

1002  
386-11-110-281-5  
Room 1656 NS

AID 1020-25 (7-68)				SECURITY CLASSIFICATION				001 PROJECT NUMBER				
<b>PROJECT APPRAISAL REPORT (PAR)</b> (U-446) See M.O. 1026.1				<b>UNCLASSIFIED</b>				386-11-110-281.1				
002 PAR		MO.	DAY	YR.	003 U.S. OBLIGATION SPAN				004 PROJECT TITLE			
AS OF:		8	16	68	FY 68		Thru FY 74		Agricultural University Development Orissa			
008 COOPERATING COUNTRY - REGION - AID/W OFFICE								<b>PD-AND-095-EI</b>				
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 1968)	1,308	1,308	-	-	905	-	294	-	109	-	-
PROPOSED OPERATIONAL YEAR (FY 1969)	276	276	-	-	199	-	66	-	11	-	-
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.
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:			b.	c.	
		1. University of Missouri		1	1	AID/nesa-#4
		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):

Effective Agricultural Universities are organized to respond to the changing requirements in the developing countries by providing the type of future leaders and scientists needed to cope with those changes. The future of India depends upon the availability of a sufficient number of qualified and motivated leaders who can develop policy and who can solve the problems of production, distribution and consumption

MISSION DIRECTOR APPROVAL →	SIGNATURE <b>DD- John Funari</b>	DATE <b>May 27, 1969</b>
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## PAR CONTINUATION SHEET

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Part I-A

(Continued)

that are exposed with the changing times and needs. Successful Agricultural Universities can be expected to provide their share of competent personnel to direct these centers of knowledge, supply the needed answers and translate and transfer that information to the publics concerned. These matured institutions should be able to continue their functions after the termination of project assistance.

The PAR for the Orissa University of Agriculture and Technology was prepared by USAID personnel who included reference material supplied by the Chief of Party and the University of Missouri team. Scores and comments for Parts IB-2 and IC-1 place University in perspective with the other Indian Agricultural Universities in the total program. All other scores and discussions are based on the University's status within the political, cultural and economic climate of Orissa.

Orissa became a State on linguistic lines in 1956. It covers 60,164 sq. miles. Within its borders are 13 districts and over 20 million people. With 95 per cent of the total population living in villages and a large proportion consisting of tribal people and with poor communication this is one of India's most backward states.

The Orissa University of Agriculture and Technology was established by an Act of the State Legislature in 1961. The University opened in February 1963 with the admission of its first students. A new Act was passed in 1965. That Act is still in variance with the Model Act in some significant respects but is more workable than the original Act. At the time the University was opened, the College of Veterinary Science and Animal Husbandry, the College of Agriculture and the State Agricultural Research Station at Bhubaneswar were transferred to the University. In October 1963, the outlying research stations at Berhampur and Jeypore were transferred to the University; other stations will be transferred as appropriate. A College of Basic Sciences and Humanities was established in 1965 and a new College of Agricultural Engineering and Technology was established in 1967. A phased program for trimester credit courses and internal examinations was adopted in 1966.

A reorganization of the University administration was carried out in 1967. This reorganization provides for five broad functional divisions. This has provided better administration, fiscal and planning procedures. The first budget on the revised pattern was presented in 1968-69. During 1968 Dr. B. Samantarai was named Vice Chancellor.

The Orissa University of Agriculture and Technology is providing problem oriented research for the cultivators. Regional Research Stations are being established to take research directly to the agro-climatic regions. This is a phased program to keep the expansion within the resources available to the University. The State Department of Agriculture and the University have developed a cooperative program in which the University is providing subject matter specialists for a pilot project. In addition, the University has developed an

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extension program within the three blocks for which it has responsibility. The Orissa University of Agriculture and Technology is beginning to gain the respect of both Government leaders and the cultivators.

Although overall progress has been less than desired, there has been some progress toward all major long term goals. In evaluating progress and planning programs, it must be recognized that OUAT is in a very early stage of development in spite of the years invested in the program. Political interference and instability, limited financial resources in the State and the reluctance to break with traditional controls have contributed to the slow progress.

The basic problem with the administration of OUAT is that it continues to be under the officials in the State Ministry of Agriculture! The directors of agriculture and veterinary services continue to play an important role in influencing the operations of the university. As a result, OUAT continues to have problems in staffing, salary scales, tenure, implementation of research and extension education programs. This limitation on the autonomy has been a serious handicap in the development of the university and has been an impediment to obtaining full performance from the contractor institution.

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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. PROJECTE 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		
	<p>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.</p> <p>2. Introduce teaching techniques that require students to learn by thinking and doing and which train them to perform definite jobs in agriculture.</p> <p>3. Integrate State research programs with the University and direct research work toward solving problems impeding Indian agricultural production.</p> <p>4. Develop a cooperative state extension education program receiving leadership and guidance from the University.</p>	NA	NA	NA	NA	NA



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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?	Y
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 1 as necessary):

- 014 - Several conditions outside the project have had a 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.
- 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 functions before the Agricultural University should be implemented by the State and the Indian Council of 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 and complete screening of present personnel on deputation from the State Government.	x		
	2. Increase the capability of the faculty for effective teaching and testing through seminars and workshops.		x	
	3. Reorganize the subject matter and course offerings.		x	
	4. Assist in developing the College of Agricultural Engineering.	x		
	5. Assist in improving research facilities, experimental design of projects, the implementation directed to actual production problems.		x	
	6. Continue to expand and intensify research programs in soil fertility, agronomy, plant breeding and plant protection.		x	
	7. Continue to strengthen the extension education program and expand its effectiveness by posting additional subject matter specialists.		x	
	8. Develop and implement on organizational structure for extension education in Orissa.	x		
	1. In order to save money, the Vice Chancellor has left a few key positions open in the hope that the State Government would provide greater resources for salaries and operations. Since the OUAT does not have the University Grants Commission pay scales, staff members deputed from the State Government are reluctant to drop their departmental affiliation and become full fledged members of the University.			
	4. In an effort to husband resources, the College of Agricultural Engineering has not been fully staffed nor facilities provided. These will be expanded when resources become available.			
	8. The new Vice Chancellor and Department of Agricultural officials need to develop a time schedule for the orderly transfer of extension education activities primarily at the subject matter specialists' level in the districts.			

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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)	
(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	N
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	N	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	X	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 Agricultural University  
(6) 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 FFF	063 NON-FFF	X	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).						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.					P	075 Appropriateness of use of commodities.	
068 Timeliness of shipment to port of entry.						076 Maintenance and spares support.	N
069 Adequacy of port and inland storage facilities.						077 Adequacy of property records, accounting and controls.	P
070 Timeliness of shipment from port to site.						078 Other (Describe):	
071 Control measures against loss and theft.					P		

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 1020-25 I 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 has been behind schedule in relation to other Agricultural Universities. It is hoped that the new Vice Chancellor will be able to influence State officials and Center Government in providing greater financial support. At the same time, it is necessary that the present staff now on deputation from the State Department of Agriculture be 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 OUA T'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. The Department of Agricultural Economics is moving forward on a long range planning program. This activity should assist State officials in projections for the future.

b. Implementing Agency

The University of Missouri has made an effort to support this sub-project under adverse conditions. There have been adequate specialists on this project. Until

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Part II-B

(continued)

the University is further advanced, heavy inputs of specialists and consultants is not warranted.

031 - Auditors' reports indicate that the contractor has not always adhered to the administrative and fiscal requirements.

033 - AID/W has complained in the lateness of annual reports.

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.

076 - The Orissa University of Agriculture and Technology and the University of Missouri team continue to make every effort to keep equipment operating. However, equipment granted under previous generalized projects was not always in operating condition when received. A list of replacement parts has been prepared and submitted to the Home Campus in order to bring this equipment into functional status. Older equipment which cannot be repaired because of the unavailability of replacement parts will be disposed of under an approved procedure developed at the Mission. The record of OUA T 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.	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.	
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>U.S. Personnel Clearance</u>	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 1):

- 080 - The State Department of Agriculture and the University have not coordinated their programs. The new Vice Chancellor is making an effort to secure some understanding.
- 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).	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: