

PERU

PD-ABK-299

MISSION DIRECTOR'S NARRATIVE

I. Prevailing Country Development Situation

Peru is at a major crossroads in its development and serious challenges confront its efforts to stimulate rapid economic growth, political stability, return to a democratic society, and to address its severe social problems. Despite the near total political and economic breakdown which the current government inherited, much positive momentum has been achieved. The AID program has served as a critical support to Peru in the recent past, helping it to stay the course. Yet the AID program, even before the retrenchment contemplated in this ABS, has had to contend with conditions which have imposed severe costs:

(1) President Fujimori's "auto-golpe" on April 5, 1992 suspended the Constitution and forced the closing of the legislature and the courts. This event led to USG freezing most new assistance for a period of 8 months, including \$36 million pipeline of prior year funds and the 1993 fiscal year ESF OYB of \$100 million. While significant progress has been made to restore free elections (local municipal and national legislative), to assure the proper functioning of the Constituent Assembly, and to promulgate a new Constitution, serious questions remain unanswered on the separation of powers and functioning of the judiciary on human rights.

(2) The upsurge of terrorism in selective urban areas of the country, including the bombing of the American Ambassador's residence in 1992 and the U.S. Embassy several weeks ago in August, 1993, has heightened concerns in the international community and the U.S. Congress as well as on the persistence of human rights abuses. The lack of efficiency within the regular judicial system for the prosecution of accused terrorists has contributed to a situation between security forces and armed opposition groups that has resulted in extra-judicial executions, disappearances, and allegations of other abuses by military and police personnel against the civil population. Consequently, additional conditionality has been imposed on the USG's release of its \$105 million contribution to the Peru Support Group that convened in June, 1993.

Another consequence of the security situation in Peru was the declaration of Authorized Departure status in August, 1992. This was followed by a National Security Decision Directive (NSDD-38) on staffing. These decisions resulted in restricting travel to Peru, preventing the hiring of institutional contractors, limiting the visits of supporting TDY assistance personnel, and critically reducing AID USDH staff.

The combination of USDH cuts and continuing restrictions on planned financial commitments by the USG caused AID/W to agree to eliminate the alternative development activities from the future portfolio until such time as a policy decision was made to renew

the program and to provide adequate staff and consistent financing for its implementation.

(3) From August 2, 1989 to the end of fiscal year 1992, with the exception of one day on September 30, 1991, Peru was under Section 620 (q) sanctions of the FAA and since September 1, 1989 under 518 of the Brooke Alexander Amendment. These restrictions were momentarily lifted (one day) on September 30, 1991, as a result of Peru's signature of the Paris Club rescheduling agreement in August, 1992. Once again these restrictions were lifted at the beginning of fiscal year 1993 until June 30, 1993, when the GOP went into default on U.S payments and was again sanctioned under 620 (q). Lifting of these sanctions, as a result of successful Paris Club rescheduling negotiations in June 1993, is not expected until the end of FY 1993. This has blocked further obligation of more than \$12 million (DA funds) of the Mission's FY 1993 OYB. However, the Mission has requested a waiver of these sanctions, which is now pending AID/W action.

II. Effects of Country Conditions on Current USAID/Peru's Program

The aforementioned conditions in Peru and Washington clearly reduced the AID Mission's implementation capability and placed its FY 1993 and future planned development program (FY 94-95) in a highly vulnerable position in terms of project implementation, effective management and accountability. The NSDD-38 staff reductions, freezing of ESF balance of payment disbursements, as well as discussions in Washington of reduced ESF planning figures for FY 1994 (\$30 million, now \$16 million) called into serious question the Mission's overall program structure. In the spring of this year, we undertook a major reassessment of our FY 1994-95 strategic framework, composition of the existing and planned project portfolio, and examined how to better manage for results but still achieve sustainable impacts with fewer resources.

Changes to USAID/Peru's development assistance strategy and program were incorporated into its FY 1994-95 Action Plan and reviewed in Washington during June 28 - July 2 of this year. Outcomes of the internal Mission and AID/W reviews of the FY 1994-95 Action Plan, and follow-on FY 1993 obligating actions are summarized as follows:

1. Reduced Strategic Objectives - The Mission's strategic objectives (SOs) were pared back from 5 SOs to 3 SOs, retaining its strategic focus on SO # 1 - Strengthened Democratic Institutions, SO #2 - Sustainable Economic Growth, and SO # 3 - Improved Health Status. The next planned generation of alternative development activities (Selva Economic Revitalization) was placed on hold and

the related SO was dropped pending further Washington policy decisions. Agricultural export and related rural development activities were consolidated and integrated into the SO # 2, thus further narrowing strategic focus.

2. Program/Project Activities - A decision was made not to extend the PACD on the Agricultural Technology Transformation (ATT) project (527-0282) but to integrate the technology transfer component into the existing Export, Trade and Development (ETD) project (527-0349); the Administration of Justice (AOJ) project (527-0303) was amended to extend the PACD to 12/93 for orderly transition to the new Judicial Strengthening (JUST) activity; JUST (527-0352) was scaled back from \$15 to \$3 million and designed as a bridging action; the PVO Sector Family Planning Services Expansion project (527-0335) was extended to 2/94 while design alternatives for a longer extension of this project are weighed; the Quality Care Family Planning (527-0355) activity is being deferred to FY 1995 in recognition of staffing limitations, and demands for the on-going four health activities and FY 1994 startup of the Project 2000; the new Sustainable Environmental Management project (527-0368) will be deferred to FY 1995 to permit full assessment of critical areas of possible intervention and stronger linkage to SO # 2.

As this ABS exercise is undertaken, therefore, USAID has already taken major steps to downsize and contend with its particularly difficult operating environment.

III. Operating Expenses and Mission Staffing

The approved O. E. control level for FY 94 and FY 95 is \$6.0 million. The FY94 budget at the 100% level of \$6.0 million includes an additional contribution of \$300,000 to the FSN Voluntary Severance Plan that was not shown in the FY94-95 Action Plan. Early payment of severance liability related to prior year service will protect the Mission from increased liability in future years and will provide the required severance payments should we experience a sudden reduction in FSN staff. The FY 95 requirement at the 100% level is reduced to \$5.6 million. Mission OE cost projections do not include any remodeling costs relative to the possible USAID move to the current Embassy building in late FY 95, since we assume that 636(c) funding would be used for this purpose. If this assumption is incorrect FY95 projections would need to be increased by \$500,000.

The Mission has continued with its cost savings program,

including a hiring freeze and reductions in operational travel, communications, utilities and maintenance. In addition, over the next two years, more than \$200,000 will be saved in the operating expense budget by our further efforts to charge USAID support costs to project funded PSC contractors. During FY 94 at the 100% level, the Mission is planning to convert 21 foreign service direct hires to PSC positions, in accordance with AID/Washington guidance.

Use of trust funds is limited to the balance of funds that will be carried forward from FY 93 (approximately \$900,000), increasing our U.S. dollar needs by \$.9 million in FY 94 and by \$1.4 million in FY 95. The Mission's ability to secure additional trust funds is dependent on the disbursement of \$30 million under the balance of payments program. Because this disbursement is subject to new political conditionality, the probability of early disbursement and additional trust funds during FY 94 is questionable. Should \$3.0 million more in trust funds be made available to the Mission, we could substitute up to a total of \$1.8 million dollars/year of trust funds for U.S. dollar requirements.

Reducing to the 75% Level

To reach an operating expense level of \$4.5 million, the Mission would have to eliminate all NXP purchases, delay the payment of previous years' FSN severance liability, significantly reduce purchases of supplies, reduce other services, severely restrict travel and eliminate all training. In addition, we would be forced to reduce FSN staff by some 37 positions beginning immediately, which would have a dramatic impact on our ability to manage the current portfolio. Because of the previously discussed USDH constraints, the Mission relies heavily on its professional foreign national staff. An FSN staff cut of this magnitude would mean that major elements of the ongoing program, including democracy, private sector, food assistance and participant training, would be seriously jeopardized. In addition, because many of these reductions would be taken in the Controller's and Executive offices, the effect will be an increase in our financial and management vulnerabilities. This comes at a time when OMB and IG requirements, internal control assessments, demands for increased monitoring and reporting on private voluntary organizations, local currency monitoring and Buy America reporting have significantly increased the Mission's work and oversight responsibilities.

IV. Program Impact Assessment of Alternative Funding Scenarios

A. Base Budget for FY 1994 at 25 Percent Reduction

As shown in the FY 1994 Program Summary Table by

Strategic Objective, the Mission FY 1994 CP level at 100% was a total of \$57.2m (DA-\$27.2m and ESF-\$30m). The 25% reduction level (DA funds) would result in a reduced budget of \$50.4 million. However, we had been advised previously by AID/W that its FY 1994 ESF planning figure would be decreased from \$30m to \$16m. This, combined with the proposed 25% reduction in the DA level, would result in a total net drop in Peru's development assistance (ESF + DA) to \$36.4m or 63.2% of the FY 1994 CP level. The consequences of this scenario are presented below. An additional factor that merits mentioning is that the Mission is being required by the GOP to pay an 18% value-added tax on most operating expenses and project activities, which was raised in the Action Plan Review, but still remains unresolved. This additional expenditure is diminishing the level of direct program benefits and is further impacting adversely upon our development assistance.

Proposed program funding cuts would marginally affect the Mission's ability to implement its project activities under the Democracy SO # 1. However, negatively impacted (no funding proposed) would be the Narcotics Education and Community Initiatives project (527-0347). The proposed cut in ESF support levels from \$30m to \$16m would significantly damage our balance of payment (BOP) efforts and undermine our principal policy leveraging mechanism in support of democracy and human rights conditionality (SO #1) and related economic policy dialogue/reforms (SO # 2). BOP contributions would be cut to \$8.5m. Also, substantially less funding would be provided to the Export, Trade and Development project (527-0349). Minimal impact would be expected on the SO #3 - Improved Health, because of Congressional earmarks.

B. Base Budget for FY 1995

Due to USAID's completed downsizing and consolidation efforts confirmed in the June/July 1993 Action Plan Review and its existing pipeline and 1993 obligations, the proposed 1995 DA funding levels (-25% and -50%), the current strategic focus and structure of USAID/Peru's program would be minimally maintained, with the noted exceptions. Eight existing projects will be terminated in FY 94-95 and only three new starts are proposed in FY 95 (two, if the BOP program is terminated).

1. 25% - 50% Reduction of FY94 CP Level (\$36.42m / \$29.16m)

The Program Summary Table shows that SO #1 would not be seriously affected by these cuts given availability of FY 1994 funds, previous year obligations/pipelines unspent because of sanctions and related implementation constraints, and the Mission's highest priority to fund activities under

this SO. Incremental funding of CLASP II would be deferred one year under either funding alternative.

Support to maintaining the BOP program (ESF funded) under SO #2 is not affected by the 25-50% funding scenario since this affects only DA resources. However, projected BOP contributions will decline to \$7.6m and ESF project activities would be limited to only \$8.4m. Planned cuts in ESF resources will substantially impact on the Mission's policy role in seeking GOP support for democracy, human rights and related economic reforms. The proposed 25-50% DA budget reductions would have considerably negative impacts on implementing activities under SO # 3. It would cause delayed funding of the existing Strengthening Private Sector Health Institutions (SHIP) (527-0319) and the new Project 2000 (527-00366) expected to be authorized before the end of FY 1993.

2. 100% of CP level - \$57.23 million

This scenario would allow \$1.7 for SO #1 to enable additional support for the CLASP II and the CEDRO (527-0347) projects. The most significant beneficiary at this funding level would be SO #2, namely the Stabilization, Trade & Marketing Program III (STMP), Environment and PVO Support activities.

In summary, the proposed funding level for FY 1994 (\$36.4m) poses serious damage to the Mission's BOP program with the GOP and substantially undercuts its ability to leverage continued policy dialogue and project assistance in the important areas of democracy and human rights (SO #1) as well as economic growth initiatives in the agriculture export sector (SO #2). The continued value of a BOP program with only \$8.5m in ESF is highly questionable and will also significantly reduce the Mission's capacity to support macro-economic reforms. OE cuts will significantly increase Mission vulnerability at a time when more monitoring and reporting requirements are being required and FSN staff is called upon to assume greater project management responsibilities, since USDH positions are capped.

The proposed FY 1995 funding cuts (25-50%) represent a loss of program funds (DA) of between \$20.8m-\$27.6m below the FY 1994 CP level (\$57.2m). These reductions will not impact so much the already narrowed strategy focus but diminish the prospects of the Mission's BOP program and negatively impact its primary leveraging

mechanism for policy dialogue. Delayed project funding will not significantly impact the Mission's mortgage nor excessively stretch project implementation.

Although USAID's previous efforts at consolidation may permit us to accommodate proposed program cuts with risk only to the SO #2, any reduction in OE approaching the 25% level may make this a moot point. If personnel are reduced to the level contemplated, there will be severe pressure on our ability to manage such a program, given the particular circumstances of Peru.

Donald W. Boyd
Acting Mission Director

FY 1994 ABS CONCEPT PAPER

Project No./Title: 527-0356, Democratic Initiatives

Funding: \$000 FY 1994: \$ 3,000 (ESF) * Based on FY 94 CP level
LOP: \$10,000 (ESF)

Purpose: To support the development of democracy in Peru through strengthening the legislative branch of government and ensuring responsiveness of public institutions to society. It will include a strengthening of the technical capabilities of the legislative branch of government and a variety of activities aimed at increasing the government's responsiveness to its constituencies. The National Electoral Registry and the Office of the Controller General will be the objects of efforts to strengthen two GOP institutions that are key to the development of a government that is accountable and responsive to its constituency. An improvement in civil-military relations will be the objective of training activities that will be directed toward selected segments of the civilian population. Assistance to such non-governmental entities as grass-roots organizations, the journalism profession, and labor unions is designed to expand and improve the quality of popular participation in the governing process.

Relation To Strategic Objectives: The Mission's 1st Strategic Objective: "Strengthen Democratic Institutions That Sustain Individual Rights And Freedoms And Are Responsive To Their Constituencies" includes two basic elements: a) strengthening the judicial and legislative systems; and b) securing wider public participation in selected political institutions and practices to ensure their openness, transparency, public accountability and responsiveness. This project will address both elements of this Strategic Objective.

How It Fits Within Agency Policy Areas: The project is directly in accord with one of the Agency's four main policy areas of building democracy which, in turn, creates the necessary environment for another of A.I.D.'s strategies--encouraging economic growth.

Expected Outputs:

- Public fora involving Congressional representatives and their constituents are held on issues of concern to the public;
- Laws drafted by legislature reflect the will of the people and are based on thorough research/statistical analyses;
- Government institutions impose internal regulations making monetary transactions by officials more transparent;
- Seminars held to inform public of the role of the military in a civilian society;
- Updated list of registered voters.

Specific Indicators:

- 100% increase in meetings held between Congressional representatives and the public;
- Threefold increase in laws reflecting the interests of the citizenry;
- Twofold increase in number and enforcement of internal government regulations regarding monetary transactions of officials;
- Five public seminars held on civil/military matters;
- List of registered voters is current and accurately reflects eligible voters.

FY 1994 ABS Concept Paper

Project No./Title: 527-0369, Economic Stabilization and Recovery Program II (ESRP II)

Funding: \$000 FY 1994: \$18,000 (ESF) * Based on FY 94 CP level
LOP \$18,000 (ESF)

Purpose: To support Peru's continued commitment to maintain a sound macroeconomic policy framework and implement additional structural reforms that will serve as the foundation for economic stability with sustained economic growth.

Relation To Strategic Objectives: "Sustainable Economic Growth Led By The Private Sector" is the Mission's 2ND Strategic Objective. In addition, sustained economic growth will indirectly strengthen democratic institutions. By reducing the extent of extreme poverty in Peru -- a degree of poverty that feeds political unrest and terrorist activity -- sustained economic growth will create a political environment which places less strain on Peruvians' willingness to respect human rights. And sound economic policies, especially those that promote economic democracy by making the legal, regulatory and judicial (LRJ) environment for economic actors simpler, fairer and more accessible, will be mutually supportive of Mission efforts to strengthen political democracy through its first strategic objective.

How It Fits Within Agency Policy Areas: Sustained economic growth is one of the Agency's four main policy areas. And as noted above, ESRP II will also have an indirect positive impact on strengthening democratic institutions in Peru.

Expected Outputs: Improved economic policy.

This will improve economic efficiency and thereby, over the medium term, improve economic performance and make that improved economic performance sustainable -- the *sine qua non* for improving the economic well being of all Peruvians. The macroeconomic policy reforms sponsored under ESRP II, such as maintaining a primary fiscal surplus and ensuring that the Central Bank refrains from financing the overall budget deficit, will be closely coordinated with the IMF's three-year extended fund facility (1993-95). The structural reforms sponsored under ESRP II will be closely coordinated with parallel efforts of the IDB and World Bank, to further liberalize trade, open up agricultural marketing to the private sector and streamline the LRJ environment.

Specific Indicators:

- Economic growth rate
- Inflation rate
- Real exchange rate
- Primary fiscal balance
- Quasi-fiscal deficit
- Internal financing of the consolidated budget deficit
- Number and height of tariff and tariff surcharge rates
- Privatization status of ENCI and ECASA
- Complexity of business regulatory environment (such as effectiveness of bank supervision)
- Transparency of judicial procedures.

FY 1995 ABS CONCEPT PAPER

Project No./Title: 527-0355, Quality of Care in Family Planning

Funding: \$000 FY 1995: \$ 5,411 (DA) * Based on 94 FY CP level
LOP: \$15,000 (DA)

Purpose: To reduce unmet demand for family planning by improving the quality of care from the perspective of users.

Relation To Strategic Objectives: This project directly supports the Mission's 3RD Strategic Objective: "Improved Health Status Through Access To Quality Primary Health Care." A.I.D. support in family planning has been given to the public sector, the private voluntary sector and the private commercial sector. These projects have viewed quality of care issues almost exclusively from the perspective of the provider. This proposed project will focus on the perspective of the user, experimenting with innovative, client-sensitive ways to provide family planning services in urban-marginal and rural areas. Consideration will be given to possibly include increased attention to the broader field of women's reproductive health and female (informal) education.

How It Fits Within Agency Policy Areas: Population and health is one of the four priority areas of the Agency. Within this area, reproductive health services and female education have also been explicitly identified as priority components. The so-called KAP Gap, i.e., the differential between the proportion of people who say they are aware of family planning methods and wish to use them, on the one hand, and the proportion that actually use them, on the other hand, is a truism in family planning. This Project will work to reduce that gap in Peru by designing and implementing educational activities and services that are client-sensitive.

Expected Outputs:

- An increase in women's and men's knowledge about physiology and fertility regulation
- An increase in contraceptive prevalence
- An improvement in method mix
- An increase in the efficiency of use of contraceptives (conversely, a decrease in failure rates of contraceptives)
- A decrease in total fertility

Specific Indicators:

- New family planning users by method
- Increase in contraceptive prevalence by method
- Decrease in total fertility
- Decrease in misinformation about methods
- Increase in overall continuation rate (even if switching occurs)
- A decrease in user-related contraceptive failure

FY 1995 CONCEPT PAPER

Project No./Title: 527-0368, Sustainable Environmental Management (SEM)

Funding: \$000 FY 1995: \$ 3,289 (DA) * Based on FY 94 CP level
LOP: \$11,000 (DA)

Purpose: To encourage broadly-based sustainable economic growth by the rational use and protection of renewable natural resources. To accomplish this, private sector organizations and key GOP natural resource agencies such as INRENA (Natural Resource Institute) will be strengthened through a more unified institutional, regulatory, and policy framework in support of public and private initiatives related to the use of the country's natural resources. Project activities will be identified based on results and recommendations presented in a new natural resource assessment and environmental policy presently being carried out for the Mission.

Relation To Strategic Objectives: The SEM project directly supports the Mission's 2ND Strategic Objective: "Sustainable Economic Growth Led By The Private Sector" by promoting dialogue, analyses, and studies which will culminate in a policy and regulatory framework in which renewable resources are rationally utilized for long-term benefit as opposed to traditional unsustainable short-term benefit.

How It Fits Within Agency Policy Areas: Promoting environmentally sound policies and practices supports one of the Agency's four main policy areas. The SEM project also supports the LAC Bureau Objective concerning "the achievement of broadly-based, sustainable economic growth", and the LAC Bureau Sub-Objective "to encourage economic policies that promote investment, productive employment and outward-oriented diversification; encourage accelerated opportunities in the economy by the historically disadvantaged". The project meets both the Environmental Strategy and the Agricultural Development Strategy prepared recently by the LAC Bureau.

Expected Outputs:

- Adopted country environmental strategy which supports sustainable natural resource management, economic growth, and development.
- Consolidated public institutional framework for environmental sector.
- Adoption of a strong sensitivity to establish environmental regulations, a National Environmental Code, and a National Environmental Authority.
- Effective enforcement of environmental regulations and the Code.
- Progress in solving key environmental and natural resource issues that threaten public health, social welfare, biological diversity, and sustainable development.
- Strengthened PVOs and other private sector organizations with a better capacity to promote/support environmental education, broad environmental sensitivity, and product-oriented research and extension.

Specific Indicators:

- Promulgation of a National Environmental Code and implementing regulations.
- Increase in the cohesiveness among PVOs and their closer relationship with the GOP.
- Increase in the level of participation of the local media, research institutions, and regional and municipal administrations in environmental and natural resource management matters.
- Increase in the number of environmental PVOs with adequate training and grant opportunities.
- Consensus by PVOs and the GOP on the major demographic, public health and safety, cultural and socioeconomic factors which are important to the environment and to natural resource utilization.
- Consolidation of the public and private sectors for the formulation of national environmental policies.

FY 1995 ABS Concept Paper

Project No./Title: 527-0370, Economic Stabilization and Recovery Program III (ESRP III)

Funding: \$000 FY 1995: \$20,577 (ESF) * Based on FY 94 CP level
LOP \$20,577 (ESF)

Purpose: To support Peru's continued commitment to maintain a sound macroeconomic policy framework and implement additional structural reforms that will serve as the foundation for economic stability with sustained economic growth.

Relation To Strategic Objectives: "Sustainable Economic Growth Led By The Private Sector" is the Mission's 2ND Strategic Objective. In addition, sustained economic growth will indirectly strengthen democratic institutions. By reducing the extent of extreme poverty in Peru – a degree of poverty that feeds political unrest and terrorist activity – sustained economic growth will create a political environment which places less strain on Peruvians' willingness to respect human rights. And sound economic policies, especially those that promote economic democracy by making the legal, regulatory and judicial (LRJ) environment for economic actors simpler, fairer and more accessible, will be mutually supportive of Mission efforts to strengthen political democracy through its first strategic objective.

How It Fits Within Agency Policy Areas: Sustained economic growth is one of the Agency's four main policy areas. And as noted above, ESRP III will also have an indirect positive impact on strengthening democratic institutions in Peru. In addition, as noted below, this program will improve the economic content of environmental policy.

Expected Outputs: Improved economic policy.

This will improve economic efficiency and thereby, over the medium term, improve economic performance and make that improved economic performance sustainable -- the *sine qua non* for improving the economic well being of all Peruvians. The macroeconomic policy reforms sponsored under the program, such as maintaining a primary fiscal surplus and ensuring that the Central Bank refrains from financing the overall budget deficit, will be closely coordinated with the IMF's three-year extended fund facility (1993-95). The structural reforms sponsored under the program will be closely coordinated with parallel efforts of the IDB and World Bank, to further liberalize trade, open up agricultural marketing to the private sector, streamline the LRJ environment, and ensure that environmental policy is consonant with economic efficiency.

Specific Indicators:

- Macroeconomic performance
- Fiscal and monetary policy
- Trade policy
- Agricultural marketing
- Complexity and effectiveness of the LRJ environment
- Impact of new environmental laws on economic efficiency

FY 1994 PROGRAM SUMMARY BY STRATEGIC OBJECTIVE (\$000)

<u>Strategic Objective</u>	<u>Policy Area</u>	FY 1994 Congressional Presentation Level	
		<u>100%</u>	<u>75%</u>
1. Strengthened Democratic Institutions that Sustain Individual Rights and Freedoms and are Responsive to their Constituencies	Democracy	12,416	9,016
2. Sustainable Economic Growth Led by the Private Sector	Environment	150	100
	Economic Growth	28,286	16,024
	Democracy	3,600	1,700
3. Improved Health Status through Access to Quality Primary Health Care	Pop/Health	16,374	11,280
TOTAL		57,226	36,420

FY 1995 PROGRAM SUMMARY BY STRATEGIC OBJECTIVE (\$000)

Strategic Objective	Policy Area	FY 1994 CP Level		75%		50%	
		100%		Onqoinq	New	Onqoinq	New
1. Strengthened Democratic Institutions that Sustain Individual Rights and Freedoms and are Responsive to their Constituencies	Democracy	6,207	800	4,500	800	4,500	800
2. Sustainable Economic Growth Led by the Private Sector	Environment	--	3,589	--	1,575	--	1,575
	Economic Growth	10,269	17,281	7,769	6,881	7,769	6,881
	Democracy		4,115	--	1,515	--	1,515
3. Improved Health Status through Access to Quality Primary Health Care	Pop/Health	9,154	5,811	9,980	3,400	3,173	3,400
Subtotal		25,630	31,596	22,249	14,171	15,442	14,171
TOTAL			57,226		36,420		29,163

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