

AID 1020-28 (7-68)		SECURITY CLASSIFICATION		001 PROJECT NUMBER	
PROJECT APPRAISAL REPORT (PAR) (U-446) See M.O. 1026.1		UNCLASSIFIED		386-11-110-281.1	
002 PAR	MO.	DAY	YR.	008 U.S. OBLIGATION SPAN	001 PROJECT TITLE
AS OF:	12	1	69	FY 4 Thru FY 7	Agricultural University Development Orissa
006 COOPERATING COUNTRY - REGION - AID/W OFFICE					
India		NESA			

006 FUNDING TABLE

AID DOLLAR FINANCING-OBLIGATIONS (\$000)	TOTAL	CONTRACT (NON-ADD)	PERSONNEL SERVICES			PARTICIPANTS		COMMODITIES		OTHER COSTS	
			AID	PASA	CONTRACT	DIR. PASA	CONTRACT	DIR. PASA	CONTRACT	DIR. PASA	CONTRACT
CUMULATIVE NET THRU ACTUAL YEAR (FY 1969)	1,400	1,400	-	-	942	-	343	-	115	-	-
PROPOSED OPERATIONAL YEAR (FY 1970)	249	249	-	-	196	-	57	-	(4)	-	-

CCC VALUE OF P.L. 480 COMMODITIES (\$000) → Thru Actual Year : Operational Year Program :

007 IMPLEMENTING AGENCY TABLE

If contractors or participating agencies are employed, enter the name and contract or PASA number of each in appropriate spaces below; in the case of voluntary agencies, enter name and registration number from M.O. 1551.1, Attachment A. Enter the appropriate descriptive code in columns b and c, using the coding guide provided below.

TYPE CODE b	TYPE CODE c	a. IMPLEMENTING AGENCY	TYPE CODE		d. CONTRACT/PASA/VOLAG NO.	e. LEAVE BLANK FOR AID/W USE
			b.	c.		
1. U.S. CONTRACTOR	0. PARTICIPATING AGENCY	University of Missouri	1	1	AID/nesa-144	
2. LOCAL CONTRACTOR	1. UNIVERSITY INSTITUTION					
3. THIRD COUNTRY CONTRACTOR	2. NON-PROFIT INSTITUTION					
4. PARTICIPATING AGENCY	3. ARCHITECTURAL & ENGINEERING					
5. VOLUNTARY AGENCY	4. CONSTRUCTION					
6. OTHER:	5. OTHER COMMERCIAL					
	6. INDIVIDUAL					
	7. OTHER:					

PART I - PROJECT IMPACT

I-A. GENERAL NARRATIVE STATEMENT ON PROJECT EFFECTIVENESS, SIGNIFICANCE & EFFICIENCY.

This summary narrative should begin with a brief (one or two paragraph) statement of the principal events in the history of the project since the last PAR. Following this should come a concise narrative statement which evaluates the overall efficiency, effectiveness and significance of the project from the standpoint of:

- (1) overall performance and effectiveness of project implementation in achieving stated project targets;
- (2) the contribution to achievement of sector and goal plans;
- (3) anticipated results compared to costs, i.e., efficiency in resource utilization;
- (4) the continued relevance, importance and significance of the project to country development and/or the furtherance of U.S. objectives.

Include in the above outline, as necessary and appropriate, significant remedial actions undertaken or planned. The narrative can best be done after the rest of PART I is completed. It should integrate the partial analyses in I-B and I-C into an overall balanced appraisal of the project's impact. The narrative can refer to other sections of the PAR which are pertinent. If the evaluation in the previous PAR has not significantly changed, or if the project is too new to have achieved significant results, this Part should so state.

008 NARRATIVE FOR PART I-A (Continue on form AID 1020-25 I as necessary):

The history and philosophy of the Orissa University of Agriculture and Technology as set forth in the narrative for Part I-A of the 1968 PAR continues to apply in 1969. In addition, the

a/ Obligation projections beyond FY 1974 to be determined. Contingent upon joint AID-GOI evaluations now beginning.

MISSION DIRECTOR APPROVAL →	SIGNATURE	DATE
	<i>[Signature]</i>	11/12/70

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PAR CONTINUATION SHEET

This sheet is to be used for any Narrative Sections for which sufficient space has not been provided on the form. Identify each narrative by its Part and Section Designation.

Part I-A continued:

following points are significant:

(1) The contractor's team strength has been limited to three technicians and two consultants while the climate for effective university development is being resolved within the university, the State and GOI purview. The contract team has focused its attention on getting critical factors resolved in order that additional technical inputs may be used effectively.

(2) As a result of leadership by the contract team, University and State officials visited PAU and UPAU to identify actions which could be taken to improve performance of OUAT.

(3) At the end of the year significant actions had been taken by the State and OUAT for regularization of staff positions, implementation of UGC/^{Day}Scales, provision of a block grant from the State budget, transfer of research land and research projects to the University and modification of the University Act and Statutes. Although action was not completed during 1969, it is clear that action should be completed in 1970.

(4) The staff of the OUAT and the contract team jointly have undertaken a Long Range Development Plan for the University which is expected to be completed by mid-1970. This Development Plan will include projected department growth, resource requirements and technical assistance needs.

In summary, the conditions prevailing at OUAT at the end of 1969 provide a basis for more optimism regarding the future of the University than ever existed previously. 1970 should be a crucial year but a significant turning point leading to much progress.

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PART I-B - PROJECT EFFECTIVENESS

009

I-B-1 - OUTPUT REPORT AND FORECAST - (See detailed instructions)

1. CODE NO. AID/W USE ONLY	2. This section is designed to record progress toward the achievement of each project output target which was scheduled in the PIP, Part II. Where progress toward a target is significantly greater or less than scheduled, describe reason(s) beneath the target.	ACTUAL AND PLANNED OUTPUTS (ALL DATA CUMULATIVE)				6. PROJECT TOTAL FOR PROJECT LIFE
		3 ACTUAL CUM. TO DATE	4. AS OF PRIOR JUNE 30		5. PLANNED BY NEXT JUNE 30	
			a. PLANNED	b. ACTUAL		
	<ol style="list-style-type: none"> 1. Develop within the University an administrative organization with a large degree of autonomy capable of directing all professional as well as supporting functions of an institution dealing with agricultural teaching, research, and extension education at undergraduate and graduate levels. 2. Introduce teaching techniques that require students to learn by thinking and doing and which train them to perform definite jobs in agriculture. 3. Integrate State research programs with the University and direct research work toward solving problems impeding Indian agricultural production. 4. Develop a cooperative state extension education program receiving leadership and guidance from the University. 	NA	NA	NA	NA	NA

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PART I-B - Continued

010

B.2 - OVERALL ACHIEVEMENT OF PROJECT TARGETS

Place an "X" within the bracket on the following seven-point scale that represents your judgment of the overall progress towards project targets:



PART I-C - PROJECT SIGNIFICANCE

011

C.1 - RELATION TO SECTOR AND PROGRAM GOALS (See detailed instructions M.O. 1026.1)

This section is designed to indicate the potential and actual impact of the project on relevant sector and program goals. List the goals in col. b and rate potential and actual project impact in cols. c and d.

a. CODE NO. (AID/W USE ONLY)	SCALE FOR COLUMN c: 3= Very Important; 2= Important; 1= Secondary Importance SCALE FOR COLUMN d: 3= Superior/Outstanding; 2= Adequate/Satisfactory/Good; 1= Unsatisfactory/Marginal	c. POTENTIAL IMPACT ON EACH GOAL IF PROJECT ACHIEVES TARGETS	d. ACTUAL IMPACT ON GOAL TO DATE RELATIVE TO PROGRESS EXPECTED AT THIS STAGE
	b. SECTOR AND PROGRAM GOALS (LIST ONLY THOSE ON WHICH THE PROJECT HAS A SIGNIFICANT EFFECT)		
	(1) Assist India to achieve self-sufficiency in food production.	3	1
	(2) Help achieve adequate supply and distribution of essential agricultural inputs, accompanied by the appropriate technology.	3	1
	(3) Help develop the indigenous institutions, technical skills and management capability necessary to assure the full application of agricultural inputs.	3	2
	(4) Help develop appropriate processing, marketing and distribution mechanisms for the agricultural products.	2	1

For goals where column c. is rated 3 or 2 and column d. is rated 1, explain in the space for narrative. The narrative should also indicate the extent to which the potential impacts rated 3 or 2 in column c. are dependent on factors external to the achievement of the project targets, i.e., is there a substantial risk of the anticipated impact being forestalled by factors not involved in the achievement of project targets. If possible and relevant, it also would be useful to mention in the narrative your reading of any current indicators that longer-term purposes, beyond scheduled project targets, are likely or unlikely to be achieved. Each explanatory note must be identified by the number of the entry (col. b) to which it pertains.

012 NARRATIVE FOR PART I-C.1 (Continue on form AID 1020-25 1):

OUAT still has not made much impact on the sector goals since maximum attention during the year has been focused on improving the climate within which the University operates. Actions taken by GOI, State and OUAT officials during the year provide a basis for belief that performance in 1970 will be significantly improved.

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PART I-C - Continued

C.2 - GENERAL QUESTIONS

These questions concern developments since the prior PAR. For each question place "Y" for Yes, "N" for No, or "NA" for Not Applicable in the right hand column. For each question where "Y" is entered, explain briefly in the space below the table.	MARK IN THIS COL.
013 Have there been any significant, unusual or unanticipated results not covered so far in this PAR?	N
014 Have means, conditions or activities other than project measures had a substantial effect on project output or accomplishments?	Y
015 Have any problems arisen as the result of advice or action or major contributions to the project by another donor?	N
016 If the answer to 014 or 015 is yes, or for any other reason, is the project now less necessary, unnecessary or subject to modification or earlier termination?	N
017 Have any important lessons, positive or negative, emerged which might have broad applicability?	Y
018 Has this project revealed any requirement for research or new technical aids on which AID/W should take the initiative?	N
019 Do any aspects of the project lend themselves to publicity in newspapers, magazines, television or films in the United States?	N
020 Has there been a lack of effective cooperating country media coverage? (Make sure AID/W has copies of existing coverage.)	N

021 NARRATIVE FOR PART I-C.2 Identify each explanatory note by the number of the entry to which it pertains. (Continue on form AID 1020-25 if as necessary):

- 014 - Several conditions outside the project continue to have significant effect in lowering the levels of accomplishments. Financial resources of the University have been meager and unpredictable. The State Department of Agriculture has not given the University the autonomy needed for proper development although at the end of the year there was a reasonable basis for an optimistic feeling that conditions would improve early in 1970.
- 016 - The project is even more necessary than if the above conditions did not prevail. It must be recognized that the problems are there and will be overcome only very slowly. Frustrations will exist before solutions will come; nevertheless, success is important and can come only through continuous involvement and effort.
- 017 - A lesson that can come from this sub-project is that positive commitments must be made regarding autonomy, financial support and the transfer of research and extension functions before a new Agricultural University is established by another State with support of the Indian Council of Agricultural Research.

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PART II - IMPLEMENTATION REPORT

II-A - STATUS OF SCHEDULE

022 A-1 - **INDIVIDUAL ACTIONS** (See detailed instructions M.O. 1026.1). This is a listing of major actions or steps which were scheduled for physical start or continuing implementation in the reporting period as reflected in the Project Implementation Plan, Part I.

(a)

PIP ITEM NO.	MAJOR ACTIONS OR STEPS; CAUSES AND RESULTS OF DELAYS; REMEDIAL STEPS	(b) STATUS - PLACE AN "X" IN ONE COLUMN		
		(1) BEHIND SCHEDULE	(2) ON SCHEDULE	(3) AHEAD OF SCHEDULE
	1. Appoint key administrative staff.	X		
	2. Increase the appreciation of the basic purposes, the special mission and the unique character and responsibility of the Agricultural University among key State Government and University Officials.	X		
	3. To continue to strengthen the research program of the University.		X	
	4. To continue to strengthen the extension program of the University.		X	
	5. To increase the capability of the faculty for effective teaching and testing.	X		
	6. Generate improvement in Subject Matter Organization and course offerings.		X	
	7. Continue development of College of Engineering and Technology.	X		
	8. Improve the ancillary services of the University especially the library and business procedures.	X		
	9. Accelerate the program of mechanization of the experimental farm.	X		
	10. Continue development of a basic plan for the campus.		X	

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Part II-A Status of Schedule (cont'd)

THE CAUSES OR RESULTS OF DELAYS

(1) The position of Dean of Faculty for Agriculture, Dean of Research and Dean of Extension have been filled during the reporting period. But the positions of Dean of College of Veterinary Science and Animal Husbandry and Dean of College of Agricultural Engineering and Technology remain to be filled.

(2) The Chief Minister for Orissa was hosted at the University of Missouri during his visit in the U.S. It is expected that this visit will result in a better understanding of the role of service oriented university in the State of Orissa. In addition, the Minister for Agriculture, Secretary of Agriculture, Vice Chancellor, and two members of the Board of Management visited PAU and UPAU with the Chief of Party of the contract team, a representative of the USAID, and a representative of ICAR to help the concerned Orissa officials understand more fully the conditions which stimulated the degree of success experienced in these two Indian institutions.

(5) An 11-month consultant in teaching methods and testing was utilized very effectively in developing a series of seminars with college and departmental staff. A model classroom is being developed as a result of the consultant's work.

(7) A building for Agricultural Engineering and Technology has been started but USAID has not given high priority to this program. The contractor's team size was limited and did not include any component for this area. It appears that significant technical assistance in this area can be utilized in late 1970 or during 1971 when needed Indian staff are appointed.

(8) Intensive efforts in the area of improvement of ancillary services and business procedures have been delayed pending completion of the Long Range Development Plan.

(9) A Farm Service Center is under construction and will be completed during early 1970. This will provide instructional facilities for training machine operators as well as provide shop facilities for maintenance and repair of experiment station equipment.

SUMMARY STATEMENT

Although accomplishment of specific goals was limited during 1969, 1970 promises to be a very important year in initiating a comprehensive Long Range Development Plan which will provide a sound basis for determining the nature and magnitude of any continuing technical assistance program at OUAT.

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PART II - Continued

023

II-A.2 - OVERALL TIMELINESS

In general, project implementation is (place an "X" in one block):

BLOCK (c): If marked, place an "X" in any of the blocks one thru eight that apply. This is limited to key aspects of implementation, e.g., timely delivery of commodities, return of participants to assume their project responsibilities, cooperating country funding, arrival of technicians.

(a) On schedule	
(b) Ahead of schedule	
(c) Behind schedule	X
(1) AID/W Program Approval	
(2) Implementing Agency (Contractor/Participating Agency/Voluntary Agency)	
(3) Technicians	
(4) Participants	
(5) Commodities (non-FFF)	
(6) Cooperating Country	X
(7) Commodities (FFF)	X
(8) Other (specify): State	X

II-B - RESOURCE INPUTS

This section appraises the effectiveness of U.S. resource inputs. There follow illustrative lists of factors, grouped under Implementing Agency, Participant Training and Commodities, that might influence the effectiveness of each of these types of project resources. In the blocks after only those factors which significantly affect project accomplishments, write the letter **P** if effect is positive or satisfactory, or the letter **N** if effect is negative or less than satisfactory.

1. FACTORS-IMPLEMENTING AGENCY (Contract/Participating Agency/Voluntary Agency)

024 IF NO IMPLEMENTING AGENCY IN THIS PROJECT. PLACE AN "X" IN THIS BLOCK:		032 Quality, comprehensiveness and candor of required reports	
025 Adequacy of technical knowledge		033 Promptness of required reports	P
026 Understanding of project purposes		034 Adherence to work schedule	P
027 Project planning and management		035 Working relations with Americans	
028 Ability to adapt technical knowledge to local situation	P	036 Working relations with cooperating country nationals	P
029 Effective use of participant training element	P	037 Adaptation to local working and living environment	P
030 Ability to train and utilize local staff	P	038 Home office backstopping and substantive interest	
031 Adherence to AID administrative and other requirements	P	039 Timely recruiting of qualified technicians	
		040 Other (describe):	

2. FACTORS-PARTICIPANT TRAINING

041 IF NO PARTICIPANT ELEMENT IN PROJECT. PLACE AN "X" IN THIS BLOCK:		TRAINING UTILIZATION AND FOLLOW UP	
PREDEPARTURE		052 Appropriateness of original selection	
042 English language ability		053 Relevance of training for present project purposes	
043 Availability of host country funding		054 Appropriateness of post-training placement	
044 Host country operational considerations (e.g., selection procedures)		055 Utility of training regardless of changes in project	P
045 Technical/professional qualifications	P	056 Ability to get meritorious ideas accepted by supervisors	
046 Quality of technical orientation		057 Adequacy of performance	P
047 Quality of general orientation		058 Continuance on project	P
048 Participants' collaboration in planning content of program		059 Availability of necessary facilities and equipment	
049 Collaboration by participants' supervisors in planning training		060 Mission or contractor follow-up activity	
050 Participants' availability for training		061 Other (describe):	
051 Other (describe):			

II-A.2 - The state of Orissa has been unable to support the (6) Agricultural University at a critical time in its development.

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PART II-B - Continued

3. FACTORS-COMMODITIES

PLACE AN "X" IN APPROPRIATE BLOCK:	062 FFP	063 NON-FFP	064 NO COMMODITY ELEMENT		
				072	Control measures against damage and deterioration in shipment.
065				073	Control measures against deterioration in storage.
066				074	Readiness and availability of facilities.
067				075	Appropriateness of use of commodities.
068				076	Maintenance and spares support.
069				077	Adequacy of property records, accounting and controls.
070				078	Other (Describe):
071					

Indicate in a concise narrative statement (under the heading a. Overall Implementation Performance, below) your summary appraisal of the status of project implementation, covering both significant achievements and problem areas. This should include any comments about the adequacy of provision of direct hire technicians as well as an overall appraisal of the comments provided under the three headings (b, c & d) which follow. For projects which include a dollar input for generation of local currency to meet local cost requirements, indicate the status of that input (see Detailed Instructions).

Discuss separately (under separate headings b, c & d) the status of Implementing Agency Actions, Participants and Commodities. Where above listed factors are causing significant problems (marked N), describe briefly in the appropriate narrative section: (1) the cause and source of the problem, (2) the consequences of not correcting it, and (3) what corrective action has been taken, called for, or planned by the Mission. Identify each factor discussed by its number.

079 NARRATIVE FOR PART II-B: (After narrative section a. Overall Implementation Performance, below, follow, on form AID 1020-251 as needed, with the following narrative section headings: b. Implementing Agency, c. Participants, d. Commodities. List all narrative section headings in order. For any headings which are not applicable, mark them as such and follow immediately below with the next narrative section heading.)

a. Overall Implementation Performance.

The performance of the Orissa University of Agriculture and Technology continues to be behind schedule in relation to other Agricultural Universities. The new Vice Chancellor with encouragement from the Contract Team, US AID and ICAR has begun to influence State officials and Center Government in providing greater financial support. At the same time, the present staff now on deputation from the State Department of Agriculture has been given assurances and salary improvement so that they may become an integral part of the University.

A lack of funding and total commitment by State officials has retarded OUAT's impact on the public it serves. However, the fact that the University's research recommendations now are being accepted is a sign of progress. Slowness in the development of research activities has delayed the introduction of new varieties, practices and techniques. Work now being carried on at the research station is changing to receive public acceptance. The quality of graduates from this institution has improved in recent years. The majority of these graduates are being employed by the State Department of Agriculture.

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Part II-B Narrative (cont'd)b. Implementing Agency

The University of Missouri has made a special, concentrated effort to change the adverse condition under which this project has operated. There have been adequate specialists on this project. Until climate for the University to develop is further improved, heavy inputs of specialists and consultants is not warranted

c. Participant Training

Participant selection, availability and funding have not been problems. The returned participants have been placed in appropriate positions with due regard to their technical skills.

d. Commodities

Only small pieces of teaching and demonstration equipment have been introduced in recent years. These are in use and have been kept in good repair.

073 - The Orissa University of Agriculture and Technology and the University of Missouri team continue to make every effort to keep equipment operating. Availability of foreign exchange continues to be a problem for the agricultural universities in general. Special attention to this problem is planned during 1970 to improve the capability of the agricultural universities to obtain foreign exchange for keeping previously acquired equipment operating and purchasing critical new equipment. The record of OUAT on the maintenance of its Indian purchased equipment is satisfactory.

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PART III - ROLE OF THE COOPERATING COUNTRY

The following list of illustrative items are to be considered by the evaluator. In the block after only those items which significantly affect project effectiveness, write the letter P if the effect of the item is positive or satisfactory, or the letter N if the effect of the item is negative or less than satisfactory.

SPECIFIC OPERATIONAL FACTORS:	
080 Coordination and cooperation within and between ministries.	P
081 Coordination and cooperation of LDC gov't. with public and private institutions and private enterprise.	
082 Availability of reliable data for project planning, control and evaluation.	
083 Competence and/or continuity in executive leadership of project.	
084 Host country project funding.	N
085 Legislative changes relevant to project purposes.	
086 Existence and adequacy of a project-related LDC organization.	P
087 Resolution of procedural and bureaucratic problems.	
088 Availability of LDC physical resource inputs and/or supporting services and facilities.	N
089 Maintenance of facilities and equipment.	N
090 Resolution of tribal, class or caste problems.	
091 Receptivity to change and innovation.	
092 Political conditions specific to project.	
093 Capacity to transform ideas into actions, i.e., ability to implement project plans.	P
094 Intent and/or capacity to sustain and expand the impact of the project after U.S. inputs are terminated.	
095 Extent of LDC efforts to widen the dissemination of project benefits and services.	P
096 Utilization of trained manpower (e.g., participants, counterpart technicians) in project operations.	
097 Enforcement of relevant procedures (e.g., newly established tax collection and audit system).	
098 Other: U.S. Personnel Clearance	N
HOST COUNTRY COUNTERPART TECHNICIAN FACTORS:	
099 Level of technical education and/or technical experience.	P
100 Planning and management skills.	P
101 Amount of technician man years available.	P
102 Continuity of staff.	
103 Willingness to work in rural areas.	
104 Pay and allowances.	
105 Other:	

In the space below for narrative provide a succinct discussion and overall appraisal of the quality of country performance related to this project, particularly over the past year. Consider important trends and prospects. See Detailed Instructions for an illustrative list of considerations to be covered.

For only those items marked N include brief statements covering the nature of the problem, its impact on the achievement of project targets (i.e., its importance) and the nature and cost of corrective action taken or planned. Identify each explanatory note.

106 NARRATIVE FOR PART III (Continue on form AID 1020-25 I):

- 084 - Orissa has been unable to support the University with adequate funds during its period of existence.
- 088 - See 084
- 089 - See 084
- 098 - Delays within the GOI in granting country clearances for nominated specialists and consultants have occasionally impaired the effectiveness of the University of Missouri team in placing the specialists and counterparts at an appropriate time.

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PART IV - PROGRAMMING IMPLICATIONS

IV-A - EFFECT ON PURPOSE AND DESIGN

Indicate in a brief narrative whether the Mission experience to date with this project and/or changing country circumstances call for some adjustment in project purposes or design, and why, and the approximate cost implications. Cover any of the following considerations or others that may be relevant. (See Detailed Instructions for additional illustrative considerations.) Relevant experience or country situations that were described earlier can simply be referenced. The spelling out of specific changes should be left to the appropriate programming documents, but a brief indication of the type of change contemplated should be given here to clarify the need for change. For example, changes might be indicated if they would:

1. better achieve program/project purposes;
2. address more critical or higher priority purposes within a goal plan;
3. produce desired results at less cost;
4. give more assurance of lasting institutional development upon U.S. withdrawal.

107 NARRATIVE FOR PART IV-A (Continue on form AID 1020-25 I):

The design of the project is valid but implementation is conditioned by the external factors in Orissa.

IV-B - PROPOSED ACTION

108 This project should be (Place an "X" in appropriate block(s)):

- | | |
|--|---|
| 1. Continued as presently scheduled in PIP. | |
| 2. Continued with minor changes in the PIP, made at Mission level (not requiring submission of an amended PIP to AID/W). | |
| 3. Continued with significant changes in the PIP (but not sufficient to require a revised PROP). A formally revised PIP will follow. | X |
| 4. Extended beyond its present schedule to (Date): Mo. ___ Day ___ Yr. ___. Explain in narrative, PROP will follow. | |
| 5. Substantively revised. PROP will follow. | |
| 6. Evaluated in depth to determine its effectiveness, future scope, and duration. | |
| 7. Discontinued earlier than presently scheduled. Date recommended for termination: Mo. ___ Day ___ Yr. __. | |
| 8. Other. Explain in narrative. | |

109 NARRATIVE FOR PART IV-B:

Major changes will be made in this project's plan, particularly in regard to the priorities of technicians to be requested. These changes will be made after the Long Range Development Plan is completed.

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