

AID 1020-25 (7-68)			SECURITY CLASSIFICATION			001 PROJECT NUMBER						
<b>PROJECT APPRAISAL REPORT (PAR)</b>			<b>UNCLASSIFIED</b>			386-51-580-332.8						
(U-446) See M.O. 1026.1												
002 PAR	MO.	DAY	YR.	003 U.S. OBLIGATION SPAN		004 PROJECT TITLE						
AS OF:	1	2	3	1	6	9	FY	6	8	Thru FY	A	V
005 COOPERATING COUNTRY - REGION - AID/W OFFICE						Family Welfare Planning-Selected Areas						
India/NESA												

006 FUNDING TABLE											
AID DOLLAR FINANCING-OBLIGATIONS (\$000)	TOTAL	CON-TRACT (NON-ADD)	PERSONNEL SERVICES			PARTICIPANTS		COMMODITIES		OTHER COSTS	
			AID	PASA	CON-TRACT	DIR. PASA	CON-TRACT	DIR. PASA	CON-TRACT	DIR. PASA	CON-TRACT
CUMULATIVE NET THRU ACTUAL YEAR (FY 19 69 )	67	-	7	20	-	-	-	40	-	-	-
PROPOSED OPERATIONAL YEAR (FY 19 70 )	35	-	10	25	-	-	-	-	-	-	-

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 2. LOCAL CONTRACTOR 3. THIRD COUNTRY CONTRACTOR 4. PARTICIPATING AGENCY 5. VOLUNTARY AGENCY 6. OTHER:	0. PARTICIPATING AGENCY 1. UNIVERSITY 2. NON-PROFIT INSTITUTION 3. ARCHITECTURAL & ENGINEERING 4. CONSTRUCTION 5. OTHER COMMERCIAL 6. INDIVIDUAL 7. OTHER:	1. PHS-DHEW <u>B/</u>	4	0	NESA(HA)-15-68	
		2.				
		3.				

**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):

BEST AVAILABLE COPY

A/ Continuing project; requirement to be determined.  
B/ A PHS Nurse is assigned to project; however, PHS is not ~~considered~~ the implementing agency.

MISSION DIRECTOR APPROVAL →	SIGNATURE <i>[Signature]</i>	DATE 8/3/70
-----------------------------	---------------------------------	----------------

UNCLASSIFIED

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. PROJEC TOTA FOR PROJEC LIFE
		3 ACTUAL CUM. TO DATE	4. AS OF PRIOR JUNE 30		5. PLANNED BY NEXT JUNE 30	
			a. PLANNED	b. ACTUAL		
	<p>1. Assist the GOI develop a five-year program to test new techniques and approaches in training, motivation, administration, data collection and action research in Varanasi Division of Uttar Pradesh State. If found successful, these methods will be adapted to other areas.</p> <p>This sub-project was proposed in 1968; however, GOI budgeting <sup>and</sup> <del>or</del> funding process has delayed full implementation of this activity. A PH Nurse was assigned to the project; however, her effectiveness was limited due to absence of GOI inputs of both funds and staff. USAID will reappraise the sub-project in one year to determine if planned concepts are being followed effectively.</p>					

2

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 the GOI to create programs that will inform, educate and motivate 90 percent of India's reproductive age married population, currently estimated at 110 million couples, to become family planning acceptors.	3	1
	(2) Assist the GOI to provide family planning services - clinical and nonclinical - for these couples	3	1
	(3) Assist the GOI to train and equip the family planning personnel necessary to carry out these activities.	3	1
	(4) Assist the GOI to measure and appraise all phases of the family planning program, the declared ultimate goal of which is to reduce the country's annual rate of population increase from an estimated 2.5 percent to 1.5 percent ASA.		

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 I):

This is an experimental and innovative project which, if successful, will be extended to other areas. It has great potential for contribution to all sectoral goals.

The project has recently been actively implemented; therefore, no actual impact on goal to-date.

BEST AVAILABLE COPY

## 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?	Y
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.)	NA
021 <u>NARRATIVE FOR PART I-C.2</u> Identify each explanatory note by the number of the entry to which it pertains. (Continue on form AID 1020-25 I as necessary):	

013: The Ministry of Family Planning, in consultation with the U. P. State, has decided to cut the program in half, i. e., from two areas to one area. This will be a more manageable arrangement and will not destroy the experimental concept.

014: Frequent changes in personnel at the State level as well as slowness in providing funds has hindered the project.

017: The program would not have moved as far as it has without the physical presence of a technician at the State headquarters even though this technician was in most cases underutilized in terms of the original job description.

BEST AVAILABLE COPY

UNCLASSIFIED

4

UNCLASSIFIED

332.8 Selected Areas

## 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. Identification by the GOI of the selected areas for project implementation. (Originally, the Project Agreement called for two selected divisions for implementation. However, subsequently, the area was reduced to one Division. Although much behind schedule, the Varanasi Division of Uttar Pradesh has been selected by the Government of India and the State of U. P. for project implementation.)	X		
	2. Initiate bench mark studies in several blocks of the Division.	X		
	3. Review and revise curricula at training centers.	X		
	4. Develop detailed syllabi for all family planning workers in the Division.	X		
	5. Conduct workshops and seminars for all levels of staff with particular emphasis on effective organizational and management techniques and on consistent supervision.	X		
	6. Evaluate the communication procedures and motivational methods being used by family planning workers and recommend modification or changes where appropriate.	X		
	7. Improve essential services, e. g., the supply and utilization of contraceptives, of medical doctors, nurses para medical staff, motivational staff, transportation, etc.	X		
	8. Develop comprehensive and efficient information and reporting system.	X		
	9. Develop an action research program capable of assessing a continuing basis changes in attitudes, knowledge and behaviour and recommend appropriate modifications and innovations for program improvement.	X		
	10. Effective involvement of voluntary agencies.	X		
	(The project is behind schedule. Although the Selected Areas project agreement was signed in June 1968, the GOI's Planning Commission and MinFin did not approve the project for implementation pending finalization of the Fourth Five Year			

BEST AVAILABLE COPY

5

SECURITY CLASSIFICATION

UNCLASSIFIED

PROJECT NUMBER

332.8 Selected Areas

## 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.

On  
Schedule

Plan. This was done in April 1969 and then too the program was cut by one half. The State of U. P. has now appointed a full time Divisional Officer to be in charge of this program and a part time officer at the center continues to coordinate the project activities. Varanasi Division, the "Selected Area" has a population of 12, 000, 000. )

11. Assignment of two technicians by the USAID.

X\*

\*Only one technician - P. H. Nurse was assigned. As of the time of submitting the FAR, the GOI has indicated that the second technician is not required.

12. Order commodities by USAID.

X

BEST AVAILABLE COPY

UNCLASSIFIED

6

PART II - Continued

023

II-A.2 - OVERALL TIMELINESS

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

(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)	
(8) Other (specify):	

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.

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:	X	032 Quality, comprehensiveness and candor of required reports	
		033 Promptness of required reports	
025 Adequacy of technical knowledge		034 Adherence to work schedule	
026 Understanding of project purposes		035 Working relations with Americans	
027 Project planning and management		036 Working relations with cooperating country nationals	
028 Ability to adapt technical knowledge to local situation		037 Adaptation to local working and living environment	
029 Effective use of participant training element		038 Home office backstopping and substantive interest	
030 Ability to train and utilize local staff		039 Timely recruiting of qualified technicians	
031 Adherence to AID administrative and other requirements		040 Other (describe):	

2. FACTORS-PARTICIPANT TRAINING

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



SECURITY CLASSIFICATION	UNCLASSIFIED	PROJECT NUMBER	332.8 Selected Areas
-------------------------	--------------	----------------	----------------------

## PART II-B - Continued

## 3. FACTORS-COMMODITIES

PLACE AN "X" IN APPROPRIATE BLOCK:	062 FFF	063 NON-FFF	064 NO COMMODITY ELEMENT	072 Control measures against damage and deterioration in shipment.
065 Timeliness of AID/W program approval (i.e., PIO/C, Transfer Authorization).				P 073 Control measures against deterioration in storage.
066 Quality of commodities, adherence to specifications, marking.				074 Readiness and availability of facilities.
067 Timeliness in procurement or reconditioning.				075 Appropriateness of use of commodities.
068 Timeliness of shipment to port of entry.				076 Maintenance and spares support.
069 Adequacy of port and inland storage facilities.				077 Adequacy of property records, accounting and controls.
070 Timeliness of shipment from port to site.				078 Other (Describe):
071 Control measures against loss and theft.				

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.

GOI inadequacies in implementing this project were primarily based on the Center's postponement of the beginning of the Fourth Plan and subsequent budget tardiness. AID contribution to this program, considering the constraints, has been satisfactory and preliminary activities have been completed.

b. Implementing Agency: USAID. See footnote B on page 1.

c. Participants: N. A.

d. Commodities: Commodities ordered have arrived or are in the process.

BEST AVAILABLE COPY

UNC LASSIFIED

2

## 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.	N
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.	N
083 Competence and/or continuity in executive leadership of project.	N
084 Host country project funding.	P
085 Legislative changes relevant to project purposes.	
086 Existence and adequacy of a project-related LDC organization.	
087 Resolution of procedural and bureaucratic problems.	P
088 Availability of LDC physical resource inputs and/or supporting services and facilities.	P
089 Maintenance of facilities and equipment.	
090 Resolution of tribal, class or caste problems.	
091 Receptivity to change and innovation.	P
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.	P
095 Extent of LDC efforts to widen the dissemination of project benefits and services.	
096 Utilization of trained manpower (e.g., participants, counterpart technicians) in project operations.	N
097 Enforcement of relevant procedures (e.g., newly established tax collection and audit system).	
098 Other:	
HOST COUNTRY COUNTERPART TECHNICIAN FACTORS:	
099 Level of technical education and/or technical experience.	P
100 Planning and management skills.	
101 Amount of technician man years available.	
102 Continuity of staff.	
103 Willingness to work in rural areas.	P
104 Pay and allowances.	N
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); 080, 082, 083, 096:

The program has overcome some of the hurdles imposed by Fourth Plan exercises. Program financing is ready to move. Preliminary meetings held in Varanasi between AID technicians and U. P. project staff have been positive and encouraging. AID/W has been requested to proceed with recruitment of a replacement for the PH nurse for this project, but until she is recruited, oriented, and has settled into the field situation, little can be done directly to remove some of the negative factors listed above. The Ministry has appointed a single operational focus and the State has appointed a Project Officer on the site. Continuing problems of lack of reliable data, scarcity of trained manpower and low pay are factors that will continue to have negative effects on implementation. However, these areas are under discussion with the Department of Family Planning and the U. P. State Family Planning Officer and, hopefully, progress will be made in these areas in the future.

BEST AVAILABLE COPY

## 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):

Reduction of the experimental areas from two to one will not reduce costs of U.S. input but will be more manageable in terms of GOI financial and staff inputs and in regard to observing, analyzing and observing the effectiveness of techniques and procedures for use in other areas.

BEST AVAILABLE COPY

## 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 <del>the PIP</del> made at Mission level (not requiring submission of an amended PIP to AID/W).	x
3. Continued with significant changes in the PIP (but not sufficient to require a revised PROP). A formally revised PIP will follow.	
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:

Although take-off on this project has been almost painfully slow, it should be recognized that the GOI realizes the project's potential, believes that it is of utmost importance to have a U.S. technician on the ground to help move this project along and has requested that we continue to keep a technician on the project. Further, USAID is persuaded that it is imperative to have the sort of continuing feedback on what is happening in the Selected Areas project which can only be obtained by a technician permanently on the scene. The project will be watched and evaluated to observe anticipated signs of progress in the course of the next twelve months.