continuance of following verification at the time of the Project termination. II. Project Purpose: Mini Project Paper: To integrate agricultural postgraduate education and problem oriented basic research. To improve the quality of agricultural postgraduate education offered in Bangladesh. To be strong linkages and outreach program with educational/NARS institutions.</p>		<p>1. Counterpart personnels or the staff of same level will be taken foot. 2. Budget and public peace will not become worse.</p>

14. 5 COMPARISON OF PREVIOUS EVALUATIONS AND PRESENT PROJECT STATUS

TRIPARTITE EVALUATION, Jul. 1989	CONSULTATION SURVEY TEAM, Oct. 1990	Dr. Eisgruber's Report, Sep. 1992	Technical Guidance Team, Dec. 1992	Present Situations, Aug. 1993
1. Autonomy & Status of IPSA	a. The Phase II project should be implemented for the purpose of strengthening postgraduate level education and research based on the favorable result of the Phase I. b. Establishment of the appropriate administrative structure, especially the Ordinance/Act.	a. PCP and PP → GOB should prepare PCP & PP in view of R/D and should approve without any delay. b. Ordinance for autonomy → GOB should give autonomy including degree granting authority as per the Ordinance without any undue delay.	IPSA students completed their MS course in Jul. '93 every possible effort will be made by the GOB to enact the Ordinance.	Phase II project has been implemented. PCP and PP were approved in Aug. 1992 and Nov. 1992 respectively.
2. Funding		Approval of Ordinance is needed.		The revised draft of the Ordinance was submitted to MOA in Aug. 1992. The cabinet approved the Ordinance in May 1993 and it is being processed in MOA. Ratio of donor fund is higher than GOB input. All GOB fund is from ADP.
3. Organization/ Administration	Same as 1-b.	a. The office of the Dean of graduate studies should be established. b. Committee structure is needed. c. Departmental budget is needed. d. Administration & faculty handbook is needed.	Responsibilities should be given to the dept. Sec. committees and all important activities should have commensurate budget.	Authorities and decision making process are centralized. Organization/Administration structure are being reconsidered for well functioning and smooth implementation of IPSA programs. Sufficient budget is not distributed to the respective activities.
4. Activities	a. Attainment of academic flexibility and authority. b. Immediate recruitment of adequate IPSA faculty and staff by the GOB. c. Early finalization of curriculum and syllabi.	a. Filling of sanctioned but vacant positions is necessary. b. Reduction in the No. of courses listed in the graduate catalogue. Sequencing of Courses required	a. The remaining vacant posts must be filled with best qualified persons without much delay. b. The student laboratories and equipment should be used efficiently for course work. Text book should be prepared for student laboratory.	Academic flexibility and authority will be gained by the Ordinance. 22 teachers out of 49 sanctioned posts were filled. The shortage of faculty is a serious impediment to the Project Implementation. 2nd advertisement has been done on May 1993. Recruitment strategy is not clear. New course based curriculum has been implemented in Aug. 1991. Graduate catalogue has been reviewed periodically. Some text books has been published. Laboratory hours are not incorporated into courses work in regular bases. Syllabus is not completely prepared. Ph. D. Program was started in Aug. 1991.
	c. Ph. D. Program must be started in some dept. in Jan. 1991. d. Student Drop-out → GOB should take necessary steps to solve the issue.	d. Teaching of Ph. D. level courses		Drop-out rate has been decreased since course based curriculum has been introduced.

4. Activities	s. Preference of M.S. over B.S. holders.	No advantages of U.S. in employment.
	t. Periodic program review and evaluation	IPSA catalog was reviewed in Aug. '92 and will be reviewed in Oct. '93.
	u. The role of Outreach at IPSA	1. Outreach mission statement should be prepared and IPSA's consensus be obtained.
5. Linkage	Memorandum of Understanding → for effective linkage between IPSA and other research institutions including RAPI & BRRI should be signed without any further delay.	-MOU was signed with RAPI and BRRI in May 1991. -MOU with BRU was signed in Aug. 1993.
6. Infrastructure	a. The immediate construction of laboratories, library and residential quarters.	-Precondition has been satisfied and USAID will give full approval in a few days. -Construction is not started yet.
	b. Establishment of a maintenance system for equipment and facilities.	-Maintenance body is not well organized practical plan is offered by the project team. -Inventory of the equipment was completed and system is being developed.
	c. Computer use by students.	-Computer center was expanded for student use.
	d. Housing for faculty and staff	a. GDB will fulfill the preconditions for starting the construction work with close cooperation with USAID.
7. Others	a. Experts → JICA should make effort to meet the request for 300 W/M experts.	-Total 151 W/M of JICA expert was dispatched. -JICA/Yokushu Univ. support for dispatching of experts and C/P training.
	Continued technical support in institutionalizing the new curriculum, assistance in the development and strengthening of the social sciences is critically needed through at least the end of Phase II (1995) of the project.	USAID will terminate its cooperation to IPSA in Oct. 1993 with completion of SOH.
	b. Interim Evaluation → will be conducted at the middle of the Phase II.	Joint tripartite evaluation is held in Aug. - Sep. 1993.
	c. Housing for married students	JICA will make every effort to dispatch 280 W/M of long & short-term experts in line with ISI.
	a. The strengthening of the IPSA project support system in Japan.	-JICA will make every effort to dispatch 280 W/M of long & short-term experts in line with ISI.
	b. The continuation and strengthening of the successful and effective tripartite cooperation.	USAID will terminate its cooperation to IPSA in Oct. 1993 with completion of SOH.
	a. Joint tripartite evaluation will be conducted in Aug. '93	Joint tripartite evaluation is held in Aug. - Sep. 1993.
	b. Final evaluation will be held about six months before termination of the Project.	Joint tripartite evaluation is held in Aug. - Sep. 1993.

4. Activities	e. Presentation of Master's Thesis → will be made as a requirement of the final examination for degree.	f. Selection of Research Subject → should be in line with important problem of agr. in Bangladesh. National Agril. Research Master Plan, teachers' interests & serve to upgrade teachers' capability.	g. Joint Research → between IPSEA and other research institutions should be established and strengthened.	h. Presentation of Faculty's Research → The Annual Research Review Meeting should be held every year and effort should be made for publication of research results.	i. Teaching & Advising Load Target. j. Teaching improvement seminars. k. Teachers evaluation. l. Recognition of good teaching performance.	m. Strengthening of basic science background of students.	n. Strengthening Agricultural Economics Dep.	o. Sustained Library Development.	p. Role of Advisory Committee.	q. Crop Botany Dep.	r. Frequency and timing of admission s. Over-subscription of admission of MS student.	t. Scholarship and Assistantships		e. Selection of thesis research topics. f. Publication of M.S. & Ph.D. thesis.	g. Joint research work should be encouraged both in national and international levels.	h. Annual Research Review should be held regularly.	i. Some are progressed but difficult with limited faculty. j. Ordinance approval is needed.	k. Supporting dept. for strengthening of basic science is being considered.	l. Department was established in Aug. '92. Faculty needs to be recruited.	m. Library is not functioned well. USAID expert will be dispatched on Aug 28 '93.	n. Committee is not organized well.	o. Conversion of Crop Botany Dep. is being considered.	p. Increase in faculty workload by each term admission.	q. Research assistantships has been operated since May '93. r. PL-480 endowment fund is available but a scheme is not established and a program is not implemented yet.	Presentation has been held since first batch student graduated in Jan. '93 under new course-based system. Standards of M.S. & Ph.D. are unaltered.	Five Year Master Plan was prepared by faculty based on ISI. Comensurate budget and sufficient time for research are essential. Most of student research is involved to faculty research. Annual plan must be prepared.	Some Joint Research work has been conducted with BARI & BRRI since MOU was signed but not lively.	Annual Research Review was held on Dec. 1991, and Aug. 1993. Research abstracts were published.
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附属資料 3

評価関係資料

[三国協力]

1. バングラデシュ農業大学院計画評価調査報告書、1989年12月
(Joint Tripartite Evaluation of IPISA in Bangladesh)
2. Minutes of the Wrap-up Meeting for Tripartite Evaluation, July 1989

[JICA と GOB]

1. 実施協議調査団報告書
(Record of Discussions (R/D) for the Phase II Project)
2. 計画打合せ調査団報告書
(Tentative schedule of Implementation, TSI)
3. 巡回指導調査団報告書、1993年2月
Revised Tentative schedule of Implementation (TSI)

[USAID と GOB]

1. Project Implementation Letter (PIL) No. 30. Oct. 1991

[JICA と USAID]

1. Letters exchanged between JICA/Dhaka and USAID/Dhaka, July 1985
2. Memorandum of Understanding between JICA/Dhaka and USAID/Dhaka. June 1990

[バングラデシュ政府]

1. Revised Project Proforma (PP), Nov. 1992
2. GOB Third Five Year Plan (1985-90), Nov. 1985
3. GOB Forth Five Year Plan (1990-95), Oct. 1990

[IPSA]

1. IPISA Five Year Master Plan (1990-95)
2. IPISA Catalogue 1992-1993
3. Research Abstract, No. 1 and No. 2.
4. Annals of Bangladesh Agriculture, Vol. 1, No. 1 and No. 2. 5.
5. Dr. Eisgruber's Report, Sep. 1992
6. Dr. Youngberg's Report, June 1993

[USAID]

1. Mini Project Paper, March 1990
2. Amendment No. 10 USAID-OSU

INSTITUTE OF POSTGRADUATE STUDIES IN AGRICULTURE

P.O. IPSA, SALNA, GAZIPUR-1703, BANGLADESH, TEL : 402127, (0681) 2020, 2566

ইনস্টিটিউট অফ পোস্ট গ্রাজুয়েট স্টাডিজ ইন এগ্রিকালচার

পোঃ ইপসা, সালনা, গাজীপুর-১৭০৩ বাংলাদেশ ফোনঃ ৪০২১২৭, (০৬৮১) ২০২০, ২৫৬৬

Memo. No. Dir-C-2/93/463(2)

Date : 24-08-93

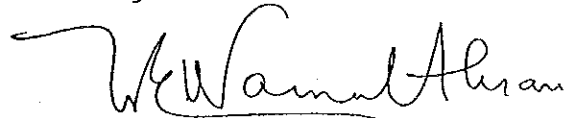
Subject : Meeting of the IPSA Project Coordination Committee and Wrap-up Meeting of the Tripartite Evaluation Team.

A meeting of the IPSA Project Coordination Committee together with the wrap-up meeting of the GOB-JICA-USAID Tripartite Evaluation will be held on Monday, 30th August 1993 at 12:30 P.M. in the Conference Room of the Ministry of Agriculture (Building No. 4, Room No. 512 Bangladesh Secretariat) under the chairmanship of Mr. A.N.M. Eusuf, Secretary, Ministry of Agriculture.

The tentative agenda of the meeting includes the following :

1. Review of the minutes of the previous meeting of the IPSA Project Coordination Committee held on 20th December, 1992.
2. Review of the report of the JICA Technical Guidance Team, 1992.
3. Review of the draft report of the Tripartite Evaluation Team, 1993.

You are cordially invited to the meeting.



(Dr. Ekramul Ahsan)
Director (Rector), IPSA
and

Member Secretary
IPSA Project Coordination Committee

Distribution :

I. All Members of the IPSA Project Coordination Committee.

1. Divisional Chief (Agri.)
Planning Commission.
2. Executive Vice-Chairman
Bangladesh Agricultural Research Council
3. Director General
Bangladesh Agricultural Research Institute
4. Representative of the JICA/Bangladesh Office
5. Representative of the USAID/Dhaka, Office of Food and
Agriculture.
6. Dr. M. Sugiura
Team Leader, IPSA-JICA-USAID Technical Team
7. Mr. T. Fujii
Coordinator, IPSA-JICA-USAID Project
8. Dr. R.E. Witters
OSU/IPSA Project Advisor (USAID)

II. All Members of the Tripartite Evaluation Team of IPSA Project.

1. Dr. Satoshi WAKIMOTO Team Leader
Institutional Development, Professor,
Tokyo University of Agriculture,
Dept. of Agriculture,
Professor Emeritus, Kyushu University.
2. Dr. Kouhei KOBAYASHI
Professor
Dept. of Agricultural Economics,
Kyushu University.
3. Mr. Hideki HIROTA
Senior Specialist
The Minister's Secretariat Policy Planning
and Coordination Div.
Ministry of Education, Science and Culture.
4. Ms. Youko OHTAKE
Assistant Director,
Dept. of Planning and Program,
Foundation for Advanced Studies on International
Development.

5. Mr. Shinji OBUCHI
Agricultural Technical Cooperation Division,
Japan International Cooperation Agency.
6. Jean Ruley Kearns
Deputy Executive Director
Consortium for International Development
and Professor
University of Arizona Tucson, AZ 85718
7. Dr. M.H. Khan
Member
University Grants Commission
8. Mr. M.A. Momen
Joint Chief
Agriculture Division, Planning Commission
9. Mr. Enayet Hossain
Joint Chief (Planning)
Ministry of Agriculture

III. Others.

1. PS to Secretary, Ministry of Agriculture
2. PS to Rector, IPSA.

Minutes of the IPSA Project Coordination Committee meeting held on December 20, 1992.

A meeting of the IPSA Project Coordination Committee was held in the Conference Room of the Ministry of Agriculture on December 20, 1992 with Mr. A.N.M. Yusuf, Secretary Ministry of Agriculture in the chair. The following members were present :

Members :

- Dr. Ekramul Ahsan, Director, IPSA
- Dr. S. Zaman Mazumder, Division Chief (Agril.) Planning Commission
- Mr. S.N.H. Arangzeb, Director General, BARI
- Dr. M.A. Hamid Miah, MD (P&E), BARC
- Dr. M. Sugiura, Team Leader, IPSA-JICA-USAID Project
- Dr. S.F. Miller, Adviser (USAID), IPSA-JICA-USAID Project
- Mr. T. Fujii, Coordinator, IPSA-JICA-USAID Project
- Mr. T. Imazu, Resident Representative, JICA, Bangladesh, Dhaka
- Dr. Ray Morton, OFA, USAID, Dhaka
- Mr. H. Morikawa, Deputy Res. Rep. JICA, Bangladesh, Dhaka.

JICA Technical Guidance Team

- Dr. Ichiro Goto, Team Leader
- Dr. Makoto Tamai
- Dr. Bungo Sakaguchi
- Mr. Shinji Obuchi

Observers :

- Mr. M.A. Momin, Joint Chief (Agric.), Planning Commission
- Dr. Abdul Hamid, Professor, IPSA
- Mr. A. Waheed Khan, Personnel of MOA

The Chairman welcomed the members of the committee and the member of the JICA Technical Guidance Team, and requested Dr. Ekramul Ahsan, Director/Rector IPSA to initiate discussion. The discussion took place in the following order.

1. Review and confirmation of the proceedings of the previous meeting

Dr. Ahsan placed the proceedings of the earlier meeting held on July 23, 1992 for confirmation. Dr. Ray Morton of USAID suggested that the minutes should clearly indicate that USAID's assistance for IPSA project beyond October 1993 would not be possible. He requested for correction of the last sentence. This was agreed upon and the proceeding was corrected accordingly. The chairman confirmed the minutes of the earlier meeting with the modification as suggested by Dr. Morton of USAID.

2. Master Plan of IPSA

Dr. Ahsan pointed out that a draft 5-year Research Master Plan of IPSA was made available to the members of the visiting Japanese Technical Guidance Team. The leader of the Team, Dr. Goto commented that the Team generally agreed on the plan but there might be some corrections necessary. He also mentioned that the Team endorsed the Revised Tentative Schedule of Implementation (TSI).

Dr. Stanley Miller commented that the IPSA Research Master Plan was prepared for receiving funding and to have a general consensus among the faculty. He said that Master Plan is an on-going process and is consistent with the TSI. All agreed that preparation of Master Plan was helpful.

In response to a question raised by Mr. Fujii as to how the Master Plan and TSI would be implemented, Dr. Ahsan replied that the Government of Bangladesh already approved the Project Proposal (PP) of IPSA which gives the clear indication on how the organizational structure would be. It also indicates the funding status from GOB and other sources for implementing the project depended primarily on priority and fund positions.

The chairman said that the Government will follow the provisions of the project and funding from GOB should not be a major issue. Given some limitations in funding he said that in addition to the approved budget, there might be some other sources of funding (e.g. JICA, USAID etc.).

Dr. Morton mentioned that the allocation earmarked for construction of staff housing and establishment of endowment fund for scholarship would be available through September 1994, beyond which PL-480 Title III would no longer exist. He urged to utilize the

budget of the USAID component as quickly as possible. In reply Dr. Ahsan explained the progress of evaluation of consultant's documents and recruitment of Executive Engineer.

3. Review of the recommendation of the Curriculum Workshop

Dr. Ahsan informed the members that Dr. L.M. Eisgruber had visited IPSA in September 1992 to evaluate the implementation of course-based curriculum. A workshop was held in IPSA on November 1992 to review the report and to devise plan of action. Dr. Ahsan mentioned that implementation of recommendations on academic matters requires approval of the Academic Council and suggested that the issue might be discussed in greater detail at a later date.

In response to a suggestion put forward by Mr. Fujii chairman agreed that the urgent matters not related with the Academic Council might be implemented immediately.

4. Outreach program of IPSA

Dr. Ahsan gave a background of the outreach program - one of the mandated activities of IPSA. He mentioned that the concept of outreach program and the mode of participation in the program by the faculty members are still not clear. Mr. T. Fujii mentioned that mission statement on outreach program was also unclear. He suggested that as the project would terminate in June 1995, a clear understanding of the mission statement was urgent. Dr. Miller mentioned that either the Department of Agricultural Extension Education of IPSA alone or all departments might be linked with the outreach program. He suggested that a consultant could be hired under USAID component of the project to prepare a mission statement and set guidelines for outreach program. This was agreed upon.

The chairman opined that every department should have certain degree of outreach responsibility, and it should not be confined to one department only.

5. Criteria for project sustainability

Members appreciated the suggested indicators for project sustainability developed by Mr. Fujii and Dr. Miller. Dr. Miller mentioned that all six issues may not be achieved within

the project period but there should be a mechanism to monitor changes.

The chairman commented that the sustainability of IPSA should be different from that of other projects. He said that after the termination of the project, it would be the responsibility of the Government of Bangladesh that IPSA continues functioning. Government is committed for funding IPSA but the level of funding will depend on the ability of the Government. The chairman pointed out that IPSA being a high priority project, Government would certainly allocate more resources than other organizations. However, since creation of infrastructures could not be done by Governments, revenue budget, availability of external funding might be explored by establishing/encouraging consultancy/advisory services. There was discussion on possibilities of IPSA providing consultancy services as in BUET. Dr. Mazumder was critical about the introduction of consultancy services. Dr. Miller however suggested that IPSA should have a policy on providing consultancy service for the benefit of the institute and not merely for personal interest.

6. Physical facilities of IPSA

While discussing the physical facilities of IPSA, maintenance of facilities (equipment) came out as the most prominent issue. Mr. Fujii mentioned that maintenance is a problem not only in IPSA but also in other organizations because of lack of adequate servicing facilities in the country. Dr. Ahsan mentioned that before procurement if those equipment are selected for which agents are available in Bangladesh, maintenance problem can be solved to a great extent. Dr. Hamid Miah (BARC) reported that BARC was planning to establish a maintenance unit to support the institutes.

In response to a question about the use of equipment, Dr. Hamid (IPSA) mentioned that most of the equipment procured for IPSA were being used by graduate students and faculty members. He said that collaborative research programs involving IPSA faculty and scientists of various research organizations were operative. Use of equipment by scientists of other organizations was encouraged. The chairman opined that the use of equipment by scientists from other organizations be encouraged.

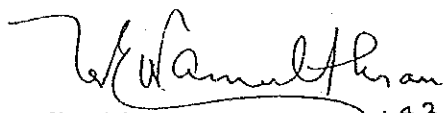
7. Tripartite Evaluation of IPSA

It was agreed that for the next tripartite evaluation, team members would be drawn from Bangladesh, Japan and USA. Dr. Mazumder suggested that when a member from Bangladesh is taken, he should preferably be a fresh blood (a person not previously involved in activities relating to IPSA project). Dr. Ahsan suggested that members from Bangladesh side might be selected from organizations like Ministry of Agriculture, University Grants Commission, Planning Commission, and IPSA.

8. Miscellaneous

- 8.1 Recruitment of teacher : Dr. Ahsan informed that formalities for filling up 9 faculty positions (3 professors, 4 Assoc. Professors and 2 Asstt. Professors) were complete. The chairman hoped that by the first quarter of 1993 necessary action will be taken filled up all the vacant positions.
- 8.2 Signing of the Minutes of Discussion : Dr. Ahsan inquired about the authorization for signing of Minutes of Discussion between the visiting Japanese Technical Guidance Team and the IPSA (Bangladesh) side. The chairman opined that for any document having binding on either side, it is the ERD which can sign on behalf of the Government of Bangladesh. But since the Minutes of Discussion has no binding, Dr. E. Ahsan, Director, IPSA can sign on behalf of IPSA.
- 8.3 Next meeting of the Project Coordination Committee : Mr. Fujii requested the Chairman to hold the next meeting of the IPSA Project Coordination Committee when the Tripartite Evaluation Team visits IPSA in 1993. The Chairman agreed.

The meeting ended at about 11-40 a.m. with vote of thanks from the chair.


Dr. Ekramul Ahsan 21.1.93
Director, IPSA
and
Member Secretary
Project Coordination Committee

Sd/- A.N.M. Yusuf 30.1.93
Secretary, Ministry of Agriculture
and
Chairman
Project Coordination Committee

附属資料 5

IPSA

INSTITUTE OF POSTGRADUATE STUDIES IN AGRICULTURE

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PABX : 2020, 2566

Ekramul Ahsan

Director/Rector

Ph.D

Dated, 30 August, 1993

To: All Members of the Tripartite Evaluation Team of IPSA Project.
Team Leader and Members of the JICA/USAID Technical Team at IPSA.

Subject: Draft Evaluation Report: Identification of typographical and factual errors for corrections in the draft report.

Kindly recall that the draft evaluation report particularly the recommendations therein were discussed in the wrap-up meeting of the Tripartite Evaluation Team on the 30th August, 1993 under the chairmanship of Mr. A. N. M. Eusuf, Secretary, Ministry of Agriculture.


The report in general and the recommendations therein have been appreciated by the chairman and members present in the wrap-up meeting. Everybody thanked the members of the team for their hard work and for doing an excellent job.

While discussing the report and the recommendations Rector, IPSA pointed out that in some places there are some typographical errors and in some places the observations made and recommendations made were not based on correct information. It was also revealed that most of these informations were obtained when the members of the evaluation team visited different sections independently. It appeared that some of these informations were based on guess and were not factually correct and consistent with the real world situation.

In view of that it was decided that Rector, IPSA would let the evaluation team informed in writing about the typographical errors as well as the other inconsistencies in the report based on which the report and the recommendations will be corrected before finalization.

As per the above decision of the wrap-up meeting I am enclosing a paper identifying both the typographical errors as far as possible and the factual inconsistencies.

I request the the team leader and the members of the evaluation team to kindly take note of these during editing and finalization of the report.


Ekramul Ahsan

Page 6 (Second paragraph)

"..... the Japanese Team Leader provides necessary recommendations and advice on technical and administrative matters to the Director".

The fact is that the IPSA-JICA-USAID technical team provides recommendations on technical matters and in the management of the project. Director which is dependant upon the administrative rule and regulations of the Government of Bangladesh and overall policy guidelines are provided by the IPSA Management Board. So I propose that the sentence in reference be restructured as follows.

"..... the Japanese Team Leader provides necessary recommendations and advice on technical matters and in the management of the project.

Page 6 (4) Present Status of IPSA

The name of BARI should be corrected as Bangladesh Agricultural Research Institute. The word "Agricultural" has been dropped.

Page 7 (Second Paragraph, Third Line)

28 students have completed the M.S. course not 12. This number is to be corrected.

Page 7 (Last Paragraph, Third Line)

MOU has been signed with BAU also. So name of BAU be added together with BARI/BRRI.

Page 17 (Last Paragraph, Last Two Line)

"These reasons include the lack of sufficient financial/administrative support"

This statement is totally wrong. I gathered this was stated by some faculty members. He/they must substantiate with evidence of lack of administrative / financial support which can be specifically identified as a constraint to the application of the knowledge and skills acquired by the IPSA faculty and staff. Just sweeping remarks of vested interest by any faculty / staff should not find place in such a high quality evaluation report without authentication and proper analysis.

Page 21 (Fifth Paragraph)

The laboratory committee is non-functional primarily because I have found that the selection of laboratory equipment were made by individual faculty member and sent directly to the Team Leader without going through any process and even without any knowledge of the Director, IPSA. Many faculty members are found have contacted

senior professors in Japan directly in individual capacity to influence procurement of these equipment. Unfortunately I have experienced that the list of equipment given by individual faculty members to the Team Leader are listed for procurement without the knowledge of the Director, IPSA.

This created several problems like -

- No. 1. Violation of normal decorum in the management process.
- No. 2. Procurement of equipment is not coordinated. Even though may be these equipment are not perhaps needed, these are procured without adequate need assessment.
- No. 3. Director, IPSA must know in advance what equipment are to be imported because he has to arrange for payment CDST/VAT for these.

In view of the above I have asked the faculty members to prepare their respective equipment requirements and submit the same to the Director, IPSA for review before sending the same to the Team Leader for procurement.

Page 23 (Sixth Paragraph, Second and Third Lines

There is a Master Plan of IPSA from the landscape point of view prepared by one Japanese expert. However, we have to incorporate the development of physical infra-structure like housing and other physical facilities into it. This depends on the selection of the Architectural and Engineering Consultant under USAID project (PL-480).

We have received from USAID the formal clearance on selection of the consultant on 30th August 1993.

The present development of physical facilities like canal, reservoirs etc. are very much consistent with the existing Master Plan.

Page 29 : IPSA Organogram and Structure of IPSA Set-up.

The organogram taken from the IPSA PP was reviewed by the Ministry of Agriculture and Planning Commission was found inconsistent with the decision of the Government.

Example: The previous PP included the Department of Agricultural Engineering. There is no decision at any level of the Government to drop this department from IPSA structure. Rather Government gives much emphasis on the development of this area with priority in irrigation and water management.

Page 49 (Second Paragraph, First Line)

It has been mentioned that, IPISA's recruitment rules and its criteria for faculty members at IPISA was reviewed in February 1993 with Secretary, Ministry of Agriculture, and Senior Professors from Bangladesh Agricultural University (Dean of Agriculture Faculty) and Dhaka University (Dr. Aminul Islam, Professor of Soil Science and Ex-Dean, Biological Science Faculty).

The general opinion in the review on that the recruitment requirement at IPISA is quite low particularly for the post of Associate Professor and Professors in comparison to any other Universities in Bangladesh.

Page 49 (Second Paragraph, Last Line)

".... in some departments faculty members are suffering from overload due to the shortage of manpower".

It is fact that some department there are vacant posts but our experience says that none of the IPISA's own faculty members are over loaded with academic works particularly offering courses. So far only in one term one faculty member offered two courses because at the last moment the assigned adjunct faculty member was not available. In case of all other departments none of the faculty members offered more than one course in any term. Many faculty members even did not offer any course in some terms. So the over load if reported by some faculty members need to be correctly understood.

Page 60 (Seventh Paragraph)

It has been mentioned that because of few faculty members in each department emphasis had to be given to teaching activities, while research and outreach activities have been delayed or have stagnated. While it is fact that there are only a few faculty members in each of the department but my personal feeling is the present faculty members are more involved in research compared to their involvement in teaching if we carefully analyze the number of research projects each of the faculty members are engaged with research compared to the number of courses offered by the same faculty members.

Example : One faculty members in the Department of Entomology was involved in 18 research projects in a given year but he offered only 3 courses in that year (3 terms).

I fully agree that outreach activities have stagnated but that was primarily because of lack of comprehension by the faculty members about their respective role in IPISA's outreach activities. Until recently (before Dr. Youngberg, Classification on concept of outreach activities) the general understanding of IPISA faculty members about the outreach activities, workshops only. The role of IPISA in technology transfer off campus research, training of field

level agricultural extension personnel were not recognized before.

Page 62 (Second Paragraph, Second Line)

It has been mentioned that repairs of equipment are done by IPSA employed engineers. This statement is not correct at all because IPSA employed are civil engineers and they are not allowed to touch any equipment. Only one Sub-Assistant Engineer is trained in maintenance of electrical equipment. He is asked to make preliminary checking if any electrical equipment needs repair. The practice at IPSA about equipment repair is that in most of the cases Engineering section is asked to contact the qualified private firm to repair the equipment. If it is found that repair of any equipment is beyond the competence of any private firm in Bangladesh then we request JICA to assist in this matter to the extent possible (Example : Electronic Microscope - this could not be repaired by any Bangladesh firm. Prof. Arai from Kasogima University tried to repair but finally he recommended that the concerned manufacturer was to be consulted.

Page 63 (First Paragraph, First Line)

It has been mentioned that at present neither departments nor supporting sections have their own budget allocation

This is not correct because since 1992-93 financial year we have separate departmentwise budget allocation and department wise expenditures were made out of their respective departments budget allocations. Also there are separate specific budget allocations for farm, engineering activities, library and outreach activities.

It is possible to provide specific information on how much was the allocation and how much was spend during the 1992-93 financial year by different departments and by different support sections including outreach activities.

The statement on waste of time and delay in procurement is to some extent correct but we need to analyse its causes. Nobody can tell (and it sia challenge) that delay is caused in the office of the Rector. The reality is that the department must allow atleast 2-3 days for procurement involving Tk. 5000/- and more time for involvement of over Tk. 5000/- per purchase. There are some GOB financial rules and regulation which must be adhered to. For minor purchases not a single day is wasted.

The problem we face is that from many departments we receive request only one or two day before the item is needed. Why not they propose atleast one week before as they are supposed to know well ahead of time if any item is to be procured.

Now each department has been provided with there months of all kinds of supplies required as a nontime.

Page 68 (Seventh Paragraph, Item 8a)

It has been mentioned that, "Committees which focus on teaching, research, outreach, students, overall management of campus, coordination, planning and coordination of farm and research programs are examples of the kind of committees which faculty should serve and thereby provide in put.

The faculty members (most of them) expressed their unwillingness to serve in committees involving management, planning and other matters required for administration with the explanation that their academic responsibilities would suffer.

However in all matters are involved in various committees and decision making process. I am giving the list of some committees and their functions in which mostly the faculty members are actively involved.

1. Board of Studies - This committee must meet atleast once in each term and going on fine.
2. Students Admission Committee- Meets atleast once may be more times prior to each term.
3. Academic Council- Meets almost once in each term.
4. Resource Distribution Committee- Meets once in each season prior to research implementation.
5. Research Supervisor, Selection Committee - Should meet each term for formation of students advisory committee.
6. Graduate Research Assistants, Selection Committee - Must meet once in each term.
7. Research Coordination Committee - Meets many times in each term.
8. Dormitory Management Committee - Whenever necessary.
9. Computer Management Committee - Meets whenever necessary.
10. Tender Committee (Teacher's member included) - Meets very frequently.
11. Equipment Maintenance Committee - Chemical by Dr. Sugiura, JICA Team Leader).
12. Provident Fund and Welfare Fund Management Committee (Teacher member included) - Meets once a month.

In addition several adhoc committees are constituted for special purposes as follows which are mainly composed of faculty members.

1. Creating new research facilities.
2. Procurement of research materials.

Dean is a member of the on campus Project Coordination Committee which deals with overall coordination of the project activities.

Page 69 (First Paragraph)

It has been mentioned that decisions are being made in central administration without input/comments/thinking from those who are closest to the problem.

This is not correct. All the time the opinion of the concern persons, like Department Head, Dean, Farm Manager, Provost etc. are sought for in the decision making process. Such opinions when considered unrealistic not implementable are to be rejected. In many cases it has been experienced that the concerned person failed to give the respective opinion/comments within months even. Under that circumstances central administration had to make decisions without further waiting for the opinions to come.

Page 69 (Fifth paragraph)

This is an existing evaluation system for teachers and others working at IPSA. Prior to 1992 there was no evaluation system at IPSA.

When I introduced the evaluation system teachers more relevant to a bid by. However later on they adopted the system. The evaluation system introduced in 1991 were not appropriate for teaching evaluation. For this Dr. Witters helped develop a new format which after pre-testing considered applicable.

Training

Recommendation of Training

About training, it was discussed in the wrap-up meeting that most of the faculty members and other technical support staff of IPSA already received overseas training in Japan and USA. However, there is need for training and study tour for senior managers, administrators, planners and policy makers to understand the system of higher agricultural education in other countries specifically in Japan and USA. These people may include concerned senior officials of the Ministry of Agriculture and Planning Commission, who through their proper insight and understanding will be able to appreciate the needs of IPSA to be a centre of excellence and will hopefully continue their active support to the course of development of IPSA. This will help in the sustainability of the project in terms of GOB funding, increase in manpower requirements of IPSA, up gradation of

some of the existing posts of IPSA and in the allocation of required foreign exchange for spares and maintenance of equipment.

It is therefore strongly recommended that this proposals be favourably considered by JICA and USAID (Considering their continuation of assistance to IPSA under short term Technical Assistance).

JICA