

5100064- (6)
 PD-AAG-371

AID 1020-25 (7-68)				SECURITY CLASSIFICATION		001 PROJECT NUMBER	
PROJECT APPRAISAL REPORT (PAR) (U-446) See M.O. 1026.1				UNCLASSIFIED		510-11-750-064.2 Reference Center Room 1656 16p.	
002 PAR	MO.	DAY	YR.	003 U.S. OBLIGATION SPAN		004 PROJECT TITLE	
AS OF:	06	30	70	FY 66	Thru FY 70	PUBLIC ADMINISTRATION (Customs Administration)	
005 COOPERATING COUNTRY - REGION - AID/W OFFICE							
ARGENTINA							

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 1970)	379 (+27)*	-	71	308	-	(27)*					
PROPOSED OPERATIONAL YEAR (FY 1971)			* FY 69-70: participants included in General Training project 075.4								
CCC VALUE OF P.L. 480 COMMODITIES (\$000)			Thru Actual Year			Operational Year Program			n.a.		
			n.a.						n.a.		

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. Treasury Department Bureau of Customs	1	0	LA(TC) 54-66	
		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):

Since December 31, 1968, the date of the last PAR, the proposed program outlined in that report has been substantially implemented. Early in 1969 the Presidency approved a modernization plan essentially based on the proposals of the advisory team, provided more than \$1,000,000 in funds for implementation, and made recommended changes in laws and regulations. In May 1969 a new customs

MISSION DIRECTOR APPROVAL →	SIGNATURE	DATE
-----------------------------	-----------	------

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.

administration began to implement the program. The significant improvement in project accomplishments as compared to the last PAR was largely due to this GOA acceptance of the advisory team proposals.

In the period from May 1969 to June 1970 import processing in Argentine Customs was radically changed through adoption of the United States system. This entailed fundamental revision of both organization and technology in entry, examination, classification, and appraisement of merchandise. In addition, the penalty system was thoroughly reformed; numerous management and administrative areas were substantially improved; buildings and equipment were brought up to modern standards; a customs laboratory was established; training was greatly amplified and given new prominence in planning for improvement; a needed program of fraud investigations was initiated; a bonding system is being instituted; and the customs laws are in the process of being modernized and codified. In general, the whole customs organization underwent a transformation which has improved service to the public immeasurably, while at the same time more revenue is being collected as a result of technical upgrading and morale is high because of increased pride in the customs service and better compensation.

The overall effectiveness of the project in achieving its targets has been outstanding. Increased revenue attributable to the changes made is believed to be at least \$ 15,000,000 annually and may well be much higher. Customs modernization is believed to have made a valuable contribution towards economic stability from revenue, domestic industry, and international trade points of view. Revenue is higher, domestic industry evidently has no problems attributable to poor administration of the tariff, and efficiency in handling imports has improved so much that the average time required to process an importation has decreased from 21 to 7 days even without a bonding system. The revenue and stability aspects of customs modernization are in accord with sector and country plans, and there has been an interesting contribution to the Alliance integration goal as well in the interest shown in the new system in Argentina by the LAFTA Conference of Directors General of Customs.

The relatively low cost of the customs assistance program bears little relationship to the benefits realized. In terms of revenue alone modernization is believed to have increased revenue by many millions of dollars. The variables involved in import and revenue statistics make it difficult to determine the amount with accuracy, but it appears that the amount of increased revenue collected due to increased efficiency of the customs services is, as has been stated, not less than \$ 15,000,000 annually. Some confirmation of this may be inferred from a comparison of the import statistics for the years 1968 and 1969. In 1969, during which the new system was in effect for the last 7 months, there was an increase of almost 9 per cent in the amount of duty collected relative to volume of imports as the following figures show.

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.

	<u>Value of Imports</u>	<u>Import Duties</u>
1968	US\$ 1,169,200,000	M\$N 66,878,000,000 (\$ 19,000,000)
1969	US\$ 1,556,000,000	M\$N 94,858,000,000 (\$271,000,000)
Percentage change	+ 33.1	+ 41.3

Though this project terminated on June 30, 1970, it will have continued relevance to U.S. objectives to the extent that the results prove to be enduring. There is every reason to believe that the improvements brought about will continue to be effective in this respect, because the more important of them involved such radical restructuring of basic responsibilities that it would be as difficult to return to the former methods as it has been to adopt the new ones.

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)				
		3 ACTUAL CUM. TO DATE	4. AS OF PRIOR JUNE 30		5. PLANNED BY NEXT JUNE 30	6. PROJECTED TOTAL FOR PROJECT LIFE
			a. PLANNED	b. ACTUAL		
	I. <u>Improvement of Entry Process</u>					
	1. Combine like functions and eliminate duplications in the Import Division	1	1	1	0	1
	2. Institute comprehensive bond system	1	1	1	0	1
	3. Improve quality of customs entries by publishing entry requirements	1	1	1	0	1
	II. <u>Reorganization of Appraisement</u>					
	1. Plan new value division	1	1	1	0	1
	2. Develop new valuation procedures	1	1	1	0	1
	3. Train personnel in principles and application of Brussels Normal Value	1	1	1	0	1
	4. Establish the new division	1	1	1	0	1
	5. Eliminate appraisement by chamber of commerce representatives.	1	1	1	0	1
	III. <u>Reorganize and Upgrade Performance of Classification Function</u>					
	1. Improve technical supervision	1	1	1	0	1
	2. Coordinate this function with value	1	1	1	0	1
	3. Establish a customs laboratory.	1	1	1	0	1
	IV. <u>Reorganize and Upgrade Investigations Department</u>					
	1. Improve technical supervision	1	1	1	0	1
	2. Eliminate case assignment by lot.	1	1	1	0	1
	3. Institute improved procedures in smuggling, fraud, and personnel cases.	1	1	1	0	1
	4. Devise and put into effect training programs in principal investigative areas. (a)	0	1	0	0	0
	V. <u>Reorganize Penalty Processing</u>					
	1. Institute new procedures to eliminate long delay in releasing merchandise.	1	1	1	0	1
	2. Reorganize the fact-finding procedures	1	1	1	0	1
	3. Improve decision process by publishing standard guidelines, delegations of limited authority, etc.	1	1	1	0	1

UNCLASSIFIED

510-11-750-004.2

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. PROJECTED 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		
	VI. <u>Improve Management and Administration</u> 1. Institute position descriptions and job standards for the entire organization 2. Prepare operating manuals all departments (b) 3. Institute training courses for supervisors.	1	1	1	0	1
	(a) Enforcement improvements less than planned because of lack of authority to act in smuggling questions. Training in this area was consequently not feasible.	0	1	0	0	0
	(b) Preparation of manuals is proceeding more slowly than expected and most remain to be done.	1	1	1	0	1

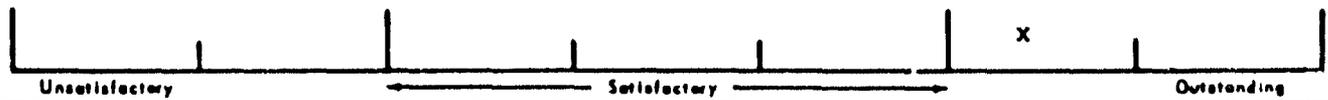
SECURITY CLASSIFICATION	PROJECT NUMBER
UNCLASSIFIED	510-11-759-064.2

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		c. POTENTIAL IMPACT ON EACH GOAL IF PROJECT ACHIEVES TARGETS	d. ACTUAL IMPACT ON GOAL TO DATE RELATIVE TO PROGRESS EXPECTED AT THIS STAGE
	SCALE FOR COLUMN d: 3= Superior/Outstanding; 2= Adequate/Satisfactory/Good; 1= Unsatisfactory/Marginal			
b. SECTOR AND PROGRAM GOALS (LIST ONLY THOSE ON WHICH THE PROJECT HAS A SIGNIFICANT EFFECT)				
	(1)	Additional revenue needed for economic development program	2	3
	(2)	Economic stability	2	3
	(3)	Improved public administration	2	3
	(4)			

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):

(c) Economic Stability Goal

In the previous PAR progress on this goal was rated unsatisfactory because the customs administration had not made substantial progress towards reorganizing its enforcement activity, which was considered essential to effective action on smuggling, fraud, and personnel malfeasance problems which were believed to be contributing to the country's economic problems. In the meantime the enforcement activity has been strengthened in one important respect by creating a fraud investigation activity, but the major reorganization of enforcement proved to be difficult and has not been undertaken. Nevertheless the problems which seemed to require a strong enforcement effort no longer exist as major economic issues as a result of other solutions.

As far as smuggling is concerned the problem has been given different dimensions

UNCLASSIFIED

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.

as a result of a national conference on the subject sponsored by the customs administration. It now appears established that smuggling exists on a large scale only as regards cigarettes and liquor. This limits its importance in an economic sense and diminishes the urgency of new approaches to repression. Fraud and personnel malfeasance on the other hand are believed to have been drastically reduced as a consequence of the modernization of the entry system and abolition of the practice of granting a share of penalty proceeds to customs employees. It seems therefore that customs is now making an important contribution to economic stability through more efficient and equitable administration of the tariff laws.

UNCLASSIFIED

UNCLASSIFIED

510-11-750-004.2

PART IC - Continued

CI - 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.

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?	N
015	Have any problems arisen as the result of advice or action or major contributions to the project by another donor?	NA
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?	NA
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?	
020	Has there been a lack of effective cooperating country media coverage? (Make sure AID/W has copies of existing coverage.)	

021 NARRATIVE FOR PART IC.2 Identify each explanatory note by the number of the entry to which it pertains. (Continue on form AID 1070-25 if as necessary)

017 - It appears that the successful adoption of the U.S. import system indicates that at least in some instances the U.S. system is transferrable and that results may exceed expectations considerably when this is done.

UNCLASSIFIED

SECURITY CLASSIFICATION

PART II - IMPLEMENTATION REPORT

II-A - STATUS OF SCHEDULE

022 A-1 - INDIVIDUAL ACTIONS (See detailed instructions H.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
	<u>Improvement of Entry Process</u>			
	1. Make detailed study of reasons for inefficient entry and release of merchandise and report recommended actions		X	
	2. Reorganization by Argentine Customs		X	
	3. Publication of entry requirements.		X	
	<u>Reorganize Appraisalment Function</u>			
	1. Plan appraisalment procedures for a new division staffed by employees to replace chamber of commerce representatives		X	
	2. Prepare a training program for staff of new division in the principles and application of Brussels Normal Value.		X	
	3. Give the training course to the selected employees		X	
	4. Organize the new division		X	
	5. Put new division into operation, abolish chamber of commerce activity.		X	
	6. Arrange participant training in U.S. for key staff members.		X	
	<u>Reorganize and Upgrade Performance of the Classification Function</u>			
	1. Reorganize the classification function (vistas) to obtain better supervision of technical functions by intermediate levels of supervision; maintenance of classification files; coordination with value division to avoid duplication of files, analyses, interviews, etc.		X	
	2. Establish a customs laboratory		X	
	<u>Reorganize and Upgrade Investigations Department</u>			
	1. Reorganize the Departamento de Inspección to improve technical supervision by:		X	
	a. creating intermediate levels of supervision			
	b. eliminating assignment of cases by lot			
	2. Institute improved procedures in smuggling, fraud, and personnel cases.		X	
	3. Plan training programs in principal investigative areas.	X		
	4. Give training programs	X		
	5. Arrange participant training in U.S. for key personnel.		X	
	<u>Reorganize Penalty Processing</u>			
	1. Institute new procedures to eliminate delays in releasing merchandise		X	
	2. Reorganize fact-finding procedures		X	

PART II - IMPLEMENTATION REPORT

II-A - STATUS OF SCHEDULE

022 A-1 - INDIVIDUAL ACTIONS (See detailed instructions H.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
	3. Improve decision process by publishing guidelines and delegating authority to handle limited actions.		X	
	<u>Improve Management and Administration</u>			
	1. Institute position descriptions and job standards for the entire organization.		X	
	2. Prepare operating manuals all departments	X	X	
	3. Plan training course for supervisors		X	
	4. Give training course to supervisors		X	

UNCLASSIFIED

53-11750-064-2

PART II - Continued

024 II-A.2 - OVERALL TIMELINESS

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

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

BLOCK (c): If marked, place an "X" in any of the blocks on the right 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:		032 Quality, comprehensiveness and candor of required reports	P
		033 Promptness of required reports	P
025 Adequacy of technical knowledge	P	034 Adherence to work schedule	P
026 Understanding of project purposes	P	035 Working relations with Americans	
027 Project planning and management	P	036 Working relations with cooperating country nationals	P
028 Ability to adapt technical knowledge to local situation	P	037 Adaptation to local working and living environment	P
029 Effective use of participant training element	P	038 Home office backstopping and substantive interest	P
030 Ability to train and utilize local staff	P	039 Timely recruiting of qualified technicians	
031 Adherence to AID administrative and other requirements	P	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	P
042 English language ability		053 Relevance of training for present project purposes	P
043 Availability of host country funding	P	054 Appropriateness of post-training placement	P
044 Host country operational considerations (e.g., selection procedures)	P	055 Utility of training regardless of changes in project	P
045 Technical/professional qualifications	P	056 Ability to get meritorious ideas accepted by supervisors	P
046 Quality of technical orientation	P	057 Adequacy of performance	P
047 Quality of general orientation	P	058 Continuance on project	P
048 Participants' collaboration in planning content of program		059 Availability of necessary facilities and equipment	P
049 Collaboration by participants' supervisors in planning training		060 Mission or contractor follow-up activity	
050 Participants' availability for training	P	061 Other (describe):	
051 Other (describe): GOA travel authorization delays	N		

UNCLASSIFIED

SECURITY CLASSIFICATION

PART II-B - Continued

3. FACTORS/COMMODITIES

PLANS AND PROCEDURES (S-LOC-)	ORG EFF	MAN EFF	MAT EFF	COM EFF	COMMODITIES (C-LOC-)	*	070 Control measures against damage and deterioration in shipment.
066							071 Control measures against deterioration in storage.
066							072 Readiness and availability of facilities.
067							073 Appropriateness of use of commodities.
068							074 Maintenance and spares support.
069							075 Adequacy of property records, accounting and controls.
070							076 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 1020-25) 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.

Implementation performance in the past year has exceeded expectations and the project goals have been substantially achieved. The new customs administration accepted practically all the project recommendations except a few which would require changes in laws involving other agencies. The results of implementation have been excellent in terms of revenue needed for development, improved efficiency in public administration, and contributions to important economic goals.

The principal achievements were adaptation of the U.S. import system, development of appraisement procedures, training of appraisement personnel, establishment of a customs laboratory, institution of a bonding system, reform of the penalty system, abolishment of employee rewards with concurrent establishment of a new salary schedule, complete overhaul of position classification in the organization, and renewal of buildings and equipment.

c. Participants

During the past year a small but highly significant participant program was planned and is being carried out. Six carefully-selected officers were given an opportunity

FAR ECONOMIC FORM 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.

to observe and study the U.S. import system which has been adopted in Argentina. They returned with valuable insights into the workings of this system and with a great deal of other useful knowledge about U.S. customs procedures which is now being divulged in a series of conferences and training courses which will reach all operations personnel in the customs organization.

The head of the new customs laboratory received five weeks' training in New Orleans and San Juan which will be of great value in organizing the work of this newly established facility which is expected to be of great importance in further reducing false declarations of merchandise as well as in simple questions of fact involved in classification and value.

Scheduled for training are the director of the O&M Department, the head of the import specialist teams, and the director of the training school.

While not financed as a part of the participant program a similar and highly successful visit to the United States was arranged for the Director General and his special assistant for planning and computer applications who visited the Bureau of Customs and various field operations to observe the U.S. import system and other customs operations, and to consult with the Bureau's planning staff concerning the plans for computerizing the processing of customs entries which both services have undertaken.

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:

- 088 Coordination and cooperation within and between ministries.
- 089 Coordination and cooperation of LDC gov't. with public and private institutions and private enterprise.
- 090 Availability of reliable data for project planning, control and evaluation.
- 091 Competence and/or continuity in executive leadership of project.
- 092 Host country project funding.
- 093 Legislative changes relevant to project purposes.
- 094 Existence and adequacy of a project-related LDC organization.
- 095 Resolution of procedural and bureaucratic problems.
- 096 Availability of LDC physical resource inputs and/or supporting services and facilities.
- 097 Maintenance of facilities and equipment.
- 098 Resolution of tribal, class or caste problems.
- 099 Receptivity to change and innovation.
- 100 Political conditions specific to project.
- 101 Capacity to transform ideas into actions, i.e., ability to implement project plans.
- 102 Intent and/or capacity to sustain and expand the impact of the project after U.S. inputs are terminated.
- 103 Extent of LDC efforts to widen the dissemination of project benefits and services.
- 104 Utilization of trained manpower (e.g., participants, counterpart technicians) in project operations.
- 105 Enforcement of relevant procedures (e.g., newly established tax collection and audit system).
- 106 Other:

HOST COUNTRY COUNTERPART TECHNICIAN FACTORS:

- 107 Level of technical education and/or technical experience.
- 108 Planning and management skills.
- 109 Amount of technician man years available.
- 110 Continuity of staff.
- 111 Willingness to work in rural areas.
- 112 Pay and allowances.
- 113 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):

During the past year there has been a complete reversal of the conditions reported in the prior PAK. The new director general was given full support by the GOA in the form of authority to reorganize, necessary changes in the laws governing customs procedures, and funds for improving salaries and facilities. The new administration proceeded to implement the recommended programs vigorously and by December 1969 had virtually completed the reorganization of basic functions and a thorough overhaul of the distribution of responsibilities, staffing, and grade structure throughout the organization. These changes made a substantial reduction in staff possible, about 700 positions being abolished, chiefly through retirement of incumbents. Customs facilities have been renovated and new furniture and equipment have replaced antiquated articles. A complete revision and codification of customs laws is well along the way to completion.

SECURITY CLASSIFICATION

UNCLASSIFIED

PROJECT NUMBER

510-11-750-064.2

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.

There appears to be little reason to doubt that the progress made in the past year will endure and that the organization will continue to improve.

The changes in laws, regulations, and basic procedures make it fairly certain that there will be no return to prior conditions.

UNCLASSIFIED

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):

Since the program is terminating on June 30 no comment is required in this section. However in the light of developments since the last PAR it is worthwhile to make some remarks on the adjustments suggested there. The last PAR noted that project purposes were unchanged, but that design might be adjusted to provide for fewer advisors, to channel advisory activity into joint efforts with Argentine planning groups, and to promote formation of such groups.

This is essentially what has been done in the past year. The team's principal activities have been the development of program implementation plans while working alone and the presentation of these ideas to special work groups set up by the director general. There has been practically no advisory work during this period which could be described as working directly with a counterpart official in implementation. The results have nevertheless been highly satisfactory since a high percentage of the plans formulated have been implemented by the customs administration.

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.	
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:

N.A.