PD-AAR-606 40990

AID 1020-25 (7-68)

PROJECT APPRAISAL REPORT (PAR)

(U-446) See M.O. 1026.1

SECURITY CLASSIFICATION: UNCLASSIFIED

001 PROJECT NUMBER: 527-11-370-064.2

002 PAR AS OF: MO. 5 DAY 1 YR. 69

003 U.S. OBLIGATION SPAN: FY 62 Thru FY 70

004 PROJECT TITLE: Transportation Development (Civil Aviation)

005 COOPERATING COUNTRY - REGION - AID/W OFFICE: Government of Peru

A.I.D. Reference Center Room 1656 NS

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)	544	24	26*	370	24	80		24		20	
PROPOSED OPERATIONAL YEAR (FY 1969)	13 a/		5*	5		-		-		3	

CCC VALUE OF P.L. 480 COMMODITIES ($000) → Thru Actual Year : 0 | Operational Year Program : 0

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:
1. U.S. CONTRACTOR
2. LOCAL CONTRACTOR
3. THIRD COUNTRY CONTRACTOR
4. PARTICIPATING AGENCY
5. VOLUNTARY AGENCY
6. OTHER:

TYPE CODE c:
0. PARTICIPATING AGENCY
1. UNIVERSITY
2. NON-PROFIT INSTITUTION
3. ARCHITECTURAL & ENGINEERING
4. CONSTRUCTION
5. OTHER COMMERCIAL
6. INDIVIDUAL
7. OTHER:

a. IMPLEMENTING AGENCY	TYPE CODE b.	TYPE CODE c.	d. CONTRACT/ PASA/ VOLAG NO.	e. LEAVE BLANK FOR AID/W USE
1. Federal Aviation Administration	4	0	LA(OA)02-00	
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):

This is the first PAR on this activity and covers the period from FY 62 to the present. While U.S. technical assistance to civil aviation in Peru has been provided since 1953, reference in this PAR is to accomplishments after FY 62, unless otherwise noted.

* Largely Housing and Education allowances of PASA employees.

a/ $31,400 in PASA costs to be incurred during FY 1969 were funded with FY '68 funds.

MISSION DIRECTOR APPROVAL → SIGNATURE: [signature] DATE: April 11, 1969

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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.

I-A (Continued)

General

CORPAC, a wholly GOP owned corporation, was founded in 1943 and is responsible for administering and regulating Peruvian civil aviation.

The Civil Aviation Assistance PASA Group (CAAC) has provided technical assistance to CORPAC primarily in three areas: civil engineering for airport construction and improvement; electronics; and air traffic control. Assistance has taken the form of resident advisors; TDY specialists conducting formal training courses; on-the-job training; and participant training in the U.S.

Specifically, USAID Peru's technical assistance program in civil aviation financed under this project has since FY 1962:

- sent 40 participants to the U.S. for training;
- provided expertise to assist in the planning and construction of modern airports at Lima and Cuzco;
- assisted in the improvement of airports at Iquitos, Pucallpa and Tarapoto to permit all season landings at these important junctions in the jungle or Selva areas of eastern Peru;
- provided additional technical advice for the development and improvement of lesser airports throughout Peru;
- played a major role in planning and installing a network of VHF omnirange navigation aids (VOR's) along the coast, and in technical training for their use; and
- guided the GOP in the design and acquisition of equipment for a country-wide total system of 21 VORs, eight of which are already installed.

Conjointly, a $5.7 million EX-IM Bank loan, devised in large part by PASA and USAID capital development personnel, authorized and signed in 1967, provided funds for communication and navigation equipment, heavy equipment for airport construction, and meteorological equipment to permit further expansion and modernization of the Peruvian airways system.

Additionally, a financial management study of CORPAC financed under the EX-IM Bank loan was conducted by NORTHROP, a U.S. management consultant firm, as one of the requirements of that loan. As a result of this study CORPAC now has available the suggested solutions to some of its most vexing problems. The balance of their problems are all closely related to proper management of available resources.

I. Overall performance and effectiveness of project implementation in achieving stated targets.

The project's targets have been to assist the GOP in developing an integrated basic airways system which will include air traffic control, aeronautical communications and air navigation aids, and a master plan for the continued improvement and expansion of this system.

These targets have nearly all been achieved during the life of the project. Two documents were published during this period through the efforts of the CAAG, in conjunction with the Regional Aviation Assistance Group (RAAG), that have had a profound effect on the orderly and controlled growth of CORPAC and the Peruvian airway system. These documents are (1) Ten year Air System Plan for Peru 1964-1974 and (2) a Ten Year Plan for Expansion of Peru's Aviation Meteorological Service (1964-74). Other one-time studies recommended material and equipment lists in conjunction with proposed loans. Day to day advisory service provided by both the long and short term CAAG and RAAG specialists have helped shape both the existing organization and the Peruvian airway system for the better.

II. The contribution to achievement of sector and goal plans:

Reviewing the 10 Year Air System Plan for Peru (1964-1974) we are, in 1969, at the halfway mark. The equipment acquisitions, and facility installations now exceed 50% of the stated goals. In the field of air traffic control the implementation of programs far exceeds the expectations in all segments - Terminal Area Control, Enroute Air Traffic Control, Point to Point Communications, and up-grade training programs for ATC personnel.

Similarly, analysis of "A Ten Year Plan for Expansion of Peru's Aviation Meteorological Service" shows that highly satisfactory progress has been achieved toward the goals established. A modern meteorological station has been installed in Lima and a new college-level course in meteorology has been initiated for CORPAC and FAP (Peruvian AF) specialists.

Assistance under this Project has played its full part in making aviation an increasingly important element of Peruvian transportation. International traffic originating in Peru has been increasing at about 16% annually over the past ten year period. Since 1960 domestic traffic through Lima and for Peru as a whole has more than tripled. Volume of air cargo while also subject to considerable growth has, however, increased more slowly. Jet service on domestic routes has been introduced; and Faucett, a domestic airline, is now planning international flights through Latin America to Miami. There are today more than 30 commercially significant airports in Peru, five of which can accommodate international traffic. The modern Jorge Chávez Airport at Lima is the major transportation hub for the West Coast of South America serving at present some 17 international carriers. In short, U.S. technical assistance to civil aviation has played a major role in this sector's considerable contribution to Peru's internal and regional integration.

III. Anticipated results compared to costs:

The cost of approximately $75,000 per year over the 8 year period compared with the results achieved can be analyzed in the following manner:

A. Accomplishments FY 1957 - 1965

1. Trained 21 Specialists in the United States.

2. Conducted 12 formal classes in country in such diverse subjects as Terminal Air Traffic Control, En-Route Air Traffic Control, Installation and Maintenance of Instrument Landing Systems, Airport Management, Single Sideband Communication Equipment, Installation and Maintenance of Very High Frequency Omnidirectional Radio Ranges (VOR), Meteorological Techniques and Administration, and Flight Inspection.

3. Provided technical advice for 24 airport construction projects.

4. Provided technical advice for construction and design of the modern Lima Jorge Chávez International airport and administration building.

5. Arranged for the loan of a complete instrument landing system from Federal Aviation Agency for the Jorge Chávez airport, and provided technical assistance in the installation of the system and training of personnel.

6. Arranged for the loan of a complete new Distance Measuring Equipment set and provided technical assistance in installation of same.

7. Provided engineering guidance for the planning of the extensive point to point radio teletype and voice communication system between Lima, Peru and Panama, Bogota, Guayaquil, La Paz, Santiago, Rio de Janeiro, and Buenos Aires as well as the domestic communication system in Peru. This included writing of equipment specifications.

8. Completed two extensive studies for 10 year planning of Peru's aviation and meteorological systems.

9. Arranged for the acquisition of two surplus DC-3 aircraft, one completely instrumented as a flight inspection laboratory.

10. Provided other surplus commodities of approximately $18,000 value such as radio transmitters, receivers, teletype equipment.

B. Accomplishments FY 1966-1968

1. Trained in the United States, 17 CORPAC Specialists, one Peruvian Airforce Major of the Director General of Civilian Aviation Office (ATC expert), and one instructor of the DGAC school at Collique.

2. Conducted in-country 9 formal classes in the following subjects: Terminal Air Traffic Control, En-Route Air Traffic Control, Installation of VHF Omnirange, Site Selection for VHF Omnirange, Fundamentals of Distance Measuring Equipment, and Flight Inspection Techniques for Pilot and Recorder Operators.

3. Provided technical advice for 11 airport construction projects including the major runway projects at Iquitos, Cuzco, Pucallpa and Tarapoto.

4. Provided engineering guidance for the installation and commissioning of 7 VHF Omniranges, and site selection and design of three others.

5. Provided professional guidance in the design and implementation of the Flight Information Region Air Traffic Control.

6. Provided expertise in preparing most of the overall justification plus writing equipment specifications for heavy airport construction and firefighting equipment, Air Navigation equipment, and construction materials in connection with the $5.7 million Ex-Im loan.

7. Provided $15,000 worth of new commodities such as parachutes, life vests, tools, manuals, test equipment, instruction aids, and maps and books.

8. Provided surplus commodities valued at approximately $14,000 including one DC-3 aircraft for the DGAC school at Collique, radio transmitters, receivers, teletype equipment, link trainer, and one ditching machine.

In sum, the technical expertise provided in conjunction with Peru's vigorous development of its civil aviation infrastructure and airport facilities has represented a most efficient use of available resources. In this regard, it is important to focus on the fact that these accomplishments have been realized with a minimum of FAA long term PASA technicians--2-3 from FY 63 to FY 68 and only one full time for FY 69.

This technical assistance effort has contributed to and witnessed a large measure of concrete accomplishment by CORPAC an autonomous GOP unit of management:

A. Construction and commissioning of the new airport building at Jorge Chávez airport.

B. Construction and commissioning of the new modern airport at Cuzco.

C. Installation and commissioning of 7 VOR's.

D. Commissioning of a $7 million communication system.

E. Initiation of construction of the new modern airports at Pucallpa, Iquitos, and Tarapoto.

Every major city in Peru can now be served by 4-engine equipment. In 1968 Peru also began to move into the era of multi-engine jet service in its domestic routes. This total self help effort has amounted to a capital investment of some 20 millions of dollars.

As discussed below, however, CORPAC's management/maintenance capabilities, while improving, definitely lag behind the progress achieved in the above mentioned priority areas of civil aviation development.

IV. Not withstanding the significant progress made to date, the Project continues to remain relevant to country development and USAID objectives. The following factors bear on this determination:

A. Improved Civil Aviation is of special importance to Peru where an extremely difficult terrain continues to largely isolate each of the three main sections of the country from the others. The interior, where the greatest potential for country development lies, is still far from adequately supplied with feeder airports at the necessary level of development. A few important connecting roads and highways are now being constructed. A number of them will, however, not be completed until 1972-1974 and even when completed a minimal network of connecting roads and highways will still remain many years distant. Additionally, their development will depend in large measure on a vigorous internal civil aviation system.

B. The technology in world aviation still advances faster than Peruvian technology. Keeping Peruvian civil aviation at acceptable standards is vital if Lima is to be maintained as an important link in the axis of Pacific and Trans-American air traffic. While closing of this technological gap may not be possible, Peruvian civil aviation ranks well above average for Latin America and with proper assistance can be kept up to ever-rising minimum international aviation standards.

C. Continued assistance and technical support through the currently reduced CAAG presence will greatly facilitate final improvements scheduled under the EX-IM Loan. It is noteworthy that the Jorge Chávez Airport at Lima and CORPAC generally are used as models by other Latin American countries. The interest shown in this regard by visiting Latin American functionaries and technicians has been of some assistance in forwarding regional rationalization in LA civil aviation development.

D. Other U. S. objectives are served by assisting development of civil aviation in Peru through expansion of markets for U.S. manufactured aviation products and for other products to be used in the development of the jungle. Ever-expanding access to the interior of the country is also crucial for any meaningful development of foreign investment and tourist promotion outside of the Coastal area.

E. The investment of the past years in this project could yet suffer a crippling blow if top management is not soon persuaded to adopt modern management techniques for proper utilization of available resources. The continuing practice of appointing retired military personnel to manage a vast system without specialized knowledge and experience will be difficult to overcome especially now with a military government in power. For the new year or two continued education of the younger generation of promising executives is probably the best way open to USAID to minimize this problem area.

Northrop's financial management study has already been presented to CORPAC. Implementation of its broadranging recommendations for efficiency in operations, management, and maintenance will require the greatest degree of encouragement and support from the CAAG and the USAID. Therefore in FY 1969 and FY 1970 this project will focus more on increased Management Development as different from Technical Training. Improvement in this field is a necessity if CORPAC is to achieve proper maintenance capabilities. Improved maintenance is in turn imperative if CORPAC is to effectively and safely operate the radar network it will need in some 2 to 3 years.

F. The International Civil Aviation Organization (ICAO) a specialized Agency in the UN family, has provided active technical assistance to Peruvian civil aviation for a number of years. The ICAO has therefore been a major assist and complement to the work of the US/CAAG. Especially noteworthy has been their assistance program at the Collique aviation school. ICAO presently has three technicians in this assistance group. We now understand that due to a lack of funds the ICAO may be about to terminate this assistance program in Peru. The USAID has strongly recommended to the UN via AID/W that ICAO be encouraged to remain. Should however they indeed terminate assistance in the near future, USAID would be the sole remaining TA donor.

G. In addition to the many other tangible benefits there is one less tangible from which CORPAC derives a great deal. The presence of CAAG office at CORPAC provides Peru with a direct line to the US Federal Aviation Agency thus channeling specialized advisory information in numerous aviation specialties for the direct benefit of Peruvian civil aviation.

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PART I-B – PROJECT EFFECTIVENESS

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

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 a. PLANNED	4. AS OF PRIOR JUNE 30 b. ACTUAL	5. PLANNED BY NEXT JUNE 30	6. PROJECTED TOTAL FOR PROJECT LIFE
	While no PIP is available, the following output targets can be itemized:					
	(1) Specialist Training in the U.S. (all categories)	42			4	4
	(2) In-country training	50			1	See Note 1
	(3) Provision of technical advice for the construction and improvement of regional airports-from inception to completion	26			0	See Note 2
	(4) Provision of engineering guidance in development of the following:					
	(a) Airport communications systems					See Note 3
	(b) VOR's					See Note 4
	(c) Air Traffic Control Equipment					See Note 5

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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.

(009.)

Note 1

A rough estimate of some 50 students trained over the years in courses ranging from a few days to several weeks.

During FY 69 the training of only one student is planned. This entails a course of approximately 240 classroom and laboratory hours presently being given to Pablo Cuadros, DGAC instructor by the US PASA technician. Cuadros will in turn develop and translate course material into Spanish and teach a course in Distance Measuring Equipment and Basic Pulse techniques. This is a multiplier type of training and initial investment will be small in relation to potential results. No other in-country training programs are contemplated during balance of FY 69 due to the present extremely unsettled political situation which has affected CORPAC and has frozen availability of talent for such training. An effort will be made to further encourage CORPAC to improve its management technics so that required talent be made available for future in-country training opportunities.

Note 2

No additional airport engineering assistance is contemplated in the foreseeable future unless rapid changes would warrant upgrade training. CORPAC presently has an excellent capability in airport Engineering as a result of many years of CAAG presence when the CAAG chief (1962-1968) was an airport engineer and greater emphasis was given to participant training in this area.

Note 3

Technical guidance has been continuously provided to Peru's communications system which covers point to point air movement between Lima and seven other countries of Latin America, in addition to an extended network of domestic communications.

No CAAG participation is planned in the training of personnel in communications systems because CAAG efforts have obtained the inclusion of a manufacturer's training provision in a contract to purchase $1.5 million dollars worth of communication equipment. The CAAG continues to provide guidance on planning and management of this vast existing domestic and international communication system.

Note 4

VOR's installed under CAAG guidance have to date numbered eight. Ten students have been trained recently in VOR - 4 were trained directly by the CAAG chief, and 5 are graduates of a formal class developed and conducted by Pablo Cuadros who was sent to the U. S. on an AID scholarship. He will begin a second class for 6 to 8 students in September 1969. The 10th student is Cuadros himself who received the full FAA 5-month course on VOR and ILS systems.

(009.)

Note 5

Technical guidance has historically been provided in the design of ATC towers, and the ATC Line Center.

In-country up-grade training in Air Traffic Control and Flight Inspection is planned if, and when, various present issues are clarified and resolved; situations such as those presented by certain political issues outstanding between U. S. and GOP, pending creation of the new Ministry of Transportation and Communications (scheduled for 1 April 1969) and the awaited findings of a Military board of inquiry into alleged corruption within CORPAC. In short, the incumbents of key positions are at present reluctant to make prerequisite decisions.

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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:

Unsatisfactory			Satisfactory	See note X		Outstanding

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 b. SECTOR AND PROGRAM GOALS (LIST ONLY THOSE ON WHICH THE PROJECT HAS A SIGNIFICANT EFFECT)	c. POTENTIAL IMPACT ON EACH GOAL IF PROJECT ACHIEVES TARGETS	d. ACTUAL IMPACT ON GOAL TO DATE RELATIVE TO PROGRESS EXPECTED AT THIS STAGE
	(1) TRANSPORTATION DEVELOPMENT - (Highways and Civil Aviation). Movement of highway and aviation construction materials, equipment parts and personnel by air for the purpose of lowering cost and speeding the progress of road and airport construction.	3	3
	(2) TOURISM - Opening of Peru's tourist sites (which are mostly in-country) to convenient access. Cuzco/Machu Picchu is especially important as the major tourist attraction in South America.	3	3
	(3) AGRICULTURAL DEVELOPMENT - Transport of suitable agricultural products by domestic air carrier.	1	1
	(4) INDUSTRIAL - An improved civil aviation system to provide increased access and outlet for low weight, high value 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 I):

010 Achievement is more than satisfactory when viewed in terms of the specific targets set for the project as given above.

011 (1) The very difficult nature of Peru's geography makes the rapid development of civil aviation of crucial importance for any expanded program of general transportation development. The impact of this project on the development of civil aviation itself has been major.

(2) Development of Peru as an important tourist center is a USAID goal. Development of this sector has and will continue to considerably increase the country's foreign exchange earning capability. 64,249 passengers flew to Cuzco in 1967 and 53,235 to Iquitos (Amazonia). This compares with 18,432 to Cuzco in 1960 and 11,177 to Iquitos in the same year.

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Part I-C.1

(3) Domestic air cargo within Peru in 1967 was 37,800 tons much of which was tobacco, vegetables and meat. This compares with some 28,000 tons in 1966.

(4) [illegible] impact of Civil Aviation on industrial development has been less than the potential for a good number of reasons external to the present project.

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PART I-C – Continued

C.2 – GENERAL QUESTIONS 1/

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?	Y
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 I as necessary):

014 Lack of sufficient management talent in CORPAC.

017 The actual project implementation along guidelines originally set has pointed up the crucial importance of management/maintenance improvement for full project success.

019 Extensive trade publicity has been given to the technical accomplishments of Peruvian Civil Aviation under difficult environmental conditions.

1/ As noted earlier, this is the first PAR on this activity and covers the period from FY 1962 to the present.

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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
	See Parts 1A (Page 1c) and 1B.			

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PART II – Continued

II-A.2 – OVERALL TIMELINESS

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

	(a) On schedule	X
	(b) Ahead of schedule	
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.	(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):	

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	
		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	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
Ability to train and utilize local staff		039 Timely recruiting of qualified technicians	P
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:		TRAINING UTILIZATION AND FOLLOW UP 052 Appropriateness of original selection	P
PREDEPARTURE 042 English language ability	N	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	
045 Technical/professional qualifications	P	056 Ability to get meritorious ideas accepted by supervisors	
046 Quality of technical orientation		057 Adequacy of performance	
047 Quality of general orientation		058 Continuance on project	
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	N	061 Other (describe):	
051 Other (describe):			

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PART II-B – Continued

3. FACTORS-COMMODITIES

PLACE AN "X" IN APPROPRIATE BLOCK: 062 FFF		063 NON-FFF		064 NO COMMODITY ELEMENT			
065 Timeliness of AID/W program approval (i.e., PIO/C, Transfer Authorization).						072 Control measures against damage and deterioration in shipment.	
066 Quality of commodities, adherence to specifications, marking.						073 Control measures against deterioration in storage.	
067 Timeliness in procurement or reconditioning.						074 Readiness and availability of facilities.	
068 Timeliness of shipment to port of entry.						075 Appropriateness of use of commodities.	
069 Adequacy of port and inland storage facilities.						076 Maintenance and spares support.	
070 Timeliness of shipment from port to site.						077 Adequacy of property records, accounting and controls.	
071 Control measures against loss and theft.						078 Other (Describe): Commodities procured under PIO/T-PASA are a very small part of the Technical Assistance program and have not been a problem.	

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.

'79 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.

I. Implementing Agency

028 & 037 The overwhelming majority of PASA technicians had previous overseas developmental experience.

029 The project has made very good use of the participant element by timely selection of high quality candidates who have made a major contribution to CORPAC on their return.

036 GOP esteem for FAA technicians in general has been most conducive to excellent working relations.

038 Although some minor delays have been experienced, FAA baskstopping has been of the highest quality.

039 The FAA has responded most promptly to USAID requests for high calibre short-term specialists to handle specific ad hoc matters. In this regard, the FAA was instrumental in providing the need expertise for negotiation of the $5.7 million EX-IM loan. Until this year FAA has maintained its regional support office in Panama through which we have been able to obtain the most efficient and liberal service on many an occasion. This support office is now located in Oklahoma City for BALPA considerations.

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.

II. Participant Training

042 Weak English language proficiency has been a limiting factor as concerns prospective candidates. It may be that the PASA team's high standards in this regard have been unduly stringent on occasion.

045 & 052 Very high quality candidates have been selected and have subsequently proved their merit.

050 A special problem has arisen with regard to extremely insufficient availability of candidates for training in Electronics as opposed to such things as Air Traffic Control, Airport management, Civil Engineers, etc. This is again primarily a problem of insufficient English language capability.

In general, the PASA team has encountered a trend toward promotion of US trained personnel to higher positions of responsibility thus leaving at times certain gaps in the specific areas for which they were trained. While a possibly unavoidable aspect of management, the negative impact of such problems on CORFAC could be lessened by improvements in career planning and personnel management.

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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.	
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.	
085 Legislative changes relevant to project purposes.	
086 Existence and adequacy of a project-related LDC organization.	
087 Resolution of procedural and bureaucratic problems.	
088 Availability of LDC physical resource inputs and/or supporting services and facilities.	
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.	
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.	
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:	
HOST COUNTRY COUNTERPART TECHNICIAN FACTORS:	
099 Level of technical education and/or technical experience. Quantity is problem	P
100 Planning and management skills.	N
101 Amount of technician man years available.	N
102 Continuity of staff.	
103 Willingness to work in rural areas.	
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):

As a still underdeveloped country, Peru has all of the problems of poor management, coordination, internal cooperation, and deficient innovative ability. Lack of adequate organization and planning results in redundant programs, budget shortages, and improper timing of equipment delivery.

082 Due to weak administrative practices critical data are not always captured.

083 The practice of appointing retired airforce generals without specialized administrative experience is a serious handicap. Additionally, circumstances have on occasion made their tenures short and unpredictable.

089 Maintenance of facilities and equipment, as already explained, is a serious problem.

101 Limited revenues preclude hiring adequate technical staff to the detriment of installation, maintenance, and training programs.

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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 time is not right at the moment of this writing, but in the near future, a change in emphasis toward better organization is imperative for improved operations, maintenance and management. This can be done most effectively by the implementation of the recommendations of the Northrop financial management study recently conducted and presented to CORPAC. This study has however so far not been placed by CORPAC on its discussion/implementation agenda. The present political situation and internal problems within CORPAC preclude any immediate action on this. It is significant that the Northrop study was submitted only one month after the coup of October 1968 which overthrew the democratically elected Belaunde Government, in office since 1963. This study thus reached CORPAC just after its new president had been appointed and during a continuing period of general insecurity. This feeling of insecurity among CORPAC's top management was further enhanced by the initiation of a COP investigation into alleged corruption. This investigation of CORPAC has not yet run its course.

IV-B – PROPOSED ACTION

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

1. Continued as presently scheduled in PIP.	X
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:

Depending on future circumstances, USAID funding availabilities, and CORPAC receptiveness, thought will be given to providing increased man-months in specific management support and training.