Performance Evaluation of

Instituto Libertad y Democracia (ILD) Activities

FINAL REPORT

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PERFORMANCE EVALUATION OF *INSTITUTO LIBERTAD y DEMOCRACIA* (ILD) ACTIVITIES

FINAL REPORT

Prepared for the United States Agency for International Development

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CONTENTS

List of Exhibits 6
Acknowledgments 7
Acronym List 8
EXECUTIVE SUMMARY 10
Instituto Libertad y Democracia (ILD) 10
Purpose of Study 11
Methodology 12
Findings 13
Strategic Objective 1: Building Awareness for Legal Empowerment and Social Inclusion. 13
Strategic Objective 2: Institutionalizing Legal Empowerment of the Poor (and Women) in Client Countries 14
Strategic Objective 3: Strengthening ILD's Operational Platform and Ensuring a Sustainable Expansion 15
Strategic Objective 4: Transforming Expressed Demand for ILD Services into Actual Projects and Reform Efforts 17
Recommendations 18
Strategic Objective 1: Building Awareness for Legal Empowerment and Social Inclusion. 19
Strategic Objective 2: Institutionalizing Legal Empowerment of the Poor (and Women) in Client Countries 19
Strategic Objective 3: Strengthening ILD's Operational Platform and Ensuring a Sustainable Expansion 19
Strategic Objective 4: Transforming Expressed Demand for ILD Services into Actual Projects and Reform Efforts 19
I. INTRODUCTION AND PROJECT DESCRIPTION 20
Instituto Libertad y Democracia (ILD) 22
USAID Funding for ILD Activities 23
Report Structure 27
II. METHODOLOGY 28
Performance Evaluation Purpose and Assignment 28
Data Gathering 28
Desk Review 28

Site Visit to Peru 29
Evaluation Design 30
Data Verification 32
Subsequent Site Visits: Nigeria and Tanzania 33
Limitations to the Evaluation 33
III. EVALUATION FINDINGS 35
Detailed Findings Categorized Within USAID Grant Agreement Performance Indicators 35
Strategic Objective 1: Building Awareness For Legal Empowerment And Social Inclusion35
Strategic Objective 2: Institutionalizing Legal Empowerment Of The Poor (And Women) In Client Countries 43
Strategic Objective 3: Strengthening Ild's Operational Platform And Ensuring A Sustainable Expansion 51
Strategic Objective 4: Transforming Expressed Demand For Ild Services Into Actual Projects And Reform Efforts 59
IV. EVALUATION RECOMMENDATIONS 69
Strategic Objective 1: Building Awareness for Legal Empowerment and Social Inclusion. 69
Strategic Objective 2: Institutionalizing Legal Empowerment of the Poor (and Women) in Client Countries 70
Strategic Objective 3: Strengthening ILD's Operational Platform and Ensuring a Sustainable Expansion 70
Strategic Objective 4: Transforming Expressed Demand for ILD Services into Actual Projects and Reform Efforts 71
V. APPENDICES 74
Appendix 1: USAID Evaluation Statement of Work for the LEAP team 74
Appendix 2: Evaluation Report Reference List 88
Appendix 3: Performance Monitoring and Evaluation Plan in USAID ILD Grant Agreement 2009 106
Appendix 4: List of ILD Participation in Conferences, Presentations, and High-Level Meetings 107
Appendix 5: ILD Organization, Staff, and Publications References and Citations Findings via Google Scholar and LexisNexis Academic 118
Appendix 6: Site Visit Interview Guides 123
Appendix 7: Site Visit Agendas 134

Appendix 8: List of ILD Stakeholders and Partners Interviewed for the Evaluation 141
VI. ATTACHMENT: ILD RESPONSE TO USAID's EXTERNAL PERFORMANCE EVALUATION..... 145

List of Exhibits

Exhibit 1. List of countries ILD has worked in during the grant period (2009–2013) 22

Exhibit 2. Overall ILD public engagement (including major presentations to governments and other donor agencies) 37

Exhibit 3. ILD training sessions and workshops offered during the grant period 38

Exhibit 4. Awareness and pre-diagnosis during the grant period (2009–2013) 42

Exhibit 5. ILD-facilitated country cases with movement from Stage 1 to Stage 2 during the grant period (2009–2013) 44

Exhibit 6. Technical manuals and tools – Peru 56

Exhibit 7. Diagnostic study and reform proposal after pre-diagnostic work – All countries 60

Exhibit 8. Diagnostic study and reform proposal after pre-diagnostic work – Peru 61

Exhibit 9. Diagnostic study and reform proposal after pre-diagnostic work – Nigeria 61

Exhibit 10. Activities for transforming demands for ILD services by year – Peru 62

Exhibit 11. Activities for transforming demands for ILD services by year – MENA 63

Exhibit 12. ILD Organization and Staff References and Citations in Google Scholar 65

Exhibit 13. ILD Organization and Staff Reference Searches in LexisNexis 66

Exhibit 14. Hernando de Soto Source Mention in LexisNexis 67

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Acronym List

ABCDE	Annual World Bank Conference on Development Economics
ADB	Asian Development Bank
ALTA	American Land Title Association
CARE	*Cercle d'Action et Reflexion de l'Enterprise*
CEO	Chief Executive Officer
CINDER	International Center of Registration Law
CIPE	Center for International Private Enterprise
CLEP	Commission on Legal Empowerment of the Poor
COFOPRI	*Organismo de Formalización de la Propiedad Informal*
CONAP	*Amazonian National Confederation*
COR	Contracting Officer's Representative
CSU	Colorado State University
DAC	Development Assistance Committee
DB	World Bank's Doing Business
DFID	Department for International Development
E3	Bureau of Economic Growth, Education, and Environment
EGAT	Bureau of Economic Growth, Agriculture, and Trade
ESRI	Economic and Social Research Institute
EU	European Union
FICCI	Federation of Indian Chambers of Commerce and Industry
FNTC	First Nations Tax Commission
FUNGLODE	*Fundación Global Democracia y Desarrollo*
GIS	Geographic Information System
IBA	Indigenous Bar Association
IGD	Initiative for Global Development
IGDL	International Global Development Leaders
ILD	*Instituto Libertad y Democracia*
KPI	Key Performance Indicators
LASG	Lagos State Government
LGAF	Land Governance Assessment Framework Program
LIDS	Harvard University—Law and International Development Society
LEAP	Learning, Evaluation, and Analysis Project
LEP	Legal Empowerment of the Poor
LLSSC	Limited Liability Single Shareholder Company
LRDT	Local Reform Design Team
MBA	Masters of Business Administration
MDG	Millennium Development Goals
MENA	Middle East and North Africa

MKURABITA	*Mpango wa Kurasimisha Rasilimali na Biashara za Wanyonge Tanzania*
MOU	Memorandum of Understanding
NGO	Nongovernmental Organization
NTE	Not to Exceed
OAS	Organization of American States
OECD	Organization for Economic Cooperation and Development
PDA	Personal Digital Assistants
SEWA	Self-Employed Women's Association
SMEs	Subject-Matter Experts
SOW	Statement of Work
SUNARP	*Superintendencia Nacional de los Registros Públicos*
TRR	Office of Trade and Regulatory Reform
UN	United Nations
USAID	United States Agency for International Development
UNDP	United Nations Development Programme
UTICA	*Union Tunisienne de l'Industrie, Commerce et l'Artissanat*

EXECUTIVE SUMMARY

The United States Agency for International Development (USAID) provides core funding to the *Instituto Libertad y Democracia* (ILD) to support its efforts to legally empower the poor. To accomplish its goal, ILD focuses on providing technical assistance, sharing research, and gaining support from partners to build awareness and advocate on behalf of the poor. Legal empowerment of the poor, as espoused by the United Nations– (UN-) hosted Commission on Legal Empowerment of the Poor (CLEP), focuses on four areas: formalization of real property rights, access to justice, labor rights, and business rights (meaning the right to participate as an entrepreneur in the marketplace).

USAID and ILD have had a long-term relationship prior to the most recent grant instituted in 2009, spanning three decades and ranging from efforts to address poverty reduction and economic growth in a single, troubled South American country to a program that today has global reach and influences the decisions of world leaders.

In January 2009, the USAID Bureau of Economic Growth, Agriculture, and Trade (EGAT)[1] awarded ILD a $25-million grant titled "Program to Help Developing Nations Create Inclusive Market Economies by Legal Empowerment of the Poor." The grant was initiated on January 26, 2009, and is slated to end January 25, 2014.[2] It supports only the pre-stage (Awareness Building and Political Engagement) and the first stage (Training and Team Building) of ILD's methodology. During these stages, ILD focuses on providing technical assistance, producing and disseminating research, communicating a broad approach to property rights in the media, engaging in dialogue with influential actors (especially governments), and gaining support from partners who will help build awareness and advocate on behalf of the poor.

Instituto Libertad y Democracia (ILD)

Established in 1981 in Lima by Peruvian economist Hernando de Soto, ILD is a world-renowned think tank dedicated to the promotion of property and business rights in developing countries. ILD aims to assist governments in transforming their market economies by implementing institutional reforms in property and business rights that are fully within the countries' rules of law and that, as much as possible, are built upon the organizational and contracting processes that already exist within the informal sectors of the economies.

When the Shining Path—a Maoist guerilla insurgent organization—rose to prominence in Peru during the early 1980s, ILD campaigned to raise awareness about the informal sector and began calling for legal reforms. Since then, ILD has continued with its legal empowerment efforts in Peru and elsewhere.

[1] EGAT Bureau was renamed the Economic Growth, Education and Environment (E3) Bureau in May 2012
[2] The end date has been extended to May 31, 2014.

ILD's work in Peru led to the development of a model program that has been packaged as a product to be offered to other countries in an effort to promote economic development through legal empowerment of the poor. Since commencing the current grant in 2009, ILD has worked in 28 countries, assisting governments by providing the expertise and information needed to implement reforms in property and business rights. To attain its goals in these countries, ILD implements a five-stage program:[3]

1. Training and Team Building
2. Diagnosis
3. Institutional Reform Design
4. Implementation
5. Capital Formation

ILD considers its clients to be governments of developing countries, international development organizations, the media, and corporate investors.

Purpose of Study

Under the USAID *Learning, Evaluation, and Analysis Project* (LEAP), contract no. AID-OAA-C-11-00169, Optimal Solutions Group, LLC (Optimal), was requested to conduct a performance evaluation of ILD's work from 2009 through August 2013.

According to the Statement of Work (SOW), "the purpose of the performance evaluation is to provide USAID with an external assessment of its current grant agreement with ILD, to examine the evolution of the various activities initially proposed and now being executed by ILD, and [to determine] whether these activities are leading to the expected results. The findings of this evaluation will be used both to enhance the effectiveness of existing implementation for the remaining performance period and to inform future USAID economic growth strategies and programming."

The evaluation team was requested to complete the following tasks:

- Assess ILD's performance in meeting the terms of the grant agreement, in particular in producing all deliverables identified in the grant agreement and yearly work plans, which include the following:
    - Building awareness for legal empowerment and social inclusion
    - Institutionalizing legal empowerment of the poor (and women) in client countries
    - Strengthening ILD's operational platform and ensuring a sustainable expansion

[3] Preliminary to actual implementation of any program, ILD will have conducted some initial, preparatory work that it calls "Pre-Stage Awareness Building and Political Engagement."

    - Transforming expressed demand for ILD services into actual projects and reform efforts
- Assess ILD's success in reaching the objectives of the grant.

The evaluation team is invited to consider measures of *outcomes* and may wish to consider the following:

- Building awareness for legal empowerment and social inclusion
- Institutionalizing land reform to empower the poor and women in client countries
- Strengthening ILD's operational platform and ensuring a sustainable expansion

Methodology

The LEAP team employed various methodologies to gather data on ILD's work to inform the performance evaluation. These included an extensive desk review, compiling documents from ILD, USAID, *Mpango wa Kurasimisha Rasilimali na Biashara za Wanyonge Tanzania* (MKURABITA), and web searches of academic and media publications. The team also conducted three site visits, first to Peru to interview ILD staff, beneficiaries, and key stakeholders as well as to collect program documentation; then to Nigeria to observe ILD program implementation; and finally to Tanzania to observe program implementation of MKURABITA, a local formalization entity trained by ILD that is conducting implementation on its own.

Evaluation Design: The LEAP team employed a qualitative approach to conducting the evaluation. Using observation, literature analysis, in-depth interviews, and small-group discussions, qualitative research evaluation helps identify the strengths and weaknesses of a program and indicates where improvements may be made in its outputs and outcomes. Where possible, quantitative approaches were also used to analyze and verify information provided by ILD.

Data Verification: The LEAP team utilized different data-verification methods, including triangulation. Triangulation means collecting the same type of information, but from different sources and using different methods. Additional data verification was done through document searches using various search engines (Google, Google Scholar, LexisNexis, EBSCOhost), key-informant interviews (stakeholders and subject-matter experts [SMEs]), small discussion groups (beneficiaries), and observations of programs during site visits. Throughout the evaluation, data received were carefully collated, continuously reviewed, summarized, and synthesized. This systematic approach helped identify trends and establish the authenticity, validity, and reliability of the findings reported.

Study Limitations: Two main limitations exist for this study. First, several aspects of the grant agreement are difficult to quantify without conducting a full-fledged social-media analysis. For instance, being able to identify the number of people who have been influenced by ILD and have become change makers as a result is difficult to quantify, yet this is a requirement of the grant agreement, with no systematized process in place for how this count should occur. On the operational front, the evaluation team was not permitted to visit Egypt, Libya, and Tunisia due to security concerns at the time. Given that ILD had been actively engaged in these countries, the evaluation team relied on web information and documents provided by ILD to develop findings on ILD's influence in these areas.

Findings

This report presents specific findings by categorizing according to the four main strategic objectives stressed in the USAID grant agreement:[4]

Strategic Objective 1: Building Awareness for Legal Empowerment and Social Inclusion

The overall objective is to publicize and promote ILD's legal empowerment and institutional reform program to heads of state/governments, international organizations, academic institutions, nongovernmental organizations (NGOs), donor groups, and any other agencies or organizations committed to development and poverty reduction.[5] Within this strategic objective, LEAP focused on three specific results.

Result 1: Delivering presentations to heads of state, ministers, public officials, corporate sponsors, and the leadership of donor agencies and philanthropic organizations

ILD was involved in a total of 90 conferences, forums, seminars, and presentations to government officials and donor agencies during the grant period, 27 of which were identified as major presentations delivered to government officials and donor agencies.

Result 2: Workshops and training sessions on legal empowerment of the poor (and women) for the purpose of building in-country talent and constituencies

ILD conducted 12 training workshops as part of its pre-diagnosis activities during the grant period in 5 out of the 29 countries it worked in (Libya, Iraq, Colombia, Peru, and Nigeria).

Result 3: Development of new client and partner strategies in response to changing global and regional conditions

ILD engaged in and maintained relationships with 10 organizations and institutions working in international development in an effort to develop new client and partner strategies in response to

[4] Outlined in accordance with the USAID grant agreement and evaluation SOW
[5] Institute for Liberty and Democracy Work Plan 2010

changing global and regional conditions. The organizations ranged from local NGOs (*Cercle d'Action et Reflexion de l'Enterprise* [CARE] in Algeria) to important donors (the Omidyar Foundation) to multilateral donors (the UNDP).

Strategic Objective 2: Institutionalizing Legal Empowerment of the Poor (and Women) in Client Countries

The goal of this objective is to improve policies that reduce extralegality in land ownership and business operation—that is, to move toward implementation.

<u>Result 1</u>: Raising partner countries' awareness of issues related to extralegality in land ownership and business operations and motivating their interest in moving through Stages 1 and 2 (training/team building and diagnosis)

a. Country cases where, during the grant period, ILD has championed improved policies and facilitated movement from Stage 1 to Stage 2

ILD facilitated movement from Stage 1 to Stage 2 in only one instance within the grant period: Nigeria (Lagos State). This project is currently in the diagnosis phase.

b. Effect awareness building has on increasing the appetite for legal empowerment reform work, regardless of whether ILD works past this awareness-building stage

Pre-diagnosis in specific countries did lead to awareness building in other countries—for example, spillover from pre-diagnosis in Tunisia (2012) to Algeria (2012). During the grant period, the most noticeable influence of awareness building on increasing the appetite for legal empowerment can be seen (1) within ILD's home country of Peru, through its research and publications on the Avatar Myths; (2) in the Middle East and North Africa (MENA) region, through work conducted on the Arab Spring; (3) in review and analysis of the financial crisis in Europe and North America, referred to as "The Subprime Knowledge Paradigm"; and (4) review of property rights' discrimination toward women in "The Backdoor Discrimination Against Women Paradigm."

c. How ILD's ideas have influenced governments, in terms of policy change, and the development agenda in international organizations

Evidence suggests that ILD's work has influenced governments in such countries as Egypt, Libya, Tunisia, India, Mongolia, and Nigeria. It also shows that ILD was able to convince some government officials to accept its methodology and promote change. However, the changes that ILD promoted were not always effected for a variety of reasons, including lack of major buy-in or political turnover. ILD's work has similarly influenced several international donor organizations.

<u>Result 2</u>: Increasing partner countries' institutional capacity to reach Stage 3 (institutional reform), whether through ILD itself, through another implementer, or via the country's own efforts

Within the grant period, ILD reached the institutional reform stage for projects in Tanzania and Egypt. In Tanzania, the local entity that ILD set up began the institutional reform and formalization implementation process on its own (after ILD had facilitated Stages 1 and 2). However, this entity cited the implementing agency's lack of finances and political turnover as reasons for slow progress in reaching the institutional reform stage.

a. *Effect that team-building, training, and diagnostic studies have on increasing countries' capabilities to undertake legal empowerment reform work, noting any significant trends and observations (donor support, local support, etc.)*

The most significant finding to support this result stems from the lasting effect of the work that ILD conducted in Tanzania, where the local entity is implementing formalization. The evaluation team does not have evidence to support ILD's influence to this extent in any other country studied.

<u>Result 3</u>: Developing strategies with partner countries to enhance their capacity to implement reforms

ILD has worked to enhance the local capacity of partner countries to implement reforms. Local capacity building was instituted in Libya, Tanzania, and Nigeria.

Women's Empowerment in Property and Business Rights

Beginning in 2011, ILD conducted a series of activities on women's empowerment programs. In 2012, ILD conducted training of indigenous Peruvian women in the Amazon area. Overall, attention to women's empowerment issues was limited as compared to other areas. However, it should be noted that such projects increased over time.

Strategic Objective 3: Strengthening ILD's Operational Platform and Ensuring a Sustainable Expansion

Strengthening ILD's operational platform is a key component in the efficacy and expansion of ILD's influence. The aim is to build in-country capacity and ensure sustainable expansion of the ILD program by developing new tools and by networking with potential donors to diversify services and support to the general public.

<u>Result 1—Product Improvement:</u> Developing new technical manuals and tools for in-country technical teams involved in diagnosis, strategy, and institutional reform

ILD did not produce new country-specific strategic-monitoring and technical manuals for all the countries worked in during this grant period. Such manuals have only been identified for three countries: Peru, Nigeria, and Tanzania.

The LEAP team conducted a review of the major quantitative element of ILD's methodology—the analysis of "dead capital," or the assets of extralegal firms, as part of the review for product improvement. From the review, the team found that ILD's estimates of dead capital are based on extensive field work measuring the activities of those firms and then producing an accounting, not an economic, valuation of dead capital. The difference between the accounting and the economic approaches lies mainly in the fact that the latter would take into account the fact that existing institutional rules reflect whether capital is "dead" and how much it is valued. For example, even though formal collateral arrangements might not be in place, some capital might be used within informal collateral arrangements and thus not be considered "dead." Similarly, extrapolation of the behavior of formal businesses to informal businesses, a key element of ILD's methodology, is only appropriate if the analysis recognizes the differences between the characteristics of businesses that are formal and those that are informal. Modern economics has standard techniques that would allow these problems to be addressed. Not addressing those problems—or even squarely acknowledging them—suggests a gap in ILD's portfolio of skills.

<u>Result 2—</u>Increased Funding and Cost Sharing: Networking with donors and gaining media attention to increase buy-in to ILD program

The grant agreement set a cost-sharing target of $6,255,500 for the 5-year grant period. It also set a target of $14,120,721 raised from "Other Sources."[6] Up to August 2013, ILD had obtained commitments of $17,778,168 in funding from other sources. Of this amount, $7,272,269 had been already received and $4,917,787 had been spent. Therefore, it seems likely that ILD will meet its cost-share target but not its "Other Sources" target.

<u>Result 3—</u>Increased Number of Local Technical Experts: Building a cadre of in-country technical teams and recruits

ILD was effective in increasing the number of local technical experts in three countries (Tanzania, Libya, and Nigeria). The evaluation team saw no record of a holistic approach to building a directory of local technical experts to target for training and/or partnership, as required under this result.

[6] No precise definition was found for the meaning of "Other Sources" and whether it references funding received or funding promised.

<u>Result 4—Increased Number of Local Technical Experts</u>: Increasing the capacity of local technical experts to become indigenous change agents

Based on the documentation made available to the evaluation team, ILD had minimal success in this area. Aside from the above-mentioned partnership with Tanzania, no direct evidence from within the documentation reviewed and site visits conducted suggests that local experts have become change agents in their countries as a result of ILD's capacity building. However, it is important to note that quantifying such progress would be challenging to do, and therefore ILD might have influenced people in countries where it has worked; that said, without developing a systematic approach to identifying and following them, it would be difficult to respond to this result.

Strategic Objective 4: Transforming Expressed Demand for ILD Services into Actual Projects and Reform Efforts

<u>Result 1</u>: Awareness, training, and pre-diagnostics leading to full diagnostic studies

ILD conducted pre-diagnosis in 19 of the 29 countries in which it was involved. Full diagnostic studies were completed in eight countries. Extensive training was conducted in two countries (Nigeria and Tanzania) during the grant period.

<u>Result 2</u>: Establishment of technical credibility in legal empowerment with world leaders

To evaluate ILD's success in achieving this objective, the LEAP team attempted to identify various activities that would point to its establishment of technical credibility with world leaders in legal empowerment of the poor.

a. *Research activities conducted during the grant period that focused the attention of policymakers, academics, development experts, and other leaders on issues related to legal empowerment of the poor*

ILD engaged in four extensive research activities during this grant period—namely, Avatar Myths research, Arab Spring research, Financial Crisis research, and Empowerment of Women research, according to the property paradigms.

b. *How ILD engages its constituents and heads of state in its multistage process*

Evidence suggests that ILD has had a greater level of engagement with constituents and heads of state in the initial stages. However, given that very little movement has occurred in subsequent stages, little evidence was obtained through the evaluation process that identified organized or deliberate engagement with constituents and heads of state past the initial engagements.

c. *Frequency of citations of ILD research reports and studies produced under the USAID grant on topics related to LEP*

Recognition of ILD scholarship is focused almost entirely on the work of de Soto. Although de Soto has been cited an enormous number of times for work produced before the grant period, the number of citations for literature produced by de Soto during the grant period is not significant. De Soto's ideas have had a marked impact in the news media, but references to ILD come only through references to de Soto.

d. *Supporting evidence demonstrating that ILD's media and other awareness activities under this grant have sparked public debate for reforming economic governance in developing countries*

The LEAP team was unable to evaluate this requirement, given that doing so would require an extensive and expensive social-media research and trend analysis. USAID agreed that this type of analysis could not take place for the scope of this evaluation.

e. *Awareness-building activities leading to reform efforts, even if ILD was not the agent of implementation*

ILD has not been successful in translating awareness-building activities into reform efforts and implementation within the grant period. Within the 11 countries where awareness building was initiated during the grant period, only Nigeria moved on to the Diagnosis stage. Among the countries in which ILD was involved during the grant period, it has been able to reach the fourth stage—implementation—within two countries, including a local entity in Tanzania, which is positive and directly responds to this result. Throughout ILD's life span, all five stages of ILD's methodology been successfully completed only in Peru (and that occurred prior to this grant agreement).

Recommendations

Based on the findings of the evaluation, as requested in the SOW, the LEAP team developed recommendations to improve ILD's activities. The overarching recommendation directly related to the outcome of this evaluation is that ILD improve its organization and reporting of specific countries' activities within the respective USAID grant agreement strategic objectives, which will ultimately lead to the ability to appropriately measure ILD's effectiveness in fulfilling the grant agreement. Additionally, the LEAP team recommends that ILD conduct internal monitoring of its programs in a consistent and continuous manner, which will reduce ambiguity in the organization's ability to reach the specific strategic objectives defined within this grant agreement.

Recommendations specific to the strategic objectives are provided below:

Strategic Objective 1: Building Awareness for Legal Empowerment and Social Inclusion

- Consider organizing an annual ILD global conference or symposium to raise awareness on legal empowerment and social inclusion issues.
- Increase publications by ILD as an entity and by ILD staff members.
- Include local civil society in ILD national efforts.

Strategic Objective 2: Institutionalizing Legal Empowerment of the Poor (and Women) in Client Countries

- Increase focus on women's and disadvantaged groups' empowerment activities by including trainings for these groups as an integral part of activities within each country where work is conducted. These trainings should be tailored toward the unique needs of each country of focus.

Strategic Objective 3: Strengthening ILD's Operational Platform and Ensuring a Sustainable Expansion

- Leverage local human capital/resources, especially within Peruvian universities.
- Make a concerted effort through internal and external means to systematically collect data that can be used to analyze ILD's impact. For instance, document direct (and indirect, where possible) beneficiaries/stakeholders who have received ILD's assistance and maintain contact with key stakeholders over a period of time that allows for a systematic measurement of ILD's influence and ability to create local change agents (upon completion of activities in a country). One possible method would be to track the work of such stakeholders over a period of time to demonstrate their involvement or leadership in activities that ILD influenced, such as continuing ongoing registration of titles after ILD has completed its work in a country.
- ILD should clearly state its understanding of its commitment under cost-sharing requirements, ensure compliance with those requirements, and regularly report to USAID its performance in meeting those requirements.

Strategic Objective 4: Transforming Expressed Demand for ILD Services into Actual Projects and Reform Efforts

- Develop and maintain consistency in implementation of project activities.
- Update its legal and economic models and make the methodology and analysis more accessible (possibly on ILD's website) to various stakeholders, including experts in the field of legal empowerment, researchers and academics, and local experts.
- Revisit some of ILD's past work in Peru to identify and provide solutions to gaps that currently exist, particularly within the business-rights area.

I. INTRODUCTION AND PROJECT DESCRIPTION

The Asian Development Bank (ADB) first coined the term "legal empowerment" in its 2001 Asia Foundation Report.[7] It began to receive greater attention in some development circles via the articulation of the concept in a 2003 Carnegie Endowment for International Peace policy paper.[8] The term garnered considerably greater attention as a result of a 2008 report[9] of the Commission on Legal Empowerment of the Poor (CLEP). After the establishment of CLEP in 2005, hosted by the United Nations Development Programme (UNDP), and the 2008 report, the concept of legal empowerment was broadened to emphasize the needs of the poor and disadvantaged, focusing on legal rights and other institutional tools to aid the poor in lifting themselves out of poverty and taking control of their lives.[10] CLEP posited that legal-empowerment efforts should be grounded in four main pillars:

1. Access to justice and the rule of law, including the right to legal identity, removal of discriminatory laws against the poor, and increased access to traditional and alternative justice systems
2. Property rights, including recognition of alternative methods of individual and collective ownership
3. Labor rights, including workers' rights, protections, and benefits
4. Business rights, including access to credit and support for the poor (particularly poor women) to start and operate small businesses[11]

Traditionally, legal empowerment of the poor (LEP) consisted of a top-down, state-oriented intervention approach by which development institutions in collaboration with governments designed and implemented projects concentrated on law and policy change for the less fortunate.[12] However, LEP has gained considerable attention and momentum in recent years in understanding the limits of such an approach—that is, how poverty manifests itself when the vast majority of the global economy operates in what is referred to as the "informal" or "extralegal" sector, outside the reach of those top-down reforms.[13] For Madeleine Albright and Hernando de

[7] Golub, Stephen, and Kim McQuay (2001). "Legal Empowerment: Advancing Good Governance and Poverty Reduction." *Law and Policy Reform at the Asian Development Bank.*

[8] Golub, Stephen (2003). "Beyond Rule of Law Orthodoxy: The Legal Empowerment Alternative." Carnegie Endowment for International Peace. Working Paper, Number 41.

[9] Commission on Legal Empowerment of the Poor (2008). "Making the Law Work for Everyone." United Nations Development Programme. Working Group Reports, Volume I.

[10] Banik, Dan (2009). "The Potential of Legal Empowerment in Eradicating Poverty." *Rights and Development Bulletin.* Volume 1, Issue 3, June–July 2009, p. 5.

[11] Commission on Legal Empowerment of the Poor (2009). "Making the Law Work for Everyone." United Nations Development Programme. Working Group Reports, Volume II.

[12] Golub, Stephen (2003). "Beyond Rule of Law Orthodoxy: The Legal Empowerment Alternative." Carnegie Endowment for International Peace. Working Paper, Number 41, p. 5.

[13] Commission on Legal Empowerment of the Poor (2009). "Making the Law Work for Everyone." United Nations Development Programme. Working Group Reports, Volume II, p. iii.

Soto (2007), co-chairs of CLEP, their definition of legal empowerment connects to rule of law that is fair and enforceable, enabling nations to reduce poverty more quickly and efficiently.[14]

A United Nations (UN) Secretary General 2009 report[15] that attaches importance to CLEP's four pillars of legal empowerment takes a broader view of legal empowerment, assigning gender a more central role than does CLEP. The report also suggests additional priorities, including addressing how climate change affects the poor. Similarly a legal-empowerment expert emphasizes a broader focus on women's rights and civil society. Other scholars focus on the role of the political and power dimensions of legal empowerment as well as on building the power and capacities of the poor, the marginalized, and their allies. Despite the differing angles of focus, ultimately, legal empowerment is defined around the use of rights and laws specifically created to increase disadvantaged populations' control over their lives.

A key element of legal empowerment is for development agencies to focus on initiatives that directly provide support for the poor and disadvantaged to reform laws and, often even more importantly, to get good laws implemented.[16] When those in poverty gain power over their legal rights as well as the opportunity to exercise those rights, they can work more freely, securely, and efficiently to better their lives and surrounding society while transitioning into the formal economy. It has been suggested that to facilitate proper execution of the rule of law at all levels (individual, household, community, and national), LEP must focus on the grassroots level.[17]

Central to legal empowerment is the security of property rights for all. It is widely accepted that property rights and economic performance are inextricably linked.[18] In the last few decades, "the importance of having well defined and strongly protected property rights [has been] strongly recognized."[19] Gerald Driscoll and Lee Hoskins (2003) believe that the difference between prosperity and poverty is property and that nations prosper when property rights are well defined and enforced.

The relationship between government and property rights provides a central element of economists' deliberations on property rights. Although one tends to think about property rights as being defined by formal law, in fact property rights are often worked out among individuals or firms first and then only recognized by the law at a later time. Moreover, governments can also provide a threat to sound property rights because of the possibility of weakening property rights through regulations that could affect the use of private property.[20] Property rights play an important facilitating role in a broader range of economic institutions. Although the economic

[14] Albright, Madeleine, and Hernando de Soto (2007). "Giving the Poor Their Rights." *Time Magazine.* July 5, 2007.
[15] Golub, Stephen (2010). "What is Legal Empowerment?" International Development Law Organization Working Paper.
[16] Commission on Legal Empowerment of the Poor (2008). "Making the Law Work for Everyone." United Nations Development Programme. Working Group Reports, Volume I, p. 1.
[17] Golub, Stephen (2003). "Beyond Rule of Law Orthodoxy: The Legal Empowerment Alternative." Carnegie Endowment for International Peace. Working Paper, Number 41, p. 5.
[18] Driscoll, Gerald, and Lee Hoskins (2003). *Property Rights: The Key to Economic Development.* Policy Analysis 482, 2003; Bethell (1998). *The Noblest Triumph: Prosperity and Property Throughout the Ages.* St. Martin's Press.
[19] Driscoll and Hoskins (2003). *Property Rights: The Key to Economic Development.* Policy Analysis 482, 2003.
[20] Driscoll and Hoskins (2003). *Property Rights: The Key to Economic Development.* Policy Analysis 482, 2003.

approach is not the only way to think about property, and economic analysis is often misused, this approach serves an important function in understanding why property rights are important to liberty and human progress. Economic analysis can offer important insights that help understand two fundamental aspects of property rights: how they change and the types of problems they solve.[21]

Instituto Libertad y Democracia (ILD)

Instituto Libertad y Democracia (ILD) has the overarching goal of facilitating the movement of individuals from the extralegal (informal) sector to the formal, legal sector of market economies, thereby releasing their "dead capital" so that it can become a powerful productive force in the formal economy. Established in 1981 by Peruvian economist Hernando de Soto, ILD is an institute devoted to the promotion of establishing property and business rights in developing countries. ILD's mission is to catalyze interest in the need to bring all economic agents into the formal sector of the economy and to provide governments with the expertise and information to implement institutional reforms in property and business rights, thereby enabling all citizens to be included in the market economy and consequently allowing the poor to pull themselves out of poverty and prosper.

When the Shining Path—a Maoist guerilla insurgent organization—rose to prominence in Peru during the early 1980s, ILD started a campaign to raise awareness about "the informal sector" and began calling for legal reforms in Peru. Since then, ILD has continued its legal-empowerment efforts in Peru and beyond and has established four paradigmatic applications within its Property Rights Program—namely, "Arab Spring," "Avatar Myths," "Knowledge Crisis," and "Discrimination Against Women." Since 2009, ILD has worked or is currently working in 29 countries, listed in the chart below. USAID funding has contributed to projects in most of (if not all) these countries in various fashion, as discussed in detail in subsequent chapters.

Exhibit 1. List of countries within which ILD has provided consultations during the grant period (2009–2013)

Africa	Asia	Europe (Soviet Bloc)	Latin and South America	Middle East and North Africa
Canary Islands	India	Albania	Colombia	Algeria
Cape Verde	Mongolia		Dominican Republic	Azerbaijan
Ethiopia	Papua New Guinea		Haiti	Egypt
Mali	Russia		Panama	Iraq
Niger	Timor-Leste		Peru	Libya[22]

[21] Morris, Andrew (2007). *The Economics of Property Rights.* Retrieved May 30, 2013, from http://www.fee.org/the_freeman/detail/the-economics-of-property-rights/#axzz2Vt8gbDtu.

[22] The LEAP team reports on ILD activities in Libya, because this evidence is relevant to making judgments on the reputation and status of ILD on LEP activities. However, the reader should note that according to Attachment D "List of Approved Countries" of the USAID grant agreement with ILD, USAID funding could not be used for work in Libya. ILD has assured the

Africa	Asia	Europe (Soviet Bloc)	Latin and South America	Middle East and North Africa
Nigeria				Tunisia
Rwanda				
Senegal				
Tanzania				
Uganda				
Zimbabwe				

ILD aims to assist countries in transforming their market economies by establishing property and business rights that are fully within the countries' rules of law and that, as much as possible, are built upon the modes of organization and contracting that already exist within the informal sector of the economies.

To attain its goals, ILD implements a five-stage program for the development of LEP. Beginning with preliminary research and awareness and concluding with the ultimate goal of spurring increases in capital formulation, this program has a continuum of phases representing a range of ILD's program activities. (It is important to note that ILD reform efforts are preceded by Awareness Building and Political Engagement, which include an initial "Prediagnostic Assessment," not to be confused with the diagnosis stage described below.) The stages are as follows:

1. Training and Team Building
2. Diagnosis
3. Institutional Reform Design
4. Implementation
5. Capital Formation

ILD considers its clients to be governments of developing countries, international development organizations, the media, and corporate sponsors.

USAID Funding for ILD Activities

The United States Agency for International Development (USAID) and ILD had a long-term relationship prior to the most recent grant instituted in 2009, spanning three decades and ranging from efforts to address poverty reduction and economic growth in a single, troubled South American country to a program that today has global reach and influences the decisions of world leaders. In 1982, USAID/Peru awarded its first grant of $150,000 to ILD to reduce poverty through the simplification, legalization, and formalization of rules and practices governing real property, business activities, and dispute settlement. The aims of the program were to provide

evaluation team that it structured its operations during the grant period to comply with this requirement and that evidence of compliance is contained in the analyses of the independent external auditors who filed yearly reports.

support for a study of Peru's urban informal sector and its implications for private-enterprise development. This grant was initiated during a time when the Shining Path was challenging the existing system with the goal of developing a "New Democracy" that would have established a Maoist Communist system. De Soto and ILD began exploring the difficulties inherent in the prevailing legal system, in part to counterbalance the Shining Path ideology.[23] Through various research studies, ILD estimated that within the existing legal system in Lima, it would take an urban squatter approximately 6 years, 11 months, and 207 steps to receive a legal title to the property in question.[24]

Using this study (among others) as a springboard, ILD gained government and donor support, including funding from the World Bank, for the establishment of *Organismo de Formalización de la Propiedad Informal* (COFOPRI), the Peruvian public agency in charge of the large-scale formalization of property rights over immovable assets in Peru. With this funding, ILD generated initiatives and assisted in the development of laws and regulations that changed Peru's system of economic governance. For example, ILD designed the reform of Peru's property system, which gave titles to more than 1.2 million families. The organization also helped some 380,000 firms, which previously operated in the "gray" economy, enter the formal, legal economy. This work continued through September 1995 under several different agreements.[25] ILD's work in Peru led to the development of a model program that could be packaged as a product to be offered to other countries. This program provided the impetus for expanding ILD's work into other countries, with some support for this work coming from USAID.

USAID/Peru provided funding to ILD over a 14 year period through a series of grants with its apogee in the period 1989 through 1995:

- USAID/Peru grant August 1982 ($210,000)
- USAID/Peru grant May 1984 ($530,000)
- USAID/Peru grant April 1985 ($1,941,400)
- USAID/Peru grant March 1989 ($12,188,192)
- USAID/Peru grant October 1994 ($354,260)
- USAID/Peru awarded a grant in December 1995 titled the "Enhancement of the Institutional Framework for the Formalization of the Urban Property and Establishment of the Basis for Extending the Program Nationwide." ($900,000)

In the early 1990s, ILD (with USAID's support) gradually expanded its operations outside Peru. Different studies were funded by USAID mission offices in the following countries:

- Honduras (January 1992) ($150,000)
- El Salvador (January 1991) ($503,000), and

[23] SOW for the Performance Evaluation of the *Instituto Libertad Y Democracia* Activities.
[24] *The Mystery of Capital*, p. 20.
[25] SOW

- Honduras again (May 2001) ($124,375)

1996 marked a shift in USAID's financial support for ILD with USAID Washington bureaus directly funding the organization.

- USAID/Washington awarded a grant to ILD in July 1996, ending April 1998, titled "Globalize the Programs of ILD." ($3,559,238)
- USAID/Haiti, in August 1997, awarded a major grant titled the "Urban Real Estate Formalization Program," which continued through May 2002. ($4,793,837)
- The Latin America/Caribbean Bureau, in May 1998, awarded a grant titled the "Program in Property Formalization in Latin America." ($7,450,000)
- USAID/Egypt, in September 1999, awarded a cooperative agreement titled "Formalization of Egypt's Urban Informal Sector," which continued through March 2002. It was immediately followed by a second cooperative agreement titled "Business Formalization Project in Egypt" that ran from May 2002 through September 2003. ($4,841,678)
- The USAID's Poverty Reduction Office in the Economic Growth, Agriculture, and Trade (EGAT) Bureau, awarded a grant named "ILD Program to Promote and Create an Inclusive Rule of Law" in September 2003 and ending January 2009. Programs were implemented in several countries, including Ethiopia, Tanzania, Nigeria, and Pakistan. ($26,129,000, with $4,000,000 contributed by USAID/Ethiopia for project work in that country.)
- The current grant "Program to Help Developing nations Create Inclusive Market Economies by Legally Empowering the Poor" is funded by the EGAT Bureau and has an expected total obligation of $25 million by the time of its conclusion.

The total expected funding by the time of the conclusion of the grant now being evaluated equals $88,674,980.00 in nominal dollars.

USAID Current Grant to ILD: Program to Help Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor

In 2009, USAID's Poverty Reduction Office of EGAT[26] awarded ILD a grant to promote awareness, training, and research for implementing its legal-empowerment program over the course of 5 years. Following an unsolicited proposal for the purpose of legally empowering the poor, the grant, titled "Program to Help Developing Nations Create Inclusive Market Economies by Legal Empowerment of the Poor," was awarded to ILD on January 26, 2009, and is slated to end January 25, 2014.[27] The $25-million grant, which provides core funding to support ILD programming, is focused on designing and implementing property rights and formalization

[26] Ibid
[27] Note that the grant agreement end date was extended to May 31, 2014

programs to stimulate capital formation and empower the poor in Africa, Asia, Latin America, the Middle East, and former Soviet-Bloc countries.

To accomplish this goal, ILD focuses on providing technical assistance; producing and disseminating research; communicating its broad approach to property rights in the media; conducting dialog with influential actors, especially within government; and gaining support from partners who will help build awareness and advocate on behalf of the poor. More specifically, USAID assistance to ILD has been aimed at the following broad goals:

1. Generating more knowledge and new products for global action
2. Building awareness for legal empowerment and social inclusion
3. Transforming expressed demand for ILD's services into actual projects
4. Strengthening ILD's products, services, and operational platform to ensure sustainable expansion

Terms and Conditions

ILD uses a five-stage methodology to conduct its work. Prior to application of the five stage methodology, ILD engages in awareness building and political engagement. This is one of ILD's strategic objectives and comprises ILD's efforts to inform and educate leaders and key decisionmakers about how ILD's reform ideas can help a developing country transition to an inclusive market economy. Activities conducted by ILD during these stages are as follows:

Stage 1—Training and Team Building: This is the first stage of ILD's legal empowerment bridge, which aims to build local teams of home-grown personnel in client countries that are trained in ILD's framework and methodologies. The goal of these sessions is for the trainees to become capable of carrying out diagnostic studies to identify legal barriers. Training and team-building efforts are also aimed at building strategic linkages with top political authorities and other respected leaders to support program efforts. Training sessions may also be carried out during the awareness-building stage with potential clients. Pre-diagnosis is an awareness-building tool used when needed, under which a small team from ILD in Peru undertakes a brief 2- to 3-week in-country analysis of the informal economy.

Stage 2—Diagnosis: This is to be the *sine qua non* stage in which a country's extralegal economy is examined and explored. Teams of ILD and local researchers are mobilized to detect and analyze defects in the legal system. The teams also document the local extralegal practices people resort to in order to protect their assets and do business. The diagnosis stage is typically preceded by a pre-diagnosis.

Stage 3—Institutional Reform Design: At this stage, ILD and local teams design proposals for policy change and institutional reforms that build from the bottom up on well-established local legal and extralegal practices.

Stage 4—Implementation: The proposed reforms lay the groundwork for a massive formalization campaign and its implementation. During this stage, the newly designed processes and systems together with record-keeping organization(s) are fully implemented and put into operation. Resistance to reform from vested interests is likely, which is why establishing local ownership is essential to ensure its sustainability.

Stage 5—Capital Formation: This is the ultimate objective, at which time trained multidisciplinary professionals help implement recommendations for relating newly legalized property to opportunities in larger national and international markets. Tasks might include helping set up

- credit and mortgage application systems;
- collections systems for credit, rates, and taxes; and
- insurance and information services.

The current grant agreement only supports awareness building and political engagement (pre-stage) activities and the first stage of ILD's methodology, training, and team building. Funding for the awareness and pre-diagnosis activities provides a global outreach for ILD's methodology. The agreement assumes that ILD will secure supplementary and project-based funding for the subsequent program stages. The total cumulative cost-share target for the grant agreement is $6,255,500.

Performance monitoring is based on ILD's submission of a quarterly report for each core business process described above that responds to key performance indicators and specific deliverables outlined in the grant agreement and the evaluation team's SOW.

Report Structure

The structure for this ILD program evaluation report developed by the LEAP team is as follows: The report begins with an overview—presented above—of legal empowerment and property and economic rights, the main activities supported by ILD; discusses USAID's long-standing relationship with ILD; and then details ILD's program, its project objectives and goals, and the current USAID and ILD agreement requirements (also provided previously). Starting with Chapter III, below, the report then provides an overview of the evaluation purpose, objectives, methodology, and design, prefaced by a summary of the desk-review and data-gathering processes used in this study. The subsequent chapter provides detailed findings from the evaluation, providing an analysis of ILD's methodology, country project implementation, financial reporting, and successes and shortfalls within its overall approach. The next chapter outlines the preliminary recommendations for ILD program's effectiveness and sustainability, and then the report's conclusions are provided.

II. METHODOLOGY

Performance Evaluation Purpose and Assignment

The United States Agency for International Development's (USAID's) Bureau of Economic Growth, Education, and Environment (E3) requested that Optimal Solutions Group, LLC (Optimal), through its USAID *Learning, Evaluation, and Analysis Project* (LEAP) contract, no. AID-OAA-C-11-00169, conduct a performance evaluation of *Instituto Libertad y Democracia*'s (ILD's) work from 2009 through 2013 (the grant period was recently extended to May 2014).

The LEAP team was assigned the following tasks:

- Conduct a performance evaluation of the current USAID grant with ILD.
- Evaluate ILD's performance in meeting its objectives and deliverables as identified in the USAID-ILD agreement and yearly work plans.
- Determine ILD's success under the grant in increasing legal empowerment of the poor (LEP), including women's empowerment and gender equality.[28]

Upon initiation of this task order, the LEAP team held discussions with USAID to determine whether data were sufficient to conduct a performance evaluation with the stipulated rigor in the project statement of work (SOW). Through the discussions, USAID and the LEAP team agreed to implement a phased approach to first identify and gather data available for the evaluation, then determine the appropriate evaluation methodology, and finally conduct an evaluation of ILD's work, given the data gathered.

Data Gathering

The LEAP team employed various methodologies to gather data on ILD's work to inform the performance evaluation. The first stage was to conduct an initial desk review of legal empowerment and ILD's work, after which site visits were conducted to interview ILD staff, beneficiaries of ILD's work, and other stakeholders. The site visit to Peru was also used to gather additional data on ILD programming. Finally, based on the data gathered, an evaluation design was suggested to guide the evaluation process.

Desk Review

The LEAP team conducted an extensive document review of ILD's program, evaluating the following documents (the full list of documents reviewed, which were obtained through web searches, from USAID, and from ILD, can be found in Appendix 2):

[28] Refer to project SOW in Appendix 1.

USAID provided the evaluation team with several ILD program-related documents, including the Grant Agreement (1); Annual Work Plans (4); Quarterly Reports (15); Financial Reports (3); and other desk-review documentation (8).

A total of forty (40) documents was received directly from ILD. These consisted of Books (3); Documentaries (1); Manuals (12); Program and Country Reports (22); and Financial Reports (2).

Finally, the team also conducted an extensive review of many research articles and reports related to legal empowerment of the poor and economic and property rights, plus documentation from implementing partners, such as *Mpango wa Kurasimisha Rasilimali na Biashara za Wanyonge Tanzania* (MKURABITA). The total number of documents reviewed was 136.

Site Visit to Peru

In Phase 1 of the evaluation, the LEAP team conducted a site visit to Lima and Iquitos, Peru, aimed at achieving the following objectives:

- Gathering data for the performance evaluation of the current USAID grant with ILD
- Conducting a preliminary evaluation of ILD in meeting its objectives and deliverables as identified in the USAID-ILD agreement and yearly work plans
- Conducting an assessment of ILD's success under the grant in increasing the legal empowerment of the poor, including women's empowerment and gender equality

The site visit was conducted by Christabel Dadzie, team leader and evaluation specialist, and Peter Murrell, senior economist, between April 27 and May 11, 2013. The site visit involved identifying and gathering data and conducting interviews with ILD program staff, beneficiaries of ILD programs, and other stakeholders, such as program implementers of formalization activities. (See Appendix 7 for the site-visit agenda.) The site visit was necessary for the evaluation team to understand the overall work of ILD, its philosophy, and implementation of its work prior to and during USAID funding as well as to identify whether the necessary data were available for conducting the evaluation. Most of the information gathered during the site visit was in connection with ILD's work over the long term. Although data gathered prior to this grant agreement helped inform the evaluation, they are not reported in full, given that the evaluation is meant to focus only on ILD's work during the USAID grant period (2009–2013).

Prior to the site visit, the LEAP team developed in-depth interview guides for interviewing ILD program staff and beneficiaries (refer to Appendix 6). The team conducted individual and group interviews with ILD staff, key stakeholders (government officials, researchers), and beneficiaries. The list of stakeholders interviewed can be found in Appendix 8.

Evaluation Design

USAID E3 requested the implementation of a rigorous performance evaluation to assess the impact of ILD's work. The project SOW states:

> The proposed methodology for this performance evaluation does not intend to document or assess broader accomplishments and impacts that may have been achieved by ILD over longer time periods. The intended focus is the outcomes and impact (both positive and negative) to date of the current grant. If the evaluation team determines a means to more rigorously quantify impact within the time and budget allotted for this performance evaluation, the evaluation team is encouraged to bring this to the attention of the USAID Contracting Officer's Representative (COR).

The evaluation team was initially requested to consider measures of outcomes and whether detailed data were available for the following:

- Building awareness for legal empowerment and social inclusion—for example, existing attitudinal surveys of the poor in countries where ILD has been active—to gauge awareness of legal channels available to them, preferably drawn from time series or panel datasets; or statistics on the use of legal channels, disaggregated by poverty status and gender, and mapped over an appropriate period of time
- Institutionalizing land reform to empower the poor and women in client countries—for example, statistics on possession of land-tenure rights or land titles, disaggregated by poverty status and gender, and mapped over an appropriate period of time, showing results of any reform programs associated with the current grant
- Strengthening ILD's operational platform and ensuring a sustainable expansion—for example, data on the evolution of ILD's diversity of financial support, by donor and amount of support
- Analyzing the correlation between the provision of ILD services to supported countries and corresponding local public debate on reform and reform implementation
- Finding evidence of demand by reforming countries for ILD involvement in reform implementation and the nature of ILD involvement sought (including how such involvement was funded)[29]

However, conducting a rigorous performance evaluation as requested would require availability of consistent performance indicators across projects and ILD collection of statistical data on trends across programs that would inform the evaluation. Through discussions between the LEAP team and USAID, and review of the initial documentation provided, the LEAP team

[29] SOW for Performance Evaluation of *Instituto Libertad y Democracia* activities, p. 10.

identified large variations in the following, which would make it challenging to conduct a quantitative impact evaluation of ILD's work:

- Varying start dates of project activities
- Varying types of project activities (e.g., while one program may focus on legal empowerment, another may focus on land rights or market access)
- The lack of a systematized approach to selecting beneficiaries
- Varied goals and targets, even if the programs claim generally to perform similar activities
- The ability to isolate ILD's contribution to any changes that are identified statistically

These differences between projects were confirmed during the site visit to Peru and discussions held with ILD team members. The LEAP team found the following:

- Although ILD has rich data on its work that are intended for communication purposes, measurable data on performance indicators are not clearly defined and were not available.
- Given that ILD's influence on any country during the current grant did not lead to implemented reforms[30] (except in Tanzania, where reforms and implementation are being undertaken by the local entity), its influence can only be assessed through changing public and elite opinion, which is difficult to measure and is subject to many influences, leading to great difficulties when trying to isolate ILD's effect from that of other entities.
- Further, given that ILD's efforts in any particular country have been generally sporadic (media articles, conferences in many different countries) followed by a long period of hiatus of efforts, it is impossible to quantify their results.

Consequently, the LEAP team has employed a qualitative approach to conducting the evaluation that would inform USAID of ILD's work and make recommendations concerning any program improvements. Using observations, comprehensive verifications of information received, literature analyses, in-depth interviews, and small-group discussions, the qualitative research evaluation helps identify the strengths and weaknesses of the program and indicates where improvements may be made in its outputs and outcomes.

This research methodology helps determine whether stakeholders and beneficiaries understood ILD's methodology, which would help ensure buy-in of its "products," and also assesses how stakeholders and beneficiaries benefited from ILD interventions. The interviews and group discussions were set up to address coverage and clarity of ILD's message, including suggestions for improvements. The LEAP team utilized different data-verification methods, including

[30] Note that the evaluation team was not permitted to visit the Middle East and North Africa region at the request of USAID. Significant activities are reportedly taking place in this region, but the team was unable to measure or assess them. Note, however, that the team relied on documentation provided by ILD to evaluate work conducted in all areas that were not visited within the evaluation period (up to August 2013).

triangulation. Triangulation was used as a way of verifying the information gathered through the various data-collection methods.[31,32]

Although most information was analyzed using a qualitative methodology, the team endeavored to provide in-depth information to USAID by also analyzing data quantitatively as much as possible. The LEAP team reviewed and analyzed the funding requirements of ILD and documented numerically the outputs across countries and within various years of ILD's work in response to USAID deliverables. The qualitative and quantitative data collection and analysis were conducted in a symbiotic manner, so the results of one type of analysis were used to inform the other.

Data Verification

Upon completion of the site visit to Peru to obtain ILD's program documentation and interview program beneficiaries and implementers, the LEAP team began a process of verification of documentation received and developed an initial evaluation report to enable USAID to address the information gathered up to that point, define the evaluation methodology based on the data available, and identify gaps in the data received. Once the initial report was submitted and discussions were held with USAID, it was agreed that additional site visits to verify the data received would be useful, as would additional research to fill in data gaps. Data verification is a method used to determine the accuracy of data reported, and the LEAP team used this method to detect the accuracy and inconsistencies of data received through the desk review for ILD program evaluation. For the duration of the evaluation, data received were carefully collated, reviewed continuously, summarized, and synthesized.

The LEAP team utilized different data-verification methods, including proofreading and triangulation. Proofreading data involved having team members conduct checks across different data sources but also check the data entered into the report against the original document. Triangulation meant collecting the same type of information, but from different sources and using different methods. Data verification was done through document searches via the Internet using various search engines (Google, Google Scholar, LexisNexis, and EBSCOhost) to check the accuracy of information obtained. This process helped fill gaps that were identified and was crucial in updating data that ILD reported. In addition to the review of documentation, verification was also done through key-informant interviews with stakeholders and subject-matter experts (SMEs) and small discussion groups (beneficiaries) as well as observations of programs (visits to formalization entities) during site visits.

This systematic approach helped identify trends and establish the authenticity, validity, and reliability of the findings reported.

[31] Triangulation involves using various data sources in an attempt to validate the information being collected during the qualitative evaluation to help produce understanding. Triangulation also gives the evaluation team the opportunity to ensure that the account of the situation being presented in the project report is rich, robust, comprehensive, and well developed.
[32] Qualitative research guidelines project (http://www.qualres.org/HomeGuid-3868.html).

Subsequent Site Visits: Nigeria and Tanzania

The team conducted two additional site visits as a result of discussions with USAID and agreement on the need to further verify ILD's work by observing its processes in countries beyond Peru. The team first visited Nigeria (July 14–20, 2013), where the Lagos governor contracted ILD to conduct a pre-diagnosis and diagnosis study of the city's extralegal system. The team met with the local researchers who were trained by ILD to collect data that will be used to map out the extralegal climate in Lagos to understand how these local stakeholders were equipped to conduct the research. The team also met with the Lagos governor's representative and toured some of the informal areas in Lagos.

The LEAP team also visited Tanzania (August 19–25, 2013), where a local entity that was set up with ILD's help is implementing reform proposals and formalization processes. At this stage, it is acting independently of ILD. The aim of this visit was to assess the effectiveness of ILD's training of local staff and identify whether the local entity and its staff are conducting implementation in a manner that follows ILD's philosophy.

The two additional site visits were essential to the evaluation, because they allowed the LEAP team to obtain a firsthand view of how ILD trains local staff and how its processes are interpreted. Stakeholders interviewed in Nigeria and Tanzania are provided in Appendix 8.

Limitations to the Evaluation

This evaluation, although comprehensive, did have some limitations:

- As mentioned previously, a lack of consistent performance data on ILD activities meant that the team relied on more qualitative methods to review the impact of ILD. This means that the findings in this report, although comprehensive and based on a large amount of information, do not reach a level of precision that would allow them to pass a rigorous test of statistical validity. Recommendations for improvement in this area are provided in subsequent sections.

- Establishing impact as requested by USAID was difficult for this study, particularly because it takes several years to reach a significant level of impact for these kinds of programs. It is also virtually impossible to isolate ILD's role separately from those of other organizations/institutions and/or national reforms and agendas that have been conducting similar programs.

- The grant agreement, as mentioned previously, focuses on the pre-stage (awareness building) and Stage 1 (pre-diagnosis and training) components of ILD's methodology. However, although these two steps are essential to setting the stage for promoting legal empowerment, the majority of impact is most evident during the implementation phases, when countries develop regulations and conduct activities to promote legal

empowerment, such as titling and making changes to business registration. It was difficult for the LEAP team to review ILD's work in isolation as stipulated by this grant, and so members included information on the implementation phase as appropriate to provide a fuller picture of ILD's work. The evaluation also sought to fill this informational gap via its desk review and by seeking to establish whether and to what extent ILD's previous and longer-term engagements with various countries had affected LEP.

- The LEAP team only visited two countries within which ILD has (or is) currently working (Nigeria and Tanzania). At USAID's request, the LEAP team did not visit the Middle East and North Africa (MENA) region, where it is reported that activities are underway. However, findings provided within this evaluation for countries not visited were based on documentation provided by ILD and several discussions that were held during the evaluation process to verify activity of the institution.

  It is also important to note that some of the grant-agreement requirements are quite ambitious. For instance, moving through the stages in conflict areas could be challenging. Also, quantifying the number of people who have become change agents is almost impossible without an ongoing social-media study. The evaluation team, however, is bound by the requirements of the evaluation, which are to respond to ILD's ability to progress through the grant's requirements, and therefore has addressed them as directly as possible.

III. EVALUATION FINDINGS

A review by the evaluation team of ILD's performance during the grant period (2009–2013) produced several findings. The review and findings are categorized by the four main strategic objectives of the United States Agency for International Development (USAID) grant agreement with *Instituto Libertad y Democracia* (ILD; refer to Appendix 3 for the performance monitoring and evaluation plan in the USAID and ILD grant agreement). The main areas within the agreement are as follows:

- Generating more knowledge and new products for global action
- Building awareness for legal empowerment and social inclusion
- Transforming expressed demand for ILD's services into actual projects, especially as reflected in ILD's ability to raise matching grants to fund this aspect of its activities
- Strengthening ILD's products, services, and operational platform to ensure sustainable expansion

The findings are detailed subsequently and categorized within each strategic objective, by year and by country of implementation. The evaluation team has provided the findings in a synthesized and a detailed manner to address, as specifically as possible, USAID's expectations for the evaluation. As requested, as much as possible, results from quantitative analyses are provided to complement the qualitative discussion. The findings from this study appear below.

Detailed Findings Categorized Within USAID Grant Agreement Performance Indicators

This section provides detailed findings of ILD's work as categorized by the USAID strategic objectives outlined in the ILD agreement and evaluation statement of work (SOW). The findings stem primarily from the review of ILD work plans, quarterly and annual reports, and publications; an assessment of ILD's influence through analytical literature review and media coverage; follow-up questions asked of ILD staff during and after the site visit to Peru; and information gathered during site visits to Nigeria and Tanzania. The team spent a significant amount of time verifying the information provided to ensure accuracy through telephone calls with stakeholders and data reviews.

Strategic Objective 1: Building Awareness For Legal Empowerment And Social Inclusion

The objective of the awareness-building and political-engagement phase is to publicize and promote ILD's mission and its legal-empowerment and institutional-reform program to heads of state/governments of developing countries, international organizations, academic institutions, nongovernmental organizations (NGOs), donor groups, organizations with an intent to fulfill "corporate-social responsibility," and any other agencies or organizations committed to development, poverty reduction, or the legal reforms necessary to assist struggling economies

build inclusive, sustainable market economies under the rule of law.[33] This phase comprises ILD's efforts to inform and educate leaders and key decision makers about how ILD's reform ideas can help a developing country make the transition to an inclusive market economy. Additionally, ILD trains local teams in understanding its framework and methodologies for the implementation of legal-empowerment activities. The teams trained are expected to be capable of implementing diagnostic studies to identify legal barriers, assess the importance of the informal sector, and estimate the amount of "dead capital" that might be released by formalization of property. The *Learning, Evaluation, and Analysis Project* (LEAP) team's review is categorized within the following requirements of the USAID grant agreement:

- Major presentations delivered to government officials and donor agencies during the grant period
- Workshops and training on legal empowerment of the poor (and gender) for the purpose of building in-country talent and constituents
- Development of new client and partner strategies in response to changing global conditions

In addition to the activities specifically categorized within the above requirements, ILD also identified other activities that contributed to building awareness, such as conducting research, media-outreach campaigns, and meetings that contributed to awareness building. Documentation of these is provided by year and country of implementation. The LEAP team then provided an analysis leading to summary findings on the activities conducted to build awareness.

<u>Result 1:</u> Delivering presentations to heads of state, ministers, public officials, corporate sponsors, and leadership of donor agencies and philanthropic organizations

The team found that ILD was involved in a total of 90[34] conferences, forums, seminars, and presentations to government officials and donor agencies during the grant period (see Appendix 4 for the complete list). These involvements included attending as well as participating by delivering presentations at the various events. If compared by year, 2010 was its most active, with ILD involved in 31 events across 13 countries. Of the 90 ILD involvements listed, 27 were identified as major presentations delivered to government officials and donor agencies during the course of the grant period. From the list of major presentations, 2012 was the most active year, with a total of 12 major presentations delivered to government officials and donor agencies across eight countries.

[33] Institute for Liberty and Democracy Work Plan 2010.
[34] Information obtained from review of ILD quarterly reports 2009–2012 and web-based searches.

The exhibit below provides the public-engagement activities conducted by ILD during the grant period.

Exhibit 2. Overall ILD public engagement (including major presentations to governments and other donor agencies)

Grant year	Overall involvement	Major presentations to government and donor organizations
2009	10	2
2010	31	7
2011	23	3
2012	23	12
2013	3	3
Total	**90**	**27**

<u>Result 2:</u> Workshops and training sessions on legal empowerment of the poor (and women) for the purpose of building in-country talent and constituencies

ILD conducted 12 training workshops as part of its pre-diagnosis activities during the grant period in 5 of the 29 countries it worked with (Libya, Iraq, Colombia, Peru, and Nigeria).

a. Stage 1—Training and Team Building (including Pre-diagnosis)

Training and team-building efforts are aimed at building strategic links with top political authorities and other respected leaders to support program efforts. ILD also carries out some training with potential clients during the awareness-building stage. Pre-diagnosis is included in this phase, which is an awareness-building process in which a small team from ILD/Peru undertakes a brief 2- or 3-week in-country analysis of the informal economy and provides the findings to the government and appropriate officials. Pre-diagnosis usually includes quantitative estimates of the relative importance of the informal and formal sectors and the amount of dead capital in the country. Exhibit 3, below, details ILD's training sessions and workshops offered during the grant period, providing the type of training, duration, audience, and location.

Exhibit 3. ILD training sessions and workshops offered during the grant period

Grant year	Participating country	Duration	Location	Intended audience	Training/workshop
2009	Libya[35]	4 days December 7–10, 2009	Lima, Peru	High-level members of the Libyan government	Strategic training session
	Iraq[36]	3 days	Cairo	Government officials from Iraq and private-sector leaders	3-day workshop
2010	Libya[37]	12 days August 8–19, 2010	Lima, Peru	Local technician teams of the Libya Project	[Classroom] Training courses
2011	Colombia[38,39]	1 day September 13, 2011	Lima, Peru	Government officials from Columbia and Columbian Central Bank officials and land agencies	Strategic training sessions regarding the Colombian Land Formalization Program
		3 days November 16–18, 2011	Lima, Peru	General director and the counselor of the Land Formalization Program	Strategic training sessions in Colombia
2012	Peru[40]	3 days October 11–13, 2012	Iquitos, Peru	Peruvian indigenous women leaders in Amazon Basin	Capacity-development workshops
		3 days November 26–28, 2012	Cusco, Peru	Peruvian indigenous women leaders in Peruvian Andes	Capacity-development workshop
2013	Nigeria	12 days February 11–22, 2013	Lagos, Nigeria	17 LASG team members and 8 ILD team members	LASG/ILD Informal Sector Reform Program: Training courses for local technician teams in Nigeria
		1 day April 29, 2013		Local legal team and project manager and 4 ILD members	LASG/ILD Informal Sector Reform Program: Training courses for local technician teams in Nigeria
		1 day May 20, 2013		Local legal team and project manager and 4 ILD members	LASG/ILD Informal Sector Reform Program: Training courses for local technician teams in Nigeria

[35] 2009 Fourth Quarterly Report, p. 3.
[36] 2009 First and Second Quarterly Report, p. 5.
[37] 2011 Work Plan, p. 18.
[38] 2011 Fourth Quarterly Report, p. 9.
[39] 2011 Third Quarterly Report, pp. 7–8.
[40] 2012 Third Quarterly Report, pp. 5–9.

Grant year	Participating country	Duration	Location	Intended audience	Training/workshop
		1 day May 31, 2013		Local legal team and project manager and 4 ILD members	LASG/ILD Informal Sector Reform Program: Training courses for local technician teams in Nigeria
		1 day June 26, 2013		Local legal team and project manager and 4 ILD members	LASG/ILD Informal Sector Reform Program: Training courses for local technician teams in Nigeria

<u>Result 3</u>: Development of new client and partner strategies in response to changing global and regional conditions

Based on information provided by ILD and verification interviews conducted by the LEAP team, during this grant period, ILD engaged in and maintained relationships with 10 organizations and institutions working in international development in an effort to develop new client and partner strategies in response to changing global and regional conditions.

ILD engaged with several international organizations during this grant period. The LEAP team conducted follow-up interviews with ILD points of contact at these institutions to confirm their engagement with ILD. The team confirmed partnerships with all the institutions listed below except with the *Union Tunisienne de l'Industrie, Commerce et l'Artissanat* (UTICA) and the World Bank, which did not respond to the request for interview.

- **The Center for International Private Enterprise (CIPE)**, part of the U.S. Chamber of Commerce. ILD has worked with CIPE since 2009. In 2009 and 2012, respectively, CIPE supported ILD's Avatar project and Peruvian Amazon and Andes regions indigenous women leaders' training on the importance of business rights and property formalization. CIPE also supported ILD's work on the Arab Spring in 2012–2013.
- **The Tunisian Private Business Organization "Union Tunisienne de l'Industrie, Commerce et l'Artissanat" (UTICA).** UTICA became interested in ILD's work in 2011 and helped promote it within the Tunisian government. Together with ILD, UTICA also launched a book reporting ILD's findings on Tunisia's informal sector and proposals for reform—*L'economie informelle Comment y remedier. Una oportunié pour la Tunisie*—at a conference in Tunisia in December 2011.
- **Cercle d'Action et Reflexion de l'Enterprise (CARE).** ILD has maintained a partnership in Algeria with CARE since approaching them in 2005. In March 2012, CARE organized a conference in Algiers for more than 500 people to address the importance of bringing the informal sector into the market economy to foster economic development and social peace in Algeria. This work, and efforts with other organizations in the region, resulted in a five-country regional declaration in the spring of 2013 suggesting a regional inclusive entrepreneurship action plan.
- **The LANDESA Rural Development Institute.** LANDESA and ILD held private meetings and interactions with the purpose of talking about some possible collaboration.
- **The Omidyar Network Fund, Inc.** In November 24, 2009, ILD signed an initial grant agreement with this organization to engage in a strategy project with McKinsey to establish ILD's mission, vision, strategy, and gaps in executing the strategy. A second agreement extending the original funding was signed on April 15, 2010. After this engagement, on February 8, 2011, ILD signed a third grant agreement with the Omidyar

Network Fund, Inc., to support ILD's educational and charitable research and activities regarding property rights throughout the world, especially for poor and disadvantaged groups. The contract term was 2 years and later extended by an amendment up to September 30, 2014, due to unavoidable delays as a consequence of political events in the countries in which ILD was working. ILD is still executing the grant agreement, which is focused on the dissemination of ideas and not on the implementation process.

- **World Bank—Peru.** In 2012, ILD received an invitation from the Peruvian Vice Ministry of Housing and Urban Development and the World Bank to participate in the Land Governance Assessment Framework (LGAF) Program, contributing its expertise to panels that aimed to score Peru—in a regional context—on the quality of its registry/cadaster and land-tenure institutions.
- **World Bank—Washington, D.C.** ILD's methodology for identifying and quantifying obstacles to doing business in developing countries was an inspiration for the World Bank's popular "Doing Business" program, which rates the business environment across 185 economies. In December 2012, ILD was invited to a conference in Washington, D.C., to talk about its "Doing Business" approach and how its methodology might expand and eventually enhance the World Bank's "Doing Business" program.
- **United Nations Development Programme (UNDP).** UNDP explored the possibility of working with ILD and declared an interest in finding joint projects in India, Tanzania, Uganda, Haiti, and/or Peru. However, no joint project has yet come to fruition.
- **Harvard University—Law and International Development Society (LIDS).** ILD maintains a partnership with the LIDS program to carry out research through semester-long projects on the intersection of law and development. Since 2011, LIDS has assisted ILD in researching and writing two reports: "Government Policies for Adjudicating Arable Land: A Comparative Analysis in Five Developing Countries (Sudan, Brazil, Cambodia, Mozambique, Ethiopia)" and "Strengthening Institutional and Legal Frameworks: Conflict Over Water Use Rights (Mongolia, Nigeria, and India)." LIDS will planned to work with ILD in the fall of 2013.
- **Colorado State University (CSU), College of Business.** ILD partnered with CSU's Masters of Business Administration (MBA) program in an exchange program where CSU hosted ILD senior staff at its campus for lectures and workshops and CSU executive MBA students visited ILD offices in Lima for lectures and on-site project observations. Additionally, a student team conducted research during the summer. If suitable outside funding can be found, this partnership will continue.
- **The Economic and Social Research Institute (ESRI) Geographic Information System (GIS) Mapping.** ILD and this group had several meetings with the purpose of working together to incorporate ESRI's expertise in mapping for use in the implementation of ILD's methodology in calculating extralegality within country projects.

Other Awareness-Building Activities

ILD conducted other activities that expanded on its work to build awareness for legal empowerment and social inclusion that did not fit directly within the three specified results for this strategic objective. Because these tasks contributed to the overall goal of promoting awareness of legal empowerment through training and awareness, the LEAP team has provided highlights of the activities conducted during this grant period. This information is organized by year and country to better represent the work that was implemented.

Information gathered revealed that ILD initiated awareness-building and pre-diagnostic activities within 11 of the 29 countries of involvement during the grant period. Detailed information regarding activities within these 11 countries was not readily available, because there was no uniform timeline for awareness building and pre-diagnosis across the 11 countries. A significant amount of work on awareness building was done in Peru, but not as much in the other countries in which awareness building and pre-diagnosis were initiated during the grant period. Of the 11 countries, the LEAP team received documentation from ILD on only 2 countries—Nigeria and Tunisia—and general information on the MENA region, as shown in exhibit 4, below.

Exhibit 4. Awareness and pre-diagnosis during grant period (2009–2013)

Country	Awareness	Pre diagnosis	(MM/YY)
Canary Islands	✓	✓	04/2009
Mali	✓	✓	04/2009
Niger	✓	✓	04/2009
Senegal	✓	✓	04/2009
Libya	✓	✓	09/2009
Nigeria	✓	✓	12/2009
Cape Verde	✓	✓	04/2010
Timor-Leste	✓	✓	09/2010
Mongolia	✓	✓	04/2011
Azerbaijan	✓	✓	09/2011
Algeria	✓	✓	04/2012
Tunisia	✓	✓	11/2012
India	✓	✓	04/2013

Strategic Objective 2: Institutionalizing Legal Empowerment Of The Poor (And Women) In Client Countries

The LEAP team's review of this strategic objective was categorized within the respective results as detailed below.

<u>Result 1</u>: Raising partner countries' awareness of issues related to extralegality in land ownership and business operations and motivating their interest in moving through Stages 1 and 2 (training/team building and diagnosis)

d. Country cases where, during the grant period, ILD has championed improved policies and facilitated movement from Stage 1 to Stage 2

The LEAP team identified only one country within the grant period where ILD facilitated movement from Stage 1 to Stage 2: Nigeria (Lagos State). An 8-week pre-diagnosis project was conducted in Nigeria for the Lagos State, at its request. Upon completion of the pre-diagnosis, training was provided to an established interim commission consisting of Nigerian nationals. This project is currently in the diagnosis phase.

During the grant period, ILD initiated awareness-building and pre-diagnosis activities within 11 of the 29 countries of involvement. Within the grant period, pre-diagnosis was carried out in four countries during 2009, two countries each year from 2010 through 2012, and one country in 2013. However, during the grant period, Nigeria was the only country where ILD was able to successfully facilitate movement to Stage 2—Diagnosis.

The Lagos State Government began a comprehensive reform process in March 2013, with the intention of formalizing approximately 90 percent of assets that were currently in the state's extralegal sector. ILD was hired to facilitate this process. With the approval of the Lagos State government, ILD developed a Local Reform Design Team (LRDT) and together undertook data collection for the diagnosis stage to conduct the following activities:

- Understanding the nature of the extralegal economy
- Delineating typologies of extralegality
- Defining causes of extralegality
- Enumerating procedures that have to be undertaken by any business that wants to conduct its affairs within the legal sector
- Enumerating procedures that have to be undertaken by any owner of property who wants that property to be fully legal
- Measuring the amount of dead capital

The Lagos State diagnosis stage is at the end of data collection with analysis in full progress to produce a diagnosis report due to the Lagos State government at the end of September 2013.

Exhibit 5, below, provides information on countries that moved from Stage 1 to Stage 2 during this grant period.

Exhibit 5. ILD-facilitated country cases with movement from Stage 1 to Stage 2 during the grant period (2009–2013)

Country	Awareness	Pre diagnosis	(MM/YY)	Diagnosis	(MM/YY)
Senegal	✓	✓	04/2009		
Mali	✓	✓	04/2009		
Niger	✓	✓	04/2009		
Nigeria	✓	✓	12/2009	✓	In progress 09/2013
Cape Verde	✓	✓	04/2010		
Timor-Leste	✓	✓	09/2010		
Mongolia	✓	✓	04/2011		
Azerbaijan	✓	✓	09/2011		
Algeria	✓	✓	04/2012		
Tunisia	✓	✓	11/2012		
India	✓	✓	04/2013		

e. Effect awareness building has on increasing the appetite for legal-empowerment reform work, regardless of whether ILD works past this awareness-building stage

ILD has been involved in multiple conferences, and mentions of the organization and its leader, Hernando de Soto, have often appeared in written media, film production, television, and seminars (as provided within Strategic Objective 1 findings). ILD also continues to position the legal-empowerment rhetoric in the development agenda of international organizations, in discussions about the development of country policies, and in the general deliberations of policymakers and government authorities.

The evaluation team found that pre-diagnosis in specific countries led to awareness building in other countries: Pre-diagnosis in Tunisia (2012) effectively served as a tool for building awareness in other countries of the region, such as Algeria (2012). Pre-diagnosis in Senegal (2009), Mali (2009), and Niger (2009) prompted work to begin in Cape Verde (2010). Pre-diagnosis and diagnosis work currently underway in Lagos State, Nigeria, has led to interest in the Delta State, and ILD is working with its local partner to advocate for working there as well.

During the grant period, the most noticeable influence of awareness building on increasing the appetite for legal empowerment can be seen within ILD's home country of Peru, through its research and publications on the Avatar Myths, and in the Middle East and North Africa

(MENA) region, through work conducted on the Arab Spring. Throughout these areas, the message regarding the importance of legal inclusion of the extralegal and poor reached not only political figures but also business communities and the media. Similarly, in 2009, ILD was involved in advanced pre-diagnosis in Cape Verde. This involved a deeper assessment of the country's extralegal economy and legal obstacles, more so than what would have been captured in the typical pre-diagnosis stage. It was inspired by work done in Mali and Senegal. Finally, by conducting awareness building in Lagos, ILD not only has begun working with this state, but also has gained the attention of the Delta State and is working on formally securing work there.

f. How ILD's ideas have influenced governments in terms of policy change and the development agenda in international organizations

During the grant period, evidence shows that ILD's work influenced governments in some countries, including Egypt, Libya, Tunisia, India, Mongolia, and Nigeria. Evidence suggests that ILD was able to convince government officials in these countries to accept its methodology and promote change. However, the changes promoted by ILD were not always effected for a variety of reasons, including lack of major buy-in or political turnover. ILD's work has also similarly influenced several international donor organizations and government agencies, including the United Nations, the Organization for Economic Cooperation and Development, the United Kingdom Department for International Development, and the U.S. Department of State.

ILD's work has influenced governments and international organizations. ILD's work at the international level has facilitated change in national leaders' perception of property and business practices across several countries, including Egypt, Libya, Tunisia, India, Mongolia, and Nigeria. For example, within Nigeria, the Lagos State government began a comprehensive reform process in March 2013, with the intention of formalizing approximately 90 percent of assets that were currently locked in the state's informal sector as a result of its interactions with ILD. The Tanzanian government accepted the reform proposals instituted by ILD and *Mpango wa Kurasimisha Rasilimali na Biashara za Wanyonge Tanzania* (MKURABITA) and continues to conduct implementation following the training and awareness building ILD began in 2004. The implementation stage is now underway, with the following activities and reforms being incorporated into Tanzanian law:

Between 2006 and 2008, ILD worked with MKURABITA to create a development communication strategy to assist with the implementation of the reform proposals. MKURABITA continues to implement this strategy and other methods to facilitate engagement and develop influence over the Tanzanian government. Since then, to boost the implementation of reform proposals, MKURABITA formed taskforce teams that worked with policymakers to promote the movement of reform proposals into law.

Through the work of the taskforce, the following reforms have been incorporated into Tanzanian law:

- The Business Laws (Miscellaneous Amendments) Act of 2011 has been enacted. (The act amends the Companies Act of 2002 to incorporate the Limited Liability Single Shareholding Company; formal implementation will begin once publicized in the *Government Gazette*.)
- In Zanzibar, five business-reform proposals have been implemented, including the
    - establishment of commercial courts;
    - act for security of moveable properties;
    - decentralization of powers of the registrar general and the establishment of district registrars;
    - establishment of a one-stop center for business licensing; and
    - establishment of new forms of business, including a limited liability single shareholder company (LLSSC).
- Property reforms in Tanzania have been submitted to the chief parliamentary draftsman.[41]
- In Zanzibar, property reforms are moving very slowly due to difficulty in accepting changes and the need to maintain the status quo.[42]

ILD's influence in the development agenda of international organizations included the following:

- **United Nations (UN) General Assembly.** In 2010, the UN General Assembly endorsed the recommendations of the Commission on Legal Empowerment of the Poor (CLEP), co-chaired by former U.S. Secretary of State Madeleine Albright and Hernando de Soto, based on ILD's vision reported in the "Making the Law Work for Everyone" report.
- **Organization for Economic Cooperation and Development (OECD).** During its 50th anniversary celebration, OECD invited ILD to present findings on it Arab Spring and Avatar Research studies. The presentation of findings occurred on July 20–21, 2011, at the 2011 Tidewater OECD Conference for high-level representatives from the Development Assistance Committee (DAC). These proposals were also featured in the 50th-anniversary edition of the OECD Development Report 2011.
- **UK Prime Minister.** ILD advised Prime Minister David Cameron on his review of the agenda of the millennium development goals, introducing property rights, during a meeting on May 1, 2012.
- **U.S. Department of State.** ILD has been working on a collaboration strategy with the assistant secretary of the Bureau of Economic and Business Affairs in Tunisia and other MENA countries.

[41] Data received from MKURABITA during the Tanzania site visit.
[42] Ibid.

- **Organization of American States (OAS).** In 2010, OAS and the Clinton Global Initiative worked with ILD (and other organizations) in implementing legal-empowerment activities aimed at rebuilding Haiti after an earthquake.

Result 2: Increasing partner countries' institutional capacity to reach Stage 3 (institutional reform), whether through ILD itself, through another implementer, or through the country's own efforts

Within this grant period, ILD has not entered into the implementation stage for any of its country projects. However, Tanzania, one of the countries where ILD conducted pre-implementation activities and developed and trained a local entity, has begun reform and formalization implementation processes on its own. Lack of finances and political turnover are the reasons cited for lack of implementation. The LEAP team noted an apparent weakness in ILD's ability to transition from the initial stages of country involvement to implementation.

As previously mentioned, ILD has faced challenges with moving countries from the pre-implementation stages to reform and implementation. When ILD was questioned about the reasons for these challenges, the LEAP team was informed that this failure was not due to a lack of interest from host nations but primarily due to financial constraints (acquiring funding from other sources) and political turnover. ILD has not been successful in collaborating with its local partners in a way that enables them to secure funding for the type of work for which ILD has trained them. Additionally, ILD's access to the political leadership in a country often depends upon a personal relationship between Hernando de Soto and a top political leader (where the relationship has often come about because a top political leader, aware of de Soto's reputation and work, has asked to meet him). Because the pre-reform stages of ILD's work require a significant amount of time and reform requires so much on-the-ground implementation effort, ILD often finds itself in a situation where its initial contact in the leadership has left office before reform can be accomplished, its contact is still interested in conducting the reforms but does not have enough political power to bring them about, or its contact has lost interest in implementing reforms. These scenarios can happen even when ILD's contacts are within the very highest political circles.

However, Tanzania provides a case study where the local property and business formalization entity created by ILD has moved from reform design to reform and implementation. When MKURABITA[43] was asked how it managed to move from pre-implementation to reform and

[43] MKURABITA was created in 2004 once ILD started conducting pre-diagnosis in Tanzania (funded by the Norwegian government). The LRDT trained by ILD to assist in pre-diagnosis and diagnosis began operations of MKURABITA on its own in 2007, when it re-designed the reform proposals and started internal deliberations with the Tanzanian government on reform and subsequent implementation (since 2008 to present). ILD maintains contact with MKURABITA but does not work with it officially due to lack of funding. MKURABITA is conducting Stages 2 and 3 of ILD's methodology on its own with Tanzanian

implementation, it indicated that although ILD had approached a previous government, Tanzanian institutions are stable, and therefore the agreed-upon processes were continued after political turnover. Further, prior to officially concluding their partnership, MKURABITA and ILD discussed the need to implement "front-runners," pilot programs in small areas to test the implementation process, and to use the findings within one area as evidence-based research to convince policymakers to move forward with and support reform and implementation. However, approval of reforms in parliament has taken 5 years, despite being initially expected to take 1 year. Similarly, MKURABITA mentioned lack of funding as a reason why its formalization process has not reached its targeted goals. The system of conducting pilot phases of formalization is potentially a good practice for other countries. MKURABITA has also implemented several other innovative processes during implementation, such as training and involving survey assistants to reduce cost; bringing all stakeholders (land owners, banks, and business-name registration and tax-registration officials, among others) to land-titling capacity-building events; and involving land owners in the discussion on urban planning to effect sustainable changes to land-ownership and titling processes.

b. Effects that team-building, training, and diagnostic studies have on increasing countries' capabilities to undertake legal-empowerment reform work, noting any significant trends and observations (donor support, local support, etc.)

The most significant finding to support this result stems from the work that ILD conducted in Tanzania, on which ILD's project has had a very important presence, continuance, and expansion, thus demonstrating ILD's capability to undertake legal-empowerment reform work. No evidence supported ILD's influence to this extent in any other country.

MKURABITA continues to make strides in property and business formalization in Tanzania. Several communities have received assistance to implement rural, urban, and business formalization, as verified by two newspaper reports: As of April 2012, several district councils had benefited from and made use of the Property and Business Formalization Programme, popularly known by its Kiswahili acronym MKURABITA, which ILD facilitated. These include Makete, Njombe, Nachingwea, Wete, Serengeti, Musoma Rural, Moshi Rural, Kasulu, Muleba, Sikonge, Kigoma Rural, Singida Rural, Manyoni, Mvomero, Masasi, Mbarali, Mbinga, Meru, Mwanga, Moshi Rural, Mpanda, Sumbawanga, Mkuranga, Kahama, Ludewa, Bagamoyo, and Handeni. Very recently, "[while] [s]peaking during the handing-over ceremony of customary title deeds to tea farmers of Mufindi, Njombe and Rungwe, the Mbeya Regional Commissioner, Mr. Abbas Kandoro, said that Tanzanians should use MKURABITA to winch out of poverty."[44]

government funding. MKURABITA is included in this report although not funded by USAID during the grant period because it provides a success story for an area where ILD's awareness-building and training activities have led to implementation by the local entity.

[44] *Tanzania Daily News* (http://in2eastafrica.net/utilize-mkurabita-opportunities-tanzanians-urged).

Similarly, in August 2013, the *Guardian* newspaper in Tanzania reported that MKURABITA was set to support farmers in the Lindi Region to acquire arable land for sesame growing: "Sesame growers in Somanga, Kilwa Masoko and Lindi rural area would soon start to benefit from what they grow after the Business and Property Formalisation Programme (MKURABITA) started supporting them to get enough land for production and export of the crop. This was revealed on Tuesday by Chairperson of the Amsha Institute for Rural Entrepreneurs East Africa Biubwa Maingo at the launch of four agri-business centres at Miumbu and Ruchemi villages in Lindi and Kilwa Masoko districts to support small-scale farmers with loan facilities, training and agricultural inputs. She said MKURABITA has agreed to support farmers in those villages after identifying the potentially huge market for the crop."[45] Through this effort, MKURABITA has joined forces with the local government, through the district council, to identify arable lands that could be sold to the farmers. In addition, the International Business and Trade Tanzania Initiative (IBUTTI) has also agreed to identify potential markets for these farmers. The efforts made here demonstrate an innovative approach to improving the lives of farmers through formalizing their access to land. Further the collaboration between MKURABITA, the local government, and the private sector provides a good example for how formalization could be most effective to the extralegal sector and, in this case, local farmers. Multiple effects could be gained from this effort, including enhancing agricultural development, promoting food security, and ultimately increasing economic growth through access to international markets.

Result 3: Developing strategies with partner countries to enhance their capacity to implement reforms

The LEAP team found evidence that ILD has developed strategies with partner countries to enhance its capacity to implement reforms in three countries where work was conducted — namely, Tanzania, Nigeria, and Libya.

ILD has worked to build local capacity within countries where it operates; for instance, local capacity building was instituted in Libya, Tanzania, and Nigeria. A brief description of ILD's work in building local teams of home-grown technical experts is outlined below.

ILD conducted capacity-development activities in Tanzania through the creation of an LRDT, which led to the creation of MKURABITA, after conducting pre-stage and Stage 1 activities under a previous grant in 2007. The LRDT continues to assume responsibility for preparing reform programs, which included receiving approval for the Business Law Amendments in 2012 as well as presenting a proposal to the National Assembly. Through the creation of MKURABITA, the government of Tanzania agreed to begin the reform and formalization

[45] http://www.ippmedia.com/frontend/index.php?l=58389.

implementation phase in 2008, which is currently underway and has had some achievements, as described previously in this report.

In 2010, ILD conducted a 2-week training session for Libyan professionals regarding ILD's approach to formalizing business and property rights. Thereafter, an ILD team spent a month in Tripoli, Libya, to train a local Libyan state agency, which continues to work with the Economic Development Board of the Libyan Government.

ILD also established an LRDT in Lagos State, Nigeria, during the pre-diagnosis phase and conducted capacity development with this entity comprising government and private-sector practitioners. The LRDT is instrumental in conducting the research for developing the diagnosis report, and the hope is that it will be the team to spearhead reform and implementation processes.

During the site visit in Peru, the LEAP team noted that ILD has limited interactions with the country's universities and research communities. Through interviews with recognized research institutions in Peru, and confirmation by ILD, it became evident that ILD has not made an effort to join the Peruvian research community, which would be useful in building local capacity. Although the argument could be made that ILD is local, it is important that local capacity be built in other institutions and regions to promote continued implementation processes. During interviews with the Iquitos regional government, it was evident that land titling was not a major priority and that the region did not have the capacity to effectively continue this process. This situation might not have been the case had local partners been available to engage with the regional government and maintain the work that ILD had previously started. Lastly, ILD does not avail itself to interns at its office on a project basis. Providing internships to university-level students or recent graduates would be another way to bring ILD's work to the larger community.

Women's Empowerment in Property and Business Rights

ILD work on women's empowerment programs for this grant period began with several activities in 2011. In 2012, a major outreach and training of indigenous Peruvian women in the Amazon area also took place.

Within this strategic objective is the requirement that ILD conduct legal-empowerment activities with representative constituencies of women. The activities evidenced during the grant period are listed below:

- ILD signed a Memorandum of Understanding (MOU) with India's Self-Employed Women's Association (SEWA) in February 2011, which included a research study on the situation of Indian indigenous women and an investigation of the legal empowerment of women in countries with Islamic traditions. SEWA and ILD engaged in two workshops in May and October 2011, where women leaders discussed the main challenges and most

pressing needs of Indian women. ILD developed a concept note based on the findings from these workshops.[46]

- Between November and December 2012, ILD performed a 3-week preliminary diagnosis of the extralegal economy in West Bengal, India. Pre-diagnosis of extralegality within the Indian state was conducted in partnership with SEWA. The preliminary assessment of extralegality was focused on
    - identifying the legal obstacles preventing women from gaining access to land and doing business;
    - identifying the extralegal practices that women resort to in order to protect their assets and conduct business within the discriminatory legal environment;
    - identifying the failures of the legal system that explain the existence and characteristics of the extralegal economy;
    - estimating the citizens' costs when operating in both legal and extralegal systems;
    - identifying the institutional mechanisms by which citizens in the extralegal sector deal with land and business in the absence of a conducive formal framework; and
    - estimating the value and size of the extralegal real-estate and business assets.[47]
- ILD conducted a preliminary diagnosis of the situation of indigenous women in eight regions of the Peruvian Andes.[48]
- ILD conducted a desk study on the legal framework of countries with Islamic tradition, which allowed it to gain a deeper understanding of sharia-based legal restrictions to women's legal empowerment in Egypt, Iran, and Saudi Arabia.[49]
- ILD conducted training on women's rights to property and businesses with indigenous women in the Amazon area in 2012.[50]

Concerning women's empowerment activities listed above, most of the activities that ILD conducted are in preliminary stages and need extensive follow-up to make them effective.

Strategic Objective 3: Strengthening Ild's Operational Platform And Ensuring A Sustainable Expansion

This section first provides a review of ILD's economic methodology before directly addressing the strategic results. The LEAP team undertook a review of ILD's economic methodology, a key tool that underpins its work in the pre-diagnosis and diagnosis stages. This was done because in analyzing the work of ILD, the LEAP team identified deficiencies in ILD's economic methodology from the perspective of current economics, and this is indicated as a relative weakness of ILD. (Typically, ILD staff conducts the methodology and use in-country staff to collect data.) This review is detailed below.

[46] 2012 Work Plan, p. 47.
[47] 2012 Work Plan, pp. 40–41.
[48] 2012 Work Plan, p. 47.
[49] 2012 Work Plan, p. 47.
[50] Information gathered during site-visit interviews with ILD and interviews of beneficiaries in May 2013.

Economic Review of ILD's Economic Methodology for the Estimation of Dead Capital

Background

The following is based on an assessment of the "Tanzania Diagnostic Report: Volume II: 'The Extralegal Economy: Its Archetypes and Size'" and "ILD's Economic Methodology: Lagos, Nigeria," both of which ILD provided to the LEAP team, upon request, and neither of which are available on the web for public viewing. The major quantitative element of ILD's economic methodology is the analysis that leads to estimates of the amount of "dead capital" in a country—that is, estimates of the assets of extralegal firms. Dead capital is defined as being "incapable of being used to secure the interests of potential contracting parties or being leveraged to guarantee credit, investment, and long-term deals."

ILD's estimates of dead capital typically receive wide publicity in the media, reflecting ILD's policy on emphasizing the importance of such estimates in the diagnostic process.

For example, in Tanzania, the ILD diagnostic report reached the following conclusion:

> [We] have concluded that most of the economic activity in Tanzania takes place in the extralegal economy:
>
> 98% of businesses in Tanzania (1,482,000 units) are extralegal.
>
> The replacement value of urban and rural extralegal real estate and business assets is US$29.3 billion.[51]

The report then goes on to say:

> That's an astonishing amount of economic activity and value—but it's all "dead capital," equivalent in Tanzania to:
>
> 34 times the investment in infrastructure projects in 1990–2000 (US$870 million)
>
> 9 times Foreign Direct Investment in 1964–2003 (US$3.1 billion)
>
> 6 times total net financial flows from World Bank in 1964–2003 (US$5.3 billion)
>
> 4 times the concessional and non-concessional net financial flows from multilateral institutions since 1964.[52]

It is not surprising that journalists use such powerful statistics to illustrate the economic problems in a country. These statistics highlight problems in stark contrast and are frequently used by journalists to give only a cursory illustration of the economic problems in a country.

Characterization of Methodology

Based on the evaluation team's review, the exact steps in ILD's economic methodology vary from country to country, sector to sector, and region to region. But its core elements can be summarized as follows:

a. ILD classifies all relevant assets (businesses, land, dwellings, etc.) into categories (by region, by activity or sector, by type of structure/asset, by size, etc.). This classification often results in a rather large number of categories of assets. These categories are a product of ILD's intensive fieldwork aimed at understanding the varieties of extralegal entities.
b. Within each category, ILD estimates either the number of extralegal entities (e.g., number of businesses, number of dwellings, etc.) or the physical size of the assets (e.g., area of productive land), as appropriate for the entities that make up the category. The information on the overall number of entities or their physical size is taken from national censuses, business associations, government agencies, or fieldwork. The estimate of the proportion that is extralegal is taken from ILD's fieldwork.
c. Within each category, ILD estimates the value of capital of a typical entity in the category—the value of a typical business, hectare of land, or dwelling—by one of a variety of approaches, depending on data availability. In some cases, the estimate is of replacement value, where ILD estimates how much it would cost to replicate the assets being valued under present circumstances. In other cases—land, for example—where market valuations are used, ILD accepts the valuation of an average business that a local business association provides, ILD uses the market valuation of a business or property that the owner or user gives in answer to a survey question, or ILD uses the present discounted value of the net cash flow from a business or the rental flows from a structure, where the values of cash flows are obtained in answer to survey questions.
d. The amount of dead capital is then the sum of the values across all the categories identified in part "A" of the valuation found in part "C" multiplied by the quantity found in part "B."

Findings and Discussion Based on the Review

Despite the use of the term "dead capital," ILD's estimates are of a somewhat simpler phenomenon: the value of

[51] Tanzania Diagnosis Report, Vol. 2, 2005, p. 1.
[52] Tanzania Diagnosis Report, Vol. 2, 2005, p. 2.

capital in the entities identified as extralegal. That is, ILD assumes the capital of extralegal entities is 100 percent dead capital and that current market prices are adequate to estimate total values. This approach would be best classified as an accounting approach to estimating assets rather than an economic approach to estimating dead capital. The reason for this judgment is that ILD's approach does not embody several methodological features that are fundamental in the application of modern economics. All these features flow, essentially, from the fact that the status and value of assets (extralegal or legal, dead or in use) are reflections of decision making by economic agents who react to the rules of the system as they understand them.

Ideally, one should take into account certain aspects of that decision making when estimating the amount of dead capital. The following are examples of the criticisms that could be made that follow from this observation:

1. Informal firms make informal arrangements. For example, sometimes these informal arrangements reflect the pledging of capital as collateral, where ad hoc arrangements made with local officials, family, associations, and other businesses provide some security. One cannot assume that 100 percent of the capital of extralegal entities is "dead."
2. Similarly, in no country in the world are legal and business structures so frictionless that all capital in business can be used to secure contractual interests, pledge capital, etc. It is erroneous to assume that 100 percent of dead capital will become "live" on the establishment of good institutions.
3. In some of its work (e.g., in Nigeria), ILD uses regression analysis to extrapolate from one sample (owners, in Nigeria) to another (renters). The regression analysis is used to predict informality status for renters, using such predictors as building condition or education. There is a strong possibility of bias in such analyses—for example, the building condition does not only affect whether an owner decides to become formal; the formality status affects decisions regarding the amount of investment to put into the building. In a different vein, formality might encourage the accumulation of human capital (education) for owners, especially for children who inherit the business or dwelling from a previous generation.
4. More generally, informality status could reflect characteristics of the entrepreneur or property owner rather than be determined by exogenous forces. Thus, for example, a formal enterprise might be formal because its owner is skilled and knows that formality leads to the enterprise's capital becoming "live." In contrast, an informal enterprise might be informal because its owner might see no value in formalization. If formalization were made available to that enterprise at no cost, its capital would still remain "dead," because the "deadness" of its capital ultimately reflects the characteristics of its owner rather than its formality status.
5. Estimates of asset values are all based on prices existing before widespread formalization occurs. With the types of massive formalizations that ILD advocates, prices on all properties would come into a new equilibrium. Hence, the prices of formal properties before the reforms would be a highly inadequate guide to valuations of all properties after formalization.

Modern economics has standard techniques that would allow these problems to be addressed. Of course, no methodology is perfect in a very messy world. However, based on information gathered through this evaluation and on industry-wide practice that promotes publishing economic data, not addressing those problems—or even acknowledging their existence—suggests a gap in ILD's portfolio of skills.

In sum, ILD's methodology amounts to a straightforward accounting exercise (although based on very sophisticated fieldwork). The derived measures of dead capital are certainly able to attract attention in the media. However, more work needs to be carried out on the methodology to make these measures a staple reference for those in the academic economics research community who work on development issues or policy-oriented researchers in international organizations and think tanks.

According to the agreement between USAID and ILD, strengthening ILD's operational platform is a key component in the efficacy and expansion of ILD's influence in LEP and client countries. This activity aims at building in-country capacity and ensuring sustainable expansion of ILD's program by developing new tools and networking with potential donors to diversify its services and support.

To assess ILD's success regarding this strategic objective, the LEAP team's findings were categorized in accordance with the following USAID requirements:

1. Product improvements
2. Increased funding and cost sharing
3. Increased number of local technical experts

<u>Product Improvement—Result 1:</u> Developing new technical manuals and tools for in-country technical teams involved in diagnosis, strategy, and institutional reform

ILD has developed several training manuals for various aspects of the implementation of its five-stage program as well as capacity development on some topics. However, specific to this requirement, ILD has fallen short, as it did not produce country-specific strategic-monitoring and technical manuals for all the countries it worked in during this grant period. Such manuals have been identified only for Peru, Nigeria, and Tanzania.

The goal of the LEAP team's evaluation of ILD product development and improvement was to identify all new technical manuals and tools developed by ILD during this grant period and assess their influence on in-country technical teams. Specific to this result, country-specific technical manuals were identified for Peru, Nigeria, and Tanzania, but not for other countries where ILD worked.

Given the importance of training manuals for conducting ILD's research work, the LEAP team went on to identify and review new manuals developed for conducting the five-stage program development. Upon review, the team found that the training manuals were well presented and user-friendly. ILD training documentation reviewed was comprehensive and presented with clear language and graphical presentations that made the information easy to digest. ILD manuals and tools related to the methodology and implementation of its work are listed below.

ILD Manuals

During the grant period, ILD

- developed four manuals for training courses conducted in 2012 for promoting economic and property-rights issues among Peruvian indigenous women. Topics covered included property rights, enterprise access, and citizen participation, including:
    - ILD. "Manual on Property Rights: Training Course for Indigenous Women, Entrepreneurs of Peru, and Farming Communities." 2012.
    - ILD. "Manual on Enterprise Access: Training Course for Indigenous Women and Entrepreneurs of Peru." 2012.
    - ILD. "Manual on Citizen Participation: Training Course for Indigenous Women and Entrepreneurs of Peru." 2012.

    - ILD. “Manual on Property Rights: Training Course for Indigenous Women, Entrepreneurs of Peru, and Native Communities.” 2012.
- created three types of training manuals for the informal sector reform training program in Lagos, Nigeria, in February 2013, including:
    - ILD. “Informal Sector Reform Training Program, *Economic Team*: Classroom and On-the-Job Training in Lagos.” February 2013.
    - ILD. “Informal Sector Reform Training Program, *Extralegal Team*: Classroom and On-the-Job Training in Lagos.” February 2013.
    - ILD. “Informal Sector Reform Training Program, *Legal Team*: Classroom and On-the-Job Training in Lagos.” February 2013.
- produced the first edition of its informational reform program guidelines titled “Institutional Reform Project: Conceptual Handbook, Research Methodology Handbook, and Operative Handbook”;
- created an orientation manual in 2013 titled “From Dead Capital to Broad-Based Growth: Orientation Module for Politicians”; and
- produced a technical training manual (for internal purposes only) titled “Management & Technical Module Training Manual for the Diagnosis Stage.” September 2011 (draft).

ILD Methodology Tools

- Created legal methodology templates and report format guidelines, including
    - Case File Template;
    - Interview Logbook Template;
    - List and Summary of Legislation Template;
    - Planned and Conducted Interview Template;
    - Procedure Scheme Template;
    - Sequence Template (version 2);
    - Legal Report Format;
    - Ongoing Programmes Format; and
    - Procedure Report Format.

Other tools developed during the grant period are documented in the exhibits that follow:

Exhibit 6. Technical manuals and tools—Peru

Grant year	Activity
2010	• Assessed the impact of formalization in Peru using a database of formalized property and, to that end, hired a consultant to build a GIS based on open-source software that will be used to produce thematic maps and combine different layers of information. Thereafter, ILD produced and analyzed a consolidated report of the data corresponding to urban areas. Lastly, a sample of the formalized dwellings was extracted and channeled to different public entities (SUNARP, EQUIFAX) to create new layers of information and better assess the impact of formalization [2011 Work Plan, p. 23]. • Developed a study to assess the impact of formalization in Peru using a database of formalized property. ILD also hired consultancy to build a GIS used to produce thematic maps and combine different layers of information. Finally, it channeled samples of formalized dwellings to public entities [2010 First Quarterly Report, p. 6].
2012	• Developed and approved a brand-new set of norms for its international organization and for compliance with Peruvian labor laws called "Health and Security Policy Handbook" [2012 Third Quarterly Report, p. 11].

<u>Increased Funding and Cost Sharing—Result 1:</u> Networking with donors and gaining media attention to increase buy-in to ILD program

According to the USAID and ILD agreement, transforming demand for ILD services into actual projects is at the heart of USAID's goals for ILD's cost-sharing strategy. Cost sharing is a key strategic objective of ILD that helps secure project-based funds, which are necessary for the formulation and implementation of reform efforts.

Contract Modification No. 1 (April 2009) changes and clarifies elements of the original grant agreement that refer to co-funding. It provides a target for "Cost Share," a category of non–U.S. Government funding to be devoted to the program outlined in the grant for which a definition is incorporated by reference as a required applicable standard provision for non-U.S. NGOs.[53] Failure to meet cost-share targets may have consequences, according to USAID policy, including a reduction in the amount of funds obligated to the agreement.[54] The modification also provides for a second category of co-funding, labeled "Other Sources." The LEAP team did not find any written definition of this term, and the grant agreement does not provide any guidance concerning USAID's possibilities for redress should the grantee fail to meet its "Other Sources" targets. The grantee itself defines "Other Sources" as other funds in excess of the cost-share requirement that can be applied to the program. Failure to meet the target for "Other Sources" does not appear to carry the same weight as not meeting the target for "Cost Share."

The "Cost Share" and "Other Sources" targets are provided in Modification No. 1 in the form of a table as follows:

[53] USAID guidance on cost sharing is provided in the Automated Directive System (ADS) 303.3.10.4 "Meeting Cost Sharing Requirements." The Standard Provision on Cost Sharing is located at RAA 14. Cost Share (June 2012). Both can be found at http://www.usaid.gov/ads/policy/300/303.

[54] Provided in ADS 303.3.10.4 "Meeting Cost Sharing Requirements."

Year	Cost Share	Other Sources
Year 1	$707,848	$1,597,846
Year 2	$1,084,490	$2,448,049
Year3	$1,257,502	$2,838,595
Year 4	$1,514,784	$3,419,367
Year 5	$1,690,876	$3,816,864

The modification also further clarifies that the "Grantee's yearly cost sharing will be cumulative and the $6,255,500 will be computed for the five-year Grant period." The LEAP team assumes that this cumulative clause also applies to the "Other Sources" element of funding, and therefore a total of $14,120,721 is expected from "Other Sources" during the grant period.

According to ILD financial records, up to August 2013, ILD had obtained commitments of $17,778,168 in funding from other sources. Of this amount, $7,272,269 had been already received by ILD and $4,917,787 had been spent. Therefore, if before the end of the grant period ILD expends $1,337,713 of the $2,354,482 that it has already been received but not spent, then it would have fulfilled its commitment on cost sharing (of course, the commitment could be fulfilled in other ways—for example, by receiving and expending other elements of the $17,778,168 that it has not yet received).

The expectation on funding from "Other Sources" is in addition to the cost-share expectation. One very optimistic scenario is that before the end of the grant period, ILD would have received the total $17,778,168 that has been committed and would also have been able to expend all the funds on projects. Then subtracting the $6,255,500 that is applied to the cost-sharing commitment would leave $11,522,668 to be applied to the "Other Sources" expectation, which totaled $14,120,721. This means that in addition to fulfilling the optimistic scenario, ILD would have to obtain and expend an additional $2,598,053 on projects before the end of the grant period to meet the "Other Sources" expectations of the original agreement as amended by the modification.

<u>Increased Number of Local Technical Experts—Result 1:</u> Building a cadre of in-country technical teams and recruits

Given the primary focus of designing and implementing formalization programs to empower the poor across developing countries, ILD is tasked with building local teams of home-grown personnel in client countries to ensure the sustainability of ILD's work upon its exit from these countries. The LEAP team measured these efforts via the following sources of input:

- Available directories and/or rosters of local technical experts whom ILD trained

- Evidence of ILD outreach efforts to maintain contact and provide ongoing information and technical resources to local teams

ILD was effective in increasing the number of local technical experts in two countries it worked with during this grant period. Evidence shows that ILD was able to build a solid cadre of in-country technical teams and recruits in Tanzania and Nigeria. ILD did share with the evaluation team that it has changed its approach to begin capacity development of local teams at an earlier stage of the project. However, the evaluation team has seen no record of a holistic approach to building a directory of local technical experts to target for training and/or partnership.

ILD's ability to build a cadre of in-country technical teams and recruits is evident in Tanzania. The work of the local entity established for property and business formalization, MKURABITA, has continued effectively, despite limited funding, and has been successful in incorporating innovative measures and best practices that have been recognized by the United Nations. In 2010, MKURABITA was awarded second place in the UN's Public Service Awards in Category 2, "Improving the Delivery of Public Services: Management of Sustainable Delivery of Secured Property Rights Through Empowerment and Capacity Building of Local Government." The following year, MKURABITA won the same award, this time for participatory planning and implementation of formalization of squatter settlements in Tanzania.

In 2010, ILD conducted a 2-week training session (at ILD offices in Peru) with Libyan professionals regarding ILD's approach to formalizing business and property rights. Thereafter, an ILD team spent a month in Tripoli, Libya, to train a local Libyan state agency that continues to work with the Economic Development Board of the Libyan Government.

With approval from the Lagos State government, under the coordination of the Ministry of Trade and Commerce, ILD hired a local team of Nigerian professionals from the government and business sectors to conduct the diagnosis phase of the project. ILD staff members have been working closely with the local team that is leading the data-collection portion of this phase.

Increased Number of Local Technical Experts—Result 2: Increasing the capacity of local technical experts to become indigenous change agents

The LEAP team found that ILD had minimal success in this area of focus. Aside from the above-mentioned partnership with Tanzania, where ample evidence verifies the training of local experts who are spearheading change and initiating the formalization process, ILD has not reported any evidence that other local experts have become change agents in their countries as a result of ILD's capacity building.

The LEAP team found minimal success in this area. In discussions with ILD about this situation, ILD identified funding (gaining external matching funds to continue the work started with USAID and/or client-sponsored funding) as a challenge for its efforts in this area. ILD suggested that it aims to provide knowledge and capacity building more liberally and effectively; however, financial restrictions (such as the end of USAID grant funding and inability to acquire matching funds from other sources to continue implementation) prevent the continuation of cooperation between ILD and other in-country technical teams and recruits (as in the case of MKURABITA). Another limitation expressed by ILD is that not all persons who undergo ILD training sessions have the capacity to further use and apply the knowledge obtained during ILD training.

Strategic Objective 4: Transforming Expressed Demand For Ild Services Into Actual Projects And Reform Efforts

To assess ILD's success with this strategic objective, the LEAP team divided its review into the two categories listed in the requirements of the USAID grant agreement:

1. Awareness, training, and pre-diagnostics leading to full diagnostic studies
2. Establishment of technical credibility in LEP with world leaders

Result 1: Awareness, training, and pre-diagnostics leading to full diagnostic studies

The LEAP team worked to identify cases where a full diagnostic study was undertaken during the grant period after ILD-led pre-diagnostic work was completed, with both ILD and a different organization performing the follow-up work.

Although ILD has been successful in building awareness and pre-diagnosis in a total of 16 countries during the grant period, information that ILD provided indicated that the organization conducted full diagnostic studies in 2 of the 16 countries of involvement. ILD further identified three countries as being "full-term projects," without a clear indication of dates of diagnostic studies. Of those two countries (Libya and Nigeria) where diagnosis was reached, extensive training was only conducted in one country (Nigeria).

Exhibit 7, below, shows countries that moved from pre-diagnosis to full diagnosis and reform proposals as well as countries whose projects ended at the pre-diagnosis stage.

Exhibit 7. Diagnostic study and reform proposal after pre-diagnostic work—All countries

Country	Awareness	Pre diagnosis	(MM/YY)	Diagnosis	(MM/YY)	Reform proposals	(MM/YY)	Implementation	(MM/YY)	Capital formation
Algeria	✓	✓	04/2012							
Azerbaijan	✓	✓	09/2011							
Canary Islands	✓	✓	04/2009							
Senegal	✓	✓	04/2009							
Mali	✓	✓	04/2009							
Niger	✓	✓	04/2009							
Cape Verde	✓	✓	04/2010							
Egypt*	✓	✓	Long-term project	✓	Long-term project	✓	Long-term project			
Haiti*	✓	✓	Long-term project	✓	Long-term project	✓	Long-term project			
India	✓	✓	04/2013							
Libya*	✓			✓	11/2010					
Mongolia	✓	✓	04/2011							
Nigeria	✓	✓	12/2009	✓	In progress 09/2013					
Peru[55]	✓	✓	06/2006	✓	Long-term project	✓	Long-term project	✓	Long-term project	✓
Timor-Leste	✓	✓	09/2010							
Tunisia	✓	✓	11/2012							

* The evaluation team was not provided with information to verify diagnosis in the following countries.

The following chart provides a more detailed assessment of activities conducted where a full diagnostic study was undertaken after ILD-led pre-diagnostic work was completed.

[55] ILD has been working in Peru since its foundation in 1981. During this period, ILD has produced many diagnosis and reform proposals about several issues, such as administrative simplification, property and business formalization, and the creation of the ombudsman, to name just a few. The majority of ILD's proposals had been implemented by the Peruvian government in different periods. Thus, this question is not applicable in the case of Peru, because there is not a single diagnosis, reform proposal, or implementation but several that have been done between 1981 and 2013. Since 2009 ILD's research in Peru has been focused in the Avatar Paradigm (Amazonians are not Avatar), which led the LEAP team to perform an in-depth assessment on indigenous communities in the Amazon and Andes and to prepare a training course for indigenous women in Cusco and Iquitos.

Exhibit 8. Diagnostic study and reform proposal after pre-diagnostic work—Peru

Grant year	Activity
2009	• Submitted both technical and financial proposals for consulting projects in Peru, which were shortlisted by COFOPRI, the public agency in charge of the formalization of property rights over immovable assets in Peru [2010 Work Plan, p. 13].

Exhibit 9. Diagnostic study and reform proposal after pre-diagnostic work—Nigeria

Grant year	Activity
2010	• Submitted a proposal in November 2010 to do a diagnosis of the Delta State's extralegal economy and the design of institutional and legal reforms [2011 Work Plan, p. 17].
2012	• Began its team-building and project-coordination processes for prior proposal plans for a diagnosis in the Delta State [2012 Third Quarterly Report; p. 9].

Result 2: Establishment of technical credibility in legal empowerment of the poor with world leaders

To evaluate success of this objective, the LEAP team attempted to identify various activities that would point to ILD's establishment of technical credibility with world leaders in LEP. The following were reviewed:

a. **Research activities conducted during the grant period that focused the attention of policymakers, academics, development experts, and other leaders on issues related to legal empowerment of the poor**

ILD engaged in four main extensive research activities during this grant period—namely, the Avatar Myths Paradigm, the Arab Spring Paradigm, the Knowledge Crisis Paradigm, and the Backdoor Discrimination Against Women Paradigm.

Avatar Myths Research

The Avatar Myths Research was conducted between 2010 and 2012 with the intention of raising awareness of the socio-environmental issues affecting mining areas in Peru and their connection to the lack of or inadequate allocation of property and business rights as well as the lack of citizen participation in decision making. Upon completion of this research, ILD produced a series of articles in leading national newspapers and magazines on the conflict related to the exploitation of natural resources in Peru. De Soto also granted several media interviews to discuss the issues identified. These focused on communicating a clear message not only to those leading the protests but also to the government of Peru so that it could take concrete measures to benefit investors and peasants as well as those segments of the population that needed to be incorporated into formality to benefit from mining activities being carried out in their territories.

This research has been widely cited in the media, but the LEAP team cannot firmly confirm its influence on world leaders.

Arab Spring Research

Work on the Arab Spring, however, has gained extensive attention from world leaders in MENA and in the United States as well as in other countries. On this topic, ILD researched the political changes and events that led to the Arab Spring, providing data and its opinion regarding how to effectively modify economic rights in the area, which will ultimately lead to domestic harmony. With this research, ILD has proactively spread its message through presentations, conferences, and different types of media, which has gained high-level attention. For instance, de Soto was invited to a U.S. congressional hearing to provide his perspective on the issue and the way forward on May 21, 2013.[56]

In addition to the two research studies that shaped their work concerning these topics, ILD carried out various applied-research activities during the grant period on issues related to legal empowerment of the poor, including knowledge crisis and women's empowerment in property rights research studies. Although the effect on policymakers, academics, development experts, and other leaders in this field was difficult to measure, these activities undoubtedly expanded the capacity of ILD to better understand issues in chosen country cases. Specifically, ILD focused a considerable amount of attention on Peru and the MENA region, whose activities are outlined below.

Exhibit 10. Activities for transforming demands for ILD services by year—Peru

Grant year	Activity
2009	• Began conducting research on the methodologies applied for impact studies of effects of property reform in Peru [2009 First and Second Quarterly Reports, p. 11]. • Conducted research on the effects of land titling in urban areas of Peru using GIS [2009 Third Quarterly Report, p. 11]. • Continued research on property rights, business activities and consultation, and participation mechanism within the native communities within the Peruvian Amazon Jungle [2009 Third Quarterly Report, pp. 11–14]. This study paid particular attention to the information before and after the violent riots in the Amazon in June 2009. Additionally, this included executing an analysis of procedures, comprehensive diagnosis report, feedback, dissemination, and consensus building [2009 Fourth Quarterly Report, pp. 9–12].
2010	• Continued research on the design of the reforms regarding the Peruvian Amazon Jungle, outlining the recommendations and proposed reforms and undertaking consensus-building activities to gauge locals' reception [2010 First Quarterly Report, pp. 7–9]. • Continued research on the estimations of costs faced by native communities on the Peruvian Amazon Jungle [2010 First Quarterly Report, p. 10]. • Concluded the first set of reform proposals for the inclusion of the Peruvian Amazon indigenous people in the mainstream economy, including control over land and resources, economic businesses and activities, and the decisionmaking process. This includes qualitative and quantitative cost-benefit analyses for each dimension [2010 Third

[56] http://docs.house.gov/meetings/FA/FA00/20130521/100885/HHRG-113-FA00-20130521-SD001.pdf.

Grant year	Activity
	Quarterly Report, pp. 11–13].
2011	• Expanded research on the obstacles that indigenous women in the Peruvian Amazon face when trying to gain access to property and business rights to include indigenous women in general, encompassing women from native communities and women from rural and peasant communities [2011 First Quarterly Report, p. 20; 2011 Second Quarterly Report, p. 16; 2011 Third Quarterly Report, pp. 18–19]. ILD finished the paper regarding Peruvian indigenous women's access to property and business rights [2011 Fourth Quarterly Report, pp. 17–18]. • Began empirical assessment of access to credit with a focus on the case of Peru [2011 First Quarterly Report, p. 22]. • Conducted desk research and fieldwork in eight Peruvian regions regarding property rights and natural resources on indigenous lands in Peru [2011 Third Quarterly Report, p. 17; 2011 Fourth Quarterly Report, pp. 15–16]. • Conducted extensive desk research on public policies implemented in Peru to address adjudication/housing/urban-planning issues. In the process of carrying out the research, ILD documented all interviews conducted, analyzed detailed statistical information at the district level in Lima, and began writing preliminary reports on the empirical assessment of the impact of urban property formalization in Peru [2011 Third Quarterly Report, pp. 20–22; 2011 Fourth Quarterly Report, pp. 23–24].
2012	• Researched how to measure the economic impact of the formalization program in Peru and designed associated fieldwork [2012 First Quarterly Report, pp. 9–10]. Worked toward concluding a draft report and other preliminary documentation regarding the institutional obstacles to formally housing the urban poor in Lima, Peru [2012 First Quarterly Report, pp. 12–13]. • Continued research and preparation on specific in-depth studies of conflicts in Peru, including a campaign to raise awareness of socio-environmental issues [2012 Second Quarterly Report, pp. 15–16]. • Regarding the Avatar myths research, ILD prepared preliminary reports on three in-depth case studies of social unrest, a methodology comprising desk research and fieldwork in the area where social unrest was taking place [2012 Third Quarterly Report, pp. 13–15]. • Conducted thorough desk research and identified two of the most relevant case studies of land grabbing in the Peruvian Amazon [2012 Third Quarterly Report, p. 16].

Exhibit 11. Activities for transforming demands for ILD services by year—MENA

Grant year	Activity
2011	• Researched the main institutional obstacles women face in gaining access to property and business rights in MENA [2011 First Quarterly Report, p. 21; 2011 Second Quarterly Report, p. 19]. Thereafter, ILD drafted and finalized the final report on research related to women's rights in the Middle East project [2011 Third Quarterly Report, p. 23; 2011 Fourth Quarterly Report, p. 22].
2012	• Reviewed and edited the final report for women's rights in the Middle East program [2012 Second Quarterly Report, p. 13]. • Continued research activities related to the economic roots of the Arab Spring, including the study of self-immolations in the MENA region and the relationship between this phenomenon and economic exclusion [2012 First Quarterly Report, pp. 14–15; 2012 Second Quarterly Report, p. 15]. Completed the first draft of the study of self-immolations in the MENA region, which presented the Arab Spring paradigm [2012 Third Quarterly Report, 16].

b. How ILD engages its constituents and heads of state in its multistage process

Evidence suggests that ILD had a greater amount of engagement with constituents and heads of states in the initial stages. However, following initial stages with high-level meetings, ILD does not appear to be able to sustain organized and deliberate engagement with heads of state and constituents.

ILD engages in a multistage process that involves research to generate ideas in an attempt to facilitate communication and build awareness within its countries of involvement. Evidence suggests that ILD engages its constituents and heads of state during its awareness-building and political-engagement phase. However, the LEAP team was not able to identify a documented process of engagement to sustain the interest and enthusiasm of counterparts in later stages. Data provided suggest that ILD has held several high-level meetings throughout the grant period, but no data suggest these meetings were held in relation to a particular stage within countries of involvement.

c. Frequency of citations of ILD research reports and studies produced under the USAID grant on topics related to LEP

The LEAP team conducted extensive research to determine the frequency of citations of ILD research reports and studies produced during the grant period. To conduct the citation search and evaluate the success of this performance metric, the evaluation team utilized two search engines: (1) Google Scholar and (2) LexisNexis Academic (see Appendix 5 for the methodology of the citation search).

Google Scholar

The evaluation team conducted its search using Google Scholar to identify the ***frequency of citations*** of work produced by or associated with Hernando de Soto, ILD as an organization, and nine ILD staff members who were listed as authors on various ILD papers and documents reviewed for the current evaluation. Google Scholar is the citation tool now used most widely by academics and, in general, counts formal citations, usually occurring in academic publications, papers by policy-oriented researchers, and the products of think tanks, whether published formally or on the Web. It does not usually include the types of informal citations that appear in mainstream news media.

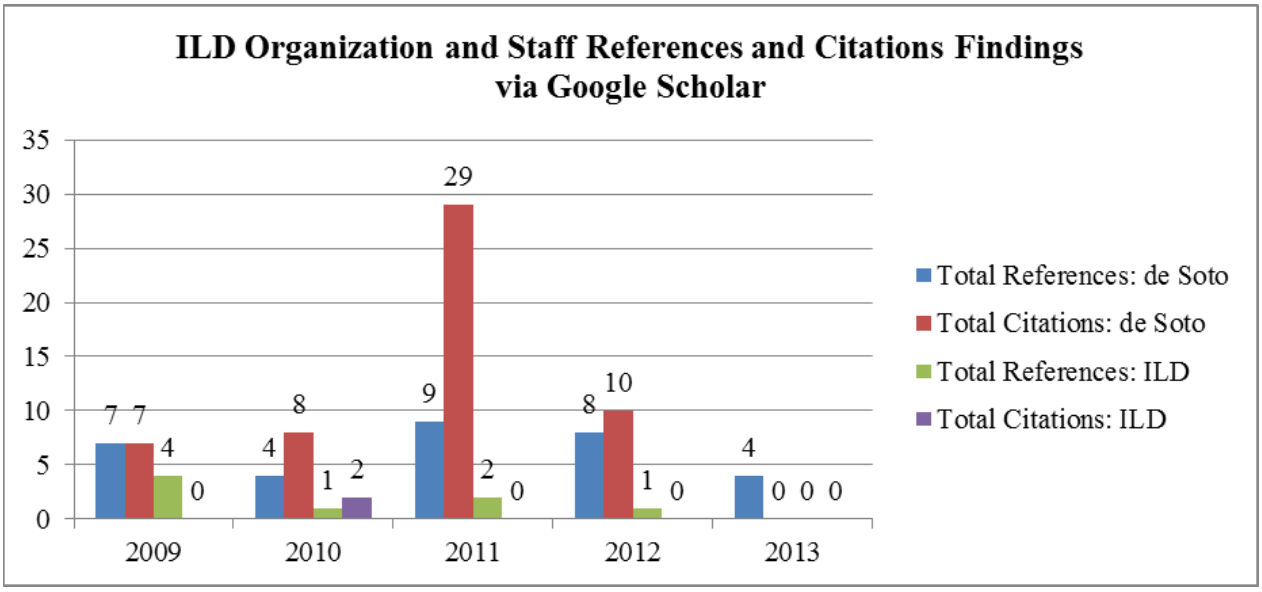
Through the Google Scholar search, two conclusions have become apparent:
(1) Recognition of ILD scholarship is focused almost entirely on the work of de Soto; and
(2) although de Soto has been frequently cited for work produced before the grant period, the number of citations for work produced during the grant period is significantly reduced in comparison.

The Google Scholar search identified a total of 40 works produced by ILD and the organization's staff during the grant period. Associated with the 40 ILD works referenced were a total of 56 citations during the 5-year grant period. However, ILD President Hernando de Soto accounted for authorship of 32 of the 40 works referenced, which were cited 54 times during the grant period. No references were associated with the other nine ILD staff members who were listed as authors in ILD documents during the grant period. Additionally, ILD as an organization had only one work referenced, which was cited twice over the grant period, all within 2010.

ILD and its staff members were recognized most in 2011, with 11 works referenced (9 related to de Soto) and 29 citations, all of which were related to de Soto's works.

These findings via Google Scholar are displayed in the chart below.

Exhibit 12. ILD organization and staff references and citations in Google Scholar



LexisNexis Academic

The evaluation team conducted its search in LexisNexis Academic to identify the ***frequency of mentions*** in news media across the globe of work produced by or ideas associated with Hernando de Soto, ILD as an organization, and nine ILD staff members who were listed as authors on various ILD documentation reviewed for the current evaluation.

Through the LexisNexis Academic search, two conclusions became apparent:
(1) De Soto's ideas have had a marked impact in the news media; and
(2) references to ILD have typically come through references to de Soto.

In the news media during the grant period reviewed, Hernando de Soto was mentioned a total of 565 times. These mentions were disaggregated into references to de Soto's theories (344), de Soto's participation in various events (137), simple mentions (73), interviews (5), and authorship (6). When examined by source, data revealed that the majority of de Soto's mentions could be found in newspapers, newswires and press releases, and blogs, with all three sources accounting for a total of 389/565 (69 percent) of de Soto's mentions.

ILD was mentioned a total of 207 times, with 99 percent of the mentions related to the name of the organization in reference to de Soto's presidency. No mention of any of the nine additional ILD staff members researched appeared in relation to anything related to ILD or work produced by ILD.

There were 101 countries referenced in the documents reviewed, which shows the wide dissemination of ideas associated with de Soto.

The findings via LexisNexis Academic are reflected in the chart below.

Exhibit 13. ILD organization and staff reference searches via LexisNexis

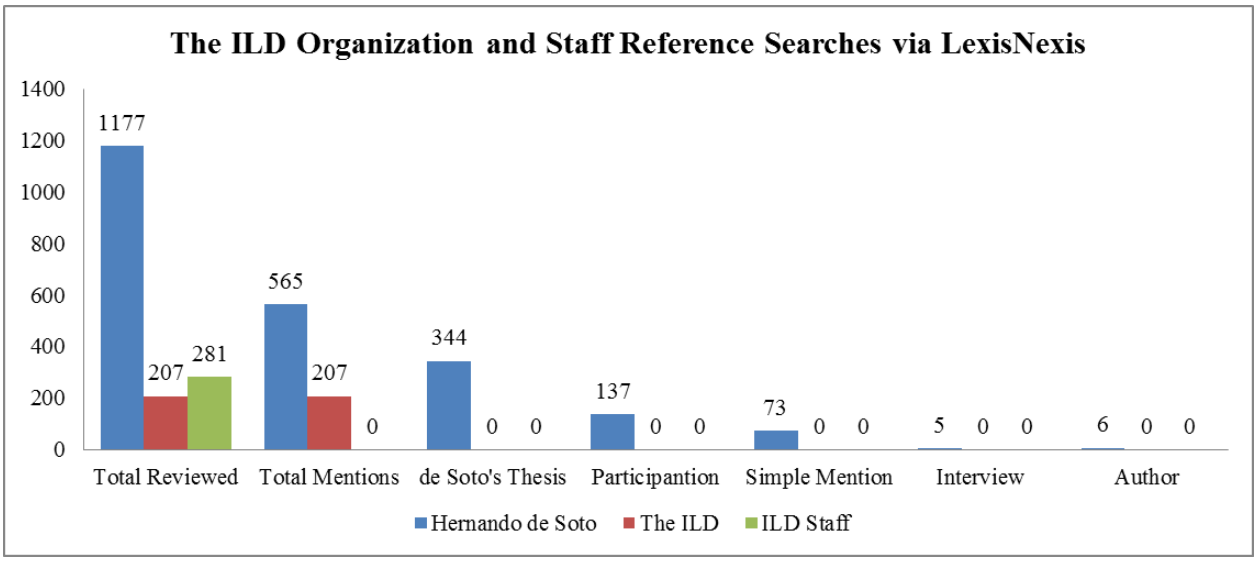
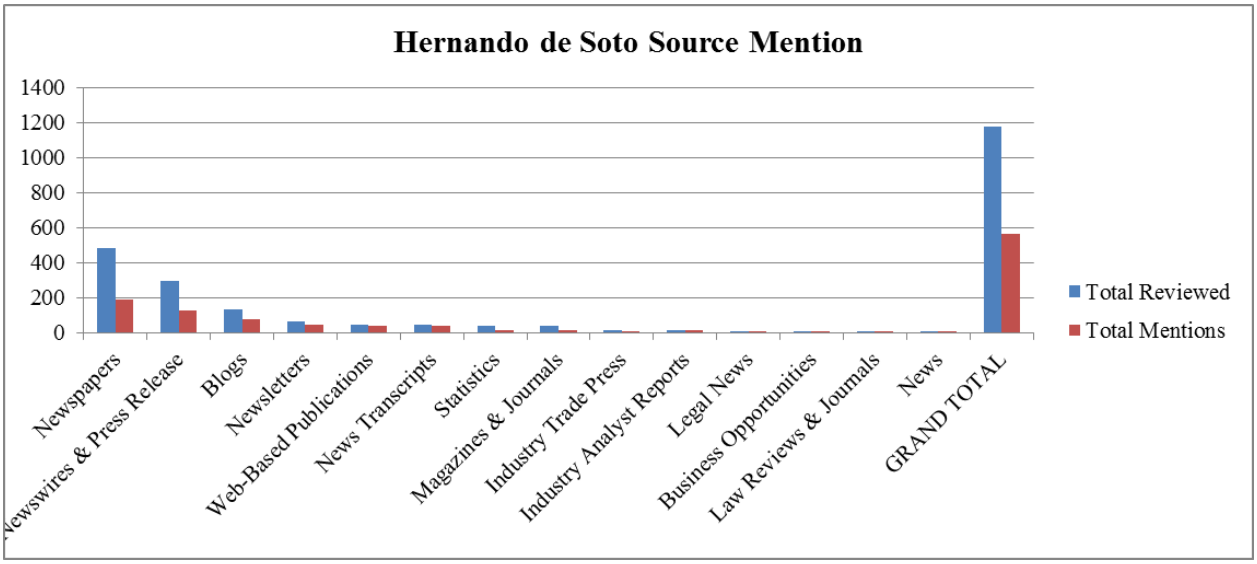


Exhibit 14. Hernando de Soto source mentions in LexisNexis



The evaluation team concluded that these results show that an accurate picture of ILD's work as an organization is not gaining appropriate attention, because credit is usually given to de Soto. This oversight threatens the sustainability of ILD as an organization. Overall, the LEAP team concluded that although de Soto has been successful in disseminating his ideas, ILD as an organization has fallen short in its efforts to establish its technical credibility regarding LEP.

d. Supporting evidence demonstrating that ILD's media and other awareness activities under this grant have sparked public debate for reforming economic governance in developing countries

The LEAP team was unable to evaluate this requirement, given that doing so would require an extensive and expensive social-media analysis research and trend analysis. USAID agreed that this analysis could not take place for the scope of this evaluation.

e. Awareness-building activities leading to reform efforts, even if ILD was not the agent of implementation

Although ILD has been successful in building awareness in countries in which it has worked and elsewhere, and although the organization has generated extensive research on issues related to the Avatar Myth and the Arab Spring, ILD has not been as successful in translating its awareness-building activities to reform efforts and later implementation across all countries of involvement. Within the 11 countries in which awareness building was initiated during the grant period, only Nigeria moved on to the diagnosis stage. Among the 29 countries of involvement during the years of USAID funding to ILD, the organization has only been able to reach the fourth stage—implementation—within 2 countries, with this stage being completed by a local entity in Tanzania. Throughout ILD's lifespan, Peru is the only country where all five stages of ILD's methodology have been successfully accomplished.

Exhibit 15. Awareness-building activities leading to reform and implementation during the grant period

Country	Awareness + pre diagnosis	Diagnosis	Reform proposal	Implementation
Senegal	✓			
Canary Islands	✓			
Mali	✓			
Niger	✓			
Nigeria	✓	✓		
Cape Verde	✓			
Timor-Leste	✓			
Mongolia	✓			
Azerbaijan	✓			
Algeria	✓			
Tunisia	✓			
India	✓			

IV. EVALUATION RECOMMENDATIONS

Pursuant to the terms of the mid-term evaluation statement of work (SOW) and United States Agency for International Development (USAID) guidance on program evaluation, the *Learning, Evaluation, and Analysis Project* (LEAP) team has developed the following recommendations for improving *Instituto Libertad y Democracia*'s (ILD's) activities under the grant agreement. These recommendations are categorized by the strategic objectives detailed in the grant agreement and evaluation SOW:

Strategic Objective 1: Building Awareness for Legal Empowerment and Social Inclusion

- **Consider organizing an annual ILD global conference or symposium to raise awareness.** Although ILD attends and participates in many global conferences and symposia on legal-empowerment, economic, and property rights, ILD as an institution does not organize a global conference to promote its work and bring global thinkers together to discuss pressing topics on legal empowerment. The LEAP team believes that ILD is well suited to organize such a conference annually or bi-annually, which will serve first and foremost as good public relations for its work but more importantly will provide an avenue for awareness and training as well as follow up with stakeholders interested in pursuing ILD's work. Critics of ILD could be invited to such a conference so that ILD can engage with them and show opinion leaders that ILD's ideas and work can withstand such criticism.

- **Increase the number of publications by ILD as an entity and by individuals on ILD staff.** Most of the reports and publications that the LEAP team reviewed were authored by Hernando de Soto. The evaluation team believes that to sustainably promote the ILD brand, it is essential that ILD as an entity and other team members within the organization also author publications. This scholarship will lead to greater international awareness of the organization itself, its abilities, and its talented staff.

- **Include local civil society in ILD national efforts.** One of the strategic objectives' results that has not been fully addressed is the development of a directory of local technical experts who can become change agents for legal empowerment, enhancing and continuing with ILD's work. The LEAP team believes that by including local civil-society organizations (in addition to creating the local reform design team [LRDT]) at the early stages of ILD engagement, the organization stands a better chance of ensuring sustainability of its work, even after a particular government may no longer be in power and, as a result, unable to implement its propositions for reform. In many developing countries, civil-society organizations are becoming stronger, often have more continuity than particular political leaders, and are able to lobby for ideas and initiatives they believe in; therefore, ILD could leverage this stakeholder group.

Strategic Objective 2: Institutionalizing Legal Empowerment of the Poor (and Women) in Client Countries

- **Increase focus on women's empowerment activities.** ILD has conducted a few effective programs to promote awareness and training on property and business rights as they relate to women. However, the LEAP team noted that ILD does not seem to prioritize or highlight these activities as part of its top implementation plans for future years. The LEAP team recommends that ILD focus on this area and ensure that a gender analysis is not conducted simply as a by-product of its work, but rather highlighted and communicated as important work in itself. The team also suggests that within its country projects, ILD provide additional (or separate) training for various women's groups that would benefit from ILD's knowledge and expertise.

Strategic Objective 3: Strengthening ILD's Operational Platform and Ensuring a Sustainable Expansion

- **Leverage local human capital.** One of USAID's expectations is for ILD to work with local entities and/or professionals to build their capacity and promote sustainability of ILD's work. As such, the LEAP team recommends that ILD leverage the efforts of universities and research institutes in Peru, especially those in Lima, and employ interns to participate in its programs.

- **Conduct internal monitoring and evaluation of ILD programs in a consistent and continuous manner.** ILD has produced most of the quarterly and annual reports, as required by the USAID grant agreement. When asked, the LEAP team was also furnished with several additional publications, reports, and information on ILD's work. However, in developing this report, the LEAP team found some conflicting information in details provided in various quarterly reports and between the quarterly reports and information provided during and after the site visit to Peru. The LEAP team also identified numerous instances where plans of future work were listed in quarterly reports, but no follow-up information was given in subsequent reports. As a result, the evaluation team had to spend a significant amount of time conducting verification on conflicting data and frequently questioning ILD to fill in the gaps. Although ILD was very cooperative in this process, the team recommends that ILD conduct a more systematic and timely self-evaluation and assessment of its work, which will be useful for USAID and other donor reporting as well as for its public-education activities and needed institutional reform.

- **Update the legal and economic models.** The LEAP team recommends that ILD update its legal and economic models (particularly the latter) to reflect recent advances in knowledge of new institutional economics, law and economics, and empirical evaluation.

- **Make the models and analysis more accessible.** ILD should endeavor to participate more frequently in national and international research conferences, particularly those that include policymakers. ILD should present its methodology more explicitly at such events so it becomes more accepted within the academic and policymaking communities while also benefitting from possible improvement. Participating in such events will also ensure that ILD's name is better recognized within the academic realm and its methodology is tested by independent researchers.

- **It is in the best interest of ILD to come to an agreement with USAID concerning the cost-share targets and commitments, possibly developing a contract modification to reflect them. Also, ILD should regularly report its performance in meeting those requirements.** The LEAP team endeavored to obtain a definitive interpretation of what was required under the cost-sharing and "Other Sources" requirements in the USAID and ILD grant agreement. The LEAP team discussed this issue intensively with USAID and ILD and still has questions, particularly regarding what is implied by the "Other Sources" contract clause and whether fulfillment of this requirement is mandatory. The LEAP team's investigation into ILD's performance in obtaining matching funds led to the observation that the relevant data seemed incomplete and subject to multiple interpretations. The evaluation team believes that it is in the best interest of ILD to clearly identify its requirements/targets and also clearly and consistently report its matching funds to avoid confusion and misinterpretation of its abilities to meet this grant agreement requirement.

Strategic Objective 4: Transforming Expressed Demand for ILD Services into Actual Projects and Reform Efforts

- **Develop and maintain consistency when implementing project activities.** The LEAP team found wide variation across countries in the conduct of ILD's project activities. For instance, ILD has not developed training manuals for all the countries where trainings occurred, although it has in Nigeria and in Peru for the indigenous women's empowerment training. Having a baseline model for conducting country projects and following a predictable path for deliverables will be useful for tracking ILD's successes and challenges, developing a trend analysis of programming, and responding to the requirements in the USAID grant agreement. This process will also promote efficiency in implementation, given that previously developed manuals could serve as templates for creating new ones.

- **Consider revisiting some of ILD's past work in Peru.** The evaluation team found through discussions with direct and indirect beneficiaries of ILD in Peru that many do attribute great importance to ILD's role in the changes that occurred in the country in the 1980s and 1990s. However, it was evident that more work is needed in many parts of the

country. For instance, representatives of the regional government in Iquitos stated that they had limited capacity to continue titling efforts that *Organismo de Formalización de la Propiedad Informal* (COFOPRI) started and then handed over to the regional government for implementation. It would be useful if ILD would revisit such entities and identify their current needs in the formalization process to establish potential collaborations for continuing the work it facilitated in the 1990s, given its expertise and ability to rally funding and conduct the titling process efficiently. Donor funding could be used to conduct public-education activities and gather the necessary stakeholders to raise awareness of the remaining gaps in implementation.

Other recommendations for adhering to the grant agreement

- **Better organize and report specific countries' activities within the respective USAID grant-agreement strategic objectives.** Although ILD improved the organization of its work plans and quarterly reports throughout the grant period, many gaps were still avoidable: ILD's reports did not always align with the results of the strategic objectives of the grant, and information reported did not always occur during the grant period. For instance, ILD did not carry out any activities in Tanzania within the five-stage program during the current grant period, yet it reported that in 2009 it presented the Institutional Reform Design Report for Tanzania in efforts to discuss the implementation.[57] The LEAP team therefore recommends that ILD standardize its reports according to the strategic objectives tasked in the USAID-ILD agreement and only report information that occurs within the grant period or provide specific details on why information reported prior to the grant period is included in reporting. Such practices will help improve the effectiveness of ILD programming by identifying high and low levels of activities within country cases and across strategic objectives for each year.

- **Make a concerted effort through internal or external means to collect data that truly analyze the impact of ILD's effort.** The LEAP team did not receive from ILD any report that self-critically evaluated ILD activities using credible data, nor did the LEAP team receive any data compilation that would have enabled independent analysts to subject ILD's activities to critical analysis. It is imperative that ILD collect data on the results of its activities, conduct analyses using these data, and offer the data to independent analysts. Data to be collected can include causes of failures and successes within programs categorized by individual stages, systematic tracking of progress across countries, gaps in knowledge and expertise, ways to maintain relevance (identifying and promoting new trends), selection of beneficiaries, pre-implementation surveys of intended recipients of programs, post-implementation surveys that focus directly on specific economic behaviors that are thought to change as a result of ILD-type programs,

[57] 2009 First and Second Quarterly Report, pp. 4 and 5.

and so forth. Such data would be most effective if collected and systematized while the work is being undertaken. Collecting quantitative data of this nature will also be very useful in making arguments for additional funding from USAID and other donors. In the longer term, convincing, methodologically up-to-date analysis of such data will be effective in persuading opinion-makers in academia and analytical think tanks of the importance of ILD's approach and its potential effectiveness.

V. APPENDICES

Appendix 1: USAID Evaluation Statement of Work for the LEAP team

STATEMENT OF WORK FOR THE PERFORMANCE EVALUATION OF INSTITUTO LIBERTAD Y DEMOCRACIA ACTIVITIES

I. SUMMARY

The U.S. Agency for International Development (USAID) Bureau of Economic Growth, Education and Environment (E3) Office of Trade and Regulatory Reform seeks a contractor to conduct a performance evaluation of the Institute for Liberty and Democracy Program (ILD)[58] from 2009-2013.

II. **BACKGROUND:**

USAID provides core funding to ILD to support its efforts to legally empower the poor. To accomplish its goal, ILD focuses on providing technical assistance, sharing research and gaining support from partners to build awareness and advocate on behalf of the poor. Legal empowerment of the poor as espoused by the UN-hosted Commission on Legal Empowerment of the Poor focuses on four areas: formalization of real property rights; access to justice; labor rights; and business rights (meaning the right to participate as an entrepreneur in the marketplace).

In 2009, ILD was awarded a $25 million grant from USAID to implement its program over the course of five years. As the grant enters its final year, USAID would like to conduct a performance evaluation of ILD program in meeting its objectives and deliverables as identified in the Agreement and yearly work plans. In addition to measuring performance, the evaluation will also assess ILD's success under the grant in increasing the legal empowerment of the poor, including women's empowerment and gender equality.

USAID management has set aside $260,000 of program funds for the evaluation.

<u>The Evolution of ILD's Partnership with USAID</u>:

ILD is a long-time USAID partner. From the time that USAID/Lima awarded the agency's first grant of $150,000 to ILD in August 1982, USAID and ILD have built a 30-year sustained relationship that aims to reduce poverty through the simplification, legalization and formalization of rules and practices governing real property, business activities, and dispute settlement. ILD does this through efforts to eliminate bureaucratic "red-tape" and restrictive registration, licensing, and permit laws that make the registration of property and the opening of new businesses very time-consuming and costly.

[58] Also known by its Spanish name *Instituto Libertad y Democracia*.

The work of ILD is guided by noted Peruvian economist Hernando de Soto. Mr. de Soto's views came to fruition at the time of the rise of the Shining Path guerrilla movement. That movement was launched in 1980 for the purpose of replacing Peru's fledgling democracy with a so-called "New Democracy" that entailed establishing a Maoist Communist system. Mr. de Soto began exploring the difficulties inherent in the prevailing legal system, in part as a counter-balance to the Shining Path ideology.

As an engineer and an entrepreneur, he adapted the familiar time and motion studies used to streamline manufacturing processes and applied them to business legal procedures. He and his group estimated that according to the law and regulations pertaining in Lima, it would take an urban squatter approximately six years, 11 months, and 207 steps to receive legal title.[59] For merely one aspect of the entire procedure (the adjudication procedure), each would-be title-recipient would have to pay US $2,156 to receive a legal title (the entire income of four years and eight months for someone earning the minimum wage at the time of the research in 1984). In order to establish a small textiles factory, it would take 289 days, require 11 different permits, and cost US $1,231 (32 times the monthly minimum wage at the time of the research - around 1984).[60]

These innovative studies were the precursors for USAID's Investor Roadmap methodology in 1995 and, eventually, the International Finance Corporation's Doing Business Project indicators, launched in 2002. Using these studies as a springboard and gaining government and donor support, ILD generated initiatives, laws, and regulations that changed Peru's system of economic governance. For example, ILD designed the reform of Peru's property system which gave titles to more than 1.2 million families. It also helped some 380,000 firms, which previously operated in the gray market, to enter the formal economy. Mr. de Soto's research policy prescriptions are credited with helping to eventually undermine the Shining Path guerrilla movement.

Mr. de Soto's developmental thesis was that the prevailing political economies of the developing world were based on mercantilist tendencies typically established during the time of colonial rule. These mercantilist tendencies, expressed through restrictive laws and institutions, served to retain control of the formal economy in the hands of privileged elites. This was done to the detriment of those without access—in the Peruvian case typically poor working migrants to the cities.

His major insight, and discovery, was that those without access nearly universally around the world spontaneously create their own "memory systems" proving ownership and business dealings. ILD thus began more closely focusing on reducing this "extralegality" – a term of art that applies to commercial transactions that may be partially or fully informally conducted – through application of reforms that reduce or eliminate burdensome regulations, are market oriented, and respect the rule of law.

[59] The Mystery of Capital, p. 20.
[60] The Other Path, p.134.

Mr. de Soto has published two books about economic and political development that have achieved worldwide acclaim: The first is *The Other Path*, published in the mid- 1980s, which details an approach to economic development that promotes market-based systems as opposed to the Shining Path's Maoist principles. The second is *The Mystery of Capital*, published at the end of 2000, whose aim in the words of its author was to:

> "…demonstrate that the major stumbling block that keeps the rest of the world from benefiting from capitalism is its inability to produce capital. Capital is the force that raises the productivity of labor and creates the wealth of nations. It is the lifeblood of the capitalist system, the foundation of progress, and the one thing that the poor countries of the world cannot seem to produce for themselves, no matter how eagerly their people engage in all the other activities that characterize a capitalist economy.
>
> I will also show, with the help of facts and figures that my research team and I have collected, block by block and farm by farm in Asia, Africa, the Middle East, and Latin America, that most of the poor already possess the assets they need to make a success of capitalism. Even in the poorest countries, the poor save."[61]

Mr. de Soto remains a prominent personality both in Peru and in global circles. At the time of the negotiation of the US-Peru Free Trade Agreement, he was appointed lead negotiator for the Government of Peru. At the time, he championed for Peruvian audiences the benefits to the poor of the liberalization of trade. Mr. de Soto's other recent activities involve co-chairing (with Madeleine Albright) the UN Commission on Legal Empowerment of the Poor. UNCLEP's final report *Making the Law Work for Everyone* can be found at http://www.unrol.org/doc.aspx?n=Making_the_Law_Work_for_Everyone.pdf

Key Milestones in the USAID-ILD Relationship:

USAID and ILD's relationship spans three decades and is remarkable for the way it has spread from efforts to address poverty reduction and economic growth in a single, troubled South American country to a program that today has global reach and influences the decisions of world leaders. (Documents produced by these different activities may still be available, although many of them—it should be noted—are in Spanish.)

- As mentioned, ILD's relationship with USAID began in 1982, with a grant agreement named "The Emergence of a Market Economy in Peru". This work continued more or less without interruption through September 1995 under several different agreements. The aims of the program were to provide support for a study of Peru's urban informal sector and its implications for private enterprise development. As a result of the program, ILD promoted and implemented specific reforms affecting millions of Peruvians. Between 1984 and 1995, ILD notes that every President called on it to help change the country. With this high-level governmental support, ILD developed a series of projects, namely:
    - the Democratization of Decision-making project,
    - creation of Peru's first Ombudsman,

[61] The Mystery of Capital, p. 5.

- the Administrative Simplification Program,
- the Unified Business Registry,
- a new form of Municipal Operating License,
- a program for the Formalization of Urban and Rural Real Estate
- a new ad-hoc System of Arbitration, and
- the Justice for Untried Prisoners Project.

It is also worth repeating that in the period 1984-1987, during a civil-war that pitted the Peruvian state against the *Sendero Luminoso*, Peru's home-grown radical Maoist movement, ILD offered an intellectual alternative to communist ideology. ILD's alternative provided the government with a set of tools and an approach that helped gain the trust of farmers thus helping beat terrorism on the ground.

- USAID/Peru awarded a grant in December 1995 titled the "Enhancement of the Institutional Framework for the Formalization of the Urban Property and Establishment of the Basis for Extending the Program Nationwide". This program aimed to achieve the formalization of urban property in a nationwide basis and lasted through June 1996.

ILD's work in Peru (what ILD calls its laboratory) constituted the foundation for a program packaged as a product to be offered to foreign countries. This was the beginning of ILD's work in international circles.

- In the early 1990s, ILD with USAID's support gradually expanded its operations outside of Peru. Different studies were funded in the following countries:
  - Honduras (January 1992), an administrative simplification program was carried out,
  - El Salvador (January 1991), a program to establish a property registry system and to simplify administrative procedures was carried out, and
  - Honduras (May 2001), a full ILD Diagnosis was carried out.

- 1996 marked a shift in USAID's financial support for ILD. At this point, USAID/Washington awarded a grant to ILD in July 1996, ending April 1998, titled the "Globalize the Programs of ILD" project. This program aimed to provide the foundation for the final development of a globalized packaged program to be offered to foreign countries around the world by ILD.

- USAID/Haiti, in August 1997, awarded a major grant titled the "Urban Real Estate Formalization Program". This program, which continued through May 2002, conducted a full Diagnosis and Institutional Reform Design of the urban real property and business sectors plus a full Implementation Plan. Implementation of the Plan was put on permanent hold owing to Haiti's political instability, insecurity, and natural disasters.

- USAID/Egypt, in September 1999, awarded a cooperative agreement titled "Formalization of Egypt's Urban Informal Sector", which continued through March 2002. It was immediately followed by a second cooperative agreement titled "Business Formalization Project in Egypt" (May 2002-September 2003). The second program

aimed to conduct a full Diagnosis and Institutional Design (terms defined below) for the business sector and develop the full Implementation Plan for the real property and business sectors. Implementation of ILD's recommendations was considered carefully by the Egyptian government at the time and some implementation took place.

- The Latin America/Caribbean Bureau, in May 1998, awarded a grant titled the "Program in Property Formalization in Latin America". This program aimed to achieve property formalization in Latin American countries and involved Mexico and Honduras. It ended in March 2003.

- The Poverty Reduction Office, EGAT Bureau, awarded a grant named "ILD Program to Promote and Create an Inclusive Rule of Law" in September 2003, ending January 2009. This program helped to establish an ILD training center in Lima, secure on-going and future projects, build awareness, conduct training activities for strategic/priority countries, improve and adapting products and services, and expand ILD's delivery capacity. Several countries were assisted including:

    - Ethiopia, where a full Diagnosis was completed through a USAID mission buy-in to the grant;
    - Tanzania, where a pre-Diagnosis was conducted. (Work in Tanzania is continuing through the President's MKURIBATA program.)
    - Nigeria, where a preliminary survey of informality was conducted; and
    - Pakistan, where a preliminary survey of informality was conducted.

The Current USAID Central Grant to ILD: Program to Help Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor

In 2009, the Economic Growth, Agriculture and Trade Bureau (renamed E3 Bureau in March 2012) awarded ILD a grant through an unsolicited proposal for the purpose of legally empowering the poor. The grant, titled "Program to Help Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor", was awarded on January 26, 2009, and is slated to end January 25, 2014. This grant has a span of five years and has an expected value of $25 million. It is focused on designing and implementing capital formation programs to empower the poor in Africa, Asia, Latin America, the Middle East, and former Soviet Nations.

USAID's current grant supports ILD's methodology which involves awareness building and a five-stage program for legal empowerment of the poor. These stages, spelled out in more detail below, cluster a conceptual continuum of phases representing the range of ILD's program activities. These begin with preliminary engagement and conclude with the end goal of capital formation. (USAID funds support only activities under the first two stages.)

Awareness Building and Political Engagement: This is one of ILD's strategic objectives and comprises ILD's efforts to inform and educate leaders and key decision makers about how ILD's reform ideas can help a developing country make the transition to an inclusive market economy.

Stage 1 - Training and Team Building: This is the first stage of ILD´s Legal Empowerment Bridge. This aims to build local teams of home-grown personnel in client countries who are trained in the ILD framework and methodologies. Teams thus trained become capable of carrying out diagnostic studies to identify legal barriers. Training and Team Building efforts are also aimed at building strategic linkages with top political authorities and other respected leaders to support program efforts. Note, however, that training sessions may also be carried out during the Awareness Building stage with potential clients. Pre-diagnosis is an awareness building tool used when needed, under which a small team from ILD/Peru will undertake a brief two- to three-week in country analysis of the informal economy.

Stage 2 - Diagnosis: This is to be the essential *sine qua non* stage in which a country's extralegal economy is examined and explored. Teams of researchers (both ILD and local) are mobilized to detect and analyze the defects in the legal system. The teams also document the local extralegal practices people resort to in order to protect their assets and do business. The Diagnosis stage is typically preceded by a Pre-Diagnosis.

Stage 3 - Institutional Reform Design: At this stage, ILD designs proposals for policy change and institutional reform that build from the bottom-up on well-established local legal and extralegal practices.

Stage 4 - Implementation: The proposed reforms lay the groundwork for a massive formalization campaign and its implementation. During this stage the newly designed processes and systems together with record keeping organization are fully implemented and put into operation. Resistance to reform from vested interests is likely, which is why establishing local ownership is essential to ensure its sustainability.

Stage 5 - Capital Formation: This is the ultimate objective at which time trained multidisciplinary professionals will help implement recommendations for relating newly legalized property to opportunities in larger national and international markets. This might include helping set up:

- Credit and mortgage applications;
- Collections systems for credit, rates, and taxes; and
- Insurance and information services.

Pattern of Funding

In practice, grant funds provided by the E3 Bureau have only been applied to activities under the initial stages – Awareness, Team-building and Diagnosis -- for the following reasons:

1. The latter three stages, Institutional Reform, Implementation, and Capital Formation are extremely intensive, country-specific activities, and thus very costly.
2. E3 funding is meant to be applied for activities that have global importance, such as new research or setting new agendas for engagement on development issues. As such it was deemed appropriate to provide funding for ILD's Awareness building activities and several Preliminary Diagnosis activities per year.

3. By providing funding for Awareness activities and some Pre-Diagnosis work, USAID/E3's expectation was that this would provide sufficient focus among other international donors, philanthropic organizations, and target countries to make available additional monies from non-E3 sources to enable ILD to continue work through the Diagnostic, Institutional Reform, and Implementation stages. This approach seemed to work with some success under USAID's previous cooperative agreement with ILD, where USAID/Ethiopia provided additional monies to the core grant to fund a Stage 2 Diagnosis of Ethiopia's legal arrangements.

III. PURPOSE OF THE EVALUATION

The purpose of the performance evaluation is to provide USAID with an external assessment of its current grant agreement with ILD, to examine the evolution of the various activities initially proposed and now being executed by ILD, and whether these activities are leading to the expected results. The findings of this evaluation will be used both to enhance the effectiveness of existing implementation for the remaining performance period and to inform future USAID economic growth strategies and programming.

IV. SCOPE OF WORK

The evaluation must:

B. Assess ILD's performance in meeting the terms of the grant agreement, in particular in producing all deliverables identified in the grant agreement and yearly work plans.

The evaluation team shall consider ILD's track record in providing all deliverables listed in the original (2009) grant agreement, yearly work plans, and any appropriate performance management plans. Quantitative evidence should be gathered and reported where appropriate. This element of the evaluation should particularly highlight performance in delivering *outputs*. In all elements below, the evaluators should identify countries where the indicated work has been active.

1. Building awareness for legal empowerment and social inclusion

Objective: Awareness building and political engagement

Result 1: Delivering presentations to Heads of State, Ministers, public officials, corporate sponsors, and leadership of donor agencies and philanthropic organizations. The evaluators should identify in a list the major presentations delivered under the grant.

Result 2: Providing training and workshops on legal empowerment of the poor (and women) for the purpose of building in-country talent and constituencies. The evaluators should identify major training and workshop events by date, duration, country and intended audience.

Result 3: Development of new client and partner strategies responding to changing global and regional conditions. The evaluators should identify new clients and partners to ILD who have worked jointly with ILD toward the objectives of legal empowerment and social inclusion, and assess the content of any documentation on indicated strategies in terms of its effectiveness in advancing the larger objectives of the grant.

Note: ILD prides itself on developing new and innovative paradigms. What new paradigms have emerged in ILD's work during the grant period? What new products and services have been developed to adapt to clients' specific needs? Has this translated into a greater ability by ILD to attract new clients, as measured by substantive ILD involvement in new countries, new settings or with newly emerged leadership groups?

2. Institutionalizing legal empowerment of the poor (and women) in client countries

Objective: Improved policies reducing extralegality in land ownership and business operation as a result of a country's ability to move toward implementation

Result 1: Raising partner countries' awareness of issues related to extralegality in land ownership and business operations, and motivating their interest in moving through Stages 1 and 2 (training/team building and diagnosis). The evaluators will identify country cases where during the grant period ILD has championed improved policies and facilitated movement from Stage 1 to Stage 2.

Note: Evaluator is to examine what effect awareness building has on increasing the appetite for legal empowerment reform work regardless of whether ILD works past this stage, and should note any significant trends and observations, e.g., how have ILD's ideas influenced:

- Governments, in terms of policy change, and
- The development agenda in international organizations?

Result 2: Increasing partner countries' institutional capacity to reach Stage 3 (Institutional Reform), whether through ILD itself, through another implementer or the country's own efforts. The evaluators will identify country cases where ILD's activities have contributed to their reaching Stage 3, including identifying how Stage 3 and subsequent stages were funded and implemented (e.g., donor support, local support, etc.).

Note: Evaluator is to examine what effect teambuilding, training and diagnostic studies have on increasing country capabilities to undertake legal empowerment reform work regardless of whether ILD has performed/is performing the implementation. Moreover, evaluators should note any significant trends and observations.

Result 3: Developing strategies with partner countries to enhance their capacity to implement reforms. The evaluators will identify country cases where ILD has worked collaboratively with partner countries' policymakers to develop strategies for future reform during the period of the grant.

3. Strengthening ILD's operational platform and ensuring a sustainable expansion

Objective 1: Product Improvement

Result 1: Developing new technical manuals and tools for in-country technical teams involved in diagnosis, strategy, and institutional reform. The evaluators should identify new manuals and tools developed under the grant (to be listed in an annex to the evaluation report) and assess the extent of their use by in-country technical teams to advance the objectives of the grant.

Objective 2: Increased funding and cost-share

Result 1: Networking with donors and gaining media attention to increase buy-in to the ILD Program. The evaluators should evaluate ILD's success in diversifying its sources of financial support, including by other donors, philanthropic organizations and partner governments.

Objective 3: Increased number of local technical experts

Result 1: Building a cadre of in-country technical teams and recruits

Result 2: Increasing the capacity of local technical experts to become indigenous change agents.

For both Result 1 and Result 2, the evaluators will assess ILD's efforts to build in country capacity, using as sources of input available directories or rosters of local technical experts trained by ILD and evidence of ILD outreach efforts to maintain contact and provide on-going information and technical resources to local technical experts.

4. Transforming expressed demand for ILD services into actual projects and reform efforts

Objective: Increased number of new projects

Result 1: Awareness, training and pre-diagnostics lead to full diagnostic studies.

Note: Evaluator should identify the cases where a full diagnostic study was undertaken after ILD-led pre-diagnostic work was completed, including cases

both where ILD performed a full diagnostic study and where a different organization performed the follow on work.

Result 2: Establish technical credibility in legal empowerment of the poor with world leaders.

Note: Several points to be considered by the evaluator are the following:

- What research has ILD completed during the grant period to focus attention by audiences such as policymakers, academics, development experts and other thought leaders on issues related to legal empowerment of the poor? (Bibliographic citations for ILD studies, analysis, country reports or other research products undertaken during the grant period should be listed in an annex to the evaluation report.) How is ILD research used to engage constituencies and heads of state in its multi-stage process? How often have the ILD research reports and studies produced under the USAID grant been cited in other published research on topics related to legal empowerment of the poor?
- Can evidence be found to support the hypothesis that ILD's media and other awareness activities under the grant have sparked public debate for reforming economic governance in developing countries? Can instances be found where ILD awareness activities have plausibly led to reform efforts, even if ILD itself was not the agent of implementation?

C. Assess ILD's success in reaching the objectives of the grant

The evaluation team shall examine the quality and effectiveness of ILD's activities to advance the development goals underlying the grant agreement. While the time period for analysis should correspond to the grant period, it may be necessary to also look at work begun up to three years earlier if such work was substantially continued under the current grant. (In such cases, work predating the actual grant should be identified). Quantitative evidence should be gathered and reported where appropriate. This element of the evaluation should particularly highlight performance in delivering *outcomes*.

The proposed methodology for this performance evaluation does not intend to document or assess broader accomplishments and impacts that may have been achieved by ILD over longer time-periods. The intended focus is the outcomes and impact (both positive and negative) to date of the current grant. If the evaluation team determines a means to more rigorously quantify impact within the time and budget allotted for this performance evaluation, the evaluation team is encouraged to bring this to the attention of the USAID COR.

The evaluation team is invited to consider measures of *outcomes*, and may wish to consider the following:

- Building awareness for legal empowerment and social inclusion;

    - Existing attitudinal surveys of the poor in countries where ILD has been active, to gauge awareness of legal channels available to them, preferably drawn from time series or panel data sets;
    - Statistics on the use of legal channels, disaggregated by poverty status and gender, and mapped over an appropriate period of time.

- Institutionalizing land reform to empower the poor and women in client countries;
    - Statistics on possession of land tenure rights or land title, disaggregated by poverty status and gender, and mapped over an appropriate period of time, showing results of any reform programs associated with the current grant.

- Strengthening ILD's operational platform and ensuring a sustainable expansion;
    - Evolution of ILD's diversity of financial support, by donor and amount of support.
    - Correlation between the provision of ILD services to supported countries and corresponding local public debate on reform, and reform implementation.
    - Evidence of demand by reforming countries for ILD involvement in reform implementation, and the nature of ILD involvement sought (including how such involvement was funded).

V. METHODOLOGY

The evaluation team, in collaboration with USAID/E3 TRR, will finalize the overall evaluation methodology once award has been made. However, E3/TRR expects that, at a minimum, the team will:

- review and analyze the existing performance information from USAID and/or ILD;
- examine ILD documentation (research reports, training manuals, article placements, website content, etc.) produced under the grant;
- review public sources of information on ILD work in partner countries, and on ILD outreach and media activities;
- interview by phone USAID staff aware of ILD activities in countries where ILD is active;
- conduct site visits in at least three countries (including an initial visit to Lima, Peru, and then two or three other countries where ILD has performed significant work under the grant, possibly India, Nigeria and/or Mongolia);
- meet and interview USAID project beneficiaries, partners, host government counterparts at appropriate levels, and examine any relevant project documentation;
- interview a representative number of experts who have received ILD training; and
- assess future sustainability of the mechanisms introduced or developed by the project.

In undertaking the evaluation, the evaluator will document its methods of collecting information to verify that data and opinions are being systematically collected and are not subject to biases

(e.g., key informants are selected to represent a broad spectrum of affiliations so that the information they provide can be considered reliable evidence).

VI. WORK PLAN AND EVALUATION DESIGN

A Work Plan and Evaluation Design for the evaluation shall be completed by the lead evaluator within one week of the award of the contract and presented to the COR. The evaluation design will include a detailed evaluation design matrix (including the key questions, the methods and data sources used to address each question), draft questionnaires and other data collection instruments, and known limitations to the evaluation design. The final design requires COR approval. The work plan will include the anticipated schedule and logistical arrangements and delineate the roles and responsibilities of members of the evaluation team.

VII. PERIOD OF PERFORMANCE

The period of performance for completion of the evaluation is not to exceed beyond June 2013.

VIII. REPORTS AND DELIVERABLES

In addition to the requirements for submission of reports and in accordance with AIDAR clause 752.242-70, Periodic Progress Reports, the Contractor shall submit reports, deliverables or outputs as further described below to the COR. All reports and other deliverables shall be in the English language, unless otherwise specified by the COR.

- Oral Briefings - The evaluation team will meet with USAID and provide an oral briefing of its findings and recommendations to the USAID senior management and economic growth office
- A draft final report (for USAID acceptance/review)
- A final report incorporating edits (Not To Exceed (NTE) 50 pages excluding appendices)
- The annexes to the report shall include:
  a. The Evaluation Statement of Work
  b. Any “statements of differences” regarding significant unresolved difference of opinion by stakeholders, implementers, and/or members of the evaluation team
  c. All tools used in conducting the evaluation, such as questionnaires, checklists, survey instruments, and discussion guides
  d. Sources of information, properly identified and listed
  e. Sufficient description of the methodology, data collection and analytical methods to demonstrate that bias has been minimized and results can be considered to be evidence
  f. Disclosure of conflicts of interest forms for all evaluation team members, either attesting to a lack of conflict of interest or describing existing conflict of interest
- All data collected as part of the evaluation (logically organized in excel or other mutually agreed format)

- An executive summary of no more than 5 pages highlighting key findings of the evaluation along with specific recommendations to address these weaknesses in future programming.
- A one page (front and back) fact sheet about the evaluation and findings/recommendations
- A power point presentation (NTE 25 slides) covering the key findings/recommendations from the evaluation. The contractor will deliver this presentation to USAID following completion of the evaluation.
- An acceptable report will meet the following requirements as per USAID policy (evaluators should refer to the USAID Evaluation Policy[62]).
    a. The evaluation report should address all evaluation questions included in the Statement of Work.
    b. The evaluation report should include this Statement of Work as an Annex. All modifications to the Statement of Work, whether in technical requirements, evaluation questions, evaluation team composition, methodology or timeline, shall be agreed upon in writing by USAID.
    c. Evaluation methodology shall be explained in detail and all tools used in conducting the evaluation such as questionnaires, checklists and discussion guides will be included in an Annex to the final report.
    d. Evaluation findings will assess outcomes and impacts using gender disaggregated data.
    e. Limitations to the evaluation shall be disclosed in the report, with particular attention to the limitations associated with the evaluation methodology
    f. Evaluation findings should be presented as analyzed facts, evidence and data and not based on anecdotes, hearsay or the compilation of people's opinions.
    g. Findings should be specific, concise and supported by strong quantitative or qualitative evidence.
    h. Sources of information need to be properly identified and listed in an Annex, including a list of all individuals interviewed (interviewers must receive the permission of the individual).
    i. Recommendations need to be supported by a specific set of findings.
    j. Recommendations should be action-oriented, practical and specific, with defined responsibility for the action.

IX. PLACE OF PERFORMANCE

The place of performance under this contract is the United States, and two-three (2-3) countries in which ILD has provided technical assistance and/or implemented programs. The country locations will be specified by USAID at the time of the contract award. Field travel will be required to all specified countries, including travel to the appropriate capital cities and possibly within the countries. Countries are likely to include Peru, India, Nigeria and/or Mongolia.

[62] http://www.usaid.gov/evaluation/USAIDEvaluationPolicy.pdf

X. KEY PERSONNEL

The lead evaluator is key personnel under this project. He/she shall have at least 10 years of experience leading performance evaluation teams. He/she should also demonstrate capacity to perform and oversee evaluation work in developing country context.

The team shall also include technical experts in land tenure and property rights. The technical expert(s) should have at least seven (7) years of experience in the field, preferably developing countries.

At least one member of the team shall be a fluent or native Spanish speaker.

The offeror may propose other key personnel.

Appendix 2: Evaluation Report Reference List

List of ILD Program Documentation Received from USAID

Grant Agreement (1)

- USAID-ILD Agreement, signed March 4, 2009, subject: "Award No. EEM-G-00-09-00001, Program to Help Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor."

Annual Work Plans (4)

- ILD. "Program for Helping Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor (Grant No. EEM-G-00-09-00001): Work Plan for 2010." December 2009.
- ILD. "Program for Helping Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor (Grant No. EEM-G-00-09-00001): Work Plan for 2011." February 2011.
- ILD. "USAID-ILD Partnership: Work Plan and Budget 2012, Update and Prospects for 2012." February 2012.
- ILD. "Program for Helping Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor: Work Plan and Budget 2013, Tasks and Deliverables." February 2013.

Quarterly Reports (15)

2009

- ILD. "Program for Helping Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor (Grant No. EEM-G-00-09-00001): [First and Second] Quarterly Report 2009." July 2009.
- ILD. "Program for Helping Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor (Grant No. EEM-G-00-09-00001): [Third] Quarterly Report 2009." November 2009.
- ILD. "Program for Helping Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor (Grant No. EEM-G-00-09-00001): Fourth Quarterly Report 2009-2010." January 2010.

2010

- ILD. "Program for Helping Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor (Grant No. EEM-G-00-09-00001): First Quarterly Report 2010." April 2010.
- ILD. "Program for Helping Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor (Grant No. EEM-G-00-09-00001): Second Quarterly Report 2010." July 2010.

- ILD. "Program for Helping Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor (Grant No. EEM-G-00-09-00001): Third Quarterly Report 2010." November 2010.
- ILD. "Program for Helping Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor (Grant No. EEM-G-00-09-00001): Fourth Quarterly Report 2010." February 2011.

2011

- ILD. "Program for Helping Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor (Grant No. EEM-G-00-09-00001): First Quarterly Report 2011." May 2011.
- ILD. "Program for Helping Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor (Grant No. EEM-G-00-09-00001): Second Quarterly Report 2011." September 2011.
- ILD. "Program for Helping Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor (Grant No. EEM-G-00-09-00001): Third Quarterly Report 2011." November 2011.
- ILD. "Program for Helping Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor (Grant No. EEM-G-00-09-00001): Fourth Quarterly Report 2011–2012." March 2012.

2012

- ILD. "Program for Helping Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor (Grant No. EEM-G-00-09-00001): First Quarterly Report 2012." June 2012.
- ILD. "Program for Helping Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor (Grant No. EEM-G-00-09-00001): Second Quarterly Report 2012." October 2012.
- ILD. "Program for Helping Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor (Grant No. EEM-G-00-09-00001): Third Quarterly Report 2012." December 2012.
- ILD. "Program for Helping Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor (Grant No. EEM-G-00-09-00001): Fourth Quarterly Report 2012 – 2013." March 2013.

<u>Financial Reports (3)</u>

- ILD. "Accumulated Financial Disbursement Report for Activities and Countries (2009–2012)."
- ILD. "Disbursement Report for Activities and Countries: Fiscal Year 2012."
- ILD. "Projected Disbursement Report for Activities and Countries: Fiscal Year 2013."

<u>Other Desk and Literature Review Documentation (8)</u>

- De Soto, Hernando. "Knowledge Lies at the Heart of Western Capitalism." *Financial Times.* January 29, 2012.
- De Soto, Hernando. "The Free Market Secret of the Arab Revolutions." *Financial Times.* November 8, 2011.
- De Soto, Hernando. "Who Are the People Marching in Egypt's Streets?" *ILD.* February 1, 2011.
- De Soto, Hernando. "Who Owns This Mess?" *The New York Times, IHT Magazine, Global Agenda 2012, Finance*. Opinion. December 2, 2011.
- ILD. "ILD Worldwide Recognition: From World Leaders and International Media."
- Judge, Clark S. "Notes on the Upheaval in Egypt and Throughout the Middle East." Hugh Hewitt. Opinion. January 31, 2011.
- Kitundu, Timothy. "Government Supports Formalization Programme to Fight Poverty." *The Tanzanian Express* Online. November 3, 2010.
- Viney, Steven. "Informal Economy Presents Challenges, but Also Opportunities." *Egypt Independent.* September 2, 2012.

List of ILD Documentation Reviewed for Evaluation[63]

Books (3)

- Institute for Liberty and Democracy (ILD). *Administrative Simplification*. Lima, Peru: Institute for Liberty and Democracy, 1989.
- Institute of Liberty and Democracy (ILD). *The War of Notary Publics: Do You Know What Would Happen If Peru Lost the War Over State Reform?* Lima, Peru: ILD, 2003.
- De Soto, Hernando. *The Facts Are In: The Arab Spring Is a Massive Economic Revolution.* Tunis, Tunisia: Cérès Editions, 2013.

Documentaries (1)

- *The Mystery of Capital among the Indigenous Peoples of the Amazon*. DVD. Directed by James Becket. Lima, Peru: Institute for Liberty and Democracy, 2009.

Manuals (12)

- ILD. "Institutional Reform Project: Conceptual Handbook, Research Methodology Handbook, and Operative Handbook." 1st Edition. September 2011.
- ILD. "Description of the Diagnosis Program and its Training and Monitoring Strategy." For Internal Purposes Only. September 2011.
- ILD. "Strategic Module Training Manual for the Diagnosis Stage." For Internal Purposes Only. September 2011.

[63] Bolded references are documentation that are within the grant period

- ILD. "Program Management and Technical Module Training Manual for the Diagnosis Stage." For Internal Purposes Only. September 2011.
- ILD. "Manual on Property Rights: Training Course for Indigenous Women, Entrepreneurs of Peru, and Farming Communities." 2012.
- ILD. "Manual on Enterprise Access: Training Course for Indigenous Women and Entrepreneurs of Peru." 2012.
- ILD. "Manual on Citizen Participation: Training Course for Indigenous Women and Entrepreneurs of Peru." 2012.
- ILD. "Manual on Property Rights: Training Course for Indigenous Women, Entrepreneurs of Peru, and Native Communities." 2012.
- ILD. "Informal Sector Reform Training Program, *Economic Team*: Classroom and On-the-Job Training in Lagos." February 2013.
- ILD. "Informal Sector Reform Training Program, *Extralegal Team*: Classroom and On-the-Job Training in Lagos." February 2013.
- ILD. "Informal Sector Reform Training Program, *Legal Team*: Classroom and On-the-Job Training in Lagos." February 2013.
- ILD. "From Dead Capital to Broad-Based Growth: Orientation Module for Politicians." April 2013.

Program and Country Reports (22)

Avatar Paradigm

- De Soto, Hernando. "The Peruvian Amazon Is Not Avatar (Supplement)." June 5, 2010.
- De Soto, Hernando. "The Amazon Is Not *Avatar*." Development Co-Operation Report. Chapter 5. OECD. 2011.
- ILD. "Reporte Preliminar Sobre Conflictos Sociales en el Peru, Casos: Tambogrande, Conga y Quellaveco [Preliminary Report on Social Conflicts in Peru, Cases: Tambogrande, Conga and Quellaveco]." August 2012.

Rural, Indigenous Women

- Aliaga, Luis, María Barrón, Daniella Delgado, Ricardo Gutiérrez, Natalia Rey de Castro, and Ramiro Rubio. "Rural Community, Uncertain Future: Organization, Property, Business, Conflict Resolution, Natural Resources and Status of Rural Women." Supervised by Ana Lucia Camaiora. December 15, 2011.
- ILD. "Peruvian Indigenous Women: ILD's Impact on Women." January 2012.
- Barrón, María, Iris Mackenzie, Jackeline Silva, and Natalia Rey de Castro. "A Cursory Compilation and Revision of Written Material on Women's Rights in the Middle East and North Africa Region and an Initial Analysis: Toward the Legal Empowerment of Women in Islamic Countries." Supervised by María del Carmen Delgado. July 2012.

Land Grabbing

- Harvard Law and International Development Society. "Government Policies for Adjudicating Arable Land: A Comparative Analysis in Five Developing Countries." April 2011.
- ILD. "The Rebellion of the Hungry: Food Security and Property Rights in the Global Context." June 2011.

Country Activities

- Morales-Bayro, Luis. "ILD's Capitalization Program: Estimating the Value of Extralegal Businesses (Dead Capital)." Working Paper. For Internal Purposes Only. Lima, Peru: September 2001.
- Morales-Bayro, Luis. "ILD's Capitalization Program: Estimating the Value of Extralegal Businesses (Dead Capital)." Working Paper. For Internal Purposes Only. Lima, Peru: October 2001.
- Morales-Bayro, Luis. "ILD's Capitalization Program: Estimating the Value of Extralegal Businesses (Dead Capital)." Working Paper. For Internal Purposes Only. Lima, Peru: May 2003.

China

- ILD. "An ILD Overview of the Property Rights Legal Framework in the People's Republic of China: Exclusion and Extralegal Property Rights Amidst Economic Growth." February 29, 2012.

Ethiopia

- ILD. "Program for the Creation of an Inclusive Rule of Law in Ethiopia: Diagnosis of Extralegality in Ethiopia." Lima, Peru: December 2008.

Multi-country Studies

- Barrón, María, Jackeline Silva, and Robin Tivy. "ILD Final Report: A Cursory Examination of Personal Identification Systems and Civil Registries in Three Countries: Peru, Egypt, and India." Supervised by María del Carmen Delgado. January 2012.

Mongolia

- ILD. "Building the Legal Habitat for Prosperity, Legal Empowerment for the Majority of Mongolians: Proposal for the Government of Mongolia." November 2011.

Nigeria

- ILD. "From Disconnected Extralegal Realities to One Prosperous Nation: Pre-Diagnosis Legal Empowerment Map—Lagos, Nigeria." December 2009.

Peru

- ILD. "From Political Crisis to Economic Growth: ILD's Contribution to Latin America's #1 Success Story."
- ILD. "Housing for the Urban Poor, Case Study: Lima." May 2012.
- ILD. "Designing and Implementing Reforms, an Example: The Peruvian Experience." Lima, Peru: April 30, 2013.
- ILD. "Methodology Applied in the Empirical Analysis of the Impact of the Formalization Program in Peru." Lima, Peru: July 2013.

Tanzania

- ILD. "Program to Formalize the Assets of the Poor of Tanzania and Strengthen the Rule of Law: The Diagnosis Executive Summary." Volume 1. October 2005.

Other Topics

- ILD. "Rethinking Property Rights and Natural Resources: An Overall Conceptual Approach." January 2012.

Financial Reports (2)

- ILD. "Disbursement Report USAID-EGAT by Line Item: January 2009–June 2013."
- USAID-ILD., dated April 2009, subject: "Modification No. 1: Award No. EEM-G-00-09-00001, Program to Help Developing Nations Create Inclusive Market Economies by Legally Empowering the Poor."

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Alcázar, L., and M. Jarmillo. (2011). "Panel/Tracer Study on the Impact of Business Facilitation Processes on Microenterprises and Identification of Priorities for Future Business Enabling Environment Projects in Lima, Peru." *Business Regulation Evaluation Group.*

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Arrunada, B. (2007). “Pitfalls to Avoid When Measuring Institutions: Is Doing Business Damaging Businesses?” *Journal of Comparative Economics* 35:4.

Banik, D. “The Potential of Legal Empowerment in Eradicating Poverty.” *Rights and Development Bulletin*. Volume 1, Issue 3, June–July 2009.

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Bethell, T. (1998). *The Noblest Triumph: Prosperity and Property Throughout the Ages.* New York City: St. Martin’s Press.

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Appendix 3: Performance Monitoring and Evaluation Plan in USAID ILD Grant Agreement 2009

Performance monitoring will be based on quarterly progress report for each core business process described below and on the following scheme of key performance indicators (KPI) and main deliverables:

Strategic Objective	Business Process	KPI and Main Deliverables
Generate more knowledge and new products for global action.	Innovation and Applied Research	▪ White Papers according to Innovation & Applied Research Plan (see Annex 1) ▪ Blueprint for new/redesigned products and services
Build awareness for legal empowerment and social inclusion.	Awareness Building and Political Engagement	▪ Increased demand from clients (Head of State/Government) ▪ Seminars, conferences and/or lectures ▪ Appearances and/or mentions in media, researches, books, etc. ▪ Letter of Intent or MOU signed to initiate an ILD Program ▪ Strategic Training sessions for strategic countries
Transform expressed demand for ILD's services into actual projects.	Operational Engagement	▪ Desk Research Reports for strategic countries ▪ Pre-Diagnosis Reports for strategic countries ▪ Proposals submitted ▪ Funding Agreement signed ▪ Client Contracts signed
Strengthen ILD's products, services, and operational platform to ensure sustainable expansion.	Product Improvement	▪ Diagnosis Manuals ▪ Institutional Reform Manuals ▪ Monitoring Manuals ▪ Strategic Module Training Manuals (Trainee Edition) ▪ Diagnosis Technical Module Training Manuals (Trainee Edition) ▪ Institutional Reform Technical Module Training Manuals (Trainee Edition) ▪ Strategic Module Training Manuals (Trainer Edition) ▪ Diagnosis Technical Module Training Manuals (Trainer Edition) ▪ Institutional Reform Technical Module Training Manuals (Trainer Edition) ▪ Knowledge Management system ▪ Operational system to support program deployment

Specific metrics for each KPI (i.e., number of Strategic Training countries, number of Pre-Diagnosis reports, etc.) will be defined on an annual basis and be used as a primary guideline to submit the work plan for each year of the program.

Appendix 4: List of ILD Participation in Conferences, Presentations, and High-Level Meetings

After the LEAP team's site visit to Peru in April and May 2013, ILD provided a list of major presentations delivered to government officials and donor agencies, acknowledged in the below chart. By utilizing ILD quarterly reports and annual work plans as well as conducting web-based research, the LEAP team then expanded upon this list to include other conferences, forums, seminars, presentations, and meetings delivered to government officials, corporations, donor agencies, and philanthropic organizations by ILD. Thereafter, all information was validated via web-based research by the LEAP team in June 2013 as well as by supporting documentation provided by ILD in July and August 2013.

ILD PRESENTATIONS (90)			
Event	**Date**	**Location**	**ILD Major Presentations to government officials or donor agencies**
2009 (10)			
Mr. de Soto participated in the first **USAID Summer Seminar Series** by explaining the main challenges to creating market economies throughout the developing world.	July 9	Washington, DC, USA	X
Mr. de Soto delivered the keynote speech for the **2009 ESRI International User Conference** before an audience of 10,000 GIS professionals and experts.	July 13	San Diego, CA, USA	X
ILD's Legal Manager Maria del Carmen Delgado participated in the **Second International Expert Session on Land Title Systems for Indigenous People Conference** organized by the Forum of the Federations and the First Nations Tax Commission.	September	Montreal, Canada	
Mr. de Soto attended the **International Forum on Food & Agriculture Conference** organized by Colidretti.	October	Italy	
Mr. de Soto attended the **ALTA Annual Convention** organized by the American Land Title Association.	October	Palm Beach, Florida, USA	
Mr. de Soto attended the **Miller Upton Forum** organized by Beloit College.	October	Beloit, Wisconsin, USA	
Mr. de Soto was the keynote speaker at the **XLIV Congresso Nazionale del Notariato, "Accompagnando la Societa che Cambia,"** organized by Consiglio Nazionale del Notariato.	October 21	Venice, Italy	

ILD PRESENTATIONS (90)			
Event	**Date**	**Location**	**ILD Major Presentations to government officials or donor agencies**
ILD staff participated in a **seminar hosted by the Chamber of Industry of Bolivia,** where ILD CEO Manuel Salazar and Vice President of International Operations Victor Endo presented ILD's research	October 17-18	La Paz, Bolivia	
ILD attended the **Empowering Everybody for Entrepreneurship: What Has to be Done Video Conference** organized by Bremen University.	November	Germany	
Mr. de Soto was the keynote speaker at the **Globalization and Development: Political, Economic and Environmental Impact in Latin America** working lunch organized by Grupo RPP, a radio program in Peru, to commemorate its 46th anniversary.	November 11	Lima, Peru	
2010 (31)			
Mr. de Soto participated in the **Riding the Wave: The Summit Bounce and the Post-Crisis** Conference for Western Hemisphere Economic Officers organized by the U.S. State Department	January	San Juan, Puerto Rico	X
Mr. de Soto participated in the **"Slumdogs vs. Millionaires" Conference** at Berkley University	January	Berkley, CA, USA	
Mr. de Soto was the keynote speaker at the **"The Critical Importance of the Rule of Law and Property Rights" Speaker Series** breakfast event organized by the Initiative for Global Development (IGL)	January 29	Seattle, Washington, USA	
During Mr. de Soto's abovementioned visit to Delhi, Mr. de Soto met with senior political leaders, including **Prime Minister Manmohan Singh, Indian Congress Chairperson Sonia Ghandi, Congress General Secretary Rahul Ghandi, Minister of Housing Urban Poverty Alleviation and Minister of Tourism Kumari Selja, and other Indian Cabinet Members** to discuss how ILD could be of assistance to the government.	February	Delhi, India	
Mr. de Soto participated in the **Global Economy: Changing Growth Paradigm Panel** and **Geopolitics: Reshaping Geopolitical Language Panel** at the Russian Forum.	February 3–5	Moscow, Russia	
Mr. de Soto attended the **Inclusive Paradigms for Inclusive Growth Conference** organized by the Federation of Indian Chambers of Commerce and Industry (FICCI).	February 15	Delhi, India	X

ILD PRESENTATIONS (90)			
Event	**Date**	**Location**	**ILD Major Presentations to government officials or donor agencies**
Mr. de Soto met with **Papua New Guinea Minister of National Planning Paul Tiensten.**	March	Peru	X
Mr. de Soto spoke on "The Extralegal Economy: Significance of Property Rights to Leadership" at the **2nd Annual Bola Tinubu Colloquium.**	March	Lagos, Nigeria	
Mr. de Soto attended the **Town and Gown Cultural Series Conference** hosted by ESRI.	April 8	Los Angeles, CA, USA	
Mr. de Soto delivered the keynote speech on "How to Achieve Economic Growth With Social Inclusion" and the final comments at the **QUO VADIS PERU 2010 Conference** ("Peru, First World Country: How? When?").	April 20	Lima, Peru	
Mr. de Soto presented at **The Global Economic Crisis Conference** at the University of Minnesota.	May	Minneapolis, MN, USA	
Mr. de Soto was the keynote speaker at the **7th Winaypaq Seminar** organized by Winqypaq NGO, chaired by Gonzalo Priale y Jamie de Althaus.	May 7	Lima, Peru	
Mr. de Soto received the 2010 **Hayek Medal Award** and delivered a lecture entitled "The Crisis, Growth, and Private Property" organized by Friedrich August von Hayek Gesellschaft e. V.	June 24-25	Freiburg, Germany	
Mr. de Soto attended the **2010 Fortune Global Forum, Hot Spots and Opportunities: A Global Economic Overview Conference.**	June 26–28	Cape Town, South Africa	
ILD Vice President for International Operations Victor Endo participated in the **National and Global Macroeconomic Environment Forum** on the Formalization of the Colombian Micro and Small Enterprise.	July	Medellin, Colombia	
Mr. de Soto presented the "La PYME, claves para su desarrollo exitoso" (The SMEs Are Key to Successful Development) exhibit at the **ENAPYME Conference.**	July	Santiago, Chile	

ILD PRESENTATIONS (90)			
Event	**Date**	**Location**	**ILD Major Presentations to government officials or donor agencies**
ILD Legal Director Ana Lucía Camaiora participated in the **Land Administration Policy and Cadastres Conference** (COFOPRI and the World Bank).	July 5	Lima, Peru	X
ILD Legal Director Ana Lucía Camaiora and Senior Researcher Luis Aliaga participated in the **Peru: Government Public Policy and Challenges in the Field of Land Management and Cadastre Conference** (COFOPRI-World Bank).	July 5	Lima, Peru	
ILD Senior Researcher Luis Aliaga participated in the **Connecting Native and Rural Communities into Economy, Enterprise and Law Conference** (Ministry of Mining, Government of Peru).	July 15	Lima, Peru	X
Mr. de Soto was the keynote speaker at the **Leading for Value III (Mobilizing Capital for Social Transformation) Seminar** organized by the Delta State Government. His speech was entitled, "Laying the Agenda for Social Transformation, Financing Social Development and Transformation."	August 13	Asaba, Delta, Nigeria	
Mr. de Soto participated in the **African Presidential Roundtable 2010: "Leadership Solutions to Land Reform in Africa"**	August 30–31	Dar es Salaam, Tanzania	X
ILD Legal Director Ana Lucía Camaiora participated in the **Latin America and Caribbean Rule of Law Conference** organized by the World Justice Project.	September 8–10	Lima, Peru	
ILD Legal Manager Maria del Carmen Delgado participated as a main speaker in the **Ibero-American Association of Chambers of Commerce Conference** on the main challenges for business formalization in Latin America, organized by the 27th General Assembly.	September 26–28	Cali, Colombia	
ILD attended the **ESRI Conference: Global Land and Poverty Summit.**	September 28	Washington, DC, USA	
Mr. de Soto presented in the **Property Rights and Poverty Conference** plenary discussion.	October 12	Copenhagen, Denmark	
Mr. de Soto was the keynote speaker at the **First Nations Property Ownership Conference and Press Conference** co-hosted by the FNTC and Indigenous Bar Association (IBA).	October 20	Vancouver, Canada	

ILD PRESENTATIONS (90)			
Event	**Date**	**Location**	**ILD Major Presentations to government officials or donor agencies**
Mr. de Soto was the keynote speaker at the **CELFIN: Colombia and Peru: Challenges and Opportunities Seminar** organized by CELFIN Capital. His speech was entitled "The Future of Latin American countries in the light of the new governments and economic behavior."	October 28	Santiago, Chile	
Mr. de Soto participated in a lead panel at the **ICE Canyon Investor Conference 2010** on "Emerging Markets Middle Class: The Intersection of Growth, Incomes and New Markets."	November 4	New York, New York, USA	
ILD Senior Researcher Luis Aliaga and other ILD staff participated in the **XVII International Congress of Register Law** organized by CINDER–Spain and the Peruvian Institute of Register Law.	November 11 & 14	Lima, Peru	
Mr. de Soto spoke on the legal framework and institutions necessary for opportunities for the youth in Latin America and the Caribbean at the **International Youth Foundation Conference.**	November 17–19	Lima, Peru	
Mr. de Soto was the keynote speaker at a **"Peruvian Amazon within the Worldwide Economic Context" Conference** organized by the Regional President of the Amazon Region of Loreto. There he was awarded the degree of "Doctor Honris Causa" by the Universidad Cientifica del Peru [Peruvian University of Science] and the "Caballero de la Amazonía" [Knight of the Amazon] medal.	December 2	Iquitos, Peru	X
2011 (23)			
Mr. de Soto spoke on the importance of business formalization and challenges for company takeoff at the **Forum Gamarra: Coyuntura y Futuro** organized by la Asociación Peruana de Industriales y Confeccionistas de Gamarra.	January 12	Lima, Peru	
Mr. de Soto spoke on "The Peruvian Amazon Is Not Avatar" at the **TEDxPuraVida** event.	February 10	San Jose, Costa Rica	
Mr. de Soto, elected as one of the top 12 innovators in Latin America, launched the "Innovadores de América" award at the **I Foro Innovadores de América** organized by Patricia Janiot.	March 1	Santo Domingo, Dominican Republic	
Mr. de Soto was the keynote speaker at a **conference organized by Fundación Global Democracia y Desarrollo (FUNGLODE)**. His speech was entitled, "Recession in the North: A Knowledge Crisis."	March 2	Santiago Domingo, Dominican Republic	

ILD PRESENTATIONS (90)			
Event	**Date**	**Location**	**ILD Major Presentations to government officials or donor agencies**
ILD Legal Director Ana Lucia Camaiora spoke at the **Formalization of Rural Property International Forum** and participated in a workshop on **International Experiences and Recommendations for Executing the Formalization of Rural Property Program in Colombia**.	March 7–9	Bogota, Colombia	
Mr. de Soto attended the **Stanford Institute of Economic Policy Research: Economic Summit 2011** on "The Great Recession: The Missing Remedy for a Third World Perspective" as an honorary guest.	March 10	Stanford, California, USA	
Mr. de Soto met with the **Haiti Special Coordinator at the U.S. State Department, Tom Adams**, and gave a presentation on "Haiti Property Law and Land Tenure Issues" (private event).	April 5	Washington, DC, USA	X
Mr. de Soto gave special presentation at the **7th Perm Economic Forum** on the "Keys to Economic Development: Experience of Developing Countries."	April 21–24	Perm, Russia	
Mr. de Soto participated in the **4th Annual Convergences 2015 Forum** Le Monde's Great Debate #3 by discussing "Where Does the End of Poverty Begin?"	May 4	Paris, France	
Mr. de Soto presented at the **Legal Empowerment and Indigenous Peoples Conference.**	May 9	Washington, DC, USA	
Mr. de Soto participated in a book presentation entitled **Los Doce Economistas más Grandes de la Historia (The World's Twelve Most Influential Economists)** at the Centro de Convenciones Los Conquistadores.	May 19	Trujillo, Peru	
Mr. de Soto spoke on "Fairness and Justice in the Economy" at the **Zermatt Summit**, themed "Justice and Solidarity for Sustainability."	June 17	Zurich, Germany	
ILD Senior Researcher Luis Aliaga spoke in the **Colloquium of Technical Cadastral Specialization of the Integrated National Cadastral Information System.**	June 23–24	Lima, Peru	
ILD Legal Director Ana Lucia Camaiora spoke at the **International Seminar of Registry Rights on "Formalization of Property in Peru and Developing Countries: Current Situation and Challenges.**"	July 7–9	Arequipa, Peru	

ILD PRESENTATIONS (90)			
Event	**Date**	**Location**	**ILD Major Presentations to government officials or donor agencies**
Mr. de Soto was invited to and participated in the **2011 Tidewater OECD Conference** for high-level representatives from Development Assistance Committee (DAC) member countries to discuss how to provide international aid more effectively.	July 20–21		X
Mr. de Soto participated in the **European Forum for New Ideas 2011 Conference** as follows: (1) plenary session entitled "Capitalism after the Crisis"; (2) one-on-one debate with EU Commissioner Janusz Lewandoski, entitled "Is a More Just World Possible;" and, (3) panel on "Consequences of General Consumption."	September 29–30	Sopot, Poland	X
Mr. de Soto participated in a panel entitled "Rule of Law and Global Performance" with Joseph Stiglitz at the **15th Forum 2000: Rule of Law and the 21st Century.**	October 10	Prague, Czech Republic	
Mr. de Soto delivered the opening keynote address entitled "The Global Meltdown in Latin America" at the **Festival of Media LatAm 2011 Session One.**	October 12	Miami, Florida, USA	
ILD Legal Manager Maria del Carmen Delgado presented a lecture at the **22nd Northern Business Encounter entitled "From Growth to Development: Enterprise and Society Confronting New Challenges."**	October 20–22	Trujillo, Peru	
Mr. de Soto presented and participated in a panel entitled "Property Rights: Moving Towards the Third World" at **the Federalist Society Forum.**	November 12	Washington, DC, USA	
ILD Legal Director Ana Lucía Camaiora, Senior Legal Manager Maria Carmen Delgado, and Senior Consultant Luis Aliaga, presented at an all-day **workshop for Colombian delegation entitled "Impact of Formalization in Rural Peru."**	November 18	Lima, Peru	
Mr. de Soto, ILD Vice President of International Business Development Manuel Mayorga, and Legal Director Ana Lucia Camaiora gave a presentation to the **Standing Committee on Foreign Affairs and International Development of the Parliament of Canada** on their views on the role of the private sector in international development.	November 22	Videoconference	
Mr. de Soto gave a speech entitled "Mapping the Invisible" at the **Eye on Earth Summit.**	December 12–14	Abu Dhabi, United Arab Emirates	

ILD PRESENTATIONS (90)			
Event	**Date**	**Location**	**ILD Major Presentations to government officials or donor agencies**
2012 (23)			
Mr. de Soto attended the **Aspen Ministers Form** on Economics Roots of the Arab Spring.	January 13–15	Copenhagen, Denmark	X
Mr. de Soto attended the **US Maghreb Entrepreneurship, Legal Underpinnings for Growth Conference.**	January 16–18	Marrakesh, Morocco	X
Mr. de Soto delivered various presentations on "Challenges and Opportunities of Azerbaijan" at the **Second High Level Economic Policy Presidential Forum** organized by the Central Bank of Azerbaijan jointly with the World Bank.	March 5–6	Baku, Azerbaijan	X
ILD's partner in Algeria CARE (Cercle, d'Action et Reflexion de l'Entreprise) organized a **conference on the informal economy**, which generated tremendous buzz in media and immediate **high-level meetings** with the cabinet, the minister of Trade, etc., eventually leading to a MOU to produce a "white paper" on Algeria's informal sector to be presented to the president and the prime minister.	March 12	Algiers, Algeria	X
Mr. de Soto was a guest speaker at a conference entitled **Les Pistes d'une Transition yers la Formalization** organized by ILD's partner in Algeria CARE (Cercle, d'Action et Reflexion de l'Entreprise) in partnership with the Ministry of Commerce of Tunisia. The conference aimed to address the importance of bringing the informal sector into the market economy to foster economic development and social peace in Algeria.	March 12	Algiers, Algeria	
At an **American Philosophical Society** program, Mr. de Soto spoke on "Thoughts on the Importance of Boundaries—How Entrepreneurship Can Help Address Poverty, Especially in Developing and Emerging Market Countries."	April 21	Philadelphia, Pennsylvania, USA	
At the **Council of Foreign Relations**, Mr. de Soto spoke on the economic roots of the Arab Spring.	April 23	New York City	

ILD PRESENTATIONS (90)			
Event	**Date**	**Location**	**ILD Major Presentations to government officials or donor agencies**
Mr. de Soto met with **British Prime Minister David Cameron** at his request regarding property rights as a new addition to the Millennium Development Goals (MDG) and then ran a **seminar organized by the prime minister's staff** to address other ministers, government officers, and members of the press on the same subjects discussed with the prime minister (private meetings).	May 1	London, UK	X
Mr. de Soto addressed the **Department for International Development (DFID)** staff, including Chief Economist Stefan Dercon and the Director of Policy Nick Dyer, at their request, on titling and property rights. Mr. de Soto also met with the State Secretary for International Development Andrew Mitchell at his request (private meetings).	May 1	London, UK	X
Mr. de Soto was the keynote speaker at the **World Bank's Conference on Development Economics (ABCDE)**, an important annual WB meeting that presents and discusses innovations in development economics.	May 7–8	Washington, DC, USA	X
Mr. de Soto was invited to the **International Tax Dialogue Conference** sponsored by the OECD and other institutions.	May 27–30	Tunis, Tunisia	X
ILD Senior Researcher Luis Aliaga participated in a **Conflict-Solving Program for Mining Investment Seminar.**	May 30-31	Lima, Peru	
ILD Legal Director Ana Lucía Camaiora and Senior Consultant Luis Aliaga as well as ILD Senior Researchers Jackeline Silva, María Barrón, and Ricardo Gutiérrez offered **consultation in the Consulta Previa: de la Norma a la Realidad (Consultation: From Standard to Reality) event.**	June 7-8	Lima, Peru	
Mr. de Soto supported a USAID Economic Growth training course by holding a **conference on ILD's findings on the Arab Spring** for USAID trainees**.**	June 21	Washington, DC, USA	X
Mr. de Soto and ILD staff privately met with several **regional presidents of Peru** to analyze and discuss the mining problems in their regions and alternative ways to pursue mining activities profitably and inclusively, including: (1) Cerro de Pasco Regional President, Kleyer Meléndez; (2) Apurimac Regional President, Elias Segovia Ruiz; (3) Huancavelica Regional President, Maciste Díaz Abad; and	September 15–28	Lima, Peru	X

ILD PRESENTATIONS (90)			
Event	**Date**	**Location**	**ILD Major Presentations to government officials or donor agencies**
(4) Purio Regional President, Mauricio Rodriguez Rodrguez.			
Mr. de Soto met with **President Marzouki of Tunisia** at the Los Delfines Hotel (private meeting).	September 30	Lima, Peru	X
Mr. de Soto and ILD staff met with **Mr. Guy Verhofstadt, former European Union (EU) President, Prime Minister for Belgium, and future candidate for Presidency of European Union,** to teach him about ILD's work on the Arab Spring, per his request.	October 8	Brussels, Belgium	
Mr. de Soto met with **Tunisian Prime Minister Hamadi Jebali and members of the National Price Control Commission** chaired by Minister of Economic and Social Issues Ridha Saidi.	November	Tunis, Tunisia	
Mr. de Soto attended the **VII International Trade Summit at the Peru Chamber of Commerce headquarters**, where former Colombian President Alvaro Uribe and the Peru Chamber of Commerce President, Mr. Samuel Gleiser, debated the topic "Challenges for Latin America."	November 21	Lima, Peru	
Mr. de Soto delivered the keynote speech at the **World Bank Doing Business Conference**.	December 7	Washington, DC, USA	
Mr. de Soto delivered the opening speech at the **World Bank Law, Justice and Development Conference**, entitled "The Rule of Law."	December 10	Washington, DC, USA	
Mr. de Soto attended the **UTICA "The Informal Economy: How to Fix It?" Conference**, and de Soto delivered a speech entitled "Formaliser L'Informel" and participated in a series of roundtables with government ministers, economists, World Bank representatives, and local activists, which were moderated by the Prime Minister, UTICA President, and Chairman of Bloomberg BusinessWeek.	December 16-17	Tunis, Tunisia	X
Mr. de Soto gave a speech at the **Mediterranean School of Business Conference** for business leaders and former Government ministers.	December 17	Tunis, Tunisia	

ILD PRESENTATIONS (90)			
Event	**Date**	**Location**	**ILD Major Presentations to government officials or donor agencies**
2013 (3)			
Mr. de Soto participated in the **U.S. Congress full hearing on ILD's findings in MENA** at the initiative of its new chairman, Edward Royce, and with the open support of Nancy Pelosi, the minority leader of the House of Representatives.	May	Washington, DC, USA	X
Mr. de Soto and ILD staff met with **U.S. State Department Undersecretary for Economic Growth, Energy, and Environment Robert Hormats and Assistant Secretary for Economic and Business Affairs José Fernandez** to present ILD's findings in the MENA region and ILD solutions for similar problems in Peru that helped launch Peru on the path to economic growth.	May	Washington, DC, USA	X
Mr. de Soto and ILD staff met with **White House officials Director of the President's National Economic Council Gene Sperling and Assistant to the President for International Economic Affairs Mike Froman** regarding ILD's Arab Spring findings and interpretation as well as the new project delivery proposal for the MENA region.	May	Washington, DC, USA	X

Appendix 5: ILD Organization, Staff, and Publications References and Citations Findings via Google Scholar and LexisNexis Academic

In efforts to assess the frequency of citations of ILD research reports and studies produced under the USAID grant on topics related to LEP, the LEAP team conducted a reference and citation search using Google Scholar and LexisNexis Academic to determine the frequency that ILD organization, its president, its published reports and studies, and its staff were referenced and cited each year across the grant period.

Google Scholar Search

The LEAP team's methodological approach was as follows:

- Input the "Search Item Description" into Google Scholar.
- Customize the range for each year (i.e., 2009–2009, 2010–2010, etc.).
- Review a sufficient number of Google Scholar pages to capture listed references and citations.
- Exclude overlap in references and citations within and across years.
- If necessary, translate titles from Spanish to English to determine whether ILD staff members' published work was related.

The structure of the tables and description of how each item was operationalized are explained as follows:

- The "Total References" column denotes the number of works that were referenced in Google Scholar, even if they are not cited.
- The "Total Citations" column represents the number of citations found to the referenced items in Google Scholar.
- The "Years" column denotes the year of publication or posting of the item.
- The "Published Reports and Studies" rows list all ILD publications and documentation produced during the grant period, which can also be found bolded in Appendix 5.
- The "ILD Staff" rows list all ILD staff members whose names were attached to ILD publications and documentation.

ILD Organization, Staff, and Publications References and Citations Found via Google Scholar										
	2009		2010		2011		2012		2013	
Search item description	**Total references**	**Total citations**	**Total references**	**Total citations**	**Total references**	**Total citations**	**Total references**	**Total citations**	**Total references**	**Total citations**
Hernando de Soto										
Hernando de Soto	1	5	3	8	6	28	1	3	0	0
Books (2)	0	0	0	0	0	0	0	0	0	0
Book chapters (1)	0	0	0	0	0	0	0	0	0	0
Journal articles (1)	0	0	0	0	0	0	0	0	0	0
Newspaper articles (15)	0	0	1	0	3	1	7	7	4	0
Interviews (13)	6	2	0	0	0	0	0	0	0	0
Total	**7**	**7**	**4**	**8**	**9**	**29**	**8**	**10**	**4**	**0**
Institute of Liberty and Democracy										
Institute of Liberty and Democracy	0	0	1	2	0	0	0	0	0	0
Documentaries (2)	4	0	0	0	0	0	0	0	0	0
Manuals (11)	0	0	0	0	0	0	0	0	0	0
Program reports (16)	0	0	0	0	2	0	1	0	0	0
Financial reports (4)	0	0	0	0	0	0	0	0	0	0
Total	**4**	**0**	**1**	**2**	**2**	**0**	**1**	**0**	**0**	**0**
ILD Staff										
Luis Aliaga	0	0	0	0	0	0	0	0	0	0
María Barrón	0	0	0	0	0	0	0	0	0	0
Daniella Delgado	0	0	0	0	0	0	0	0	0	0
Ricardo Gutiérrez	0	0	0	0	0	0	0	0	0	0
Natalia Rey de Castro	0	0	0	0	0	0	0	0	0	0
Ramiro Rubio	0	0	0	0	0	0	0	0	0	0
Iris Mackenzie	0	0	0	0	0	0	0	0	0	0
Jackeline Silva	0	0	0	0	0	0	0	0	0	0
Robin Tivy	0	0	0	0	0	0	0	0	0	0
Ana Lucia Camaiora	0	0	0	0	0	0	0	0	0	0
María del Carmen Delgado	0	0	0	0	0	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
GRAND TOTAL	**11**	**7**	**5**	**10**	**11**	**29**	**9**	**10**	**4**	**0**
Total references over grant period (2009–2013): 40										
Total citations over grant period (2009–2013): 56										

LexisNexis Academic Search

The LEAP team's methodological approach is described as follows:

- Input the search items into an Advanced News Search in LexisNexis Academic.
- Specify Date: Previous 5 years (to reflect grant period).
- Select Source: All News (English).
- Review all documents generated from Advanced Search specifications.
- Exclude duplicates.

The structure of the tables and description of how each item was operationalized are explained as follows:

- The "Total Reviewed" column denotes the number of items that appeared in Advanced LexisNexis news search when items in column A were selected for the search.
- The "Total Mentions" column denotes the total number of documents reviewed that mentioned selection from column A.[64]
- The "de Soto's Thesis" column denotes mention in reference to de Soto's thesis/ideas.
- The "Participation" Column denotes mention in reference to actual participation at an event. This could refer to presence as a main speaker, invited guest, or presenter at an event.
- The "Simple Mention" column denotes mention of selection from column A without indicating actual participation. This could refer to simple attendance at an event or mention in reference to a position in the organization.
- The "Interview" column denotes mention of selection from column A being the person being interviewed.
- The "Author" column denotes selection from column A being the author of the document reviewed.

[64] Some names generated multiple references but few citations due to the fact that the name referenced was not ILD staff member based on content of the documents reviewed.

ILD Organization and Staff Referencing Search via LexisNexis Academic							
	All News (English)		Types of Mention				
Search item description	**Total reviewed**	**Total mentions**	**de Soto's thesis**	**Participant**	**Simple mention**	**Interview**	**Author**
Hernando de Soto	1177	565	344	137	73	5	6
ILD	-	-	-	-	-	-	-
Institute of Liberty and Democracy	196	196	0	0	0	0	0
Instituto Libertad y Democracia	11	11	0	0	0	0	0
ILD Staff (9)* **	-	-	-	-	-	-	-
Luis Aliaga	1	0	0	0	0	0	0
María Barrón	31	0	0	0	0	0	0
Daniella Delgado	0	0	0	0	0	0	0
Ricardo Gutiérrez	247	0	0	0	0	0	0
Natalia Rey de Castro	0	0	0	0	0	0	0
Ramiro Rubio	0	0	0	0	0	0	0
Iris Mackenzie	1	0	0	0	0	0	0
Jackeline Silva	1	0	0	0	0	0	0
Robin Tivy	0	0	0	0	0	0	0
Ana Lucia Camaiora	0	0	0	0	0	0	0
María del Carmen Delgado	0	0	0	0	0	0	0
GRAND TOTAL	**1665**	**772**					

Note: "Total reviewed" is much higher than "Total Mentions" in some cases because references appeared to irrelevant articles (see, for example, http://en.wikipedia.org/wiki/Hernando_de_Soto).

List of Countries Referenced Within the Documents Reviewed via LexisNexis Academic				
Afghanistan	Cuba	Japan	Norway	Switzerland
Albania	Czech Republic	Jordan	Pakistan	Syria
Algeria	Denmark	Kazakhstan	Palestine	Taiwan
Argentina	Ecuador	Kenya	Papa New Guinea	Tanzania
Australia	Egypt	Kosovo	Peru	Tunisia
Austria	El Salvador	Kuwait	Philippines	Turkey
Azerbaijan	France	Lebanon	Poland	Turkmenistan
Bahamas	Germany	Libya	Portugal	Uganda
Bangladesh	Ghana	Malawi	Puerto Rico	United Arab Emirates
Belgium	Greece	Malaysia	Republic of Korea	United Kingdom
Bermuda	Guatemala	Mali	Russia	United States
Bolivia	Haiti	Mexico	Saudi Arabia	Uruguay
Bosnia & Herzegovina	Honduras	Mongolia	Scotland	Venezuela
Botswana	Iceland	Montenegro	Serbia	Vietnam
Brazil	India	Morocco	Sierra Leone	Yemen
Burundi	Indonesia	Namibia	Singapore	Zambia
Canada	Iran	Nepal	South Africa	Zimbabwe
Chile	Iraq	Netherlands	Spain	
China	Ireland	New Zealand	Sri Lanka	
Colombia	Israel	Nicaragua	Sudan	
Côte d'Ivoire	Italy	Nigeria	Sweden	

Appendix 6: Site Visit Interview Guides

Interview Guides for ILD Staff

United States Agency for International Development
Learning, Evaluation, and Analysis Project
(Bureau for Economic Growth, Education, and the Environment)
AID-OAA-C-11-00169

Performance Evaluation of *Instituto Libertad y Democracia* (ILD) Activities

Evaluation Interview Guides – ILD Program Staff

Introduction

United States Agency for International Development (USAID) provides core funding to the Institute for Liberty and Democracy Program (ILD) to support its efforts to legally empower the poor. To accomplish its goal, ILD focuses on providing technical assistance, sharing research, and gaining support from partners to build awareness and advocate on behalf of the poor. Legal empowerment of the poor as espoused by the UN-hosted Commission on Legal Empowerment of the Poor focuses on four areas: formalization of real property rights, access to justice, labor rights, and business rights (meaning the right to participate as an entrepreneur in the marketplace).

In 2009, ILD was awarded a $25-million grant from USAID to implement its program over the course of five years. As the grant enters its final year, USAID is conducting a performance evaluation of ILD program in meeting its objectives and deliverables as identified in the Agreement and yearly work plans. In addition to measuring performance, the evaluation will also assess ILD's success under the grant in increasing the legal empowerment of the poor, including women's empowerment and gender equality. Optimal Solutions Group, LLC (Optimal), has been assigned to implement this evaluation through the USAID Learning Evaluation and Analysis Project (LEAP) contract.

These interview questions are structured for various ILD staff members and will be asked as appropriate during the 1-week period that the team will spend at ILD offices. The interviews will be semi-structured to allow for follow-up questions, giving respondents the opportunity to qualify their answers and to provide more nuanced responses. In a semi-structured interview approach, standardized questions are designed in advance, and follow-up or new questions can be dynamically added based on the previous responses provided. The protocol for the interviews will start with a brief introduction of the evaluation team and the purpose of the interview. The interviewer will then ask whether the interviewees have any questions before proceeding with the interview questions.

ILD Interview Questions

Financial Management and Reporting

1. One of the requirements for financial reporting within ILD agreement is to submit a quarterly performance report to USAID. Please explain how you track finances to identify progress on programming and which information is included in this reporting. (Provide us with an example of a performance quarterly report.)

2. How are financial decisions aligned with project progress?

3. Another requirement for this contract is "cost sharing" to complement funding from USAID. Please provide us with details on matching grants:

    a. Which organizations are the source of matching grants, and how much have they each funded?
    b. Which activities are funded by the matches?
    c. Which documentation is available on implementation of these activities?

Legal Empowerment

1. How does ILD define legal empowerment?

2. Is ILD's definition the same as that of the Commission on Legal Empowerment of the Poor? If not, in which ways does it differ, and why?

3. It seems that a number of development agencies and other institutions take different views of and approaches to legal empowerment than the Commission on Legal Empowerment of the Poor. Without passing judgment on whether any given approach is the better or correct, this raises certain questions pertinent to ILD's overall work and that being carried out under the USAID grant:

    a. Is ILD aware of these other views and approaches?
    b. If so, to what extent does it see them as compatible with ILD's work?
    c. If not, in the future will it take into account the approaches and research conducted by these other institutions?

Project Initiation

4. Prior to initiating a project, what prompts ILD team to develop a new project?

    a. Which studies are conducted prior to program initiation, and how does the subject matter of these studies vary with characteristics of countries?
    b. Which steps are taken to begin working with new countries?
    c. How are beneficiaries identified?

d. Which criteria are in place for selecting new beneficiaries?
e. Which materials are given to new programs?
f. What are the expectations for introducing a new program?

5. Describe and diagnose, based on implementation strategy, the process from beginning to end in the country deemed most successful.

6. Which successes have you realized based on the implementation of the current methodology?

7. Which challenges have you experienced with implementing the current methodology?

8. How (and at which point) do you build your base of local technical experts to implement ILD project?

Project Implementation

9. Define ILD's research, project formulation, and project implementation paradigms.

    a. How have your ideas specifically changed over the implementation of the projects?
    b. Did any particular country experiences lead to changes in ideas?

10. Several programs are in progress in various phases. What is your process for transitioning between phases? (For example, available funding, political support, etc.)

11. Given a list of all phases of countries under implementation, for countries that are at the same phases, would available data be replicable across countries?

12. Who are your key stakeholders for program implementation, and how do you engage them at the program level? (For example, the government, private sector, etc.)

13. Which training materials (manuals)/workshops does ILD construct for political implementation?

Building Sustainable Stakeholder Capacities

14. To what extent does ILD build up country capacities (in relevant ministries, in civil society, or among the poor themselves) so that various stakeholders can continue to implement ILD's programs and recommendations in an ongoing manner without ILD support? Please provide relevant examples and documentation regarding relevant ILD experience in specific countries, both within and beyond those assisted under the USAID grant.

15. Are any of the methods and reform technologies that ILD uses proprietary? For example:

a. Does ILD ever charge governments and/or development agencies for services without completely training and equipping the beneficiary governments and institutions regarding how to implement its approaches independently of ILD assistance in the future?
b. Are there any other ways in which it goes about its work without building country capacities to carry on independently or in which ILD charges governments and/or aid agencies without sharing relevant technologies?
c. If ILD's approaches are proprietary in any way, has this been the case in any countries assisted under the USAID grant? If so, which countries?
d. If ILD's approaches are proprietary in any way, has this been the case in any other countries (i.e., those not assisted under the USAID grant)? If so, which countries?

Consideration of Selected Substantive Issues

16. Traditional, communal land rights are part of the legal culture in many societies. In view of this:

    a. What is ILD's view of traditional, communal land use and its relation to alleviating poverty?
    b. Is it possible for the poor to secure land tenure as firmly if communal tenure approaches are employed as opposed to individual ownership?
    c. Does ILD ever promote communal land use or communal ownership in its programs?
    d. To the extent that ILD promotes communal use or communal ownership, how does this relate to the poor being able to secure credit or loans or otherwise increase their capital? How, if at all, does ILD promote such communal arrangements?
    e. Please provide examples and documentation regarding relevant ILD experience in specific countries, within and beyond those assisted under the USAID grant.

17. Gender equity is an issue and priority cutting across all development fields. In view of this:

    a. In what ways do ILD programs aim to ensure gender equity and women's rights to land/property security?
    b. More specifically, for example, in which ways do ILD programs aim to ensure that, in the process of formalizing land rights while recognizing traditional patterns and practices, women are not denied control, use of, ownership of, or inheritance rights regarding land and other property?
    c. Please provide relevant examples and documentation regarding relevant ILD experience in specific countries, both within and beyond those assisted under the USAID grant.

Performance Monitoring and Measuring Impact and Benefits of ILD's work

18. ILD website's "Our Impact" page states the following:

"According to independent evaluations of the results of ILD's reforms, the poor of Peru obtained US$ 9.4 billion in net benefits between 1991 and 2003: 6.3 million Peruvians below the poverty line now legally own their real estate assets whose value increased by US$2.2 billion, while the income of the owners increased by US$3.2 billion; 380,000 business enterprises belonging mainly to the poor were formalized, generating 560,000 additional legal jobs and increasing tax revenue by US$300 million a year."

Could you please provide copies of the independent evaluations, highlighting the portions that report such impact?

19. The "Our Impact" section also states:

    "Impressed by what ILD had accomplished in Peru, the Government of El Salvador invited ILD to adapt its reforms to its country in the last gasps of a decade-long civil war and still suffering from the aftermath of a devastating earthquake in 1986. ILD trained a group of Salvadoran professionals to develop a property titling system. By the end of 2003, the real estate formalization system designed by ILD brought one million people under the rule of law, and also helped settle peacefully former wartime combatants and refugees on productive land, thus reducing incentives to violence. Today, the Salvadoran registry system handles more than US$ 800 million in mortgages yearly."

    Could you please provide copies of independent evaluations and/or independent research studies that document this impact, highlighting the portions that report such impact?

20. Especially but not only because USAID support to ILD reaches back to 1982, in which of the 23 countries in which ILD has worked (according to the "Our Impact" page) since that time has ILD carried a project to fruition such that economic or other benefits have resulted? By "economic or other benefits," we mean the kinds of impact described in ILD website attributes to the Institute's work in Peru and El Salvador. Please provide independent evaluations and/or independent research studies that document this impact, highlighting the relevant portions.

21. Please provide any other relevant, independent journal articles, studies, or other documents prepared by organizations or individuals other than ILD that document its impact and/or the effectiveness of its approaches and programs.

22. How do you measure performance for each stage of your various programs?

    a. Do you have a consistent monitoring component on projects?
        i. If yes, which cycle of performance measurement do you have in place?
        ii. If no, explain the reasons for this approach.
    b. What are the indicators for measuring success for a program?

c. Is success measured at both the individual country and multi-country levels?

23. ILD has a philosophy for how development occurs—legally empowering the poor, formalizing economic and property rights—if this is done in a client country's program. One should be able to do empirical analysis of whether this process has been successful.

    a. Do you have examples of such empirical analysis?
    b. If so, have you done empirical analyses of success at different stages of your programs?
    c. Do you have documentation for a systematic methodology of how you do your empirical analysis?
    d. Are there assessments of the effectiveness of ILD's philosophy compared to other development philosophies?
    e. How does ILD determine which training seminars/workshops to conduct?
    f. What research has ILD considered during the grant period to focus attention by such audiences as policymakers, academics, development experts, and other thought leaders on issues related to legal empowerment of the poor?

24. How do you measure the impact (positive or negative) of the public presentations provided by Mr. de Soto?
    a. Provide a list of formal papers made available to the public.

25. Which specific measures implemented in different countries can be attributed to ILD's influence?

    a. For example, laws, regulations, etc.
    b. Please provide a list and documentation of ILD's influence.
    c. Please share with us country cases where ILD has championed improved policies that have resulted in a movement from Stage 1 (training and team building) to Stage 2 (diagnosis).
    d. Please share with us country cases where ILD have contributed to reaching Stage 3 (institutional reform).
    e. Provide comprehensive document that captures/lists ILD's impact or influence on specific countries.

26. To what extent have any of the countries that ILD has prioritized under the 2009–2013 $25-million grant from USAID received assistance from ILD before that grant period? If so, what was the nature of that assistance, when did it begin, and to what extent was progress achieved before the grant period?

27. More specifically, what progress in those priority countries did ILD achieve before the grant period? And what progress was achieved under the grant? Please distinguish the two.

28. Have any of these 2009–2013 grant priority countries experienced the kinds of benefits associated with Peru and El Salvador?

29. Has ILD received funding from any other development agencies or other sources for work in the countries assisted via the USAID grant during or before the grant period? If so, for each country assisted by drawing upon other sources:

    a. What were the sources of the funding?
    b. What was the level of the funding?
    c. What was the nature of ILD's work in the country?

30. More specifically, does ILD anticipate the USAID grant's funding the entire range of actual and potential ILD assistance in a given country? Or is the intent to get the country's engagement to a point where full implementation is undertaken but will involve additional funding?

ILD as a Learning Organization

31. What are the main lessons that ILD has learned from its more than 30 years of work?

32. More specifically, in a substantive vein, what are the main lessons that ILD has learned about how to combat poverty and legally empower the poor? For example, including but going beyond ILD's insights on extralegality:

    a. Which are the best kinds of laws, regulations, and institutional changes for enhancing and protecting the property rights of the poor?
    b. Which are the best kinds of laws, regulations, and institutional changes for enabling the poor to use their property rights as a source of capital?
    c. What other kinds of laws, regulations, and institutional changes best help the poor in other ways, in ILD's experience?
    d. Please add any additional key lessons that are worth highlighting.

33. In addition, in a programmatic/process-oriented vein, what are the main lessons that ILD has learned about how to best carry out its work? For example:

    a. Which are the best ways of engaging national leadership in the reform process to ensure its ongoing support? What are the mistakes to avoid?
    b. Which are the best ways of engaging the relevant ministries and their lower-level staff in the reform process to ensure its ongoing support? What are the mistakes to avoid?
    c. Which are the best ways of engaging civil society in the reform process to ensure its ongoing support? What are the mistakes to avoid?
    d. Which are the best ways of engaging the poor themselves in the reform process to ensure its ongoing support? What are the mistakes to avoid?
    e. Please add any additional key lessons that are worth highlighting.

34. What have been the main types of criticism of ILD's work over the years? What are ILD's responses to such criticism? Please share any relevant documents, highlighting the responses.

35. In which ways have ILD's successes and progress over the years contributed to its learning process? What are specific examples of successes and progress that ILD has learned from and built on?

36. In which ways have any mistakes that ILD has made over the years contributed to its learning process? What are specific examples of mistakes that ILD has learned from and built on?

37. In which ways has ILD's view of and programmatic approaches to the poor's property rights and ways of accumulating capital changed over the years? In which ways have they stayed the same?

Interview Guides for ILD Beneficiaries

United States Agency for International Development
Learning, Evaluation, and Analysis Project
(Bureau for Economic Growth, Education, and the Environment)
AID-OAA-C-11-00169

Performance Evaluation of *Instituto Libertad y Democracia* (ILD) Activities

Evaluation Interview Guide – Beneficiaries

Introduction

United States Agency for International Development (USAID) provides core funding to the Institute for Liberty and Democracy Program (ILD) to support its efforts to legally empower the poor. To accomplish its goal, ILD focuses on providing technical assistance, sharing research, and gaining support from partners to build awareness and advocate on behalf of the poor. Legal empowerment of the poor as espoused by the UN-hosted Commission on Legal Empowerment of the Poor focuses on four areas: formalization of real property rights, access to justice, labor rights, and business rights (meaning the right to participate as an entrepreneur in the marketplace).

In 2009, ILD was awarded a $25-million grant from USAID to implement its program over the course of five years. As the grant enters its final year, USAID is conducting a performance evaluation of ILD program in meeting its objectives and deliverables as identified in the Agreement and yearly work plans. In addition to measuring performance, the evaluation will also assess ILD's success under the grant in increasing the legal empowerment of the poor, including women's empowerment and gender equality. Optimal Solutions Group, LLC (Optimal), has been assigned to implement this evaluation through the USAID Learning Evaluation and Analysis Project (LEAP) contract.

As outlined in the Technical Proposal submitted to USAID, identifying the data available within and across programs is key to conducting a performance and impact evaluation for ILD program. As such, interviews are designed to gather information and better understand how ILD program measures its performance within and across country programs. The data collected during the interviews will be supplemented by document reviews and used to assess the effectiveness, relevance, and sustainability of the project as well as develop recommendations for improvement.

Interview Structure

Individual interviews are designed to last approximately 45 minutes, while interviews with multiple interviewees are designed to last 60 minutes. The interviews will be semi-structured

interviews to allow for follow-up questions, giving respondents the opportunity to qualify their answers and to provide more nuanced responses. In a semi-structured interview approach, standardized questions are designed in advance, and follow-up or new questions can be dynamically added based on the previous responses provided. This affords flexibility to explore certain subjects in more depth while still retaining a uniformity of themes across clusters. While the questions below serve as the standard anchor questions for the interview, follow-up questions will be selected from among the standard questions or developed during the interview based on the responses obtained. The protocol for the interviews will start with a brief introduction of the evaluation team and the purpose of the interview. The interviewer will then ask whether the interviewees have any questions before proceeding with the interview questions.

Beneficiary Awareness

1) Were you aware of ILD and its programs before being contacted?
2) How did you hear about ILD programs?

Beneficiary Contact and Selection

3) Why do you think ILD identified and selected you as a beneficiary?
4) Please tell us about the first interviews and focus groups that ILD held with you and what happened in them.
5) Were there specific selection criteria that you had to satisfy?
6) What exactly did you receive once you were selected as a beneficiary?

Beneficiary Involvement in ILD

7) Tell us which ILD program you participated in and when.
8) What caused you to respond positively to ILD's request for participation?
9) How were you supported as a beneficiary?
10) How often were you contacted by representatives from ILD during the time you were a beneficiary?
11) Did ILD get in touch with you once the programs were officially completed? If yes, which information was discussed during this follow-up?
12) Were evaluations done?
13) Was there other assistance you would have wanted but did not receive?

Beneficiary Perception of ILD impact

14) Share with us which situation you lived in prior to being exposed to ILD programming.
15) Have there been any changes to your way of life (ownership of property or business) because of ILD intervention?
    a. What worked?
    b. What did not work?

16) Do you feel empowered to continue with the “intervention” provided in ILD now that its programming is completed in your area?
17) Discuss any challenges that you are currently facing.

Appendix 7: Site Visit Agendas

Peru Site Visit Agenda

INSTITUTO LIBERTAD Y DEMOCRACIA

USAID Evaluation Team - 2013 Lima Visit

Proposed Itinerary

Day 1 – Meeting at ILD Offices – MONDAY APRIL 29

Morning:

- **Overview of ILD: ILD President**

  1. ILD in a nutshell: Who we are? What we do? – What is unique about ILD
  2. ILD Property Rights Paradigm and its applications:
     - Arab Spring: The economic roots of the Arab Spring – The Facts.
     - Avatar: Indigenous people want the right to Capital – Amazonas, Cajamarca, Alaska.
     - Knowledge Crisis,
     - Gender.
  3. ILD timeline and Peru's economic success

Afternoon:

- **ILD Value Chain and ILD Business Model: Executive Director and ILD Team**
  1. ILD formalization/inclusion program (four components of the bridge)
  2. Awareness building and education programs

- **Debriefing session with the Executive Committee**

Day 2 – Information Gathering, Document Review and Field visits – TUESDAY APRIL 30

Morning:

- **ILD Value Chain and ILD Business Model: Executive Director and ILD Team**
  1. Diagnosis and Reform Design Projects (Haiti, Tanzania and Lagos)

- **ILD programs in Peru: ILD Legal Team**
  1. Reforms designed and implemented by ILD
  2. Administrative simplification program
  3. Property formalization program

Afternoon:

- **Visit to *Huaycán*, informal settlement formalized by ILD**

Day 4 –Information Gathering, Document Review and Field visits – THURSDAY MAY 02

Morning:

- **Visits to the national agencies designed and implemented by ILD**

  1. Property registry – *SUNARP*
  2. The formalization agency – *COFOPRI*

Afternoon:

- **Visit to Las Malvinas: formalized commercial cluster**

Day 5 – Information Gathering, Document Review and Field Visits – FRIDAY MAY 03

Morning:

- **Economic Impact of ILD programs: ILD Economic Team**

  1. The case of Peru.
  2. Other countries

- **Debriefing session with the Economic and Legal Team**

Afternoon:

- **The Avatar application of the Property Rights Paradigm: Property and business rights in indigenous communities and customary and informal environments.**

  1. ILD research in the Peruvian Amazon jungle and Andes:
  2. Meeting with Jose Álvarez Alonso
  3. Meeting with indigenous leaders from the Amazonian National Confederation – *CONAP*

Day 6 – Information Gathering, Document Review and Field Visits – SATURDAY MAY 04

- **Visit to Huando, one of the most important former rural cooperatives of Peru, a significant example of the social, political, economic and technical complexity of property formalization in agricultural areas.**

Day 7 – Visit to the Amazon region, Iquitos - SUNDAY MAY 05

- **Morning flight to Iquitos.**
- **Preparation of meetings and logistics.**

Day 8 – Visit to the Amazon region, Iquitos – MONDAY MAY 06

Morning:

- **Field visit to area where ILD has conducted research a program:**

    1. Visit to the *Bora* indigenous community, location of ILD film project: "The Mystery of Capital among the Indigenous People of the Amazon" in 2009.

Afternoon:

- **Lunch break**

- **Field visit to area where ILD has conducted an education program:**

    1. Visit to the *Independencia* indigenous community: Meeting with indigenous women from different ethnic groups who participated in ILD Project for the legal empowerment of the Amazonian women in 2012.

Day 9 – Visit to the Amazon region, Iquitos – TUESDAY MAY 07

Morning:

- Meeting with Regional President of Loreto – Iván Vásquez: Impact of ILD work in the regional development agenda.
- Meeting with regional officials of the Peruvian formalization agency – *COFOPRI.*

Afternoon:

- Flight back to Lima

Day 10 – ILD Office, Lima – WEDNESDAY MAY 08

- Synthesizing of interview information
- Schedule any remaining meetings
- Debriefing session at ILD offices

Day 11 – ILD Office, Lima – THURSDAY MAY 09

- Synthesizing of interview information
- Schedule any remaining meetings
- Debriefing session at ILD offices

Day 12 – ILD Office, Lima – FRIDAY MAY 10

- Debriefing session at ILD offices

Nigeria Site Visit Agenda

INSTITUTO LIBERTAD Y DEMOCRACIA

USAID Evaluation Team - 2013 Lagos Visit

Tentative Itinerary

Day 0: Sunday 14 – Arrival of Enrique Diaz (ILD) and Peter Murrell (Evaluation Team)

Enrique Diaz
KLM from Amsterdam to Lagos

Peter Murrell
Flight 54 Delta Airlines
Arrival to Lagos at 4:30pm

Day 1: Monday 15 – Meetings at Lagos State Informal Sector Reform Program – Lagos State

Morning:

- Meeting with Project Coordinator
- Courtesy Call with Permanent Secretary Wali Rahji
- Overview of the Project
- Introduction of LAGS/ILD Informal Sector Reform Program team members:
  - Introduction of the Project Teams (Legal, Extralegal and Economic) Presentation of the Economic Team

Afternoon:

- Meeting with ILD Members (Project Office).

Day 2 – Tuesday 16

Morning:

- Arrival of Christabel Dadzie (Flight 72, Arix Air from Accra, arriving to Laos at 10:05am).

- Fieldwork visit and meeting with King (Oba) of Ipaja Land (Case of Traditional rulers managing land rights in Lagos). Peter Murrell with the Exrtralegal Team members.

Afternoon:

- Meeting with Honorable Commissioner of Commerce and Industry, Mrs. Olusola Owuru (2:00pm).
- Other meetings (scheduled by the Evaluation Team).

Day 3 – Wednesday 17

Morning:

- 10:30 am: Focus Group with Traditional Rulers (Bales) and Community Leaders (Real Estate Matters in Lagos State).

Afternoon:

- Meeting with Mr.Alex Okoh and Mr. Iguwu (ILD consultants) – ILD perspectives for Delta State.
- Other meetings (scheduled by the Evaluation Team).

Day 4 – Thursday 18

Morning:

- Fieldwork visit: Tour on Extralegal Areas in Lagos (Makoko, Festac Town and other)

Afternoon:

- Meeting with ILD Project Members.
- Other meetings (scheduled by the Evaluation Team).

Day 5 – Friday 19

Morning:

- Focus Group with Businessmen of Lagos State.

Afternoon:

- Meeting with ILD Project Members (Wrap Up)

- Departure of Christabel Dadzie.

Day 6 – Saturday 20

- Departure of the Peter Murrel.
- Departure of Enrique Díaz.

Tanzania Site Visit Agenda

MKURABITA PROPERTY AND BUSINESS FORMALIZATION PROGRAM

PROPOSED ITINERARY FOR USAID CONSULTANTS

SN	DATE	ACTIVITIES	EXPECTED OUTPUT	RESPONSIBLE OFFICERS
1	20/08/2013	Brief Presentation on Progress	To get an overview of MKURABITA/ILD activities in Tanzania 2004-2013	Program Coordinator
2	21/08/2013-Morning session	Field visit to Morogoro	To understand how Business Formalization is carried out and owned by the Local Government Authorities	Director Property and Business Formalization
3	21/08/2013-Afternoon session	Field visit to Mufindi District	To appreciate the effectiveness of Capacity Building to the Local Government Authorities on Rural Property Formalization.	Director Property and Business Formalization

4	21/08/2013	Travel to Njombe Town		Director Property and Business Formalization
5	22/08/2013	Field visit to Njombe Town Council	You will see how the citizens contributions for Urban Property Formalization can be revolved and used to facilitate formalization in other areas	Director Property and Business Formalization
6	23/08/2013	Travel back to Dar es Salaam		Director Property and Business Formalization
7	23/08/2013-Evening session	Debriefing		Program Coordinator

Appendix 8: List of ILD Stakeholders and Partners Interviewed for the Evaluation

List of Stakeholders Interviewed during Peru Site Visit

Name of Interviewee	Organization/ Location	Type
Hernando de Soto	President and CEO	ILD staff
Manuel Mayorga	Executive Director	ILD staff
Rafael Arribas	Chief Financial Officer	ILD staff
Ana Lucia Camaiora	Legal Director	ILD staff
Mariela Perez-Costa	Senior Consultant	ILD staff
Carla Olivieri	Director, International Affairs and Communication	ILD staff
Luis Aliaga	Senior Consultant (economics)	ILD staff
Enrique Diaz	Project Manager	ILD staff
Gustavo Marini	Program Manager	ILD staff
Oswaldo Molina	Economic Consultant	ILD staff
Daniella Delgado Rey	Research Analyst	ILD staff
Ricardo Gutierrez	Research Analyst	ILD staff
Silvia Olortegui Torres	Directora Ejecutiva de Artesania	ILD liaison, Women's empowerment
Jose Alvarez Alonso	Director General de Diversidad Biologica, Minsterio del Ambiente, Lima	Researcher
Carlos Meza	Organismo de Formalización de la Propiedad Informal (COFOPRI), Lima	Government
Ais Jesus Tarabay	COFOPRI, Lima	Government
Elba Cornejo	COFOPRI, Lima	Government
Four Officials	Superintendencia Nacional de los Registros Públicos (SUNARP), Lima	Government
Rosa Barrantes	Beneficiary in Huaycan	Beneficiary
Carmen Chozas	Leader of Women's Group	Beneficiary
Oseas Barbaran Sanchez	President, Confederation of Amazonian Nationalities of Peru (CONAP)	Beneficiary
Aldo Mariategui	Journalist	Media
Richard Webb	Director, Instituto del Perú, Universidad de San Martín de Porr, Lima	Economic Researcher
Lorena Alcázar Valdivia	Investigador Principal, GRADE, Lima	Public Policy Researcher
Miguel Jaramillo Banaante	Investigador Principal, GRADE, Lima	Public Policy Researcher
Martín Valdivia Huaringa	Investigador Principal, GRADE, Lima	Public Policy Researcher
Lic. Yvan E. Vasquez Valera	President, Gorbierno Regional Loreto, Iquitos	Government
Eight staff members of the economic team for Gorbierno Regional Loreto	Gorbierno Regional Loreto, Iquitos	Government
Sandro Cubas	Former COFOPRI staff, Iquitos	Government
Lucio	President, Maloca (Bora community), San Andres	Non-beneficiary
Leonardo	Vice President, Maloca (Bora community), San Andres	Non-beneficiary
Twenty women from different	Independencia, San Andres	Beneficiaries

Name of Interviewee	Organization/ Location	Type
indigenous groups in the Amazon Area near Iquitos		

List of Stakeholders Interviewed during Nigeria Site Visit

Name of interviewee	Organization/location	Type
Gustavo M. Marini	Program Manager	ILD staff
Enrique Díaz	Project Manager	ILD staff
Mariela Pérez-Costa	Senior Researcher – Business Matters	ILD staff
Robin Tivy	Senior Researcher – Real Estate Matters	ILD staff
Carlos Calienes	Senior Economist	ILD staff
Ramiro Rubio	Researcher – Extralegal Matters	ILD staff
Jackie Silva	Senior Legal Researcher	ILD staff
Bola Agbabiaka	Team Leader and Coordinator, Extralegal team	ILD staff
Wale Thompson-John	Team Member, local extralegal team	ILD staff
Bisi Adeleke	Team Member, local extralegal team	ILD staff
Adio – Oduola Omotunde	Team Member, local extralegal team	ILD staff
Bimbo Sobowale	Team Member, local extralegal team	ILD staff
Yemi Akinwale	Team Member, local extralegal team	ILD staff
Ore Disu	Team Member, local extralegal team	ILD staff
Olusola Senapon Oworu	Commissioner, Ministry of Commerce & Industry	Government
Mr. Oladejo	Special Advisor	Government
Alex Okoh	Managing Partner, Ashford & McGuire Consulting Limited	ILD partner
Alhaji	Chief (Bale Ikeji)	Land owner
Dr. Badamosiki	Chief	Land owner
Prince Raymond Adekoye	Assistant Secretary Progressive CDA	Land owner
Adekole Olaya	Chief (Bale Makoko)	Land owner
Augustice Taylor	Engineer	Land owner

List of Stakeholders Interviewed during Tanzania Site Visit

Name of interviewee	Organization/location	Type
Stephen Rusibamayila	Director of Property and Business Formalization, United Republic of Tanzania President's Office – State House	MKURABITA staff
Japhet M. Werema	Urban Property Formalization Manager, United Republic of Tanzania President's Office – State House	MKURABITA staff
Seraphia Mgembe	Program Coordinator, United Republic of Tanzania President's Office – State House	MKURABITA staff
Leonard Jaka	Coordinator (Mfungi)	MKUBARITA staff
Herman	Coordinator – Business Formalization (Morogoro)	MKURABITA staff
Thadei Kabonge	Authorized Land Officer (Njombe)	MKURABITA staff
Abdalla S. Chunga	Registered business owner (welding and window/door grills)	MKURABITA Beneficiary
Ernest Makumbe	Municipal Chair, Morogoro Municipal Council	Government
Ntinika William Paul	District Executive Director, Mufindi District Council	Government
Mr. Mwamba	Registered business owner (metal)	MKURABITA Beneficiary
Mr. Makumlo Maragoro	Registered business owner (window manufacture)	MKURABITA Beneficiary

List of ILD Partners Interviewed

Organization/location	Type
Cercle, d'Action et Reflexion de l'Enterprise (CARE)	ILD partner
World Bank - Peru	ILD partner
Center for International Private Enterprise	ILD partner
Colorado State University	ILD partner
Harvard University – Law and International Development Society (LIDS)	ILD partner
LANDESA Rural Land Institute	ILD partner
ESRI GIS Mapping	ILD partner
Cadastre/Land Records	ILD partner
Omidyar Network Foundation	ILD partner
Bureau for Development Policy, United Nations Development Programme	ILD partner

VI. ATTACHMENT: ILD RESPONSE TO USAID's EXTERNAL PERFORMANCE EVALUATION

At the request of Institute Liberty and Democracy (ILD), included in this attachment to the final evaluation is 1) a letter from ILD responding to USAID's external Performance Evaluation of its activities from 2009-2013; and 2) two volumes of documentation submitted by ILD in response to previous drafts of the evaluation.

Please note that the two volumes from ILD were in response to conclusions found in an Appendix (more specifically, Appendix 9) of a prior draft of the evaluation. Appendix 9 provided a literature review of outside reports about ILD which was originally included as a means to provide background information only. Subsequently, Appendix 9 was removed from the final report because it was not considered a part of the actual evaluation. Nonetheless, ILD has requested that the two volumes it submitted previously in response to Appendix 9 still be included in the final evaluation. Optimal Solutions is including the two volumes but is not reinstating the previously deleted draft Appendix 9 because the conclusions taken from the literature review were not those of the evaluation itself, but rather a summary and analysis of perspectives from external independent sources, and hence deemed ultimately irrelevant to the final report. **Furthermore, this evaluation is not an evaluation of the entire body of ILD's work.** The scope of the evaluation only reviewed ILD's performance under the most recent USAID Grant (2009-2013).

The Performance Evaluation of ILD Activities from 2009-2013, was conducted by a third party external evaluator, Optimal Solutions. Information regarding the scope of work and methodology used by Optimal Solutions is publicly available. The Final Evaluation can be found on the USAID Development Experience Clearinghouse (DEC).

ATTACHMENT

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INSTITUTO LIBERTAD Y DEMOCRACIA

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22 August 2014

Mr. Eric G. Postel
Assistant Administrator
Bureau of Economic Growth, Education & Environment
US AGENCY FOR INTERNATIONAL DEVELOPMENT, USAID
1300 Pennsylvania Ave. NW
Washington, DC 20523
USA

Ref.: ILD Performance Evaluation Final Report
Grant EEM-G-00-09-00001

Dear Mr. Postel:

In September 2013, USAID sent us the FINAL REPORT of the Performance Evaluation of the ILD, prepared by Optimal Solutions, dated August 30, 2013.

After careful review of the report, we found that the evaluation was based on an erroneous protocol and inadequate methodology and had failed to examine all the existing evidence of our performance that ILD and other contacts made available to the evaluators upon request. Hence, it was not a comprehensive review of ILD's work. What was initially described as a "get acquainted" visit to ILD offices in Lima became the only official evaluation visit (three days by one team member and five days by another team member). The evaluators did not come back to Lima and we never received any feedback on the substantial information that we had provided to them, nor did we have the opportunity to discuss any of the findings and observations of the evaluators who were oblivious to the facts already in the records not just from the ILD but also USAID.

ILD submitted its response to the FINAL REPORT to USAID, in two volumes, on February 17, and March 4, 2014. In this response, we provided detailed evidence of ILD's achievements and demonstrated that the evaluation was poorly executed, resulting in a flawed report that depicts the ILD program inaccurately and unfairly, to the detriment of ILD and the successful work that USAID has sponsored.

On July 11th 2014, we received from you a new document also labeled 'Final Report' which does not address any of the substantive observations that we made to the FINAL REPORT. All it does is withdraw the parts from the final report which showed to an

extreme level just how biased and incomplete they were. In other words by making them look better it makes us look worse.

We have had a fantastic relationship with USAID and this discussion and the instrument used not to renew the grant is unworthy of that relationship. We don't want to go away sounding ungrateful. So thank you again for a fruitful working relationship with USAID over the course of the years- we greatly appreciate all the help and support your office has provided.

The only thing we request is that our reply to your FINAL REPORT (August 30, 2013) be attached to the text we were replying to so that our response makes sense. If you decide to also attach your July 11th 2014 document please do attach this letter as well.

Manuel Mayorga
Executive Director

c.c: Mr. David David Atteberry, Deputy Assistant Administrator

HERNANDO DE SOTO
CHAIRMAN

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2 March 2014

Mr. Eric G. Postel
Assistant Administrator
Bureau of Economic Growth, Education & Environment
US AGENCY FOR INTERNATIONAL DEVELOPMENT, USAID
1300 Pennsylvania Ave. NW
Washington, DC 20523
USA

Ref: As promised in our meeting in your office on 19 February, here is a more reader-friendly edition of our response to the final evaluation report on ILD's performance[1] so that you or your staff can read it in 20 to 30 minutes.

Dear Eric:

The evaluation report rests on three criticisms:

1. "ILD's theories are too general to be applicable"
2. Their doubts that "ILD's approach can prove effective…"
3. "Lack of rigorous evidence of the impact of the ILD inspired programs…"

As you will see in the pages below, we are providing you with extensive documentation signed off by USAID and other US Government authorities proving that applications of our theory have been effective in thousands of cases. The issue here is not a difference of opinion between the ILD and the evaluators but that they have been blind to the facts already in the records not just of the ILD but also of USAID.

Volume II provides some of the most obvious evidence for activities that the evaluators claimed that there was no evidence for: 1,100 laws enacting ILD initiatives, along with dozens of related strategies, six treaties and covenants designed and implemented by the ILD; *plus* detailed evidence of the impact of ILD reforms in 15 countries.

In Volume I, we have organized our responses to the evaluators' three criticisms through eight cases that demonstrate that the ILD – and many others – have applied our theories successfully thousands of times; that Democratic and Republican Presidents and their NSA chiefs and Secretaries of State, Defense, and Housing have praised the effectiveness of ILD's approach; so have Supreme Court Justices, USAID Administrators, along with their officers and evaluators, Congressional Committees, and the US media in hundreds of articles and programs.

[1] Submitted to the ILD by C. Dadzie and P. Murrell in September 2013.

To make it possible for you or your staff to get a sense – in less than 20 minutes – of how much evidence is actually available of the impact of ILD reform programs, this report begins by summarizing each of the eight cases in a "nutshell" of only one or two pages.

If you can spare another ten minutes, you can also see evidence of ILD's impact in the form of a "Picture History" of the documents that validate and certify our performance. For anyone wanting more information about the ILD's theories, applications and challenges, there is also a slightly longer account of those same cases following the Picture Histories.

All the foregoing demonstrates that the Dadzie-Murrell team has never even glanced at ILD's regular reports to USAID. Eric, by the time you or anyone else has spent 20 minutes reading this report, you will already know more about the ILD's work and impact than Dadzie-Murrell. Their report is that bad, which is why we have made such an effort to expose its failings to you in a two- volume response.

It is also why we would appreciate that this letter and the two volumes that accompany it be filed with the Final Report so that everyone can make up their minds as to the validity of the Dadzie-Murrell team's evaluation of the ILD.

One of the real pluses of all the research we did to accumulate evidence in the past month is that we had to talk to a lot of people to pull together our documentation. Everybody seemed to understand the relevance of what we do in the USAID-ILD partnership. I hope we can talk about that when we meet.

As agreed, we have asked Nick Klissas to visit your offices and personally put this re-edited report into your hands on Friday, 7 March. We will be getting back in touch with Nick to see if that date still works or if we have to make an adjustment. We certainly look forward to our discussion.

Sincerely,

Hernando de Soto
Chairman

Manuel Mayorga
Executive Director

A RESPONSE TO THE CONCLUSIONS OF THE FINAL REPORT ON ILD PERFORMANCE

SUBMITTED BY C. DADZIE AND P. MURRELL ON SEPTEMBER 2013

Conclusion #1:
"ILD's theories are too general to be applicable"

ILD Response: 8 cases where ILD's theories have been successfully applied – to win a war against terrorism, create broad-based economic growth, make government more accountable, explain the causes of the Arab Spring, influence the development agendas of international agencies and 15 countries – and change the debate worldwide.

Conclusion #2:
...doubts that "ILD's approach can prove effective…"

ILD Response: Documented recognition of the effectiveness of ILD's approach – by the White House, USAID officers, US press, war victims, even the terrorists.

Conclusion #3:
"…lack of rigorous evidence of the impact of the ILD inspired programs…"

ILD Response: A list of 1,100 laws enacting ILD initiatives, along with dozens of related strategies, six treaties and covenants designed and implemented by the ILD; plus detailed evidence of the impact of ILD reforms in 15 countries.

VOLUME I

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A RESPONSE TO THE CONCLUSIONS OF THE FINAL REPORT ON ILD PERFORMANCE

VOLUME I

TABLE OF CONTENTS

VOLUME I

INTRODUCTION ..... p. 3

CASE #1: THE STRATEGY, LAWS AND TREATIES DESIGNED BY THE ILD IN COOPERATION WITH THE WHITE HOUSE AND STATE DEPARTMENT, FUNDED AND PROMOTED BY USAID, WHICH LED TO THE ONLY SUCCESSFUL U.S. WAR AGAINST TERRORISM SINCE THE FALL OF THE BERLIN WALL

-- IN A NUTSHELL p.7
-- PICTURE HISTORY p.9
-- A BRIEF ACCOUNT p.14

CASE #2: HOW ILD'S RE-CATEGORIZATION REFORMS OPENED THE CITIES TO PERU'S UNDERCLASS AND HELPED WIN THE WAR AGAINST TERRORISM

-- IN A NUTSHELL p.21
-- PICTURE HISTORY p.22
-- A BRIEF ACCOUNT p.25

CASE #3: HOW ILD IDENTIFIED THE OVERRIDING CONSTRAINTS TO BROAD-BASED GROWTH AND MADE THEIR REMOVAL A POPULAR CAUSE

-- IN A NUTSHELL p.31
-- PICTURE HISTORY p.32
-- A BRIEF ACCOUNT p.35

CASE #4: HOW THE ILD CHANGED THE PERUVIAN CONSTITUTION TO MAKE GOVERNMENT ACCOUNTABLE AND CLOSER TO THE PEOPLE

-- IN A NUTSHELL p.41
-- PICTURE HISTORY p.43

CASE #5: HOW THE ILD HAS BEGUN THE RE-CATEGORIZATION OF THE ARAB SPRING

-- IN A NUTSHELL p.49
-- PICTURE HISTORY p.50
-- A BRIEF ACCOUNT p.57

CASE #6: ILD'S CONTRIBUTION TO INTERNATIONAL ORGANIZATIONS

-- IN A NUTSHELL p.63
-- PICTURE HISTORY p.65

CASE #7: HOW THE ILD IS HELPING OTHER COUNTRIES RE-CATEGORIZE

-- IN A NUTSHELL p.69
-- PICTURE HISTORY p.70

CASE #8: ILD'S INTELLECTUAL IMPACT

-- IN A NUTSHELL p.77

VOLUME II

ANNEX 1: 182 VALID INTERLOCUTORS FOR ALTERNATIVE DEVELOPMENT. COCA GROWERS COMMITTEES. UPPER HUALLAGA VALLEY AND APURIMAC RIVER VALLEY p.85

ANNEX 2: ONE THOUSAND PIECES OF LEGISLATION TO REMOVE CONSTRAINTS TO GROWTH p.181

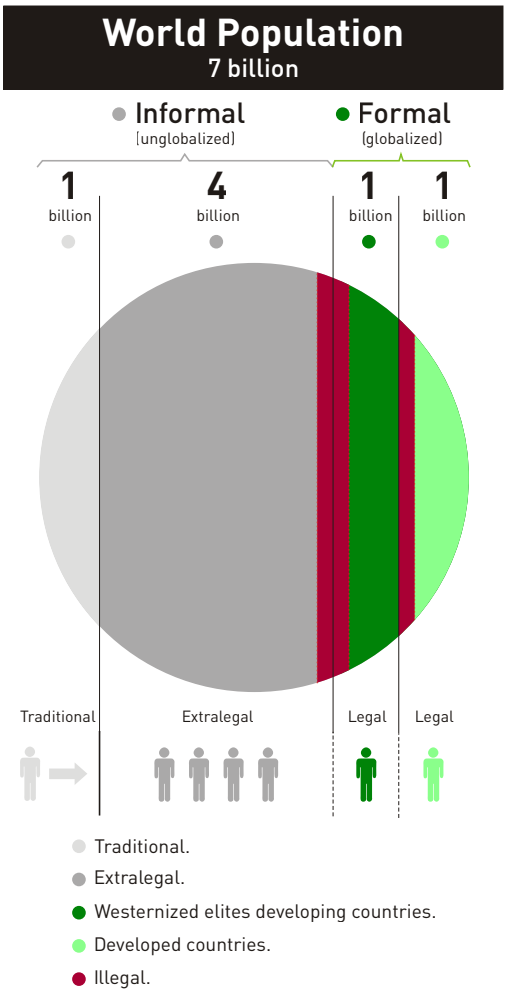
ANNEX 3: A SAMPLE OF LEGAL REGULATIONS PUBLISHED FROM APRIL 1984 TO JUNE 2012, DERIVED FROM DRAFT LAWS DESIGNED BY ILD RELATED TO CITIZEN PARTICIPATION, DEMOCRATIC GOVERNANCE AND THE OFFICE OF THE OMBUDSMAN p.295

ANNEX 4: DETAILED EVIDENCE OF THE IMPACT OF ILD REFORMS IN 15 COUNTRIES p.303

INTRODUCTION

The ILD believes that the methods economists and security professionals use to search, gather and categorize information and extract useful facts from it are not equipped to deal with the new reality that ILD had discovered taking place as communism started imploding: the poor of the Third World were not naturally opposed to open societies; ILD's research showed that they were in fact marching toward Western style globalization.

Why do we continue to miss that point? Because most official systems do not have a category that relates the poor to their aspiration to be part of the global market. Thus, they are unable to explain why Peruvian farmers armed only with spears went to war on behalf of their right to markets and entrepreneurship, or why poor young Arabs would light themselves on fire when a petty functionary took away their property.



Since the 1980s, the ILD had realized that Peru's poor farmers, the emerging entrepreneurs of the Middle East and North Africa as well as the people operating in Tanzania´s informal sector were part of a global phenomenon that continues to this day. Over the last three to five decades, the majority of people in developing countries have been fleeing in massive, slow moving droves from small-scale traditional economies towards more globalized ones. We estimate that about four billion people have already abandoned their economically exhausted societies (tribal, customary communal, feudal = one billion) to get closer to their country's legal, modernized large scale market economies (westernized elites in emerging nations = one billion) or the modern economies abroad (in North America and Europe = one billion).

But when these four billion refugees reached their destination, they were unable to enter the legal market, due to constraints that current official categories cannot spot. Unwilling to return to their traditional societies and abide by narrow local rules, but unable to move forward towards global rules, they are trapped in what ILD calls the "extralegal economy," which is made up of hundreds of anarchic, discrete arrangements "outside the rule of law".

The ILD believes that the world's extralegal sectors is the big challenge not just of economic development but for peace: It is something new, it's moving, it's the biggest part of the world's population, and it remains out of control. The existing classifications for the extralegal economy where people are categorized on the basis of size, trade, gender, age, and life expectation give no clues as to the constraints holding the billions who want to move to modernity. We are facing tsunamis around the world, and all that current categorizations can give us is a clear view of each drop of water, when what we need is to see how those drops of water come together to form a powerful wave.

The extralegal economy, for better or for worse, does not lie in the specific characteristics of its parts but rather in the common constraints that unify them into an aggregate force for change that cuts across gender, trades, or ages.

Authorities have plenty of information worldwide on the extralegal economy but none of it is broken up and grouped into categories that allow us to get facts, i.e. short-cut actionable knowledge that can be tested for truth from which we can infer the constraints generating the crises that governments must solve. Why is it that millions of farmers cannot be protected by law? Why can't they get the business or property tools to develop or the security to protect themselves? What makes hundreds of young people to commit suicide in the Arab Spring?

That such knowledge is hard to find is not surprising: "facts" do not exist on their own. In a world brimming with information, facts are the result of appropriately selecting and categorizing that information. Categorization proceeds in the following way: discarding the information that has proven to be useless so far, especially that arising from interpretations of cultures; concentrating on information in the streets that comes directly from those affected by the crises; keeping in mind that today's crises are quite similar to those that occurred when the West was making its transition from a traditional to an industrial society; fitting these pieces of information together into a new blueprint for translating them into facts.

ILD has developed categorization principles, protocols and procedures to identify the real constraints blocking extralegals from prosperity and increasing the probability of terrorism, contagious conflicts, frustrating poverty.

Such re-categorization is what is required to reveal the causes of the world's most pressing crises, find out who the West's allies really are, and pave the way for working together to remove those constraints.

In the following pages, we offer eight different cases that illustrate how the ILD´s efforts at re-categorization have helped not only win a war against terrorism in Peru but also produce broad-based growth, create the fastest growing middle class in Latin America, and make the government accountable. ILD's recategorization also inspired international organizations to modify their development agendas, led to reforms that made the legal market economy accessible for everyone in many developing countries; and, changed the understanding about the root causes of the Arab Spring.

CASE #1:

THE STRATEGY, LAWS AND TREATIES DESIGNED BY THE ILD AND SUPPORTED BY USAID WHICH LED TO THE ONLY SUCCESSFUL WAR AGAINST TERRORISM SINCE THE BERLIN WALL FELL

CASE #1: IN A NUTSHELL

Bush, Scowcroft, Fujimori and de Soto, 17.09.91.
A strategy to "fight terrorism with the support of farmer defense organizations".

Mothers of the Sanamarca community (Ayacucho).
Anti-Subversive Civil Defense Committee, 1984.

In 1980, radical Maoist terrorists called Sendero Luminoso appeared in the Peruvian Andes and tried to impose on poor farmers the collectivization of their farmland, the substitution of currency with barter and markets with central control. The farmers resisted and Sendero massacred them by the thousands. In 1984, the farmers organized into a couple of hundred illegal "Comités de Defensa Civil Antisubversiva (DECAS)" and fought back with spears, knives and homemade pellet shotguns, which were the only weapons they could access.

The farmers made surprising progress but the better-armed Sendero kept coming back. By March 1990, RAND reported to the U.S. Secretary of Defense that "Sendero is firmly entrenched in the highlands… Peru is on the brink of internal collapse… Sendero could win." The U.S. State Dept. considered Sendero as the most dangerous threat to peace in the Americas and as devastating as Pol Pot's war in Cambodia.

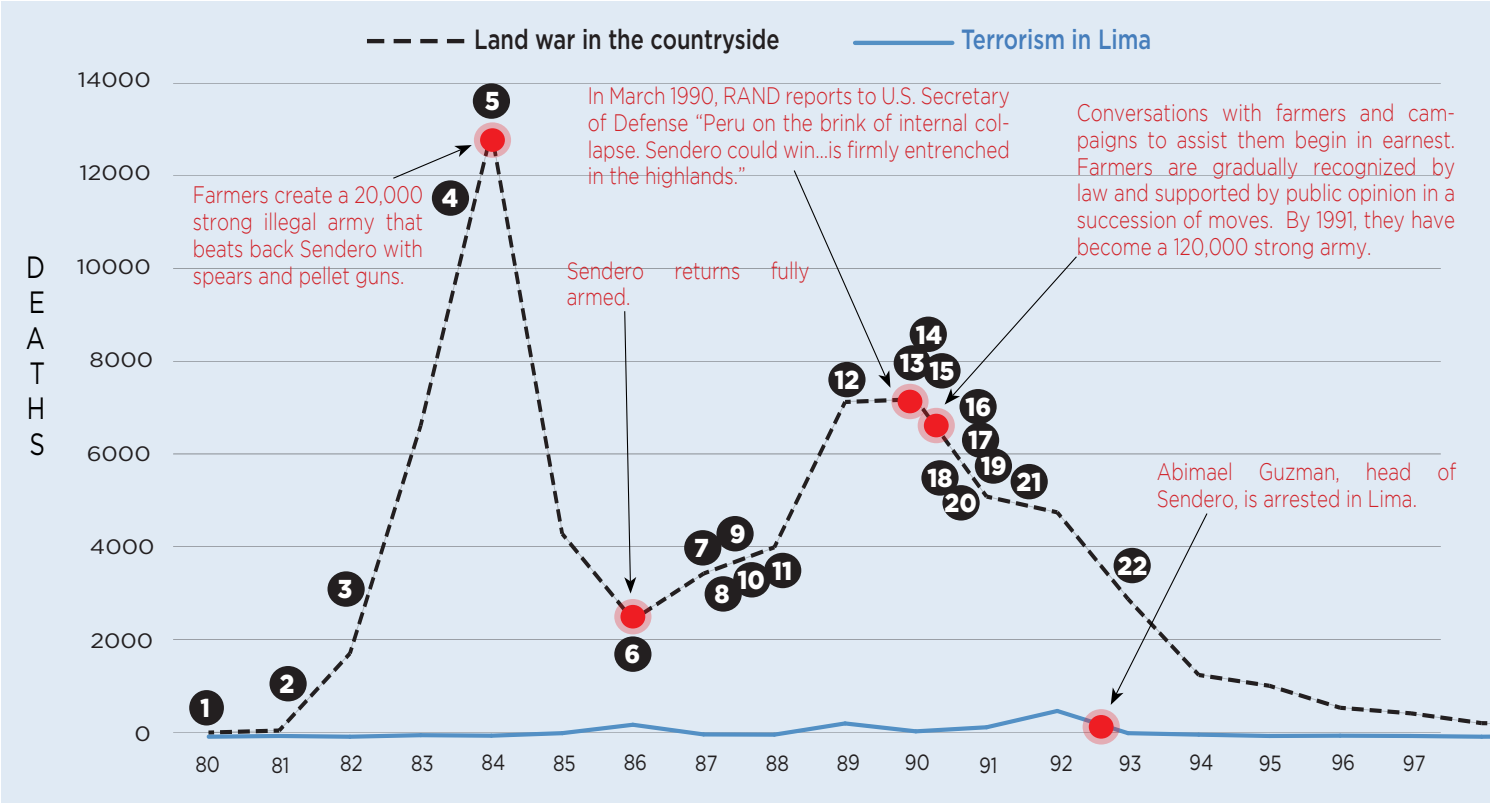
Neither Peruvian laws nor international treaties had provisions that recognized the property and business rights of poor farmers nor their right to protect themselves. The farmers were thus in the same situation as four billion other people in the world who also live in the "extralegal economy." ILD designed and implemented a strategy that re-categorized the DECAS and converted them from an illegal to a legal force, recognized by the Peruvian law, covenants with the U.S. and the U.N. Thus, economically and militarily empowered, and accountable to government, the DECAS' volunteer army of 20,000 fighters increased overnight to 120,000 —and proceeded to win the war against Sendero.

Re-categorizing is what the ILD does. It is about two things: One, changing regulations, laws and treaties in stages and installments to emancipate those who live in legal apartheid; and two, crafting messages that move governments to action and raise public awareness so that concrete reforms quickly reach their tipping point.

THIS HISTORIC SUCCESS IS ONLY GETTING ATTENTION NOW BECAUSE:

1. By 1990, U.S. intelligence, State Dept. and RAND saw Sendero winning a long war. Two years later, we turned the war around with legal reforms –a surprise story that no one knew how to report.
2. President Bush failed to win a second term; his Peru observers left their positions, and the bridge was broken.
3. With the collapse of communism, international affairs experts turned their attention to Central and Eastern Europe.
4. Those fighting Sendero in Lima –only 2 to 3% of the action– took credit for winning a war that was really in the countryside –waged by people not accustomed to writing books.
5. Discriminated for 400 years by Peru's elites, the farmers were used to keeping their suffering to themselves.
6. Mostly, this war has been forgotten because it was fought with unusual weapons: legally empowering citizens with the rights to defend their property and their lives.
7. The war weakened the resolve of traditionalists for defending an outdated legal system which allowed such radical change that Peru quickly obtained the highest growth rate in Latin America – and the urge to bury the bad times.
8. With the West confronting small armies like Al Qaeda's in MENA and elsewhere, it is time to re-visit Peru's non-traditional solutions. The time chart below reveals essentially a war between a mass of uneducated farmers fighting for rights to property and to buy and sell and to use currency against an army of ideologues led by professors bent on imposing collectivism. It reads like a right wing pamphlet, but it is the truth.

A GRAPHIC HISTORY OF THE WAR AGAINST SENDERO LUMINOSO



Laws and Treaties

1. Sendero Luminoso welcomed in provinces.
2. Sendero proposes collectivizing property, and abolishing currency and local markets. Farmers resist; Sendero responds with massive executions.
3. Pres. Belaunde sends in troops.
4. Gen. Huaman hands 20 shotguns to the resistance, promises 1,000 more –and is fired.
5. Farmers create illegal "Comités de Defensa Civil Antisubversiva (DECAS)" to fight Sendero with knives, spears or homemade pellet guns.
6. ILD publishes The Other Path (TOP), an alternative to Sendero's program – a historic bestseller and front-page news throughout Latin America.
7. Farmer organizations seek ILD's help in becoming legal.
8. Three main presidential candidates adopt TOP's program.
9. Three communist-led organizations –street vendors, transport owners, housing associations– switch to TOP.
10. Pres. Reagan at U.N. calls ILD his "hero" and praises its reform vision.
11. ILD media blitz to empower extralegal organizations to do business and protect themselves.
12. U.S. Sec. of State George Shultz invites ILD's de Soto to his "Open Forum" to make the case that most Third Worlders are in the private sector and
13. Pres. Reagan has not addressed them. ILD's first proposal treating the resistance as "informal" not criminal –which Pres. Garcia submits to Cartagena Summit of North and South American Presidents.
14. Pres. Garcia celebrates enacting numerous legal reforms for facilitating the transition of extralegals to legality.
15. Pres. Fujimori freezes U.S. collaboration agreement, leaving progress in the hands of ILD, which immediately engages members of Congress, Cabinet, including Depts. of Defense, State and National Security, and human rights organizations.
16. VP Dan Quayle and CoS Bill Kristol run interference to ensure that U.S. policy makers understand Peru's strategy to incorporate informals into a winning coalition against the real criminals, Sendero Luminoso.
17. De Soto, accompanied by U.S. Ambassador and/or U.N. authorities, meets with farmers and DECAS, in Andes as well as Lima, to work out details for incorporating them into the legal system.
18. "U.S. Peru Treaty" recognizes farmers as ready to participate in civil society.
19. Secretary General of U.N. and its Drug Control Programme agree to supervise the legalization process.
20. White House Summit of Presidents Bush and Fujimori, NSA's Scowcroft and ILD's de Soto commit to fight criminality with support of Peru's farmers.
21. DL 741 legalizes DECAS to defend their right to property and enterprise, and to be armed to fight Sendero – under army supervision.
22. DECAS reduce violence by 80% in two years, thus defeating Sendero as a political force.

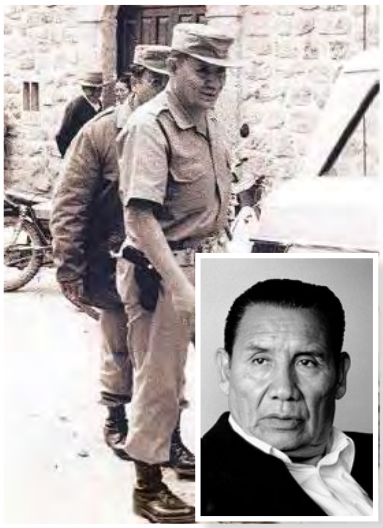
CASE #1: PICTURE HISTORY

The 120,000 strong farmer defense organization - DECAS.

1. 1980: Sendero Luminoso welcomed in provinces.

2. 1981-1983: Sendero proposes collectivizing property, and abolishing currency and local markets. Farmers resist; Sendero responds with massive executions.

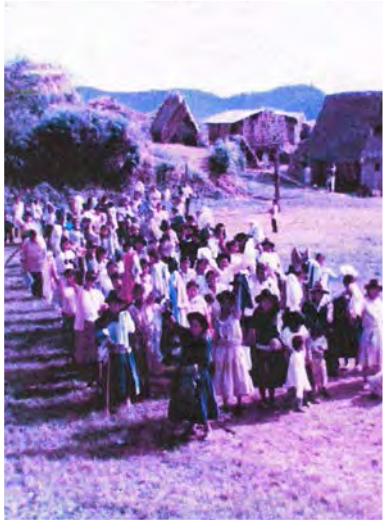
3. 1982: Pres. Belaunde sends in troops.



4. 1984: Gen. Huaman hands 20 shotguns to the resistance, promises 1,000 more – and is fired.

5. 1984: Farmers create illegal "Comités de Defensa Civil Antisubversiva (DECAS)" to fight Sendero with knives, spears or homemade pellet guns.

6. 1986: ILD publishes The Other Path (TOP), an alternative to Sendero's program – a historic bestseller and front-page news throughout Latin America.



7. 1987: Farmer organizations seek ILD's help in becoming legal.

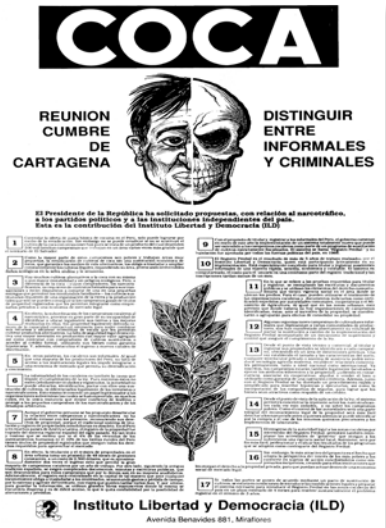
8. 1987-1989: Three main presidential candidates adopt TOP's program.

9. 1986 - 1987: Three communist-led organizations – street vendors, transport owners, housing associations - switch to TOP.

10. 1987: Pres. Reagan at U.N. calls ILD his "hero" and praises its reform vision.

11. 1988: ILD media blitz to empower extralegal organizations to do business and protect themselves.

12. 1989: U.S. Sec. of State George Shultz invites ILD's de Soto to his "Open Forum" to make the case that most Third Worlders are in the private sector and Pres. Reagan has not addressed them.



13. 1990: ILD's first proposal treating the resistance as "informal" not criminal – which Pres. Garcia submits to Cartagena Summit of North and South American Presidents.

14. 1990: Pres. Garcia celebrates enacting numerous legal reforms for facilitating the transition of extralegals to legality.

...cont. **14. 1990:** Pres. Garcia celebrates enacting 180 legal reforms for facilitating the transition of extralegals to legality.

Expreso

Sobre ayuda contra narcotráfico

FRACASO NEGOCIACION ENTRE PERU Y EE.UU.

• Fujimori plantea convenio de enfoque integral

• Embajador Qualston: cooperación seguirá adelante

15. **1991:** Pres. Fujimori freezes U.S. collaboration agreement, leaving progress in the hands of ILD.

44th Vice President of the United States

Chief of Staff to the Vice President of the United States

16. **1990:** VP Dan Quayle and CoS Bill Kristol run interference to ensure that U.S. policy makers understand Peru's strategy to incorporate informals into a winning coalition against the real criminals, Sendero Luminoso.

Caretas

17. **1991:** De Soto, accompanied by U.S. Ambassador and/or U.N. authorities, meets with farmers and DECAS, in Andes as well as Lima, to work out details for incorporating them into the legal system.

El Peruano

CONVENIO RESPETA SOBERANIA

"COCA FARMERS ARE A VERY DIFFERENT ECONOMIC AND SOCIAL CLASS FROM THAT OF PEOPLE INVOLVED IN DRUG TRAFFICKING. THE FORMER ARE POOR AND ENGAGE IN COCA GROWING LARGELY FOR SUBSISTENCE, BECAUSE THEY CANNOT LEGALLY ENTER ANOTHER ACTIVITY, WHILE THE LATTER ARE PROSPEROUS AND DO NOT FACE THOSE BARRIERS. UNLIKE TRAFFICKERS, FARMERS DO NOT DEPEND ON COCA, AND IN FACT CAN –AND DO– GROW OTHER MORE PROFITABLE PRODUCTS. ON THE WHOLE, FARMERS ARE READY TO BE ORGANIZED AND TO PARTICIPATE IN A DIALOGUE SEEKING THE GOALS WE ARE OUTLINING IN THIS AGREEMENT, BECOMING THE MAIN EXECUTORS OF THIS STRATEGY AND MAKING IT THEIR OWN."

18. **1991:** "U.S. Peru Treaty" recognizes farmers as ready to participate in civil society.

Hernando de Soto con Pérez de Cuéllar y Giacomelli: vista clave para el programa antidrogas

Coca: Nuevo Capítulo

Viene a Lima Giorgio Giacomelli para establecer bases de cooperación entre campesinos cocaleros y NN.UU.

AGRICULTOR COCALERO:

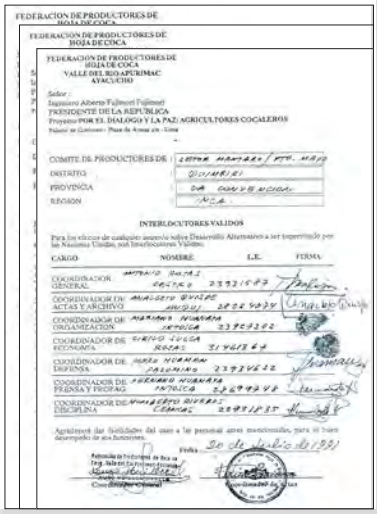
POR EL DIALOGO Y LA PAZ

INTERLOCUTORES VALIDOS

PREGUNTAS Y RESPUESTAS

PARTICIPACION DE LAS NACIONES UNIDAS

19. **1991:** Secretary General of U.N. and its Drug Control Programme agree to supervise the legalization process.



FEDERACION DE PRODUCTORES DE HOJA DE COCA

INTERLOCUTORES VALIDOS

...cont. **19.** **1991:** Secretary General of U.N. and its Drug Control Programme agree to supervise the legalization process.

20. **1991:** White House Summit of Presidents Bush and Fujimori, NSA's Scowcroft and ILD's de Soto commit to fight criminality with support of Peru's farmers.

Reconoce a Comités de Autodefensa, como organizaciones de la población para desarrollar actividades de auto defensa de su comunidad

DECRETO LEGISLATIVO — Nº 741

EL PRESIDENTE DE LA REPÚBLICA

POR CUANTO:

CAPÍTULO I

DE LOS COMITÉS DE AUTODEFENSA

CAPÍTULO II

DE LAS ARMAS Y MUNICIONES

21. 1991: DL 741 legalizes DECAS to defend their right to property and enterprise, and to be armed to fight Sendero – under army supervision.

22. 1993: DECAS reduce violence by 80% in two years, thus defeating Sendero as a political force.

23. 1996: COFOPRI Law No. 803 creating a formalization agency.

24. Procedures to carry out categorizations.

CASE #1: A BRIEF ACCOUNT

THE WAR IN PERU

The land war began in Peru when Sendero, a radical Maoist insurgency, appeared in the Andean highlands (mainly Ayacucho, Huancavelica, Apurimac, Junin, and Pasco) early in the 1980s, preaching justice for poor farmers, thus gathering local sympathy and support. That honeymoon, however, rapidly ended in 1982, as Sendero began trying to abolish private ownership along with the use of currency and transactions in small local markets to settle prices.

That's when the farmers began to rebel. Their willingness to fight for property and markets reads like an extract from a radical right wing pamphlet. But that's exactly what happened: At some point in the past, the locals had parceled their land, learned to trade in small scale markets and became accustomed to using the national currency; they were not going to accept collectivism.

Sendero's leaders, largely school and university teachers, like most Peruvians, hadn't perceived that even the indigenous communities of Peru had been moving away from legally established collectivism but found it too hard or expensive to officially record this change of economic regime.

Believing that this was a mere deviance from traditional values and therefore easily correctable, Sendero —between 1983 and 1984— began killing massive numbers of locals to assert their authority. The armed forces and the police were called in, but neither could distinguish Sendero's people from the farmers since they were all illegal (unrecorded) in their own way and difficult to identify. As a result, government forces may have shot many innocent people, or refrained from shooting for fear of killing innocent farmers. The farmers, on the other hand, knew who the terrorist fighters were, but as illegals, they had access only to homemade spears, knives and pellet shotguns with a 50-yard range. In short, authorities had weapons but were blind, while farmers could see perfectly well but were outgunned. The result was that Sendero was winning the war. At least into 1984.

Before the end of that year, however, farmers had organized themselves into illegal "Comités de Defensa Civil Antisubversiva (DECAS)" —20,000 strong— to fight Sendero; and by 1986 the DECAS had managed to drive Sendero out of the valleys and into the hills. (See "Nutshell" graphic, which makes this clear).

Sendero, however, re-organized, re-armed and re-trained, and at the end of 1985 responded with an all-out effort, regaining territorial control in the following year, while terrorizing and killing more local farmers, hoping to eventually wear them out.

The farmers, still outgunned, kept on fighting, losing thousands of men. DECAS leaders appealed to the military and the politicians to officially recognize them or give them weapons or integrate them into the armed forces, but to little avail. In fact, the armed forces sympathized with the plight of the DECAS and tried various times to help. In 1984, for example, General Adrian Huaman, head of the armed forces based in Ayacucho, gave the farmers of Ocros 20 shotguns, and planned to arm other communities that had requested help —until he was fired. And it wasn't because political authorities were any less sympathetic to DECAS' losing battle against the very group that vowed to overthrow the government. The politicians believed their hands were tied, legally: how could government, the defender of the rule of law, partner with an armed illegal counter-insurgency movement? That left the government, the army and the farmers all mired in a category trap that seemed inescapable.

CALLING ON THE ILD

In 1987, the DECAS —and Peru's president— began seeking the ILD's help in earnest. Both knew from the ILD's publications that the ILD gave enormous importance to the law and institutions for solving Peru's problems and had already begun designing reforms. The farmers had a simple and practical equation in mind: if the ILD could help them re-categorize and get their land and businesses legally recognized, they were hoping that would make them eligible for the kind of firepower that might give them an edge over their enemy.

The President had a more complex equation in mind: On the basis of ILD's vision that most of the world's information and categorization systems were outdated and incapable of providing facts that could help governments solve the on-going challenges of poverty and security, he needed a strategy to bust the inertia of the status quo and a reform program to bring in the missing institutions.

Between 1988 and 1990, the ILD devised the strategy the President had requested; dozens of related projects were being implemented. (See Cases 2 to 7 below for a fuller account of the strategy and results, including the hundreds of laws and regulations that turned Peru around. For a sample of books, newspaper and activist campaigns that started converting communist "extralegal" organizations into legal ones, see the "Picture History".)

ILD'S SIMPLE EQUATION

In response to the farmers' request, the ILD was initially reticent to go beyond its practice of empowering extralegal groups in order to help them grow economically. But the news about the war against Sendero was so ominous that we began studying the farmers' legal dilemma more closely. According to a major 1990 study by the RAND Corp. for the U.S. Secretary of Defense, "Sendero is firmly entrenched in the highlands...Peru is on the brink of internal collapse...Sendero could win." Assistant Secretary of State for Inter-American Affairs Bernard Aronson later warned the U.S. Congress that a Sendero victory in Peru would be as disastrous as Pol Pot's takeover of Cambodia or as murderous as Hitler's advances in Europe: Sendero-style communism would spread throughout Latin America.

ILD research quickly determined that the overwhelming majority of Peruvians were against Sendero. Our own book on the phenomenon, "The Other Path," was outselling its competitors 20 to 1 and had become the best-selling book in the history of Peru. Our message that the extralegals were the antidote to Sendero was carried in the newspapers, TV and radio programs, even in songs.

The real problem was that Sendero's Maoist guerrilla tactics were so efficient that Peru's armed forces had no way of fighting without very high collateral damage. ILD like most Peruvians recognized that some kind of alliance with farmers was necessary. The big stumbling blocks were: Peru's agreements with the international community, which indiscriminately treated everyone as a potential narco-terrorist; the tarnished reputation at the time of the country's political leadership; and the suspicion that Peru's government might be using this alliance with the DECAS to favor some obscure political or large oligarchic interests.

With full USAID support, it took the ILD three years –up until 1991– to gather the facts, draw up a plan to legalize the DECAS and make them accountable to law, on the basis of their long-standing commitment to property and legitimate business. Our categorization study to give the farmers and governments the power to protect lives was part of a larger ILD objective: to merge the extralegal economy with the legal economy.

This required giving authorities facts that would allow them to:

1. understand how they are organizing themselves in the present,
2. categorize the different components of the extralegal economy, not only according to cultural criteria but especially according to how close they are to being completely legal,
3. facilitate the ascent of these constituencies by spotting the constraints that stand in their way and designing consensual reforms that remove them.

The ILD has a few hundred re-categorization recipes, but the easiest way to understand what the process involves is to see how it applies to the defeat of Sendero, as outlined in this brief account. Re-categorization means changing perceptions at home and abroad, changing regulations and laws and modifying treaties. We call all three of these kinds of changes "moments of crystallization".

I. Re-categorizing the Extralegal Economy

- Andean farmers illegally create the "Comités de Defensa Civil Antisubversiva (DECAS)" to defend property, currency and markets. ***(Picture History #5)***
- DECAS and Andean farmers agree to fill in forms that tell us their names, their location and how they relate to organizations and norms that we can trace, thus distinguishing themselves from criminals or terrorists, whose objective is to steal from or destroy legal society instead of joining it.
- Bring in the U.N. to verify the ILD protocol. ***(Picture History #19)***
- Documentation is drafted in such a way that the highly meticulous and intellectually sophisticated U.S. Ambassador to Peru can certify the truth of ILD's analysis; travel with ILD to meet farmers and DECAS in the Andes and see for himself that there was no comparison possible with paramilitary groups in Colombia or other war-torn countries. ***(Picture History #15 and 17)***
- Nearly all extralegal organizations have a vision and mission statement around which they have formed their consensus – an important indication for authorities as to where citizens are headed. ***(Picture History #9)***
- Nearly all extralegal organizations have statutes which provide a strong indication on how they are organized.
- DECA members are also members of parallel producer associations. We identified 182 DECAS and their leaders, representing some 300,000 citizens in the region; and then asked the U.N. to check them out. ***(Picture History #19 and Volume II, Annex 1)***
- Extralegal citizens are asked to volunteer proposals and opinions so authorities can see if they are on the right track. ***(Picture History #14)***
- Extralegals are offered the opportunity to protect their assets by recording them. In addition to bringing peace, the objective of re-categorization is to provide citizens in transition to a legal society with the means to make a peaceful living once violence has ceased. ***(Picture History #14)***

II. Re-categorizing What Extralegals Need to Become Legal

ILD uses a standard checklist to determine the shortcomings of the extralegal system so as to ensure that legal reforms do in fact provide extralegals more benefits than those they have outside the law. For example: Are they standardized? Are they compatible with their neighbors? How fungible are their assets? How accountable are they as owners? Do their assets have other functions aside from their physical presence (e.g. credit, capital, contracts, etc.)? ***(Picture History #14)***

III. Breaking the Status Quo and Gaining Political Support

A. Breaking the Status Quo

- Pres. Reagan at U.N. calls ILD his "hero" and praises bringing extralegals into the legal economy. ***(Picture History #10)***
- U.S. Sec. of State Shultz invites ILD's de Soto to his "Open Forum" to make the case that U.S. desire to address the private sector in Latin America must also address extralegal economy. ***(Picture History #12)***
- Pres. Garcia submits ILD proposal for making a distinction between criminals and farmers to Cartagena Summit of North and South American Presidents. ***(Picture History #13)***
- Pres. Garcia celebrates enacting 180 legal reforms for facilitating the transition of extralegals to legality. ***(Picture History #14)***
- Pres. Fujimori freezes Peru-U.S. narcotics collaboration, leaving progress in the hands of ILD, which immediately engages members of Congress, Cabinet Departments including Defense, State and HUD, plus human rights organizations. ***(Picture History #15)***

B. Gaining Political Support on behalf of the New Category from:

- White House ***(Picture History #20)***, Office of the Vice President ***(Picture History #16)***, NSC ***(Picture History #20)***, State Dept. ***(Picture History #12)***, Secretary General and UNDCP ***(Picture History #19)***, Dept. of Defense, "Drug Zars", Foreign Affairs Committee U.S. House, Foreign Relations Committee U.S. Senate, et al.

IV. Creating New Law and a New Social Contract

By stages and in installments, the ILD gradually created an unassailable category that distinguished criminals from the farmers and the rules required for government to assume full responsibility for its action of legalizing them. The distinction and the rules were finally accepted in Peruvian law and in covenants between Peru and the U.S. and the U.N.

- "U.S. Peru Treaty," which recognizes farmers as ready to participate in civil society. ***(Picture History #18)***
- DL 741 legalizes DECAS to defend their right to property and enterprise and to be armed to fight Sendero – under army supervision. ***(Picture History #21)***
- Agreement between Peru and U.N. to supervise empowerment of DECAS and farmers. ***(Picture History #19)***
- Registro Predial Law No. 495 and 496 setting up a national property registry. ***(Picture History #14)***
- COFOPRI Law No. 803 creating a formalization agency. ***(Picture History #23)***
- "Valid interlocutors": all farmer and DECA leaders are recognized as valid government interlocutors and made responsible to different authorities for their behavior. ***(Picture History #19)***

By 1993, Peru's formalized popular army had defeated Sendero in a land war that the State Department had called a global threat historically outranked in murderousness only by Pol Pot and Hitler. We have gathered the documents and the actors. This Western success is about to get its rightful place in history.

CASE #2:

HOW THE ILD'S RE-CATEGORIZATION REFORMS HELPED WIN THE IDEOLOGICAL BATTLE IN THE CITIES, INCREASED PERU'S MIDDLE CLASS AND GAVE THE COUNTRY A LEG UP IN ITS INTERNATIONAL FINANCIAL ADJUSTMENT PROGRAM

CASE #2: IN A NUTSHELL

From 1990 to 2012 Peru has grown on average twice as fast as all the other Latin countries and the growth rate of its middle class has quadrupled that of Latin America in the same period

This is due to a great extent to ILD's work in re-categorizing the extralegal economy funded by USAID. For the sake of illustration, we have recently done a brief survey of Northern Metropolitan Lima (Cono Norte), which confirms this thesis:

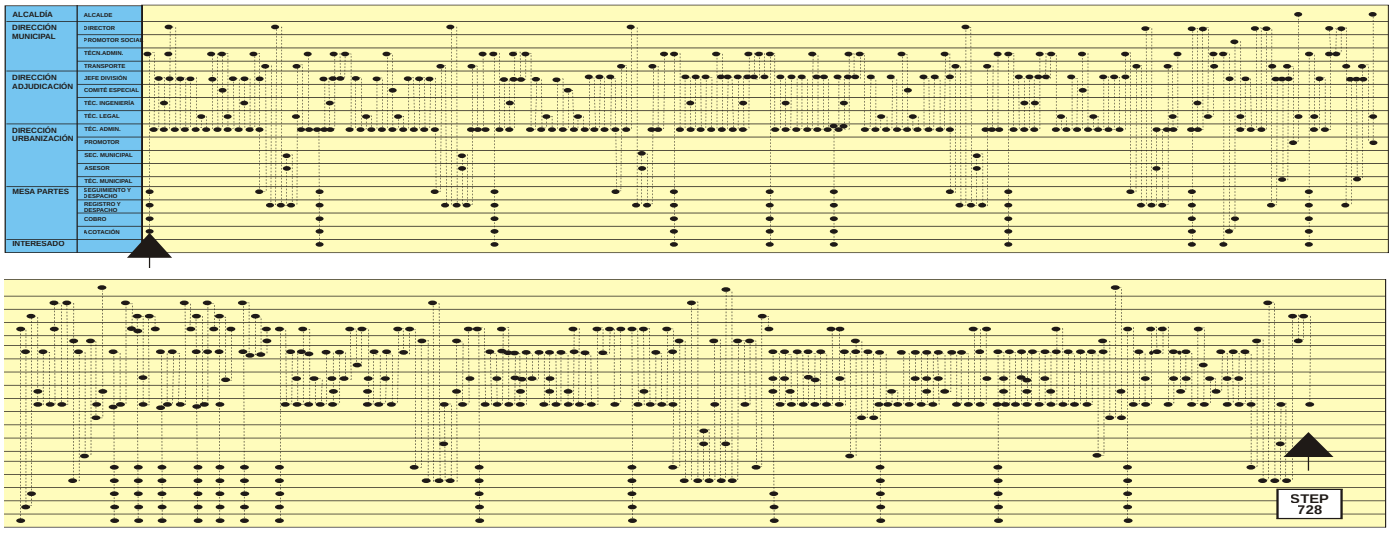
- From 1990, the number of titled and registered properties in that area increased eight times (from 33,000 properties worth US$0.5 billion to 273,500 properties worth US$ 8.2 billion) and now can be used for various functions, including leveraging.

- Reforms for reducing red tape and facilitating business have increased the number of legal businesses in Cono Norte 32 times (from 2,600 to 84,600).

- As a result of the above and during that time period, middle class families have increased from 33,000 to 241,000, with their income increasing from US$800 to US$1,800.

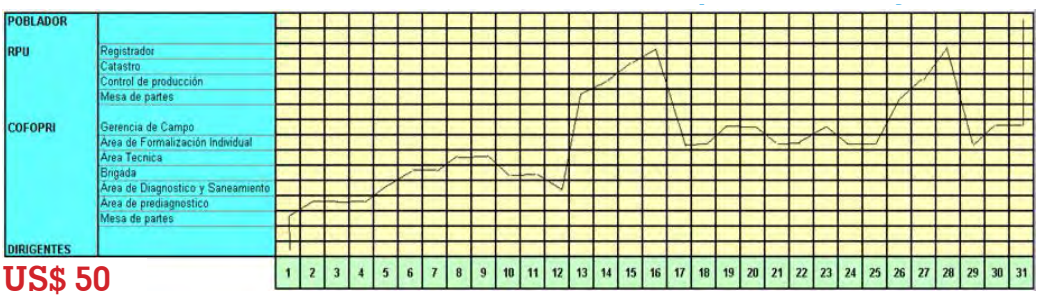
Procedure to legalize ownership of "de facto" possessions of state-owned land in Peru

Before ILD reform: 728 administrative steps and 15 years



US$ 2,000

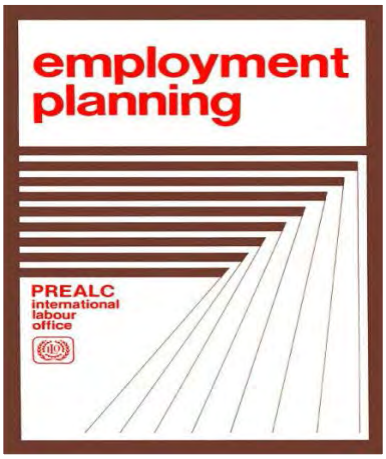
After ILD reform: 31 administrative steps and 67 days



US$ 50

The time and cost of formalizing property in Peru were reduced by some 98%

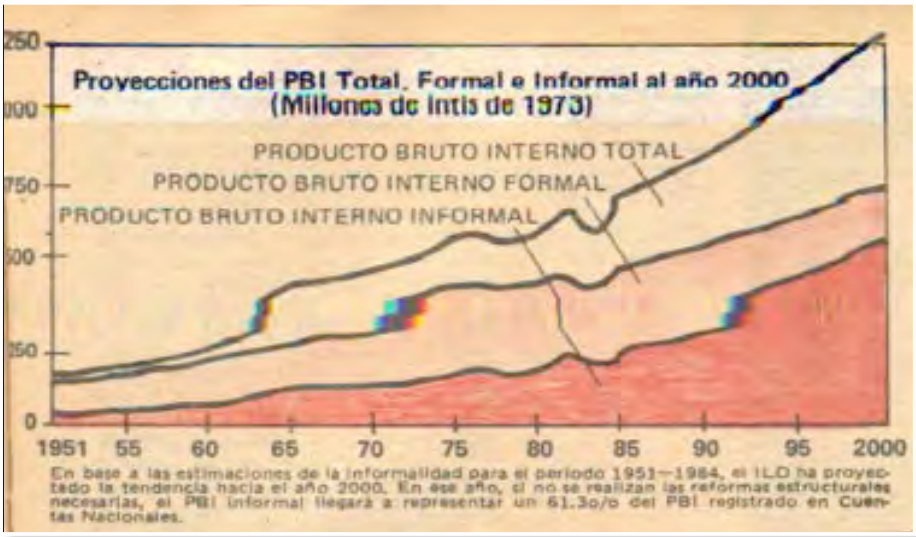
CASE #2: PICTURE HISTORY



1. International Conventional View - PREALC-OIT: "Informals are the unproductive unemployed with no future that failed peripheral capitalism has been unable to absorb".

2. National Conventional View - Jose Matos - Mar: "Informality is the non-conformist Andean sector that rebels against the official circuit".

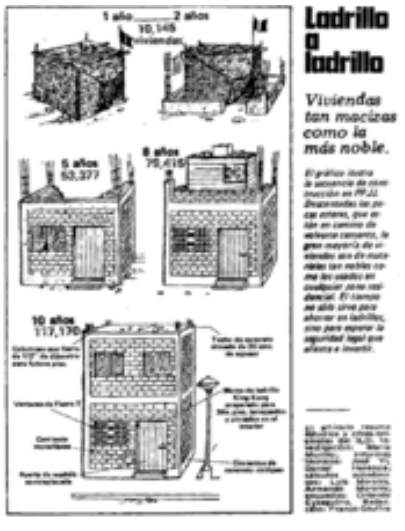
3. ILD Re - categorization: Property rights are crucial to fight poverty and allow informals to enter inclusive market economies.



4. ILD Re-categorized to understand informality and found that Informals were not " unemployed ": 52% of industry, 90% of small businesses, 93% of public transportation, and 60% of fishery were operated by informals and 90% of agricultural land was farmed by informals. They supplied 61% of total man-hours, generated 39% of GDP, and were 48% of the work force.

5. Informals were not "unproductive": Informal houses were worth US$ 57 billion.

6. Informals were not "unproductive": The fleet of 16,250 informal public transportation vehicles was worth US$ 1 billion.



7. Informals were not "people without a future": Informal areas held 43% of Lima's dwellings and gave shelter to 47% of its population.

8. Informals were not "people without a future": The informal fishing fleet had 6,840 boats that operated in 23 ports and 67 small bays.

A LOS AMBULANTES: ¿SABIAS QUE...? Hay que corregir un error

¿ORDENANZAS COMO LAS DEL VIRREYNATO?

Instituto Libertad y Democracia (ILD)

47

111 DIRIGENTES DE ORGANIZACIONES DE EMPRESARIOS TRABAJADORES AMBULANTES EXPRESAN SU DESACUERDO CON LA ORDENANZA 002

49

9. Informals were not "people without a future": Street vendors saved to build their own markets; in 1985, they had built 240 informal markets and the State only 2.

Los baches del título

Viviendas de Pueblos Jóvenes carecen de seguridad legal

INCERTIDUMBRE = NO INVERSION

TITULACION

PROPIEDAD PRIVADA + SEGURIDAD LEGAL = INVERSION

10. Informals were not rebelling against the "official circuit"; in fact, they wanted to be part of it: Land invasions and building shantytowns were only one of 17 ways aimed at entering into formality although using extralegal practices.

EL SENDERO DE 300 MIL CHOFERES

FEDERACION DE CHOFERES DEL PERU

39

Expreso

Tregua de 15 días

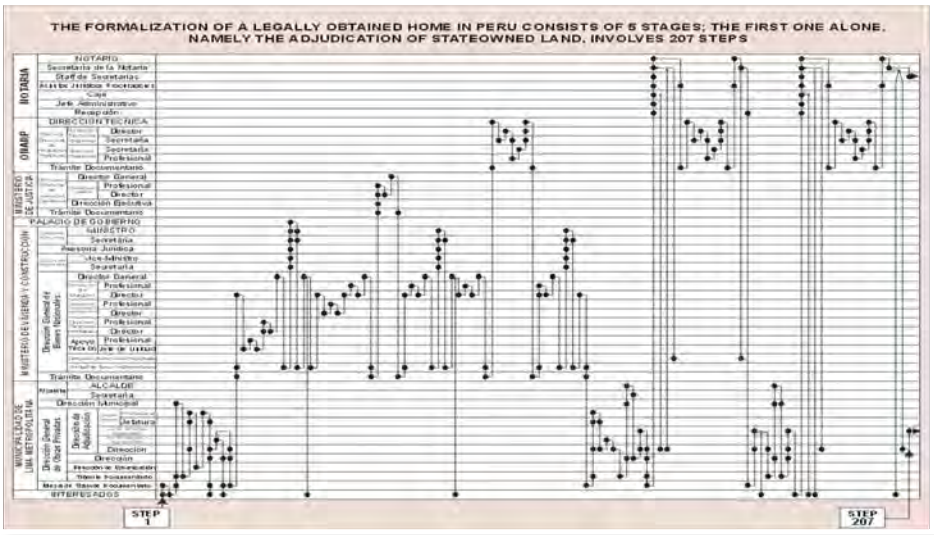
(PAG. 4)

SE LEVANTO EL PARO DE TRANSPORTISTAS

•Exitosa mediación de Hernando de Soto

11. Informals were not rebelling against the "official circuit"; in fact, they wanted to be part of it: Some 300,000 bus owners belonging to the leftist Public Drivers Association, ceased general strikes as soon as they were recognized as private sector entrepreneurs by the law that liberated transportation fees control.

Pesadilla de papel



THE FORMALIZATION OF A LEGALLY OBTAINED HOME IN PERU CONSISTS OF 5 STAGES; THE FIRST ONE ALONE, NAMELY THE ADJUDICATION OF STATEOWNED LAND, INVOLVES 207 STEPS

NOTARIA

ONAGP

REGISTRO DE ACTOS

MINISTERIO DE VIVIENDA Y CONSTRUCCION

MUNICIPALIDAD DE LIMA METROPOLITANA

INTERESADOS

STEP 1

STEP 207

12. The so called " non-conformist Andean sector" did not exist ; however, most poor economic agents were victmized by excessive regulations: They needed 300 days to obtain the authorization to operate a small business and had to wait 20 years to get their houses titled.

The New York Times

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NEW YORK, SUNDAY, JULY 1, 1990

$1.75 beyond 75 miles from New York Cl

NEW PERU LEADER IN ACCORD ON DEBT

His Economic Plan Will Allow Resumption of World Aid

By PAUL LEWIS

Special to The New York Times

UNITED NATIONS, June 30 — Peru's President-elect, Alberto Fujimori, has reached a tentative agreement with the International Monetary Fund and other development agencies on a plan to stabilize his country's tottering economy, resume payment on at least some of its external debts and reintegrate Peru into the international financial system.

The agreement was hammered out here on Friday in a series of meetings between Mr. Fujimori and the managing director of the International Monetary Fund, Michel Camdessus; the president of the World Bank, Barber B. Conable, and the president of the Inter-American Development Bank, Enrique Iglesias. The meetings were organized by the Secretary General of the United Nations, Javier Pérez de Cuéllar, who is Peruvian.

Repayments Had Been Stopped

"Peru is going to rejoin the world economy," Mr. Fujimori said in an interview afterward.

During the five-year term of President Alan García, Peru imposed limits on debt repayment, then stopped them altogether. The action was hailed in other debtor nations as a reassertion of sovereignty eroded by the international lending agencies and the biggest commercial banks, but it left Peru cut off from virtually all outside economic assistance as it struggled to deal with a 2,000 percent annual inflation rate, an empty treasury, 60 percent unemploy-

Continued on Page 13, Column 1

New Peru Leader Reaches Accord With the I.M.F.

Continued From Page 1

ment, a growing leftist insurgency and an increase in the cultivation of coca leaves, the raw material of cocaine.

In agreeing to come back to the international fold, Mr. Fujimori removed the most visible symbol of debtor nations' defiance of the international financial community. But the practical effect on other debtor countries is unclear, since the political and economic conditions in each country differ.

Mr. Fujimori's plan includes a 300 percent tax increase and other measures that constitute the kind of drastic changes that the I.M.F. and banks want from Peru and other debtor nations. I.M.F. officials confirmed the outlines of the plan.

In Washington, a spokesman said the Treasury Department had not seen enough details of the plan to know whether it would make Peru eligible for write-offs of debt to the United States under a Latin American assistance plan announced by President Bush on Wednesday. In the interview, Mr. Fujimori welcomed Mr. Bush's plan.

Mr. Fujimori, the son of Japanese immigrants, was elected on June 10 over Mario Vargas Llosa, the novelist, who campaigned with a detailed program of economic austerity.

Mr. Fujimori courted the poor peasantry in the countryside and urban slum dwellers who would suffer most under austerity, and refrained from making detailed economic prescriptions. But he said in the campaign that he would seek to resume debt payments, and he made clear in the interview that he is committed to enacting a tough austerity program under I.M.F. supervision after he succeeds Mr. García on July 28, his 52d birthday.

"We will enact a vigorous anti-inflation campaign and program of institutional reforms," he said.

The agreement reached Friday seeks both to stabilize Peru's economy and allow the nation to resume borrowing from international development agencies. Peru has been ineligible for assistance from these institutions since 1987 because it cannot repay the roughly $1.7 billion it already owes them. Peru's total external debt, to foreign governments and commercial banks as well as international lending agencies, is estimated at $17 billion.

Mr. Fujimori said the centerpiece of the austerity plan would be a 300 percent rise in taxes, customs revenues and charges for state-owned services, intended to increase the Government's revenues from the current 4 percent of the gross national product to 12 percent.

The principal utilities, such as telephone service, water and electricity, will remain nationalized, he said. But about 250 smaller state-owned companies will be sold to private investors, and utility rates will be raised enough to make these businesses profitable.

Peru's complex system of multiple exchange rates will be abolished, and its currency, the inti, will be given a single, more realistic value against the American dollar, Mr. Fujimori said.

Monetary Fund officials said that once this economic stabilization package has been drawn up and approved by the Fund, the I.M.F. will in effect convert the roughly $800 million Peru owes it into a new loan, giving the nation the right to start borrowing again.

When Peru starts carrying out the plan, Mr. Fujimori said, he will ask Western industrialized nations to form what is called a "support group" to lend his Government the money to pay the $650 million it owes the World Bank and the $250 million owed the Inter-American Development Bank.

The President-elect said he had "no illusions" about the difficulty of combating the Shining Path guerrilla movement, which has stepped up attacks in recent months.

But he argued that his austerity measures would not strengthen the guerrillas' support among poorer classes, because his best showing in the election came in those regions where Shining Path traditionally gets most of its recruits. "The mass of the people have shown quite clearly that they prefer me to Shining Path," he said.

Nevertheless, Mr. Fujimori may face parliamentary difficulties in winning support for his new economic program because his Change 90 party has only 32 of the legislature's 180 seats. As a result, it will need to form alliances with other parties.

13. On 1 July 1990, in New York, Peru's President elect announced a new plan to reintegrate Peru in the international financial system but emphasizing "socio-economic development in the informal sector and the marginalized populations".

CASE #2: A BRIEF ACCOUNT

THE OPPOSITION

Until 1986, three categorizations regarding Peru's poverty and informal economy prevailed:

1. **PREALC-International Labor Organization (ILO)** categorization that we can sum up as follows: "Informals are the unproductive, unemployed, with no future proletariat and lower technicians that Latin America's peripheral capitalism is incapable of absorbing."

2. **The Peruvian cultural school,** best symbolized by the prestigious Jose Matos Mar, which we can sum up as follows: "Informal sector is the Andean radical opposition, rebelling against the 'official circuit' with 'explosions.'".

3. **Sendero Luminoso (Sendero)** class-targeting approach that supports every informal movement: Sendero's Movimiento Clasista Barrial to support land squatting; Movimiento de Campesinos Obreros to assist taking over farmland; Movimiento Obrero de Trabajadores Clasistas to assist street vendors and transport strikes; etc. Sendero's strategy was to empathize with the precise economic frustration of each informal group, betting that over time each group would see the broader picture and commit to total revolution.

ILD'S RESPONSE TO PREALC-ILO AND THE CULTURAL SCHOOL (1 AND 2 ABOVE): WINNING THE IDEOLOGICAL BATTLE WITH NUMBERS

The ILD countered PREALC-ILO and the Cultural School with a blitz of publications: Our principal book, The Other Path, became Peru's number 1 best-seller of all times and outsold the opposition's publications at least 10 to 1 in the first three months. The Other Path's message was spread even wider through documentary films, radio shows, cartoon stories, brief pocket books, essays, and weeklies.

The ILD's argument was devastating because: 1) by correctly categorizing the extralegal economy as "those using illegal means to achieve legitimate objectives due to prohibitive procedures and laws," it became mainstream thinking: Peruvians internalized the ILD's definition of "extralegality" in less than a year; and 2) because our categorical definition made it easier to gather significant statistics, which we published extensively, debunking the arguments of the ILO and cultural school —and which remain unchallenged today (with the exception of isolated blowback from a few Oxford professors who were promptly defeated in debate and never showed up again).

- The informals were not "unemployed": they represented 61.2% of total amount of man-hours worked in Peru and 48% of the employed population.
- They were not "unproductive": they built US$36.5 billion worth of housing and ran transport fleets in excess of 16,000 vehicles worth over US$1 billion.
- They were not "without a future": street vendors were moving out of the streets to build markets; by 1985 they had built 240 extralegal markets in Lima, while the Municipality only had 2.
- They were not "rebelling against the official circuit;" they wanted to be part of it —and said so openly. For example, the 300,000 transport operators of the FECHOP supported by the Communist Party openly declared in newspaper advertisements in 1986 that they were dropping their Communist affiliation and adopting the principles of The Other Path. There was a revolution all right, but it was not ethnically motivated; it was made up of people aspiring to be middle class.

ILD'S RESPONSE TO SENDERO (3 ABOVE): WINNING THE BATTLE AGAINST TERRORISM WITH REFORMS

The ILD also countered Sendero with a class-targeting approach. We designed, managed and enacted hundreds of projects and laws based on consultations with of the concerned extralegal organizations. (See especially Cases 3 and 4.)

These reforms primarily focused on (i) facilitating the business activities of the poorest by reducing red tape by 75%; (ii) facilitating the leveraging of their assets by recognizing their property.
Together with macroeconomic reforms, these business and property reforms have had the following effects:

- Annual inflation was reduced from 7,600% in 1990 to 40% in 1993, and 3.6% in 2012.
- Real GDP, which had fallen 13.4% in 1989, grew 3.4% per year, on average, between 1990 and 2012 (vs. 1.8% in the case of Latin America)
- The growth rate of Real GDP per capita (113%) doubled that of Latin America (51%) between 1990 and 2012.

The growth rate of middle class (234%) quadrupled that of Latin America in the same period (58%).
The reason the income of Peruvians has increased twice as much as that of other Latin Americans and our middle class has grown four times more in average is in great part due to the institutional reforms ILD promulgate to lower the costs of doing business and using assets.
For the sake of illustration, we have recently done a brief survey of Northern Metropolitan Lima (*Cono Norte*), which confirms this thesis:

- From 1990, the number of titled and registered properties in that area increased eight times (from 33,000 properties worth US$0.5 billion to 273,500 properties worth US$ 8.2 billion) and now can be used for various functions, including leveraging.
- Reforms for reducing red tape and facilitating business have increased the number of legal businesses in Cono Norte 32 times (from 2,600 to 84,600).
- As a result of the above, and during that time period, middle class families have increased from 33,000 to 241,000, with their income increasing from US$800 to US$1,800.

Detailed estimates have yet to be completed, but the trend is quite clear: the ILD reforms are working.

USING POLITICAL VICTORIES IN PERU TO MAKE MACROECONOMIC ADJUSTMENT POSSIBLE

On 1 July 1990, Peru's President elect Alberto Fujumori announced in New York a new plan to reintegrate Peru into the international financial system. (See *New York Times* headline in ***Picture History #13.***)
According to Peru's leading magazine *Caretas* (2 of July 1990), the President didn't make a case for macroeconomics but for integrating the extralegal economy, emphasizing "socio-economic development in the informal sector and the marginalized populations," *Caretas* added: "Fujimori speaks not only of a market economy, but of the need to create markets in an economy like that of Peru. The market economy does not work for the poor…what Peru needs is a reconstruction program."

In the initial agreement at the end of June with IMF Managing Director Michel Camdessus, both parties would coordinate with the Peruvian government so that all painful IMF adjustment steps would be matched with reforms to compensate the extralegal economy for the pain they suffered and to make them aware that these corrections were made to benefit them.

Macro-economists are inclined to think that politicians don't understand why removing constraints to growth are necessary. The ILD's experience is that most political leaders do understand this. But like President Fujimori in New York, they need to find a formula that makes adjustment politically sustainable, one that puts a large constituency on their side, because change is essentially a struggle with the resistant forces of the *status quo.*

Peruvian presidents have never disagreed that a structural adjustment was necessary —from Bustamante, Velasco, Morales-Bermudez, Belaunde, and Garcia. The reason they gave for not implementing one is that it was politically impossible. How can you propose painful measures that help a private sector grow if the majority of the country is not part of the private sector and does not work in a market economy? By 1990, however, it was clearly established that the majority of Peruvians were private sector and were working in a market economy, albeit an extralegal one. And that's one of the main reasons why the Peruvian structural adjustment worked so well: recognizing that the corrections were to their benefit, ordinary Peruvians had an incentive to support adjustment.

Any transition towards a free economy is essentially a political task. Peruvians got that message from the highest level, not just from the Secretary of the Treasury but from the President himself. The transition to a market economy is about change, and change is a political issue, —as the Founding Fathers who created the USA proved, or Abraham Lincoln's economic reforms during the Civil War, or General MacArthur's land reform in post-war Japan, or Den Xiaoping's market reforms in China.

CASE #3:

HOW THE ILD IDENTIFIED THE OVERRIDING CONSTRAINTS TO BROAD-BASED GROWTH AND MADE THEIR REMOVAL A POPULAR CAUSE

CASE #3: IN A NUTSHELL

In 1986, ILD began its re-categorization mission by conceiving, designing, promoting and drafting the breakthrough legislation that first allowed the inclusion of extralegals into the rule of law through reforms targeted to make property, business transactions, and participation accessible to them. These reforms are today governed by 1,000 laws, regulations and administrative decisions that are attached to this document.

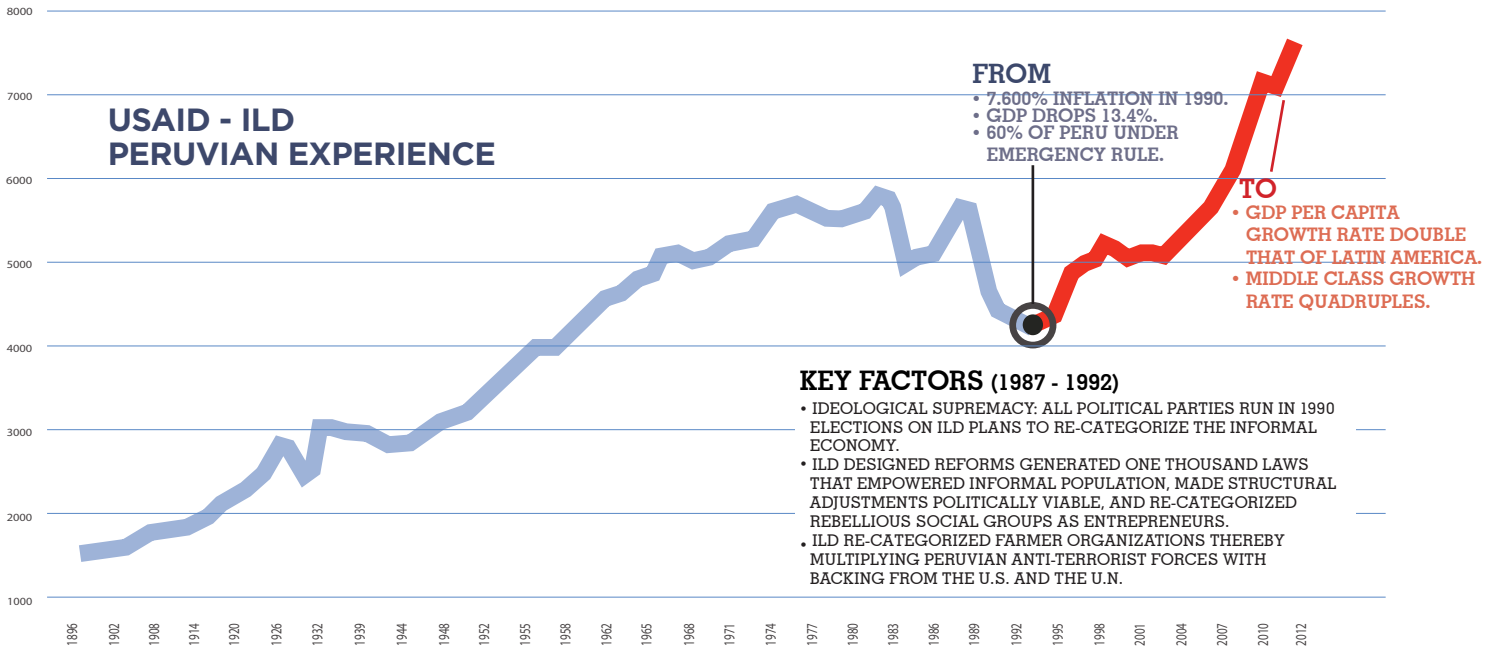
At that time, in Peru, 52% of industry, 90% of business, 93% of transportation, 42% of housing, and 90% of rural areas were outside the legal system as a result of bad laws and regulations.

ILD projects were directed to remove the bad laws and replace them with good laws that would provide extralegals with access to secure and fungible property rights that help produce credit and capital, and provide them with the mechanisms to convey their problems and aspirations to government and participate in decision-making.

One of these laws was the Administrative Simplification Law (1989) that paved the way to 200 reforms, one of which was the Unified Business Registry which incorporated 388,000 extralegal enterprises into the legal market during the administration of the following government, between 1991 and 1994. These newly formalized enterprises created approximately 558,000 jobs and helped the tax agency collect US$ 7.8 billion in taxes in those years. The time needed to incorporate and register a business in the city was decreased from 278 days to one day, and the cost reduced by 85%.

FROM POLITICAL CRISIS TO ECONOMIC GROWTH

CREATING AN INCLUSIVE MARKET ECONOMY WHILE APPLYING A MONETARY STABILIZATION PROGRAM

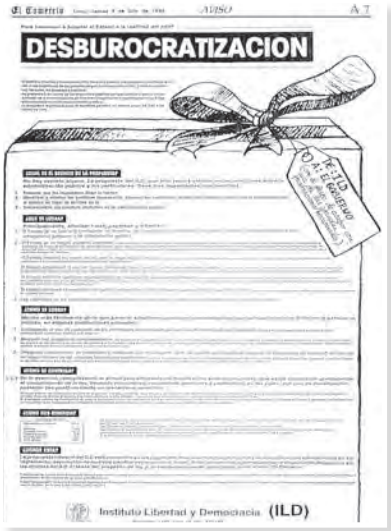


Below please find a "Picture History" of the Administrative Simplification and the Unified Business Registry projects. An Annex with more than1000 laws, regulations and administrative decisions mentioned above can be found in Volume II, Annex 2.

CASE #3: PICTURE HISTORY

THE ADMINISTRATIVE SIMPLIFICATION

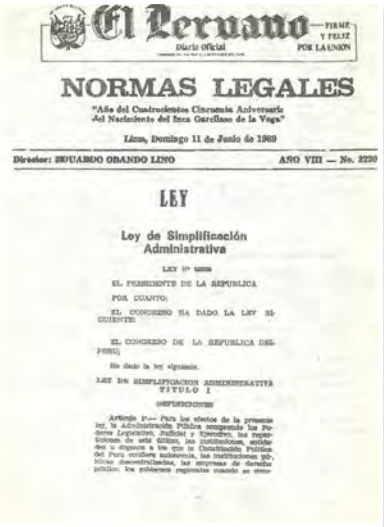
1. **1986:** ILD initiates communications campaigns in Peru to show how bad regulations impose unnecessary costs and waiting time on the majority of Peruvians, forcing them into the extralegal sector.



2. **July 1986:** ILD's Administrative Simplification Draft Law aims to transform public administration from one that imposes excessive queues, paperwork, and bureaucratic procedures —that cause most Peruvians much lost time and unnecessary expense, and impose constraints on their economic activity— to one based on administrative efficiency and trust.

3. ILD carries out press campaigns and holds public hearings and debates to build consensus on the reforms.

4. Government and ILD create "The Administrative Simplification Tribunal", to gather and evaluate deregulation proposals from citizens and to monitor how bureaucracies are responding to the law.



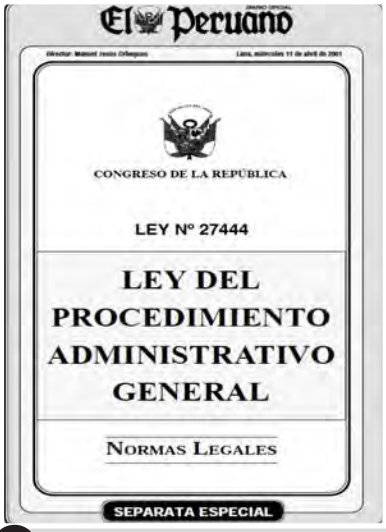
5. **May 1989:** ILD's draft law is unanimously approved in Congress by all political parties and becomes Law No. 25035 for Administrative Simplification.

6. Communications campaign to convey the benefits of the Administrative Simplification Law.

7. **July 1989:** During the year the Tribunal was in operation, more than 180 bureaucratic knots are untied.

8. The time needed to obtain a marriage license, which used to take 720 hours of bureaucratic hassles, was reduced to 120 hours, thus helping women secure their rights as marriage partners.

9. **May 1990:** Almost 80% of all Peruvian citizens rate the Administrative Simplification Law as the best law of the 1985-1990 legislative period.



10. The Administrative Simplification Law is incorporated into the General Law for Administrative Proceedings (27444) in 2001.

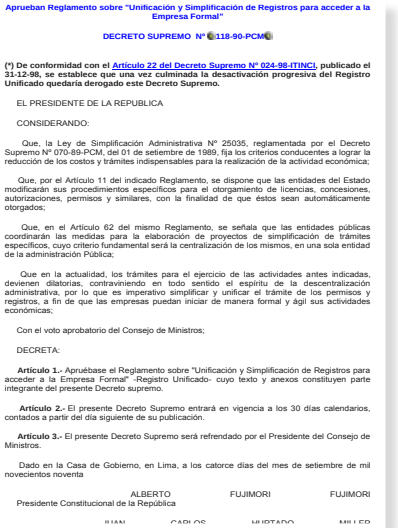
12. Government approves the Framework Law for the Modernization and Management of the State (Law 27658, 2002) enhancing simplification mechanisms.

13. President García approves the Positive Administrative Silence Law. Administrative Silence as a strategy for good governance (Law 29060, 2007).

14. Prime Minister Juan Jimenez Mayor approves the National Plan for Administrative Simplification (Ministerial Resolution 048-2013-PCM 2013).

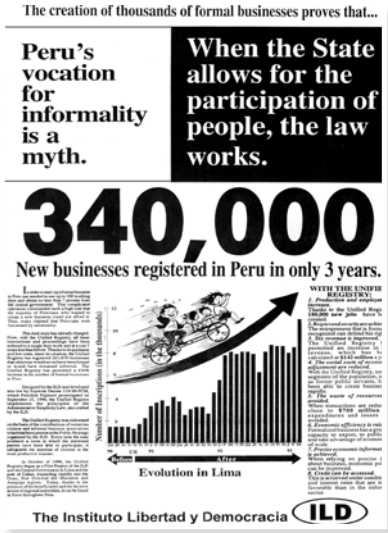
THE UNIFIED BUSINESS REGISTRY (UBR)

16. Beginning in 1986, the ILD shows how difficult it is to do business formally. For instance, government requirements take some 278 days to complete.



17. **1990:** Government puts in place the ILD designed Unified Business Registry (UBR).

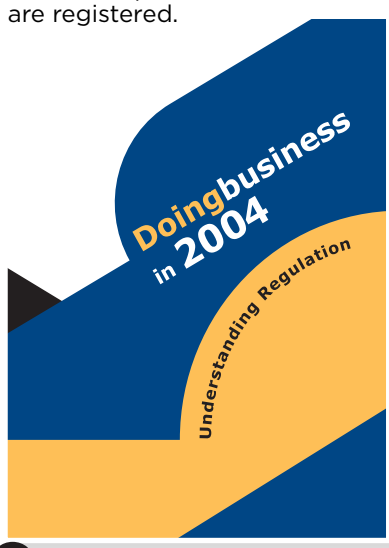
18. ILD's communication campaign to announce the benefits of the UBR.



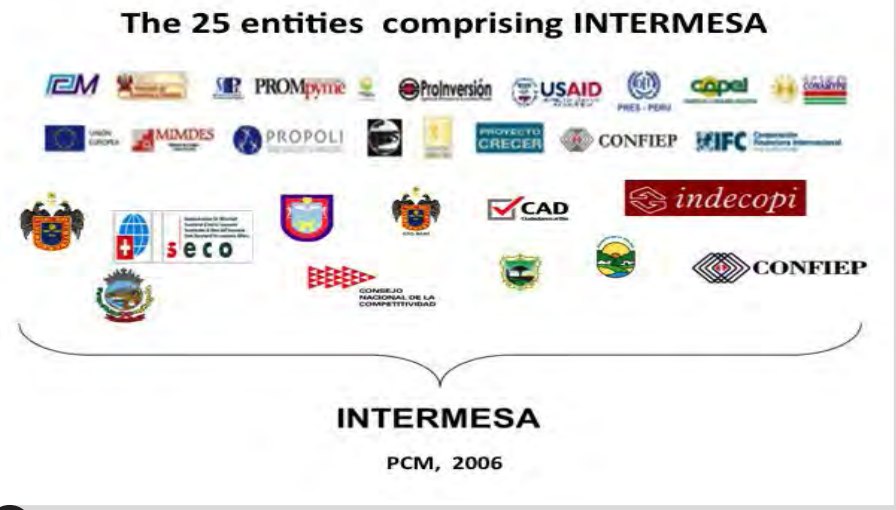
19. The UBR dramatically reduces red tape and costs: the nearly 300 days it takes to obtain a business license is cut to one day, and the cost is slashed from US$ 1,200 to US$ 174. In three years, some 340,000 new businesses are registered.

20. **1990:** Some municipalities adopt the ILD's model ordinance for simplifying the granting of municipal operating licenses, thereby cutting the costs from US$ 690 to US$ 70 and reducing the bureaucratic gauntlet from two months to one day.

21. ILD signs agreements with various municipalities for the application of the Administrative Simplification Law and complementary laws



22. In September 2003, the World Bank publishes its Doing Business 2004 assessing the regulations that constrain and enhance business activity.



23. **2006:** The National Bureau for the Simplification of Municipal Procedures for Business – INTERMESA (its Spanish acronym) is created to promote business by simplifying the paperwork involved in the different municipal procedures.

24. **2007:** Congress approves the Framework Law for Operating Licenses (Law 28976), which picks up the principles of ILD's proposed model ordinance.

25. Since December 2010, Special Platforms are being created in strategic places of main cities to deliver high quality public services to citizens (MAC) and micro and small enterprises - M&SEs - (Macmype) (PCM, 2010). The first platform is located in a Mega Mall in North Lima, where 75 administrative procedures involving 19 public entities can be followed in a single location and in less time.

CASE #3: A BRIEF ACCOUNT

All ILD projects aim to facilitate the inclusion of the extralegal sector in the legal system. For this, the ILD uses its field-tested categorization protocols, which include property and business law.
To facilitate the inclusion of the extralegal sector under the rule of law, the ILD applied the following three principles, which were also enacted in a number of laws:

1. Removing obstacles in order to help people in the extralegal sector gain access to public services and allow them to carry out economic activities legally. (Law 25035 and some 500 measures enacted by different government entities to simplify procedures.)
2. Providing holders of extralegal property with access to secure and transferable property rights without affecting legal security. (Legislative Decree 495, 496, 667, and 803 as well as some 500 government decisions to formalize and register urban and rural property throughout the country.)
3. Providing all Peruvians with the mechanisms to participate in government decision-making, thus helping government listen to the extralegal sector and avoid the creation of unforeseen obstacles to participate in the legal economy. (Legislative Decree 283, 1993 Constitution, and more than 40 laws and regulations establishing people's right to information and to participate in government decision-making.)

These principles, described in more detail below, continue in force today in different policies, laws and regulations, and government initiatives in Peru.

1. **Removing obstacles in order to help people in the extralegal sector gain access to public services and allow them to carry out economic activities legally by:**

   a. Replacing most ex-ante requirements that create legal bottlenecks with ex-post controls:
   - **i.** Taking information presented by extralegals at face value — i.e. dispensing with previously costly and time consuming certifications— establishes an environment of trust between government and the extralegal sector, and promotes legal property and business.
   - **ii.** Establishing strict administrative, civil, and penal sanctions to dissuade people from lying, thus —for the first time in Peru's history— categorizing lying to the state as a criminal offence.
   - **iii.** Reducing the time for extralegal citizens to obtain permits and licenses by automatically authorizing such paperwork if authorities have not replied within a specified period of time ("positive administrative silence").

   b. Keeping the costs of operating legally below those of operating illegally:
   - **i.** Eliminating redundant and unnecessary paperwork (e.g. the need to submit certain certificates —such as documents certifying the loss of documents, the need to submit other types of ID in addition to the national ID; and the need to submit several copies of one document to the same entity, especially when the entity already has this information).
   - **ii.** Establishing fees based on the cost of the service rather than on the value of the transaction.
   - **iii.** Enabling the use of simplified and standardized forms and documents in public administration so that these can be easily understood and used by extralegals.
   - **iv.** Deregulating public functions by transferring the responsibility of verifying legal and technical information to private practitioners.

   c. De-concentrating/decentralizing decision-making procedures by reducing the unnecessary practice of channeling everything through upper-level functionaries and allowing instead lower-hierarchy officers to process simple procedures.

d. Putting in place rules that allow extralegals to be served efficiently by public administration. For example:

- **i.** Providing citizens with clear information on the costs, requirements, and duration of administrative procedures, and provide them with the possibility of demanding compliance with these rules.
- **ii.** Eliminating the routine practice of obtaining prior opinions from legal departments in public administration.
- **iii.** Establishing one-stop-shops through which users can carry out all required paperwork and obtain the information requested on one or several procedures being followed in the different entities; and
- **iv.** Introducing automated information systems.
- **v.** Providing alternatives that allow extralegals to obtain legal services. For instance, creating attestors to certify documents free of charge in the different public entities as an alternative to costly public notaries. (The designation of 1,015 attestors in Peru translated into an estimated savings of US$84 million for users.)

2. Providing holders of extralegal property with access to secure and transferable property rights without affecting legal security by:

a. Incorporating extralegal property in the legal system

- **i.** Recognizing and classifying the various types of extralegal ownership.
- **ii.** Determining the main legal obstacles to providing legal security and facilitating the economic use of property.
- **iii.** Identifying, categorizing, and recognizing existing local practices as valid proofs of ownership, following required legal standards, so as to make the extralegal social contract compatible with professional systematized law.
- **iv.** Launching communications campaigns to disseminate the benefits of property formalization among the main groups of stakeholders.
- **v.** Developing a strategy to reach the head of state and keep him/her involved in the approval and implementation of the property formalization program.
- **vi.** Incorporating feedback mechanisms to fine-tune reforms continually.

b. Creating a proactive, modern, safe, and easily accessible registration system to guarantee full legal security to extralegal owners with the following characteristics:

- **i.** Simplified and low-cost procedures
- **ii.** A cutting-edge technology to allow the automation of registration procedures, which guaranteed easy and inexpensive access to registration entries and recorded information, and prevent the deterioration, loss, and destruction of public records.
- **iii.** Principles that offer legal security and protection against third parties (erga omnes).
- **iv.** Feedback mechanisms to permanently improve registration services and keep a close relationship between the registry and citizens.
- **v.** A geographic base to accurately determine the location and boundaries of each piece of property, linking legal information with spatial data and avoiding multiple owners registered for the same property.
- **vi.** A system able to establish links with other public entities.

c. Removal of legal restrictions on property rights and mechanisms to unleash the economic use of property by

- **i.** Providing extralegal owners with the opportunity to choose the kind of property system that most

suits their needs and interests.

ii. Eradicating legal limitations on the use, rental, sale, and mortgage of property.

iii. Establishing a simplified system for creating and foreclosing mortgages using out of court procedures.

3. **Providing all Peruvians with the mechanisms to participate in government decision-making and through this, help government listen to the extralegal sector and avoid the creation of unseen obstacles by:**

   a. Allowing citizens to have access to draft laws along with a cost benefit analysis and an explanatory memorandum

   b. Allowing citizens to participate in public hearings to discuss the proposed reforms and to obtain the support necessary for their approval and their successful implementation.

   c. Allowing citizens to gain access to government information so that they can:

   i. have free access to information on administrative procedures in which they are involved, including access to reports and rulings;

   ii. gain access to information in government entities.

   d. Allowing extralegal citizens to question, criticize, and monitor public administration decisions and actions, as well as file grievances;

   e. Allowing citizens to inform public entities and public opinion about the existence of problems and obstacles;

   f. Allowing citizens to propose the creation, abolition, or modification of administrative regulations or rules, ensuring that these do not generate new and unnecessary barriers;

   g. Allowing citizens to have recourse to the defender of the people (a public ombudsman) in cases where public officers or servants commit abusive or arbitrary actions.

   h. Allowing citizens to participate, in a responsible and progressive manner, in the control of the provision of public services.

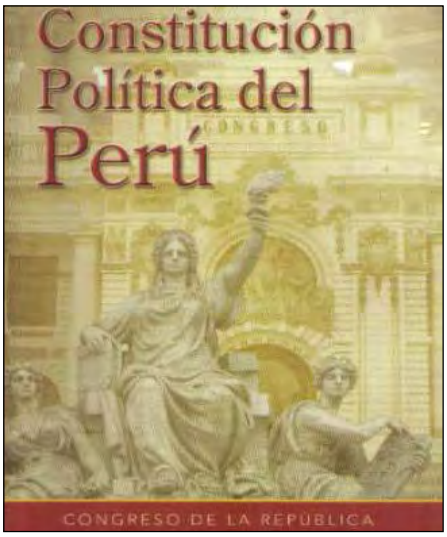
CASE #4:

HOW THE ILD CHANGED THE PERUVIAN CONSTITUTION TO MAKE GOVERNMENT ACCOUNTABLE AND BRING IT CLOSER TO THE PEOPLE

CASE #4: IN A NUTSHELL

Conventional categorization: Peru is a democracy because we have regular elections every five years.

ILD re-categorization: Peru is a voters' democracy but not an accountable one:



1. In Peru, the executive branch produced some 134,000 laws and decisions every five years. That is more than 100 laws a day.
2. Together, these laws and decisions defined the way we worked, produced, and distributed our wealth.
3. In developed countries, whatever the government ideology may be, civil society (that is, the great majority of us who are not authorities) controls and participates in the creation of these laws.
4. In those countries, electing government does not mean allowing them to do whatever they want to do, much less handing them a checkbook with 134,000 blank checks. In Peru it did.
5. We elected our authorities on the basis of a few ideas transmitted in campaign propaganda, and we had no way to control or give our opinions on the thousands of laws directed at us.
6. Our governments had no way to pick up the sentiment of the people or the alternative proposals produced by civil society. They governed uninformed, or using the information obtained from the few with vested interests who had access to pubic officials, and therefore government approved laws and regulations that benefited the privileged few at the expense of the majority.
7. Citizens had no way of making authorities correct their mistakes. They didn't even have a way to learn what government officials were planning to do. There were no mechanisms to encourage accountability before civil society. There was no access to government information, and we didn't have an ad-hoc entity to protect us from government arbitrary actions.

This is why our governments find themselves isolated from civil society, why they don't produce the conditions required to create wealth, why they can't avoid corruption, and why they end badly.

When the ILD was entrusted by the Peruvian government, the U.S. State Department, and the Organization of Americas States (OAS) to find a way out from Fujimori's coup d'état of 5 April 1992, it proposed to all three parties that the solution was to resolve the fundamental problems in Peru: the lack of legal mechanisms to listen to and protect its citizens; be accountable to them; and allow them to participate and have inputs in the decision-making process. All parties agreed. The ILD had already drawn up and publicly presented legal proposals to provide these mechanisms, and the President had committed to applying them. Consequently, the ILD proposed that elections be held to elect a Democratic Constituent Congress (CCD) to draw up a new Constitution, including these mechanisms, and that the text and alternative texts be submitted to referendum for approval by the people. The Constitution included many articles dealing with economics that the ILD had also advocated but it's emphasis was on having government PROTECT, LISTEN, and become ACCOUNTABLE to citizens and have them

PARTICIPATE in decision making as ILD had proposed.

In Peru, ILD reforms have given rise to more than 18 legal mechanisms for citizen participation so far (i.e. for legislative initiatives; for referendum; for revoking or removing authorities; for making authorities accountable; to participate in the creation of general laws and regulations; to participate in and be consulted regarding environmental matters, mining activities, hydro-carbon activities, forestry activities, infrastructure projects; to be heard and answered by Public Administration; to access public information; to make administrative petitions; to participate politically in municipal and regional government; to participate in the management of municipal and regional government; to participate in the drawing up of municipal and regional government budgets; to be protected from arbitrary State actions by the Ombudsman; and, the right to special consultation in the case of indigenous peoples). See Volume II, Annex 3.

In developing countries worldwide, ILD has found that their democracies lack these mechanisms, which impedes their ability to listen to and understand their informal sector. This is why the ILD has introduced these participatory mechanisms in all of its projects and accordingly is introducing them in the MENA region.

CASE #4: PICTURE HISTORY

PROTECT - THE DEFENDER OF THE PEOPLE (THE OMBUDSMAN)

Un llamado de ley

El Defensor del Pueblo, una institución necesaria para todos

Tal como se publicó en Caretas

Para proteger a los ciudadanos contra los excesos de la administración pública nuestra Constitución incorpora la figura del Defensor del Pueblo. La institución, originaria de los países nórdicos, resulta inestimable en sociedades modernas, cuando se hace inmanejable el aparato estatal. El Instituto Libertad y Democracia (ILD), a propósito de un proyecto de enmienda constitucional para dar nuevo empuje al Defensor del Pueblo, explica a continuación por qué no ha funcionado aún en el Perú; y le alcanza una siguiente propuestas sobre las funciones que debería cumplir para brindar a los ciudadanos, reducir la informalidad y aplacar tensiones sociales que conducen a reprobables violencias.

1. 1985: ILD publishes its findings on Peruvian citizens' inability to defend themselves before public administration's arbitrariness and abuse, as well as on the need for an independent Defender of the People (Caretas: "The call of the law").

ANEXO Nº 2

DOCUMENTOS PRODUCIDOS EN CUMPLIMIENTO DEL CONVENIO SUSCRITO POR EL MINISTERIO PUBLICO Y EL INSTITUTO LIBERTAD Y DEMOCRACIA (ILD)

PROYECTO DE LEY DEL DEFENSOR DEL PUEBLO

Artículo 1º

El Fiscal de la Nación es el encargado de actuar en representación del Ministerio Público, como defensor del pueblo. Como tal, le compete defender los derechos constitucionales, especialmente los comprendidos en el Título I de la Constitución, en el ámbito de la administración pública y de las Fuerzas Armadas y Fuerzas Policiales, sin que en ningún caso interfiera en lo que es propio de los mandos respectivos.[1]

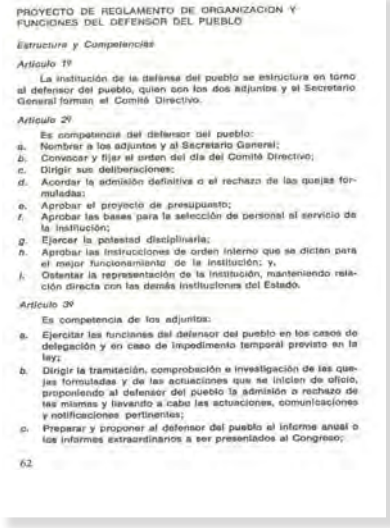
1. El artículo 1º contiene la definición jurídico-institucional más importante del defensor del pueblo. Siendo el Ministerio Público la institución constitucionalmente encargada de "actuar como" defensor del pueblo ante la Administración Pública (inciso 4º del artículo 250º de la Constitución), su cabeza, es decir, el Fiscal de la Nación, es quien debe guiar más específicamente de la atribución. Nada impide que, en consecuencia, al Fiscal de la Nación pueda denominársele legalmente "defensor del pueblo".

De aprobarse la enmienda constitucional que ha sido sometida a discusión pública, el tener de este artículo tendría que ser algo diferente, y debería contener, en tal caso, una referencia a su condición de representante del Congreso y al procedimiento para su designación.

Como quiera que los derechos constitucionales están consagrados a todo lo largo de la Constitución Política, se ha estimado conveniente no circunscribir la posibilidad de defensa del pueblo a determinados derechos consagrados en una parte específica de la Carta Política.

La inclusión de la administración militar en el ámbito del defensor del pueblo se justifica no sólo por la tendencia máxima que en ese sentido sigue el Derecho Comparado, sino también por los límites a que se sujetaría la inerencia: de ninguna manera puede interferir en lo que es propio de los mandos respectivos.

2. 1985: ILD signs agreement with Attorney General to implement a pilot plan for the defender of the people and to design a draft law and its regulation for improving the institution.



PROYECTO DE REGLAMENTO DE ORGANIZACION Y FUNCIONES DEL DEFENSOR DEL PUEBLO

Estructura y Competencias

Artículo 1º

La institución de la defensa del pueblo se estructura en torno al defensor del pueblo, quien con los dos adjuntos y el Secretario General forman el Comité Directivo.

Artículo 2º

Es competencia del defensor del pueblo:

a. Nombrar a los adjuntos y al Secretario General;
b. Convocar y fijar el orden del día del Comité Directivo;
c. Dirigir sus deliberaciones;
d. Acordar la admisión definitiva o el rechazo de las quejas formuladas;
e. Aprobar el proyecto de presupuesto;
f. Aprobar las bases para la selección de personal al servicio de la institución;
g. Ejercer la potestad disciplinaria;
h. Aprobar las instrucciones de orden interno que se dictan para el mejor funcionamiento de la institución; y,
i. Ostentar la representación de la institución, manteniendo relación directa con las demás instituciones del Estado.

Artículo 3º

Es competencia de los adjuntos:

a. Ejercitar las funciones del defensor del pueblo en los casos de delegación y en caso de impedimento temporal previsto en la ley;
b. Dirigir la tramitación, comprobación e investigación de las quejas formuladas y de las actuaciones que se inicien de oficio, proponiendo al defensor del pueblo la admisión o rechazo de las mismas y llevando a cabo las actuaciones, comunicaciones y notificaciones pertinentes;
c. Preparar y proponer al defensor del pueblo el informe anual o los informes extraordinarios a ser presentados al Congreso;

62

3. 1985: After operating for six months, the pilot plan inspires numerous newspaper articles.

El Comercio — Lima, miércoles 19 de febrero de 1986

Hay 400 mil denuncias presentadas ante el Defensor del Pueblo

Más de cuatrocientas mil personas, representadas individual y colectivamente, han presentado denuncias a través del 'Defensor del Pueblo' contra los funcionarios de la administración pública por no cumplir con la celeridad en los trámites de titulaciones y adjudicación de lotes para vivienda.

El 'Defensor del Pueblo', oficina del Ministerio Público, desde que iniciara sus labores el 5 de febrero pasado, no ha dejado de recibir denuncias y quejas contra los mencionados funcionarios, principalmente de las municipalidades y del Ministerio de Vivienda.

El doctor Víctor Pérez Liendo, coordinador general de la citada dependencia y asesor del Fiscal de la Nación, informó que hasta el viernes pasado habían llegado a las oficinas 116 quejas individuales y colectivas que en su conjunto representan a más de cuatrocientas mil personas que tienen dificultades para poner en orden la situación legal y jurídica de sus inmuebles y lotes de terrenos para vivienda. La mayoría procede de asentamientos humanos y de urbanizaciones populares.

Explicó que de acuerdo a ley el 'Defensor del Pueblo' debe evaluar las quejas y denuncias en el transcurso de diez días para dictaminar si procede o no.

Después de este lapso en caso de que los denunciados tengan falta se les proporciona 30 días de plazo para hacer el descargo mediante correspondientes informes.

Pérez Liendo manifestó que en caso de que los denunciados por el pueblo no cumplieran con responder, el Fiscal de la Nación los citará bajo apercibimiento. "Si no cumplen con la medida los acusa de resistencia a la autoridad", subrayó.

También dijo que existen numerosas quejas contra diferentes funcionarios de la administración pública, entre ellos por atentar contra los derechos humanos, abuso de autoridad y la administración de justicia.

EL DEFENSOR DEL PUEBLO

4. 1986: The pilot plan receives and resolves citizen grievances and the ILD-Attorney General's Office publish the results and reform proposals in three ads.

EL BALCON DE TODOS

UN PASO ADELANTE: SE ELIMINARON LAS RESTRICCIONES A LA PROPIEDAD

TITULO DE PROPIEDAD

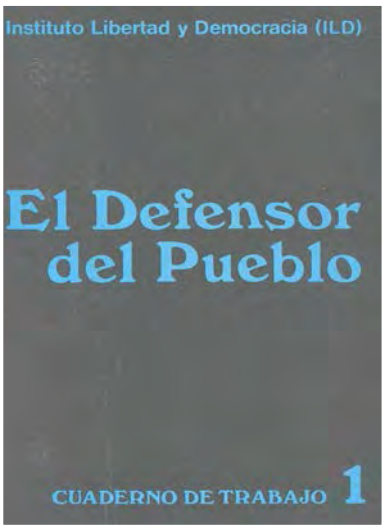
NORMAS GENERALES

SEGUNDA.-

CUARTA.-

Instituto Libertad y Democracia (ILD)

5. 1986: When the agreement ends, the ILD continues working on the problems detected. It publishes reform proposals in two additional ads and manages to have a law that imposes restrictions on property rights modified.



Instituto Libertad y Democracia (ILD)

El Defensor del Pueblo

CUADERNO DE TRABAJO 1

6. 1986: The ILD publishes its findings, experience, and proposals for legal and constitutional reform to create an independent Defender of the People (Workbook 1: The Defender of the People).

REPUBLICA DEL PERU

CONGRESO DE LA REPUBLICA

CONSTITUCION POLITICA DEL PERU

Promulgada el 29 de diciembre de 1993.

CAPITULO XI
DE LA DEFENSORIA DEL PUEBLO

Artículo 161.- Defensoría del Pueblo
La Defensoría del Pueblo es autónoma. Los órganos públicos están obligados a colaborar con la Defensoría del Pueblo cuando ésta lo requiere.
Su estructura, en el ámbito nacional, se establece por ley orgánica.
El Defensor del Pueblo es elegido y removido por el Congreso con el voto de los dos tercios de su número legal. Goza de la misma inmunidad y de las mismas prerrogativas de los congresistas.
Para ser elegido Defensor del Pueblo se requiere haber cumplido treinta y cinco años de edad y ser abogado.
El cargo dura cinco años y no está sujeto a mandato imperativo. Tiene las mismas incompatibilidades que los vocales supremos.

Artículo 162.- Atribuciones de la Defensoría del Pueblo
Corresponde a la Defensoría del Pueblo defender los derechos constitucionales y fundamentales de la persona y de la comunidad; y supervisar el cumplimiento de los deberes de la administración estatal y la prestación de los servicios públicos a la ciudadanía.
El Defensor del Pueblo presenta informe al Congreso una vez al año, y cada vez que éste lo solicita. Tiene iniciativa en la formación de las leyes. Puede proponer las medidas que faciliten el mejor cumplimiento de sus funciones.
El proyecto de presupuesto de la Defensoría del Pueblo es presentado ante el Poder Ejecutivo y sustentado por su titular en esa instancia y en el Congreso.

7. 1993: The new Constitution incorporates an independent Defender of the People (Ombudsman), just as the ILD had proposed. Subsequent laws and regulations have developed this entity further.

PARTICIPATE - DEMOCRATIC DECISION-MAKING BY GOVERNMENT (DDG)

8. 1984: As proposed by ILD, President Belaúnde enacts Law 283 and S.D. 071-84-PCM, and creates the Committee on Economic Rights to encourage citizens' participation in the decision-making process. These were never adequately implemented.

9. 1986: ILD publishes its findings on the deficiencies in the creation of laws and regulations in Peru, which does not allow citizens to learn about the foundations of the laws or give suggestions (Caretas: "The Origin")

10. 1990: The ILD draws up the Draft Law for Democratic Decision-Making by Government and receives wide coverage by the media.

11. 1990: The ILD publishes two ads explaining "What makes our governments end up badly" and "How to ensure that one of them [presidential candidates] does not end up as our next dictator" to emphasize the need to pass the law.

12. 1990: Regional governments support the proposal.

13. 1992: Before the OAS XXII General Assembly, Peruvian president commits to introducing DDG and access to public information mechanisms to our legal system.

14. 1993: The new Constitution incorporates ILD's principles, which subsequent laws and regulations develop further (i.e. S.D. 001-2009-JUS demands that main regulations to be issued by the Executive Branch be published prior to their enactment).

LISTEN - ACCESS TO PUBLIC INFORMATION

15. 1986: The ILD submits a proposal, which is well received by the media, and publishes an ad about the need to have a law for access to public information.

16. 1993: The new Constitution incorporates the right to access public information (articles 2.4, 2.5 and 200.3). It has been further developed in the Law for Fiscal Transparency and the Law for Citizen Participation and Control.

BECOME ACCOUNTABLE - BETTER CITIZEN REPRESENTATION AND CONTROL

17. 1992: The ILD proposes a number of mechanisms to improve citizen representation, participation and control of government, to be incorporated into the new Constitution. It publishes two ads titled "CCD: Will we be represented?" and "I had a nightmare... terrorism was taking over in Peru".

18. 1993: The ILD proposed that the new Constitution be submitted to a referendum, but government was opting for a plebiscite, which the ILD publicly opposed.

19. 1993: The ILD collect more than 500,000 signatures and submits the first Peruvian popular initiative to incorporate and develop more and better mechanisms for participation in the new Constitution. The media applauds the initiative, but Congress rejects it.

20. 2012: To deal with social unrest, the ILD publishes a new proposal to improve the consultation mechanisms involving mining, hydro-carbon, forestry, and infrastructure projects, including the people's right to popular initiative.

21. 2013: Using ILD mechanisms, Peruvian citizens present the first referendum to revoke Lima's Mayor –Susana Villaran. To date, ILD reforms have helped put in place 18 legal mechanisms for citizen participation.

RE-CATEGORIZING MENA'S INFORMAL SECTOR AND INTRODUCING PARTICIPATION MECHANISMS - The Maghreb's largest business organizations have requested ILD's help in implementing "A plan to remove the economic constraints that give rise to informal economy."

ILD'S Maghreb Plan will be launched with workshops explaining to the region's ten most influential groups – beginning with political organizations and the media – how reforms will benefit their interests.

POLITICAL PARTIES

NIDA

1. MOHMOUD BEN ROMDHANE
2. SLIM CHAKER
3. BOUJEMAA RMILI
4. SAID AIDI

AFEK

5. YASSINE BRAHIM
6. FAOUAZI BEN ABDERRAHMAN
7. DALI MANKAI
8. AMNA BOURAOUI KHOUJA
9. NOOMAN FEHRI

ALLIANCE DÉMOCRATIQUE

10. MOHAMED HAMDI
11. MAHMOUD BAROUDI
12. MEHDI BEN GHARBIA
13. MONGI RAHOUI

AL MASSAR

14. SAMIR ETTAIEB

UPL

15. MOHSEN HASSEN

BUSINESS JOURNALS

ECONOMISTE MAGHREBIN

18. HEDI MECHRI
19. YASSINE ESSID
20. RIDHA LAHMAR

AKHER KHABER

21. LEILA SASSI
22. RAOUF KHALFALLAH
23. LEILA THABTI

ECO JOURNAL

24. OMAR KAMMOUN
25. HOUCINE BEN ACHOUR

LA PRESSE DE TUNISIE (BUSINESS SECTION)

26. JAWHAR CHATTI

DIGITAL MEDIA

AFRICAN MANAGER

27. KALED BOUMIZA

WEBMANAGER

28. AMAL BEL HAJ ALI

BUSINESS NEWS

29. NIZAR BAHLOUL

LEADERS

30. TAOUFIK HABAIEB

KAPITALIS

31. RIDHA KÉFI
32. ZOHRA ABID

TUNISIE NUMÉRIQUE

33. RÉDACTEUR EN CHEF

RADIO

EXPRESS FM

34. SANA BOUAJILA
35. OLFA BEDDA
36. WASSIM BELARBI
37. TARAK MRAD
38. WALID BERHOUMA

MOSAIQUE FM

39. NAJI EZZIRI

CHEMS FM

40. IMED KETATA

RTCI

41. ZAKIA AZAK (RTCI)

GENERAL PRESS

42. ZINA OUESLATI "WATANNIA 1"
43. ZMOURDA BELHOUMI "LE MAGHREB"
44. NAJAH JAOUADI "RÉALITÉ"
45. SOFIANE REJEB "ASSABAH"
46. MOUNA BOUAZIZI "ECHOUROUK"
47. RÉDACTEUR EN CHEF "ATTOUNISSIA"
48. TAOUFIK CHERIF "AL BAYANE"
49. MANOUBI MARROUKI "LE QUOTIDIEN"

22. **2014:** The ILD has launched a process to gather information, raise awareness in key sectors of society, and help citizens participate in the process of creating the necessary reforms in the MENA region.

CASE #5:

HOW THE ILD HAS BEGUN THE RE-CATEGORIZATION OF THE ARAB SPRING

CASE #5: IN A NUTSHELL

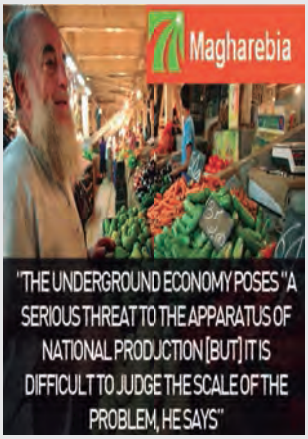
With the acquiescence of their governments, the largest business organizations in the Maghreb have called on the ILD to help them develop an action plan to advance legal/economic reform in their region. "A plan to remove the economic constraints that give rise to the informal economy." The plan's goal is to provide each government and all those involved in the reform effort with the information, the ideas and the advice necessary to bring in the Maghreb's massive informal economies into a modern, inclusive market economy under a single rule of law.

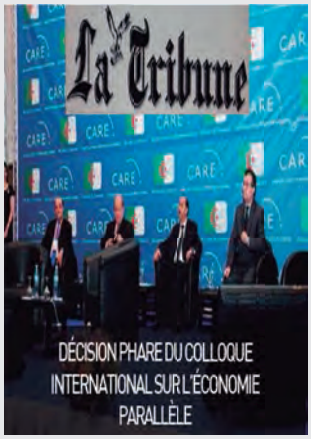
UTICA FORUM DES CHEFS D'ENTREPRISES CGEM

"The leading Maghreb business organizations have sought the ILD's support because we share the view that the challenge we are facing is not just achieving macroeconomic and political stability but also and above all dealing with the transition from a traditional to a modern market society open to all."

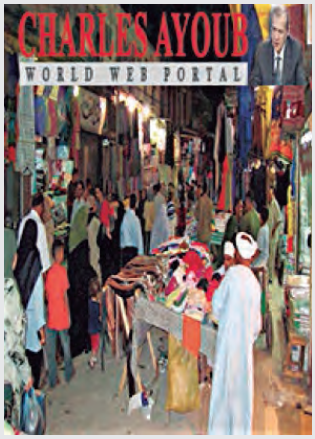
CASE #5: PICTURE HISTORY

❶ MAJOR MEDIA IN TUNISIA HAVE PUBLICIZED ILD'S REFORM VISION AND FINDINGS.





❷ Major Media in Algeria have echoed our vision and findings.



3. Major Media in Egypt have featured ILD's approach and findings.

4. Immediately after Mohamed Bouazizi's death, the ILD sent a team of senior researchers led by Hernando de Soto to conduct research in a number of Arab Spring countries, such as Tunisia, Egypt, Algeria and Morocco. The research revealed that during the first quarter of 2011, not just one but 64 men and women throughout the MENA region set themselves on fire in protest of arbitrary expropriation.

5. ILD's view that the Arab Spring is an economic revolution was published in 62 major media articles worldwide.

6. Mr. de Soto consolidated ILD's findings and recommendations in *L'Economie Informelle, Comment y remédier?* published in Tunisia in December 2012.

7. Intrigued by ILD's research, political authorities and business organizations in the Maghreb contacted us. In Tunisia, President Moncef Marzouki met with Mr. de Soto in the Presidential Palace in Carthage in July 2012.

TUNISIAN POLITICAL AND BUSINESS LEADERS OPENED THE DEBATE OVER THREE DAYS IN DECEMBER

Book Launch + ILD-UTICA Conference in Tunis

700 POLITICAL AND BUSINESS LEADERS DISCUSSED THE UTICA AND ILD'S FINDINGS AND THEIR PLAN TO DO AWAY WITH ECONOMIC APARTHEID.

Pannel Discussions

RIGHT TO LEFT: H. JEBALI (PRIME MINISTER OF TUNISIA), O. BOUCHAMAOUI (PRESIDENT OF UTICA), H. DE SOTO.

Media Tour

TV AND RADIO PROGRAMS, SOCIAL MEDIA LEADER WORKSHOPS, OPPOSITION POLITICAL PARTIES, CIVIC AND GRASSROOTS ORGANIZATIONS.

University Debates

DEBATING OF ILD FINDINGS AND PROPOSALS WITH TUNISIAN UNIVERSITIES.

8. The book was presented to political, business, and civil society leaders in Tunisia on 15 December 2012, generating great expectations throughout the region.

EGYPT'S ECONOMY WOULD HAVE GROWN AN ADDITIONAL 2% POINTS PER CAPITA PER YEAR IF GOVERNMENT HAD IMPLEMENTED A PLAN TO UNLEASH THE ECONOMIC POTENTIAL OF THE POOR

THE MAGHREB INITIATIVE FOR AN INCLUSIVE ECONOMY

THE REGIONAL CONTEXT OF THE INITIATIVE

THE GOAL OF THE INITIATIVE

THE IMPLEMENTATION PLAN OF THE INITIATIVE

THE COST OF INACTION: THE CASE OF EGYPT'S MISSED OPPORTUNITY

9. On 2 July 2013, L´Union Tunisienne de L´Industrie, le Commerce et de l´Artisanat (UTICA) hosted a meeting of the leading employer organizations in the Maghreb countries which culminated in the signing of the « Tunis Declaration » and the creation of a « Maghreb Council for Inclusive Entrepreneurship ».

COMMUNICATION

L'INITIATIVE MAGHRÉBINE POUR UNE ÉCONOMIE INCLUSIVE

LE 2 JUILLET 2013, LES PATRONATS DES PAYS DU MAGHREB ONT EU UNE RENCONTRE QUI A ÉTÉ COURONNÉE PAR LA « DÉCLARATION DE TUNIS » ET LA CRÉATION D'UN « CONSEIL MAGHRÉBIN POUR L'ENTREPRENEURIAT INCLUSIF »

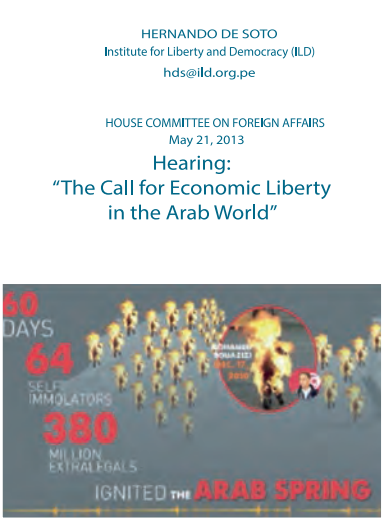
LE CONTEXTE RÉGIONAL DE L'INITIATIVE

CONSISTANCE DE L'INITIATIVE

PLAN DE MISE EN ŒUVRE DE L'INITIATIVE

LE COÛT DE L'INACTION: L'OCCASION MANQUÉE DE L'EGYPTE

10. In August 2013, Magheb's largest organizations published a double-page newspaper announcement embracing ILD's evidence that the on-going revolutions were not triggered by extremist ideologies but by unbearable constraints on emerging entrepreneurs struggling in the informal economy.

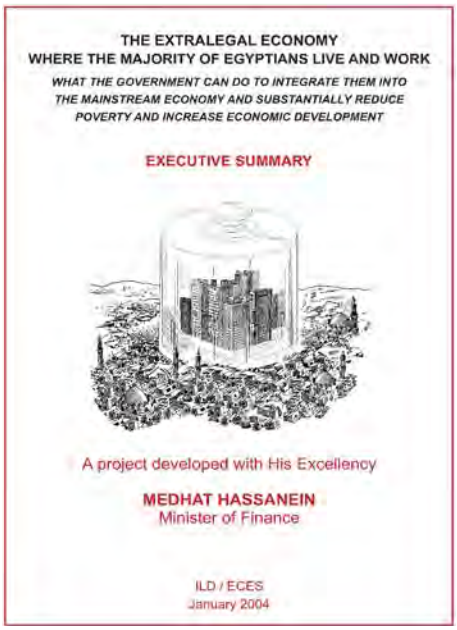


HERNANDO DE SOTO
Institute for Liberty and Democracy (ILD)
hds@ild.org.pe

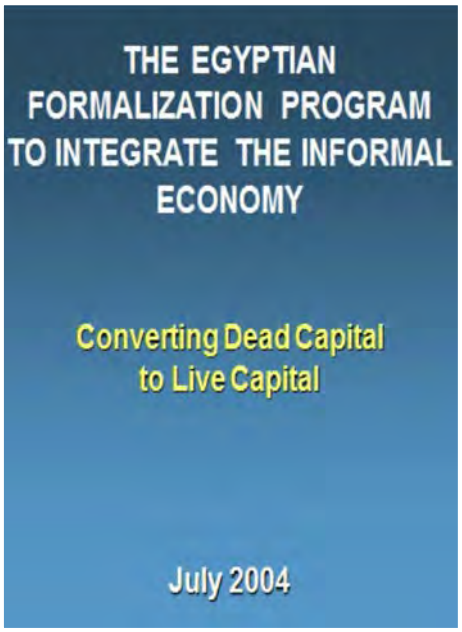
HOUSE COMMITTEE ON FOREIGN AFFAIRS
May 21, 2013
Hearing:
"The Call for Economic Liberty in the Arab World"

11. In May 2013, U.S. Representative Ed Royce, Chairman of the House Foreign Affairs Committee, held hearings about the ILD's MENA findings and strategies for reform, featuring testimony from former Secretary of State Madeleine Albright and ILD President Hernando de Soto.

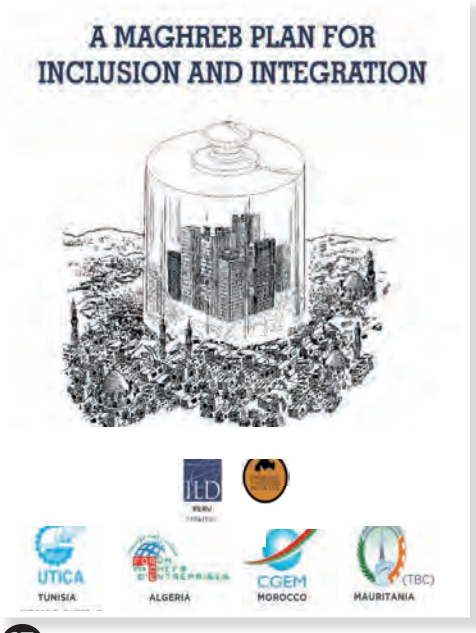
12. In January 2014, PBS broadcasted throughout the U.S. a one-hour documentary film on the ILD´s work in MENA Region supporting ILD's case that the Arab Spring was mainly a symptom of an Arab Industrial Revolution -driven by the desires of 90% of the population now outside the rule of law demanding to share its benefits.



13. Under the auspices of the Minister of Finance, Medhat Hassanein, an ILD team of 70 technicians with the help of 300 key local informants did an extensive survey of how the majority of Egyptians lived and worked in the extralegal economy.



14. In July 2004, before the Egyptian Cabinet, the ILD proposed a major reform strategy that included a set of 20 proposals to streamline the current legal system and integrate the extralegal economy into the mainstream economy.



15. During 2013, the leading business organizations of the Maghreb region together with the ILD designed a strategy and reform proposals to incorporate the majorities living and operating extralegally in their countries into the mainstream economy.

CASE #5: A BRIEF ACCOUNT

With the acquiescence of their governments and the support of the ILD, the largest business organizations on the Maghreb spent 20 months gathering evidence on the causes of the region's ongoing revolutions. The key Data emerging from this analysis is as follows:

- During the first quarter of 2011, it was not one but 64 men and women throughout the MENA region set themselves on fire in protest – 22 Tunisians, 29 Algerians, four Moroccans, and five Egyptians.
- Thirty-seven survived and ILD interviewed 12. All were emerging entrepreneurs operating mostly outside the rule of law.
- All stated as their principal motivation "expropriation" – the absence of legal property rights. Property rights are not only about protecting ownership but also, through legally enforceable records and procedures, allow owners to maximize the potential of their assets, combine them to create more wealth, use them as security to obtain credit and divide them into shares to generate capital.
- ILD estimated that more than 380 million Arabs are excluded from the benefits of property rights – and are thus forced to depend on extralegal income.

Hernando de Soto consolidated these findings – and reform recommendations – in the book *L'Economie Informelle, Comment y remédier?* launched in Tunisia in December 2012 at a conference of political, business, and civil society leaders , generating great expectations throughout the region.

On 2 July 2013, L´Union Tunisienne de L´Industrie, le Commerce et de l´Artisanat (UTICA) hosted a meeting of the leading Maghreb employer organizations, culminating with the signing of the « Tunis Declaration » and the creation of a « Maghreb Council for Inclusive Entrepreneurship » embracing ILD's reform strategy.

In May 2013, U.S. Representative Ed Royce, chairman of the House Foreign Affairs Committee, held hearings about the ILD's MENA findings and strategies for reform, featuring testimony from former Secretary of State Madeleine Albright and ILD President Hernando de Soto.

THE PROCESS: FIVE STAGES FOR IMPLEMENTING THE PLAN

STAGE 1: Gather Information and Prepare for Change.

Create a first map of the extralegal economy and prepare society for change; establish alliances with the individuals and organizations best positioned to access, provide, and verify information describing the country's informal economy. This information will provide the consensus upon which the rest of the reform plan depends.

STAGE 2: Create a Specialized Agency and Launch a Quick Wins Program

Create a specialized agency for ascertaining the necessary facts for removing constraints to integrating the majority into the formal economy; this agency must be empowered and staffed to oversee the whole reform agenda and must run under the direction of the nation's highest political authority in order to ensure commitment, local ownership and sustainability of the reforms. Its mission will be to provide the necessary tools in a space independent of those interested in maintaining the status quo, but without interfering with already functioning laws and institutions in the country. Initially, this agency will implement rapid changes to legal administrative procedures that will deliver immediate results ("quick wins") and prepare nationwide data gathering, reform design and reform implementation.

STAGE 3: Convert Extralegal Information Into Facts

Leverage the network of alliances and the initial assessment results from Stage 1 to scale up data gathering at a national level. Prioritize and assemble information into congruent statements that become facts because they can be measured, compared, certified and tested for truth. This process transforms information into facts which will ensure the reform design takes into account existing consensuses and practices in the extralegal sector and lays the groundwork for re-engineering or enhancing the current legal system to achieve the objectives of the reform strategy.

STAGE 4: Remove Underlying Causes to Constraints and Build Institutional Reforms

Remove underlying causes to constraints, build legal and institutional reforms and establish a legal infrastructure of interconnected devices that will allow holders of extralegal assets to build reliable, productive links with the existing private sector.

STAGE 5: Manage the Specialized Agency and Implement the Reform Strategy

Execute the reforms designed in Stage 4 and ensure the system sustaining the plan is not just a warehouse for data but rather one that retrieves and facilitates access to the knowledge entrepreneurs need to combine assets, skills and technology for producing additional value. Ensure that changes to procedures, statutes, record keeping and registration affecting emerging entrepreneurs are not regressive. Continuously quantify and monitor ongoing costs and benefits of greater economic inclusion.

See below a typical proposed timetable showing the schedule of stages and activities in each of the Maghreb countries.

PLAN TIMETABLE

PROJECT STAGES	STAGE 1 Gather Information and Prepare for Change Complete preliminary economic map of the Arab Spring; build alliances with its leaders; establish basis for consensus with the most influential interest groups	STAGE 2 Create a Specialized Agency and Launch a Quick Wins Program Create a specialized agency at highest political level, independent of the status quo and empowered to deliver immediate results	STAGE 3 Convert Extralegal Information Into Facts Leverage the network of alliances and the initial assessment results from STAGE I to expand and test the Arab Spring map for truth; lay the groundwork for reengineering legal system to include the agenda/motivations of the Arab Spring	STAGE 4 Remove Underlying Causes to Constraints and Build Institutional Reforms Remove underlying causes to constraints; build legal and institutional reforms and create public memory systems; establish a legal infrastructure of interconnected devices that will allow holders of extralegal assets to build reliable, productive links with the existing private sector	STAGE 5 Manage the Specialized Agency and Implement the Reform Strategy Execute the reforms designed in STAGE 4 and ensure the system sustaining the plan is not just a warehouse for data but rather one that retrieves and facilitates access to the knowledge entrepreneurs need to combine assets, skills and technology for producing additional value
Activity / Month	9	18	21 24	33	51 120
Set up project logistics; build a network of local contacts; create a multidisciplinary research team					
Initial assessment of extralegal sector					
Engage interest groups, develop orientation and training courses					
Deliver orientation and training courses to interest groups of society separately					
Recruit & train local professionals					
Set up specialized body (agency or commission); build local capacity; initiate citizen feedback process; implement administrative or regulatory changes that produce immediate results					
Consolidate and extend the network of contacts and alliances built in STAGE 1; create local research teams using ad hoc profiles and job specifications; gather data and information and convert them into facts that can be measured, compared, certified and tested for truth			Continue citizen feedback process; scale up field research and data gathering at a national level		
Design a strategy to integrate the multiple social contracts that constitute the Arab Spring into a single, standard system for property and business rights and for the creation of capital, especially by the poor				Draft statutes and procedures to bring the costs of holding assets legally below the costs of holding them extralegally; create mechanisms to reduce risks associated with private investment; integrate standards and enforcement into the extralegal world; provide the poor with the legal instruments to mobilize, combine and divide their assets; estimate the benefits and costs of each proposed reform	
Communications Campaigns					
Recruit and train technical staff to manage the process to recognize, formalize and protect business and property; monitoring & supervision					Reengineer the existing registry system to adapt it to institutional reforms ensuring that all rights are fungible and can be leveraged for multiple purposes; and that changes to procedures and statutes are not regressive

CASE #6:

THE ILD'S CONTRIBUTION TO INTERNATIONAL ORGANIZATIONS

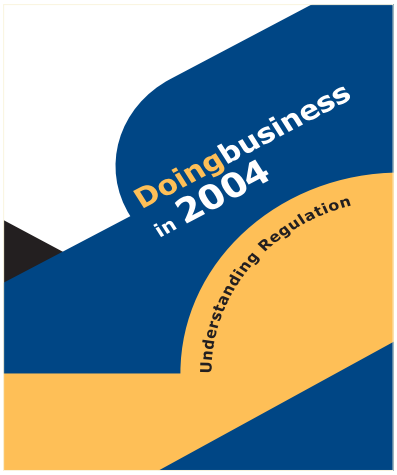
CASE #6: IN A NUTSHELL

In the early 80s, ILD was able to document how the Peruvian mercantilist and burdensome legal system excluded the vast majority from the formal economy, laying out, step by step, the procedures that ordinary entrepreneurs faced to legalize their businesses and property, and graphically mapping the entire bureaucratic maze. This work culminated in the publication in 1986 of The Other Path –which revealed how informality was not a description of marginal behavior but a powerful social force with the potential to lift the excluded poor out of poverty. After field-testing these ideas around the world, The Mystery of Capital was published in 2000, using ILD's findings this time to make the case that widespread clear, secure and fungible property rights were necessary for capitalism to work as successfully in developing countries as it did in the West. ILD's re-categorization of the concepts of "informality" and "property rights," as well as its methodology to identify the legal and administrative barriers blocking the entrepreneurial poor from entering the formal economy made a major impact on the development agenda of international organizations – and continues to do so.

USAID

Inspired by ILD's discovery that red tape had become an impenetrable barrier to doing business, USAID, in association with the World Bank's Foreign Advisory Service (FIAS), developed The Investor Roadmap, a popular tool launched in 1995 to monitor the business environments of developing countries. Inspired by the methodologies described in The Other Path, the Roadmap focuses on the administrative barriers to creating a business –the very elements that the ILD had first researched in Peru from the point of view of poor entrepreneurs trying to formalize their businesses and property. Carried out in more than 50 countries, The Investor Roadmap has become a very cost-effective means for changing a country's business environment.

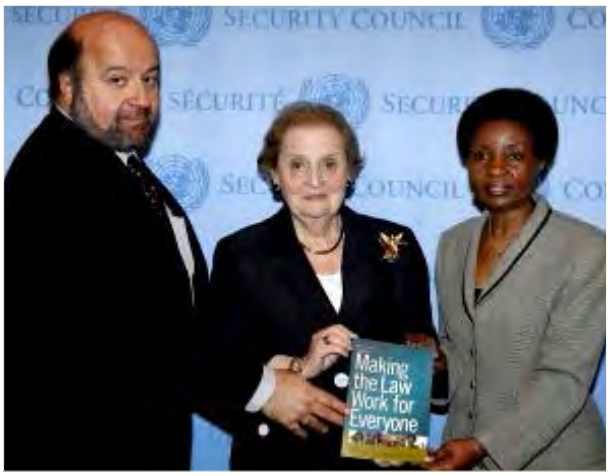
WORLD BANK



Doing Business: ILD's seminal research of informality in Peru, including analysis and estimates of the cost of administrative procedures necessary for doing business (number of steps, time, and costs related to official fees, extralegal payments, and opportunity costs), which revealed the legal barriers informal entrepreneurs were up against, inspired the creation of the World Bank's flagship program, "Doing Business," launched in 2003. The Doing Business annual report provides data on regulations that impact on the ease of doing business, registering property, and getting credit, among other indicators, across 189 countries, and has served as a powerful tool for institutional reform around the world.

Land policies: the Bank's historical focus on property had been mainly in "assisting" the poor through grant and loan programs to provide better housing and shelter, usually in urban areas. According to Bank officials, ILD's groundbreaking approach to property as a fundamental tool for economic development paved the way for a shift in the Bank's policies from simply land formalization towards the role that property rights could play in the fight against poverty and exclusion: land must not be viewed as merely a source of subsistence or shelter but principally as a source of capital.

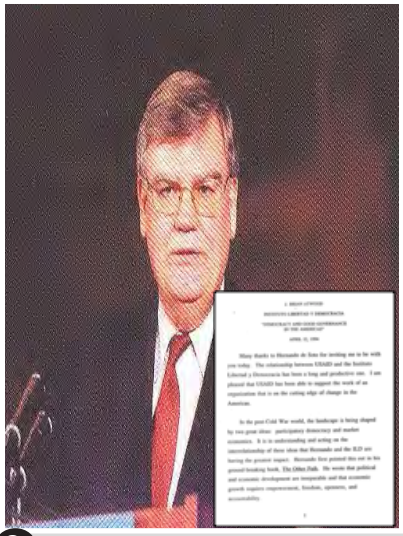
UNITED NATIONS



The Commission on the Legal Empowerment of the Poor (CLEP) – hosted by the United Nation's Development Programme (UNDP) was the first global initiative to focus on the link between exclusion, poverty, and the law. At the outset, CLEP declared it had found inspiration in the "contributions made by Peruvian economist Hernando de Soto," the Commission's co-chair with former US Secretary of State Madeleine Albright. The objective was to contribute significantly to achieving the Millennium Development Goals (MDGs) with respect to reducing world poverty by half by 2015 – on the assumption that this could only be achieved "if governments succeed in rendering legal recognition of the assets and institutions of poor people and democratizing the rule of law." UN Secretary-General Kofi Annan hailed the notion of "legal empowerment" as an important asset towards attaining the UN's MDGs.

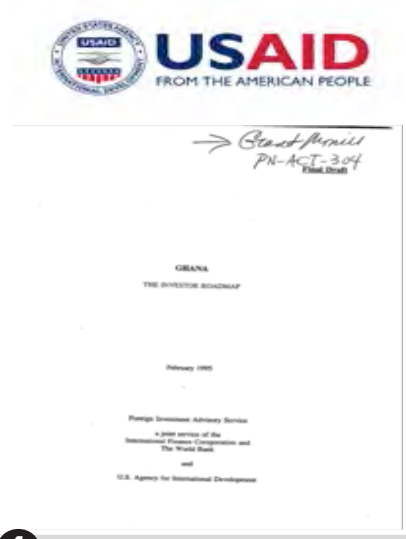
CASE #6: PICTURE HISTORY

1. 1986: The publication of **The Other Path.**

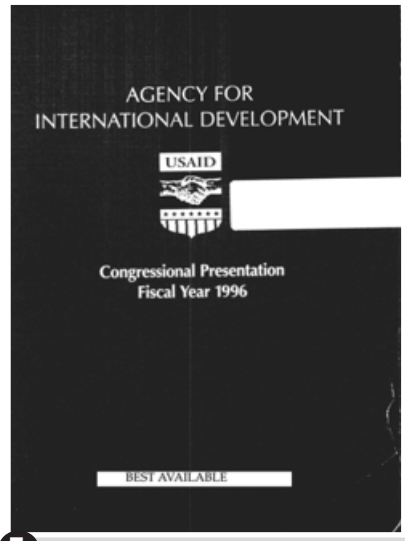


2. 1994: USAID Administrator, Brian Atwood: "I am pleased that USAID has been able to support the work of an organization that is on the cutting edge of change in the Americas."

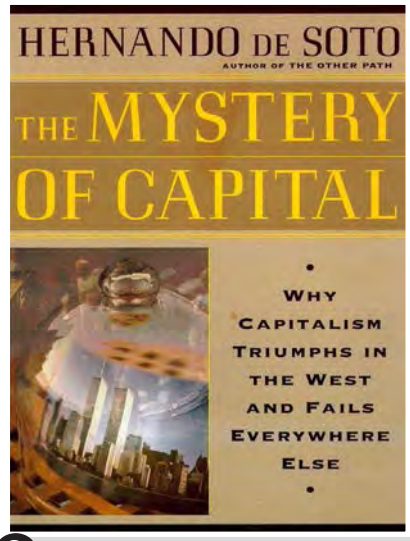
3. 1994: USAID Assistant Administrator, Mark L. Schneider: "Hernando de Soto has shattered stereotypes surrounding the poor in Latin America (...) which help keep people poor. (...) His work (...) offers the Americas a path to development and a bridge to consolidate democracy."



4. 1995: The first Investor Roadmap was carried out in Ghana by USAID and the World Bank's Foreign Investment Advisory Service (FIAS).

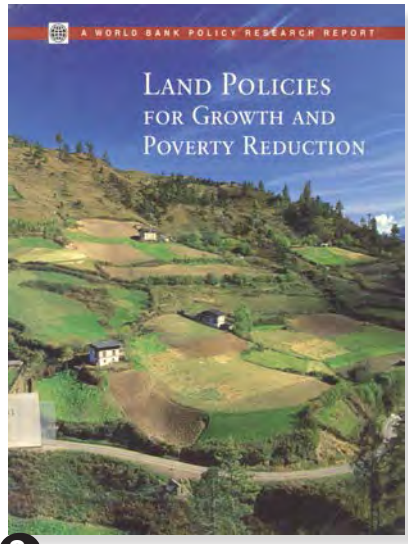


5. 1996: USAID Congressional Presentation: "One of the most important developments which could have global applicability was the lessons learned from the work of ILD [which] has been on the cutting edge in promoting legalization of the informal sector as an essential component of broad-based and equitable economic growth."

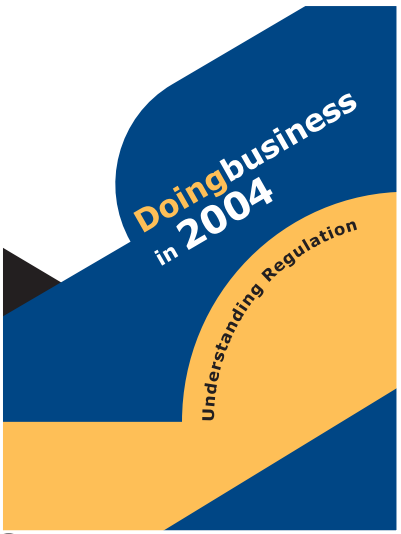


6. 2000: The publication of **The Mystery of Capital.**

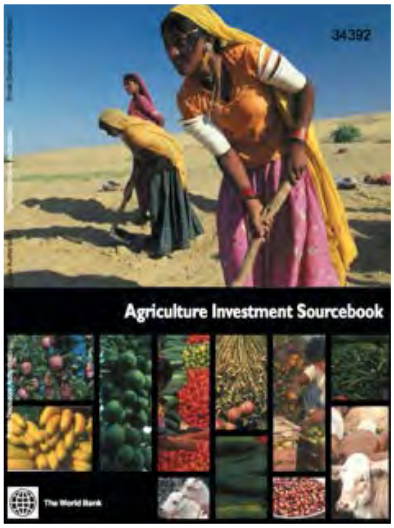
7. 2002: World Bank researcher Simeon Djankov adopted ILD's methodology to measure administrative barriers: "Our work owes a great deal to De Soto's research which opened the way on the regulatory issue of starting a business in Peru."



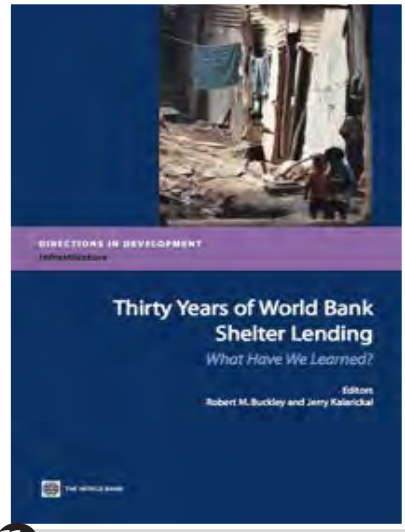
8. 2003: The World Bank published **"Land Policies for Growth and Poverty Reduction"** by K. Deininger, embracing ILD's take on the significance of property rights to development.



9. 2003: The first "Doing Business" report was published in 2003 referring explicitly to The Other Path and ILD's work in Peru. All subsequent reports have acknowledged ILD's influence in the design of their methodology.

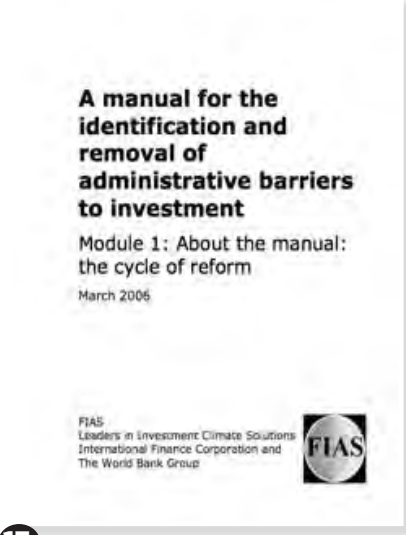


10. 2005: The World Bank published its **"Agriculture and Investment Sourcebook,"** acknowledging: "Land titling programs can create secure, clearly defined, and easily transferable land ownership rights, which ensure benefits to recipients/owners and improve incentives for long-term investment."

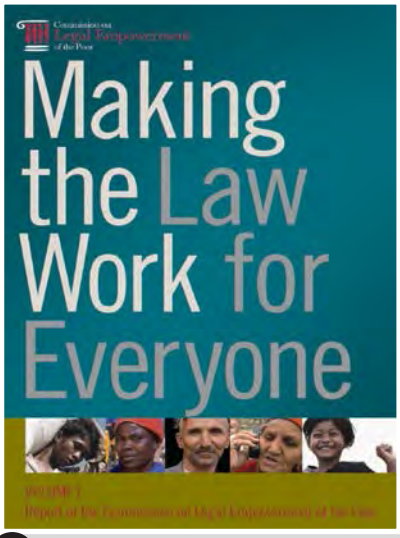


11. 2005: The World Bank published its **"30 Years of World Bank Shelter Lending: What We Have Learned"**, acknowledging: "Observers such as Hernando de Soto are almost certainly correct: Improving land use and the clarity of property rights, formally or informally, can confer enormous benefits on many poor families."

12. 2006: Ana Palacio, former Minister of Foreign Affairs of Spain: "De Soto's work has had a substantial impact on development theory and has also influenced aid agencies, including the [World] Bank, as reflected in land and real estate projects in formal land titling and land transferability."



13. 2006: The World Bank Foreign Investment Advisory Service (FIAS) published a methodology manual: "The FIAS methodology for administrative barriers to investment was originally inspired by the work of Hernando de Soto. It was further developed within FIAS by Robb Smith and Jim Emery."



14. 2008: The Commission on the Legal Empowerment of the Poor, co-chaired by former US Secretary of State Madeleine Albright and Hernando de Soto, published its final report "Making the Law Work for Everyone," providing a poverty reduction agenda based on legal reform on property rights, business rights, and access to justice.

15. 2009-2010: The UN General Assembly approved two resolutions recognizing legal empowerment for the poor as essential for generating prosperity and fighting against poverty, thus echoing ILD's reform vision with respect to property rights and the rule of law, by placing them at the center of UN's anti-poverty efforts.

16. 2010: UNDP embraced the legal empowerment agenda as central to its own development efforts. **The ILD signed a Long Term Agreement with UNDP** to help it implement its LEP agenda in its work around the world.

17. 2014: Based on the CLEP report, investor and founder of the Open Society Foundations, George Soros, has launched **"The Global Legal Empowerment Initiative,"** establishing a network of 900 individuals from over 300 legal empowerment groups around the world. All subsequent reports have acknowledged ILD's influence in the design of their methodology.

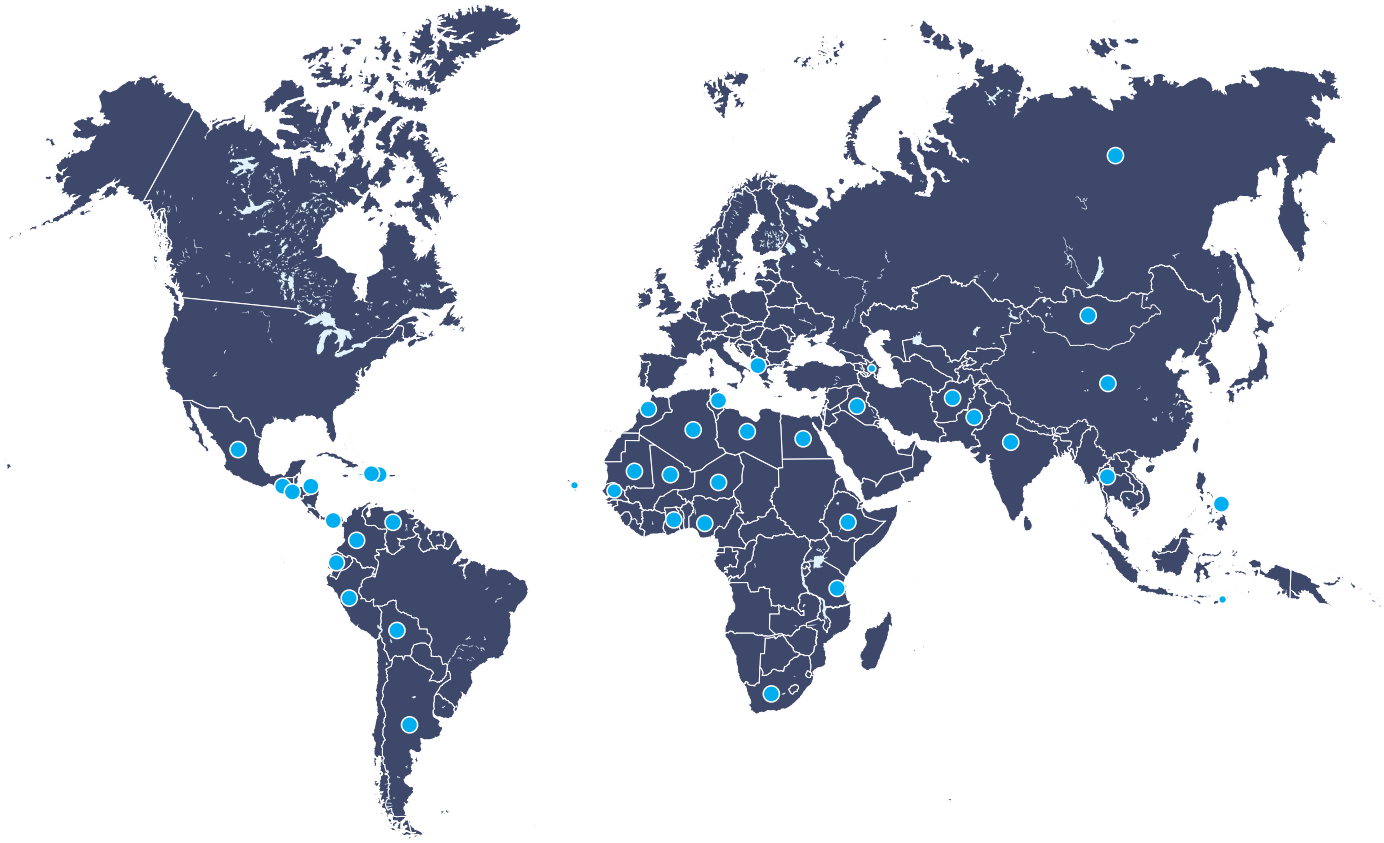
CASE #7:

HOW THE ILD IS HELPING OTHER COUNTRIES RE-CATEGORIZE

CASE #7: IN A NUTSHELL

In 1990, ILD answered an invitation from El Salvador's President Alfredo Cristiani who was trying to rebuild his country after a decade-long civil war and a devastating earthquake. We signed an agreement to help, and thus, in 1991 the ILD found itself an international organization. Over the past two decades, 44 heads of state have requested the ILD's services, and we have met personally with 37 of them. Typically, these leaders have read our ideas, know our work, think that their main problems are caused by informality —and ask the ILD to deconstruct the apparent problem and re-categorize so as to find a workable solution.

We have responded variously: inviting them to see the results of Peru's reforms; visiting them to discuss how we can help; doing a preliminary assessment of their informal sectors or a full-scale Diagnosis whose findings force heads of state to look at their informal economies as a solution rather than a problem; and recommending and designing reforms. Governments often take the reform process from there. In recent years, we have discovered that our ideas can travel even faster than our staffers and be equally influential about raising awareness about the extralegal economy's potential in countries where the ILD has yet to mount a reform project.



Countries that called on the ILD

1. Mexico
2. Haiti
3. El Salvador
4. Guatemala
5. Honduras
6. Dominican Republic
7. Panama
8. Venezuela
9. Colombia
10. Peru
11. Bolivia
12. Argentina
13. Ecuador
14. Russia
15. Azerbaijan
16. Egypt
17. Libya
18. Morocco
19. Tunisia
20. Algeria
21. Niger
22. Ghana
23. Tanzania
24. Nigeria
25. Mali
26. Cape Verde
27. South Africa
28. Iraq
29. Afghanistan
30. Pakistan
31. India
32. China
33. Philippines
34. Mongolia
35. Thailand
36. Senegal
37. Ethiopia
38. Mauritania
39. Timor-Leste
40. Albania

CASE #7: PICTURE HISTORY

SOME EXAMPLES OF OUR WORK ABROAD

El Salvador: In 1991, the ILD and the Cristiani government developed the Real-Estate Formalization and Registry based on the ILD's recently implemented Property Registry in Peru:

• 550,000 Salvadorians had become legal property owners; 1.2 million real-estate units were incorporated into the new registration system; 27,000 former wartime combatants and poor people received real-estate property rights, consolidating the Peace Agreements signed in 1992.

Egypt and the Maghreb: Between 1998 and 1999, the ILD executed a preliminary Diagnosis of Egypt's Real Estate Sector. The Final Report submitted in 2004, including 20 reform proposals to integrate the extralegal economy, was a re-categorization of how Egypt should view the informal sector that was unanimously approved by the Cabinet. In 2004-05, the Government launched several major initiatives to formalize extralegal assets– implementing, at least partially, 13 of ILD's 20 reforms, which earned Egypt the title of "top reformer for 2006/07" by the World Bank's Doing Business Report:

• In 2012 the ILD carried out an in depth study of the root causes of the Arab Spring in Tunisia, the results of which were broadly publicized. Consequently, the Government of Egypt called on us once again. In 2013, the largest business groups of the five Maghreb countries formed the Maghreb Council for Inclusive Entrepreneurship, a historic joint effort to move forward in 2014 to implementing a five-stage reform strategy in each country.

The Philippines: Since President Joseph Estrada invited the ILD in 1998 to diagnose the extralegal economy and President Gloria Macapagal Arroyo requested a research update in 2006, no fewer than four executive orders on agrarian and urban reform and restructuring mortgage financing have been issued; at least seven ILD-inspired reform programs for land titling and tenure, and mortgages have been initiated; and 53 bills of legislation have been proposed on land use and reform, housing, collateral, red tape, and small business guarantee:

• Pres. Macapagal Arroyo created the Urban Asset Reform Program to "develop the proven ideas of the economist Hernando de Soto regarding the integration of formal and informal settlements into one legal system..."

Colombia: A 2006 Pre-Diagnosis study by the ILD – commissioned by the IDB– revealed that 68.5% of Colombia's real estate assets and 89% of business assets were held extralegally. Several Colombian ministers have visited the ILD to discuss formalization, and
Colombia has two programs following ILD's methodologies:

• President Uribe declared publicly, "We have listened to Hernando de Soto many times. We believe in a Country of Property Owners…"

Honduras: In 2001, the Government launched its "Poverty Reduction Strategy," and asked ILD to diagnose the magnitude of the extralegal sector and propose reforms. Four years later, the Government decided to implement the ILD's reform recommendations on its own, passing a series of ordinances and creating the Institute for Property and the Land Administration Program - PATH:

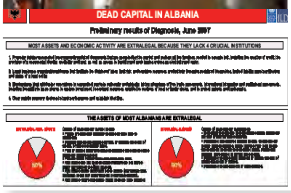
• According to the Institute for Property the aim is that at the end of the PATH program "approximate 75% of the total 2.2 million farms in the country, will be mapped and registered in the Unified Registry System; that more than half of the 298 municipalities in the country will improve their capabilities for cadastral services..."

Haiti: Between 1998 and 2004, the Haitian Government commissioned ILD to research the informal economy and design a reform program. The ILD presented a reform and legislative package of 179 articles, along with an explanatory memorandum, an economic impact analysis, and an action plan to implement a National Program for the Capitalization of Assets that were approved by the executive branch:

• ILD recommendations were supported by Presidents Aristide and Preval, civic organizations, including leaders of the informal economy and the press.

Tanzania: In 2004-05, ILD helped the Government create the Property and Business Formalisation Program – with the Swahili acronym, MKURABITA. In 2007, the ILD implemented a training strategy to instruct the MKURABITA staff in the ILD's reform implementation methodology, which the MKURABITA team began executing in different regions. ILD designed a package of 44 proposals for institutional reform in the business and property sectors, based on 17 social patterns of extralegality. In 2012, Parliament amended its Companies Act of 2010 by establishing a "limited liability single shareholder company" and the use of Kiswahili in business transactions – as ILD had recommended:

• MKURABITA won UN Public Services Awards in the categories of "improving the delivery of public services" – delivering property rights through local government and regularizing informal settlements.



Albania: The Government of Albania adopted the "Action Plan for the Reduction of the Informal Economy for 2006-2009". Prime Minister Sali Berisha and the UNDP asked the ILD to train a team of Albanian professionals and conduct a Diagnosis of the extralegal economy and propose reforms:

• In line with ILD recommendations, the Albanian Government created in 2008 the National Registration Center, lowering the time and cost of incorporating businesses, limited liability companies, partnerships, etc.).

Mexico: In 2000, ILD did its first investigation of the Mexican informal sector, proposing solutions and reforms. In 2005, at the request of President Vicente Fox, ILD began a comprehensive study of Mexico's extralegal economy supported by the Inter-American Development Bank (IDB) and the Government; and in 2007 presented a comprehensive reform plan for dismantling constraints to growth to the Government of President Felipe Calderón. In 2011, Mexico launched a program for the Modernization of Property, Commerce, and Cadaster Public Records with the support of 31 states, along with the district and federal agencies such as the National Institute of Statistics and Geography.

• "I will reform the legal system, which has been hostile to the poor, and which does not allow them to accumulate capital and participate in the economy, markets and business in general." - Vicente Fox launching the "Mexico's Capitalization Program".

Guatemala: From January to November 2006, the ILD assisted the Government with its Program for the Formalization of the Assets of the Poor and Middle Class in Guatemala. ILD worked directly with the Presidential Commission for the Modernization of the State (COPRE), diagnosing the size and scope of the extralegal economy, and identifying the institutional and legal failures causing it.

• Armed with the category of extralegality, the Presidential Commission for the Modernization of the State (COPRE) put formalization at the center of its mission to modernize Guatemala.

Thailand: Prime Minister Thaksin Shinawatra created a massive effort "to generate grassroots and SME growth" – and invited Hernando de Soto to address state agencies and financial institutions, along with policy and public opinion makers, on asset capitalization. His recommendation to re-categorize the informal economy as a potential source of economic energy was taken to heart by the PM and his Cabinet.

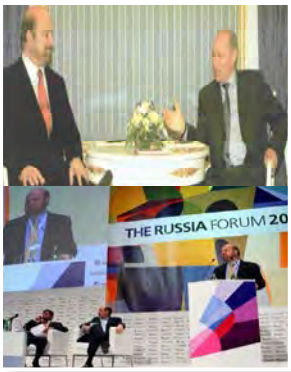
• In January 2004, the Thaksin government launched its "Asset Capitalization Policy" aimed at legitimizing informal property and business assets and registering them so that they could capture as much value as possible in capital markets.

South Africa: In 2003, President Thabo Mbeki, Nelson Mandela's handpicked successor, invited Hernando de Soto to Johannesburg to discuss the nation's growing problem of extralegality. ILD's influence is evident in the ruling African National Congress policy paper 2004 initiative, "Development and Underdevelopment – Learning from Experience to Overcome the Two-Economy Divide"– i.e., the formal and informal economies; and the Government's 2006 initiative, "Accelerated and Shared Growth-South Africa" designed as an engine to halve poverty and unemployment by 2014 – through programs reflecting ILD suggestions for tacking extralegality.

• "In due course we will have the eminent Peruvian economist Hernando de Soto to also assist us in understanding better and making use of the value that lies within our informal settlements." Minister of Housing Lindiwe Sisulu,2005.

Ghana: President John Kufuor hosted former President Bill Clinton and Mr. de Soto in Accra in 2002 to launch the "Foundation for Building Capital for the Poor," a non-governmental organization aimed at mobilizing resources for the poor in the developing world. Echoing the ILD reform vision, the Foreign Minister, Nana Addo Dankwa Akufo-Addo, noted that "informal sector reform" was the essential link to the nation's on-going efforts at public sector, land, education, health delivery, and private sector support reform.

• "The lack of an integrated system of property rights, according to the renowned Peruvian economist, Hernando de Soto, makes it impossible for the poor to leverage their informal ownerships into capital…" Foreign Minister, Nana Addo Dankwa Akufo-Addo.



Russia: In 2001, Hernando de Soto met for 3 hours with President Vladimir Putin to discuss Russia's problems with extralegality and growing poverty. In 2007, Mr. de Soto was invited again to the Kremlin this time to meet with Putin's Deputy Chief of Staff, Igor Ivanovich Shuvalov, and other high level Putin advisors.

• Putin's Deputy Chief of Staff informed ILD president that in Putin's 2005 State of the Union address he had launched his own version of the ILD reform program, along with laws to title some 350,000 state-owned dachas.

Mongolia: ILD conducted a Pre-Diagnosis of the extralegal economy in February 2010. Armed with this new data, ILD President de Soto, met with President Tsakhiagiin Elbegdorj and Prime Minister Sukhbaataryn Batbold to discuss how the ILD might assist the government with a reform program to incorporate into the growing economy the large majority of Mongolians living and doing business outside the law.

• Reelected for a second term in 2013, President Elbegdorj remains a champion of the ILD program and has publicly called for ILD-style reforms to be implemented in Mongolia.

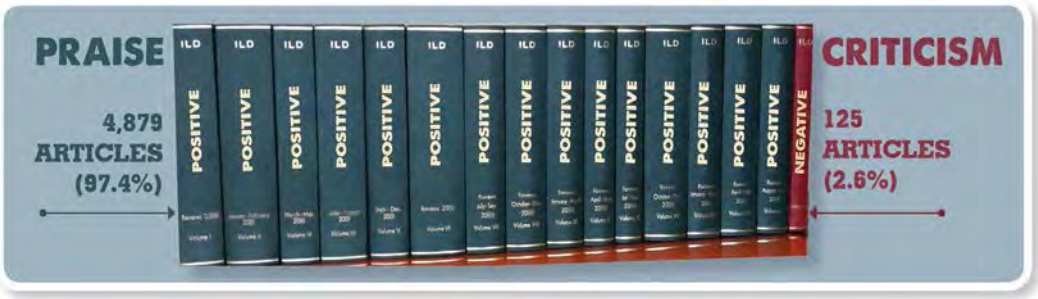
See Volume II, Annex 4, for more information.

CASE #8:

ILD'S INTELLECTUAL IMPACT

CASE #8: IN A NUTSHELL

Le Monde · THE WALL STREET JOURNAL · the guardian · LE FIGARO · FOREIGN AFFAIRS · The New York Times · The Washington Post · Frankfurter Allgemeine · THE INDEPENDENT · THE GLOBE AND MAIL · DIE ZEIT · FT · The Telegraph · BusinessWeek · SPECTATOR · Bloomberg Businessweek



1. London's Institute of Economic Affairs' **Fisher Prize** in recognition of the outstanding contribution to the public's understanding of the political economy of a free society. (28 July 1990)
2. *The Economist* magazine selected the ILD as one of the two most important think tanks in the world. (December 21, 1991)
3. The Swiss *Freedom Prize* (University of St. Gallen) bestowed by the President of Switzerland. (22 May 1995)
4. *Time* magazine selected Hernando de Soto as one of the five most important "innovators of the 20th Century in Latin America". (24 May 1999)
5. *The Entwicklung und Zusammenarbeit,* the German development magazine, recognized Mr. de Soto as one of the 10 top development thinkers of the millennium. (January, 2000)
6. **The Goldwater Award,** for "an outstanding contribution to the advancement of human liberty". (16 March 2002)
7. **The Adam Smith Award**, from the Association of Private Enterprise Education in the US, for legal reforms carried out throughout the world. (7 April 2002)
8. **The CARE Canada Award for Outstanding Development Thinking** for "helping the poor on the ground". (12 April 2002)
9. *Forbes* magazine, ranked Mr. de Soto among one of the world's top 15 innovators "who will reinvent your future". (23 December 2002)
10. Yale University's 2003 **Downey Fellow**. (16 April 2003)
11. **Democracy Hall of Fame International** originally nominated by Supreme Court Judge Anthony Kennedy, and prize received with Andrew Natsios, USAID administrator. (14 October 2003)
12. **The Templeton Freedom Awards**, first prize for ILD's "Egyptian Property Law Program, which is reforming Egyptian property law through a focus on state acknowledgement of lawful property ownership". (8 March 2004)
13. *Time* magazine Time 100 list of the most powerful and influential people in the world. (26 April 2004)
14. **Milton Friedman Prize for Advancing Liberty**, CATO. (6 May 2004)
15. **Member (Fifth Class) of the Most Admirable Order of the Direkgunabhorn** conferred by His Majesty King Bhumibol Adulyadej of Thailand in recognition of his valuable contribution to the economic and social development of Thailand. (23 October 2004)

16. **Honorary Degree of Doctor of Letters** from **University of Buckingham** for his economic writing on the institutional pre-requisites of a market economy; and his intellectual and physical courage". (29 January 2005)

17. **The Americas Award 2004 -2005** granted by the Americas Foundation. (10 February 2005)

18. **The Most Outstanding Personality of Peru of 2004** awarded by the Peruvian National Assembly of Rectors. (17 March 2005)

19. **The Prize of Deutsche Stiftung Eigentum** (German Property Foundation) for his exceptional contributions to the theory of property rights. (13 April 2005)

20. The **2004 IPAE Award** by the Peruvian Institute of Business Administration, for the design of strategies and programs whose validity is recognized worlwide. (28 April 2005) **The Golden Plate Award 2005** bestowed by Michael Bloomberg in tribute of outstanding accomplishments. (June 2005)

21. **The Seventh Compass Award** for Strategic Direction, awarded by **BearingPoint**, *Forbes* magazine for his strategic vision. (20 September 2005)

22. **"Fellow of the Class of 1930"** by Dartmouth College. (29 September 2005)

23. ***Prospect/Foreign Policy,*** 20,000 readers selected de Soto as the 13th top intellectual of the world (Noam Chomsky was first). (19 October 2005)

24. The **2006 Bradley Prize** for outstanding achievement. (25 May 2006)

25. The **2006 The Economist Innovation Awards** top Social and Economic Innovator of the year. (9 November 2006)

26. **The Poder Magazine BCG Business Awards 2007**, granted by Poder Magazine and the Boston Consulting Group, for the "Best Anti-Poverty Initiative". (April 20, 2007)

27. The anthology ***Die zwölf wichtigsten Ökonomen der Welt (The World's Twelve Most Influential Economists***, 2007), BILANZ regards de Soto as one of the twelve most influential economists since Adam Smith.

28. The **2007 Humanitarian Award** from Project Concern International, in recognition of his work to help poor people participate in the market economy. (November 3, 2007)

29. **Honorary Patron of the University Philosophical Society of Trinity College** (Oldest philosophical society of the world) for a worthy contribution to society. (October 19, 2009)

30. ***Hernando de Soto Award for Democracy*** awarded by the Center of International Private Enterprise (CIPE). (26 October, 2009)

31. ***Economist of the Year*** granted by the Peruvian Chamber of Commerce. (20 April 2010)

32. ***The Hayek Medal*** awarded by The Friedrich A. von Hayek-Gesellschaft for his theories and the implementation of his concepts by two Peruvian presidents. (June 24, 2010)

33. ***Medal of the Italian Cabinet*** awarded by Mijail Gorbachov. (17 October 2010)

34. ***Technological University of Peru, UTP***: Institutional Medal. (September 2012)

35. ***Prospect/Foreign Policy, 2013*** – 36th among the 100 top world thinkers. (April 2013)

Commission on Legal Empowerment of the Poor

International organizations whose development agendas have been influenced by ILD's and methodologies.

UTICA TUNISIA | FORUM DES CHEFS D'ENTREPRISES ALGERIA | MAURITANIA | LIBYA | CGEM MOROCCO

The five major business organizations of the Maghreb committed to implementing the ILD program in their countries

SELECTED PUBLIC DEBATES

Joseph Stiglitz and **Naomi Klein** v. H. de Soto on Economic Power at the Great Issues Forum Conversation

Joseph Stiglitz v. H. de Soto on Democracy & the Rule of Law. Forum hosted by **Pres. Václav Havel**

Pres. Bill Clinton, Bill Gates, Pres. Fernando Cardoso v. H. de Soto at the Clinton Global Initiatives

Stephen Lewis and **Paul Collier** v. H. de Soto on Foreign Aid at the Munk Debates

Pres. Tsakhiagiin Elbegdorj v. H. de Soto at the Mongolia Economic Forum

Jagdish Bhagwati v. H. de Soto on Globalization & Exclusion

A RESPONSE TO THE CONCLUSIONS OF THE FINAL REPORT ON ILD PERFORMANCE

SUBMITTED BY C. DADZIE AND P. MURRELL ON SEPTEMBER 2013

Conclusion #1:
"ILD's theories are too general to be applicable"

ILD Response: 8 cases where ILD's theories have been successfully applied – to win a war against terrorism, create broad-based economic growth, make government more accountable, explain the causes of the Arab Spring, influence the development agendas of international agencies and 15 countries – and change the debate worldwide.

Conclusion #2:
...doubts that "ILD's approach can prove effective…"

ILD Response: Documented recognition of the effectiveness of ILD's approach – by the White House, USAID officers, US press, war victims, even the terrorists.

Conclusion #3:
"…lack of rigorous evidence of the impact of the ILD inspired programs…"

ILD Response: A list of 1,100 laws enacting ILD initiatives, along with dozens of related strategies, six treaties and covenants designed and implemented by the ILD; plus detailed evidence of the impact of ILD reforms in 15 countries.

VOLUME II

INSTITUTE FOR LIBERTY AND DEMOCRACY / Ave. Las Begonias 441, Suite 901, San Isidro. Lima 27 - Peru / (+511) 616-6100 / hds@ild.org.pe / www.ild.org.pe

A RESPONSE TO THE CONCLUSIONS OF THE FINAL REPORT ON ILD PERFORMANCE

VOLUME II

TABLE OF CONTENTS

VOLUME I

INTRODUCTION ..... p. 3

CASE #1: THE STRATEGY, LAWS AND TREATIES DESIGNED BY THE ILD IN COOPERATION WITH THE WHITE HOUSE AND STATE DEPARTMENT, FUNDED AND PROMOTED BY USAID, WHICH LED TO THE ONLY SUCCESSFUL U.S. WAR AGAINST TERRORISM SINCE THE FALL OF THE BERLIN WALL

-- IN A NUTSHELL p.7
-- PICTURE HISTORY p.9
-- A BRIEF ACCOUNT p.14

CASE #2: HOW ILD'S RE-CATEGORIZATION REFORMS OPENED THE CITIES TO PERU'S UNDERCLASS AND HELPED WIN THE WAR AGAINST TERRORISM

-- IN A NUTSHELL p.21
-- PICTURE HISTORY p.22
-- A BRIEF ACCOUNT p.25

CASE #3: HOW ILD IDENTIFIED THE OVERRIDING CONSTRAINTS TO BROAD-BASED GROWTH AND MADE THEIR REMOVAL A POPULAR CAUSE

-- IN A NUTSHELL p.31
-- PICTURE HISTORY p.32
-- A BRIEF ACCOUNT p.35

CASE #4: HOW THE ILD CHANGED THE PERUVIAN CONSTITUTION TO MAKE GOVERNMENT ACCOUNTABLE AND CLOSER TO THE PEOPLE

-- IN A NUTSHELL p.41
-- PICTURE HISTORY p.43

CASE #5: HOW THE ILD HAS BEGUN THE RE-CATEGORIZATION OF THE ARAB SPRING

-- IN A NUTSHELL p.49
-- PICTURE HISTORY p.50
-- A BRIEF ACCOUNT p.57

CASE #6: ILD'S CONTRIBUTION TO INTERNATIONAL ORGANIZATIONS

-- IN A NUTSHELL p.63
-- PICTURE HISTORY p.65

CASE #7: HOW THE ILD IS HELPING OTHER COUNTRIES RE-CATEGORIZE

-- IN A NUTSHELL p.69
-- PICTURE HISTORY p.70

CASE #8: ILD'S INTELLECTUAL IMPACT

-- IN A NUTSHELL p.77

VOLUME II

ANNEX 1: 182 VALID INTERLOCUTORS FOR ALTERNATIVE DEVELOPMENT. COCA GROWERS COMMITTEES. UPPER HUALLAGA VALLEY AND APURIMAC RIVER VALLEY p.85

ANNEX 2: ONE THOUSAND PIECES OF LEGISLATION TO REMOVE CONSTRAINTS TO GROWTH p.181

ANNEX 3: A SAMPLE OF LEGAL REGULATIONS PUBLISHED FROM APRIL 1984 TO JUNE 2012, DERIVED FROM DRAFT LAWS DESIGNED BY ILD RELATED TO CITIZEN PARTICIPATION, DEMOCRATIC GOVERNANCE AND THE OFFICE OF THE OMBUDSMAN p.295

ANNEX 4: DETAILED EVIDENCE OF THE IMPACT OF ILD REFORMS IN 15 COUNTRIES p.303

ANNEX 1

182 VALID INTERLOCUTORS FOR ALTERNATIVE DEVELOPMENT

COCA GROWERS COMMITTEES

UPPER HUALLAGA VALLEY AND APURIMAC RIVER VALLEY

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE	:	Coca La Victoria
DISTRITO	:	Uchiza
PROVINCIA	:	Tocache
REGION	:	San Martín

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Leonidas Pedrozo D.	L.E. 23083510	
COORDINADOR DE ACTAS Y ARCHIVO	Juan M. Cumapa A.	L.E. 00996530	
COORDINADOR DE ORGANIZACION	Carlos Cumapa A	L.E. 00997045	
COORDINADOR DE ECONOMIA	Betith Jesús Pinchi	L.E. 00997322	
COORDINADOR DE DEFENSA	Adolfo Ramos	L.E. 19838508	
COORDINADOR DE PRENSA Y PROPAG.	Marcos Ríos E.	L.E. 01017080	
COORDINADOR DE DISCIPLINA	Alejandro Alarcón A	L.E. 00995353	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Fecha 06 Junio de 1991

Coordinador General — Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE	:	CASERIO LOS ANGELES
DISTRITO	:	UCHIZA
PROVINCIA	:	TOCACHE
REGION	:	AUTONOMA-SANMARTIN.

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COORDINADOR DE ACTAS Y ARCHIVO	MAXIMO LUNAGERONIMO	15849470	
COORDINADOR DE ORGANIZACION	JOAQUIN GARCIA RENGIFO	00014540	
COORDINADOR DE ECONOMIA	ARTENIO VALVERDE PIURDO	19404077	
COORDINADOR DE DEFENSA	MIGUEL SANTILLAN DOMINGUEZ	00994809	
COORDINADOR DE PRENSA Y PROPAG.	ESTEBAN VIGO SALINAS	22961461	
COORDINADOR DE DISCIPLINA	MARCELINO MELENDEZ ANGULO	22961461	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Fecha 14 de Junio de 1.991.

Coordinador General — Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION
DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

COMITE DE PRODUCTORES DE : .PAMPAYACU
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : . SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Política de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	. Renan Arteaga Vera	00994887	
COORDINADOR DE ACTAS Y ARCHIVO	Guido Ponce Oliva	01009251	
COORDINADOR DE ORGANIZACION	Javier Ponce Oliva	00995687	
COORDINADOR DE ECONOMIA	José Espinoza S.	00995643	
COORDINADOR DE DEFENSA	Hérnan Espinoza	00997316	
COORDINADOR DE PRENSA Y PROPAG.	Alfredo Salinas	01009149	
COORDINADOR DE DISCIPLINA	Francisco Flores	00995076	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de Junio de 1,991

Coordinador General
FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA
Coordinador General

Coordinador de Actas
del Frente
FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA
Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION
DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

COMITE DE PRODUCTORES DE : CAJATAMBO
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Política de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	PEDRO CONDORI CHAVEZ	06219180	
COORDINADOR DE ACTAS Y ARCHIVO	CRISOGONO BAUTISTA P.	06226300	
COORDINADOR DE ORGANIZACION	DEMETRIO SALICIO RI	00997029	
COORDINADOR DE ECONOMIA	LUZ SINDER RAMOS S.	22450398	
COORDINADOR DE DEFENSA	GUILLERMO FERNANDEZ T.	08692622	
COORDINADOR DE PRENSA Y PROPAG.	HUGON MORALES LOPEZ	23086379	
COORDINADOR DE DISCIPLINA	PABLO CELIS PISCO	00910025	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de Junio de 1,991

Coordinador General
del Frente
FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA
WALTER TOCAS LOPEZ
Coordinador General

Coordinador de Actas
del Frente
FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA

FRENTE DE DEFENSA Y ERRADICACION
DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

COMITE DE PRODUCTORES DE : Comunidad Monte Sinai
DISTRITO : Uchiza
PROVINCIA : Tocache
REGION : San Martin

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Politica de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Roberto Acosta Cajur	01010348	
COORDINADOR DE ACTAS Y ARCHIVO	Fausto Rodriguez Quispe	30845765	
COORDINADOR DE ORGANIZACION	Maximo Solas Cordova	08964439	
COORDINADOR DE ECONOMIA	Hipolito Lopez Berrocal	07130034	
COORDINADOR DE DEFENSA	Alejandro Cordova	25552662	
COORDINADOR DE PRENSA Y PROPAG.	Arcadio Quispe Samarra	23090150	
COORDINADOR DE DISCIPLINA	Victor Jumo Inchicsana	09808515	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA

WALTER TOCAS LOPEZ
Coordinador General
del Frente

Fecha 25 de Junio de 1991

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA

Coordinador de Actas
del Frente

FRENTE DE DEFENSA Y ERRADICACION
DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

COMITE DE PRODUCTORES DE : NUEVO PORTUGAL
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : AUTONOMO _ SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Politica de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	CARLOS SALINAS CUENCA	L.E. 08117423	
COORDINADOR DE ACTAS Y ARCHIVO	BASILIO TORIBIO PRINCIPE	15720132	
COORDINADOR DE ORGANIZACION	JULIO FLORES VERA	32775124	
COORDINADOR DE ECONOMIA	HULIMPIO CORONEL SIFUENTES	23092509	
COORDINADOR DE DEFENSA	SALVADOR CURO PONCEANO		
COORDINADOR DE PRENSA Y PROPAG.	MAXIMO CURO GIMENEZ	01010297	
COORDINADOR DE DISCIPLINA	SANTOS ISIDRO RAMIREZ REQUEÑA	19801678	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 26 de Junio de 1991

Coordinador General
del Frente

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA

WALTER TOCAS LOPEZ
Coordinador General

Coordinador de Actas
del Frente

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA

Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION
DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

COMITE DE PRODUCTORES DE :	PEZO
DISTRITO :	UCHIZA
PROVINCIA :	TOCACHE
REGION :	SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Politica de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	TEOFILO SALINAS V.	00996529	
COORDINADOR DE ACTAS Y ARCHIVO	ALBERTO LOPEZ N.	32121628	
COORDINADOR DE ORGANIZACION	DOEL HENOSTROZA C.	01009620	
COORDINADOR DE ECONOMIA	FILOMENO SARONO D.	31821492	
COORDINADOR DE DEFENSA	RAUL ACOSTA ROJAS	00997110	
COORDINADOR DE PRENSA Y PROPAG.	NELLY LIVIA TOLEDO	09350448	
COORDINADOR DE DISCIPLINA	MARIO TENORIO GADEA	32090230	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha Uchiza, 28 de Junio de 1,991

Coordinador General
del Frente

Coordinador de Actas

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA

FRENTE DE DEFENSA Y ERRADICACION
DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

COMITE DE PRODUCTORES DE :	PUERTO HUICTE
DISTRITO :	UCHIZA
PROVINCIA :	TOCACHE
REGION :	AUTONAMA SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Politica de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	EYNER CAMPOS DEL AGUILA	01017739	
COORDINADOR DE ACTAS Y ARCHIVO	ANDRES LLERENA MARES	01015500	
COORDINADOR DE ORGANIZACION	RICARDO VERAMENDI	00994988	
COORDINADOR DE ECONOMIA	ROSEBELT RENGIFO CARDENAS	22972036	
COORDINADOR DE DEFENSA	Defilia Cardenas Ruiz	05275582	
COORDINADOR DE PRENSA Y PROPAG.	ENRIQUE RAMIREZ RUIZ	00847155	
COORDINADOR DE DISCIPLINA	GERONIMO PAIMA SANGAMA	01099750	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 1 de julio de 1,991

Coordinador General
del Frente

Coordinador de Actas
del Frente

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA
WALTER TOCAS LOPEZ
Coordinador General

FRENTE DE DEFENSA Y ERRADICACION
DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

COMITE DE PRODUCTORES DE : San Pedro-Vanda Chontayacu.
DISTRITO : Uchiza.
PROVINCIA : Tocache.
REGION : San Martín.

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Politica de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Zenobio Cortez Ríos	07962709	
COORDINADOR DE ACTAS Y ARCHIVO	Gaeger Delgarejo Delgarejo	23066509	
COORDINADOR DE ORGANIZACION	Wilderer Castillo Santillán	18713344	
COORDINADOR DE ECONOMIA	Emilio Del Aguila Castillo	00595735	
COORDINADOR DE DEFENSA	Emilio Segundo Del Aguila Gutierrez	00997353	
COORDINADOR DE PRENSA Y PROPAG.	Orlando Viena Delgarejo	01010598	
COORDINADOR DE DISCIPLINA	Frumencio Castillo Soto.	00997113	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha Uchiza 1º de Julio de 1991.

COMITE DE PRODUCTORES
ALTO HUALLAGA-UCHIZA
Coordinador General
Coordinador General

COMITE DE PRODUCTORES
ALTO HUALLAGA-UCHIZA
Coordinador de Actas
Coordinador de Actas

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA
Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION
DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

COMITE DE PRODUCTORES DE : ALTO PORONGO
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Politica de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	RAFAEL SOTANNACHOTA	L.E. 00990907	
COORDINADOR DE ACTAS Y ARCHIVO	ARISTIDES ESPINOZA L.	23091037	
COORDINADOR DE ORGANIZACION	GABRIEL LOPEZ P.	23092223	
COORDINADOR DE ECONOMIA	SAUL VERAMENDIE	06585740	
COORDINADOR DE DEFENSA	VICTOR VELASQUEZ P.	09014730	
COORDINADOR DE PRENSA Y PROPAG.	JORGE ESPINOZA S.	00997326	
COORDINADOR DE DISCIPLINA	LORENZO LOPEZ P.	23005095	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 2 Julio de 1991

FRENTE DE DEFENSA
ERRADICACIÓN DE LA COCA
DEL ALTO HUALLAGA
Coordinador General

FRENTE DE DEFENSA
ERRADICACIÓN DE LA COCA
DEL ALTO HUALLAGA
Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION
DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

COMITE DE PRODUCTORES DE : .NUEVO PIURA
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : AUTONOMA SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Politica de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	.FRANCISCO SOLIZ LAVAN	01106304	
COORDINADOR DE ACTAS Y ARCHIVO	DICTO CHUQUICUSMA GARCIA.	02609630	
COORDINADOR DE ORGANIZACION	GILBERTO TICLLAHUANCA SANTOS.	23080023	
COORDINADOR DE ECONOMIA	ALBERTO HIDALGO ROJAS.	05561314	
COORDINADOR DE DEFENSA	CARLOS CASTAÑEDA	00929436	
COORDINADOR DE PRENSA Y PROPAG.	RAMANDO RIOS	15956602	
COORDINADOR DE DISCIPLINA	DIONY CORDOVA PEÑA	03884400	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA

WALTER TOCAS LOPEZ
Coordinador General
Coordinador General
del Frente

Fecha 02 de Julio de 1991

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA

Coordinador de Actas
del Frente

FRENTE DE DEFENSA Y
ERRADICACION DE LA COCA DEL
ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : LA COMUNIDAD DE SAN JUAN [illegible]
DISTRITO : [illegible]
PROVINCIA : TOCACHE
REGION : AUTONOMA DE SAN MARTIN.

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	[illegible]	. 00995835	
COORDINADOR DE ACTAS Y ARCHIVO	[illegible]	. 09073971	
COORDINADOR DE ORGANIZACION	[illegible]	. 01018049	
COORDINADOR DE ECONOMIA	[illegible]	. 00995154	
COORDINADOR DE DEFENSA	[illegible]	. 19816709	
COORDINADOR DE PRENSA Y PROPAG.	[illegible]	. 01018179	
COORDINADOR DE DISCIPLINA	RULIER [illegible]	. 00994949	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA

Coordinador General

Fecha 06 de Julio de 1991.

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA

Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Comunidad Fray Martín de Porres
DISTRITO : Uchiza
PROVINCIA : Tocache
REGION : Autónoma

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Alberto Bacilio Ildefonso	Nº 22427339	
COORDINADOR DE ACTAS Y ARCHIVO	Heyneri Cárdena Valles	Nº 01017327	
COORDINADOR DE ORGANIZACION	Félix Chávez Alcántra	Nº 04047797	
COORDINADOR DE ECONOMIA	José Mosquiera G.	Nº 01010215	
COORDINADOR DE DEFENSA	Carlos Sandoval M.	Nº 17545924	
COORDINADOR DE PRENSA Y PROPAG.	Geremias Espínoza	Nº 01009644	
COORDINADOR DE DISCIPLINA	Juan Sarango Llacsahuanca	Nº 00999536	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 2 de Julio de 1991

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA
Coordinador General

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA
Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

COMITE DE PRODUCTORES DE : PUCA RUMI
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Politica de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	GENARO HUAMANLLUD YSUIZA	01011945	
COORDINADOR DE ACTAS Y ARCHIVO	SEBUNDO LEONCIO VEGA VASQUEZ	00995841	
COORDINADOR DE ORGANIZACION	LEOPOLDO ROMERO DE LA CRUZ	07532033	
COORDINADOR DE ECONOMIA	ALFONSO CARRASCO PINTOJA	08001850	
COORDINADOR DE DEFENSA	PEDRO BOEDO HERRERA	01010447	
COORDINADOR DE PRENSA Y PROPAG.	VICENTE GUTIERREZ RUIZ	00990438	
COORDINADOR DE DISCIPLINA	SANTOS LIMAS ESPINOZA	23084318	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 03 de

COMITE DE PRODUCTORES ALTO HUALLAGA-UCHIZA CASERIO PUCA RUMI
Coordinador General
Coordinador General del Frente

COMITE DE PRODUCTORES ALTO HUALLAGA-UCHIZA CASERIO PUCA RUMI
Coordinador de Actas
Coordinador de Actas del Frente

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA
WALTER TOCAS LOPEZ
Coordinador General

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA
Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION
DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

COMITE DE PRODUCTORES DE : COCALERES BARRO BLANCO
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Politica de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	SAVINO VILLACENCIO TRUJILLO	L.E Nº 22651138	
COORDINADOR DE ACTAS Y ARCHIVO	Emilio FLORES RIVERA	L.E Nº 08562792	
COORDINADOR DE ORGANIZACION	ALEJANDRO FELIX FLORENCIO	L.E Nº 23083944	
COORDINADOR DE ECONOMIA	LUIS CELIS AHACIFEN	L.E Nº 00091438	
COORDINADOR DE DEFENSA	ROMULO PRINCIPE HUAYANAY	L.E Nº 23082637	
COORDINADOR DE PRENSA Y PROPAG.	DEONICIO ALVINO ALVARADO	L.E Nº 23304062	
COORDINADOR DE DISCIPLINA	DONATO PEDROZO AGUIRRE	L.E Nº 09021821	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA

Fecha 03 Julio 1991

Coordinador General
del Frente

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA

Coordinador de Actas
del Frente

FRENTE DE DEFENSA Y ERRADICACION
DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

COMITE DE PRODUCTORES DE : CASERIO DE ALTO HUALLAGA
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : AUTONOMA " SAN MARTIN "

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Politica de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Sr. Manuel Rodolfo Andagua Carrión	L.E. 09315530	
COORDINADOR DE ACTAS Y ARCHIVO	Sr. Máximo Trujillo Espinoza	L.E. 53245599	
COORDINADOR DE ORGANIZACION	Sr. Alberto Espíritu Amán	01010491	
COORDINADOR DE ECONOMIA	Sr. Pascual Cruzado Léten	33642762	
COORDINADOR DE DEFENSA	Sr. Gerónimo Venancio Damián	08611113	
COORDINADOR DE PRENSA Y PROPAG.	Sr. Graciano López Nuñez	23084621	
COORDINADOR DE DISCIPLINA	Sr. Florentino García Córdova	06830727	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA

Fecha 3 de Julio de 1,991.

Coordinador General
del Frente

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA

Coordinador de Actas
del Frente

FRENTE DE DEFENSA Y ERRADICACION
DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

COMITE DE PRODUCTORES DE : Nueva Esperanza Alto Tomas
CONITE DE PRODUCTORES.

DISTRITO : UCHIZA

PROVINCIA : TOCACHE

REGION : SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Política de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	ALEJANDRO VEGA CORREA	00991507	
COORDINADOR DE ACTAS Y ARCHIVO	MIGUEL MORENO BRAVO	22143953	
COORDINADOR DE ORGANIZACION	GERMAN JARAMILLO OSORE	08653984	
COORDINADOR DE ECONOMIA	ROJO DOMINGUES CORREA	31060496	
COORDINADOR DE DEFENSA	PEDRO RODRIGUES CONGO	31632079	
COORDINADOR DE PRENSA Y PROPAG.	ANTONIO VEGA CORREA	01014639	
COORDINADOR DE DISCIPLINA	ROBERTO CASTRO LEON	31613583	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha Nueva Esperanza Alto Tomas 04/07/91.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Coordinador General del Frente

Coordinador de Actas del Frente

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA
WALTER TOCAS LOPEZ
Coordinador General

FRENTE DE DEFENSA Y ERRADICACION
DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

COMITE DE PRODUCTORES DE : PUCAYACU

DISTRITO : UCHIZA

PROVINCIA : TOCACHE

REGION : AUTONOMA SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Política de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Ever Antonio Mori Díaz.	26615699.	
COORDINADOR DE ACTAS Y ARCHIVO	Filadelfo Ortega Dominguez.	22465245.	
COORDINADOR DE ORGANIZACION	Alberto Roque Vicente.	09400499.	
COORDINADOR DE ECONOMIA	Reynaldo Sinarahua Tapullima.	00900709.	
COORDINADOR DE DEFENSA	Carlos R. Villanueva Gómez.	09216283.	
COORDINADOR DE PRENSA Y PROPAG.	Sulpicio Rojas Jiménez	09485051.	
COORDINADOR DE DISCIPLINA	Edinson Olórtegui Escalante.	08457732.	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 04-07-91.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Coordinador General del Frente

Coordinador de Actas del Frente

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA
WALTER TOCAS LOPEZ
Coordinador General

FRENTE DE DEFENSA Y ERRADICACION
DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

COMITE DE PRODUCTORES DE : COCA JORGE CHAVEZ
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : AUTONOMA SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Politica de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	DENIS REATEGUI DIAZ	00014921	
COORDINADOR DE ACTAS Y ARCHIVO	GERONIMO ALEJANDRO MENDOZA TARAZONA	06957448	
COORDINADOR DE ORGANIZACION	OLIVERO SOTO RUIZ	00996278	
COORDINADOR DE ECONOMIA	FRANCISCO SANCHEZ BELTRAN	00995154	
COORDINADOR DE DEFENSA	JOEL VALDERRAMA VALDEZ	15643640	
COORDINADOR DE PRENSA Y PROPAG.	EPIFANIO ESCOBAL MENDEZ	22643985	
COORDINADOR DE DISCIPLINA	JULIO ELYNER OJEDA SABINAS	00995891	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Fecha 04-07-97

Coordinador General del Frente

Coordinador de Actas del Frente

FRENTE DE DEFENSA Y ERRADICACION
DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

COMITE DE PRODUCTORES DE : Santa Rosa.
DISTRITO : Uchiza.
PROVINCIA : Tocache.
REGION : Autonoma. San Martin.

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Politica de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Juan Reymundo Navarro.	06837379.	
COORDINADOR DE ACTAS Y ARCHIVO	Arnulfo Vega Onofre.	22982492.	
COORDINADOR DE ORGANIZACION	Juan Torres Espinoza.	23096524.	
COORDINADOR DE ECONOMIA	Fausto Donato Silva L.	23240800.	
COORDINADOR DE DEFENSA	Juan I. Castillo B.	07995952	
COORDINADOR DE PRENSA Y PROPAG.	Mauricio Rodriguez E.	22970252	
COORDINADOR DE DISCIPLINA	Samuel Acuña E.	01018406	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Fecha 04 de Julio de 1997

Coordinador General del Frente

Coordinador de Actas del Frente

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : [illegible]
DISTRITO : [illegible]
PROVINCIA : [illegible]
REGION : [illegible]

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	[illegible]	[illegible]	
COORDINADOR DE ACTAS Y ARCHIVO	[illegible]	[illegible]	
COORDINADOR DE ORGANIZACION	[illegible]	00995766	
COORDINADOR DE ECONOMIA	[illegible]	[illegible]	
COORDINADOR DE DEFENSA	[illegible]	[illegible]	
COORDINADOR DE PRENSA Y PROPAG.	[illegible]	01000503	
COORDINADOR DE DISCIPLINA	[illegible]	01110135	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 05-07-91.

Coordinador General **Coordinador de Actas**

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

COMITE DE PRODUCTORES DE : COCALEROS KM 1 SAN DIEGO
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : AUTONOMA SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Politica de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	JULIO CAMPOS ARISTA	01002953	
COORDINADOR DE ACTAS Y ARCHIVO	SAVANES GUTIERREZ DEL A.	00995722	
COORDINADOR DE ORGANIZACION	GRIMALDO GUTIERREZ DEL A.	01009461	
COORDINADOR DE ECONOMIA	CONSUELO VELARDE CHAVEZ	00995561	
COORDINADOR DE DEFENSA	DUARTE PANDURO VASQUES	00997400	
COORDINADOR DE PRENSA Y PROPAG.	MARINO HERRERA SANTESTEBAN	0907703	
COORDINADOR DE DISCIPLINA	REMIGIO SALAZAR NINANYA	19811850	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha Uchiza, 5 de Julio de 1991

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA

Coordinador General
WALTER LOPEZ LOPEZ
Coordinador General del Frente

Coordinador de Actas
del Frente

FRENTE DE DEFENSA Y ERRADICACION
DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

COMITE DE PRODUCTORES DE : Coca "Tinso de Uchiza"
DISTRITO : de Uchiza
PROVINCIA : Tocache
REGION : San Martin

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Política de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Bladamir Lozano Rios	01010252	
COORDINADOR DE ACTAS Y ARCHIVO	Alfonzo Lozano Amasifuen	01018323	
COORDINADOR DE ORGANIZACION	Agustin Mayna Navarro	04401460	
COORDINADOR DE ECONOMIA	Horacio Cortez Rios	00297175	
COORDINADOR DE DEFENSA	Dominco Gonzales Farfan	LE. 01009488	
COORDINADOR DE PRENSA Y PROPAG.	Segundo Lozano Amasifuen	22963983	
COORDINADOR DE DISCIPLINA	Mario Castillo Escobar	LE 22999[illegible]	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA

WALTER TOCAS LOPEZ
Coordinador General
Coordinador General
del Frente

Fecha 05 de Julio de 1991

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA
Coordinador General

FRENTE DE DEFENSA Y
ERRADICACION DE LA COCA DEL
ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : San Miguel
DISTRITO : Uchiza
PROVINCIA : Tocache
REGION : San Martin

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Ramos Garay Maximiliano	01018208	
COORDINADOR DE ACTAS Y ARCHIVO	Aquirte Amental Paul T.	23013681	
COORDINADOR DE ORGANIZACION	Dominguez Cruz Lorgio	00952377	
COORDINADOR DE ECONOMIA	Curo Salinas Alejo	23090091	
COORDINADOR DE DEFENSA	Vasquez Pinedo Julio	33752823	
COORDINADOR DE PRENSA Y PROPAG.	Huerta Dominguez Tito C	s/n	
COORDINADOR DE DISCIPLINA	Topaylima Ishiza Angel T	01004511	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha San Miguel 8 de Julio de 1991

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA
Coordinador General

Coordinador General

Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : EL PORVENIR - Km 9
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : AUTONOMA SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	AMERIO FERREYRO SAJAMI	/ 01018655	
COORDINADOR DE ACTAS Y ARCHIVO	SEGUNDO J.OJEDA S.	00996416	
COORDINADOR DE ORGANIZACION	ELEAZAR EVANJELISTA S.	06860671	
COORDINADOR DE ECONOMIA	JORGE SALAZAR CORDOVA	.01007950	
COORDINADOR DE DEFENSA	NILTON SEVILLANO FLORES	.22471420	
COORDINADOR DE PRENSA Y PROPAG	HERNAN SOTO ARAUJO	.00996528	
COORDINADOR DE DISCIPLINA	VALENTIN SALAZAR AYORA	.22966442	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Fecha Uchiza 9 de Julio de 1,991

Coordinador General — Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Comité Central de Productores Agropecuarios de Uchiza
SEDE SANTA LUCIA

Presidente

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : NUEVA UNION
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : AUTONOMA " SAN MARTIN "

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	PEDRO SULLON IPANAQUE	01009542	
COORDINADOR DE ACTAS Y ARCHIVO	WALTER GARCIA AREVALO	25414361	
COORDINADOR DE ORGANIZACION	DAVID GUEVARA RIOS	00995641	
COORDINADOR DE ECONOMIA	EMILIO GARCIA PEREZ	00999222	
COORDINADOR DE DEFENSA	BUENAVENTURA CHINCHAY REQUEJO	00999945	
COORDINADOR DE PRENSA Y PROPAG.	LUIS SOTO CABELLO	22964607	
COORDINADOR DE DISCIPLINA	JUAN LOPEZ MOZOMBITE	00997291	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Fecha 10 de Julio de 1,991

Coordinador General — Coordinador de Actas

PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE	:	SAN JUAN Km. 4 – B
DISTRITO	:	UCHIZA
PROVINCIA	:	TOCACHE
REGION	:	SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	PETRONILA SOTO CASTILLO	08327533	
COORDINADOR DE ACTAS Y ARCHIVO	WALTER ARCE MISHAMA	01104545	
COORDINADOR DE ORGANIZACION	ANTONIO SALOMINIO SANTISTEBAN	23003797	
COORDINADOR DE ECONOMIA	ROXANA CORDERO DE NAVARRO	25557000	
COORDINADOR DE DEFENSA	EMILIANO MIGUEL NUÑEZ	00996424	
COORDINADOR DE PRENSA Y PROPAG.	MAXIMO CASTILLO LIMAS	08090824	
COORDINADOR DE DISCIPLINA	GRACIANO ASENCIO BRICEÑO	05426445	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 10 de Julio de 1,991.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Coordinador General — Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA - UCHIZA -

Comité Central de Productores Agropecuarios de Uchiza
SEDE SANTA LUCIA

Presidente

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE	:	SANTA LUCIA
DISTRITO	:	UCHIZA
PROVINCIA	:	TOCACHE
REGION	:	SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	JOSE A. SAENZ LUNA	00003011	
COORDINADOR DE ACTAS Y ARCHIVO	JULIAN VASQUEZ CARDENAS	22974035	
COORDINADOR DE ORGANIZACION	HERIBERTO PISCO LAVI	22971654	
COORDINADOR DE ECONOMIA	ALBERTO AGUINAGA CALDERON	22408060	
COORDINADOR DE DEFENSA	LOURDES M. TORRES TARAZONA	09287117	
COORDINADOR DE PRENSA Y PROPAG.	SEGUNDO DAVILA CHIROQUE	16572200	
COORDINADOR DE DISCIPLINA	LUIS PARIYAS VELASQUEZ	00236574	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 10 de Julio de 1,991.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Coordinador General — Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
-UCHIZA-

Comité Central de Productores Agropecuarios de Uchiza
SEDE SANTA LUCIA

Presidente

Señor:
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE	:	CAHAN TADENA
DISTRITO	:	UCHIZA
PROVINCIA	:	TOCACHE
REGION	:	AUTONOMA-SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	JULIO VIDAL SOTOMAYOR	27047375	
COORDINADOR DE ACTAS Y ARCHIVO	ELBIO HELDARICO TYCO	19976941	
COORDINADOR DE ORGANIZACION	VICTOR ARCHILO GARCIA	01000653	
COORDINADOR DE ECONOMIA	SERGIO LARRASCO PANTOJA	067 17930	
COORDINADOR DE DEFENSA	ALEJANDRO UCHIZA TORRES	04621471	
COORDINADOR DE PRENSA Y PROPAG.	EUGENIO SANTOS PADILLA	00935953	
COORDINADOR DE DISCIPLINA	NICOLAS SANTIAGO ZAVALETA.	03249296	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 10 Julio 1991.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Coordinador General

Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

COMITE DE PRODUCTORES DE	:	NUEVA LIBERTAD
DISTRITO	:	UCHIZA
PROVINCIA	:	TOCACHE
REGION	:	AUTONOMA DE SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Politica de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Santiago Pecerra Ugas	No.16536210	
COORDINADOR DE ACTAS Y ARCHIVO	Teodoro S. Gómez M.	No.07939669	
COORDINADOR DE ORGANIZACION	Ezequiel Bacilio y F.	No.07230568	
COORDINADOR DE ECONOMIA	Eustaquio Sánchez A.	No.27269152	
COORDINADOR DE DEFENSA	Mercedes Cieza G.	No.16539657	
COORDINADOR DE PRENSA Y PROPAG.	Alejandro Ochoa S.	No.07798425	
COORDINADOR DE DISCIPLINA	Teofilo Trujillo S.	No. 19411941	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha N.Libertad, 10 de Julio de 1991.

Coordinador General del Frente

Coordinador de Actas del Frente

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Coordinador General

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : San Juan de Pongo
DISTRITO : Uchiza
PROVINCIA : Tocache
REGION : R. Autónoma San Martín

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Adolfo Rian Rivera	01018504	
COORDINADOR DE ACTAS Y ARCHIVO	BENITA SORIANO P.	22965885	
COORDINADOR DE ORGANIZACION	Segundo Huaná Cachique	22485599	
COORDINADOR DE ECONOMIA	[illegible]	[illegible]	
COORDINADOR DE DEFENSA	Percy Santos Castillo	29310514	
COORDINADOR DE PRENSA Y PROPAG.	Efner Melgarejo S.	01012341	
COORDINADOR DE DISCIPLINA	Juan Delgado Guerrero	01024806	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 10 de Julio de 1991

Coordinador General — Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Comité Central de Productores Agropecuarios de Uchiza
SEDE SANTA LUCIA

Presidente

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : SECTOR 21 - SANTA LUCIA
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	GENARO HIDALGO FLORES	01015246	
COORDINADOR DE ACTAS Y ARCHIVO	JANOVER SANDOVAL HIDALGO	01014778	
COORDINADOR DE ORGANIZACION	HIPOLITO ROSALES CUEVA	22974196	
COORDINADOR DE ECONOMIA	GENARO MORILLO BARRUDO	22965075	
COORDINADOR DE DEFENSA	NELECIO HUALGAS JACINTO	19409957	
COORDINADOR DE PRENSA Y PROPAG.	HILARIO SATALAYA ARASIPUEN	05526016	
COORDINADOR DE DISCIPLINA	FRANCISCO SANDOVAL HIDALGO	01014765	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 11 de Julio de 1,991.

Coordinador General — Coordinador General — Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION
DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Comité Central de Productores
Agropecuarios de Uchiza
SEDE SANTA LUCIA

Presidente

COMITE DE PRODUCTORES DE :	PUEBLO LIBRE
DISTRITO :	UCHIZA
PROVINCIA :	TOCACHE
REGION :	SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Politica de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	RAUL MARIÑAS ALMENDARIZ	L.E.00995940	
COORDINADOR DE ACTAS Y ARCHIVO	BERTHA CHUQUILLANQUI TICSE	L.E. 19878591	
COORDINADOR DE ORGANIZACION	CARLOS OLORTEGI GUTIERREZ	L.E.00997070	
COORDINADOR DE ECONOMIA	JUAN IGLESIAS ARIAS	L.E.00000663	
COORDINADOR DE DEFENSA	JOSE GRADOS URCIA	L.E. 19186929	
COORDINADOR DE PRENSA Y PROPAG.	OMAR MACAHUACHI PASHANASI	L.E. 00995978	
COORDINADOR DE DISCIPLINA	ALEJANDRO NOSIGLIA ALMENDARIZ	L.E.00995978	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 11 DE JULIO DE 1,991

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA
Coordinador General
del Frente
Coordinador General

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA
Coordinador de Actas
del Frente
Coordinador de Actas

FRENTE DE DEFENSA Y
ERRADICACION DE LA COCA DEL
ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE :	BUENOS AIRES
DISTRITO :	UCHIZA
PROVINCIA :	TOCACHE
REGION :	SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	SAMOSTIN LUCIO CHANC	32242415	
COORDINADOR DE ACTAS Y ARCHIVO	EULOGIO A. MEZA LUCIO	32240273	
COORDINADOR DE ORGANIZACION	JULIO VASQUEZ HERRIC	27969957	
COORDINADOR DE ECONOMIA	PASCUAL ARTIGA CAPA	00997162	
COORDINADOR DE DEFENSA	LEOPOLDO BARRIOS HUALLA	19411196	
COORDINADOR DE PRENSA Y PROPAG.	INOCENCIO ESPARRAGA VASQUEZ	01016336	
COORDINADOR DE DISCIPLINA	AUGUSTO ALVA ALCANTARA	32900510	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 11 DE JULIO DE 1991

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA
Coordinador General

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA
Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE	:	Chuyaca
DISTRITO	:	Uchiza
PROVINCIA	:	Tocache
REGION	:	San Martin

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Ricardo Fernandez Lunas	31815304	
COORDINADOR DE ACTAS Y ARCHIVO	Anatolio Sanjodes Pastrana	07479745	
COORDINADOR DE ORGANIZACION	Agustin Urbano Abad		
COORDINADOR DE ECONOMIA	Amancio Huerta Correa		
COORDINADOR DE DEFENSA	Norcio Cotrillo Camilo		
COORDINADOR DE PRENSA Y PROPAG.	Vicente Cordoba Menilla	09921665	
COORDINADOR DE DISCIPLINA	Fe. Pilo Bonna Valiente		

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Fecha 11 de julio de 1991

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Coordinador General — Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Comité Central de Productores Agropecuarios de Uchiza
SEDE SANTA LUCIA

Presidente

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE	:	CERRO DULCE - SANTA LUCIA
DISTRITO	:	UCHIZA
PROVINCIA	:	TOCACHE
REGION	:	SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	SEGUNDO R. QUILCATE DOMINGUEZ	22993740	
COORDINADOR DE ACTAS Y ARCHIVO	OSWALDO SANCHEZ RODRIGUES	17808567	
COORDINADOR DE ORGANIZACION	LUIS AGUIRRE VARAS	08562858	
COORDINADOR DE ECONOMIA	TERESA MURGA VILCHEZ	18059670	
COORDINADOR DE DEFENSA	JUAN HERRERA SERNA	01011721	
COORDINADOR DE PRENSA Y PROPAG.	WENCESLAO MONAGO ORIZANO	04045793	
COORDINADOR DE DISCIPLINA	RUBEN SALAS VIDAL	07930559	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Fecha 12 de Julio de 1,991.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Coordinador General — Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Comité Central de Productores Agropecuarios de Uchiza
SEDE SANTA LUCIA

Presidente

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE	:	CATAHUA - SANTA LUCIA
DISTRITO	:	UCHIZA
PROVINCIA	:	TOCACHE
REGION	:	SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	VIRGINIO ZURITA ALZAMORA	00992672	
COORDINADOR DE ACTAS Y ARCHIVO	JESUS MERLO ROMERO	20405654	
COORDINADOR DE ORGANIZACION	ESTELITA HERRERA RUENO	31606600	
COORDINADOR DE ECONOMIA	ARMANDO SALOME AVILA	19956590	
COORDINADOR DE DEFENSA	JESUS DIAZ PONCE	07320424	
COORDINADOR DE PRENSA Y PROPAG.	ELDER SAJAMI PINEDO	01016767	
COORDINADOR DE DISCIPLINA	WILLIAMS WEHTÑAHUA CAMPOS	01060640	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 12 de Julio de 1,991.

Coordinador General — Coordinador General — Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE	:	GUAYAQUIL
DISTRITO	:	UCHIZA
PROVINCIA	:	TOCACHE
REGION	:	AUTONOMA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	EMETERIO LOPEZ M.	09198933	
COORDINADOR DE ACTAS Y ARCHIVO	PEDRO FLORES I.	25659968	
COORDINADOR DE ORGANIZACION	GERONIMO QUISPE B.	09059025	
COORDINADOR DE ECONOMIA	PERCY DOMINGUEZ R.	01009796	
COORDINADOR DE DEFENSA	JOSE S. NAVARRO I	1151822689	
COORDINADOR DE PRENSA Y PROPAG.	ROQUE MAQUE LIMA	29600961	
COORDINADOR DE DISCIPLINA	ELADIO FLORES CASTAÑEDA	23080257	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 13 julio 1991

Coordinador General — Coordinador General — Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Comité Central de Productores Agropecuarios de Uchiza
SEDE SANTA LUCIA

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : SAN MIGUEL DE YONTE
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	OSCAR JOSE ESCOBAR RAMIREZ	19825466	
COORDINADOR DE ACTAS Y ARCHIVO	GUILLERMO MENDIZTA SALAS	00054905	
COORDINADOR DE ORGANIZACION	LIDIO MODESTO VACA HUANCA	07677625	
COORDINADOR DE ECONOMIA	AMANDO PEREZ TUNJUE	19848651	
COORDINADOR DE DEFENSA	REYNALDO VILCATOMA MATAMORROS	20528142	
COORDINADOR DE PRENSA Y PROPAG.	LUIS TORRES RUIZ	01010295	
COORDINADOR DE DISCIPLINA	CAYO MEDRANO QUISPE	23651833	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 13 de Julio de 1.991

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA
Coordinador General

Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Comité Central de Productores Agropecuarios de Uchiza
SEDE SANTA LUCIA

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : SANTA ELENA
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	CLEMENTE BLAS CONTINA	[illegible]	
COORDINADOR DE ACTAS Y ARCHIVO	Víctor Vega Vidal	[illegible]	
COORDINADOR DE ORGANIZACION	SAUL [illegible]	[illegible]	
COORDINADOR DE ECONOMIA	ESTEBAN LEON [illegible]	[illegible]	
COORDINADOR DE DEFENSA	DAVID VILLANUEVA SARA	[illegible]	
COORDINADOR DE PRENSA Y PROPAG.	JENCIN VEGA SEMINARIO	[illegible]	
COORDINADOR DE DISCIPLINA	WALTER SOTO QUISPE	[illegible]	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 13 - 07 - 91

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA
Coordinador General

Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE	:	San Cristobal
DISTRITO	:	Uchiza
PROVINCIA	:	Tocache
REGION	:	San Martin

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Wilson Soto Delaguila	01[illegible]052	
COORDINADOR DE ACTAS Y ARCHIVO	Víctor Raúl Mundaca Zavaleta	06664145	
COORDINADOR DE ORGANIZACION	Felix Neyra Quispe	01010357	
COORDINADOR DE ECONOMIA	Walther Tocto Bances	33665147	
COORDINADOR DE DEFENSA	Alfaro Cabrera Consepción	32924135	
COORDINADOR DE PRENSA Y PROPAG.	Vargas Tulumba Ródil	00907030	
COORDINADOR DE DISCIPLINA	Salvador Manay Peralta	27407529	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha _____

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Coordinador General

Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

COMITE DE PRODUCTORES DE	:	SAN ANDRES - NVO. PIURA.
DISTRITO	:	UCHIZA.
PROVINCIA	:	TOCACHE.
REGION	:	AUTONOMA DE SAN MARTIN.

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Politica de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	PASTOR CHAVEZ PORTAL	00006773	
COORDINADOR DE ACTAS Y ARCHIVO	MANUEL RAMOS PINO	20545168	
COORDINADOR DE ORGANIZACION	ALBERTO LOPEZ PEÑA	03333632	
COORDINADOR DE ECONOMIA	DIONICIO HURTADO CURO-	06167167	
COORDINADOR DE DEFENSA	FLADIO RIGOBERTO SOTO PAZAN	06827957	
COORDINADOR DE PRENSA Y PROPAG.	EDGAR ALVARADO CABEZAS -	20185855	
COORDINADOR DE DISCIPLINA	MAXIMILIANO JACINTO CURO-	06822[illegible]	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Fecha _____

WALTER TOCAS LOPEZ
Coordinador General
Coordinador General del Frente

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA
Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : AMAUTA
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Uleseda Izaguirre Lobo	LE-80016041	
COORDINADOR DE ACTAS Y ARCHIVO	Mejía Palacios Juan E.	LE-16442907	
COORDINADOR DE ORGANIZACION	SANTIAGO Laveriano Jara		
COORDINADOR DE ECONOMIA	VENANCIO Perez Rojas	LE. 00 047372	
COORDINADOR DE DEFENSA	Huamán García ISMAEL	LE-07803730	
COORDINADOR DE PRENSA Y PROPAG.	Ligena Quiroz TITO	LE. 00075816	
COORDINADOR DE DISCIPLINA	Vico Cotrina PEDRO	LE-10216734	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha _____

Coordinador General | **Coordinador de Actas**

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

COMITE DE PRODUCTORES DE : COSCHAPTE
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Politica de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Arturo Tarazona Mendoza	L.E. 22491797	
COORDINADOR DE ACTAS Y ARCHIVO	Apolinario Inaguirre Moreno	L.E. 01001745	
COORDINADOR DE ORGANIZACION	Eladio Sanchez Pardo	L.E. 23088791	
COORDINADOR DE ECONOMIA	Victor Jimenez Espinoza	L.E. 23092498	
COORDINADOR DE DEFENSA	Alcadio Pumaquispe Crisanto	L.E. 33250124	
COORDINADOR DE PRENSA Y PROPAG.	Cerapio Cevillano Caldas	L.E. 23093366	
COORDINADOR DE DISCIPLINA	Mauro Damian Caldas	L.E. 23092 876	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Fecha 15 de Julio de 1991

Coordinador General del Frente

Coordinador de Actas del Frente

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : BELLA - MORETT
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : AUTONOMO - SAN - MARTIN

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	JUAN MAGUIÑA MAGUIÑA	L.E. 16 358509	
COORDINADOR DE ACTAS Y ARCHIVO	APOLONIO GAMARRA NUÑEZ	NR 01004602	
COORDINADOR DE ORGANIZACION	EUDOSIO - QUISPE - CALDERON	- Nº 09066457	
COORDINADOR DE ECONOMIA	CONFESOR MEDINA MONTANO	NR 23080465	
COORDINADOR DE DEFENSA	ALEJANDRO PILLO SERNA	NR 25104078	
COORDINADOR DE PRENSA Y PROPAG.	HERNAN LLASHAY ISQUIERDO	NR 31182970	
COORDINADOR DE DISCIPLINA	CELESTINO - LOPEZ - CACINS	NH 27090330	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Fecha 16/OCT/93

Coordinador General — Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : PORONGO - BAJO
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	HILARIO CUEVA V	23081673	
COORDINADOR DE ACTAS Y ARCHIVO	GUNTER PINEDO S.	00918413	
COORDINADOR DE ORGANIZACION	TEODOSIO VEGA A.	23081885	
COORDINADOR DE ECONOMIA	MAXIMA MARTINEZ.M.	00995998	
COORDINADOR DE DEFENSA	CELESTINO NUÑES T.	27380164	
COORDINADOR DE PRENSA Y PROPAG.	ANA VICENTE M.	09347213	
COORDINADOR DE DISCIPLINA	SENIT CASTILLO	00986568	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Fecha

Coordinador General — Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : [illegible]
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : [illegible]

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	JUAN [illegible]	04200480	
COORDINADOR DE ACTAS Y ARCHIVO	JUAN ARMANDO VALENTIN [illegible]	20002203	
COORDINADOR DE ORGANIZACION	[illegible]	00990756	
COORDINADOR DE ECONOMIA	GUILLERMO PEDRO [illegible] VIERA	22420470	
COORDINADOR DE DEFENSA	BENJAMIN [illegible] VIERA	00997273	
COORDINADOR DE PRENSA Y PROPAG.	PAULINO [illegible]	010110397	
COORDINADOR DE DISCIPLINA	JOSE [illegible]	009918763	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Fecha 15 - 07 - 91

Coordinador General

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : NUEVO MUNDO
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : ALTO HUALLAGA SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	ISAIAS COVA PANTOJA	07456679	
COORDINADOR DE ACTAS Y ARCHIVO	AURELIO MENDOZA SANCHEZ	02722555	
COORDINADOR DE ORGANIZACION	CRUSPIN VELAZQUEZ PANIAGUA	25553633	
COORDINADOR DE ECONOMIA	CARLOS MUÑOZ GARCIA	25122202	
COORDINADOR DE DEFENSA	BENJAMIN PEÑA CASTAÑEDA	32773590	
COORDINADOR DE PRENSA Y PROPAG.	RAUL JULIAN ANGELES	35322595	
COORDINADOR DE DISCIPLINA	JUAN MARIANO MELGAREJO	32527325	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Fecha AGOSTO 10 DE 199[illegible]

Coordinador General

Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE	:	BOMBONAJE
DISTRITO	:	UCHIZA
PROVINCIA	:	TOCACHE
REGION	:	SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Aquilio QUISPE PEREZ	19800625	
COORDINADOR DE ACTAS Y ARCHIVO	Germán VARGAS HUAMAN	0704812	
COORDINADOR DE ORGANIZACION	Jesús PONTE NUNEZ	01009388	
COORDINADOR DE ECONOMIA	Neptalí QUISPE MENDOZA	06267810	
COORDINADOR DE DEFENSA	Gregorio RAMOS VARGAS	23081859	
COORDINADOR DE PRENSA Y PROPAG.	Etelnino QUISPE MENDOZA	20004228	
COORDINADOR DE DISCIPLINA	Horacio PEUTIZA FRORINDEZ	23082192	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA

Fecha Uchiza, 11 de Agosto de 1991.

Coordinador General

Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE	:	SAN JUAN DE DIOS SECTOR 01
DISTRITO	:	UCHIZA
PROVINCIA	:	TOCACHE
REGION	:	SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	ALVARO DIAZ VASQUEZ	01010457	
COORDINADOR DE ACTAS Y ARCHIVO	EULOGIO SALVO RODRIGUEZ	00995957	
COORDINADOR DE ORGANIZACION	RODOLFO SOTO GUTIERREZ	0100665	
COORDINADOR DE ECONOMIA	AGRIPINA [illegible]	01004592	
COORDINADOR DE DEFENSA	ALFREDO LECCA RAMIRSE	18234515	
COORDINADOR DE PRENSA Y PROPAG.	ROSARIO CARDENAS CASTILLO	22408239	
COORDINADOR DE DISCIPLINA	ALVARO DIAZ DIAZ	32531756	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA

Fecha

Coordinador General

Coordinador de Actas

Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : JOSE CARLOS MARIATEGUI
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	REÑA LUCIO ALFONSO	32891095	
COORDINADOR DE ACTAS Y ARCHIVO	CHAVEZ GUEVARA ANTONIO	03893603	
COORDINADOR DE ORGANIZACION	VELASQUEZ CHUMACERO MIGUEL	16182045	
COORDINADOR DE ECONOMIA	MUÑOS CORTEZ MARTIN	03790754	
COORDINADOR DE DEFENSA	CALLE CHUMACERO ISIDRO	03106838	
COORDINADOR DE PRENSA Y PROPAG.	SALVADOR PINTADO ANTONIO	03331769	
COORDINADOR DE DISCIPLINA	SANCHEZ DIAZ SEGUNDO EZEQUIEL	33660044	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Fecha

Coordinador General

Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : CRUZ PAMPA.
DISTRITO : UCHIZA.
PROVINCIA : TOCACHE.
REGION : AUTONOMA.

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Alejandro Gutierrez	L.E 01010016	
COORDINADOR DE ACTAS Y ARCHIVO	Andres Castañeda	C.L.E. 22412572	
COORDINADOR DE ORGANIZACION	Guillermo Albornoz	R. L.E 05253483	
COORDINADOR DE ECONOMIA	Camilo Zuniga M.	L.E. 05644051	
COORDINADOR DE DEFENSA	Filiberto Rios	R. L.E 00947205	
COORDINADOR DE PRENSA Y PROPAG.	Nozomu Alvarez R	LE 01109757	
COORDINADOR DE DISCIPLINA	Filiberto	01009389	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Fecha 12 08 91

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Coordinador General

Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
-UCHIZA-

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : LA UNION - TEXAS
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION AUTONOMA : SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Birino Alvarez Ríos	19932617	
COORDINADOR DE ACTAS Y ARCHIVO	Rolando Castillo Santillán	22490452	
COORDINADOR DE ORGANIZACION	Julio C. Tufür Cáceres	06543497	
COORDINADOR DE ECONOMIA	Mariasol Soto de Castillo	01018718	
COORDINADOR DE DEFENSA	Alfonso Castillo Santillán	00977757	
COORDINADOR DE PRENSA Y PROPAG.	Juan Herrera Núñez	23090128	
COORDINADOR DE DISCIPLINA	Fidencio Velásquez Valverde	15621290	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 02 de setiembre de 1,99.-

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Coordinador General

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
-UCHIZA-

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : "BUENOS AIRES DE TOMAS"
DISTRITO : UCHIZA
PROVINCIA : TOCACHE
REGION : AUTONOMA - SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	JUAN ROJAS GOMEZ	08136753	
COORDINADOR DE ACTAS Y ARCHIVO	ZENÓN COSIO VERA	08283112	
COORDINADOR DE ORGANIZACION	FIDEL ESPARRAGA VISLAO	33583256	
COORDINADOR DE ECONOMIA	AURELIO GARCIA RAMOS	01010449	
COORDINADOR DE DEFENSA	CASIMALDO SUAREZ VISLAO	33583254	
COORDINADOR DE PRENSA Y PROPAG.	JULIAN MUÑOZ MARO	01009162	
COORDINADOR DE DISCIPLINA	GEORGE AVILA GUERRA	00089955	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 28 - 08 - 1991

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Coordinador General

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

COMITE DE PRODUCTORES DE : Cuisnejo
DISTRITO : Cholón
PROVINCIA : Marañón
REGION : Huánuco

INTERLOCUTORES VALIDOS

Para los efectos del Convenio entre Perú y los Estados Unidos de América sobre Política de Control deDrogas y Desarrolo Alternativo, son interlocutores válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Néstor Hernán Villanueva	23086178	
COORDINADOR DE ACTAS Y ARCHIVO	Fidel Fernández Betetta	23086423	
COORDINADOR DE ORGANIZACION	Félix Juan Pozo Tenorio	3536621	
COORDINADOR DE ECONOMIA	Germán Mejía Villanueva	25609142	
COORDINADOR DE DEFENSA	Eino Pardo Fuentes	23086008	
COORDINADOR DE PRENSA Y PROPAG.	Armando Domínguez A.	23086434	
COORDINADOR DE DISCIPLINA	Rolando Huaccas B.	01010082	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Fecha 4 de Julio de 1991.

WALTER TOCAS LOPEZ
Coordinador General
Coordinador General del Frente

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA
Secretario de Actas
Coordinador de Actas del Frente

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : PERLALTO YANAJANCA
DISTRITO : PROGRESO
PROVINCIA : TOCACHE
REGION : SAN MARTIN

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	EUGENIO FLORES INOCENTE	22984034	
COORDINADOR DE ACTAS Y ARCHIVO	JAVIER ESPINOZA PRINCIPE	22984385	
COORDINADOR DE ORGANIZACION	BARULIO REYNOSO QUISPE	23098004	
COORDINADOR DE ECONOMIA	MELQUIADES VILCA RAMIREZ	22983540	
COORDINADOR DE DEFENSA	DENEBRIO MEJIA ROJAS	22984214	
COORDINADOR DE PRENSA Y PROPAG.	JULIAN MEJIA ROJAS	22984045	
COORDINADOR DE DISCIPLINA	DOMINGO MONTALVO COCHACHE	04078558	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA ERRADICACION DE LA COCA DEL ALTO HUALLAGA

Fecha 19 de Julio de 1991

Coordinador General

Secretario de Actas
Coordinador de Actas

COMITE CENTRAL DE PRODUCTORES
Agropecuarios del Distrito de
NUEVO PROGRESO
TOCACHE - SAN MARTIN

FRENTE DE DEFENSA Y
ERRADICACION DE LA COCA DEL
ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS.**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE	:	COMITE CENTRAL DE PRODUCTORES AGROPECUARIOS.NUEVO PROGRESO.
DISTRITO	:	NUEVO PROGRESO.
PROVINCIA	:	TOCACHE
REGION	:	SAN MARTIN.

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	GERARDO PADILLA YACTAYO	22971247	
COORDINADOR DE ACTAS Y ARCHIVO	MARCELINO VALDIZAN FIGUEROA	22417176	
COORDINADOR DE ORGANIZACION	CESAR VALDIZAN FIGUEROA	22996397	
COORDINADOR DE ECONOMIA	GLADIMER BISCO COMETIVOS	00995254	
COORDINADOR DE DEFENSA	PEDRO SULLON IPANAQUE		
COORDINADOR DE PRENSA Y PROPAG.	GILMAN GRANDEZ JARA	00996083	
COORDINADOR DE DISCIPLINA	OSCAR RAMIREZ ROSALES		

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA

Fecha 15 de Julio de 1991

Coordinador General — Coordinador de Actas

FRENTE DE DEFENSA Y
ERRADICACION DE LA COCA DEL
ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE	:	PERLA DE JANAJANCA
DISTRITO	:	P. Progreso
PROVINCIA	:	Tocache
REGION	:	San Martin

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	[illegible]	[illegible]	
COORDINADOR DE ACTAS Y ARCHIVO	[illegible]	[illegible]	
COORDINADOR DE ORGANIZACION	[illegible]	00995516	
COORDINADOR DE ECONOMIA	[illegible]	00715051	
COORDINADOR DE DEFENSA	[illegible]	[illegible]	
COORDINADOR DE PRENSA Y PROPAG.	[illegible]	[illegible]	
COORDINADOR DE DISCIPLINA	Julio [illegible]	[illegible]	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

FRENTE DE DEFENSA
ERRADICACION DE LA COCA
DEL ALTO HUALLAGA

Fecha Perla 12 de Julio 1991

Coordinador General — Coordinador de Actas

FRENTE DE DEFENSA Y ERRADICACION DE LA COCA DEL ALTO HUALLAGA
- UCHIZA -

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Pacota
DISTRITO : Nuevo Progreso
PROVINCIA : Tocache
REGION : San Martín

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	MANUEL VILLENA H.	04025714	
COORDINADOR DE ACTAS Y ARCHIVO	ALBERTO SANCHEZ P.	06243117	
COORDINADOR DE ORGANIZACION	LUCIA LOPEZ F #	04060164	
COORDINADOR DE ECONOMIA	JAIME SALCEDO Z.	06639638	
COORDINADOR DE DEFENSA	BERTHA CARBAJAL	00999827	
COORDINADOR DE PRENSA Y PROPAG.	ESTELA JARA O.	16004712	
COORDINADOR DE DISCIPLINA	AGAPITO DE LA CRUZ	08844717	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 26 oct. de 1991

ENTE DE DEFENSA
ADICACION DE LA COCA
EL ALTO HUALLAGA

Coordinador General — Coordinador General — Coordinador de Actas

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Agropecuarios De Puerto Pizana
DISTRITO : Polvora
PROVINCIA : Tocache
REGION : San Martin

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Armando Mayorca Nuñez	19968426	
COORDINADOR DE ACTAS Y ARCHIVO	Jorge Mayorca Nuñez	19968970	
COORDINADOR DE ORGANIZACION	Pascual Bravo Espinoza	09200737	
COORDINADOR DE ECONOMIA	Claudio Hinostroza Chuquillanqui	19969171	
COORDINADOR DE DEFENSA	Augusto Navarro Inga	(Tramite)	
COORDINADOR DE PRENSA Y PROPAG.	Romulo Juan Hinostroza Chuquillanqui	19969412	
COORDINADOR DE DISCIPLINA	Raul Mayorca Nuñez	19968930	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha Lima, 28 de Julio de 1989

Coordinador General — Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : TONQUIPUGRO - ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	ROGELIO RAMIANI PARIONA	28578499	
COORDINADOR DE ACTAS Y ARCHIVO	ESTEBAN TAYPE RAMIREZ	28563211	
COORDINADOR DE ORGANIZACION	CESAR QUANDO VILCAÑA	28578492	
COORDINADOR DE ECONOMIA	NEMESIO ARANGO HUAYTA	28543126	
COORDINADOR DE DEFENSA	MAXIMO QUANDO CLENTE	28551613	
COORDINADOR DE PRENSA Y PROPAG.	PEDRO QUANDO HUANACO	28565814	
COORDINADOR DE DISCIPLINA	VICENTE QUANDO CLENTE	28561817	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20-07-91

Federación de Productores de Hoja de Coca, Valle del Río Apurimac-Ayacucho
Hugo Huillca Alvarez
Coordinador General

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : SEVITE ALTA - ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Elias Cabezas Barboza	L.E 28572652	
COORDINADOR DE ACTAS Y ARCHIVO	Paulino Morales CCahuana	L.E 28572798	
COORDINADOR DE ORGANIZACION	Gilberto Lunazco Fernandez	L.E 28570585	
COORDINADOR DE ECONOMIA	Ricardo Jaranga Araujo	L.E. 28571562	
COORDINADOR DE DEFENSA	Pedro A. Cartolin Pariona	L.E 28280161	
COORDINADOR DE PRENSA Y PROPAG.	Tolomeo Cabrera Piedra	L.E. 28281392	
COORDINADOR DE DISCIPLINA	MANUEL VELARDE SANTACRUZ	28219292	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20-07-91

Federación de Productores de Hoja de Coca, Valle del Río Apurimac-Ayacucho

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : CONPAÑIA BAJA – ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	ENRIQUEZ TORRES C.	28403093	
COORDINADOR DE ACTAS Y ARCHIVO	MÁXIMO RONDINEL OCHANTE	19834986	
COORDINADOR DE ORGANIZACION	PASTOR BARRIENTO GAMBOA	28273883	
COORDINADOR DE ECONOMIA	ELACRIO ROJAS SACHA	28574704	
COORDINADOR DE DEFENSA	ANTENOR MENDOZA GONSALES	28525457	
COORDINADOR DE PRENSA Y PROPAG.	MÁXIMO LICAS ALARCÓN	28282823	
COORDINADOR DE DISCIPLINA	FLORINDA LUDEÑA BARBOZA	28280122	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 – 07 – 91

Coordinador General — Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : ACON – BALSAMUYOCC
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	PAULINO GUTIERREZ ESCALANTE	28546348	
COORDINADOR DE ACTAS Y ARCHIVO	VICTOR FRANCISCO CARBAJAL	28561719	
COORDINADOR DE ORGANIZACION	Remisión Huanoco Olando	28574232	
COORDINADOR DE ECONOMIA	Alberto Coronado Rodas	28560242	
COORDINADOR DE DEFENSA	Roberto M. Nalvarte Gutiérrez	28562071	
COORDINADOR DE PRENSA Y PROPAG.	Urbano Mendez Noa	28578192	
COORDINADOR DE DISCIPLINA	Guellimo Saez Flores	28569191	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 – 07 – 91

Coordinador General — Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : STA. ROSA BASA / ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	FIDEL MENDOZA PRADO	28560982	
COORDINADOR DE ACTAS Y ARCHIVO	RAFAEL TORRES SANCHEZ	28574604	
COORDINADOR DE ORGANIZACION	SANTOS FIGUEROA CONDORI	28587282	
COORDINADOR DE ECONOMIA	DARIO VICAÑA SOTO	28280731	
COORDINADOR DE DEFENSA	MAURO FERNANDEZ GOMEZ	28974560	
COORDINADOR DE PRENSA Y PROPAG.	ISAAC AGUILAR HUAYHUA	28282822	
COORDINADOR DE DISCIPLINA	EDUARDO SOTO SURIÑAUA	28588169	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de Julio de 1991

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : GUAYABUIL — ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	ALBERTO MAÑUYCO GARCIA	27531031	
COORDINADOR DE ACTAS Y ARCHIVO	TEODORO HUAMAN QUISPES	27574265	
COORDINADOR DE ORGANIZACION	YURI RONDINEL RUIZ	28595249	
COORDINADOR DE ECONOMIA	HECTOR RODRIGUEZ ORÉ	28585325	
COORDINADOR DE DEFENSA	RAUL MOREYRA FIGUEROA	27577551	
COORDINADOR DE PRENSA Y PROPAG.	CELESTINO ATAURIMA QUISPE	28278794	
COORDINADOR DE DISCIPLINA	MARIO GAMBOA ROJAS	28279807	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20-07-91

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : NUEVA UNIÓN - ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	JULIO MORALES MOREYRA	28280021	
COORDINADOR DE ACTAS Y ARCHIVO	Nicolás Rojas Palomino	L.E. # 28587232	
COORDINADOR DE ORGANIZACION	Pedro Mallma Heredia	L.E. # 28586936	
COORDINADOR DE ECONOMIA	Patricio Ruiz Auccatoma	L.E. # 28564261	
COORDINADOR DE DEFENSA	Máximo Rojas Palomino	L.E. # 28569199	
COORDINADOR DE PRENSA Y PROPAG.	Antonio Callañaupa Moreira	L.E. # 28279707	
COORDINADOR DE DISCIPLINA	Antonio Ruiz Espinoza	L.E # 28275897	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 30-07-91

Federación de Productores de Hoja de Coca del Valle del Apurimac-Ayacucho
Hugo Sevilla
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : TORRE RUMI - ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Jorge A. Barboza Pozo	28704121	
COORDINADOR DE ACTAS Y ARCHIVO	JORGE Barboza Peña	28564058	
COORDINADOR DE ORGANIZACION	Jesus S. Sanchez Moa	28574762	
COORDINADOR DE ECONOMIA	Julio Herrera GOMEZ	28271257	
COORDINADOR DE DEFENSA	Raúl Prado Sanga	28280005	
COORDINADOR DE PRENSA Y PROPAG.	Celestino Romero Prado	28279972	
COORDINADOR DE DISCIPLINA	Mario Paredes Oré	20963116	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 30-07-91

Federación de Productores de Hoja de Coca del Valle del Río Apurímac-Ayacucho
Hugo Sevilla
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Sivia - Sons. Acon
DISTRITO : Huanta.
PROVINCIA : Huanta.
REGION : Libertadores Wari.

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Felix Gabelia Rodriguez	28320821	
COORDINADOR DE ACTAS Y ARCHIVO	Apolinario Huallca Ruiz	28209081	
COORDINADOR DE ORGANIZACION	Pedro Gamboa Quintero	28329850	
COORDINADOR DE ECONOMIA	Lucio Guillermo Huallca	28525805	
COORDINADOR DE DEFENSA	Daniel Gamboa Gamboa	28322296	
COORDINADOR DE PRENSA Y PROPAG.	Sosimo Romero Ticlla	28536215	
COORDINADOR DE DISCIPLINA	Germán Lara Huaman	28329248	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de Julio de 1991

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
Hugo Huillca
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : CASERVINE ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES - WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	ALVARO ANDIA ESPINO	28262695	
COORDINADOR DE ACTAS Y ARCHIVO	GUILLERMO HUAMAN FLORES	28244829	
COORDINADOR DE ORGANIZACION	CIPRIANO RAMIREZ RONDINEL	28574310	
COORDINADOR DE ECONOMIA	ZENÓN TAIPE ROJAS	28587225	
COORDINADOR DE DEFENSA	RAÚL ROMERO GUISPE	27704131	
COORDINADOR DE PRENSA Y PROPAG.	MARCELO DE LA PAZ LANDEO	08577250	
COORDINADOR DE DISCIPLINA	LUCIO MOREYRA RAMOS	28704135	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de Julio 1991

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
Hugo Huillca
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Challhuamayo – León
DISTRITO : Huanta
PROVINCIA : Huanta
REGION : Libertadores Wari

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Romero Quispe Demétrio	28576224	
COORDINADOR DE ACTAS Y ARCHIVO	Policarpo Ramos Rojas	28200845	
COORDINADOR DE ORGANIZACION	Víctor Delacruz León	28280268	
COORDINADOR DE ECONOMIA	Julio Quispe Cuasco	28283037	
COORDINADOR DE DEFENSA	Alejandro Cabezas Ccoto	28280243	
COORDINADOR DE PRENSA Y PROPAG.	Juan Rodriguez Velasquez	28281670	
COORDINADOR DE DISCIPLINA	Mauro Pacatoma Delacruz	28583735	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha " 20 Julio 1991

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : MATUCANA ALTA-ACON –
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : "LIBERTADORES - WARI"

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	PEDRO ROJAS SINCHITULLO	28282135	
COORDINADOR DE ACTAS Y ARCHIVO	VICENTE PAUCAR ROJAS	28281544	
COORDINADOR DE ORGANIZACION	REYNALDO VIVANCO GARAY	28283077	
COORDINADOR DE ECONOMIA	DEMETRIO JANAMPA CARDENAS	28280466	
COORDINADOR DE DEFENSA	ANTONIO MINAYA PEREZ	28281475	
COORDINADOR DE PRENSA Y PROPAG.	DIONICIO LEANDRO GUILLEN	28282104	
COORDINADOR DE DISCIPLINA	ABILIO NALVARTE ACHA	28283077	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha " 20 julio de 1991

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor:
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Santa Rosa Alta - Kcón
DISTRITO : Huanta
PROVINCIA : Huanta
REGION : Libertadores Wari

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Calixto Torres Cervan	23574501	
COORDINADOR DE ACTAS Y ARCHIVO	Zosimo Escalante Oré	28566344	
COORDINADOR DE ORGANIZACION	Eleuterio Rivas Ñoupa	28281934	
COORDINADOR DE ECONOMIA	Augusto Lopez Acha	28523326	
COORDINADOR DE DEFENSA	Vicente Torres Cervan	23567911	
COORDINADOR DE PRENSA Y PROPAG.	Marcelino Leandro Huaylla	28566179	
COORDINADOR DE DISCIPLINA	Moises Lopez Berrocal	28573907	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha: Julio 1991

Federación de Productores de Hoja de Coca Valle del Río Apurimac Ayacucho
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor:
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Compañia alto - Kcón
DISTRITO : Huanta
PROVINCIA : Huanta
REGION : Libertadores Wari

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Leonadas Guzman Quispe	28560736	
COORDINADOR DE ACTAS Y ARCHIVO	Eulogio Rua Carbajal	28279827	
COORDINADOR DE ORGANIZACION	Alfonzo Quispe Ccasapuma	28279627	
COORDINADOR DE ECONOMIA	Ananias Rua Carbajal	28574920	
COORDINADOR DE DEFENSA	Constantino Ruiz Delacruz	28574503	
COORDINADOR DE PRENSA Y PROPAG.	Victor Quispe Guzman	28523105	
COORDINADOR DE DISCIPLINA	Demetrio Rua Soayza	28568327	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha: Julio 1991

Federación de Productores de Hoja de Coca Valle del Río Apurimac Ayacucho
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : HUAMANPATA -ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES -WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	RAYMUNDO HUAMAN ROJAS	28572345	
COORDINADOR DE ACTAS Y ARCHIVO	ALBERTO MAÑUYCO G.	28571030	
COORDINADOR DE ORGANIZACION	TEODORO HUAMAN QUISPE	28574215	
COORDINADOR DE ECONOMIA	PAULINO GUTIERREZ E.	28576348	
COORDINADOR DE DEFENSA	ABELARDO RIMACHI H.	20967554	
COORDINADOR DE PRENSA Y PROPAG.	MAXIMO ROJAS Z.	28567427	
COORDINADOR DE DISCIPLINA	DESIDERIO LAMILLA A	28561410	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha _____

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Triboline - Acón
DISTRITO : Huanta
PROVINCIA : Huanta
REGION : Libertadores Wari

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Julio Sandro Reyes	28570843	
COORDINADOR DE ACTAS Y ARCHIVO	Gerardo Cárdenas Palomino	28560559	
COORDINADOR DE ORGANIZACION	Felipe Nolvarte Pérez	28566774	
COORDINADOR DE ECONOMIA	Edgar A. Sapaico Pino	19910303	
COORDINADOR DE DEFENSA	Erasmo Velazque Morales	28569974	
COORDINADOR DE PRENSA Y PROPAG.	Diómedes Taipe Azurza	28568417	
COORDINADOR DE DISCIPLINA	Lázaro Oré Sanchez	19815854	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 Julio 1991

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Matucana - Acon
DISTRITO : Huanta
PROVINCIA : Huanta
REGION : Libertadores - Wari

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Héctor Rancho Ucedo	28279908	
COORDINADOR DE ACTAS Y ARCHIVO	Tito Salazar Ucedo	28282080	
COORDINADOR DE ORGANIZACION	Jorge Condoro Carrera	28280614	
COORDINADOR DE ECONOMIA	Gerardo Diaz Aranda	28704131	
COORDINADOR DE DEFENSA	Mauro Condoro Mancilla	28274453	
COORDINADOR DE PRENSA Y PROPAG.	Mariano Salazar Ticona	28316220	
COORDINADOR DE DISCIPLINA	Fortunato Chanca Cuadros	28587225	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 julio de 1991

Coordinador General — Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : AREQUIPA - ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES - WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	EDMUNDO LANGA G.	28282110	
COORDINADOR DE ACTAS Y ARCHIVO	DEONICIO MONTES A.	28281341	
COORDINADOR DE ORGANIZACION	ALBERTO MORALES C.	28280235	
COORDINADOR DE ECONOMIA	JULIO GAVILAN SULCA	28280180	
COORDINADOR DE DEFENSA	SINFORIANO PERES G.	28277877	
COORDINADOR DE PRENSA Y PROPAG.	NICANOR DE LA CRUZ	28280200	
COORDINADOR DE DISCIPLINA	ANDRES ARAUJO L.	28280302	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20-07-91

Coordinador General — Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Quinpitiriqui – Acos
DISTRITO : Huanta
PROVINCIA : Huanta
REGION : "Libertadores Wari"

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Palomino Ruiz Nonucio	19255255	
COORDINADOR DE ACTAS Y ARCHIVO	Luciano Torres Vivanco	28280062	
COORDINADOR DE ORGANIZACION	Juan Carlos Garay Rodriguez	28704092	
COORDINADOR DE ECONOMIA	Gregorio Paredes Gutierrez	07280077	
COORDINADOR DE DEFENSA	Leonardo Romeo Alejandro	28698287	
COORDINADOR DE PRENSA Y PROPAG.	Agapito Illanes Sucha	07555857	
COORDINADOR DE DISCIPLINA	Félix Rodriguez Romani	08526270	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha " 20-07-91.

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
Hugo Huillca Quispe
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : CCollotayoc Alto Acos
DISTRITO : Huanta
PROVINCIA : Huanta
REGION : Libertadores Wari

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Tomás Huamán R.	28264664	
COORDINADOR DE ACTAS Y ARCHIVO	Florentino Olando Medeno	28279902	
COORDINADOR DE ORGANIZACION	Esteban Ancco H.	28268672	
COORDINADOR DE ECONOMIA	Lucio Romeres P.	28287727	
COORDINADOR DE DEFENSA	Severo Romeres P.	28279672	
COORDINADOR DE PRENSA Y PROPAG.	Julio Valdes P.	07660043	
COORDINADOR DE DISCIPLINA	Fortunato Rodreguez M.	28280270	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 - 07

Hugo Huillca Quispe
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : TRIBOCINO ACTA - ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : "LIBERTADORES - WARI"

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	JULIO AUCHTOMA BALCON	28671231	
COORDINADOR DE ACTAS Y ARCHIVO	GLICERIO PEREZ GOMEZ	28281520	
COORDINADOR DE ORGANIZACION	FRANCISCO CUENTA HUAMAN	28280804	
COORDINADOR DE ECONOMIA	MARIO RAUL QUISPE FERNANDEZ	28283108	
COORDINADOR DE DEFENSA	MARCELINO SALGADO RINACHI	28283059	
COORDINADOR DE PRENSA Y PROPAG.	NEMESIO CURO RAMORO	28281419	
COORDINADOR DE DISCIPLINA	MARIO RAMIREZ CUNALEO	28282996	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 julio 1991

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : PAMPA AURORA - ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	JACINTO QUISPE-CARBANA	L.E. 28704077	
COORDINADOR DE ACTAS Y ARCHIVO	Juliciano Bulejeth	LE 28692285	
COORDINADOR DE ORGANIZACION	Rodescendo QUISPE-CURO	28287382	
COORDINADOR DE ECONOMIA	Samuel Morcilla-CERON	L.E. 2236 2050	
COORDINADOR DE DEFENSA	amador Tayo E	LE28573239	
COORDINADOR DE PRENSA Y PROPAG.	TEOFELA GOMES-PLATASLE	2309 76 TL.	
COORDINADOR DE DISCIPLINA	Leo Tuepe P.	L.E. 28565793	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20-07-91

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho

Coordinador General

Coordinador de Actas

PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : GRANJA SIVIA ALTA ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : "LIBERTADORES - WARI"

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	BENITO CURO HUANACO	28281237	
COORDINADOR DE ACTAS Y ARCHIVO	SATURNINO HUAMAN CURO	28280210	
COORDINADOR DE ORGANIZACION	SILVERIO ZAGOS DRE	28279976	
COORDINADOR DE ECONOMIA	ABECARDO CARA VILLAVICENCIO	28564544	
COORDINADOR DE DEFENSA	VIRGILIO MENDOZA GAMBOA	28574475	
COORDINADOR DE PRENSA Y PROPAG.	GILBERTO RODRIGUEZ RUA	28279855	
COORDINADOR DE DISCIPLINA	WILBER VIVANCIA CARDOCCA	28574544	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha "20 julio de 1991

Coordinador General — Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : RETIRO - ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Cásimero Carbajal Quispi	N°28569194	
COORDINADOR DE ACTAS Y ARCHIVO	Vibiano Lizana Mora	N°28576408	
COORDINADOR DE ORGANIZACION	Inilio Rondenil Yarange	N°28673207	
COORDINADOR DE ECONOMIA	Igidio Meghua Bautista	N 28699235	
COORDINADOR DE DEFENSA	Paulina Condori	N 28560260	
COORDINADOR DE PRENSA Y PROPAG.	Constantino Curo huaneco	N°28701796	
COORDINADOR DE DISCIPLINA	Fulfincio Flores Mora	N 28575781	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de Julio 1991

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
HUGO RUILLCA AVALOS
Secretario General

Coordinador General — Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : NASARET BAJA -ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	MAURO FIGUEROA RODRIGUEZ	09400987	
COORDINADOR DE ACTAS Y ARCHIVO	ANDRES CRESPO BARBOSA	28586698	
COORDINADOR DE ORGANIZACION	JOAQUIN CALDERON MORALES	28568520	
COORDINADOR DE ECONOMIA	MARIO CAYTANO QUISPE	28575874	
COORDINADOR DE DEFENSA	VICTOR HUARCAYA DOMINGUEZ	23451611	
COORDINADOR DE PRENSA Y PROPAG.	REMIGIO CRESPO GUTIERREZ	28587238	
COORDINADOR DE DISCIPLINA	ERASMO RODRIGUEZ ORE	28567806	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20-07-91

Federación de Productores de Hoja de Coca, Valle del Río Apurimac-Ayacucho
Hugo Huillca
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : NAZARET ALTA - ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	ORE RODRIGUEZ ERASMO	28567806	
COORDINADOR DE ACTAS Y ARCHIVO	RODRIGUEZ FIGUEROA MAURO	[illegible]	
COORDINADOR DE ORGANIZACION	MORALES CALDERON TEODORO	28568520	
COORDINADOR DE ECONOMIA	ESPINOZA PAREDES [illegible]	28556862	
COORDINADOR DE DEFENSA	GUTIERREZ CRESPO REMIGIO	28587238	
COORDINADOR DE PRENSA Y PROPAG.	GIL LAGOLES BRUNO	28587024	
COORDINADOR DE DISCIPLINA	MORALES CALDERON [illegible]	23349519	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20-07-91

Federación de Productores de Hoja de Coca, Valle del Río Apurimac-Ayacucho
Hugo Huillca
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : NUEVA YORK – ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL		L.E. 28281362	
COORDINADOR DE ACTAS Y ARCHIVO		L.E. 28279846	
COORDINADOR DE ORGANIZACION		L.E. Nº 28574362	
COORDINADOR DE ECONOMIA		L.E. Nº 28587490	
COORDINADOR DE DEFENSA		28570768	
COORDINADOR DE PRENSA Y PROPAG.		L.E. 28576563	
COORDINADOR DE DISCIPLINA	FILIBERTO VADAIS	L.E. 28289490	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20-07-91

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
HUGO HUILLCA VALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : ROSARIO – ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Eduardo Rojas Rodriguez	28561992	J. Eduardo Rojas
COORDINADOR DE ACTAS Y ARCHIVO	César Rojas Rodriguez	LE-19819706	
COORDINADOR DE ORGANIZACION	Juan Espinoza Naupa	LE. 28574831	
COORDINADOR DE ECONOMIA	Antonio Ramirez Huamán	LE. 28282099	
COORDINADOR DE DEFENSA	Mauro Yarangua Inga	LE. 28576505	
COORDINADOR DE PRENSA Y PROPAG.	Santiago Ramirez Quispe	LE. 28282923	
COORDINADOR DE DISCIPLINA	Jorge Romero Flores	LE. 23693323	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de Julio 1991

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : MONTERRICO - ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES - WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	ALBERTO SIMAQUIPE AGUIRRE	LE-28280094	
COORDINADOR DE ACTAS Y ARCHIVO	Victorino Obando Zuñeco	28280094	
COORDINADOR DE ORGANIZACION	Felix Aguirre Romero	LE 28572976	
COORDINADOR DE ECONOMIA	Jorge Rimachi Huerta	L.E. 28280008	
COORDINADOR DE DEFENSA	Gilberto Flores Galvez	LE 28279077	
COORDINADOR DE PRENSA Y PROPAG.	Juan Huamán Pomachi	L.E. Nº 28573051	
COORDINADOR DE DISCIPLINA	Antonio Huamán Herrera	L.E. Nº 28571051	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de Julio 1991

Federación de Productores de Hoja de Coca Valle del Río Apurímac Ayacucho

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : SEVITE BAJA - ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	AURELIO GUTIERREZ.P.PAREDES	28571042	
COORDINADOR DE ACTAS Y ARCHIVO	REYMUNDO MORA RETAMOSO.	28569391	
COORDINADOR DE ORGANIZACION	JESUS CRESPO SANCHES.	28569793	
COORDINADOR DE ECONOMIA	MAURO RONDINEL VITOR.	28280539	
COORDINADOR DE DEFENSA	JOSE RAMIREZ CAYTANO.	28658936	
COORDINADOR DE PRENSA Y PROPAG.	RAMON RAMIREZ PARIONA.	28586912	
COORDINADOR DE DISCIPLINA	ONOFRE CRESPO SANCHEZ.	28280537	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de Julio de 1991

Federación de Productores de Hoja de Coca Valle del Río Apurímac Ayacucho

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : GRANJA SIVIA BAJA - ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Saúl Pardo Bautista	[illegible]	
COORDINADOR DE ACTAS Y ARCHIVO	Eugenio Pardo Cabanillas	[illegible]	
COORDINADOR DE ORGANIZACION	Gerardo Solar Rondinel	[illegible]	
COORDINADOR DE ECONOMIA	Gerardo Galvez De la Cruz	23931341	
COORDINADOR DE DEFENSA	Victor Galvez Romero	23931231	
COORDINADOR DE PRENSA Y PROPAG.	Nicanor Alarcon Pacheco	23931233	
COORDINADOR DE DISCIPLINA	Boris Vargas Quintanilla	23993214	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 28-07-91

Federación de Productores de Hoja de Coca Valle del Río Apurímac - Ayacucho
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : VERDE OCOCHA - ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	BARULLO HUMAREDA H.	22692326	
COORDINADOR DE ACTAS Y ARCHIVO	SATURNINO FLORES MENDOZA	22279919	
COORDINADOR DE ORGANIZACION	Victor Munayllo Prado	22668382	
COORDINADOR DE ECONOMIA	Constantino Zaype Galvez	[illegible]	
COORDINADOR DE DEFENSA	Crispin Martinez Hamaruda	22692944	
COORDINADOR DE PRENSA Y PROPAG.	Rodolfo Galvez Morales	22680079	
COORDINADOR DE DISCIPLINA	Cesar Blanco Castillo	08125272	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 28-07-91

Federación de Productores de Hoja de Coca Valle del Río Apurímac - Ayacucho
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : BUENOS AIRES - ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : "LIBERTADORES - WARI"

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	ROSINO ROJAS SACHA	28699069	
COORDINADOR DE ACTAS Y ARCHIVO	TEODORO ROJAS TORRES	28568327	
COORDINADOR DE ORGANIZACION	LEONIDAS NAVARRO LOPEZ	28271946	
COORDINADOR DE ECONOMIA	JUSTINIANO ROJAS TORRES	28586875	
COORDINADOR DE DEFENSA	SEBASTIAN HIDALGO DE LA CRUZ	28540984	
COORDINADOR DE PRENSA Y PROPAG.	JULIAN ÑAUPA DE LA CRUZ	28213690	
COORDINADOR DE DISCIPLINA	MARCELINO AUCCATOMA GOMEZ	28566653	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 julio de 1991

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : CCOLLOTAQUCC BAJA - ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	PAULINO FLORES WILCAYAHURI	28567225	
COORDINADOR DE ACTAS Y ARCHIVO	MACEDONIO NORAZCO ÑAUPA	27315286472 L.M.	
COORDINADOR DE ORGANIZACION	Alejandro Rimachi Huamaní	LE 24486760	
COORDINADOR DE ECONOMIA	Doris Llanuzo Ñaupa	28567471	
COORDINADOR DE DEFENSA	LUIS ROLANDO CIMARRICO CERNADO	28575561	
COORDINADOR DE PRENSA Y PROPAG.	ARMANDO GALEN ROJAS	28663274	
COORDINADOR DE DISCIPLINA	Porfirio Flores Muñoz	LE 28281272	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20-07-91

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Sanamarca - ACON
DISTRITO : Huanta
PROVINCIA : Huanta
REGION : Libertadores - Wari

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Jose Illanes Hoa	28572683	
COORDINADOR DE ACTAS Y ARCHIVO	VIRGILIO PALOMINO HENRIQUE	28566234	
COORDINADOR DE ORGANIZACION	MAXIME ROJAS ZARATE	28561014	
COORDINADOR DE ECONOMIA	LEONCIO LANEA H.	28563003	
COORDINADOR DE DEFENSA	OSWALDO MUÑOS LUNASCO	28282878	
COORDINADOR DE PRENSA Y PROPAG.	WILIAN PANCORBO MORA	28575349	
COORDINADOR DE DISCIPLINA	JUAN DE DIOS ESPINAL PARIONA	28280153	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha "20-07-91

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
HUGO HUULCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : CHUVIVANA - ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	CIPRIANO BARBOZA POZO	28571172	
COORDINADOR DE ACTAS Y ARCHIVO	Efraim Silvera Diego	28562079	
COORDINADOR DE ORGANIZACION	MANCERTO RAMOS RUIZ	28556960	
COORDINADOR DE ECONOMIA	ANTONIO SERAS BARBOZA	28562969	
COORDINADOR DE DEFENSA	BERNARDO AMANTE AGUIRE	28562989	
COORDINADOR DE PRENSA Y PROPAG.	Alberto Figueroa Lango	28564099	
COORDINADOR DE DISCIPLINA	VICENTE RIOS TAITE	28562[illegible]	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20-07-91

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : RAMADILLA - ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES - WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	SIXTO PIEDRA	L. 28281442	
COORDINADOR DE ACTAS Y ARCHIVO	SERAPIO OVANDO	L. 28281495	
COORDINADOR DE ORGANIZACION	Julio OSEJO D.	28280829	
COORDINADOR DE ECONOMIA	MANOEL SANCHES	L. 28280576	
COORDINADOR DE DEFENSA	EMILIANO CURO TORRE	28280326	
COORDINADOR DE PRENSA Y PROPAG.	GREGORIO HUAMAN T.	28280086	
COORDINADOR DE DISCIPLINA	ALEJANDRO QUISPE L.	282803	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de Julio de 1991

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : CANDALOSA
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Julio Flores H	28679728	
COORDINADOR DE ACTAS Y ARCHIVO	Gregorio Huaman T	28280086	
COORDINADOR DE ORGANIZACION	Valentin Huanaco	28280829	
COORDINADOR DE ECONOMIA	Alejandro Quispe	28280381	
COORDINADOR DE DEFENSA	Pablo Taipe S.	28570888	
COORDINADOR DE PRENSA Y PROPAG.	Antonio Mayhua	28283006	
COORDINADOR DE DISCIPLINA	Emiliano Curo T.	28280326	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha [illegible] Julio 1991

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : MEJORADA - ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES - WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	JORGE VICANA T.	28281475	
COORDINADOR DE ACTAS Y ARCHIVO	PEDRO OVANDO N.	28282118	
COORDINADOR DE ORGANIZACION	ELOY LAPA CC.	28700878	
COORDINADOR DE ECONOMIA	VICENTE OVANDO L.	28283014	
COORDINADOR DE DEFENSA	ALEJANDRO CHIMAYCO	28282106	
COORDINADOR DE PRENSA Y PROPAG.	RUFINO CARBAJAL T.	28282108	
COORDINADOR DE DISCIPLINA	JUAN OVANDO R.	28283044	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha ..

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
HUGO HUILLCA OYATE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : "RAMOS PANPA" - ACON
DISTRITO : HUANTA
PROVINCIA : HUANTA
REGION : LIBERTADORES - WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	TEODOR, QUISPE	28282911	
COORDINADOR DE ACTAS Y ARCHIVO	JULIAN, CRUZ C.	28703165	
COORDINADOR DE ORGANIZACION	CIRILO POLANCO R.	28571728	
COORDINADOR DE ECONOMIA	DEONICIO, HUAMAN Q.	28278390	
COORDINADOR DE DEFENSA	LUIS, LIMAQUISPE H.	28280006	
COORDINADOR DE PRENSA Y PROPAG.	ANSELMO VALENCIA H.	28282096	
COORDINADOR DE DISCIPLINA	YURI DE LA CRUZ B.	282845	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha ..

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
HUGO HUILLCA OYATE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE	:	VISCATAN
DISTRITO	:	AYAHVANCO
PROVINCIA	:	HUANTA
REGION	:	LIBERTADORES - WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	CARLOS HUAYLLASCO A.	08625133	
COORDINADOR DE ACTAS Y ARCHIVO	FLORENCIO RICRA C.	28282882	
COORDINADOR DE ORGANIZACION	FELIX AYALA H.	28282937	
COORDINADOR DE ECONOMIA	POLINARIO MORALES	28279611	
COORDINADOR DE DEFENSA	JUAN LANGA G.	28281865	
COORDINADOR DE PRENSA Y PROPAG.	JULIO AVILA P.	28280252	
COORDINADOR DE DISCIPLINA	ANTONIO QUISPE O.	28574718	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha _____

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE	:	CHONGOS - CHOYMACOTA
DISTRITO	:	SANTILLANA
PROVINCIA	:	HUANTA
REGION	:	LIBERTADORES - WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	ELIAS QUISPE MENDOSA	28282875	
COORDINADOR DE ACTAS Y ARCHIVO	GAMANIEL MENDOZA A.	28278446	
COORDINADOR DE ORGANIZACION	JULIAN VIVANCO A	28283586	
COORDINADOR DE ECONOMIA	ELICEO SOTO QUISPE	28576584	
COORDINADOR DE DEFENSA	HONORATO MENDOZA	28278102	
COORDINADOR DE PRENSA Y PROPAG.	MAXIMO QUISPE F.	28587531	
COORDINADOR DE DISCIPLINA	TEOFANES VIVANCO	28283432	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 - 07 - 91

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : NOVILLO CCASA-CHOYMACOTA
DISTRITO : SANTILLANA
PROVINCIA : HUANTA
REGION : LIBERTADORES - WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	ANTONIO VALENCIA R.	28282096	
COORDINADOR DE ACTAS Y ARCHIVO	JULIAN CRUZ C.	28703165	
COORDINADOR DE ORGANIZACION	JULIO POLANCO H.	28571455	
COORDINADOR DE ECONOMIA	CASIANO HUAMAN P.	28282894	
COORDINADOR DE DEFENSA	JORGE RIMACHI L.	28281419	
COORDINADOR DE PRENSA Y PROPAG.	NICOLAS LLANTOY G.	28280121	
COORDINADOR DE DISCIPLINA	RAYMONDO LOBATON O.	28280146	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de Julio de 1991

Federación de Productores de Hoja de Coca, Valle del Río Apurimac-Ayacucho
Hugo Huillca
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : PULPITO - CHOYMACOTA
DISTRITO : SANTILLANA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Maximo Alanya Quispe	LE 29232211	
COORDINADOR DE ACTAS Y ARCHIVO	Porfirio Centino Chocce	28283051	
COORDINADOR DE ORGANIZACION	Emeliano Curo Poma	28593444	
COORDINADOR DE ECONOMIA	Florencio Chocce Huayllo	28593148	
COORDINADOR DE DEFENSA	Sergario Fernandez Quispe	LE 23323234818	
COORDINADOR DE PRENSA Y PROPAG.	Cirilo Villar Caro	LE 28273147	
COORDINADOR DE DISCIPLINA	Carlos Caro Medina	29253069	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de Julio de 1991

Federación de Productores de Hoja de Coca, Valle del Río Apurimac-Ayacucho
Hugo Huillca
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Peruanita Baja Chorrecera
DISTRITO : Santillana
PROVINCIA : Huanta
REGION : Libertadores - Wari

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	ADAN LETTE FLORES	28704157.	
COORDINADOR DE ACTAS Y ARCHIVO	GUILLERMO E. CARPEAN PALOMINO	06863435	
COORDINADOR DE ORGANIZACION	ALFREDO FLORES RAMOS 06842916.		
COORDINADOR DE ECONOMIA	POLICARPO ROJAS ORE 09184782		
COORDINADOR DE DEFENSA	PEDRO LOPEZ CARRASCAL 06703523.		
COORDINADOR DE PRENSA Y PROPAG.	VICTOR LAPA CARDENAS 28566230.		
COORDINADOR DE DISCIPLINA	EULOGIO VILLANUEVA PAUCAR 28572824		

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 07-06-90

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Yaruri - Chuymaccota
DISTRITO : Santillana
PROVINCIA : Huanta
REGION : Libertadores Wari

INTERLOCUTORES VALIDOS

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CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Mario Curo O.	28 2040	
COORDINADOR DE ACTAS Y ARCHIVO	Marcelino Villanueva B.	28569714	
COORDINADOR DE ORGANIZACION	Rodrigo Candia S.	28571106	
COORDINADOR DE ECONOMIA	Julio Sacha B.	20962659	
COORDINADOR DE DEFENSA	Leandro Meza I.	28222365	
COORDINADOR DE PRENSA Y PROPAG.	Mauro Zippe A.	28570997	
COORDINADOR DE DISCIPLINA	Pablo Sacha B.	28223370	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de julio 1991

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : AREQUIPA - CHOYNACOTA
DISTRITO : SANTILLANA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

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COORDINADOR GENERAL	RAUL CARDENAS VILLANUEVA	07072572	
COORDINADOR DE ACTAS Y ARCHIVO	CARLOS ROCA PALOMINO	28569869	
COORDINADOR DE ORGANIZACION	SOCRATES ROJAS LOAYZA	28560514	
COORDINADOR DE ECONOMIA	MAXIMO QUISPE NAÑA	28278441	
COORDINADOR DE DEFENSA	AMADOR HUAYLLASCO CAVALCANTI	28543641	
COORDINADOR DE PRENSA Y PROPAG.	RONALD AVILA FERNANDEZ	28576352	
COORDINADOR DE DISCIPLINA	TEOFILO HUAMAN BARRIENTOS	28278018	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20-07-91

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
Hugo Huillca
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
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PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : CORAZON PATA - CHOYNACOTA
DISTRITO : SANTILLANA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

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COORDINADOR GENERAL	LIZANO CASAMAYOR MARCIAL	22504022	
COORDINADOR DE ACTAS Y ARCHIVO	PECHE CHAVEZ CARLOS	22243119	
COORDINADOR DE ORGANIZACION	CARVAJAL LLANTE JUAN	22505178	
COORDINADOR DE ECONOMIA	QUISPE FERNANDEZ EDMUNDO	22278425	
COORDINADOR DE DEFENSA	VARGAS QUISPE WILBER	22244385	
COORDINADOR DE PRENSA Y PROPAG.	Fernandez Fernandez Mauro	22281294	
COORDINADOR DE DISCIPLINA	Lizano Quispe Nelson	22220672	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20-07-91

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

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DISTRITO : SANTILLANA
PROVINCIA : HUANTA
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COORDINADOR GENERAL	VICTOR DEL ESCALANTE	28583477	
COORDINADOR DE ACTAS Y ARCHIVO	NEMESIO PEREZ JAUSCO	LE 28560392	
COORDINADOR DE ORGANIZACION	JUAN JULIO CHAVEZ QUINTERO	28562204	
COORDINADOR DE ECONOMIA	EFRAIN CHAVEZ VILLAR	28561582	
COORDINADOR DE DEFENSA	PEDRO CISNEROS INTANTE	28562854	
COORDINADOR DE PRENSA Y PROPAG.	HERCEL VILLANUEVA LOPEZ	28585766	
COORDINADOR DE DISCIPLINA	EDILO MENDOZA CCANCHI	28591602	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 / 07 / 91.

Federación de Productores de Hoja de Coca del Valle del Río Apurímac - Ayacucho
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : VILLA HERMOSA - CHOYMACOTA
DISTRITO : SANTILLANA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	NICANOR LUJAN PINO	25484646	
COORDINADOR DE ACTAS Y ARCHIVO	Natan Pérez Pérez	28595285	
COORDINADOR DE ORGANIZACION	José Luis Velasque Santos	LE # 28288941	
COORDINADOR DE ECONOMIA	Segundino Reyes Morales	28561861	
COORDINADOR DE DEFENSA	Vitaliano Romaní León	LE # 28582212	
COORDINADOR DE PRENSA Y PROPAG.	Nicanor Pérez Sacaco	28580180	
COORDINADOR DE DISCIPLINA	Pedro Alcides Pérez Cisneros	LE 28704165	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 - 07 - 91

Federación de Productores de Hoja de Coca del Valle del Río Apurímac - Ayacucho
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : DERIVAVENTE ALTA – CHOYMACOTA
DISTRITO : SANTILLANA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	EUGENIO GAMANIEL PADILLO	28561969	
COORDINADOR DE ACTAS Y ARCHIVO	LUIS MANUEL TOSCANO	28564597	
COORDINADOR DE ORGANIZACION	MAXIMO ROMERO RIMACHI.	L.E 28575534	
COORDINADOR DE ECONOMIA	ALEJANDRO VIVANCO LADEÑO.	L.E 28570412.	
COORDINADOR DE DEFENSA	RAUL GALINDO PEÑA.	L.E 28591657.	
COORDINADOR DE PRENSA Y PROPAG.	SERAFIN HUAMANI LLALLICO	L.E 28584365.	
COORDINADOR DE DISCIPLINA	JULIÁN MAQUEÑO CHANCA.	L.E. 28560701.	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 - 07 - 91

Federación de Productores de Hoja de Coca, Valle del Río Apurímac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : SAN GERARDO - CHOINACOTA
DISTRITO : SANTILLANA
PROVINCIA : HUANTA
REGION : LIBERTADORES - WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	CONSTANCIO PARIONA VARGAS	28784219	
COORDINADOR DE ACTAS Y ARCHIVO	PELAYO FARFAN. CABEZAS.	28571621	
COORDINADOR DE ORGANIZACION	VIDAL SINCHITULLO VELASQUE.	28698800	
COORDINADOR DE ECONOMIA	MARINO PARIONA TORRE.	28283143	
COORDINADOR DE DEFENSA	GUILLERMO MONTERO MIESES.	28564217	
COORDINADOR DE PRENSA Y PROPAG.	NAZARIO LONASCO GAMBOA.	28261857	
COORDINADOR DE DISCIPLINA	MAXIMO HUAMÁN MORILLO	28680947	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 - 07 - 91.

Federación de Productores de Hoja de Coca, Valle del Río Apurímac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : SANTA TERESA -CHOYMACOTA
DISTRITO : SANTILLANA
PROVINCIA : HUANTA
REGION : LIBERTADORES - WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	LUIS LIZANA LAZO	08568469	
COORDINADOR DE ACTAS Y ARCHIVO	RODRIGO CURO Q.	28700196	
COORDINADOR DE ORGANIZACION	CESAR RIMACHI Q.	28280309	
COORDINADOR DE ECONOMIA	HONORATO PALOMINO S.	28280274	
COORDINADOR DE DEFENSA	ARLECIO HUAMAN G.	28282005	
COORDINADOR DE PRENSA Y PROPAG.	PAULINO MORALES R.	28281452	
COORDINADOR DE DISCIPLINA	MARCIAL VARGAS B.	28282084	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha .....

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
HUGO HUILLCA OYALE
Coordinador General

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : San Cristobal - Choymacota
DISTRITO : Santillana
PROVINCIA : Huanta
REGION : "Libertadores - Wari"

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Elias Curo Chacce	28591620.	
COORDINADOR DE ACTAS Y ARCHIVO	Pelayo Taype Flores	28279577	
COORDINADOR DE ORGANIZACION	Ciriano Quispe Fernandez	28283589	
COORDINADOR DE ECONOMIA	Elisco Soto Quispe	28575589	
COORDINADOR DE DEFENSA	Juan Ochoa Dogas	28269866	
COORDINADOR DE PRENSA Y PROPAG.	Melchor Cayllano Huamán	28283478	
COORDINADOR DE DISCIPLINA	Dionicio Quispe Huamán	28277580	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de [illegible] 1991

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
HUGO HUILLCA OYALE
Coordinador General

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Santor Llochegua - Choymacota
DISTRITO : Santillana
PROVINCIA : Huanta
REGION : "Libertadores - Wari"

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Marcos Cóndor Flores	28283428	
COORDINADOR DE ACTAS Y ARCHIVO	Marcial Ruro Quispe	28572049	
COORDINADOR DE ORGANIZACION	Epifanio Ríaneros Quispe	28277424	
COORDINADOR DE ECONOMIA	Francisco Chocce Valladolid	25564602	
COORDINADOR DE DEFENSA	Filomeno Escalante Gutierrez	28594512	
COORDINADOR DE PRENSA Y PROPAG.	Herminio Fernández Mendoza	28568992	
COORDINADOR DE DISCIPLINA	Alfredo Flores Ramos	06892916	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de julio de 1991

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
Hugo Huillca
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Nueva Esperanza - Choymacota
DISTRITO : Santillana
PROVINCIA : Huanta
REGION : "Libertadores - Wari"

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Moisés Arrieta Astopillo	28700868	
COORDINADOR DE ACTAS Y ARCHIVO	Felix Bermudo Urribarri	28699763	
COORDINADOR DE ORGANIZACION	Máximo Crespo Barboza	28561060	
COORDINADOR DE ECONOMIA	Jésus Granado Espinoza	09287475	
COORDINADOR DE DEFENSA	Juan Mendoza Gálvez	28562669	
COORDINADOR DE PRENSA Y PROPAG.	Germán López Suárez	28566799	
COORDINADOR DE DISCIPLINA	Modesto Oré Soto	28586383	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de julio de 1991

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
Hugo Huillca
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Hajapo - Ipabomba -
DISTRITO : Santillana -
PROVINCIA : Huanta -
REGION : Libertadores Wari

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Claudio Estela Quispe	31149961	
COORDINADOR DE ACTAS Y ARCHIVO	ARMANDO ROJAS	L.E 23362314 MALLHA	
COORDINADOR DE ORGANIZACION	ADRIAN BARBOZA PEREZ	28566662	
COORDINADOR DE ECONOMIA	DARIO SIMBRON RONDINEL	28704186	
COORDINADOR DE DEFENSA	FELIX SANCHEZ LAZO	28524888	
COORDINADOR DE PRENSA Y PROPAG.	ATILIO BARBOZA CHUDORI	20541712	
COORDINADOR DE DISCIPLINA	FEDOR SANCHEZ LAZO	03041222	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha Julio 1991.

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : PUERTO ANDREWER — IPABANDA
DISTRITO : SANTILLANA
PROVINCIA : HUANTA
REGION : LOS LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	BARBOZA YANCE WALTER	19922994	
COORDINADOR DE ACTAS Y ARCHIVO	JUAN DELGADILLO COCHACHI	28565548	
COORDINADOR DE ORGANIZACION	HERMINIO VILLAR PINEDA	28568943	
COORDINADOR DE ECONOMIA	SERGIO VILLAR BORDA	28591678	
COORDINADOR DE DEFENSA	ADRIAN MUÑOZ TAYPE	28567189	
COORDINADOR DE PRENSA Y PROPAG.	JOAQUIN ARRIETA AGUILAR	28571986	
COORDINADOR DE DISCIPLINA	DIONISIO VILLAGRE FERNANDEZ	19924255	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20-07-91

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : CORONEL PORTILLO - IPAGAMBA.
DISTRITO : SANTILLANA.
PROVINCIA : HUANTA
REGION : LIBERTADORES - WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Lucio Rojas Loayza	28225734	
COORDINADOR DE ACTAS Y ARCHIVO	Moises Figueroa Guerrero	28296739	
COORDINADOR DE ORGANIZACION	Maximino Pacheco Huamani	28277606	
COORDINADOR DE ECONOMIA	Alfredo Rojas Loayza	28240961	
COORDINADOR DE DEFENSA	Agustin Cusiche Romero	28598647	
COORDINADOR DE PRENSA Y PROPAG.	Julio Huaranca Chachaima	28288032	
COORDINADOR DE DISCIPLINA	Heraclio Hendoza Morco	28680616	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 10 - 08 - 1991

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : PUERTO ROCA - IPABAMBA
DISTRITO : SANTILLANA
PROVINCIA : HUANTA
REGION : LIBERTADORES - WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Teodocio León Galindo	28277603	
COORDINADOR DE ACTAS Y ARCHIVO	Maximo Crispin Guillen	28277324	
COORDINADOR DE ORGANIZACION	Elias Rojas Gonzales	28684467	
COORDINADOR DE ECONOMIA	Agustin Cusiche Romero	28568949	
COORDINADOR DE DEFENSA	Victor Huamán Cardenas	28271960	
COORDINADOR DE PRENSA Y PROPAG.	Victor Layme Gutierrez	28587393	
COORDINADOR DE DISCIPLINA	Cesar Pinco Huallpa	28705740	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 - 7 - 91

Federación de Productores de Hoja de Coca, Valle del Río Apurímac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas
PRESIDENTE

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : UNION - FLORIDA . IPAMPA
DISTRITO : SANTILLANA -
PROVINCIA : HUANTA
REGION : LIBERTADORES - WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	GUILLERMO CALDERON NAVARRO	09089910	
COORDINADOR DE ACTAS Y ARCHIVO	CLAUDIO CHULLA TAYPE	28587686	
COORDINADOR DE ORGANIZACION	ABILIO QUISPE MORALES	00051564	
COORDINADOR DE ECONOMIA	MIGUEL PACHECO CARVAJAL	28586026	
COORDINADOR DE DEFENSA	FRANCISCO COSME HURPAY	20783117	
COORDINADOR DE PRENSA Y PROPAG.	ROBERTO BERROCAL ESCOBAR	28578329	
COORDINADOR DE DISCIPLINA	CIRILO OCHOA QUICA	28702033	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 - 7

Federación de Productores de Hoja de Coca del Valle del Río Apurímac - Ayacucho
Hugo Huillca
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : CANAIRE - IPABAMBA
DISTRITO : SANTILLANA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	ARTURO CISNEROS M.	08450895	
COORDINADOR DE ACTAS Y ARCHIVO	MARCIAL CARDENAS C.	08317116	
COORDINADOR DE ORGANIZACION	JORGE MAROTE M.	00154158	
COORDINADOR DE ECONOMIA	NICOLAS CRESPO M.	28564550	
COORDINADOR DE DEFENSA	ANGEL QUIJANA R.	28590414	
COORDINADOR DE PRENSA Y PROPAG.	VICTOR BARBOZA O.	28215532	
COORDINADOR DE DISCIPLINA	JORGE YARANGA ALICA	07825421	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de julio 1991

Federación de Productores de Hoja de Coca del Valle del Río Apurímac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : SANTA ROSA - IPABANBA
DISTRITO : SANTILLANA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	ABILIO GUTIERREZ ORÉ	23342678	
COORDINADOR DE ACTAS Y ARCHIVO	DEMETRIO BARBOZA MORALES		
COORDINADOR DE ORGANIZACION	HUBER BARBOZA ORÉ	28275595	
COORDINADOR DE ECONOMIA	SERGIO BARBOZA MORALES		
COORDINADOR DE DEFENSA	OLIGER VILLANUEVA CASANOVA		
COORDINADOR DE PRENSA Y PROPAG.	ELIAS CASANOVA BENDEZÚ	28106222	
COORDINADOR DE DISCIPLINA	SOTERO CRUZ TELLO	28585947	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de julio 1991

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : SANTA TERESA - IPABANBA
DISTRITO : SANTILLANA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Floriano Raca Figueroa	28281261	
COORDINADOR DE ACTAS Y ARCHIVO	Roberto Quispe E.	28594215	
COORDINADOR DE ORGANIZACION	Juan Ruiz Avela	28278053	
COORDINADOR DE ECONOMIA	Sergio Carrasco R.	28278268	
COORDINADOR DE DEFENSA	Jorge Bazquez	28283184	
COORDINADOR DE PRENSA Y PROPAG.	Ebenezer Orie	28281342	
COORDINADOR DE DISCIPLINA	Juan Lamalle	28586717	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de julio 1991

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : LIBERTAD JUNIN - IPABAMBA
DISTRITO : SANTI LLANA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	SÁNCHEZ MENDOZO HUGO	28565092	
COORDINADOR DE ACTAS Y ARCHIVO	ALEJANDRO Sanchez Mendez	29575422	
COORDINADOR DE ORGANIZACION	Felix CCoza Velaña	28557032	
COORDINADOR DE ECONOMIA	ARTURO TALAVERA Sanchez	25587042	
COORDINADOR DE DEFENSA	Isidoro Pacheco Auchea	23696642	
COORDINADOR DE PRENSA Y PROPAG.	Evangelio Sanchez Granado	28578353	
COORDINADOR DE DISCIPLINA	DIONICIO Bermudez Sión	28586843	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de julio 1991

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : SOL NACIENTE - IPABAMBA
DISTRITO : SANTILLANA
PROVINCIA : HUANTA
REGION : LIBERTADORES - WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	CARLOS INAUPA QUISPE	28578634	
COORDINADOR DE ACTAS Y ARCHIVO	MAURO CARBAJAL AGUILAR	28594116	
COORDINADOR DE ORGANIZACION	Felipe Huayllasco Quispe	28563585	
COORDINADOR DE ECONOMIA	Sixto BAUTISTA VARGAS	28578339	
COORDINADOR DE DEFENSA	TORIBIO LOAYSA VALENCIA	28583544	
COORDINADOR DE PRENSA Y PROPAG.	FRANCISCO SALVATIERRA BERMUDO	28587115	
COORDINADOR DE DISCIPLINA	CLAUDIO LLANTOY ARROYO	28585258	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20-7-1991

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : GLORIA ANARGURA - IPOBANBA
DISTRITO : SANTILLANA
PROVINCIA : HUANTA
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Orfilio Curo Hicne	28565688	
COORDINADOR DE ACTAS Y ARCHIVO	Alberto Jaramillo Cruto	28611625	
COORDINADOR DE ORGANIZACION	Lazaro Curo Rico	22657042	
COORDINADOR DE ECONOMIA	Manuel Crochak Curo	22657482	
COORDINADOR DE DEFENSA	Lucio Curo Rico	28563970	
COORDINADOR DE PRENSA Y PROPAG.	Joaquin Curo Pallato	28562950	
COORDINADOR DE DISCIPLINA	Nicasio Quispe Curo	28548370	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de julio 1991

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : MOSOBANBA ALTA - LUISIANA
DISTRITO : AYNA
PROVINCIA : LA MAR
REGION : LIBERTADORES - WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	MARCELINO QUISPE MINAYA	22682938	
COORDINADOR DE ACTAS Y ARCHIVO	RUBEN PINO MELLO	2[illegible]2389	
COORDINADOR DE ORGANIZACION	VICTOR GUZMAN GAMARRA	22690762	
COORDINADOR DE ECONOMIA	FELIX PEREZ RAMIREZ	2[illegible]	
COORDINADOR DE DEFENSA	MAMERTO YUGO QUISPE	22617127	
COORDINADOR DE PRENSA Y PROPAG.	GIL ZARATE MEDINA	22[illegible]	
COORDINADOR DE DISCIPLINA	CECILIO HURTADO RIMACHI	28690156	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 - Julio 1991

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Miraflores - Luciano.
DISTRITO : Ayna
PROVINCIA : La Mar
REGION : Libertadores Wari

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Edgardo Cisneros Pino	28172253	
COORDINADOR DE ACTAS Y ARCHIVO	Victor Alex Maupillca	28286500	
COORDINADOR DE ORGANIZACION	Jonas Cisneros Morales	28288622	
COORDINADOR DE ECONOMIA	Marcial Mucha Carhuas	28634502	
COORDINADOR DE DEFENSA	Julio Savala Mendoza	28258203	
COORDINADOR DE PRENSA Y PROPAG.	Santiago Romani Cuadros	28 628933	
COORDINADOR DE DISCIPLINA	Mario Pianto Accapuella	28 [illegible]	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 julio 1991

Federación de Productores de Hoja de Coca Valle del Río Apurímac Ayacucho
HUGO HUILLCA OVALLE

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : PALMAS - LUICIANA
DISTRITO : AYNA
PROVINCIA : LA MAR
REGION : LIBERTADORES - WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	SEGUNDINO QUISPE C.	28282877	
COORDINADOR DE ACTAS Y ARCHIVO	MARCIAL PALOMINO L.	28592776	
COORDINADOR DE ORGANIZACION	ARTEMIO GANBOA Q.	28280344	
COORDINADOR DE ECONOMIA	FILOMENO QUINTERO S.	28281365	
COORDINADOR DE DEFENSA	RUFINO CARBAJAL G.	28282108	
COORDINADOR DE PRENSA Y PROPAG.	JUAN OVANDO LAPA	2828 3044	
COORDINADOR DE DISCIPLINA	MARTIN RIMACHI Q.	28282135	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 - 07 - 91

Federación de Productores de Hoja de Coca Valle del Río Apurímac Ayacucho

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Unión Hojeada - Juicana
DISTRITO : Kimo
PROVINCIA : La Mar
REGION : Libertadores Wari

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	CLEMENTE BOLIVAR D.	32152648	
COORDINADOR DE ACTAS Y ARCHIVO	JORGE LOPEZ M.	28220742	
COORDINADOR DE ORGANIZACION	CEFERINO ROMES L.	28560301	
COORDINADOR DE ECONOMIA	HENRIO HUAYLLOSCO G.	28584604	
COORDINADOR DE DEFENSA	ASTERIO SULCA G-LZ.	28563580	
COORDINADOR DE PRENSA Y PROPAG.	EMILIANO LEÓN C.	20533664	
COORDINADOR DE DISCIPLINA	REYNALDO ARROYO G	28575937	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 - Julio 1991.

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
HUGO HUILLCA D'ALLA
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : SANABANBA — LUISIANA
DISTRITO : SANTA ROSA
PROVINCIA : LA MAR
REGION : LOS LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	CABOL CANTI CASTILLO EULENTIRIO	28562318	
COORDINADOR DE ACTAS Y ARCHIVO	GILBERTO FLORES C.	28279837	
COORDINADOR DE ORGANIZACION	JUAN VARGAS NABARRO	28281463	
COORDINADOR DE ECONOMIA	JESUS QUANDO CURO	28283108	
COORDINADOR DE DEFENSA	HIGIDIO HERRERA CENTE	28570215	
COORDINADOR DE PRENSA Y PROPAG.	MOISES PAREDES VARGAS	28280104	
COORDINADOR DE DISCIPLINA	LEON ORE PRADO	23167846	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 DE JULIO 1991

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
HUGO HUILLCA D'ALLA
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Gloria Pata - Juiciana
DISTRITO : Ayna
PROVINCIA : La Mar
REGION : Libertadores Wari

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Juan Valladolid Espino	L.E. [illegible]	
COORDINADOR DE ACTAS Y ARCHIVO	Feliciano Ramirez Huamán	L.E. [illegible]	
COORDINADOR DE ORGANIZACION	Javier Martinez Urbano	L.E. [illegible]	
COORDINADOR DE ECONOMIA	Lenino Garay Palomino	L.E. [illegible]	
COORDINADOR DE DEFENSA	Andres Palomino Ccarhua	L.E. [illegible]	
COORDINADOR DE PRENSA Y PROPAG.	Renan Cárdenas Lopez	L.E. [illegible]	
COORDINADOR DE DISCIPLINA	Víctor Eugenio Cardenas	L.E. [illegible]	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 Julio 1991

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
Hugo Hinojosa
HUGO HINOJOSA OYALA
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : MARITUNARI - LUICIANA
DISTRITO : AYNA
PROVINCIA : LA MAR
REGION : LIBERTADORES-WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	MAXIMO GUERRA S.	28562267	
COORDINADOR DE ACTAS Y ARCHIVO	FELICIANO GOMES H.	28279976	
COORDINADOR DE ORGANIZACION	PEDRO GANBOA S.	28279850	
COORDINADOR DE ECONOMIA	LIDIO OSORIO CABALLA	28561155	
COORDINADOR DE DEFENSA	GAMANIEL VARGAS P.	28585368	
COORDINADOR DE PRENSA Y PROPAG.	EUGENIO RUA GALVAN	28280308	
COORDINADOR DE DISCIPLINA	PELAYO HERRERA P.	28280305	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 - 07 - 91

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
Hugo Hinojosa
HUGO HINOJOSA OYALA
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Rinconada - LUISIANA
DISTRITO : Ayna San Francisco
PROVINCIA : Lamar
REGION : Libertadores Wari

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Antonio Huaman Romero	LE 28259750	
COORDINADOR DE ACTAS Y ARCHIVO	Oliver Guillen Taupo	28848811	
COORDINADOR DE ORGANIZACION	Juan de Dios Ruiz Bautista		
COORDINADOR DE ECONOMIA	Daniel Nuñez Loaiza	28214154	
COORDINADOR DE DEFENSA	Mauro Calle Gutierrez		
COORDINADOR DE PRENSA Y PROPAG.	Luis Sandoval Ramos	28274246	
COORDINADOR DE DISCIPLINA	Veriano Coronado Huamán	28222757	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20-07-91

Federación de Productores de Hoja de Coca del Río Apurímac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Marintari - Quiriona.
DISTRITO : Ayna.
PROVINCIA : La Mar.
REGION : Libertadores Wari

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	EDUARDO AYUAR NAUPARI	28692243	
COORDINADOR DE ACTAS Y ARCHIVO	VICTOR HUGO CERVANTES TAPIA	28225895	
COORDINADOR DE ORGANIZACION	JUAN EUALBERTO LAGOS POMERO	28563621	
COORDINADOR DE ECONOMIA	FRANCISCO PALOMINO RONDINEL	28689315	
COORDINADOR DE DEFENSA	FERMIN AUGURIO AYUAR TORRE	07930649	
COORDINADOR DE PRENSA Y PROPAG.	JUAN DE DIOS CORDERO QUISPE	28643930	
COORDINADOR DE DISCIPLINA	SABINO QUISPE LUCEA	28678929	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20- Julio- 1991.

Federación de Productores de Hoja de Coca del Río Apurímac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Comunpiari - Huiriano
DISTRITO : Ayna
PROVINCIA : La Mar
REGION : Libertadores Wari

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	PRIMITIVO SINCHITULLO	28587600	
COORDINADOR DE ACTAS Y ARCHIVO	OVIDIO LONASCO	28569930	
COORDINADOR DE ORGANIZACION	RAUL CONDORI	28684332	
COORDINADOR DE ECONOMIA	EUGENIO LUJAN	28682221	
COORDINADOR DE DEFENSA	TEODOSIO CCAPCHA	28570809	
COORDINADOR DE PRENSA Y PROPAG.	ELOY AGUILAR	28561126	
COORDINADOR DE DISCIPLINA	MARINO FLORES	28690773	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 julio 1991

Federación de Productores de Hoja de Coca Valle del Río Apurímac Ayacucho
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Santa Rosa - Huiriano
DISTRITO : Ayna
PROVINCIA : La Mar
REGION : Libertadores Wari

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Eleuterio Cardenas Cotrina	21562218	
COORDINADOR DE ACTAS Y ARCHIVO	ABILIO GALVEZ SANTILLANA	28569790	
COORDINADOR DE ORGANIZACION	MAXIMO GALVEZ CASTILLANO	28569811	
COORDINADOR DE ECONOMIA	LUIS GARCIA LUJAN	28682221	
COORDINADOR DE DEFENSA	MARIO ARROYO QUICAR	28562224	
COORDINADOR DE PRENSA Y PROPAG.	ALEJANDRO CONDORI RIVERA	28569826	
COORDINADOR DE DISCIPLINA	MANUEL ASCARCA PINEDO	28569826	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 - 07 - 91

Federación de Productores de Hoja de Coca Valle del Río Apurímac Ayacucho
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Huayropata LUISIANA
DISTRITO : AYNA
PROVINCIA : La Mar
REGION : Libertadores Wari

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	JULIO RUIZ VILLANUEVA	28156318	
COORDINADOR DE ACTAS Y ARCHIVO	AGRIPINO NAVPA BENTINTA	28231917	
COORDINADOR DE ORGANIZACION	Antonio Soto Pareja	28931849	
COORDINADOR DE ECONOMIA	César Arroyo Flores	28269140	
COORDINADOR DE DEFENSA	Alberto Guevara Huamán	28964212	
COORDINADOR DE PRENSA Y PROPAG.	Luciano Laba Gavilán	28761490	
COORDINADOR DE DISCIPLINA	Francisco Carbajal Ochoa	28432159	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 julio 1991

Federación de Productores de Hoja de Coca del Valle del Río Apurímac - Ayacucho
HUGO HUILLCA OVALLE
Secretario General
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Chamaynuchayoq - Luisiana
DISTRITO : Ayna
PROVINCIA : La Mar
REGION : Libertadores Wari

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Demetrio Condia Durand	28635315	
COORDINADOR DE ACTAS Y ARCHIVO	Demetrio Ñaña Lizarbe	28695479	
COORDINADOR DE ORGANIZACION	Demetrio Vila Mejía	28630140	
COORDINADOR DE ECONOMIA	Alejandro Ayquipa Mejía	28659915	
COORDINADOR DE DEFENSA	Walter Calle Ribomeo	28325251	
COORDINADOR DE PRENSA Y PROPAG.	Trefilo Huamán Molino	28683230	
COORDINADOR DE DISCIPLINA	Cirilo Santiago Uriegas	28682191	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20-07-91

Federación de Productores de Hoja de Coca del Valle del Río Apurímac - Ayacucho
HUGO HUILLCA OVALLE
Secretario General
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : BALSAMUYUCC / PALMAPAMPA
DISTRITO : AYNA
PROVINCIA : LA MAR
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	JOSE LOZANO SEVERICH	28228877	
COORDINADOR DE ACTAS Y ARCHIVO	TEOFILO NAVARRO M.	28211202	
COORDINADOR DE ORGANIZACION	DONATO MEDINA P.	28599738	
COORDINADOR DE ECONOMIA	ORDOÑEZ MATEO V.	28279597	
COORDINADOR DE DEFENSA	QUISPE SANCHEZ D.	28262760	
COORDINADOR DE PRENSA Y PROPAG.	MEDINA MIGUEL F.	28701980	
COORDINADOR DE DISCIPLINA	CELSO PEREZ LAPA.	28680447	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de Julio de 1991

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : SAN JOSE "6" / PALMAPAMPA
DISTRITO : AYNA
PROVINCIA : LA MAR
REGION : LIBERTADORES WARI

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	CIPRIANO LAGOS HUALUPA	28700422	
COORDINADOR DE ACTAS Y ARCHIVO	MARCIAL HERRERAS TAYPE	20004879	
COORDINADOR DE ORGANIZACION	EUSEBIO LAPA CARDENAS	28290141	
COORDINADOR DE ECONOMIA	NARCISO URBANO CANCHARI	28685702	
COORDINADOR DE DEFENSA	DOMINGO LAPA MARIACA	28279863	
COORDINADOR DE PRENSA Y PROPAG.	JORGE LAPA FIGUEROA	28684398	
COORDINADOR DE DISCIPLINA	SEGUNDINO TAYPE HERRERAS	28228242	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de Julio del 991

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : PRODUCTORES DE CHONTABAMBA "A" - PALMAPAMPA.
DISTRITO : AYNA
PROVINCIA : LA MAR
REGION : LIBERTADORES WARI.

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	FORTUNATO CARDENAS BAÑICO	28682838	
COORDINADOR DE ACTAS Y ARCHIVO	MAURICIO AGUILAR PALOMINO	28076756	
COORDINADOR DE ORGANIZACION	WICHO TOMAYLLA FELIX	28706229	
COORDINADOR DE ECONOMIA	FORTUNATO PALOMINO LLACANCCA	28706773	
COORDINADOR DE DEFENSA	VICTOR CAMASI PEREZ	06011888	
COORDINADOR DE PRENSA Y PROPAG.	MARCELO BELLIDO ORE	28233132	
COORDINADOR DE DISCIPLINA	PAULINO MOTTA ROJAS	28279094	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de Julio de 1991

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Aurora
DISTRITO : Ayna San Francisco
PROVINCIA : Lamar
REGION : Libertadores Wari

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Fernando Flores Cardenas	23571592	
COORDINADOR DE ACTAS Y ARCHIVO	Julian Flores Pecero	23626667	
COORDINADOR DE ORGANIZACION	Daniel Quispe Ramirez	28276720	
COORDINADOR DE ECONOMIA	Alfredo Muñoz Otoo	28594063	
COORDINADOR DE DEFENSA	Juan Orlando Huamán	28594063	
COORDINADOR DE PRENSA Y PROPAG.	Elias Flores Cardo	28281617	
COORDINADOR DE DISCIPLINA	Juan de Dios Prado Villar	28691851	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20-07-91

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Limonchoyoc
DISTRITO : Pena San Francisco
PROVINCIA : Lamar
REGION : Libertadores Wari

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Alcudo Gutierrez Fernando	23699045	
COORDINADOR DE ACTAS Y ARCHIVO	Paulino Rodriguez Munoz	28707742	
COORDINADOR DE ORGANIZACION	Aquiles Bellido Rotah	23699733	
COORDINADOR DE ECONOMIA	Fermin Lagano Lagano	28691167	
COORDINADOR DE DEFENSA	Hermenegildo Huaman Aquilar	05431096	
COORDINADOR DE PRENSA Y PROPAG.	Gamboanya Sofia Fidel	28562328	
COORDINADOR DE DISCIPLINA	Eudemar Saucedo Benito	28560747	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha "20-03-91

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho

Coordinador General — Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : UVIATO — PICHARI
DISTRITO : QUIMBIRI
PROVINCIA : LA CONVENCION
REGION : "INCA"

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	TAYPE CALLE JUSTINIANO	22127242	
COORDINADOR DE ACTAS Y ARCHIVO	JULIAN MEDA VARGAS	22542129	
COORDINADOR DE ORGANIZACION	FELIPE AQUINO LLOCLLA	19911726	
COORDINADOR DE ECONOMIA	ANTONIO QUISPE NUÑEZ	22207193	
COORDINADOR DE DEFENSA	AQUINO LLOCLLA JULIAN	19886068	
COORDINADOR DE PRENSA Y PROPAG.	JULIAN QUISPE TUPIA	22201635	
COORDINADOR DE DISCIPLINA	CARLOS TAYPE CALLE	22327091	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha "20-03-91

Coordinador General — Coordinador de Actas

HUGO HUILLCA OVALLE

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : QUINBIRI - PICHARI
DISTRITO : QUINBIRI
PROVINCIA : LA CONVENCION
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	MANUEL ALTAMIRANO LA	22230422	
COORDINADOR DE ACTAS Y ARCHIVO	Efraín Baulay Hinojosa	28204339	
COORDINADOR DE ORGANIZACION	Alejandro Huayta Huillca Cadena	2394	
COORDINADOR DE ECONOMIA	Faustino Quispe Flores	28634120	
COORDINADOR DE DEFENSA	Hugo A. Huaylla Núñez	28266775	
COORDINADOR DE PRENSA Y PROPAG.	Obudio Gutierrez Flores	23942046	
COORDINADOR DE DISCIPLINA	Eleobaldo Gutierrez Flores	23944030	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 28-07-91

Federación de Productores de Hoja de Coca, Valle del Río Apurímac-Ayacucho
HUGO HUILLCA NUÑEZ
Coordinador General

PRESIDENTE Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : CHAYA - PICHARI
DISTRITO : QUINBIRI
PROVINCIA : LA CONVENCION
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	DONATO TONAIRO BERNEDAL	28203463	
COORDINADOR DE ACTAS Y ARCHIVO	AGUSTIN URBANO Rojas	28275509	
COORDINADOR DE ORGANIZACION	BENIGNO HARQUINA LECHE	23941916	
COORDINADOR DE ECONOMIA	CARLOS PRADO HUAMAN	28206077	
COORDINADOR DE DEFENSA	CELESTINO ARHUJO CRUZ	28592917	
COORDINADOR DE PRENSA Y PROPAG.	MODESTO MARTINEZ PALOMINO	28267628	
COORDINADOR DE DISCIPLINA	CERAPIO PEREZ QUISPE	28340729	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 28-07-91

Federación de Productores de Hoja de Coca, Valle del Río Apurímac-Ayacucho
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Pichari Alto – Pichari
DISTRITO : Quimbiri
PROVINCIA : La Convención
REGION : Inca.

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Zacarias Roca Nuestroza	23931368	
COORDINADOR DE ACTAS Y ARCHIVO	Aaronito Roca Casaverde	23931221	
COORDINADOR DE ORGANIZACION	Vilma Baigida Quispe de Roca	28263075	
COORDINADOR DE ECONOMIA	Augusto Barra Rojas	33537587	
COORDINADOR DE DEFENSA	Fidel Quispe Farfán	23931279	
COORDINADOR DE PRENSA Y PROPAG.	Humberto Torres Mayta	14885708	
COORDINADOR DE DISCIPLINA	Héctor Prado Mesía	06072924	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 30 de Julio 1991

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
Hugo Huillca
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Paraiso – Pichari
DISTRITO : Quimbiri
PROVINCIA : La Convención
REGION : Inca

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Zenobio Lizana Salvatierra	23931648	
COORDINADOR DE ACTAS Y ARCHIVO	Alipio López Macisa	23931389	
COORDINADOR DE ORGANIZACION	Felix Salcedo Loayza	23931863	
COORDINADOR DE ECONOMIA	Maximo Pariona Orrebarri	07677152	
COORDINADOR DE DEFENSA	Hipolita Sosa Arone	23931732	
COORDINADOR DE PRENSA Y PROPAG.	Narciso Castillo Morales	23931578	
COORDINADOR DE DISCIPLINA	Adrian Curo Ccente	28562878	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 30 de Julio 1991

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
Hugo Huillca
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : LIBERTAD – PICHARI
DISTRITO : QUINBIRI
PROVINCIA : LA CONVENCION
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	MAURO MORA E.	09178782	
COORDINADOR DE ACTAS Y ARCHIVO	JASINTO LAURA R.	28981937	
COORDINADOR DE ORGANIZACION	FELICIANO QUISPE Ñ.	28280222	
COORDINADOR DE ECONOMIA	PEDRO QUISPE L.	28280938	
COORDINADOR DE DEFENSA	ARMANDO GAVILAN B.	28281542	
COORDINADOR DE PRENSA Y PROPAG.	DIONICIO AVILA P.	28280199	
COORDINADOR DE DISCIPLINA	NOPOSINO CABALLA L.	28280422	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha _____

Federación de Productores de Hoja de Coca Valle del Río Apurímac Ayacucho
HUGO HUILLCA CVALLE
Secretario General
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : CATARATA – PICHARI
DISTRITO : QUINBIRI
PROVINCIA : LA CONVENCIÓN
REGION : INCA.

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	FRANCISCO MORENO QUINDO	28686208	
COORDINADOR DE ACTAS Y ARCHIVO	JULIA MUÑOZ GONZALES	23942048	
COORDINADOR DE ORGANIZACION	JULIO GOMEZ CASTILLO	28227861	
COORDINADOR DE ECONOMIA	FÉLIX VILLAVERDE CRUZ	23973895	
COORDINADOR DE DEFENSA	RAUMNO HUAMÁN AVILAR	[illegible]	
COORDINADOR DE PRENSA Y PROPAG.	EUGENIO GANDY PÉREZ	23705970	
COORDINADOR DE DISCIPLINA	LUIS QUISPE ZAMORA	28708305	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha _____

Federación de Productores de Hoja de Coca Valle del Río Apurímac Ayacucho
HUGO HUILLCA CVALLE
Secretario General
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : VILLA SALVADOR - PICHARI
DISTRITO : QUIMBIRI
PROVINCIA : LA CONVENCION
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	LUIS HUARAMICCAY NAVARRO	25502254	
COORDINADOR DE ACTAS Y ARCHIVO	ROBERTO MAURICIO HUMAREDA	28266896	
COORDINADOR DE ORGANIZACION	ALEJANDRO DE LA CRUZ QUISPE	23942039	
COORDINADOR DE ECONOMIA	LINO OCHOA ATAOCUSI	28200210	
COORDINADOR DE DEFENSA	ALEJANDRO DE LA CRUZ HUACHACA	28692202	
COORDINADOR DE PRENSA Y PROPAG.	OCTAVIO HUALLPA YUCRA	28686144	
COORDINADOR DE DISCIPLINA	JUAN HUALLPA YUCRA	28700608	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha: 07 - 31

Coordinador General — Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : TARANCATO - PICHARI
DISTRITO : QUIMBIRI
PROVINCIA : LA CONVENCION
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Francisco Chacaccia Huaman	06551206	
COORDINADOR DE ACTAS Y ARCHIVO	Eugenio Morales Ramos	28683417	
COORDINADOR DE ORGANIZACION	Romulo Zuvieta Cc	09396260	
COORDINADOR DE ECONOMIA	Cirilo Zamora Balvin	28268434	
COORDINADOR DE DEFENSA	Julio Denis Moreno Guevara	28801777	
COORDINADOR DE PRENSA Y PROPAG.	Santiago Morales Jeri	28768359	
COORDINADOR DE DISCIPLINA	Esperanto Ríos Lopez	28211309	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha: 07 - 31

Coordinador General — Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : CAMONACHARI - PICHARI
DISTRITO : QUINBIRI
PROVINCIA : LA CONVENCION
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Luciano Caspa Bonboza	07431541	
COORDINADOR DE ACTAS Y ARCHIVO	Benjamin Huamán Santa Cruz	23941803	
COORDINADOR DE ORGANIZACION	Felix Roblus Rojas	28240161	
COORDINADOR DE ECONOMIA	Teodoro Huamán Santa Cruz	28572107	
COORDINADOR DE DEFENSA	Vicente Tueros Castillera	28273939	
COORDINADOR DE PRENSA Y PROPAG.	Marcelino Moreira Villacrisis	28240277	
COORDINADOR DE DISCIPLINA	Zósimo Palomino Vila	28686729	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20-07-91

Coordinador General — Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : SANPANTUARI - PICHARI
DISTRITO : QUINBIRI
PROVINCIA : LA CONVENCION
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL			
COORDINADOR DE ACTAS Y ARCHIVO	ZOSIMO OSORIO VEGA	28563940	
COORDINADOR DE ORGANIZACION	VICTOR OVANDO G.	28279934	
COORDINADOR DE ECONOMIA	TEOBALDO POZO Z.	28282105	
COORDINADOR DE DEFENSA	SATURNINO CASTILLO CURO	28280379	
COORDINADOR DE PRENSA Y PROPAG.	LUIS LIMAQUISPE G.	28280006	
COORDINADOR DE DISCIPLINA	ANATOLIO ROMERO H.	28279313	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20-07-91

Coordinador General — Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : QUINBIRI ALTA - PICHARI
DISTRITO : QUINBIRI
PROVINCIA : LA CONVENCION
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	JESUS PEÑA QUISPE	28282076	
COORDINADOR DE ACTAS Y ARCHIVO	DEMETRIO CHIMAYCO H.	28281557	
COORDINADOR DE ORGANIZACION	JOREE VICAIÑA O.	28281475	
COORDINADOR DE ECONOMIA	MAXIMO LAPA GENTE	28280460	
COORDINADOR DE DEFENSA	PABLO HUAMANI G.	28591743	
COORDINADOR DE PRENSA Y PROPAG.	ADRIAN ALVA PRADO	28574592	
COORDINADOR DE DISCIPLINA	FORTUNATO PACHECO S.	28281376	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 - 07 - 91

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
HUGO HUILLCA OYALE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : CENTRO POBLADO - PICHARI
DISTRITO : QUINBIRI
PROVINCIA : LA CONVENCIÓN
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	SANTOS LAURA CARRIO	28222554	
COORDINADOR DE ACTAS Y ARCHIVO	ANTONIO SOBA ARONE	23931524	
COORDINADOR DE ORGANIZACION	JUSTO PRADO TELLO	28211443	
COORDINADOR DE ECONOMIA	MARINA MOSIA GAMBOA	ANALFABETA	
COORDINADOR DE DEFENSA	ADRIAN BENDEZÚ QUISPE	23931676	
COORDINADOR DE PRENSA Y PROPAG.	FALCONI ROJAS SILVERA	28283768	
COORDINADOR DE DISCIPLINA	JORGE MEDINA GAVILÁN	06067669	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de Julio 1991

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
HUGO HUILLCA OYALE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : PTO MAYO - OTARI Z-02
DISTRITO : QUIMBIRI
PROVINCIA : LA CONVENCION
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	JORGE RISCO ARONÉS	09175883	
COORDINADOR DE ACTAS Y ARCHIVO	SABINO HUAMÁN SALINAS	07042913	
COORDINADOR DE ORGANIZACION	EFRAIN HIMAICO QUINTAS	28278406	
COORDINADOR DE ECONOMIA	GREGORIO BERMUDO CRESPO	28207721	
COORDINADOR DE DEFENSA	EDGAR ESPINOZA PAREJA.	LM 27316517	
COORDINADOR DE PRENSA Y PROPAG.	HIMERON HUAMÁN CASTRO	23927617	
COORDINADOR DE DISCIPLINA	JULIÁN HUAMAN CASTRO	23667461	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20/07/91

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : OTARI SAN MARTIN - PTO MAYO
DISTRITO : QUIMBIRI
PROVINCIA : LA CONVENCION
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	FORTUNATO CURO MALBUI	28200948	
COORDINADOR DE ACTAS Y ARCHIVO	Rómulo Paredes Vargas.	28572738	
COORDINADOR DE ORGANIZACION	Gaspar Hinostroza Gonzalez	23931653	
COORDINADOR DE ECONOMIA	Policarpio Vicente Tarunga	28281320	
COORDINADOR DE DEFENSA	Constantino Paredes Vargas	28567484	
COORDINADOR DE PRENSA Y PROPAG.	Carlino Vega Martin	23931703	
COORDINADOR DE DISCIPLINA	Fernando Navarro Solórzano	28686374	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 Julio 1991

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : OTARI LATINOS - PUERTO MAYO
DISTRITO : QUIMBIRI
PROVINCIA : LA CONVENCION
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Alfredo Barrera Quisiati		
COORDINADOR DE ACTAS Y ARCHIVO	Isaac Barrera Lopez		
COORDINADOR DE ORGANIZACION	Marcial Yepez Rojas		
COORDINADOR DE ECONOMIA	Hao Sotung Barrera Lopez		
COORDINADOR DE DEFENSA	Lucio Barrera Quisiati		
COORDINADOR DE PRENSA Y PROPAG.	Joaquin Rosio Lopez		
COORDINADOR DE DISCIPLINA	Antonio Barrera Quisiati		

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 - Julio - 1991

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
Hugo Huilca Ovalle
Coordinador General

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : UNION CAMPESINA PUEBLO LIBRE - PUERTO MAYO
DISTRITO : QUIMBIRI
PROVINCIA : LA CONVENCION
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	ISIDRO BARRANTES QUISPE	28571048	
COORDINADOR DE ACTAS Y ARCHIVO	EVARISTO TERI QUILLER	08059620	
COORDINADOR DE ORGANIZACION	MARINO PERALTA MEDINA	08678647	
COORDINADOR DE ECONOMIA	ADRIAN RODRIGUEZ BARRANTES	19978360	
COORDINADOR DE DEFENSA	Paulino MONTERIA CHAVARRIA	08778670	
COORDINADOR DE PRENSA Y PROPAG.	Felix Ruiz Galay	08564631	
COORDINADOR DE DISCIPLINA	Gonzalo TERI RUIZ	08580009	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
Coordinador General
HUGO HUILCA OVALLE

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : MOGLIPAHPA - PTO MAYO
DISTRITO : QUIMBIRI
PROVINCIA : LA CONVENCIÓN
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Teodosio Paredes Rodríguez	L.E. 28221425	
COORDINADOR DE ACTAS Y ARCHIVO	Felix Paccima Moreno	L.E. 28222109	
COORDINADOR DE ORGANIZACION	Juan Lucio Carbajal Ríos	L.E. 23931634	
COORDINADOR DE ECONOMIA	Walter Aguinaco Vargas	L.E. 23931277	
COORDINADOR DE DEFENSA	Félix Najarro Zea	L.E. 28280479	
COORDINADOR DE PRENSA Y PROPAG.	Miguel Ochante de la Cruz	06011490	
COORDINADOR DE DISCIPLINA	Víctor Ruiz Zimes	L.E. 28206240	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de Julio 1991

Hugo Huillca
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : TRINCAVENI - PTO MAYO
DISTRITO : QUIMBIRI
PROVINCIA : LA CONVENCIÓN
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	JAEMI ROMERO M.	23931496	
COORDINADOR DE ACTAS Y ARCHIVO	MAXIMO ZANDOVAL R.	28761273	
COORDINADOR DE ORGANIZACION	PORFIRIO DE PAZ L.	28756032	
COORDINADOR DE ECONOMIA	ANGEL NALVARTI O.	23971499	
COORDINADOR DE DEFENSA	MARIANO CABRERA L.	28756012	
COORDINADOR DE PRENSA Y PROPAG.	CLAUDIO ALIAGA	28756078	
COORDINADOR DE DISCIPLINA	TIÓFILO GUTIERREZ S.	23931491	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 Julio 1991

Hugo Huillca
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : SAN CRISTOBAL - PTO MAYO
DISTRITO : QUIMBIRI
PROVINCIA : LA CONVENCIÓN
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Julian Garcia Huacho	LE 28569054	
COORDINADOR DE ACTAS Y ARCHIVO	Teodorio Huachaca Huamán	28208697	
COORDINADOR DE ORGANIZACION	Modesto Gomez Gorogundo	28003592	
COORDINADOR DE ECONOMIA	Prudencio Roberto Huaman	28506584	
COORDINADOR DE DEFENSA	Germán Huamán Quispe	28224284	
COORDINADOR DE PRENSA Y PROPAG.	Felipe Pozo Bambea	28674234	
COORDINADOR DE DISCIPLINA	Saturnino Condori Arango	28600284	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 Julio 1991

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
Hugo Huillca
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : QUISTO CENTRAL / PTO. MAYO
DISTRITO : QUIMBIRI
PROVINCIA : LA CONVENCION
REGION : INCA.

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	EDUARDO SALCEDO MONTEROS	28235030	
COORDINADOR DE ACTAS Y ARCHIVO	GREGORIO ROMERO RAMOS	28685475	
COORDINADOR DE ORGANIZACION	GENARO QUINTANA QUISPE	28569928	
COORDINADOR DE ECONOMIA	RUBEN YARANGA CISNEROS	28561526	
COORDINADOR DE DEFENSA	ANTONIO QUISPE SANAMPA	28208024	
COORDINADOR DE PRENSA Y PROPAG.	NEMESIO SALCEDO RETAMOZO	28567957	
COORDINADOR DE DISCIPLINA	FELICES MENDOLAZA MARIANO	23331465	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de Julio de 1991

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
Hugo Huillca
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : Quisto Valle - Pto MAYO
DISTRITO : Quinbiri
PROVINCIA : La CONVENCION
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Nicolas Ramos Guispe	28690989	
COORDINADOR DE ACTAS Y ARCHIVO	Juan Huaman Yarangupo	28241523	
COORDINADOR DE ORGANIZACION	Fabian Guillen Pezalta	28247810	
COORDINADOR DE ECONOMIA	Faustino Mercedes Faustino	28562022	
COORDINADOR DE DEFENSA	Antonio Guispe Yarangupo	28208064	
COORDINADOR DE PRENSA Y PROPAG.	Ananias Huaman Lapa	28709811	
COORDINADOR DE DISCIPLINA	Roberto Perez Romani	[illegible]	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de Julio de 1991

Federación de Productores de Hoja de Coca, Valle del Río Apurimac-Ayacucho
HUGO HUILLCA OYALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : GRAN SHIMONGARI - PTO. MAYO
DISTRITO : QUINBIRI
PROVINCIA : LA CONVENCION
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Olivier Cabezas Tamille	28279784	
COORDINADOR DE ACTAS Y ARCHIVO	Marino Huaman Calle	28281416	
COORDINADOR DE ORGANIZACION	José Cupertino Curo	28704135	
COORDINADOR DE ECONOMIA	Higidio Huerta Palma	28570215	
COORDINADOR DE DEFENSA	Justino Ccatamayo F.	28286379	
COORDINADOR DE PRENSA Y PROPAG.	Marcial Cambos Q.	28279896	
COORDINADOR DE DISCIPLINA	Jose Huaman Ore	28271630	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20-07-91

Federación de Productores de Hoja de Coca, Valle del Río Apurimac-Ayacucho
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : CATUN RUHI - PICHARI
DISTRITO : QUIMBIRI
PROVINCIA : LA CONVENCION
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	MARCELINO LAURA EDDY	28626621	
COORDINADOR DE ACTAS Y ARCHIVO	Victor Contreras Ch.	28226554	
COORDINADOR DE ORGANIZACION	Juan Barrios M. L.E.	28276555	
COORDINADOR DE ECONOMIA	Julio Chavigoni Quispe	28273028	
COORDINADOR DE DEFENSA	Metodio Lombera Huamán	LE 28370141	
COORDINADOR DE PRENSA Y PROPAG.	Alejandro Fioravanti	9856692	
COORDINADOR DE DISCIPLINA	Alejandro Gore Huamán	28201340	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20° de Julio 1991

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
Hugo Huilca
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : SECTOR TERESA
DISTRITO : QUIMBIRI
PROVINCIA : LA CONVENCION
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	Juan Pacheco Bernardo	28278653	
COORDINADOR DE ACTAS Y ARCHIVO	Bosmio Cabrera M.	28564600	
COORDINADOR DE ORGANIZACION	Fortunato Bernabe C	28574015	
COORDINADOR DE ECONOMIA	Felix Gavino Pacheco	23931786	
COORDINADOR DE DEFENSA	Cesar Gavino Alfaro		
COORDINADOR DE PRENSA Y PROPAG.	Cesar Roberto Garcia Huaro	Ctrlo # 186	
COORDINADOR DE DISCIPLINA	Ricardo Curo Bento	28701881	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de Julio de 1991

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
Hugo Huilca
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : SECTOR MANTARO / PTO. MAYO
DISTRITO : QUIMBIRI
PROVINCIA : LA CONVENCION
REGION : INCA.

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	ANTONIO ROSAS CASTRO	23931587	
COORDINADOR DE ACTAS Y ARCHIVO	ANACLETO QUISPE AUQUI	28264074	
COORDINADOR DE ORGANIZACION	MARIANO HUANAYA INTOSCA	23927302	
COORDINADOR DE ECONOMIA	CIRILO SULCA ROSAS	31461367	
COORDINADOR DE DEFENSA	PEDRO HUAMAN PALOMINO	23934622	
COORDINADOR DE PRENSA Y PROPAG.	FERNANO HUANAYA INTOSCA	28699748	
COORDINADOR DE DISCIPLINA	HUMBERTO RIVEROS CEANCAS	23931835	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de Julio de 1991

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto: **POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : NATIVIDAD - PTO. MAYO
DISTRITO : QUINBIRI
PROVINCIA : LA-CONVENCION
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	HUGO CASTAÑEDA ESPINOZA	28268384	
COORDINADOR DE ACTAS Y ARCHIVO	SATURNIO CHAVEZ PERCO	27254385	
COORDINADOR DE ORGANIZACION	IGNACIO CHAVEZ PRADO	08458678	
COORDINADOR DE ECONOMIA	ELIAS PACHECO BERNARDO	28560505	
COORDINADOR DE DEFENSA	JUAN LUCCO CARRASCO	27258886205	
COORDINADOR DE PRENSA Y PROPAG.	MARIO RIVEROS QUISPE	28218466	
COORDINADOR DE DISCIPLINA	FAUSTINO CHINIQUI PERCHIL (AUSTRALIANO)		

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 de Julio de 1991

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : SANKIRUHATO - PTO HAYO
DISTRITO : QUIMBIRI
PROVINCIA : LA CONVENCIÓN
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	MANUEL RUIZ MARTIL	28703160	
COORDINADOR DE ACTAS Y ARCHIVO	JÓCIMO PARIONA MORENO	28686714	
COORDINADOR DE ORGANIZACION	GUILLERMO LUJÁN DIPAZ	28708690	
COORDINADOR DE ECONOMIA	MODESTO REVEROS VENDEZÚ	28562451	
COORDINADOR DE DEFENSA	DEMETRIO CANDIA FOJO	28714449	
COORDINADOR DE PRENSA Y PROPAG.	ALEJANDRO MAURE CUADROS	28604319	
COORDINADOR DE DISCIPLINA	PAULINO FIGUEROA GARZÓN	28269039	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 Julio 1991

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : SAMANIATO - LUISIANA
DISTRITO : QUIMBIRI
PROVINCIA : LA CONVENCION
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	ROLANDO TUMIAN FRIAS	23931332	
COORDINADOR DE ACTAS Y ARCHIVO	EPIFANIO ROMAN CHACCHI	23591070	
COORDINADOR DE ORGANIZACION	MAXIMO GUZMAN VALDEZ	28560412	
COORDINADOR DE ECONOMIA	VICTOR QUIHUI HUAMAN	23931231	
COORDINADOR DE DEFENSA	JESS ROJAS RODRIGUEZ	23912342	
COORDINADOR DE PRENSA Y PROPAG.	MACEDONIO HUAMAN RUIZ	23594020	
COORDINADOR DE DISCIPLINA	JOSE ALARCON LA SERNA	23931512	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 Julio - 1991

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho

Coordinador General

Coordinador de Actas

FEDERACIÓN DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : SOCOREANDORO - RIO MAYO
DISTRITO : QUIMBIRI
PROVINCIA : LA CONVENCIÓN
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	ZOILO SOTO Q.	28692618	
COORDINADOR DE ACTAS Y ARCHIVO	Carlo de la Cruz Yucra	23931252	
COORDINADOR DE ORGANIZACION	Marino Vásquez Guadalupe	23931525	
COORDINADOR DE ECONOMIA	Agapino De la Cruz Yucra	23931849	
COORDINADOR DE DEFENSA	Clausio Pelaez Quispe	31462818	
COORDINADOR DE PRENSA Y PROPAG.	Jacinto Paucar	23941869	
COORDINADOR DE DISCIPLINA	Antonio Delgado Soto	23941763	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha _____

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : ZONA DEL VALLE DEL ENE
DISTRITO : SAN MARTIN DE PANGOA.
PROVINCIA : SATIPO
REGION : MARISCAL CACERES.

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	HUMBERTO VARGAS PARIONA	07352901	
COORDINADOR DE ACTAS Y ARCHIVO	AMERICO A. TINCO CASTRO	28565143.	
COORDINADOR DE ORGANIZACION	PEDRO PONCE ARONE	20967281.	
COORDINADOR DE ECONOMIA	MARIO AYALA BELLIDO.	28564015.	
COORDINADOR DE DEFENSA	GUSTAVO GAMARRA QUISPE	20981605.	
COORDINADOR DE PRENSA Y PROPAG.	ALBERTO JANAMPA MALDONADO	28215820	
COORDINADOR DE DISCIPLINA	PEDRO ORELLANA MORA	28533236.	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 DE JULIO DE 1991.

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : PUERTO TAMBO-VALLE ENE
DISTRITO : SAN MARTIN DE PANGOA
PROVINCIA : SATIPO
REGION : MARISCAL CASERES

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
COORDINADOR GENERAL	ZOSIMO JERI Q.	28692618	
COORDINADOR DE ACTAS Y ARCHIVO	CIRILO DE LA CRUS	23931252	
COORDINADOR DE ORGANIZACION	MAXIMO VASQUES L.	23931525	
COORDINADOR DE ECONOMIA	AGRIPINO DELA CRUS	23931849	
COORDINADOR DE DEFENSA	CLAUDIO PILLACA Q.	31462818	
COORDINADOR DE PRENSA Y PROPAG.	JACINTO PAUCAR	23941869	
COORDINADOR DE DISCIPLINA	ANTONIO BELAUNDE	23941763	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 20 - 07 - 91

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Coordinador de Actas

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : BOCA DE MANTARO - Z-ENE
DISTRITO : SAN MARTIN DE PANGOA
PROVINCIA : SATIPO
REGION : MARISCAL CACERES

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

CARGO	NOMBRE	L.E.	FIRMA
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COORDINADOR DE ORGANIZACION	EFRAIN HUAYLLASCO AGUADO. -	20967796. -	
COORDINADOR DE ECONOMIA	ROGELIO CARDENAS RAMIREZ.	TAMMITE. -	
COORDINADOR DE DEFENSA	OLAS ESPINOZA. OLANO.	28533341.	
COORDINADOR DE PRENSA Y PROPAG.	MARIO CASTRO CASAFRANCA.	28586744.	
COORDINADOR DE DISCIPLINA	ELIAS NAVARRO CARTAGENA.	00154695.	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
Coordinador General

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : PADUCHARI - Z- ENE.
DISTRITO : SAN MARTIN DE PANGOA.-
PROVINCIA : SATIPO
REGION : MARISCAL CACERES.

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COORDINADOR DE ORGANIZACION	PAULINO VILLANUEVA.	20967325	
COORDINADOR DE ECONOMIA	ALBINO LAPA YAULI	L.E.Nº 20967356	
COORDINADOR DE DEFENSA	SERGIO VENEGAS QUISPE.	L.E. 19800224	
COORDINADOR DE PRENSA Y PROPAG.	MARCIAL CALLE	23634298	
COORDINADOR DE DISCIPLINA	CIPRIANO ROMERO.	L.E.N 28702220	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha _____

Federación de Productores de Hoja de Coca Valle del Rio Apurimac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Federación de Productores de Hoja de Coca Valle del Rio Apurimac-Ayacucho
Coordinador de Actas

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : SHIMPENCHARIATO - ENE.
DISTRITO : SAN MARTIN DE PANGOA
PROVINCIA : SATIPO.
REGION : ANDRES AVELINO CACERES.

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

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COORDINADOR DE ACTAS Y ARCHIVO	EUSEBIO LAURA QUISPE.	L.E. 28102433.	
COORDINADOR DE ORGANIZACION	SATURNINO MORALES LEONARDO.	L.E. 23641234.	
COORDINADOR DE ECONOMIA	CONSTANTINO MANRIQUE FAJARDO.	L.E. 20983123.	
COORDINADOR DE DEFENSA	VICTOR MANRIQUE FAJARDO.	L.E. 20981105.	
COORDINADOR DE PRENSA Y PROPAG.	AMADOR HUAMAN HURTADO	L.E. 28702278	
COORDINADOR DE DISCIPLINA	ANELITO VIZAÑA HURTADO BRETON	LOB.	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha _____

Federación de Productores de Hoja de Coca Valle del Rio Apurimac-Ayacucho
HUGO HUILLCA OVALLE
Coordinador General

Federación de Productores de Hoja de Coca Valle del Rio Apurimac-Ayacucho
Coordinador de Actas

FEDERACION DE PRODUCTORES DE HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : AMASONAS - ENE
DISTRITO : SAN MARTIN D. PANGOA
PROVINCIA : SATIPO
REGION : CACERES

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

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COORDINADOR DE ORGANIZACION	EDUARDO SISNEROS AYUAR.	23927597.	
COORDINADOR DE ECONOMIA	ARMANDO CCASA NI-YANGOY.	23962198.	
COORDINADOR DE DEFENSA	RAFAEL AGUILAR YULGO	Boleto.	
COORDINADOR DE PRENSA Y PROPAG.	TIOFILO PINCOS QUISPE	23941102.	
COORDINADOR DE DISCIPLINA	JUAN PALOMINO LUDERA	28683060	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha _____

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
Hugo Huillca Oyarce
Coordinador General

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
Jesus Tamayo
Coordinador de Actas

Señor :
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PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : TONUNTUARI - ENE
DISTRITO : SAN MARTIN D. PANGOA
PROVINCIA : SATIPO
REGION : CACERES.

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

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COORDINADOR GENERAL	MARIO AYALA BELIDO	28564015.	
COORDINADOR DE ACTAS Y ARCHIVO	WALTER QUISPE CAHUANA.	28441339.	
COORDINADOR DE ORGANIZACION	MARIO PINEDA QUINTANA.	27263608	
COORDINADOR DE ECONOMIA	ALEJANDRO VILA MORALES.	06069718	
COORDINADOR DE DEFENSA	ELISEO ZEACTAHUAMIN LEON	23941802.	
COORDINADOR DE PRENSA Y PROPAG.	JUAN LUNASCO PEÑA	28692272	
COORDINADOR DE DISCIPLINA	JACINTO ROJAS CRISPIN	28281244	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 19

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
Hugo Huillca
Coordinador General

Federación de Productores de Hoja de Coca Valle del Río Apurimac-Ayacucho
Jesus Tamayo
Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
Ingeniero Alberto Fujimori Fujimori
PRESIDENTE DE LA REPUBLICA
Proyecto:**POR EL DIALOGO Y LA PAZ: AGRICULTORES COCALEROS**
Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : GRAN SHIMONGARI - PTO. MAYO
DISTRITO : QUINBIRI
PROVINCIA : LA CONVENCION
REGION : INCA

INTERLOCUTORES VALIDOS

Para los efectos de cualquier acuerdo sobre Desarrollo Alternativo a ser supervisado por las Naciones Unidas, son Interlocutores Válidos:

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COORDINADOR DE ORGANIZACION	José Cupertino Curo	28704135	
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COORDINADOR DE DEFENSA	Justino Ccatamayo F.	28286379	
COORDINADOR DE PRENSA Y PROPAG.	Marcial Canboa Q.	28279896	
COORDINADOR DE DISCIPLINA	Jose Huaman Ore	28271630	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha 30-07-91

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
Coordinador General

Coordinador de Actas

FEDERACION DE PRODUCTORES DE
HOJA DE COCA
VALLE DEL RIO APURIMAC
AYACUCHO

Señor :
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Palacio de Gobierno - Plaza de Armas s/n - Lima

COMITE DE PRODUCTORES DE : PUERTO ROCA - Z-ENE
DISTRITO : RIO TAMBO.-
PROVINCIA : SATIPO.
REGION : MARISCAL CACERES.-

INTERLOCUTORES VALIDOS

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COORDINADOR DE ACTAS Y ARCHIVO	ROBERTO HUAMAN ACEVEDO	28692616.-	
COORDINADOR DE ORGANIZACION	MAXIMO VILCA PACOTAIRE	07835752..	
COORDINADOR DE ECONOMIA	REYNALDO FERNANDEZ ALLPACCA	20967936.	
COORDINADOR DE DEFENSA	DIONISIO ROJAS ROMERO	28575992.	
COORDINADOR DE PRENSA Y PROPAG.	ROLANDO ARCE MEDINA.	20967791.-	
COORDINADOR DE DISCIPLINA	ZEBEDEO MIGUEL QUISPE	23934699.	

Agradeceré dar facilidades del caso a las personas antes mencionadas, para el buen desempeño de sus funciones.

Fecha

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
HUGO HERRERA RAMOS
Coordinador General

Federación de Productores de Hoja de Coca Valle del Río Apurímac-Ayacucho
Coordinador de Actas

Ecuador
Colombia
Loreto
Tumbes
Amazonas
Piura
San Martín
Lambayeque
Cajamarca
Brazil
La Libertad
Ancash
Huánuco
Pasco
Ucayali
Lima
Junín
Madre de Dios
Cuzco
Huancavelica
Machu Picchu (ruins)
Apurímac
Ica
Puno
Ayacucho
Bolivia
Arequipa
Moquegua
Tacna
Chile
PORCENTAJE DE CULTIVO DE HOJA DE COCA
AREA DE INFLUENCIA DE INTERLOCUTORES VALIDOS DEL "ALTO HUALLAGA" 60 COMITES - 67.13% DEL CULTIVO DE HOJA DE COCA
AREA DE INFLUENCIA DE INTERLOCUTORES VALIDOS DEL "VALLE DEL RIO APURIMAC" 123 COMITES - 22.87% DEL ULTIVO DE HOJA DE COCA
90% DEL TOTAL DEL CULTIVO DE HOJA DE COCA A NIVEL NACIONAL
AREA DE INFLUENCIA DE CAMPESINOS COCALEROS AUN NO RECONOCIDOS (10% DEL CULTIVO DE HOJA DE COCA)

ANNEX 2

ONE THOUSAND PIECES OF LEGISLATION TO REMOVE CONSTRAINTS TO GROWTH

I. REMOVING OBSTACLES IN ORDER TO HELP PEOPLE IN THE EXTRALEGAL SECTOR GAIN ACCESS TO PUBLIC SERVICES AND ALLOW THEM TO CARRY OUT ECONOMIC ACTIVITIES LEGALLY

Administrative Simplification main Laws

1. Congress of the Republic Law 25035 (June 10, 1989)

Approves the administrative Simplification Law, based on the bill submitted by the ILD to multiparty Congress Group Committee and later unanimously approved by the Congress.

2. Congress of the Republic 2001 Law 27444

Law of administrative procedures. Incorporates the administrative simplification principles.

3. Congress of the Republic 2002 Law 27658

Framework Law for the Modernization and Administration of the State. Citizens have the right to participate in the general oversight of government activities as well as those for drawing up the budget.

4. Congress of the Republic 2007 Law 28976

Establishes a uniform and comprehensive operating license with clearly defined criteria for all enterprises without distinction. Framework Law for Operating Licenses (Law 28976), which gathers the postulates of the ILD's model rule.

5. Congress of the Republic 2007 Law 29060

The administrative positive silence law, addressing administration's delays and failures to act. As a result of the promulgation of this law, administrative procedures have been either improved or eliminated for the benefit of citizens (PCM, 2010).

6. Congress of the Republic 2007. Law 29158

Organic Law for the Executive Power, establishes the principle of simplification in government administration in order to eliminate all unnecessary requirements and procedures (Article II of the Preliminary Title)

7. Presidency of the Republic, 2008 Legislative Decree 1033

Entrepreneurs and citizens can request that INDECOPI[78] eliminate inadvertent barriers to enter the market economy.

8. Congress of the Republic 2013. Law 30056

Amends the Law on the Organization and Functions of INDECOPI and gives it the power to impose sanctions to promote the elimination of bureaucratic barriers to entrepreneurial activity imposed by government officials and entities.

Administrative Simplification Main Regulations

9. Supreme Decree 070-89-PCM (September 1, 1989)

78 National Institute for the Defense of Competition and Protection of Intellectual Property –is also a consumer protection agency.

The regulations of the Administrative Simplification Law. The draft was developed by a joint committee composed made up ofby representative from the ILD and the INAP- National Institute of Public Administration.

10. Supreme Decree N° 057-2005-PCM 2005 The Peruvian Government approves the National Plan for Competitiveness

Administrative Simplification as a strategic policy to foster competitiveness.

11. Supreme Decree No 032-2006-PCM Citizen Services and Companies Internet Portal - PSCE

A citizens information portal attached to the Peruvian Government Portal – PEP. Providing on line information about the procedures, requirements and rights established in the Unified Text of Administrative Procedures - TUPAs of all public entities.

12. Minsterial Resolution. No 356-2006-TR

Creates the MY COMPANY Program to reduce red tape for the formalization of micro- and small businesses, and provide entrepreneurs with a series of additional benefits.

13. Supreme Decree No 019-2007-PCM: State Single Window.

Establishes the use of a government one-stop-shop through the Website for Citizen and Enterprise Services as the mechanism through which existing virtual public services were are provided

14. Prime Minister. 2011. Supreme Decree 007-2011-PCM

Approves the Administrative Simplification Methodology and establishes provisions for implementation, to improve administrative procedures and services.

15. Prime Minister. 2013 R.M. 048-2013-PCM

National Plan for Administrative Simplification

Regulations and administrative decisions published from October 1989 to September 1994 derived from the Administrative Simplification Law designed by the ILD

CUSTOMS

16. Customs simplifies export procedures

The Customs Superintendence unified and simplified four foreign trade procedures by approving the customs form, "Affidavit to Export" and its "Instruction Brochure", based on user declarations subject to ex-post inspection.

17. Customs simplifies goods shipment procedure during strikes

The Customs Superintendence established a simplified procedure to be followed by all Customs Houses nationwide for the shipment of goods during strikes. This procedure is based on the presumption of truth as stated in the Administrative Simplification Law, as such the user's declaration is accepted at face value, subject to random ex post inspection.

18. Airport customs is reorganized to adapt it to administrative simplification

The Customs administration jurisdiction at the Jorge Chavez International Airport is reorganized to carry out the necessary actions needed to optimize the services provided by Customs, in accordance with the provisions under the Administrative Simplification Law.

19. Import procedure for mining goods simplified

The National Customs Superintendence reduces the requirements for paperwork involved in obtaining permits to import capital goods and supplies for mining upon presenting a non-competition ruling; a copy of a prior import permit if carrying out the operation using the Single Exchange Market (MUC) exchange rate; and a sworn affidavit following a model form.

If it is the first time following the procedure, the applicant must submit in addition to the aforementioned documents a copy of a current certificate proving him/her to be a small or medium miner.

The need to have one's previous import permit as well as small or medium miner certificate notarized is eliminated.

AGRICULTURE

20. Requirements for applying for allocation of land in Majes reduced

Applicants to qualification for and allocation of Majes project agricultural lands will only have to submit an affidavit-like registration certificate. Only successful beneficiaries will be required to submit complete documentation.

21. The Ministry of Agriculture simplifies pension granting procedures

The Ministry of Agriculture ordered that granting severance payment, disability allowance, and survivor annuity, without previously having received a pension. Previous requirements will be verified ex post.

22. Ministry of Agriculture streamlines issuance of social benefits

The Ministry of Agriculture ordered that no social benefits case arising from services rendered to the institution can take more than thirty working days to be granted.

BANCO DE LA NACIÓN (PERU'S STATE BANK)

23. Single form to obtain a revenue stamp can be photocopy

Banco de la Nacion allows users to submit photocopies paid revenue stamps. In this way, users will not have to pay high prices to resellers of the form.

FAMILY WELFARE

24. INABIF will adapt their procedures to the administrative simplification law.

National Institute of Family Welfare (Instituto Nacional de Bienestar Familiar - INABIF) establishes a commission to analyze the Administrative Simplification Law (N° 25035) and its

regulations and modify procedures and services provided to comply with it.

FOREIGN TRADE

25. Paperwork simplified and payment of I/1 million for the registration or re-registration of importers in the Foreign Trade Institute (ICE) is eliminated

The Foreign Trade Institute (ICE) eliminates the payment of one million intis for the registration or annual re-registration in the National Registry of Importers. Now the registration and re-registration are based on an applicant's simple affidavit, subject to ex-post controls.

26. The Foreign Trade Institute (ICE) improves procedures to provide information to users

The Foreign Trade Institute (Instituto de Comercio Exterior – ICE) implements a speedy system to handle queries on prior import permits, which allows users to obtain information on a file immediately.

27. Prior import permit will only be required for MUC products

The Ministry of Economy and Finance eliminated the Prior Import Permit requirement for most cases. This permit will only be required for the import of goods with foreign exchange at the exchange rate of the Single Exchange Market (MUC).

28. Lack of sectorial authorization will not hold up procedure for procurement of foreign currency

The Ministry of Economy and Finance ordains that lack of prior sectorial authorization will not detain the paperwork in the applications to purchase foreign currency at the MUC exchange rate or the importation of goods. To simplify and streamline economic recovery, the sector to which the applicant company belongs will be responsible for the ex post verification of fulfillment of requirements.

29. ICE closes offices abroad

ICE began implementing cutbacks by reducing the number of offices it has abroad, closing its trade offices in Milan, Los Angeles, London and Madrid.

30. Ministry of Economy and Finance (MEFC) simplifies procedure to import raw materials for industrial companies

The Ministry of Economy and Finance establishes the procedure that industrial companies must follow to import materials at the MUC exchange rate, without holding up the processing of the application.

31. ICE simplifies requirements for CERTEX (tax refund certificate)

ICE simplifies requirements to provide users with more benefits from obtaining a Certex related to tax incentives on Non-Traditional Exports.

32. Clothing export quotas will be distributed in accordance with agreement among all garment manufacturers

A Multi-sectorial Commission is created and it is responsible for proposing to ICE the distri-

bution of clothing export quotas to the United States. The commission, comprised of small, medium, and large manufacturers. Corresponding Set of Rules will be responsible for drafting the corresponding regulations, avoiding the obstacles and barriers currently in force.

33. The ICE merges four export registries into one Unified Registry

The ICE creates a Unified Registry to register all people engaged in exporting non-traditional products in order to unify the special registers used by exporters of clothing made in cotton, sheep wool and fine alpaca wool and the artisan manufacturers.

RURAL COMMUNITIES

34. Rural communities can finally register their businesses

The National Institute of Rural Communities (Instituto Nacional de Comunidades Campesinas - INDEC) issues the regulations needed for rural communities to register their businesses in the Public Registry. These regulations, pending since April 1987, eliminate a major administrative obstacle.

COOPERATIVES

35. INCOOP will adapt their procedures to the administrative simplification law.

The National Institute of Cooperatives (Instituto Nacional de Cooperativas - INCOOP) creates a commission to analyze and adapt the services they render to the Administrative Simplification Law.

36. Incorporation of cooperatives simplified

INCOOP reduces requirements for the incorporation of cooperative organizations to providing a simple application form, a copy of the articles of incorporation certified by an attester, and copies of the Appointment of the Administration Council, the Supervisory Board, and the Electoral Committee, all certified by an attester.

37. INCOOP simplifies requirements to modify cooperative bylaws

INCOOP reduces the requirements to modify bylaws to submitting one simple application form, a copy of the Minutes of Approval of Modified Bylaws certified by an attester, and a copy of the list of people who attended the General Meeting certified by an attester.

38. Cooperative bylaws adaptation will be simple

INCOOP reduces the requirements to adapt bylaws to submitting a simple application form, a copy of the Minutes approving the adaptation of the bylaws, and a copy of the list of attendees to the General Meeting. These copies must be certified by an attester.

39. Cooperatives will receive protection regime certificate easily

INCOOP reduces requirements to obtain the Protection Regime Certificate to submitting a sworn affidavit, a copy of the registry inscription, and a copy of proof that the co-op is part of an association with current juridical capacity certified by an attester.

40. The procedure to change a cooperative's business organizational form is simplified

INCOOP reduces the requirements to change business organizational form to submitting a copy of a petition from 50% of the members showing their approved certified by an attester; copy of the minutes of the General Meeting in which the motion to make the change was passed with two thirds of the members in favor of the motion and with an INCOOP representative present, the minutes certified by an attester; certificate of the registration of council members and manager, certified by an attester; payroll of the working members; and a copy of the resolution from the Ministry of Agriculture approving the change.

41. INCOOP reduces the requirements to transform cooperative

INCOOP reduces the requirements for Cooperative transformation to submitting a simple application form, a copy of the minutes of the extraordinary general meeting approving the transformation and the transfer of assets and liabilities, certified by an attester; a balance sheet as of the date of transformation certified by an attester; a copy of minutes of the session in which the transformation was approved, certified by an attester; list of members certified by an attester; copy of the list of attendees to the General Meeting certified by an attester, and copy of the request for the transformation signed by at least two thirds of the members, certified by an attester.

42. Cooperatives will be able to merge with fewer requirements

INCOOP reduces the requirements for cooperatives to merge to submitting a simple application form; a copy of the minutes of the general assembly in which the merger was agreed to, certified by an attester; copy of the request to transform signed by at least two thirds of the members, certified by an attester; copy of the list of attendees to the general meeting certified by an attester; and the publication of a notice of the merger.

ECONOMY AND FINANCE

43. Responsibility to include tax card number in advertisement will no longer fall on the media

The person/company placing an advertisement rather than the media will be responsible for ensuring that a tax card number has been included in an advertisement.

44. Tax payers can obtain tax return forms in advance

For tax payer convenience, the forms and instruction brochures for individual income tax returns, business asset tax returns, and other related taxes will be available no later than 30 January each year.

45. It is now easier to obtain a tax card

The Ministry of Economy and Finance reduces the requirements to obtain a tax card.

30a) In the case of natural persons, requirements are reduced to submitting a registration form and the presentation of the applicant Electoral Card. The presentation of the Income Tax Return for the last fiscal year and copy of the Electoral Card have been eliminated.

30b) In the case of legal persons, the procedure has been reduced to submitting the registration form and the memorandum of incorporation showing the notary public file number or the document that accredits the company's incorporation, and the person doing the paperwork showing his/her tax card or electoral card. The requirement of having the person

doing the paperwork submit a copy of his/her electoral card has been eliminated.

30c) In both cases, the Ministry of Economy and Finance has determined that when a third party carries out the paperwork, he/she will not be required to submit a power of attorney legalized by notary public.

EDUCATION

46. INABEC will not require certificates already eliminated by the administrative simplification law

The National Institute for Scholarships and Educational Loans (INABEC) simplifies procedure to obtain scholarships and loans. The requirement of submitting documents prohibited by Law N° 25035, such as health, survival, and criminal record certificates, is eliminated. Fee increases are suspended.

47. High school diplomas will be issued free of charge upon completing high school

The Ministry of Education decrees that a high school diploma be provided free of charge to high school students who have completed their high school education in public schools with passing grades in all subjects.

48. The education sector approves administrative simplification plan for sector

The education sector approves education sector administrative simplification program as of the October-December 1989 quarter.

49. Villareal University eliminates requirements for applicants

Applicants to Villareal University can register by submitting a certificate for the last year of high school and an application in the way of an affidavit, replacing the certificate for the five years of high school education, together with an investigative police certificate, a good conduct certificate, no police record certificate, and a health certificate.

50. High school registration will be automatic for all those completing their primary education in the same school

The Ministry of Education decrees that students completing their sixth grade of primary education will be automatically registered in December to start high school education, without any other requirement than that of having completed his/her primary studies. The requirement of submitting all certificates showing one has passed primary school is eliminated since the school already has or should have this information.

51. Requirements to apply to post-secondary institutes and schools are simplified

The Ministry of Education reduces the requirements to register applicants for admission to the Technological Institutes and Higher Education Schools to an application and payment receipt covering the corresponding fee.

The need to submit the following has been eliminated: a birth certificate, certificates of high school education, bank receipt showing deposit in the name of the Institution, personal data sheet according to pre-established format, and two photographs.

GOVERNMENT ENTERPRISES

52. The Peruvian Corporation of Commercial Airports and Aviation Inc. (Corporación Peruana de Aeropuertos y Aviación Comercial – CORPAC) reduces requirements to register in its registry of suppliers

To register in the CORPAC S.A. Supplier Registry, a supplier must submit a legalized copy of or a simple photocopy of his/her State supplier credentials granted by the National Institute of Public Administration (Instituto Nacional de Administración Pública – INAP), instead of having to submit to CORPAC all the documents already submitted to INAP to obtain this credential.

53. Redundant government supplier registries eliminated

The National Development Corporation (Corporación Nacional de Desarrollo - CONADE) eliminates the redundant need to register in the Register of State Company Suppliers and decrees that suppliers only register in the Unified Registry of State Suppliers, controlled by INAP.

54. CORPAC reduces requirements to obtain identification documents

CORPAC eliminates the need to submit a series of unnecessary documents to obtain identification documents (photo-checks, permits, and stickers). Applicants no longer need to submit a birth certificate, domicile certification, certificates of clean judicial and police records, and health certificate; legalized copies of one's electoral card, military card, tax card; legalized copy of the articles of incorporation of the company, legalized copy of the last three months of the payroll of the agency in which the user works and his/her payment slip, and a copy of the 1988Income Tax Return.

The requirements are limited to the following:

a) Corpac S.A. personnel must submit an application form and an affidavit to obtain a duplicate of a photo-check.

b) Airlines, private pilots, and companies that provide aviation services, must submit a photocopy of the Ministry Resolution (M.R.) authorizing them to operate.

c) Customs agencies must submit a copy of the M.R. issued by the General Directorate of Customs authorizing them to operate and a copy of the identification card issued by the Directorate, authenticated by an attester.

d) Official baggage handlers working for State-owned enterprises must submit a copy of the M.R. designating them as baggage handlers and a copy of the identification card issued by the Directorate, authenticated by an attester.

e) Air cargo transportation agencies, must submit a copy of the legislation authorizing them to operate.

f) Postal transportation and distribution agencies must submit a copy of the Director's Resolution granting them the pertinent license.

g) Customs technicians must submit a copy of the M.R. authorizing the company to carry out its own customs procedures.

55. Transportation insurance proposed

Popular y Porvenir Insurance Company prepared a nationwide insurance protection proposal for owners and users of public transportation as an alternative for the deficient fund to assist transportation agents, victims of terrorist attacks.

56. ECASA simplifies requirements to provide rice quotas to workers

The Food Trading Enterprise (Empresa Comercializadora de Alimentos S.A. - ECASA) has informed public and private institutions, ministries, the armed forces and police force, corporations, unions, and non-profit organizations that through the Administrative Simplification Law it will grant rice quotas to their workers when they submit an application and a simple copy of their incorporation and prove that in fact the person making the purchase is authorized to do so.

A series of requirements is eliminated, including that of supervising markets.

57. ECASA eliminates registry requirement for rice buyers

ECASA has eliminated the requirement for buyers to register with and be included in ECASA's list of buyers and having to show identification documents. ECASA only requires interested parties to go to the sales office in person and to have the funds to pay either in cash or as a certified check.

ENERGY AND MINES

58. Shanty towns will no longer pay for time extension of power supply

Shanty towns will no longer pay for the time extension supply of provisional power. These charges, which surpassed I/. 10 million per association, went against the Administrative Simplification Law, because the time extension of the supply, unlike the installation of the power lines, does not cost Electrolima any additional expense. According to the aforementioned law, one cannot charge amounts that exceed the real production costs of the documents or services involved.

59. The Ministry of Energy and Mines to adapt their procedures to the administrative simplification law

The Ministry of Energy and Mines creates a commission to analyze the services it provides and to adapt them to the Administrative Simplification Law and Regulations.

MARITAL STATUS

60. Wedding edicts will be published free of charge in "EL PERUANO" (official gazette)

Wedding edicts will be published free of charge in the official gazette "El Peruano".

61. Procedures to legalize marital status certificates to be used abroad are drastically simplified

The Ministry of Foreign Relations simplified the procedure to legalize certificates issued by the Civil Records Registry so that they are legally effective abroad. The original procedure included the issuance of the certificate by the municipality, its legalization by the district

mayor and the head of the civil registration, the certification of both of their signatures by the provincial mayor, the certification of the latter's signature by the area prefect, and the verification of the prefect's signature by the Ministry of the Interior in the capital city, after which it would finally reach the Ministry of Foreign Relations. Currently, this ministry legalizes the certificates directly, only requiring:

a) Certificates issued by the Municipality of Lima with the signature of the Director of the Civil Record Registry of Lima

b) Certificates issued by the other districts of the provinces of Lima and Callao, with the signature of the mayor or the head of civil registration, and

c) Certificates issued by provincial and district municipalities in the rest of the country, with the mayor's signature legalized by either the prefect or sub-prefect.

ATTESTERS

62. IPSS regulates the designation of their attesters to authenticate required documents quickly and free of charge

The Peruvian Institute of Social Security (Instituto Peruano de Seguridad Social – IPSS) approves the "Regulations for the Designation of attesters in the Peruvian Institute of Social Security ".

63. Ministry of Housing decentralizes the designation of attesters

The Ministry of Housing and Construction has decreed that the general managers and office heads of the same rank and of the same sector can designate regional directors and their attesters.

64. ICE names attesters to legalize user documents quickly and free of charge

The Foreign Trade Institute (Instituto de Comercio Exterior – ICE) designates two main attesters and two alternates to authenticate free of cost photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

65. Ministry of Fishery designates attesters authenticate user documents quickly and cost free

The Ministry of Fishery appoints a main attester and one alternate at their Main Office to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

66. Main office of Public Registry names attesters to authenticate user documents quickly and free of cost

The Public Registry designates three main attesters and two alternates in their Main Office to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

67. Mining Public Registry designates 6 attesters to authenticate user documents quickly and cost free

The Mining Public Registry designates 6 main attesters and two alternates to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

68. Ministry of Housing designates attester to authenticate user documents quickly and free of cost

Ministry of Housing and Construction designates a main attester and one alternate in the document processing unit of the general secretary office to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

69. Municipality of San Borja designates attester to authenticate user documents quickly and free of cost

The Municipality of San Borja designates a main attester and one alternate to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

70. INCOOP designates attester to authenticate user documents quickly and free of cost

The National Institute of Cooperatives (Instituto Nacional de Cooperativas - INCOOP) designates two main attesters in their to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

71. The Ministry of Labor designates attesters to authenticate user documents quickly and free of cost

The Ministry of Labor and Social Promotion designates two attesters in their Main Office to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents. Also, they designate an attester to carry out the same task exclusively with the documents workers or former workers of the ministry may submit.

72. Office of the President of the Council of Ministers designates attesters to authenticate user documents quickly and free of cost

The Office of the President of the Council of Ministers designates two attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

73. Ministry of the Interior designates attesters to authenticate user documents quickly and free of cost

The Ministry of the Interior designates attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

74. Municipality of La Molina designates attesters to authenticate user documents quickly and free of cost

The Municipality of La Molina designated their attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

75. The Callao Registry Office designated attesters to authenticate user documents quickly and free of cost

The Callao Registry Office designates their attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

76. The Provincial Public Registry offices designate attesters to authenticate user documents quickly and free of cost

The Provincial Public Registry Office (ONARP) designates attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

77. The Vice-Ministry of Industry designates attesters to authenticate user documents quickly and free of cost

The Vice-Ministry of Industry designates two attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

78. The Vice-Ministry of Commerce designates attesters to authenticate user documents quickly and free of cost

The Vice-Ministry of Commerce designates two attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

79. The MICTI Central Program designated attesters to authenticate user documents quickly and free of cost

The Ministry of Industries, Trade, Tourism, and Integration – (Ministerio de Industustrias, Comercio Interior, Turismo e Integración – MICTI) Central Program designates two attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

80. SINADEPs designates attesters to authenticate user documents quickly and free of cost.

The National System of Social Property (Sistema Nacional de Empresas de Propiedad Social - SINADEPs) designates two attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

81. Ministry of Justice designates attesters to authenticate user documents quickly and free of cost.

The Ministry of Justice designates attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

82. The Regional Labor Offices designates attesters to authenticate user documents quickly and free of cost.

The Regional Labor Offices authorize officers to designate attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

83. National Council of Magistrates designates attesters to authenticate user documents quickly and free of cost.

National Council of Magistrates designates attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

84. The Regional Office of Flora and Fauna designates attesters to authenticate user documents quickly and free of cost.

The Regional Office of Flora and Fauna designates attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

85. INABIF designates attester to authenticate user documents quickly and free of cost.

National Institute of Family Welfare (Instituto Nacional de Bienestar Familiar - INABIF) designates an attester in their Main Office, who will, free of cost, authenticate the simple copy of any document that requires to be presented in original to that entity, with prior comparison against the original, without the user having to resort to expensive notary public legalization.

86. Municipality of Lurigancho designates attester to authenticate user documents quickly and free of cost.

The Municipality of Lurigancho (Chosica) designates one main and alternate attester to authenticate free of charge photocopies of any original document required by this entity,

with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

87. Main office of the Ministry of Energy and Mines designates attesters to authenticate user documents quickly and free of cost.

The Ministry of Energy and Mines designates attesters in their Main Office to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

88. The Tenders and Public Works Board of Governors designates attesters to authenticate user documents quickly and free of cost.

The Tenders and Public Works Contracts Board of Governors designates attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

89. The First Labor Region designates attesters to authenticate user documents quickly and free of cost.

The First Labor and Social Promotion designates attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

90. The Regional INCOOP Bureau in Trujillo designated attesters to authenticate user documents quickly and free of cost.

The Regional INCOOP Bureau, in Trujillo, designates attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

91. The National Institute of Social Communications designates attesters to authenticate user documents quickly and free of cost.

The National Institute of Social Communications designated two attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

92. INE designates attesters to authenticate user documents quickly and free of cost.

The National Institute of Statistics (Instituto Nacional de Estadística - INE) designates attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

93. Municipality of San Luis designates attesters to authenticate user documents quickly and free of cost.

The Municipality of the District of San Luis designates one main attester and one alternate

to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

94. The Municipality of Lima Administration Office designates attesters to authenticate user documents quickly and free of cost.

The Municipality of Lima Administration Office designates attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

95. The Ministry of Housing Main Office designates attesters to authenticate user documents quickly and free of cost.

The Main Office of Communal Development of the Ministry of Housing and Construction designates attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

96. The National Archives of Peru designates attesters to authenticate user documents quickly and free of cost.

The National Archives of Peru designates attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

97. ONAA designates attesters to authenticate user documents quickly and free of cost.

The National Food Aid Organization (Organización Nacional de Apoyo Alimentario - ONAA) designates attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

98. Civil Service Court designates attesters to authenticate user documents quickly and free of cost.

The Civil Service Court designates attesters to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

99. The MTC Document Processing Office designates attester to authenticate user documents quickly and free of cost.

The Ministry of Transport and Communications Document Processing Office designates a main attester and one alternate to authenticate free of charge photocopies of any original document required by this entity, with prior comparison with the original, thereby saving the user from having to use an expensive notary public to legalize the documents.

INDUSTRIES

100. MICTI eliminates the pre-requisites for procedures in their offices

The Ministry of Industry, Trade, Tourism, and Integration (MICTI) eliminates regulations requiring companies wanting to carry out any administrative procedure in their offices to submit their Annual Production Plan.

101. In accordance with administrative simplification, MICTI notifies companies to regularize their status

The Ministry of Industry notified several companies, pursuant to Article 23 of the Administrative Simplification Law, that within a period of 60 days they regularize the applications related to tax stability agreements that they have submitted to the General Directorate of Industry, or they will be considered abandoned. The objective is to order the procedures carried out in that entity.

INTERIOR

102. The procedure to obtain permission to carry and use fire arms is simplified

The General Directorate of Security Services Control, and Civilian Fire Arms, Ammunition, and Explosives Control (Dirección de Control de Servicios de Seguridad, Control de Armas, Munición, y Explosivos de Uso Civil - DICSCAMEC) simplifies the procedure to obtain permit to carry and use a fire arm by eliminating requirement to submit certificates proving they have no criminal or police records, results of their medical-psychological test, and the fire arm purchase contract. The Directorate will only continue requiring the application, payment of fees, description of the fire arm, proof of handling proficiency, and affidavit declaring applicant does not have a police or criminal record.

103. DIROVE reduces requirements for vehicle inspection

For the inspection of vehicles, DIROVE eliminated the requirements to submit the application of the sales contract and photocopies of the driver's electoral card and vehicle registration card showing ownership. This service is no longer obligatory for the transfer of the vehicle, but rather optional for the user.

104. Making requisitions will be faster

The procedure to make requisitions will be expedited through the installation of Ministry of the Interior computer terminals in the Jorge Chavez International Airport, together with judges obligation —by Memorandum issued by the Supreme Court President— to inform pertinent authorities immediately when arrest warrants are issued.

FOREIGN INVESTMENT AND TECHNOLOGY

105. Regulations for foreign investments and contracts incorporate principles of administrative simplification

The National Commission for Foreign Investment and Technology (Comisión Nacional de Inversiones y Tecnologías Extranjeras - CONITE) approves the regulations for the treatment of foreign investments and contracting of foreign technology, patents and brands, which incorporates administrative simplification principles. Legalizations by notary publics are

substituted with the cost free services of attesters, the number of copies of each document to be submitted is reduced, and the request for information that the entity already has is eliminated.

MUNICIPALITIES

106. Breña will no longer require a certificate of domicile for marriages

Municipality of Breña will not require that people planning to get married submit a certificate of domicile.

107. La Molina eliminates medical certificates, certificates of domicile, and affidavits of marital status to get married

Municipality of La Molina approved the single format for affidavits to get married. It is no longer necessary to submit a medical certificate, certificate of domicile, and marital status certificate.

108. La Victoria eliminates charges for several services

The Municipality of La Victoria eliminates fees for carrying out previous year's data search, legalization of certificates by the Mayor, and updating, expediting, and removal of the marriage records.

109. La Victoria reduces the cost of birth, marriage, and death certificates

The Municipality of La Victoria reduces the amounts charged for the issuance of birth, marriage, and death certificates from I/. 4,500 to I/. 2,500.

110. La Victoria substitutes medical certificates for marriage with affidavits from bride and groom

In the paperwork for arrange a civil matrimony the Municipality of La Victoria eliminates the need to pay for and submit a pre-nuptial medical certificate, and replaces this with an affidavit to be submitted by both the bride and groom, all of which is in line with the Administrative Simplification Law and the Civil Code.

111. San Isidro streamlines procedure to obtain municipal operating permits

The Municipality of San Isidro approves new simplified application form, also functioning as an affidavit, to obtain operating permits for commercial, industrial, and/or services establishments, which will be in force for three years. The municipality also ordained that a simplified procedure based on administrative simplification principles be established, and upon which the necessary corrective measures will be ordered.

While the operating permit is being obtained, a copy of the application form with the reception stamp will suffice to authorize operations for a maximum period of three months, this way interesting parties will not have to wait for authorization without being able to start operating, as had been occurring in most districts.

112. Municipality of San Luis will implement simplification measures

The Municipality of the District of San Luis orders the implementation of the Administrative Simplification Law in their administrative offices.

113. Municipality of Lima grants indefinite operating licenses to magazine sellers and shoe-shiners

The Metropolitan Council of Lima authorizes granting indefinite operating licenses to informal businesses dedicated to the sale of books, magazines, and newspapers as well as to shoe-shining.

FISHERIES

114. Ministry of Fisheries simplifies procedure to obtain retail merchant identification card

The Ministry of Fisheries simplifies the procedures to obtain an original or duplicate retail merchant identification card, by limiting the procedure to submitting an application form, a payment receipt, and two photographs. Merchants no longer have to submit a copy of their tax card and a legalized copy of their locale's health certificate.

NATIONAL POLICE

115. National Police simplifies procedures to obtain death benefits

The Peruvian National Police simplifies procedures to obtain death benefits for widows or widowers. They only need to submit an updated marriage certificate, birth certificates of minor children, and an affidavit. If the death did not take place in the line of duty, a death certificate must also be submitted.

116. National Police will not require many prerequisites to obtain orphan's pension

The Peruvian National Police simplified the procedures to obtain orphan's pension. They only need to submit a birth certificate and an affidavit. If the death did not take place in the line of duty, a death certificate must also be submitted.

117. Police forebears to obtain pensions quickly

The National Police of Peru simplified the procedures to obtain pension for relatives in the ascending line. The Police only require the deceased's birth certificate and an affidavit from the ascendant relative. If the death did not take place in the line of duty, a death certificate must also be submitted.

118. Police's handicapped of age children to obtain pension quickly

The National Police of Peru simplifies the procedures to obtain pension for handicapped, of age children. They only require birth certificate and disability judicial resolution with appointment of legal representative registered at the Public Hall of Records. If the death did not take place in the line of duty, a death certificate must also be submitted.

119. National Police reduces requirements for applicants

The National Police of Peru simplifies procedure for candidates applying for admission to the institution. They only need to submit an application form, two photographs, the interested party's identification document, payment of fees not exceeding the production unit cost of the forms, and an affidavit from the interested party in substitution of certificates showing one's education, certifying one has no police record, marital status certificate showing

one is single, has no children, and title of the specialty they are pursuing, all of which were required in the past.

120. Procedures to obtain expert report in criminal case simplified

The National Police of Peru reduces requirements to obtain expert opinions in criminal cases to an official letter from the requesting entity, accompanied by pertinent samples.

121. Paperwork to obtain analysis of dental records to be streamlined at the National Police

The National Police of Peru reduces requirements for dental records analysis to verbal requests from the interested party and payment of the revenue stamp.

122. Court order will be sufficient to cancel requisitions or arrest warrants issued by the National Police

The National Police of Peru reduces requirements to cancel requisitions or arrest warrants to a judge's official court order cancelling the arrest warrant.

123. Requirements are reduced for expert damage inspection and assessment

The National Police of Peru reduces requirements for assessment of vehicle damage due to traffic accidents to an official letter from the police station involved in the case and a payment receipt from the Banco de la Nacion.

124. National Police reduces requirements to issue certificates

The National Police of Peru reduced requirements to issue police record certificate and certificate of domicile (requirement only permissible by private sector) to a verbal request by the interested party, identification document, and a Banco de la Nacion revenue stamp.

125. Requirements to obtain moving permit reduced

The National Police of Peru reduces the requirements to obtain a moving authorization to a verbal application from the interested party, a list of the goods to be moved, the last power, water, or rent receipts, and a Banco de la Nacion revenue stamp.

126. National Police shall issue certified copies of documents with a simple verbal request

The National Police of Peru reduces requirements for the issuance of certified copies of formal complaints and other documents to a verbal application from the interested party, presenting his/her identification document, and a Banco de la Nacion revenue stamp.

INDUSTRIAL PROPERTY

127. National inventors will obtain patents cost free

The Institute for Industrial Technology and Technical Regulations (ITINTEC) exempts national inventors from payment of patent fees.

128. ITINTEC reduces some rates

ITINTEC eliminates the cost for certificates and reduces rates for the registration of canned

products.

129. Companies will not have to publish renewal of their distinctive emblems

ITINTEC will no longer require users to notify the public via a publication in the official gazette "El Peruano" of the renewal of company distinctive emblems. It will be sufficient to publish a list of granted renewals.

130. Powers of attorney or deeds of incorporation will not be required to register brands or patents

ITINTEC ordered that users will no longer have to present a power of attorney or the original constitution deed to register brands or patents .

ELECTORAL REGISTRY

131. Document certifying loss of electoral card no longer required to obtain duplicate

Obtaining a duplicate electoral card has been simplified to simply providing a photograph and an affidavit-application, thereby eliminating the need to submit the police report for loss of the document.

132. Cost of duplicate electoral card reduced to 1% of the tax unit (UIT)

Payment for duplicate electoral card reduced to I/.13, 850. This fee was subsequently increased to I/. 101,600 and again reduced to I/. 67,550 in accordance with the actual production cost of the document. To avoid the need to systematically modify these rates, the National Electoral Board has established the cost at 1% of the tax unit (Unidad Impositiva Tributaria – UIT) to obtain a duplicate of an electoral card.

133. Deadline extended to register and vote in a different location from that in which one originally registered

The National Electoral Board extends registration deadline to December 30, 1989 for citizens that reside in a different location than the one of their electoral inscription and that will vote on April 8, 1990 at special tables.

PUBLIC REGISTRY OFFICE

134. Public Registry Office eliminates the optional service to have documents assessed prior to initiating actual registration

The optional prior qualification assessment service has been eliminated as it constitutes an economic discrimination for the same service.

135. Public Registry Office freezes cost of service until actual cost is determined

Public Registry Office freezes for three months the cost of obtaining simple copies of registration cards at I/. 11,730 while they determine the actual production cost of the service.

136. Administrative Simplification Regulations to be applied at the Public Registry Office

Public Registry Office approved their Institutional Administrative Simplification Program to

streamline the services they provide.

HEALTH

137. Requirements to obtain or renew sanitary operating permits reduced

The Health Unit Department of the Ministry of Health reduces the requirements to obtain or renew sanitary permit to submitting an application, paying for corresponding fees, submitting layout, furniture, and equipment distribution map, and a location map. Applicants no longer need to submit a Municipal Operational License, etc. Similarly, applicant fees for this service have been reduced to 10% of the tax unit (UIT) to 3% for category A, from 5% of the UIT to 2% for category B; and 2.5% of the UIT to 1% for category C.

138. Requirements to obtain sanitary operating pass reduced

The Health Unit Department of the Ministry of Health reduces the requirements to obtain a sanitary pass to submitting an application, payment of corresponding fees (amounts have been reduced from 20% of the UIT to 6% for category A, from 10% of the UIT to 4% for category B, and from 5% of the UIT to 2% for category C), a descriptive memoire of the products to be manufactured, and simple copies of a map showing the area and distribution of areas and machinery, of sanitary installations, and their location. Submission of original or legalized copies of the required documents has been eliminated.

139. Registration procedure simplified at the Sanitary Registry for Medical Material

CONAMAD simplifies the procedure to obtain or renew registration in the Sanitary Registry of National and Foreign Medical Material (authorized and non-authorized), likely to be analyzed, reducing it to submitting one analytical method of the finished product; analysis protocol, labels, containers, and signs, samples and counter samples with the lot number of the product in original containers and payment receipt. Submitting the Inspection Minutes of the last 12 months and in case of requesting re-inscription, a photocopy of the inscription resolution, have been eliminated.

140. Procedure to obtain operating permit simplified for importers of medical products

CONAMAD reduces the requirements for medical product import companies (instruments, medical equipment, laboratory, products, medicines, consumables and medical material) to obtain an operating permit to an application containing a list of the generic product types to be imported, a simple copy of the inscription in the commercial registry, a simple sketch of the distribution of the internal area of the premises, and the minutes book duly numbered to authorize the use, and payment receipt.

It is no longer necessary to submit a copy of the public deed of incorporation; a copy of the rental agreement or property title, a legalized copy of the commercial registration, a legalized copy of professional school and professional aptitude of the pharmacist, affidavit stating that there is no incompatibility to supervise the pharmacy (i.e.: he/she is a qualified pharmacist, his/her qualifications are up-to-date, and he/she has no commercial ties with drug companies, to name a few), and location plan of the premises.

141. Requirements to open a drugstore in medical centers reduced

CONAMAD reduces the requirements to open a drugstore in medical centers to submitting

a simple copy of the authorization resolution to operate the medical center, a simple drawing showing the distribution of the area for the drugstore, and payment receipt. CONAMAD has eliminated the need to submit the location plan of the medical center, the certificate of professional aptitude of the pharmacist granted issued by the chemical-pharmacy school, a notarized affidavit stating that the pharmacist does not have conflicting interests in the business (such as ties with pharmaceutical companies), and a distribution map at a scale of 1/50 of the area designated for the drugstore.

SOCIAL SECURITY

142. IPSS simplifies procedures to receive pensions

Instituto Peruano de Seguridad Social (IPSS) reduces the requirements and paperwork to obtain retirement pension to submitting a simple copy of the electoral card or any other identification document. Applicants no longer have to submit an application, a legalized copy of one's electoral card, a work certificate, and copy of the IPSS ID card, or a copy of proof of inscription.

If a married persons with/without children, the applicant must only submit simple copies of the marriage certificate, the birth certificates of the children, and education certificates of children older than 18 years of age and less than 21 years of age. Applicants no longer need to submit legalized marriage and birth certificates, survival statement, and a children disability medical certificate, if applicable.

143. IPSS simplifies procedure for widows/widowers and orphans to receive pensions

IPSS has reduces the requirements for a widow/widower and orphan to receive pensions to submitting simple copies of the electoral card or any other identification document, the insured parties death certificate, his/her marriage certificate, and the birth certificates of the children, and the education certificates for those children older than 18 but less than 21 years of age. Applicants no longer need to submit original or legalized copies of the birth, marriage, and death certificates, of the work certificate, copy of the IPSS Card or inscription receipt, police report, proof of survival statement, and children medical disability certificate.

144. IPSS reduces requirements for forebears to receive pension

IPSS simplifies requirements and procedures for ascendant relatives to obtain pension. Simple copies of the electoral card or any other identification document and of the birth and death certificates are only required. Applicants no longer need to submit legalized copies of the electoral card and of birth and death certificates, work certificate, copy of the IPSS Card or inscription statement, police report, and pension resolution.

145. IPSS simplifies procedure to obtain disability pension

IPSS reduces the requirements and paperwork to obtain disability pension to submitting a simple copy of the electoral card and only in case of accident, a police report. Applicants no longer need to submit a legalized copy of the electoral card, the work certificate, and of the copy of the IPSS card or inscription note.

If married and with children, simple copies should be presented of the marriage certificate along with children's birth certificates, and education certificates of the children older than

18 but younger than 21 years of age. Applicants no longer need to submit legalized copies of the electoral card and of the aforementioned certificates, work certificate, and copy of the IPSS Card or inscription note, survival statement and children medical disability certificate.

146. IPSS simplifies requirements to obtain pensions for work-related injuries or diseases

IPSS has eliminated the requirement of documents prohibited by Law N° 25035. To obtain pensions for work accidents and work-related diseases will only require submitting a simple copy of the electoral card.

147. IPSS simplifies requirements to obtain a life-long annuity or compensation

IPSS eliminated the request for documents prohibited by Law 25035. To obtain life-long annuity or compensation will only require submitting a simple copy of the electoral card, a medical discharge certificate, and accident notice. In case of fishermen, they must also submit the departure receipt issued by the Harbor Master's Office.

148. IPSS reduces registry requirements for employers and insured

IPSS reduces the requirements (such as photocopies of the electoral card and other pre-requisites) for registering employers and insured employees to submitting a form affidavit.

149. IPSS simplifies procedure to obtain maternity subsidy

IPSS simplified the procedures to obtain maternity subsidy and it will only be necessary to submit an affiliation card proof of eligibility, and the last four payment vouchers.

150. IPSS simplifies paperwork to obtain nursing subsidy

IPSS simplifies the procedures to obtain nursing subsidy for which it will be sufficient to submit the certificate or simple copy of the infant's birth certificate. Applicants will no longer need to submit legalized copies of the infant's birth certificate and proof of life certificate.

IPSS will accept medical certificates for the first twenty days of temporary disability to be covered by the employer, social property companies, and similar, without needing to be stamped. In addition IPSS will replace prior inspections with random ex-post inspections. This way they eliminate the cumbersome procedure that the insured had to follow to obtain the approval stamp for the certificate issued by a private doctor, that caused problems to both the worker who had to stand in long lines, as well as to the employer, who in addition to the loss incurred for the days not worked by the worker, would have to add the time wasted at the IPSS.

151. IPSS will accept temporary work disability certificates without prior approval

IPSS will accept medical certificates for the first twenty days of temporary work disability to be covered by the employer, social property companies, and similar, and will not require formal recognition of the certificate, substituting the prior inspection that had been carried out for a random ex-post inspection. This way they eliminated the cumbersome procedure that the insured had to follow to obtain approval stamp for the certificate issued by a private doctor, that caused problems to both the worker who had to stand in long lines, as well as to the employer, who in addition to the loss incurred for the days not worked by the worker, would have to add the time wasted at the IPSS.

152. IPSS to implement administrative simplification during 1990

IPSS approves its Administrative Simplification Plan for 1990.

153. Four IPSS documents merged into a single "Affiliation and Accreditation Card"

IPSS eliminates the issuance and substituted the use of the "Identification Card", of the "Unique Right Confirmation Card (TUAD)", of the "Service Credential" and of the "Family Identity Card", for just one document called "Affiliation Right and Confirmation Card" (TA-ADE) which will be used to receive the services rendered by the Institution.

154. IPSS establishes simplification tribunal

IPSS establishes an Administrative Simplification Tribunal in their own institution, with the objective of complying with the principles of the Administrative Simplification Law.

155. IPSS decentralizes contribution payments to different locations

IPSS orders the opening of cash desks in the different treasury branch offices for contribution payments, including self-liquidation. Such payments will be considered as payments on account and are subject to regularization and subsequent verification.

156. IPSS reduces requirements to register insured

IPSS reduces the inscription requirements to just the simple submission of the right confirmation card and presentation of the electoral card. Applicants no longer need to submit photographs and the identification card will no longer be used as an identification document.

157. Requirements are reduced to regularize company commercial name change and registration of work at the IPSS.

IPSS reduced the requirements and paperwork for companies interested in changing their commercial name and for registering works to submitting a simple application, documents that confirm the new commercial name, the company's last balance sheet before the name change, owner or legal representative's electoral card, and the salary payroll book.

158. Requirements reduced to register relatives of policy holders at the IPSS

IPSS reduces the requirements and paperwork to register relatives of insured to submitting a single application form, a marriage certificate, children's birth certificate(s), holder credential, and the family inscription card.

GENERAL SUBJECTS

159. Ministers to designate officials to decentralize decision-making

The Presidency of the Council of Ministers issued a Supreme Decree authorizing Ministers to designate officers from their respective Ministries with the objective of making de-centralization easier for the decision-making processes .

160. Simplification and unification of procedures to obtain business operating licenses studied

A Multiple Sector Technical Commission has been appointed to prepare the modifications

of procedures and registrations for formal incorporation of a company, aiming to centralize such procedures in a single entity and that will automatically grant authorizations, make registrations, provide permits and the like, subject to ex-post inspection, all in accordance with the principles and provisions of the Administrative Simplification Law and Regulations.

161. INAP provides directives for application of administrative simplification

The National Institute of Public Administration (Instituto Nacional de Administración Pública - INAP) approved directives about objectives and strategies to be followed by Public Entities in Administrative Simplification in 1990.

162. INAP provides directives to formulate and evaluate administrative simplification programs (1990)

The INAP provides new instructions to public entities under Article 1 of the Administrative Simplification Law so that they reduce the procedures and processes that represent significant burdens for user.

163. INAP provides guidelines for entities to evaluate economic and social impact of simplification (1990)

The INAP provides general guidelines to the Public Administration Entities as to the way in which they should evaluate the social and economic impact of the simplification measures adopted or to be adopted in each one of them.

164. INP reduces requirements for the registration of private institutions receiving support from international technical cooperation

The National Planning Institute (Instituto Nacional de Planificación – INP) reduces the registration requirements at the Private Institutions Register who benefit from international technical cooperation in the field of social and cultural welfare to submitting an application, a copy of the company bylaws authenticated by an attester, a list of their representatives and members indicating their positions, a list of activities they propose to carry out in the country, an updated certificate or copy of registration at Public Registry Office authenticated by an attester.

LABOR

165. The Ministry of Labor to adapt its services to comply with Administrative Simplification Law

The Ministry of Labor and Social Promotion creates a committee to analyze and adapt the services they render to the Administrative Simplification Law.

166. Ministry of Labor modifies and reduces fees for services

Ministry of Labor and Social Promotion modifies and reduces fees for the following services, so that they may reflect their actual production costs:, application for approval of Internal Regulations for Work or for Industrial Hygiene and Safety, certified copies of resolutions and other documents issued by the Labor Administrative Authority, application for approval of labor books, reduction of shifts, days or working hours, reduction of personnel, submitting an appeal, approval of foreign worker contracts, submitting documents to pre-

pare economic studies to determine salary increases, approval of fixed term individual contracts, and expert opinions/assessments on bonuses and adequate remunerations.

TRANSPORT AND COMMUNICATIONS

167. Procedure simplified and costs reduced to obtain new and duplicate driving license

Requirements have been reduced to obtain a new or duplicate driving license and a driver's record, in the different categories and for different causes. To obtain a license in the most common category, for example, a user only needs to pay corresponding fees at the Banco de la Nacion (amount reduced from I/. 122,624 to I/. 91,536), four photographs, health and psychological certificate, and driving test. To obtain a duplicate in this same category, one must submit an application, pay the corresponding fees at the Banco de la Nacion, and provide one photograph. One no longer needs to submit one's driving record nor pay for obtaining it since it is information that the entity already has or should have.

168. Registration procedure for national vehicles simplified

The General Directorate of Land Transport (Dirección General de Circulación Terrestre – DIROVE) simplifies the requirements to register national vehicles (either common registration, buses and trucks, vehicles obtained in a raffle or donated, vehicles assembled in the country for disabled persons, diplomatic vehicles, auctioned vehicles at official impound facilities or vehicle re-inscription), reducing them to submitting an application form, paying fees, and submitting invoice. If obtained through a donation or won at a raffle, one must also submit the document authorizing it should be attached.

169. Registration procedure for imported vehicles simplified

DIROVE simplifies the requirements to register imported vehicles (in general, whether private, diplomatic, for public transport, donated, awarded by the government to public institutions, government vehicles, vehicles admitted temporarily to the country for the execution of development works or vehicles for disabled persons) to submitting an application form and paying fees.

170. Procedure to change vehicle property titles when purchasing vehicles simplified

The Dirección General de Circulación Terrestre of the Ministry of Transport and Communications (MTC) reduces requirements for transfer of ownership of vehicle to submitting an application, paying fees, and submitting a copy of the private sales contracts with signatures legalized by notary public or authenticated free of cost by attesters. Legalization by notary public, submitting and paying for the lien certificate, submitting the property title and the Vehicle Identity Certificate issued by DIROVE are all eliminated.

171. Procedure to change property title when vehicle modified is simplified

The Dirección General de Circulación Terrestre at the Ministry of Transport (MTC) simplifies the requirements to modify physical characteristics of vehicle. One only needs to submit an application, pay fees at the Banco de la Nacion, and submit a copy of the contract or transference minutes with signature legalized by notary public or by authenticated by an attester.

"Circulation Permit without License Plates" issued while procedure carried out

The Dirección Departamental de Circulación Terrestre of the Ministry of Transport and Communications approves a format for the circulation permit which allows users to drive without a license plate, to prevent abuses and arbitrariness that users are experiencing because of delays in the issuance of license plates.

172. Cost for duplicate license plates reduced

The Ministry of Transport and Communications (MTC) authorizes the Banco de la Nacion, for one time only, to collect reduced fees (0.92% of the UIT) from users who may have started the procedure to obtain duplicate license. The amount that had been collected was much higher than the actual cost of the service, and for this reason a large number of license plates awaiting pickup had accumulated at the Banco de la Nacion.

173. MTC reduces fees for procedures related to national and international cargo transportation

The MTC reduces fees to be paid for services related to national and international cargo transportation, in order to adapt them to their actual production cost.

a) Registration from 2.65% to 1% of the UIT (tax unit)

b) Opening of offices or branches from 1.80% to 1% of the UIT;

c) Operation permit for international service from 2.50% to 1% of the UIT; and

d) Appeals from 2.65% to 1% of the UIT.

174. MTC reduces fees charged for services related to international passenger transportation

The MTC reduces fees for services related to international passenger transportation, in order to adapt them to their actual production cost.

a) Concession renewal from 8.90% (up to 5 units), 13.30% (from 6 to 10 units) or 17.80% (more than 10 units) at the flat rate of 1% of the UIT;

b) New concessions from 17.80% (up to 5 units), 26.60% (from 6 to 10 units) or 35.50% (more than 10) to a flat rate of 1% of the UIT;

c) Vehicle increase of 1.80% (for each vehicle) to 1% of the UIT;

d) Frequency modification from 13.30% to 1% of the UIT; and

e) Operation permit for touristic service from 17.80% to 1% of the UIT.

175. MTC reduces fees charged for services related to national passenger transportation

The MTC modifies the fees charged for services related to national and departmental passenger transportation in order to adapt them to their actual production cost.

a) New concession of up to 46.50% to 1% of the UIT;

b) Expansion or modification of the route from 13.30% to 1% of the UIT;

c) Company merger from 8.5% to 1% of the UIT;

d) Special authorization from 4.40% to 1% of the UIT;

e) Operation permit for touristic service from 17.80% to 1% of the UIT;

f) Circulation card from 1.80% to 1% of the UIT; and

g) Appeals (each time) from 4.40% to 1% of the UIT.

176. Users will have decision-making power in Compañía Peruana de Teléfonos (Peruvian Telephone Company)

Shareholders of the Compañia Peruana de Telefonos S.A. have full shareholder rights restored.

177. Registration requirements reduced at the Public Registry Office for Aircrafts

The General Directorate of Air Transportation reduces registration at the Public Registry Office for Aircrafts to submitting an application, certificate of registration legalized by notary public or simple copy of the social constitution deed when it is a juridical person, with the corresponding registration at the Public Registry Office, a simple power of attorney, affidavit regarding the nationality and domicile of the aircraft owner and authenticated copy (in Spanish) of the title confirming rights over the aircraft.

Eliminated requirements include submitting a social constitution testimony; power of attorney testimony of the representative; document confirming owner's nationality and domicile, original or legalized title of the property rights over the aircraft, lien certificate, documents confirming tax payments or exoneration, and receipt confirming payment of registration rights.

178. Procedure to obtain aircraft operation permit simplified

To obtain an aircraft operation permit, the General Directorate of Air Transportation substitutes submitting original or notarized copies of the social constitution deed, of the power of attorney, and of the aircraft maintenance contract with simple copies of them. Similarly documents proving user's or the stockholders' and/or owners' of the aircraft's nationality and domicile , the list of stockholders, and the domicile in the country of the directors and general manager are all replaced with affidavits.

Legalized copies of user's electoral and tax cards are no longer required.

179. Ministry of Transport reduces cost of services provided

The Ministry of Transport and Communications modifies and reduces the fees for the following services so that they may reflect their actual production costs: sale of vehicle (transfer of ownership), registration in the Vehicle Property Registry, driving licenses, driving record, registration as professional vehicle driving instructor, appeals; duplicate of property title, change in the owner registration data or of the commercial name, duplicate license plate, vehicle return to transit, registry modification for changes in the vehicle's physical characteristics, change of vehicle use/service, lien certificate, transportation agent credential, and fines for vehicles not re-registering the unique license plate.

TOURISM

180. Registration in the tourist transportation company registry will be done through an affidavit

The Vice-Ministry of Tourism reduces the requirements for registering tourist transportation companies to a simple affidavit by the interested party, subject to ex-post controls. It is no longer necessary to submit police, health, and other such certificates.

181. Procedure to register restaurants, typical restaurants, travel agencies, and other such businesses in the tourist service companies registry simplified

The Vice-Ministry of Tourism ordered automatic inscription or modification of information of restaurants, travel and tourism agencies, tourist transportation, coffee-shops, discos, typical restaurants, information agencies and tourist advertising, seminar and convention organization, fairs and tourist shows in the Tourist Service Companies Registry, using a simple declaration subject to ex-post controls. Users no longer have to submit police and health certificates, company constitution deeds, and pre-feasibility studies, and other such documents.

HOUSING AND CONSTRUCTION

182. Draft law of simplification regulation for Construction License and Construction Certificate published

Construction, Declaration and Registration of Buildings draft regulations based on administrative simplification principles, prepared by the Instituto Libertad y Democracia (ILD), published for public scrutiny. The bill reduces the seven stages currently in force to only 3, eliminating the need to submit more than 10 sets of construction drawings.

FROM JULY 1990 UP TO NOVEMBER 1991

AUGUST 1990

183. Supreme Decree (S.D.) N° 013-90-JUS. Date of Enactment: 02/08/90

Unique Tex of the Organic Law of the General Nation Archives, including Administrative Simplification principles.

Publication of the Registry of Public Administration Attesters. Date of Enactment: 08/7/90.

184. Ministerial Resolution (M.R.) N° 407-90-ICTI/TUR- Date of Enactment: 06/08/90

Modified the National Statistics System Law, incorporating Administrative Simplification principles

185. Chief Resolution (C.R.) N° 301-90-INAP/DTSA-Date of Enactment: 09/08/90

It constitutes the Housing Citizen Council.

186. M.R. N° 1067-90-TC/15.17 – Date of Enactment: 13/08/90

It incorporates the de-concentration principle of decisive processes considered under the

Administrative Simplification Law, in the approval of the minimum income index calculation by worker, to participate in the Compensatory Telecommunication system.

187. M.R. N° 738-90-JUS -Date of Enactment: 14/08/90

Declares not according to law the request submitted by the Superior District Attorney of Huancavelica.

188. C.R. N° 367-90-INAP/DTSA- Date of Enactment: 15/08/90

It constitutes the Consulting Council for the Administrative Simplification material of the Instituto Nacional de Administración Pública (INAP)

189. C.R. N° 398-90-INAP- Date of Enactment: 29/08/90

Designation of holder of Administrative Simplification Technical position of the Instituto Nacional de Administración Pública (INAP)

190. C.R. N° 390-90-INAP- Date of Enactment: 29/08/90

Designation was made of holder of position of General Deputy Director of the INAP Administrative Simplification Technical Office.

SEPTEMBER 1990

191. M.R. N° 430-90-TR. Date of Enactment: 01/09/90

Expedites approval of individual work contracts for determined date or for specific works.

192. M.R. N° 1472-90-ED. Date of Enactment: 03/09/90

Official in the position of Technical Director of the National Library System Technical Office of the National Library of Peru has been terminated.

193. C.R. N° 404-90-INAP/DTSA. Date of Enactment: 13/09/90

The Fishery Citizen Council was constituted.

194. C.R. N° 405-90-INAP/DTSA. Date of Enactment: 13/09/90

The Tourism Citizen Council was constituted

195. M.R. N° 1095-90-AG- Date of Enactment: 14/09/90

Determines hierarchical office of Special Projects and National Agricultural Programs that are not transferred to Regional Governments, according to the de-concentration principle of the decision processes considered under the Administrative Simplification Law.

196. S.D. N° 118-90-PCM- Date of Enactment: 14/09/90

Set of Rules about Unification and Simplification to access to a Formal Enterprise.

197. M.R. N° 462-90-TR. Date of Enactment: 17/09/90

It expedites approval of fixed date individual contracts of the Non-Traditional Export Promotion Regime.

198. S.D. N° 016-90-SA. Date of Enactment: 17/09/90

Authorizes the Ministry of Health to grant opening licenses for minor sale of medicines and surgical material called Boticas.

199. C.R. N° 407-90-INAP/DTSA° 478-90 -Date of Enactment: 17/09/90

The Education Citizen Council was constituted

OCTOBER 1990

200. M.R. N° 564-90-IN/DM. Date of Enactment: 02/10/90

The General Internal Government Office will grant the authorization and renewal of officers of Private Security Police Agencies and Police Protection Services.

201. C.R. N° 001-89-ITINTEC-DGA. Date of Enactment: 02/10/90

Designation was made of attesters at ITINTEC.

202. M.R. N° 12050-90-TC/15. Date of Enactment: 04/10/90

Designation was made of attesters in the Document Processing Office of the Ministry of Transport and Communications.

203. M.R. N° 445-90-EF/43. Date of Enactment: 04/10/90

The Ministry of Economy and Finance will comply with the Administrative Simplification Law and its Set of Rules.

204. C.R. N° 023-90-ED. Date of Enactment: 06/10/90

The Tribunal against Corruption and Bureaucracy in the Education Sector was created.

205. C.R. N° 002-90-INAP/DTSA. Date of Enactment: 11/10/90

The Customs Citizen Council was constituted.

206. Resolution N° 026-90-P/TNSC. Date of Enactment: 12/10/90.

Attester was designated in the Civil Service National Tribunal.

207. Vice-Ministry Resolution N° 117-90-VM-IND. Date of Enactment: 19/10/90

Unique form for the presentation of the Production Annual Plan of the Industrial Company is approved.

208. M.R. N° 1678-90-ED. Date of Enactment: 31/10/90

Set of Rules of the Tribunal against Corruption and Bureaucracy in the Education Sector

NOVEMBER 1990

209. S.D. N° 031-90-ICTI-IND. Date of Enactment: 13/11/90.

It extended time frame for the Industrial Companies to present the 1991 Annual Production Plan.

210. S.D. N° 028-90-SA. Date of Enactment: 14/11/90.

It made easier the accelerated registration of Generic Medicines as an exception and for a six month period.

211. C.R. N° 542-90-INAP-DTSA. Date of Enactment: 30/11/90.

Recognition of constitution of the Board of Directors of the Consultation Council in the field of the Administrative Simplification of INAP was made.

DECEMBER 1990

212. C.R. N° 542-90-INAP/DTSA. Date of Enactment: 02/12/90.

Recognizes constitution of the Consultation Council Board of Directors in the field of Administration Simplification at the INAP.

213. D.R. 095-90-AG-DGAI/OPP. Date of Enactment: 03/12/90.

Approval was granted to new collection rates for agro-industrial activity service

214. D.R. N° 003-90-INAP/DTSAS- Date of Enactment: 11/12/90.

Citizens Trade Council Internal Set of Rules.

215. Ordinance N° 001. Approval Date: 08/12/90.

Approval is given to Simplifying Ordinance of the Municipal Operating Authorization in the Municipality of the District of Independencia.

216. Mayor Office Decree N° 0195. Date of Enactment: 12/12/90.

It creates a Commission to present a project of simplified Set of Rules to grant Municipal Operating Licenses, using as a base the Project prepared by ILD.

JANUARY 1991

217. D.R. N° 004-91-INAP/DISA. Date of Enactment: 02/01/91.

Creation of the Agricultural Citizen Council.

218. D.R. N° 128-91-TC/15.15. Date of Enactment: 09/01/91.

They designate attesters in the Ministry of Transport and Communications.

219. D.R. N° 882-91-ITINTEC-DG. Date of Enactment: 11/01/91.

Designation was made of attesters in ITINTEC.

220. M.R. N° 008-91-PCM. Date of Enactment: 16/01/91.

Designation of offices in vacant positions was made.

221. S.D. N° 003-91-TR. Date of Enactment: 19/01/91.

Instituto Nacional de Cooperativas (INCOOP) shall provide opinion about the provisions that in the case of cooperatives are submitted to their consideration, within a maximum

period of 15 days.

222. Superintendence Resolution N° 012-91 EF/SUNAT. Date of Enactment: 19/01/91.

Decree with rules aiming to facilitate compliance of tax obligations was issued.

223. M.R. N° 1070-91-DGGI/OPL. Date of Enactment: 24/01/91.

Designation of authenticating offices for the General Interior Government Office was made.

224. D.R. N° 001-91-INAP/ DTSA. Date of Enactment: 26/01/91.

Internal Energy and Mines Citizen Council Set of Rules.

FEBRUARY 1991

225. Resolution N° 002-91-P/TNSC. Date of Enactment: 20/02/91.

Designation of attesters for the Civil Service National Tribunal was made.

226. C.R. N° 094-91-INAP/J. Date of Enactment: 26/02/91.

General guidance for Public Administration reorganization, applying de-concentration principle of the decision processes established under the Administrative Simplification Law.

227. M.R. N° 74-91-EF-43. Date of Enactment: 26/02/91.

Orders were given for the application of Administrative Simplification Program in processes and procedures of the Ministry of Economy and Finance for 1991.

MARCH 1991

228. Mayor Office Decree N° 005-91-CDSL- Date of Enactment: 03/91.

The Municipality of San Luis arranged the extraordinary registration of birth certificates in the District Civil Registration Office.

229. Mayor Office Decree N° 006-91-CDSL. Date of Enactment: 03/91.

The Municipality of San Luis arranged the extraordinary registration of marriage certificates in the District Civil Registration Office.

230. D.R. N° 002-91-INAP/DTSA. Date of Enactment: 01/03/91.

The Industry Citizen Council was constituted.

231. S.D. N° 034-92-EF. Date of Enactment: 11/03/91.

Veracity presumption applies to register temporal goods admission into the country with suspension of duties, destined to improved processes for subsequent export. Application of the provisions under the Administrative Simplification Law in relation to disputing recourses is recommended.

232. S.D. N° 037-91-EF. Date of Enactment: 11/03/91.

It simplifies the exoneration request procedure to deliver foreign currency coming from ex-

ports.

233. S.D. N° 006-91-ICTI. Date of Enactment: 11/03/91.

It expedites quality certifications delivery.

234. S.D. N° 003-91-SA. Date of Enactment: 11/03/91.

It makes easier the procedures and requirements for Sanitary Registration and Quality Certifications in the Health Sector processes.

235. S.D. N° 042-91-EF- Date of Enactment: 13/03/91.

It extends term to bring in containers for international goods transportation, import and export. The use is allowed of just one annual case file for temporal admission of special containers that may enter more times during such period.

236. Director Resolution CONITE N° 003-91-EF-31. Date of Enactment: 03/91.

It considers in the Foreign Investment Treatment Set of Rules and of Technology, Patent, Brands and foreign source licenses the automatic direct foreign investment inscription, once a term of 15 days has expired without any communication from CONITE.

237. S. D. N° 4043-91-EF. Date of Enactment: 14/03/91.

Reorganization is ordered of the National Customs Administration Superintendence and of the Republic Customs applying the Administrative Simplification principles.

238. D.R. N° 003-91-INAP/DTSA. Date of Enactment: 11/03/91.

The Health Citizen Council is constituted.

239. S.R. N° 051-84-ITI/IND. Date of Enactment: 11/03/91.

It reduces administrative and bureaucracy costs of production agents.

240. C.R. N° 134-91-INAO/DTSA.- Date of Enactment: 11/03/91.

Approval of application form for registration of title and request of certificates to be used at the Public Registry Office was granted.

241. C.R. N° 132-91-INAP/DTSA. Date of Enactment: 11/03/91.

Approval of "Unique Procedure Form" to be used at CONASEV is given.

242. C.R. N° 133-91-INAP/DTSA. Date of Enactment: 11/03/91.

Approval of form "Export and Import Commercial Transaction Statistical Report" to be used by the Integration Sector of the Ministry of Industries, Commerce, Tourism and Integration is granted.

243. S.D. N° 060-91-EF. Date of Enactment: 22/03/91.

It eliminates requirements that imply locking devices in the goods import and export operations. All restrictions are eliminated for duties, licenses, judgments, prior stamps, consular stamps, import and export records, administrative records, permits and conditions that affect the goods import and export.

244. Ministerial Resolution N° 0201-01-AG. Date of Enactment: 26/03/91.

It authorizes General Directors of the Ministry of Agriculture to sign agreements on behalf of the Ministry of Agriculture in application of the administrative de-concentration of decisions principle.

245. S.D. N° 073-91-EF. Date of Enactment: 28/03/91.

It applies veracity presumption to obtain exoneration benefit of the Real Estate Value Tax for persons under pension plans.

APRIL 1991

246. S.D. N° 079-91-EF. Date of Enactment: 03/04/91.

It establishes that all administrative case files processing at CONITE is cost free.

247. M.R. N° 210-91-AG. Date of Enactment: 04/04/91.

It approves plant health (environmental) requirements for the import of vegetal origin products and/or sub-products.

248. Memorandum from SUNAD N° 46-28-91/SUNAD- Date of Enactment: 04/91.

It eliminates presentation of documents that represent locking devices in the product import and export activities.

249. Resolution of the Superintendence of Banking and Insurance N° 196-91- Date of Enactment: 07/04/91.

It creates de National Register for Foreign Reinsurance Companies and Reinsurance Brokers.

250. Resolution of the Superintendence of Banking and Insurance: Date of Enactment: 08/04/91.

Approves rule for document processing at SUNAT Main Office.

251. Superintendence Resolution N° 002538: Date of Enactment: 08/04/91.

Procedures and processes at SUNAD for 1991

252. Resolution N° 121-91-RPM. Date of Enactment: 09/04/91.

It approves the rules to use the fax transmission system for the mining registration procedure.

253. S.D. N° 075-91-PCM. Date of Enactment: 16/04/91

It will eliminate prior administrative approval procedures for compensated commerce operations.

254. Superintendence Resolution N° 2847. Date of Enactment: 19/04/91

SUNAD approves Rule that will govern the procedure to be followed by the Callao Maritime Customs Office and by the "Jorge Chavez" International Airport for customs dispatch and

for goods subjected to the import regimen, through the lifting system under the self-liquidation modality, document evaluation and selection physical evaluation.

255. Ministerial Resolution N° 0259-91-AG: Date of Enactment: 19/04/91

It complements and expands annexes of Ministerial Resolution N° 210-91-AG (April 4), in relation to the import requirements for vegetal origin products, with reference to cotton fiber, fresh fruits and cereals.

256. Superintendence Resolution N° 002878: Date of Enactment: 19/04/91

SUNAD approves Rule that governs the operation Procedure to be followed by the Customs Offices of the Republic to dispatch used goods.

257. Resolution N° 219-92-IMAP/DTSA. Date of Enactment: 19/04/91

It approves a series of forms to be used by the health service of the National Police in application of the Administrative Simplification Law.

258. Mayor Office Decree N° 4-91-MSI. Date of Enactment: 28 /04/91.

It eliminated valorized format required by the Municipality to cancel operations of businesses in their jurisdiction and to remove signs.

MAY 1991

259. Agreement N° 021. Date of Enactment: 02/05/91.

Municipality of El Agustino approved Ordinance about authorization and control of public events, incorporating the administrative simplification principles.

260. Supreme Decree N° 018-91-AG. Date of Enactment: 03/05/91.

Farmer and Associative Companies may freely decide about the enterprise model they want to adopt. .

261. Ministerial Resolution N° 276-91-AG-DGA: Date of Enactment: 04/05/91.

Agricultural plague imports and/or related substances will be subject to Sworn Declaration, in application of the Administrative Simplification Law.

262. Ministerial Resolution N° 27791-AG-DGA. Date of Enactment: 04/05/91.

Imports of pharmaceutical and veterinary products are declared free, subject to the presentation of a sworn declaration, in application of the Administrative Simplification.

263. Vice-Ministerial Resolution N° 017-91-ICTI/TUR: Date of Enactment: 13/05/91.

Designation was made of attesters in the Tourism Sector.

264. Resolution N° 177-91-RPM. Date of Enactment: 23/05/91.

Designation was made of attesters in the Mining Public Registry Office.

265. Vice-Ministerial Resolution N° 021-91-ICTI-CI/OGAL: Date of Enactment: 13/05/91.

Designation was made of authenticating offices in the Interior Trade Vice Ministry.

266. Vice-Ministerial Decree N° 171-91-ICTI-IND. Date of Enactment: 14/05/91.

It established the distribution percentages of the Unified Register

267. Mayor Office Decree N° 08-91-DAM: Date of Enactment: 15/05/91.

Municipality of Miraflores approves guideline establishing a simplified procedure to grant exoneration benefit of the Real Estate Patrimony Value Tax applicable to retired persons that own just one real estate property used as their home.

268. Superintendence Resolution N° 240-91-EF/SUNAT: Date of Enactment: 16/05/91.

The Tax Administration Superintendence authorized the distribution of forms cost free for the Sworn Declaration of the Personal Patrimony Tax, in order to make easier for tax payers their complying with tax obligations .

269. Resolution from Chief Office N° 302-91-INAP/DTSA: Date of Enactment: 17/05/91.

Instituto Nacional de Administración Pública approved the unique inscription and transference format for vehicle property to be used by the Ministry of Transport and Communications.

270. Director Resolution N° 066-91-EM-DGM. Date of Enactment: 17/05/91.

The General Mining Bureau approved form for the Temporal Admission Regimen that a mining right holder may enforce.

JUNE 1991

271. Ministry Resolution N° 404-91-AG/DGA. Date of Enactment: 12/06/91.

Technical standards for quality and sanitation for free rice trade. .

272. Ministry Resolution N° 188-91-PCM. Date of Enactment: 14/06/91.

Designation was made of attesters at the Presidency of the Council of Ministers.

273. Mayor Office Decree N° 027-91-CDSB-A: Date of Enactment: 14/06/91.

Municipality of San Borja established devolution procedure for tax payers of the excess payments of Real Estate Property Value Tax.

274. Supreme Decree N° 137-91-EF: Date of Enactment: 18/06/91.

Complementary rule to provide guidance to companies as to the scope of Supreme Decree N° 060-91-EF, by which a series of procedures are no longer in effect related to the packing industry.

275. Supreme Decree N° 0026-91-AG. Date of Enactment: 17/06/91.

Decrees free external and internal commercialization of veterinary products.

276. Supreme Decree N° 0027-91-AG: Date of Enactment: 17/06/91.

Decrees free external and internal commercialization of agricultural plague killers and related substances.

277. Memorandum N° 46-58-91 SUNAD. Date of Enactment: 21/06/91.

The National Customs Superintendence issued memorandum about the transit of goods with destination the application area of the Peruvian-Colombian Customs Cooperation Agreement.

278. Legislative Decree N° 644. Date of Enactment: 22/06/91.

Elimination of all restrictions and administrative and legal obstacles that prevent free access to the international routes and transit for the national shipping companies was made.

279. Legislative Decree N° 640. Date of Enactment: 24/06/91.

It cancelled regulations related to Passenger Inter-Province Ground Transportation, giving free routes or operation permits for Passenger Interprovincial Ground Transportation Public Service, declaring freedom of routes or operation permits of the Passenger Interprovincial Ground Transportation Public Service and eliminating all the restrictions and administrative or legal obstacles that prevent free access of new concessionaries to that service.

280. Legislative Decree N° 642: Date of Enactment: 26/06/91.

It established that rates for the passenger and cargo inter-province ground transportation public services will be according to offer and demand.

JULY 1991

281. Supreme Decree N° 020-91-TC. Date of Enactment: 03/07/91.

Eliminates administrative restrictions, shipment applications and permit fees, consular approvals and visas that condition or affect export maritime shipments.

282. Legislative Decree N° 645. Date of Enactment 06/07/91.

Eliminates monopoly in shipment, unloading and mobilization of cargo operations in the fluvial, maritime or lacustrine ports, allowing access to any company or cooperative that render such services.

283. Ministerial Resolution N° 459-91-TC/15.21. . Date of Enactment: 08/07/91.

Designation of attesters at the Document Processing Office of the Ministry of Transport and Communications was made.

284. Supreme Decree N° 012-91-ICTI/IND. Date of Enactment: 08/07/91.

Ministry of Industry, Interior Trade, Tourism and Integration eliminated the obligation of industrial companies of presenting the Annual Production Plan.

285. Supreme Decree N° 0033-91-AG. Date of Enactment: 08/07/91.

The import of alive mammals, semen, sheep embryos, red meats, offal, liquid and power milk, cheese, jams, jellos, turkeys, ducks, eggs and frozen chickens and vegetal products and sub-products, will be only subjected to the sanitary requirements established under Ministry Resolution N° 0231-91-AG (April 9) and its amendments (M.R. N° 0259-91-Ag dated April 22)

286. Resolution N° 1007-91-P/JNE. Date of Enactment: 08/07/91.

It transgress administrative simplification, however, in its considerations, indicates that the rule respond to a need of adopting simplification measures.

The National Election Board ordered that original and duplicate Electoral Cards be issued with color photographs taken by the Photo Studio that has the service concession.

287. Supreme Decree N° 009-91-SA. Date of Enactment: 10/07/91.

It expands established simplification and expediting measures to obtain the Sanitary Registration for canned food, medical-surgical equipment and materials, cosmetics and perfume and toiletries.

288. Superintendence Resolution N° 005134. Date of Enactment: 18/07/91.

Designation of attesters at the National Customs Administration Superintendence was made.

289. Superintendence Resolution N° 005134. Date of Enactment: 18/07/91.

The Municipality of Metropolitan Lima approved the Urban Planning Set of Rules for the Province of Lima.

290. Legislative Decree N° 651. Date of Enactment: 25/07/91.

Government ordered free competition in the Passenger Urban and Inter-Urban Transportation Public Service in the entire country.

291. Supreme Resolution N° 017-91-Ag. Date of Enactment: 27/07/91.

Ministry of Agriculture modified the text of the Sanitary Registration Set of Rules for the import of animals and animal origin products and sub-products.

292. Mayor Office Decree N° 047-91. Date of Enactment: 31/07/91.

Municipality of Independence simplified the procedure for small business advertising ads license procedure.

AUGUST 1991

293. Legislative Decree N° 653. Date of Enactment: 01/08/91.

Investment Promotion Law in the Agricultural Sector established the liberalization of that sector's activities both in what respects to the land property regimen as well as in relation to the agricultural product production and commercialization.

294. Ministerial Resolution N° 274-910-ICTI. Date of Enactment: 05/08/91.

Ministry of Industry authorized the President of the Multiple Sector Unified Register to subscribe with the Regional Governments and the Local Governments the implementation of the Unified Register under the frame of Administrative Simplification.

295. Legislative Decree No. 655. Date of Enactment: 08/91.

Liberalization was granted for the hydrocarbons industry and related activities and elimi-

nates all monopoly or exclusivity on the part of PETROPERU or their affiliates in the operations they carry out.

296. Director Resolution N° 196-91-TC/INICTEL-DG. Date of Enactment: 09/08/91.

Instituto Nacional de Investigación y Capacitación de Telecomunicaciones INICTEL designated attesters.

297. Resolution of the Banking and Insurance Superintendence N° 438-91. Date of Enactment: 10/08/91.

Elimination of formal requirements established for those who pretend to register at the Official Register of Reinsurance and Insurance Brokers Foreign Companies.

298. Major Office Decree N° 003-91-MDSB. Date of Enactment: 10/08/91.

Municipality of San Bartolo designated attesters

299. Vice-Ministry Resolution N° 023-91-IICTI-TUR. Date of Enactment: 13/08/91.

The requirement established by Vice-Ministerial Resolutions No.011 and 0016-91 is no longer in effect, with respect to the water quality certification receipt.

300. SUNAD. Date of Enactment: 08/91.

SUNAD authorized the printing of the "Self Liquidation Sheet" in the "delivery receipt" and the "Shipping Order", necessary documents for selective physical appraisal system.

301. Legislative Decree N° 658. Date of Enactment: 15/08/91.

The duly qualified and authorized private institutions and authorized by a Commission created for such purpose, may issue product quality certificates and/or approval with technical standards, in order to eliminate the monopoly, controlling and restrictive practices of free competition.

302. Legislative Decree N° 659. Date of Enactment: 16/08/91.

It established that the dispatch of imported goods will be made just against the presentation of the import policy, pertinent documents and the payment receipt of the import duties corresponding to the amount consigned under the inspection certificate (issued by authorized supervising companies) and that the importers can participate directly.

303. Resolution N° 1062. Date of Enactment: 20/08/91.

Instituto Nacional de Cultura creates a commission in charge of evaluating the administrative procedures that they have in order to incorporate the Administrative Simplification principles.

304. Ministry Resolution N° 0558-91-AG. Date of Enactment: 22/08/91.

The General Agricultural Offices designated attesters.

305. Ministry Resolution N° 0552-91-AG. Date of Enactment: 22/08/91.

The Ministry of Agriculture approved the Set of Rules to grant the Unique Card for the Retail Trader and fresh products distributor re-registration.

306. Resolution N° 381-91-INAP/DTSA. Date of Enactment: 27/08/91.

INAP approved the form "Inscription Sheet" to be used by the National Training Service for the Construction Industry. (SENCICO).

307. Resolution N° 022-91-VC-920. Date of Enactment: 27/08/91.

Ministry of Housing designated attesters in CREPCO.

308. SUNAD. Date of Enactment: 08/91.

SUNAD ordered publication of the Special Tax Payer Sworn Declaration form related to Shares and participations in application of Legislative Decrees N° 646 and 661.

SEPTEMBER 1991

309. Legislative Decree N° 662. Date of Enactment: 09/91

It established a juridical stability regimen for foreign and national investments and the automatic authorization of foreign investment and their subsequent registration in the pertinent national body.

310. Legislative Decree N° 668. Date of Enactment: 09/91

Implementation of measures directed to guarantee exterior and interior trade freedom as fundamental condition for the country development.

311. National Customs Superintendence Resolution N° 006543. Date of Enactment: 12/09/91

SUNAD will simplify procedures to be followed by the Customs Offices in the Republic in the Transit Customs Regimen.

312. National Customs Superintendence Resolution N° 006544. Date of Enactment: 12/09/91.

SUNAD approved Guideline N° 7-D-1491-SUNAD that simplified the procedure to grant Global Guarantee in the Customs Regimen for ground transportation.

313. Legislative Decree N° 670. Date of Enactment: 13/09/91.

It will eliminate restrictions, processes and procedures that prevent development of the Civil Aviation, making easier the participation of private capital, national or foreign, in the air transportation services.

314. Legislative Decree N° 668. Date of Enactment: 09/91.

It established freedom of interior and exterior trade and free access to the acquisition, transformation and commercialization of goods and service rendering. Also, it eliminates and prohibits all type of exclusivity, limitation, restriction or monopoly practice in the production and commercialization of goods and service rendering. The "veracity presumption principle" included under the Administrative Simplification Law, constitutes the base for all administrative procedure in interior and exterior trade.

315. Legislative Decree N° 669. Date of Enactment: 09/91.

The Transportation Rates Regulatory Commission is deactivated and declared extinguished.

316. Legislative Decree N° 670. Date of Enactment: 09/91.

It provides freedom of rates and freights and eliminates restrictions, procedures and processes that limit private capital participation, national or foreign, in the Air Transportation Services or prevent Civil Aviation Development. The principles and rules of Law No. 25035 are expressly incorporated.

317. Customs Superintendence Resolution N° 4916. SUNAD. Date of Enactment: 16/09/91.

SUNAD simplified customs procedures to ensure a better flow and make easier ground transportation operations.

318. Ministry Resolution N° 329-91-PE. Date of Enactment: 18/09/91.

It incorporated veracity presumption in the procedure to grant import and/or fleet increase authorization for the fishing industry boats or for indirect human consumption.

319. Resolution N° 430-91-INAP/DTSA. Date of Enactment: 19/09/91.

INAP approved the forms "Inscription Sheets" to be used by the National Merchant Navy School.

320. Mayor Office Resolution N° 003-91-MDSA. Date of Enactment: 20/09/91.

Municipality of Santa Anita designated attesters.

321. Director Resolution N° 055-91-TC/1515. Date of Enactment: 23/09/91.

General Ground Circulation Office approved guideline that rules the procedure for the allocation of quotas in the Tacna-Arica border traffic.

322. Corlima Resolution N° 072.1-91/P. Publication 25/09/91.

Corporación Departamental de Desarrollo de Lima designated attesters.

323. Supreme Decree N° 023-91-ICTI/DM. Date of Enactment: 25/09/91.

It modified the Set of Rules for Lodging Facilities, in application of the principle of requirements and costly formalities elimination.

324. Resolution N° 437-91-INAP/DISA. Date of Enactment: 26/09/91.

INAP recognizes the constitution of the Social Security Sector Citizen Council of the Northeastern Region of Marañón – Cajamarca.

325. Resolution N° 106-AL-91-SE. Date of Enactment: 30/09/91.

Municipality of La Victoria ratified the attester that had been in that position.

OCTOBER 1991

326. Mayor Office Resolution N° 481. Date of Enactment: 02/10/91.

Municipality of Metropolitan Lima approved the Administrative Simplification Program.

327. Legislative Decree N° 675. Date of Enactment: 10/91.

It eliminated MINPECO S.A. exclusivity in the external commercialization of mining company products owned by the Government.

328. Legislative Decree N° 679. Date of Enactment: 04 /10/91.

CORPAC assumed integral security of the airport facilities as well as customs control of passengers and their luggage, in line with the recently decreed provisions to eliminate restrictions, procedures and processes that complicate or prevent commercial aviation development.

329. Legislative Decree N° 676. Date of Enactment: 10/91.

The Ministry of Transport and Communications will grant concession to persons or companies of the private sector- under the rehabilitation and maintenance of the roads commitment – sections of the National Road Network.

330. Legislative Decree N° 679. Date of Enactment: 10/91

It established as CORPAC S.A. duties, the security responsibility of the port facilities and passenger and luggage customs control. The customs duties assumed by Customs, can be granted as concessions to private entities.

331. Mayor Office Decree N° 173. Date of Enactment: 10/10/9.

Municipality of Puente Piedra granted amnesty for construction licenses under regularization process.

332. Director Resolution N° 060-91-TC. Date of Enactment: 17/10/91.

It approved requirements for new assembled motor vehicle registration in the country and imported, vehicle property transference, vehicle property modification and physical vehicle features.

333. Director Resolution N° 660-91-AG-UAD.VII. Date of Enactment: 22/10/91.

The Ministry of Agriculture ratified officer in his position at the Lima VI Agricultural Unit.

334. Superintendence Resolution N° 7577. Date of Enactment: 30/10/91

SUNAD approved guideline that rules the procedures to be followed at the Tacna, Tumbes, Sullana, Iquitos, Puno, Paita, Ilo and Mataraní Customs incorporating the Administrative Simplification principles.

NOVEMBER 1991

335. Legislative Decree N° 683. Date of Enactment: 11/91

Liberalization of the routes of the commercial aquatic transportation and elimination of the legal and administrative obstacles that prevent such traffic to national shipping companies.

336. Legislative Decree N° 689 Date of Enactment: 11/91

Foreign Citizens Contracting Law that decrees, in application of the veracity presumption considered under the Administrative Simplification Law, the automatic approval of the foreign citizens labor contracts on the part of the Labor Administrative Authority.

337. Legislative Decree N° 685. Date of Enactment: 11/91

It eliminates monopoly, market control, restrictive practices and agreement in the presentation of the postal service. It established liberalization of postal transit, for which the Ministry of Transport and Communications will grant concessions to private companies.

338. Legislative Decree N° 690. Date of Enactment: 11/91

It liberalized railroad transit, rates and freights and eliminated monopoly and restrictive practices in this service provision. Railroad transportation service may be provided by natural or juridical persons constituted in the country.

339. Legislative Decree N° 693. Date of Enactment: 11/91

Investment Promotion Law in the Electric Sector that allows the Ministry of Energy and Mines to grant concessions to natural or juridical persons for the generation, transmission, distribution and commercialization of electric energy.

340. Legislative Decree N° 697. Date of Enactment: 05/11/91.

It granted freedom in the exploitation of potable water, sewerage, re-use of wastewater and public cleaning services. It allows access for any natural or juridical person, national or foreign, for the operation of these services.

341. Legislative Decree N° 699. Date of Enactment: 05/11/91.

It authorized the Ministry of Education and the Regional Governments to promote participation of the Parents Associations, Professional Schools, religious entities, cooperative, local governments and human settlements, so that as promoters they may assume the administration and conduction of the educational centers that the Government may assign to them, including procedures for the creation of new educational centers and to expand those already existing, which will incorporate the Administrative Simplification Law.

342. Legislative Decree N° 701. Date of Enactment: 05/11/91.

It eliminated monopoly, controlling and restrictive practices to the free competition in the production and commercialization of goods and in service rendering.

343. Legislative Decree N° 702. Date of Enactment: 05/11/91.

Telecommunications Promotion and Investment Law that declared free competition in the provision of telecommunication services. It also established the elimination of restrictive practices and agreements and dominant market positions.

344. Legislative Decree N° 705. Date of Enactment: 05/11/91.

Micro-enterprises and Small Enterprises Promotion Law was published which objective is the promotion and development of this type of companies, incorporating a series of measures that try to facilitate access of the micro and small enterprises to formality. It expressly established prohibition for the authorities to demand – for the operation of micro and small enterprises- other licenses, registrations or permits different to the Unified Register and the

Municipal Operating License. In an erroneous attempt to simplify the municipal operating authorization procedure, the Legislative Decree orders a simplified, automatic and cost free procedure, establishing as the only requisite, the presentation of an application- in simple paper, attaching a copy of the Unified Register.

345. Legislative Decree N° 708. Date of Enactment: 06/11/91

Investment Promotion in the Mining Sector Law, that considers as one of the administrative procedure principles, the quick processing on the base of the application of the veracity presumption and positive administrative silence. In this manner, rules contained under Law No. 25035 Administration Simplification Law have been considered.

346. Legislative Decree N° 709. Date of Enactment: 06/11/91

Private Investment Promotion Law in Real Estate Rental that liberalized the rental regimen by ordering that rental contracts will only be governed by the Civil Code.

347. Legislative Decree N° 711. Date of Enactment: 07/11/91.

It eliminates all the restrictions that prevented professional activities in the entire national territory.

348. Legislative Decree N° 712. Date of Enactment: 07/11/91.

It eliminated the oligopoly maintained by the Public Translators Law to render official public translations service, establishing an unlimited number of public translators (modified and changed in its nature by Legislative Decree No.711, published on the 8th of the same date and year).

349. Legislative Decree N° 717. Date of Enactment: 08/11/91.

It eliminated the obligations of the suppliers of goods and services of the Government, to register under the Unique Government Supplier Register under INAP, or any similar registration.

350. Legislative Decree. Date of Enactment: 08/11/91.

It created the Private Health System as complementary to the system managed by the Instituto Peruano de Seguridad Social (IPSS). In this manner, all workers will have the right to choose the most convenient health system.

351. Legislative Decree N° 720. Date of Enactment: 08/11/91.

It takes into consideration a provision contained in a normative project prepared by the ILD, referred to the Municipalities obligation to require from natural or juridical persons only the municipal operation authorization to develop any economic activity.

Legislative Decree N° 721. Date of Enactment: 08/11/91.

It created the Special Unified Register Project under the budget of the Ministry of Industry, Interior Commerce, Tourism and Integration (MICITI). It reduced the cost of the form to 2% of the UIT to 1.5% and considered the equal collection principle, without discriminating with respect to the type of company to be constituted or the economic activity that will be developed.

352. Supreme Decree N° 030-91-ICTI. Date of Enactment: 08/11/91.

It incorporated Administrative Simplification principles under the Stock Reposition regimen, allowing, for example, the automatic approval of the applications presented subject them later to an adequate inspection system.

353. Legislative Decree N° 722. Date of Enactment: 08/11/91.

General Customs Law that established a series of measures directed to make more efficient the service rendered by Customs, such as, for example, that the dispatch of goods under import operation may be carried out by the owners or consignees of the goods. In this manner, the customs agent participation in such operations will be optional.

354. Legislative Decree N° 723. Date of Enactment: 09/11/91.

It modified Legislative Decree No.679 establishing that CORPAC S.A. will assume the integral security of the port facilities and that the control, surveillance and checking of passengers and luggage that may arrive from abroad to the Jorge Chavez International Airport will be carried out by private sector companies.

355. Legislative Decree N° 724. Date of Enactment: 08/11/91.

It created the Private Pension System as complement to the National Social System (IPSS). In this manner all workers will have the right to select the most convenient pension system for them.

356. CONITE Board of Directors Resolution N° 007-91-EF/35. Date of Enactment: 12/11/91.

In application of the Administrative Simplification Law, it approved regularization of pending case files.

357. Director Resolution N° 063-91-TC/15. Date of Enactment: 15/11/91.

In application of the Administrative Simplification Law, it approved regularization of vehicle inscription case files, not located or processed.

Legislative Decree N° 750. Date of Enactment: 11/91.

Investment Promotion Law in the Fishing Sector, which objective is to promote fishing activities. The rule established expressly as one of its objectives, the simplification of administrative procedures over the base of veracity presumption and positive administrative silence considered under Law No. 25035.

358. Legislative Decree N° 757. Date of Enactment: 11/91.

Private Investment Growth Law constitutes the pillar for the private investment promotion in different economic activities guaranteeing free initiative and competition and allowing the companies to organize themselves under any society modality. It includes the administrative simplification principles and provisions and rules about access to public information and transparence in administrative decision making.

359. Legislative Decree N° 758. Date of Enactment: 13/11/91.

The Private Investment Promotion Law in public services infrastructure that allows access to any natural or juridical person in the execution and operation of public services works,

through concessions.

360. Ordinance N° 040. Date of Enactment: 21/12/91.

Set of Rules about tax authority of the Municipalities of the Province of Lima.

361. Grau Region Right N° 006-91. Date of Enactment: 01/12/91.

It created the Unified GRAU Region register.

362. Regional Decree of the Northeastern Region of the Marañon N° 001-91. Date of Enactment: 21/08/91

It created the Unified RENOM Register.

363. Resolution N° 1615-91-S. Date of Enactment: 05/12/91

The Senate of the Republic designated attesters.

FROM DECEMBER 1991 UP TO SEPTEMBER 1994

DECEMBER 1991

364. Grau Region. Date of Enactment: 01/12/91

It created the Unified Register for the Grau Region.

365. Loreto Region. Date of Enactment: 01/12/91

Representatives of the native and farming communities of the region are part of the FOND-EAGRO Board of Directors.

366. Judicial Power. Date of Enactment: 12/04/91

Judicial Power Organic Law.

367. CONITE. Date of Enactment: 04/12/91

Forms are approved for Sworn Declaration and introduced administrative silence in the Foreign Investment Register procedures as well as technological transference contracts.

368. Banking and Insurance Superintendence. Date of Enactment: 12/06/91

To simplify the procedures that companies that intent to merge should observe and also provides clarification norms relative to such matter. It also established subsequent control.

369. Customs. Date of Enactment: 06/12/91

It simplified the procedure for definitive goods admission.

370. RENOM Region. Date of Enactment: 07/12/91

Norms to gain access to public information at the RENOM were provided.

371. JOSE CARLOS MARIATEGUI REGION. Date of Enactment: 07/12/91

It created the Hydro-energetic Resources Regional Council. Representatives of the farming

communities and user boards of the region participate in the Council Board. The council objective is to establish policies for the use, preservation and utilization of water resources with population purposes.

372. Public Administration – INAP. Date of Enactment: 07/12/91

It created the INAP consultant register for the simplification principles, it also approved forms. They convoked for their registration to technicians and professionals in planning design and simplification programs, rationalization and regulations, as well as in research and technology related to administrative technology.

373. Agriculture. Date of Enactment: 08/12/91

The INIAA Program and Budget Office is responsible for providing orientation of the administrative simplification process within INIAA.

374. Mining Public Registry Office. Date of Enactment: 14/12/91

Approval was given to the "Sworn Declaration"" formats for mining concession registration.

375. Free Zone National Commission. Date of Enactment: 16/12/91

It provides measures to expedite incoming, deposit, appraisal and transportation of goods in the ZOTUM. It eliminates certifications and introduces sworn declarations.

376. Technical Standards– ITINTEC. Date of Enactment: 18/12/91

The enterprises and institutions of an industrial, commercial or technical nature may request their constitution as Technical Secretary Offices so that they may be delegated the task of preparing Peruvian technical standards project for an activity field.

377. Banking and insurance. Date of Enactment: 21/12/91

It eliminates requirements established by R. 384-91-SBS for the registration of reinsurance and reinsurance broker foreign companies in line with the Administrative Simplification general principles.

378. Civil Code. Constitution of juridical persons. Date of Enactment:

It eliminates de Public Deed requirement for the registration of representatives and for power of attorney of juridical persons in the Public Registry Office, it will be sufficient to present certified copy of the corresponding minutes.

379. Customs. Date of Enactment: 27/12/91

It eliminates prior authorizations for the hydro-biological products export and import. It also eliminates the requirement of NO DEBT certificate from the Fishermen Association for the export of hydro-biological products.

380. Transportation. Date of Enactment: 30/12/91

It simplifies the registration of transferences and other actions related to vehicle property not yet registered or whose antecedents may have been lost.

381. Labor. Date of Enactment: 31/12/91

It regulates the approval, modification and review of the Internal Set of Rules of work centers with more than 100 workers taking into account the scope of the Administrative Simplification Law. It established also automatic approval of the Sets of Rules.

382. Labor. Date of Enactment: 31/12/91

For the purpose of conciliation between the companies and the workers sworn declarations will be presented to substitute accounting and labor documentation which would be support previously for the formulation and economic analysis of the claims case files.

JANUARY 1992

383. Justice . Date of Enactment: 03/01/92

Decriminilization. It provides reduction and exemption of the penalty to those that participated in felonies committed by public officers.

384. Tax Administration Superintendence Sector. Date of Enactment: 04/01/92

To regularize the overdue or pending obligations in tax matters, a simplified procedure is established based on the presentation of sworn declarations.

385. Public Administration-INAP. Date of Enactment: 10/01/92

The Administrative Simplification Technical Office is responsible of carrying activities and programs related to administrative simplification and citizen participation.

386. INAP – Education. Date of Enactment: 10/01/92

Unique procedure form has been approved to carry out any process at the Instituto Nacional de Investigación y Desarrollo de la Educación INIDE

387. SUNAT. Date of Enactment: 10/01/92

It established rules for the automatic declaration of the tax claims origin that do not exceed 20 soles.

388. INAP. Date of Enactment: 14/01/92

Internal Set of Rules of the INAP Consultant Register. INAP grants a period of no less than 07 days after approval of the Consultant Register and it eliminates and simplifies the previous procedure.

389. SUNAD – Customs. Date of Enactment: 15/01/92

It approved the formats and internal procedure for self-liquidation of custom duties and physical appraisal. (Subsequent inspection, Article 8)

390. Customs – SUNAD. Date of Enactment: 18/01/92

Release from customs of products coming from the Andean Pact countries. To determine the origin of the goods it will be sufficient to present an origin declaration provided by the producer or by the exporter.

391. INCOOP – Cooperatives. Date of Enactment: 21/01/92

It delegates the power to authorize cooperative company operations to the regional authorities in cooperative matters.

392. Customs – SUNAD. Date of Enactment: 24/01/92

It approved formats- sworn declaration and established subsequent inspection to regularize customs duties.

393. Housing – Municipalities. Date of Enactment: 25/01/92

It revoked S.D. 016-89-VC that concentrated human settlements legal physical clearance procedure at the Ministry of Housing. The procedure has now been assigned to the Provincial Municipalities.

394. Public Registry Office- Transport. Date of Enactment: 29/01/92

It simplified the procedure for the Registration of CORPAC real estate property. To confirm ownership, it substitutes public deeds and other documents for the Appraisal Sworn Declaration and established a simplified procedure.

395. Customs - Commerce. Date of Enactment: 30/01/92

It eliminates prior guarantee requirement for the export of products abroad for fairs and presentations.

FEBRUARY 1992

396. Tourism - Regions - INAP. Date of Enactment: 01/02/92

It created the Tourism Citizen Council in the INCA Region. The citizen council is comprised by representatives of trade and economic organizations related to economic and touristic activities.

397. Stock Market- Economy and Finance. Date of Enactment: 06/02/92

It eliminates prior authorizations for the transfer of securities registered in the Stock Market, outside the Stock Floor, when they are produced as a consequence of advanced legacy, inheritance and division and distribution of the assets of a decedent.

398. SUNAD - CUSTOMS. Date of Enactment: 08/02/92

In accordance to the Simplification Law, it established that duplicates of customs agent identification cards and other will be granted against presentation of just one sworn declaration, one photograph and the corresponding payment receipt. It eliminated presentation of police certificate.

399. Congress of the Republic. Date of Enactment: 09/02/92

Based on the responsibility principles it obligated to the explicit motivation and presentation of facts for the issuance of Extraordinary Supreme Decrees in the field of economics and finance. It established procedures for the issuance of Legislative Decrees, Norms about exception status and approval of international agreements.

400. Industries – Date of Enactment: 10/02/92

Rules for Fairs official registration and organization. For the official registration, the presentation by the entity is required of the Sworn Declaration subject to sanctions regimen established by the Simplification Law.

401. Fishery – Date of Enactment: 15/02/92

Set of Rules for concession authorizations for the fishing of giant squid. Concession authorization to best bidder is established, conditioned to subsequent verification of the payment of duties and presentation of bank bond.

402. Customs. Date of Enactment: 17/02/92

Approval is granted of format and procedure simplification for self-liquidation of customs debts and payment in banking institutions.

403. RENOM – Special Projects. Date of Enactment: 17/02/92

Internal organization is provided of the "Chancay-Lambayeque Hydrographic Basin Autonomous Authority". Representatives of the User Board of Irrigation Committees and Producer Committees of the involved valley are part of the Autonomous Authority Board.

404. SUNAT. Date of Enactment: 20/02/92

It reduced the documentation required for the presentation of income, business patrimony, sales tax and other taxes sworn declarations.

405. IPSS – Social Security- Date of Enactment: 24/02/92

Delegation is granted to departmental and zone IPSS officers to authorize employer debt payments fractioning.

406. Justice. Date of Enactment: 25/02/92

The Permanent Pardon Qualification Committee is part of the Ministry of Justice organic structure.

407. CONASEV. Date of Enactment: 26/02/92

They established automatic registration of companies registered at the Lima Stock Exchange.

MARCH 1992

408. Public Administration- INAP. Date of Enactment

It approved work guidelines for the preparation of administrative simplification institutional programs and their application under a modern and productivity frame in order to narrow the Government-Society relation.

409. Justice. Date of Enactment: 04/03/92

Civil Procedural Code is approved. It established rules to expedite judicial procedures.

410. INAP. Date of Enactment: 05/03/92

It established guidelines for the organization and operation of administrative improvement

centers in public entities with the purpose of detecting and attacking critical areas in the provision of services to users.

411. Labor. Date of Enactment: 07/03/92

It simplified and shortens time terms for handling labor denouncements presented to the labor authorities before December 9, 1991.

412. Customs. 06.03.92 - 07/03/92

Under the frame of the Simplification Law Set of Rules, procedure is established for imported goods dispatch and the inspection certification in private companies is authorized.

413. Energy and Mines. Date of Enactment: 12/03/92

The General Administration Office responsibility is to de-concentrate and delegate powers in accordance with the legal provisions on the matter.

414. Energy and Mines. Date of Enactment: 13/03/92

It authorizes mining engineers to carry out expert work for granting and registration of mining concessions and simplified requirements for their designation.

415. Municipalities. Date of Enactment: 14/03/92

For the creation of such municipalities it is a requirement the request from the majority of the location inhabitants.

416. Energy and Mines – Mining Public Records. Date of Enactment: 21/03/92

It reduces the number of signature legalizations required to register Mining Rights.

417. Agriculture. Date of Enactment: 23/03/92

Set of Rules of the National Agricultural Sector Boards. The National Boards are autonomous organization of agricultural producers, comprised by representatives of producers, entrepreneurs, industry and public institutions.

418. Customs. Date of Enactment: 27/03/92

It established standards applicable to customs in the entire territory of Peru, referred to transit of persons, goods and transportation subject to customs operations. It considers several principles and aspects of the Simplification Law.

419. Customs. Date of Enactment: 27/03/92

It established the procedure to determine the customs value of goods by authorized private companies.

APRIL 1992

420. Transport. Date of Enactment: 01/04/92

Vehicle Property Register. It established subsequent control and approved card form for the registration and enrollment of vehicle property.

421. Transport. Date of Enactment: 02/04/92

Set of Rules of the Passenger Inter-provincial Ground Transportation Public Service on the highway by bus. It reduced the existing requirements and time terms for the concession of inter-provincial routes.

422. Fishing. Date of Enactment: 05/04/92

Standards for the ornamental hydro-biological resources export. It established simplification measures to grant the certificate for ornamental hydro-biological resources export.

423. SUNAT. Date of Enactment: 06/04/92

Set of Rules of the Income Tax Law, it established the simplified regimen for the income tax declaration and payment.

424. Central Government. Date of Enactment: 07/04/92

Bases of the National Emergency Government Law. Modernization of the public administration as well as the promotion of a market economy is an objective of the National Emergency Government.

425. Industry, Tourism and Integration. Date of Enactment: 10/04/92

Fairs Set of Rules. It established standards that allow the promotion, organization and development of fairs at national level. It decentralized the procedures for fair authorizations.

426. Customs. Date of Enactment: 26/04/92

It established the procedure for the dispatch of goods subject to Inspection Certificate (imports exceeding five thousand dollars) at the Customs Offices of the Republic, according to the Administrative Simplification Law and its Set of Rules.

MAY 1992

427. Agriculture. Date of Enactment: 06/05/92

It modified the Sanitary Set of Rules for the import and export of vegetal origin products and sub-products according to the Administrative Simplification Law.

428. Health. Date of Enactment: 06/05/92

It established the requirements and standards to obtain the Sanitary Registration with subsequent control system.

429. Local governments- Lima. Date of Enactment: 06/05/92

It granted amnesty for all irregular urbanization areas, to present their case files under regularization at the Metropolitan Lima. It is explicitly refers to the LSA. (Administrative Simplification Law).

430. Customs. Date of Enactment: 09/05/92.

It approves approval to be followed at Customs Offices in the Republic to dispatch imported goods under the self-liquidation modality. It is expressly refers to the LSA.

431. INAP – Public Administration. Date of Enactment: 12/05/92

Methodological guidelines are given for the formulation of Unique Administrative Procedure Texts, TUPA. It is supported by the LSA.

432. Local governments. Date of Enactment: 24/05/92

It substituted and attached articles to the Urban Development Set of Rules for the province of Lima. It is sent to LSA/Veracity presumption principle.

JULY 1992

433. Health. Date of Enactment: 04/07/92

It established requirements to obtain Sanitary Registration and authorization for the import and commercialization of generic and brand medicines. It considered the SA (veracity presumption, etc) principles.

434. Customs. Date of Enactment: 15/07/92

It approved procedure for the intervention of owners, consignees or consignors to substitute Customs Agents in the custom release of goods without intervention. It refers to the LSA.

AUGUST 1992

435. Energy and Mines. Date of Enactment: 01/08/92

Thermal Power Generating Plants. It eliminated prior authorizations for the installation and operation of thermal power generating plants.

436. Justice – Public Records. Date of Enactment: 09/08/92

Register of Minpeco Real Estate Transfers in favor of the Ministry of Justice. For the registration of Minpeco real estate property in favor of the Ministry of Justice, no other requisite is required except the Appraisal Sworn Declaration and the Transfer Minutes signed by the MINPECO Board of Directors.

437. Industries. Date of Enactment: 10/08/92

It established guidelines to grant certificates and obtain paid documents covering General Sales Tax in favor of Industrial Companies of Non-Traditional Exports. It simplified tax payment.

438. Justice. Date of Enactment: 13/08/92

Automatic procedure to lift requisitions was authorized. They establish 6 month period for the requisition validity and their expiration.

439. National Elections Board. Date of Enactment: 14/08/92

Authorization was given for the Electoral Registers to receive black and white photographs provided by the citizens during electoral card duplication procedure. They eliminated the color photograph requirement and the monopoly to obtain it.

440. Defense. Date of Enactment: 15/08/92

Approval was granted of the Unique Text of Administrative Procedures, TUPA, for Empresa Industrias Militares del Perú.

441. Transportation. Date of Enactment: 17/08/92

They established the National Passenger Inter-provincial Ground Transportation Public Service Concessions.

442. Transportation. Date of Enactment: 17/08/92

They establish the National Passenger Inter-provincial Ground Transportation Public Service Register.

443. Transportation. Date of Enactment: 21/08/92

They eliminate manufacturing date limits for used vehicle imports.

444. Customs. Date of Enactment: 21/08/92

It established simplified procedure for the dispatch of goods from the Customs offices of the Republic to be followed by Official Dispatchers and Customs Agents.

SEPTEMBER 1992

445. Transport and Communications. Date of Enactment: 03/09/92

Extension is authorized for the validity of maritime, fluvial, lacustrine agencies, loading and unloading company licenses. Only requirement is the presentation of public documents that can be legalized by attesters. A same requirement is demanded in the event that new agencies, companies or cooperatives may request provisional licenses.

446. Real Estate Registration. Date of Enactment: 04/09/92

Special duty is approved for massive registrations at the popular urbanization registration office in order to provide better and quicker registration service, at low cost, without exceeding actual costs.

447. Banking and Insurance Superintendence. Date of Enactment: 06/09/92

Approval was granted for the sworn declaration model to be signed by housing savings bank associates that continue as members of the company resulting from their conversion to financial company. It is supported in Article 6th of Law 25035. This sworn declaration will be presented to the Banking and Insurance Superintendence to obtain the operation authorization of the new finance company subject to subsequent inspection.

448. Agriculture. Date of Enactment: 09/09/92

Unique Text of the Ministry of Agriculture Administrative Procedures. It established the services rendered to the user by the different line bodies, with indication of costs (duties) and procedure time terms.

449. Transport and Communications: Date of Enactment: 19/09/92

Set of Rules for tax fractioned payments related to vehicle imports for public passenger and cargo transportation. Tax payments can be made in up to 24 months, in case of new

and used vehicles that are imported up to September 30, 1993. Presentation of documents "easy to obtain" and "sworn declaration" is required, thus applying the administrative simplification principles.

450. Agriculture. Date of Enactment: 20/09/92

It approved rates for inspection and phytosanitary treatment services against plagues and vegetal origin products and sub-products imported or exported. The rates for these services are modified so that, in accordance with the Administrative Simplification Law, such rates may reflect the actual service cost.

451. Agriculture. Date of Enactment: 25/09/92

It approved rates for zoo-sanitary services provided by the Agricultural Sector pertinent bodies. The rates are modified to adapt them to the regulations, principles and criteria stipulated by the Administrative Simplification Law and its Set of Rules.

OCTOBER 1992

452. Customs. Date of Enactment: 09/10/92

Uniform procedure is established for processing of case files related to customs duties devolution and taxes paid incorrectly or in excess, based on the norms of the new Customs Law and its Set of Rules, as well as on the Administrative Simplification Law and its Set of Rules.

453. Customs. Date of Enactment: 09/10/92

A procedure is established to use the benefit of fractioned payment, the import of new or used vehicles directed to the passenger and cargo public transportation service, based on the norms of the Administrative Simplification and its Set of Rules.

454. Energy and Mines. Date of Enactment: 11/10/92

It approved the Mining Public Register TUPA. Services, procedures are established with indication of requisites, duties, responsible authority and terms, according to the criteria of the Administrative Simplification Law and its Set of Rules.

455. Fishing. Date of Enactment: 12/10/92

Taking into consideration that the hydro-biological product commercialization is free within the sanitary and hygiene conditions established by law, the national or regional authorities will refrain from requiring the presentation of valorized documents, authorizations, permits, registrations, payments or other requisites as condition for the development of such products transport and commercialization activities.

456. Energy and Mines. Date of Enactment: 14/10/92

The natural or juridical persons whether national or foreign that may enter into contracts with oil operation contractor companies, in accordance with Article 2 of Law Decree 22239, may request inscription at the General Hydrocarbon Office, attaching a Sworn Declaration stamped by the contracting company manager, that will be sufficient to confirm their technical, economical and legal capacity, supporting this position on the Administrative Simplification Law.

457. General Nation Accounting Office. Date of Enactment: 18/10/92

New procedures, requisites and more simplified and reduced documents for public offices subject to the government accounting plant are established, based on the Administrative Simplification Law.

458. Industry. Date of Enactment: 20/10/92

Set of Rules of Organization and Functions of the Multiple Sector Commission responsible of evaluating the application to perform quality certification functions and/or concurrence with technical standards. The requirements to be met by the interested companies are simplified to obtain the Commission authorization, based on the principles of the Administrative Simplification Law and its Set of Rules.

459. Agriculture. Date of Enactment: 30/10/92

Requirements are simplified for re-transport of wood-forest products and different woods, thus improving the flow of agricultural products towards the commercialization and/or consumption centers. Only a "transportation sworn declaration" presented by the owner and/or cargo transportation agent is required.

NOVEMBER 1992

460. Foreign Relations. Date of Enactment: 02/11/92

The TUPA of the Foreign Relations Ministry is approved. Procedures are established, in relation to the services rendered by the Ministry of Foreign Relations, indicating requisites, duties and authorities, in accordance with the Administrative Simplification Law.

461. Ministry of the Interior- INAP. Date of Enactment: 13/11/92

The form "Application to obtain ground transportation crew member license" is approved. The form referred to by the INAP is approved pursuant to Article 11 of the Administrative Simplification Law.

462. Energy and Mines. Date of Enactment: 23/11/92

The Energy and Mines Ministry TUPA is approved. Procedures, requisites, duties, qualifications and authorities are established in accordance to the criteria of the Administrative Simplification Law.

DECEMBER 1992

463. Customs. Date of Enactment: 03/12/92

With the purpose of de-concentrating and make easier access to fractioned payments of customs duties, power is delegated to the Republic Customs Superintendent to sign collateral contracts.

464. INAP - La Libertad Region. Date of Enactment: 10/12/92

It recognized the constitution of the Special Citizen Council for Administrative Simplification of the La Libertad region. Constitution of this Council and of its board is recognized, considering the citizen participation rights in public affairs considered in the Constitution

and in the Administrative Simplification and its Set of Rules.

465. INAP. Date of Enactment: 18/12/92

Guideline is approved that standardize procedures to grant licenses and other similar, to start production activities. Methodological guidelines to expedite and simplify licenses, concessions and similar procedures, which purpose is to start private industrial, commercial and business activities in general, in order to contribute to private investment growth under the frame of Administrative Simplification and Legislative Decree 757 (automatic approval).

466. IPEN – INAP. Date of Enactment: 21/12/92

The Peruvian Nuclear Energy Institute TUPA is approved. The services, requisites, duties, authorities and their qualification are established in accordance to the criteria of the Administrative Simplification Law and its Set of Rules.

467. Industry. Date of Enactment: 21/12/92

It is considered within the Ministry of Industries structure the Special Unified Registration Project, responsible of unifying and simplifying the registrations and authorizations that have to be processed for those that wish to formally conduct a company.

468. Ministry of Economy and Finance. Date of Enactment: 24/12/92

Rationalization and simplification law of the national tax system and elimination of privileges and cost overruns. Taxes "destined" or with low collection are eliminated as well as tax privileges and cost overruns. It includes within the scope of the rules about administrative simplification, the direct or indirect Government owned companies, the private companies that render public services as well as public or private universities.

469. Education. Date of Enactment: 27/12/92

Community participation in education management and administration. It is established that the COMUNED, Communal Education Council, created in each provincial municipality, will be responsible for education management and administration. Such council would be comprised by "user" representatives.

470. Justice. Date of Enactment: 30/12/92

"General Administrative Procedure Norms": Application is established of the principles and norms of the Administrative Simplification Law on the administrative procedures, processes and requisites of the Government and University bodies.

JANUARY 1993

471. Presidency of the Council of Ministers. Date of Enactment: 02/01/93

Rules to standardize the preparation, organization, presentation and approval of the Unique Administrative Procedures Texts – TUPA- of the Government entities based on the Administrative Simplification Law.

472. Agriculture. Date of Enactment: 13/01/93

It established the change of labor regime of the Public Sector to the Private Sector of workers relocated to decentralized public bodies of the agriculture sector. It is carried out within the provisions of the Administrative Simplification Law and its Set of Rules.

473. INAP - FONDEPES (Fishing Development Fund). Date of Enactment: 07/01/93

The services, requisites, duties and authorities of FONDEPES are described based on the principles and norms of the Administrative Simplification Law and its Set of Rules.

474. Defense. Date of Enactment: 16/01/93

Farming surveillance groups will adequate their organization and functions to the self-defense committees. The adaptation is established taking into consideration that the farming surveillance groups are organizations from a determined territorial jurisdiction and that they contribute to development and social peace without political purposes.

FEBRUARY 1993

475. Health. Date of Enactment: 19/02/93

"Simplified Procedure for the sanitary registration and authorization of medicines of the national essential medicines program" is established. A simplified procedure was established that will allow the population, particularly those with lower economic resources, to find medicines at all times, in adequate quantities and in the pharmaceutical forms that are required. The Administrative Simplification Law and its Set of Rules was taken as a base.

476. Judicial Power. Date of Enactment: 20/02/93

Unique Administrative Procedures Text of the Judicial Power was approved. It established its procedures, requisites, duties, qualification and authorities based on the Administrative Simplification Law and its Set of Rules.

MARCH 1993

477. Social Security (IPSS). Date of Enactment: 02/03/93

It regulates the correct application of the document called "CREDENTIAL" for insured persons at national level. It is based on the Administrative Simplification Law.

478. Energía y Minas. Date of Enactment: 03/03/93

Procedures are simplified. Extension of the Ministry of Energy and Mines TUPA is approved.

479. Customs. Date of Enactment: 03/03/93

Approval of Guideline No. 7-D-03-93-ADUANAS that established procedures to be followed at the Customs offices in Tumbes, Paita, Desaguadero, Puno, Tacna, Iquitos and Cuzco for the dispatch of import and export goods. It explicitly refers to the Simplification Law.

480. Presidency of the Council of Ministers. Date of Enactment: 04/03/93

It modified the rules related to temporal goods admission based on the principles of the Administrative Simplification Law that it expressly quotes.

481. General Accountant Office. Date of Enactment: 04/03/93

It approved Guideline No.041-93-EF/93; it modified the governmental accounting plan and permanent rules of the operations accounting closing at the end of each fiscal year. It is based on the Simplification Law. It eliminates requirements and costly formalities.

482. INAP. Date of Enactment: 05/03/93

It approved the internal set of rules of the special Citizen Council of the Peruvian Cooperative System, created based on the Administrative Simplification Law.

483. Customs. Date of Enactment: 13/03/93

It approved Guideline No.7-D-04-93-ADUANAS/INTA that rules the procedures for the application of the franchise goods reposition regime. It is based on Administrative Simplification.

484. Customs. Date of Enactment: 18/03/93

It approved Guideline No. 7-D-08-93 ADUANAS/INRA that rules the procedures to follow at the Customs Office in the Republic for the application of Temporal Admission Regime. It is based on the Administrative Simplification Law.

485. Customs. Date of Enactment: 28/03/93

It approved Guideline that rules procedure to be followed by the Customs offices to obtain the benefit of customs duties debt fractioned payment. It is based on administrative simplification law.

APRIL 1993

486. Ministry of Industry. Date of Enactment: 01/04/93

It approved forms that the company should use to request approval of their non-traditional export contracts. It is based on the Simplification Law directly mentioned.

487. INDECOPI. Date of Enactment: 14/04/93

INDECOPI accepts "Sworn Declaration" as a proof of use for the brand registration renewal. It includes the simplification principles mentioned in the third paragraph of the Resolution.

488. JUSTICE. Date of Enactment: 23/04/93

It approved official version of the Code of Civil Procedural. It includes simplified procedure to publish the rule. (Attesters).

489. JUSTICE. Date of Enactment: 27/04/93

It approved official version of decree laws issued on 05/04 to 30/12, 1992. It includes simplified procedure for the publication of the rule. (Attesters).

490. Presidency of the Council of Ministers. Date of Enactment: 30/04/93

It created the Public Administration Reform Commission. It assigned to the Commission the preparation of the Decentralization Law project and complementary legislation.

491. Transport and Communications. Date of Enactment: 30/04/93

It approved the Ministry of Housing TUPA. It includes Administrative Simplification Law rules.

MAY 1993

492. INAP. Date of Enactment: 30/05/93

It approved Guideline that establish the labor directives for the application of the Administrative Simplification in 1993 and mentioned Law 25035 in its paragraphs.

493. Justice. Date of Enactment: 17/05/93

Pardon is granted to sentenced persons in jail at the Real Felipe army base. Adequate climate was propitiated to release them based on the Alan Garcia Law that was proposed by the ILD.

494. Professional Schools. Date of Enactment: 24/05/93

Draft of the new Bar Association Set of Rules was issued. Pre-publication of the rules, requested by the ILD, for national discussion before approving the rule was included.

495. Interior. Date of Enactment: 04/05/93

Attesters were designated from different governor and deputy governor offices. It included Law 25035 and its Set of Rules.

JUNE 1993

496. Office of the Government Attorney. Date of Enactment: 15/06/93

It approved the Unique Denouncement and Terrorism Cases Register. It ordered the use of system information in all their offices and taking into consideration the administrative simplification law.

497. Customs. Date of Enactment: 19/06/93

It approved the Customs Procedure Manual related to the release of goods subjected to the import regime. In its paragraphs it mentions that the idea is to achieve simplification in the customs procedures.

498. Customs. Date of Enactment: 19/06/1933

It approved automated Procedure Manual for the cargo declaration at customs. It indicated in its paragraphs that Customs, in accordance with current legislation has to simplify the customs procedures.

499. Customs. Date of Enactment: 19/06/1933

It approved automated Procedure Manual for the Exportation regime.

500. Energy and Mines. Date of Enactment: 20/06/93

It approved the Organization and Tasks Set of Rules of the Geological, Mining and Met-

allurgic Institute, INGEMET. It considered de-concentration of tasks of the Administrative Simplification Law.

501. Economy and Finance. Date of Enactment: 23/06/93

It ordered that companies supervised by CONASEV may organize their own micro-archives. Under its paragraphs it quoted Law 25035 and its principles (the rights that are paid for services should not exceed their actual costs).

502. Industry – INDECOPI (Simplification). Date of Enactment: 05/06/93

It approved INDECOPI TUPA. It established in which cases the positive and negative administrative silence does not apply in accordance to the provisions of the Administrative Simplification Law and in which cases it does apply. It considered the Administrative Simplification Law.

503. Presidency of the Council of Ministers. Date of Enactment: 29/06/93

It makes easier the register of real estate property in favor of Electrolima. It simplified requirements for registration at the Public Registry Office and accepts Electrolima sworn declaration in the sense that there are no pending judicial procedures over the property to be registered (veracity presumption).

504. Presidency of the Council of Ministers. Date of Enactment: 29/06/93

It made easier the registration of real estate property in the name of EPSEP. It simplified requirements for the registration and accepted sworn declaration form Empresa Peruana de Servicios Pesqueros S.A. in the sense that there are no pending judicial procedures over the property to be registered. (veracity presumption).

505. Education. Date of Enactment: 30/06/93

It approved the CONCYTEC TUPA and simplified requirements to carry out procedures in front of the entity.

JULY 1993

506. Presidency of the Council of Ministers. Date of Enactment: 09/07/93

Regulation that makes easier the registration and authorizes the Public Registry Office to register all real estate property of the former ECASA with just the presentation of the appraisal documentation and a declaration from ECASA in the sense that no judicial proceeding is pending over the real estate property. Presumption of veracity.

507. Municipality of Lima. Date of Enactment: 09/07/93

It regulates social base organizations. It recognizes base organizations respecting their procedures and habits with respect to the internal life and own decisions (common law rights).

508. Presidency of the Council of Ministers. Date of Enactment: 10/07/93

It exonerates the Inspection Certificate requirement for vehicle import to be equipped as ambulances. It applied subsequent control for mobile units that were used as ambulances

before arriving into the country.

509. Transport and Communications. Date of Enactment: 10/07/93

It approved guideline related to registration procedures for cargo transportation agents. It takes into consideration the Administration Simplification Law whereas clauses.

510. Industry. Date of Enactment: 14/07/93

Rule that delegates INDECOPI operations to the Bar Association, related to company insolvency declaration process that are subjected to Business Re-structure.

511. Customs. Date of Enactment: 16/07/93

It approved the customs procedure manual for free zones. Administrative Simplification Law has been considered in whereas clauses.

AUGUST 1993

512. Industry (INDECOPI). Date of Enactment: 07/08/93

It modified the Unique INDECOPI Administrative Procedures Text. The Administration Simplification Law is quoted under whereas clauses.

513. Comptroller Office. Date of Enactment: 04/04/93

It approved the Unique Comptroller Office Administrative Procedures Text, TUPA. It considered as part of the Rule Text, a form of sworn declaration confirming that the person has the original document and that such person will deliver a copy to the Comptroller Office. It has taken into consideration the veracity principle and it mentions the Law.

514. Transportation. Date of Enactment: 18/08/93

It established procedure for the reconstruction of the Vehicle Property Registration antecedents. Under the legal base it quotes the Administrative Simplification Law and its Set of Rules and includes Sworn Declaration form.

515. Health. Date of Enactment: 05/08/93

It approved the Unique Administrative Procedures Text (TUPA) for the Ministry of Health. It considers administrative function de-concentration. It also attached sworn declaration forms based on the Simplification Law.

516. Justice. Date of Enactment: 20/08/93

It approved the Unique Administrative Procedures Text (TUPA) of the National Family Well-being Institute. Under the whereas clauses it quotes Legislative Decree 753 "Private Intervention Growth Law" where it is established that the Public Entities of the Central Regional and Local Governments are obligated to approve legal regulations directed to verify, reduce and simplify drastically all the administrative procedures and processes that are followed in front of them.

517. Central Government, Presidency of the Council of Ministers. Date of Enactment: 21/08/93

For privatization purposes, it makes easier the registrations. It authorized inscription in the Real Estate Property Register of industrial facilities, judicial awards, constructions and real estate property in general of the Empresa de la Sal, EMSAL, with just the appraisal declaration and a company sworn declaration to the effect that there is no judicial proceeding pending over any of the real estate property that they pretend to register. Veracity presumption.

518. Central Government. Presidency of the Council of Ministers. Date of Enactment: 21/08/93

Regulation that makes easier the inscriptions was given. It authorizes inscription at the Real Estate Property Records of industrial facilities, buildings, constructions and real estate property in general of the company ENTEL PERU, without any other requirement than the presentation of the Appraisal Declaration and a company sworn declaration to the effect that there is no judicial proceeding pending over any of the real estate property that they intent to register.

SEPTEMBER 1993

519. Congress. Date of Enactment: 01/09/93

It approved the Constitutional Referendum Law to make consultations in relation to the new constitution text. This is within the democratization principles of the government decisions.

520. Economy. Date of Enactment: 06/09/93

It approved Title VIII of the set of regulations of the Pension Fund Administration System, referred to registration. It approved form models to provide simplified data and has taken into consideration the Administrative Simplification Law.

521. Presidency of the Council of Ministers. Date of Enactment: 09/09/93

It authorized SIDERPERU to register property titles and other in the Public Registry Office, in the name of such company, with just the presentation of appraisal declaration and a company sworn declaration to the effect that such real estate property is not subjected to any judicial proceedings. (Presumption of Veracity).

522. Customs. Date of Enactment: 09/09/93

It established procedure to obtain benefits to extend tax debt due dates and make fractioned payments. It established simplified procedure to be applied at Customs and includes under its legal base the Administrative Simplification Law and its Set of Rules.

523. National Elections Board. Date of Enactment: 09/09/93

It provides that the department election boards constituted for the Democratic Constituent Congress elections will be the same for the national referendum. It has considered citizen will with respect to the constitutional text.

524. Transport, Housing and Construction. Lima Real Estate Property Records. Date of Enactment: 10/09/93

It modified the registration fees. It reduced to S/ 0.00 the real estate property inscription fee in favor of the Government. It was based on the principle of requirements and costly

formality reduction to achieve simplified registration of the real estate units.

525. Economy and Finance. Date of Enactment: 11/09/93

It approved the Unique Administrative Procedure Text (TUPA) of the Comisión Nacional Supervisora de Empresas y Valores (CONASEV). It expressly indicates the elimination of cumbersome and costly administrative procedures.

526. Transport. Date of Enactment: 11/09/93

It revoked regulation that recognizes the Transportation Sector Citizen Council Constitution. It revoked the previous regulation to invite more entities of the transportation sector to have a larger institutional representation.

527. National Elections Board. Date of Enactment: 30/09/93

Referendum Legislation Text. The referendum was organized following DDG proposal.

528. Interior. Date of Enactment: 30/09/93

It approved the Ministry of the Interior TUPA. It simplified procedures and operation deregulation and de-concentration.

OCTOBER 1993

529. National Board. Date of Enactment: 3/10/93

It approved the referendum instruction brochure to approve the constitution. It is related to the government democratization decisions.

530. INDECOPI. Date of Enactment: 7/10/93

Set of Rules for the organization and functions of the Instituto Nacional de Defensa de la Competencia y de la Protección de la Propiedad Intelectual. It simplified procedures and decentralization of administrative duties.

531. National Election Board. Date of Enactment: 14/10/93

It approved the referendum text in case of "voting abroad". It makes easier the participation of foreigners in the Peruvian Government democratization decisions.

532. National Election Board. Date of Enactment: 16/10/93

Recommendations from communication media, diffusion of advertising spots referred to referendum. It provides incentives for the press, private and government TV stations in the diffusion of referendum related information.

533. Municipality of Lima. Date of Enactment: 16/10/93

In application of the Simplification Law, they extended the date for the presentation of appraisal declarations in favor of the users, thus avoiding more procedures.

534. Supreme Court of Justice. Date of Enactment: 23/10/93

De-concentration of duties to expedite administrative and judicial proceedings. It ordered that the Constitutional Law and Social Room of the Supreme Court exert more efforts to

solve case files.

535. Economy and Finance. Date of Enactment: 25/10/93

It approved regulations to evaluate and determine the disability level and the organizations participating in the Private Pension Fund Administrators. It established short periods for the completion of administrative procedures.

536. Customs. Date of Enactment: 27/10/93

It modifies the rule and established procedure for the pick up of goods subject to simplified processes and declarations. A special and simplified procedure is established to pick up goods from Customs, applying the principles of the Administrative Simplification Law and applying subsequent inspection.

NOVEMBER 1993

537. Congress. Date of Enactment: 01/11/93

It authorized the re-inscription of births, marriages and deaths in the Civil Status Records, where Minutes Books may have disappeared and authorized presentation of diverse evidence in substitution of original documents, thus saving costs for the user.

538. Presidency. Date of Enactment: 05/11/93

It approved the Organization and Duties Set of Rules of the Oficina Nacional de Cooperación Popular. It applies de-concentration of decisive processes of the Administrative Simplification Law.

539. Ministry of Fishery. Date of Enactment: 06/11/93

It approved the Set of Rules for professional and pre-professional practices of the Ministry of Fishery. It established the Electoral Card as the only identify document and copy of the graduation title, bachelor degree and/or title for those that may perform pre-professional or professional practices in the Ministry. This was based on the Administrative Simplification Law.

540. Office of the Government General Attorney. Date of Enactment: 06/11/93

It approved the Unique Administrative Procedure Text for the Office of the Government Attorney. It applied de-concentration of decisive processes of the Administrative Simplification Law.

541. Municipality. Date of Enactment: 12/11/93

It extended date to pay excise tax. Time extension to carry out the procedures is contemplated under the Administrative Simplification Law.

542. Transport. Date of Enactment: 21/11/93

It regulates the procedure to obtain postal concession and established simplified procedure.

543. INAP. Date of Enactment: 24/11/93

It approved the Internal Set of Rules of the Industry and Commerce Sector Citizen Council.

Under whereas clauses, the Administrative Simplification Law is quoted and it is indicated that such law includes citizen participation in public affairs.

544. INAP. Date of Enactment: 24/11/93

It created a Unique Supplier Register and centralizes information in just one office, taking into consideration the Administrative Simplification Law.

545. INDECOPI. Date of Enactment: 27/11/93

It established simplified procedures for the preparation and approval of Peruvian technical standards.

546. Customs. Date of Enactment: 28/11/93

It approves the customs pledge lifting and established the use of formats to avoid long and complicated documentation.

DECEMBER 1993

547. Customs. Date of Enactment: 09/12/93

It approved format to request import and export of goods of a non-commercial nature. The customs document called "Simplified Declaration" has been prepared based on the Simplification Law guidelines.

548. Customs. Date of Enactment: 30/12/93

Report was sent to Customs offices as to the use of the "Simplified Declaration". It indicates that the document will be used for import and export of goods of a non-commercial nature, under the simplified procedure.

549. Customs – SUNAT. Date of Enactment: 31/12/93

It approved rules so that the National Tax Administration Superintendence (SUNAT) and the National Customs Superintendence (SUNAD) may have a budget Management system in accordance to their duties. The Executive Power has the faculty of modifying the Central Government and Local Governments Tax System legislation, aiming for their simplification.

JANUARY 1994

550. Ministry of Fishery. Date of Enactment: 26/01/94

It approved the unique text of administrative procedures of the Ministry of Fishery. Under the requisites for the procedures carried out at the Ministry of Fishery, a simple copy of the Electoral Card and other documents and simplified procedures appear based on the Simplification Law, for all procedures at that entity.

551. INADE. Date of Enactment: 28/01/94

It established the percentage and periodicity of subsequent inspection activities in the procedures of automatic approval or administrative silence at public entities. Subsequent inspection is a product of the positive administrative silence application that the Administrative Simplification Law established.

552. Transport. Date of Enactment: 14/01/94

It established the simplified procedure to grant construction licenses, works approval and house numbering certificate. It simplifies procedures and under whereas clauses quotes the Administrative Simplification Law. It assumed the presumption of veracity and the elimination of requirements and costly formalities.

FEBRUARY 1994

553. COMPTROLLER OFFICE. Date of Enactment: 01/02/94

Approval of the General Comptroller Office of the Republic TUPA and includes rules of the Administrative Simplification Law.

554. INDECOPI. Date of Enactment: 03/02/94

Approval of TUPA text and includes rules of the Administrative Simplification Law.

555. AGRICULTURE. Date of Enactment: 04/02/94

Modification of Article 34 of the Sanitary Set of Rules for the import and export of vegetal origin products was made. It eliminates consular certification of phytosanitary certificates issued by the authorities of the exporting country and replaced it by the registration of the inspectors and authorized officer's signatures at the Ministry of Foreign Relations General Secretary Office.

556. OFFICE OF THE GENERAL GOVERNMENT ATTORNEY. (District Attorney Office). Date of Enactment: 04/02/94

Information about procedure to obtain information about arrested terrorists and makes easier access to information provided by the Ministry of the Interior.

MARCH 1994

557. MINISTRY OF ENERGY AND MINES. Date of Enactment: 01/03/94

It approves updated text of the TUPA. The text includes modifications made previously, among which are some simplification rules.

558. OFFICE OF THE GENERAL GOVERNMENT ATTORNEY. (District Attorney Office). Date of Enactment: 03/03/94

Approval was given to Memorandum 005-94-MP-FN. It established jurisdiction of the special district attorney offices of the Public Defender and Human Rights at national level.

559. MINISTRY OF FISHERY. Date of Enactment: 11/03/94

Approval was granted to the Fishing Technological Institute (ITP) TUPA. It included the administration simplification law principles.

560. CUSTOMS. Date of Enactment: 31/03/94

It approved formats to be used to dispatch customs regimen and operations. It included in whereas clauses, the simplification law.

APRIL 1994

561. AGRICULTURE. Date of Enactment: 02/04/94

Approval was granted to the Instituto Nacional de Recursos Naturales (INRENA) TUPA. They adapted their administrative procedures to the administrative simplification law.

562. MUNICIPALITY OF LIMA. Date of Enactment: 14/04/94

They grant benefits to persons who may report and confirm corruption actions on the part of the Municipality personnel. Debts corresponding to taxes will be condoned to neighbors that report and evidenced corruption actions in which municipality officers participate.

563. MINING PUBLIC REGISTRY. Date of Enactment: 20/04/94

Approval was given to updated version of the Mining Public Records TUPA and established simplified procedures.

564. CUSTOMS. Date of Enactment: 20/04/94

It established procedures applicable in the entire country Customs offices for the transfer of goods from one warehouse to another. It took as legal base the administrative simplification law.

565. CUSTOMS. Date of Enactment: 21/04/94

It established the duties of the Executors and auxiliary personnel in coactive processes, mentioning as base the Administrative Simplification Law.

566. CUSTOMS. Date of Enactment: 21/04/94

Approval was granted to the automated Procedure Manual of the Temporal Admission regime. It established the registration and process of the Temporal Admission Regime and took as legal base the administrative simplification law.

567. INSTITUTO NACIONAL DE ESTADISTICA (INEI). Date of Enactment: 26/04/94

Application of fines due to non-compliance in statistical information provision and mentioned as legal base the Administrative Simplification Law.

568. MINISTRY OF THE INTERIOR. Date of Enactment: 30/04/94

Modification of the Ministry of the Interior TUPA was made. It is now adapted to the Administrative Simplification Law rules.

MAY 1994

569. CENTRAL GOVERNMENT. Date of Enactment: 03/05/94

Approval was given to the Citizen Participation Rights Law, a project followed by the ILD.

570. TRANSPORT AND COMMUNICATIONS. Date of Enactment: 03/05/94

Approval was given to required requisites in the Vehicle Property Register. It adopts procedures established under the Simplification Law and specified the requisites for each procedure under the articles.

571. CUSTOMS. Date of Enactment: 05/05/94

Approval was given to the Sworn Declaration format for the import of goods. It does not mention directly the Simplification Law but its purpose was taken by expediting the procedure.

572. CONAFRAN. Date of Enactment: 05/05/94

It clarified in which cases ZOTAC persons cannot be beneficiaries. It determines in its contents the system user sworn declaration, in which they indicate not be immersed in the causes established by the present rule.

573. MINISTRY OF TRANSPORT AND COMMUNICATIONS. Date of Enactment: 13/05/94

Approval was granted to simplified forms to be used in mortgage bills system, applying simplification rules.

574. CENTRAL GOVERNMENT. Date of Enactment: 28/05/94

Measures were implemented against officer corruption. It modified the Penal Code in relation to the expiration date of the criminal actions incurred by the Government officers. It determines that in the case of felonies committed by public officers or employees against the Government patrimony, the prescription term of the criminal action is duplicated.

575. CENTRAL GOVERNMENT. Date of Enactment: 28/05/94

Ordered publication in the newspaper El Peruano the entire text of the treaties signed by the Government and assumed one of the DDG proposal purposes.

576. MUNICIPALITY OF LIMA. Date of Enactment: 29/05/94

Creation of the Child and Teenager Defender Office within the Metropolitan Lima Municipality, assuming the Public Defender Office idea, this new office is implemented.

JULY 1994

577. LOCAL GOVERNMENTS. Date of Enactment: 07/07/94

It approved the Administrative Sanction Application Regime and mentioned Article 05 of the Administrative Simplification.

578. ENERGY AND MINES. Date of Enactment: 09/07/94

Modification of mining procedures set of rules. It simplified mining concession procedures.

579. MINISTRY OF LABOR. Date of Enactment: 12/07/94

Approval was granted to guidelines related to employer and labor inspector powers, designation of third arbitrator, TUPA application, strike rights and temporal layoff. It explicitly refers to the Simplification Law.

580. LOCAL GOVERNMENTS. VILLA EL SALVADOR. Date of Enactment: 16/07/94

Approval for the creation of the municipal urban program for massive title registration was granted. ILD made the title registration and massive property registration in the District of

Villa El Salvador very popular.

581. LOCAL GOVERNMENTS. Date of Enactment: 21/07/94

Simplification was implemented for numbering certificate expedition procedures.

582. PENSION FUND ADMINISTRATION SUPERINTENDENCE. Date of Enactment: 23/07/94

Designation was made of attesters in the Pension Fund Administration Superintendence.

AUGUST 1994

583. INAP. Date of Enactment: 03/08/94

Administrative simplification technical guideline was established for the public management modernization process.

584. PRESIDENCY OF THE COUNCIL OF MINISTERS. Date of Enactment: 09/08/94

Approval was granted to set of rules of the Telecommunication Private Investment Supervising Body, OSIPTEL, which has the power to resolve controversies.

585. PRESIDENCY OF THE COUNCIL OF MINISTERS. Date of Enactment: 12/08/94

Authorization for ENAPU to process legal clearance of the titles of the real estate property owned by them and also registration procedure is simplified.

586. PRESIDENCY OF THE COUNCIL OF MINISTERS. Date of Enactment: 12/08/94

Authorization was given to ENAFER to process legal clearance of their real estate property. It included simplification of the declaration, title and registration procedure.

587. HEALTH. Date of Enactment: 16/08/94

Order was given for the General Medicine and Drug Office to publish normally the information corresponding to pharmaceutical products and establishments. It creates the medicine information center which is obligated to provide information to every person that may so request it.

588. LOCAL GOVERNMENT. Date of Enactment: 28/08/94

Approval is given to form called "Sheet to determine municipal service costs in Metropolitan Lima", based on the Simplification Law.

589. LOCAL GOVERNMENTS. Date of Enactment: 30/08/94

Provisions referred to neighbor participation are established in community affairs in front of the Metropolitan Lima municipalities. It regulates popular initiatives.

590. HEALTH. Date of Enactment: 31/08/94

Ministry of Health TUPA is approved incorporating simplification law rules.

SEPTEMBER 1994

591. LABOR. Date of Enactment: 03/09/94

Guidelines about children work authorizations and for hiring teenagers and subsequent compliance control.

592. LOCAL GOVERNMENT. Date of Enactment: 03/09/94

Provisions referred to legal clearance of human settlements in Lima. It regulates legal physical clearance in accordance to Administrative Simplification criteria.

593. LOCAL GOVERNMENT. Date of Enactment: 03/09/94

Approval for form called "Application for Authorization to use and operate slot machines" was granted. Sworn declaration form is based on the Administrative Simplification Law which it quotes explicitly.

594. HEALTH. Date of Enactment: 18/09/94

Simplification of diverse TUPA procedures of the Ministry of Health is provided. Reduction of procedures for diverse processes related to medicines and drugs commercialization. (It does not explicitly mention the Administrative Simplification Law).

595. LOCAL GOVERNMENT. Date of Enactment: 28/09/94

Simplification is provided for legal physical clearance. Requirements are established for the inscription in the ad-hoc register of companies that cover municipal duties in the human settlement legal physical clearance in Metropolitan Lima.

II. PROVIDING HOLDERS OF EXTRALEGAL PROPERTY WITH ACCESS TO SECURE AND TRANSFERABLE PROPERTY RIGHTS WITHOUT AFFECTING LEGAL SECURITY

A. PROPERTY FORMALIZATION LAWS

596. Legislative Decree 495 (November 14, 1988)

Establishes the system of the Real Estate Registry for Urban Settlements (Shantytowns) and Social Housing Development –Registro Predial–, social mortgages, and credit insurance. It also authorized the progressive establishment of a Registry for Urban Settlements and Social Housing Developments in each region. This law was approved based on the suggestions and proposals of the ILD.

597. Legislative Decree 496 (November 14, 1988)

Approved the organizational and functional structure of the Real Estate Registry for Urban Settlements and Social Housing Developments

Registro Predial– This law was approved based on the suggestions and proposals of the ILD.

598. Legislative Decree 667 (September 12, 1991)

Establishes the rural Real Estate Registry as part of the Real Estate Registry with a number of additional regulations included so as to facilitate the formalization of rural properties as proposed by ILD.

599. Legislative Decree 709 (1991)

To promote rent market. Gradually abolishes Rent Control and restrictions.

600. Law 26366 (October 14, 1994)

Creates A Superintendence and the National System of Public Records for the purpose of maintaining and preserving the unity and coherence of the exercise of the registration function in the country, aimed at specialization, simplification, integration and modernization of the role, proceedings and management of all records in it. The Law was elaborated with ILD contribution in order to extend the benefits of simplifications and transparency to registration proceedings.

601. Congress of the Republic 1995 Land Law, 26505

Freedom to use and dispose of property and choose the manner in which one wishes to administer the land

602. Legislative Decree 803 (March 1996)

Creates a special entity whose main role is to formalize property rights and register them in the Registro Predial. This proposal was drafted with ILD participation. As proposed by ILD, it is declared of national interest to promote access to formal property and registration in order to guarantee the rights of all citizens to property and the exercise of private initiative in the market economy.

603. LEGISLATIVE DECREE Friday, October 18 1996

Specifies the scope of the Law of Rural Lands Register

604. CONGRESS OF THE REPUBLIC Sunday, November 10 1996

Modifies the Law of Rural Lands Register

605. Congress of the Republic (May 11, 1997)

Authorization given to COFOPRI to officially rectify areas, perimeters, and boundaries of lots found on maps approved by entities that had previously undertaken physical-legal regularization or carried out land development in those lots.

606. Emergency Decree 029-96 (May 12, 1996)

Authorizes the transfer of registry files to the Commission for the Formalization of Informal Property (COFOPRI)).

607. CONGRESS OF THE REPUBLIC, Thursday, July 10 1997

Modifies the Article 23 and Chapter V of the Rural Lands Registration Law

608. CONGRESS OF THE REPUBLIC (Thursday, November 20, 1997)

General Law of Urban Qualifications, facilitating access to formal housing

609. Congress of the Republic Law 27046 (December 28, 1998)

Complementary law promoting access to formal property

610. Single Ordered Text of the Law Promoting Access to Formal Property (April 09, 1999)

Unifies Legislative Decree 803 – 1996 and LAW 27046, the complementary law promoting access to formal property

611. Congress of the Republic (Monday, June 07, 1999)

Law that modifies Article 3 of Law 26878 – General Law of Urban land development

612. Congress of the Republic Law 27136 (June 12, 1999)

Law of access to credit for property formalization

613. Congress of the Republic Law 27157 July 19, 1999

Law governing the regularization of constructions, the procedure for declaration of construction, and units in condominium property

614. CONGRESS OF THE REPUBLIC Thursday, August 05 1999

Rural Lands Register Modifying and Expanding Law

615. EMERGENCY DECREE (March 10, 2000)

Authorizes COFOPRI to carry out formalization activities in housing programs executed on properties owned by FONAVI (National Housing Fund) and in State-owned companies

in liquidation

616. Congress of the Republic Law 27304 July 11 2000

Law of awarding of plots owned by the State occupied by markets

617. Congress of the Republic Law 27313 (July 19, 2000)

Complementary law for property formalization in State housing programs

618. Congress of the Republic Law 27320 (July 24, 2000)

Law expanding the scope of article 6 of the single ordered text of the law promoting access to formal property, approved by Supreme Decree 009-99-MTC

619. CONGRESS OF THE REPUBLIC Saturday, November 24 2001

Law adding a paragraph to the Article 24 of the Legislative Decree 667, Rural Lands Register Law

620. Congress of the Republic Law 27755 (June 14, 2002)

Unifies all real estate public registries under the same system: the "Property Registry". The law follows ILD recommendations to establish a geographical base and a public registry system accessible countrywide

621. CONSTITUTIONAL COURT (Friday, July 05, 2002)

Declares Articles 6, 7, and 8 of Law 26878, concerning land development, unconstitutional

622. Congress of the Republic Law 27972 (May 06, 2003)

Organic Law of Municipalities: Awards formalization procedures to provincial municipalities and regularization of buildings to district municipalities

623. Congress of the Republic Law 28014 (June 29, 2003)

Exempts COFOPRI from paying any tax, fee, registry fee, municipal fee or any other payment for the execution of the property formalization program

624. CONGRESS OF THE REPUBLIC Law 28294 (July 22, 2004)

Law creating the National Integrated System of Cadastre and linking it to the Property Registry

625. Congress of the Republic Law 28391 (November 16, 2004)

Authorizes formalization of informal property in lands with informal possessions, in informal urban centers, and in low-income urban areas

626. Congress of the Republic Law 28358 (October 11, 2004)

Authorizes municipalities to formalize lands along river banks and in marginal strips owned by the State in jungle areas

627. Congress of the Republic Law 28687 (February 22, 2006)

Law and complementary law for the formalization of informal property, access to the land,

and provision of basic services

628. Congress of the Republic Law 28685 (March 12, 2006)

Regulates the declaration of legal abandonment of coastal lands belonging to rural peasant communities (comunidades campesinas), occupied by human settlements, and other informal holdings

629. CONGRESS OF THE REPUBLIC Law 28850 (July 27, 2006)

Exempts COFOPRI from any tax, fee, registry fee, municipal fee or any other payment for the execution of the property formalization program

630. Law 28923 (December 06, 2006)

Establishes the extraordinary temporary regime for the formalization and titling of urban lands

631. Law 29071 (July 20, 2007)

Creates Real Estate formalization bond (bono de formalización inmobiliaria – BFI)

632. Congress of the Republic Law 29090 (September 24. 2007)

Law regulating land and building development

633. CONGRESS OF THE REPUBLIC (December 17, 2008)

Law modifying the first paragraph of article 30 of Law 29090, Urban Qualifications and Building Regulation Law

634. Law 29320 (February 10, 2009)

Law modifying article 21 of Law 28687

635. CONGRESS OF THE REPUBLIC (July 25, 2009)

Law exempting the Informal Property Formalization Organization (COFOPRI) from the payment of Registry fees, municipal fees, fees and other payments for the formalization of urban and rural property execution

636. Law 29320 02/10/2009 (October 02, 2009)

Law modifying the article 21 of Law 28687, Development and complementary law of informal property formalization, soil Access and basic service provision

637. CONGRESS OF THE REPUBLIC (Friday, December 18, 2009)

Law modifying and complementing Law 29090, Urban Qualifications and Building Regulation Law

638. CONSTITUTIONAL COURT (December 13, 2009)

Declares unfounded a claim of unconstitutionality filed against Law 29090, Urban Qualifications and Building Regulation Law

639. CONGRESS OF THE REPUBLIC LAW 29802 (November 01, 2011)

Law expanding the validity of the Extraordinary Regimen to the Informal Property Formalization Organization (COFOPRI), observed in Law 28923, exempting the payment of tax and other payments and giving special powers of formalization in the zones affected by seism of August 15 2007

640. CONGRESS OF THE REPUBLIC (Wednesday, July 11, 2012)

Law modifying Law 29090, Law of urban qualifications and building regulation, and establishing ex officio procedure of urban qualification

B. FORMALIZATION OF URBAN REAL ESTATE REGULATIONS AND ADMINISTRATIVE DECISIONS

641. Supreme Decree 006-96-MTC (June 14, 1996)

Statute of the Commission for the Formalization of Informal Property – COFOPRI.

642. Ministerial Resolution 572-96-MTC-15.01 (June 23, 1996)

Establishes the actions to be executed by COFOPRI to implement the property formalization program progressively.

643. MTC (Ministry of Transport and Communications) (July 27, 1996)

Specification of taxes, fees and exemption scopes of registration rights related to COFOPRI actions.

644. MTC (August 19, 1996)

Approves directive establishing actions to be executed by COFOPRI in order to apply the property Formalization program and to assume corresponding jurisdiction.

645. Urgency Decree (August 24, 1996)

Approves item transfer operation in favor of COFOPRI.

646. MTC Ministerial Resolution 572-96-MTC-15.0 (October 23, 1996)

Approves directive of appointment and assignment of competences of COFOPRI authenticating officers or attestors.

647. EMERGENCY DECREE of December 10, 1996

Authorizes COFOPRI to assume specific competences in provinces/districts under state of emergency due to natural disasters. .

648. MTC (December 18, 1996)

Complementary laws and regulations for the execution of the ""Plan to Transfer Lima and Callao Municipal Functions to COFOPRI.

649. EMERGENCY DECREE (February 19, 1997)

Confirms COFOPRI and the Urban Property Registry's exemption from established budget

restrictions.

650. MTC (April 15, 1997)

Approves laws and regulations regarding COFOPRI's acquisition of property and provision of non-personal services.

651. MTC (June 26. 1997)

Approves Organization and Functions Regulation of COFOPRI.

652. MTC (July 12, 1997)

Approves the Statute of the Commission for the Formalization of Informal Property – COFOPRI.

653. PCM (Presidency of the Council of Ministers) (July 13, 1997)

Establishes which competences and functions assigned to the INC (National Culture Institute), COFOPRI, SUNARP (National Superintendence of Public Registries) and SBN (National Superintendence of State Property) related to the preservation, guardianship, and protection of archaeological zones have not been modified nor suspended by Supreme Decree 028-97-PCM

654. Ministerial Resolution 436-97-MTC (September 5, 1997)

Creates COFOPRI Zonal Office in Arequipa

655. MINISTRY OF ECONOMY AND FINANCE (September 14, 1997)

Approves pay scales for COFOPRI and Electricity Rates Committee.

656. MTC (September 16, 1997)

Approves regulations giving COFOPRI the mandate to assume competence over areas declared to be in a state of emergency due to the El Niño phenomenon.

657. MINISTRY OF LABOR AND SOCIAL PROMOTION (October 04, 1997)

Rectifies the resolution annex approving the COFOPRI Staff Allocation Table

658. EMERGENCY DECREE (November 18, 1997)

Authorizes supplementary credit for the public sector budget for COFOPRI and the Urban Property Register.

659. MTC (December 30, 1997)

Approving exception rule for the Directive regulating proceedings to acquire property and service provisions by COFOPRI.

660. MTC (March 25, 1998)

Gives COFOPRI competence in departments under a state of emergency, doing without the creation of decentralized institutions

661. MINISTRY OF AGRICULTURE (April 11, 1998)

Transfers unproductive lands located in the Province of Nazca to the Superintendence of National Properties under the Ministry of the Presidency for COFOPRI to award

662. PCM (May 14, 1998)

Regulates the transfer of ownership of commercial lots and lots occupied by public markets located in human settlements formalized by COFOPRI

663. MTC (June 17, 1998)

Approves the Statute of the Commission for the Formalization of Informal Property – COFOPRI

664. MTC (June 24, 1998)

Authorizes the transfer to COFOPRI of lands designated as lots in the province of Ica

665. MTC (July 04, 1998)

Approves COFOPRI's Unified Text of Administrative Procedures (TUPA)[79]

666. MTC (September 15, 1998)

Approves COFOPRI Directive regarding rules and regulations for the Adjudication Process for Relocating Holders of Lots Deemed Inadequate for Housing.

667. MTC (November 06, 1998)

Provides that COFOPRI headquarters assume exclusive competence over property located in the district of Pacocha, in the Province of Ilo

668. MTC (December 30, 1998)

Approves directive regulating mechanisms for extending deadlines and/or modifying the objectives of service contracts signed by COFOPRI during 1998

669. MTC (February 10, 1999)

Specifies applicable regulations for undertaking COFOPRI competence, functions, and responsibilities , established by Law 27046.

670. MTC (February 12, 1999)

Establishes that COFOPRI assume competence over human settlements located in the province of Chiclayo and Lambayeque

671. February 12, 1999

Establishes that COFOPRI assume competence over human settlements located in the province of Huamanga

672. MTC February 12, 1999

Establishes that COFOPRI assume competence over human settlements located in the province of Cerro de Pasco

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79 The TUPA, of Spanish origin, is similar to the Citizen's Charter, which is of British origin. The primary purpose of both is to streamline bureaucratic procedures and reduce red tape in general for citizens.

673. MTC February 12, 1999

Approves COFOPRI Directive regarding its assumption of competence to formalize property in human settlements in the Province of Cerro de Pasco

674. MTC February 12, 1999

Approves COFOPRI Directive regarding its assumption of competence to formalize property in human settlements in the Province of Huamanga

675. MTC February 12, 1999

Approves COFOPRI Directive regarding its assumption of competence to formalize property in human settlements in the Province of Chiclayo y Lambayeque

676. MTC (February 14, 1999)

Approves COFOPRI staff allocation table

677. EXECUTIVE POWER (March 16, 1999)

Authorization of supplementary credit as well as of transfer of registry files to COFOPRI

678. MTC (April 23, 1999)

Specifies which COFOPRI faculties regarding individual property formalization proceedings deal only with urban lands.

679. PRES (April 25, 1999)

Establishes to grant and register areas of land located in the province of Lambayeque in favor of COFOPRI for housing purposes.

680. MTC (April 28, 1999)

Specifies which human settlements, informal urban centers, populated areas and/or municipal housing programs located in the province of Ica were put under COFOPRI's competence in 1998

681. MTC (April 30, 1999)

Approves the rules that regulate the mechanisms for extending deadlines, and if necessary, modifying service contracts with COFOPRI .

682. MTC (May 06, 1999)

Approves the regulation governing property formalization, for which COFOPRI is responsible.

683. MTC June 03, 1999

Modifies articles of Supreme Decree 016-99-MTC and of the Property Formalization Regulation for which COFOPRI is responsible

684. MTC (July 01, 1999)

Approves COFOPRI's Unified Text of Administrative Procedures

685. August 01, 1999

Approves COFOPRI's Staff Allocation Table

686. MTC (August 17, 1999)

Grants land to COFOPRI to be used in the "Programa de Vivienda Damnificados de El Fenómeno del Niño" (Housing Program for Victims of the El Niño Phenomenon).

687. MTC (September 25, 1999)

Transfers lands located on urban expansion areas of the city of Iquitos to COFOPRI

688. MTC (October 08, 1999)

Establishes that COFOPRI transfer to BANMAT plots comprising part of the "Mocce-Lambayeque" Urban Renewal Project and that have been handed over by settlers to be relocated

689. MTC (October 13, 1999)

Approves COFOPRI Staff Allocation Table

690. MTC (November 17, 1999)

Approves directive regarding certain aspects of the procedures for transferring State-owned land, which COFOPRI has identified as apt for housing, to the Housing Fund (Fondo Mi Vivienda)

691. MTC (December 10, 1999)

Modifies Supreme Decree transferring lands located in the district of Iquitos, province of Maynas to COFOPRI

692. MTC (December 12, 1999)

Modifies COFOPRI's Unified Text of Administrative Procedures

693. MTC (December 16, 1999)

Establishes certification services for the registration of transfers of properties from popular urban areas formalized by COFOPRI

694. MTC (December 23, 1999)

Approves COFOPRI Directive establishing complementary regulations for the formalization of property in inhabited areas

695. MINISTRY OF ECONOMY AND FINANCE (December 31, 1999)

Specifies that COFOPRI and the RPU (Urban Property Registry) are not governed by the rules regulating the contracting of services and consultancies, approved by Supreme Decrees 091 and 110-99-EF

696. PCM (January 12, 2000)

Returns lands located in the city of Cerro de Pasco to the dominion of the Sate, the owner-

ship of which will be assumed by COFOPRI in order to execute the property formalization program

697. MTC (February 11, 2000)

Approves COFOPRI directive establishing regulations related to the acquisition of goods and services necessary to relocate settlers in the "Proyecto Integral Pachacútec" (Comprehensive Pachacutec Project)

698. MTC (February 13, 2000)

Establishes the "Programa Lote Familiar (PROFAM)" (Family Plot Program) which COFOPRI will put into operation and manage

699. MTC (March 13, 2000)

Approves the application of the property formalization regulation on state housing programs for which COFOPRI is responsible

700. MTC (March 29, 2000)

Approves mechanism for registering and/or rectifying property titles to be used in the formalization of property in State housing programs for which COFOPRI is responsible

701. MTC (March 30, 2000)

Approves characteristics and content of various forms to be used in property formalization procedures carried out by COFOPRI

702. MTC (April 04, 2000)

Transfers real estate to COFOPRI to be used as compensation payment to former owners of land expropriated in the former Bocanegra country estate

703. MTC (May 10, 2000)

Lifts ownership restrictions over properties established under Law 26856, specifically referring to informally held possessions in areas under the competence of COFOPRI.

704. June 29, 2000

Approves COFOPRI directive regarding procedures for the registration and control of suppliers

705. MTC (July 06, 2000)

Modifies COFOPRI's Unified Text of Administrative Procedures

706. MTC (August 04 2000)

Approves Regulations of the Law for Adjudicating State-owned Lots occupied by markets under COFOPRI's competence

707. August 06, 2000

Rules and regulations of laws regulating the organization and functions of COFOPRI bodies responsible for notifying parties and resolving grievances, disputes, complaints ari-

sing from formalization

708. PCM (August 08, 2000)

Appoints the President of the Commission for the Formalization of Informal Property – COFOPRI

709. August 10, 2000

Ratifies the Minister of Labor and Social Promotion as a member of the Board of Directors of COFOPRI

710. MINISTRY OF JUSTICE (August 22, 2000)

Modifies COFOPRI's Unified Text of Administrative Procedures

711. MINISTRY OF JUSTICE (September 30, 2000)

Approves notification forms provided for in the rules and regulations governing the organization and functions of the COFOPRI departments responsible for notifying parties and resolving complaints and grievances

712. MINISTRY OF JUSTICE (October 29, 2000)

Approves the regulations governing the resolution of disputes arising from the property formalization process directed by COFOPRI and modifies the Property Formalization Regulation

713. MINISTRY OF JUSTICE (November 05, 2000)

Delegates COFOPRI lot adjudication functions and competences, compatible with the Family Lot Program (Programa Lote Familiar – PROFAM), to the Ministry of the Presidency

714. MINISTRY OF JUSTICE (November 14, 2000)

Approves COFOPRI donation to the Ministry of the Presidency to be used in the PROFAM program

715. Ministerial Resolution 348-2000-JUS (December 03, 2000)

Approves the directive establishing guidelines for dispute resolution test-cases based on providing better ownership rights over individual lots of land located in informal possessions formalized by COFOPRI

716. PCM (December 06, 2000)

Appoints the President of the Commission for the Formalization of Informal Property – COFOPRI

717. MINISTRY OF JUSTICE (December 08, 2000)

Modifies the instrument for registering or rectifying property titles over lots of land located in human settlements and that used in declaring property rights acquired through adverse possession in the case of informal possessions formalized by COFOPRI

718. MINISTRY OF JUSTICE (March 09, 2001)

Eliminates law creating the COFOPRI Arequipa Zonal Office and headquarter offices of expanded jurisdiction/competence

719. MINISTRY OF JUSTICE (April 08, 2001)

Incorporates procedures concerning access to information in COFOPRI's Unified Text of Administrative Procedures (TUPA)

720. MINISTRY OF JUSTICE (April 10, 2001)

Annex of decree incorporating procedures to access information in COFOPRI's TUPA

721. MINISTRY OF JUSTICE (July 16, 2001)

Specifies that COFOPRI will provide technical assistance to municipalities in departments affected by the earthquake of June 23, 2001

722. MINISTRY OF JUSTICE (September 12, 2001)

Approves COFOPRI's Unified Text of Administrative Procedures

723. MINISTRY OF JUSTICE (October 19, 2001)

Creates COFOPRI's Credit Information Bureau

724. MINISTRY OF JUSTICE (November 12, 2001)

Extends the period referred in Article 4 of Ministerial Resolution 357-2001-JUS, creating COFOPRI's Credit Information Bureau

725. MINISTRY OF JUSTICE (December 02, 2001)

Extends the period referred in Article 4 of Ministerial Resolution 357-2001-JUS, creating COFOPRI's Credit Information Bureau

726. EMERGENCY DECREE (December 22, 2001)

Authorizes COFOPRI to undertake necessary actions for the relocation of various family clusters in the district of Ventanilla, Constitutional Province of Callao

727. SUPERINTENDENCE OF NATIONAL GOODS (March 14, 2002)

Approves interstate property transfer of real estate owned by COFOPRI to the Ministry of Transport, Communications, Housing and Construction, located in Callao

728. SUPERINTENDENCE OF NATIONAL GOODS (March 27, 2002)

Approves the transfer of land owned by COFOPRI to the Municipality of the Province of Nazca, Department of Ica

729. MINISTRY OF JUSTICE (July 07, 2002)

Officials and support staff of the Ministry of Justice and COFOPRI are exempted from provisions established in various paragraphs of Article 3 of Emergency Decree 030-2002

730. MINISTRY OF JUSTICE (July 15, 2002)

Approves COFOPRI's Unified Text of Administrative Procedures

731. MINISTRY OF JUSTICE (July 09, 2002)

Approves the formation of the COFOPRI Board of Directors

732. MINISTRY OF JUSTICE (July 26, 2002)

Modifies articles of the Statute of the Commission for the Formalization of Informal Property – COFOPRI

733. MINISTRY OF JUSTICE (July 26, 2002)

Various COFOPRI officials are exempted from provisions established in paragraphs of Article 3 of Emergency Decree 030-2002

734. MINISTRY OF JUSTICE (October 05, 2002)

Modifies COFOPRI's Unified Text of Administrative Procedures

735. SUPERINTENDENCE OF NATIONAL GOODS (November 04, 2002)

Approves transfer of ownership of COFOPRI real estate to the State at no cost

736. MINISTRY OF JUSTICE (December 25, 2002)

Approves Internal Regulation on COFOPRI Public Notaries System

737. MINISTRY OF JUSTICE (October 29, 2003)

Establishes the applicability of regulations established in Supreme Decree 014-2003-JUS within the scope of agreements signed by provincial municipalities

738. MINISTRY OF JUSTICE (November 10, 2003)

Appoints COFOPRI representatives before the Coordinating Council of the Pachacutec Macro Project (Consejo de Coordinación del Macro Proyecto Pachacútec)

739. Ministry of Justice (April 29 2004)

Updates paper work procedural rights contained in COFOPRI's Unified Text of Administrative Procedures

740. Ministry of Justice (May 28, 2004)

Authorizes prosecutor to file eviction suits for properties owned by COFOPRI

741. MINISTRY OF EDUCATION (October 28, 2004)

Authorizes COFOPRI to hire third parties —through small government procurement service regulations— to carry out the physical regularization of educational centers included in the Education Project for Rural Areas (PEAR)

742. GENERAL CONTROLLERSHIP (November 15, 2004)

Authorizes expansion of scope of company audit services to examine the financial statements of the COFOPRI Urban Property Rights Project

743. MINISTRY OF JUSTICE (December 23, 2004)

Approves COFOPRI's Unified Text of Administrative Procedures

744. MINISTRY OF JUSTICE (December 23, 2004)

Modifies Supreme Decree 014-2004-JUS authorizing COFOPRI to undertake physical and legal regularization of State-owned land

745. MINISTRY OF JUSTICE (January 19, 2005)

Updates the amount for paperwork fees stipulated in COFOPRI's Unified Text of Administrative Procedures (TUPA)

746. MINISTRY OF JUSTICE (February 24, 2005)

Annex of regulation updating the amount for paperwork fees established in COFOPRI's TUPA

747. MINISTRY OF HOUSING (Thursday, May 12, 2005)

Approves new Single Ordered Text of the regulations for the General Law on Urban Land Development

748. MINISTRY OF JUSTICE (May 26, 2005)

Authorizes prosecutor to initiate administrative litigation procedure against the OSIPTEL ruling ordering COFOPRI to pay the amount claimed by the telecommunications company

749. MINISTRY OF JUSTICE (June 10, 2005)

Authorizes prosecutor, on behalf of COFOPRI, to request the annulment of the ruling regarding adverse possession of real estate located in the province of Chiclayo

750. MINISTRY OF JUSTICE (September 02, 2005)

Specifies objectives and functions of COFOPRI

751. MINISTRY OF JUSTICE (December 24, 2005)

Modifies procedures in the COFOPRI TUPA for gaining access to information and for issuing information or documents held in computers and magnetic devices

752. MINISTRY OF HOUSING (December 28, 2005)

Approves financial transfers to BANMAT, COFOPRI, and SENCICO

753. MINISTRY OF JUSTICE (January 05, 2006)

Annex of the ruling modifying COFOPRI TUPA procedures for gaining access to information and for issuing Information or documents held in computers and magnetic devices

754. MINISTRY OF HOUSING (June 02, 2006)

Approves transfer of funds to COFOPRI to be used for regularizing properties

755. MINISTRY OF HOUSING (August 11, 2006)

Establishes the secondment of the Commission for the Formalization of Informal Property – COFOPRI to the Ministry of Housing, Construction and Sanitation

756. MINISTRY OF HOUSING (November 18, 2006)

Abolishes Supreme Resolution 137-2002-JUS through which members of the COFOPRI Board are appointed

757. MINISTRY OF ECONOMY AND FINANCES (February 02, 2007) Approves subsidiary agreement whereby COFOPRI transfers resources to another public institution for services rendered

758. MINISTRY OF HOUSING (July 28 2007)

Approves the Organization and Functions regulations for COFOPRI

759. MINISTRY OF HOUSING (September 15, 2007)

Approves list of personnel proposed to work in COFOPRI

760. MINISTRY OF HOUSING (September 18, 2007)

Authorizes prosecutor to commence legal actions against the former legal adviser of the extended jurisdiction office of Ica, for alleged civil liability against COFOPRI

761. MINISTRY OF HOUSING (December 12, 2007)

Authorizes COFOPRI attorney to commence legal actions against people who have allegedly committed crimes against the State and others

762. PRESIDENCY OF THE COUNCIL OF MINISTERS (December 20, 2007)

Exempts COFOPRI from the scopes of paragraph 3, of the Article 4 of Law 28927, in order to purchase project vehicles

763. MINISTRY OF HOUSING (February 05, 2008)

Constitutes the COFOPRI Transfer Committee to undertake the transfer of functions established in paragraph n) of Article 51 of the Law 27867 to regional governments

764. PRESIDENCY OF THE COUNCIL OF MINISTERS (February 13, 2008)

Approves transfer of funds to COFOPRI to formalize land in areas affected by the earthquake of August 15, 2007

765. NATIONAL COMMITTEE FOR DEVELOPMENT AND FOR A LIFE WITHOUT DRUGS (March 10, 2008)

Approves transfer of funds to COFOPRI and the Ministry of Housing, Construction, and Sanitation, for project implementation

766. GENERAL CONTROLLERSHIP (March 28, 2008)

Authorizes COFOPRI to extend the audit period of private firm examining the financial statements of the Program to Title and Register Land – Second Stage

767. MINISTRY OF HOUSING (April 30, 2008)

Modifies Regulations of Property Formalization

768. MINISTRY OF HOUSING (June 11, 2008)

Modifies various articles of the regulations governing Property Formalization in State Housing and of the regulations governing the adjudication of State-owned land occupied by markets

769. NATIONAL SUPERINTENDENCE OF PUBLIC REGISTRIES (June 13, 2008)

Assigns the administration of Cadastral Data Bases (BDC) and of the Cadastral Information System - SIC to COFOPRI

770. NATIONAL COMMITTEE FOR DEVELOPMENT AND FOR A LIFE WITHOUT DRUGS (August 18, 2008)

Approves transfer of funds to COFOPRI

771. NATIONAL COMMITTEE FOR DEVELOPMENT AND FOR A LIFE WITHOUT DRUGS (October 05, 2008)

Modifies Resolution 079-2008-DV-PE that approved transfer of funds to COFOPRI for the execution of cadaster, entitlement and registry of rural lands of the districts of Tocache, Pólvora, Nuevo Progreso, Uchiza and Shunte

772. MINISTRY OF HOUSING (Friday, January 02, 2009)

"Forms and regulation formats of Law 29090, Urban Qualifications and Building Regulation Law"

773. PRESIDENCY OF THE COUNCIL OF MINISTERS (May 28, 2009)

Recognizes COFOPRI and Regional Governments of Arequipa, Lambayeque, and Loreto for the transfer of the function n), Article 51 of the Organic Law of Regional Governments, on agriculture

774. MINISTRY OF AGRICULTURE (April 29, 2010)

A building in which some units of the Ministry of Agriculture and COFOPRI operate has been declare on an imminent danger emergency state

775. MINISTRY OF HOUSING (June 14, 2012)

Approves forms and regulation formats of Law 29090, Urban Qualifications and Building Regulation Law

776. MINISTRY OF HOUSING (February 09, 2012)

Supreme Decree approving the Regulation of articles 3 and 4 of Law 29802, Law expanding the validity of the Extraordinary Regimen to the Informal Property Formalization Organization (COFOPRI), observed in Law 28923, exempting the payment of tax and other payments and giving special powers of formalization in the zones affected by seism of August 15 2007

777. MINISTRY OF HOUSING (December 31, 2012)

Approves COFOPRI's Unified Text of Administrative Procedures – TUPA

1. FORMALIZATION OF URBAN REAL ESTATE: COFOPRI ADMINISTRATIVE DECISIONS

778. COFOPRI (June 09, 2002)

When people involved in an administrative procedure for better possession rights fail to prove compliance with the possession requirements established by COFOPRI regulations, the plot in question is declared to be of free disposal

779. COFOPRI (September 21, 2002)

Confirms ruling declaring COFOPRI's lack of competence in processing administrative procedures concerning better possession rights

780. COFOPRI (October 06, 2002)

Confirms ruling declaring COFOPRI's lack of competence in administrative procedures concerning better possession rights

781. COFOPRI (October 22, 2002)

Confirms ruling declaring COFOPRI's lack of competence in administrative procedures concerning better possession rights of plots located in the district of Lurin

782. COFOPRI (November 27, 2002)

Confirms ruling declaring COFOPRI's lack of competence in administrative procedures concerning better possession rights over real estate

783. COFOPRI (December 09, 2002)

Confirms ruling declaring COFOPRI's lack of competence in administrative procedures concerning better possession rights over land

784. COFOPRI (December 14, 2002)

Confirms ruling declaring COFOPRI's lack of competence in administrative procedures concerning better property rights over pieces of property

785. COFOPRI (December 20, 2002)

Renews appointment of regular member of COFOPRI's property administrative court

786. COFOPRI (January 22, 2003)

Appoints regular member of COFOPRI's property administrative court

787. COFOPRI (March 30, 2003)

Confirms ruling 1368-2002-COFOPRI/GT, stipulating proof of compliance with property requirements provided for in COFOPRI regulations

788. COFOPRI (November 20, 2003)

Declares without legal effect Administrative Decree 934-2001/COFOPRI-OJAAQP, that declared the request to return property located in the province of Arequipa to the state inadmissible

789. COFOPRI (January 16, 2004)

Approves the preparation of COFOPRI's Glossary of Legal and Technical Terms

790. COFOPRI (January 16, 2004)

Approves progressive delivery, on a magnetic device, of the geo-referenced graphical base developed by COFOPRI in each district to the corresponding district municipality

791. COFOPRI (January 16, 2004)

Approves the development and implementation of an integrated system for the administration and supervision of the formalization operational procedures that COFOPRI implements

792. COFOPRI (July 10, 2004)

Confirms ruling declaring COFOPRI's lack of competence in administrative procedures concerning better property rights over real state located in the province of Lima

793. COFOPRI (August 10, 2004)

Creates COFOPRI's Commission for Transparency and Anti-Corruption

794. COFOPRI (October 15, 2005)

Constitutes a special committee to review processes applied by COFOPRI

795. COFOPRI (October 15, 2005)

Constitutes a committee to update the COFOPRI Glossary of Legal and Technical Terms

796. COFOPRI (October 18, 2005)

Constitutes a committee to review and draft COFOPRI Management Instruments

797. COFOPRI (December 03, 2005)

Extends the period given to COFOPRI to prepare its Institutional Strategic Plan

798. COFOPRI (December 08, 2005)

Extends the period for the appointment of member of COFOPRI's property administrative court

799. COFOPRI (July 22, 2006)

Declares that it is not up to COFOPRI to determine property rights over land located in the district and province of Sihuas, department of Ancash

800. ORGANIZATION FOR THE FORMALIZATION OF INFORMAL PROPERTY (July 07, 2007)

Establishes provisions for carrying out and resolving administrative procedures contained in the Unified Text of Administrative Procedures (TUPA) of the former Special Project for Land Titling and Rural Cadastre (Proyecto Especial de Titulación de Tierras y Catastro Rural) – PETT, as long as COFOPRI adapts its TUPA

801. ORGANIZATION FOR THE FORMALIZATION OF INFORMAL PROPERTY (August 01, 2007)

Approves the nationwide establishment of decentralized COFOPRI offices/bodies

802. ORGANIZATION FOR THE FORMALIZATION OF INFORMAL PROPERTY (August 01, 2007)

Approves designation of posts in the COFOPRI organizational structure, as long as COFOPRI's list of proposed personnel to work in public institutions (cuadro para asignación de personal – CAP) has been approved

803. ORGANIZATION FOR THE FORMALIZATION OF INFORMAL PROPERTY (January 17, 2008)

Approves application forms to be used in provinces where COFOPRI has assumed competence over procedures for acquiring property through adverse possession and for regularizing chains of title

804. ORGANIZATION FOR THE FORMALIZATION OF INFORMAL PROPERTY (January 23, 2008)

Approves restructuring of job postings in the list of proposed personnel in order to appoint personnel to COFOPRI's institutional control and accounting unit

805. ORGANIZATION FOR THE FORMALIZATION OF INFORMAL PROPERTY (February 07, 2008)

Declares job postings open or removed in COFOPRI's list of proposed personnel to work in public institutions

806. ORGANIZATION FOR THE FORMALIZATION OF INFORMAL PROPERTY (June 21, 2008)

Revokes Resolution 025-2007-COFOPRI/OZJUN, issued by the Junin Zonal Office – COFOPRI

807. ORGANIZATION FOR THE FORMALIZATION OF INFORMAL PROPERTY (July 05, 2008)

Integrates resolution that specifies that the corresponding appointment to the position of Head of Budget Unit of the COFOPRI Planning and Budget Office corresponds to an order of functions

808. INFORMAL PROPERTY FORMALIZATION ORGANIZATION (October 25, 2008)

Restructures COFOPRI Transparency and Anti-Corruption Committee

809. INFORMAL PROPERTY FORMALIZATION ORGANIZATION (September 10, 2009)

Modifies the Organization and Functions Manual of COFOPRI

810. INFORMAL PROPERTY FORMALIZATION ORGANIZATION (December 30, 2009)

Approves Geographic Jurisdiction acceptance of COFOPRI, under the Law 27304

811. INFORMAL PROPERTY FORMALIZATION ORGANIZATION (December 10, 2010)

Declares restructuring of CAP positions of COFOPRI for the positions of Head of Zonal Office and Head of the Supply Unit of Management Office

812. INFORMAL PROPERTY FORMALIZATION ORGANIZATION (January 15, 2011)

COFOPRI 2011 Anti-Corruption Operational Plan was approved

813. INFORMAL PROPERTY FORMALIZATION ORGANIZATION (January 21, 2011)

Declares restructuring of positions for the Staff Appointment Table – CAP of CO-FOPRI

814. INFORMAL PROPERTY FORMALIZATION ORGANIZATION (April 26, 2011)

Creates the Simplification Process Management Committee and the Continuous Improvement Team of COFOPRI

815. INFORMAL PROPERTY FORMALIZATION ORGANIZATION (May 06, 2011)

Voids Directorial Resolutions 220 and 249-2010-COFOPRI/DE and specifies officials in charge of delivering public access information and in charge of the development and update of COFOPRI Transparency Web Portal

816. INFORMAL PROPERTY FORMALIZATION ORGANIZATION (November 05, 2011)

Modifies the Simplification Process Management Committee line-up as a political body responsible for the development of COFOPRI simplification process

817. INFORMAL PROPERTY FORMALIZATION ORGANIZATION (December 08, 2011)

Rules the publication of resolution approving Directives on tolerance area, guidelines for expropriation procedures, property formalization on State lands, formalization of informal property and rural lands on archaeological zones superposition, special attention and communications notification issued by COFOPRI

818. INFORMAL PROPERTY FORMALIZATION ORGANIZATION (March 29, 2011)

Approves Sheet of Information Gathering Format for the Special Procedure of Property Declaration and Legalization in charge of COFOPRI

C. FORMALIZATION OF RURAL REAL ESTATE REGULATIONS

819. MINISTRY OF AGRICULTURE Wednesday, October 16 1996

Incorporates and modifies amounts of proceeding payment fees established in the PETT's Unified Text of Administrative Procedures

820. MINISTRY OF AGRICULTURE Wednesday, July 16 1997

Incorporates various proceedings to PETT's TUPA

821. MINISTRY OF AGRICULTURE Wednesday, November 05 1997

Rules that PETT should have under its charge the processing of contract's expiry files of unproductive lands awarding

822. MINISTRY OF ECONOMY AND FINANCES Thursday, November 06 1997

Approves remuneration policy of the Special Project of Entitlement of Lands and Rural Cadastre PETT

823. MTC Monday, January 06 1997

Approves the Registration regulation of agricultural liens on the Rural Lands Register

824. MINISTRY OF AGRICULTURE Wednesday, March 25 1998

Approves Functions and Organization Regulation of the Special Project of Entitlement of Lands and Rural Cadastre PETT

825. MINISTRY OF AGRICULTURE Wednesday, March 25 1998

Approves Functions and Organization Regulation of the Special Project of Entitlement of Lands and Rural Cadastre PETT

826. MINISTRY OF AGRICULTURE Friday, October 23 1998

Specifies valid additional proofs for rural lands ownership

827. MINISTRY OF AGRICULTURE Friday, November 20 1998

Voids various administrative proceedings of INIA (National Institute of Agricultural Innovation), PETT and CONACS (National Council of South American Camelids)

828. MINISTRY OF AGRICULTURE Friday, November 20 1998

Voids various administrative proceedings of PETT

829. MINISTRY OF AGRICULTURE Friday, March 12 1999

Gives PETT the authorization to hire SAN by direct awarding to take aerial pictures for cadastral blueprints

830. MINISTRY OF ECONOMY AND FINANCES Wednesday, June 23 1999

Approves remuneration policy for the Special Project of Land Entitlement and Rural Cadastre – PETT

831. MINISTRY OF AGRICULTURE Saturday, September 04 1999

Approves the TUPA of the Special Project of Land Entitlement and Rural Cadastre – PETT

832. MINISTRY OF AGRICULTURE Wednesday, September 08 1999

Rules the implementation of the PETT's Office of Lima and Callao Regional Execution

833. MINISTRY OF AGRICULTURE Friday, September 10 1999

Approves PETT Service Guide

834. MINISTRY OF AGRICULTURE Tuesday, October 19 1999

Extends the enforcement period of the Special Project of Land Entitlement and Rural Cadastre – PETT

835. MINISTRY OF AGRICULTURE Thursday, November 04 1999

Authorizes the Ministry to cancel registration fees for the registration of ownership titles or property issued by PETT

836. MINISTRY OF AGRICULTURE Friday, January 28 2000

Approves Functions and Organization Regulation of the Special Project of Entitlement of Lands and Rural Cadastre – PETT

837. MINISTRY OF AGRICULTURE Friday, April 21 2000

Approves the Staff Appointment Table of PETT

838. MINISTRY OF AGRICULTURE Tuesday, April 25 2000

Staff Appointment Table of Special Project of Entitlement of Lands and Rural Cadastre – PETT

839. MINISTRY OF AGRICULTURE Friday, February 25 2000

Entrusts faculties to the Planning and Administrative Management Director of PETT to sign conventions and agreements on property formalization

840. MINISTRY OF AGRICULTURE Monday, September 25 2000

Voids the sixth complementary, transitory and final provision of the Organization and Functions Regulation of PETT

841. MINISTRY OF AGRICULTURE Saturday, May 19 2001

Approves PETT's Unified Text of Administrative Procedures, incorporating proceedings on information Access

842. MINISTRY OF AGRICULTURE Friday, August 10 2001

Voids the resolution that approved the Service Guide of the Special Project of Entitlement of Lands and Rural Cadastre – PETT

843. MINISTRY OF AGRICULTURE Saturday, October 06 2001

Rules the reconstitution of the Special Commission in Charge of Collective Dismissals in PETT

844. MINISTRY OF AGRICULTURE Sunday, March 03 2002

Approves PETT's Unified Text of Administrative Procedures, incorporating proceedings on information Access

845. MINISTRY OF AGRICULTURE Friday, March 15 2002

Modifies PETT's Unified Text of Administrative Procedures

846. MINISTRY OF AGRICULTURE Wednesday, July 17 2002

Rules that PETT assumes jurisdiction on demarcation and entitlement of rural communities in the departments of Ancash, Apurímac, Arequipa, Ayacucho and others

847. MINISTRY OF AGRICULTURE Thursday, September 12 2002

Exempts PETT of the provisions of austerity and rationality measures established in Urgency Decree 030-2002

848. MINISTRY OF AGRICULTURE Friday, November 01 2002

Exempts PETT of the provisions of austerity and rationality measures of the expenses established in Urgency Decree 030-2002

849. MINISTRY OF AGRICULTURE Sunday, December 22 2002

Modifies the Functions and Organization Regulation of the Special Project of Entitlement of Lands and Rural Cadastre - PETT

850. MINISTRY OF AGRICULTURE Thursday, February 06 2003

Specifies that PETT will conclude the process of files contained in the Supreme Decree 010-97-AG, which lands are within the scopes of the Bylaw 228 approved by the MML (Metropolitan Municipality of Lima)

851. GENERAL CONTROLLERSHIP Wednesday, May 14 2003

Gives the authorization to PETT to undertake selection process for hiring an audit firm that undertakes reviewing of financial statements of Loan contract 1340/OC-PE, for the 2002 period

852. MINISTRY OF AGRICULTURE Thursday, November 13 2003

Voids the direct selective awarding of the computer equipment rental service for the PETT's Office of Regional Execution – Puno

853. MINISTRY OF AGRICULTURE Thursday 29 2004

Approves the Staff Appointment Table of PETT

854. PCM Wednesday, June 02 2004

Approves Institutional Logo of the Special Project of Entitlement of Lands and Rural Cadastre - PETT

855. MINISTRY OF AGRICULTURE Friday, January 07 2005

Approves PETT'S Unified Text of Administrative Procedures

856. MINISTRY OF AGRICULTURE Thursday, 11 August 2005

Extends the enforcement period of the Special Project of Entitlement of Lands and Rural Cadastre - PETT until 2009

857. MINISTRY OF AGRICULTURE Friday, January 07 2005

Approves PETT 8's Unified Text of Administrative Procedures

858. MINISTRY OF AGRICULTURE Saturday, March 04 2006

Approves PETT's Unified Text of Administrative Procedures of the Special Project of Entitlement of Lands and Rural Cadastre - PETT

859. NATIONAL JURY OF ELECTIONS Wednesday, March 08 2006

Denies the authorization to PETT to hire advertising activities related to the process of registration and boundaries of lands and the delivery of ownership titles

860. MINISTRY OF AGRICULTURE Friday, January 12 2007

Modifies Proceeding 19 of TUPA of the Special Project of Entitlement of Lands and Rural Cadastre - PETT

861. MINISTRY OF AGRICULTURE Saturday, January 13 2007

Proceeding 19 of TUPA of the Special Project of Entitlement of Lands and Rural Cadastre - PETT

862. MINISTRY OF HOUSING Thursday, February 22 2007

Approves the merger process between the Special Project of Entitlement of Lands and Rural Cadastre - PETT and the Informal Property Formalization Organization – COFOPRI

863. MINISTRY OF HOUSING Tuesday, June 12 2007

Concludes the merger process between Special Project of Entitlement of Lands and Rural Cadastre - PETT and the Informal Property Formalization Organization – COFOPRI the latter acting as the incorporated entity

864. INFORMAL PROPERTY FORMALIZATION ORGANIZATION Saturday, July 07 2007

Sets regulations for the processing and solution of administrative proceedings of TUPA of the former Special Project of Entitlement of Lands and Rural Cadastre – PETT, if COFOPRI adapts its TUPA

865. MINISTRY OF AGRICULTURE Saturday, June 04 2011

Lapsing of the Contract of Award of Unproductive Lands for irrigation and/or drainage 0004-AG-PETT, awarded to Tropex SRL

D. LAND REGISTRY REGULATIONS

866. Ministerial Resolution 0061-88PCM (August 10, 1988)

Establishes a multi-sector committee responsible for studying and drafting regulation for the so-called "Social or Popular Mortgage". One of the members was an ILD representative.

867. Supreme Resolution 018-89-VC-1100 (March 31, 1989)

Establishes a Special Committee in charge of setting up the Real Estate Registry for Urban Settlements and Social Housing Developments

Registro Predial –, which was chaired by the Minister of Housing. This committee drafted

the regulations bills, the initial registration and administrative guidelines and documents, organized the recruiting and hiring of personnel and carried out administrative and budget-related actions and proceedings aimed at expediting the Register's operating.

868. Ministerial Resolution 097-89-VC-1100(April 19, 1989)

Appoints the members of the special committee for setting off the Real Estate Registry for Urban Settlements and Social Housing Developments, three out of the committee's five members were ILD consultants, Architect Mariano Cornejo Battifora, Dr. Luis Aliaga Jibaja, and Dr. Maria del Carmen Delgado.

869. Supreme Decree N° 197-89-EF (September 18, 1989)

Established as the Real Estate Registry for Urban Settlements and Social Housing Developments in Lima.

870. Supreme decree N° 001-90-VC (January 18, 1990)

Approves the registration regulations of the Real Estate Registry of Urban Settlements and Social Housing as well as the regulations for administrative proceedings required for urban licensing of social housing land. The project was developed by the ILD.

871. Press released published in El Comercio (October 10, 1989)

Official Notice intended to inform the public on the same announcement published in El Peruano, adding that the informality problem has been researched by the ILD and that several of its suggestions were being exercised

872. Press Released published in the Official Gazette "El Peruano" (October 11, 1989)

Official Notice intended to inform the public that the Minister of Housing (Antenor Orrego Spelucín) had appointed the Board of Directors of the Real Estate Registry for Urban Settlements and Social Housing Developments, which was chaired by the former Minister of Housing, Mr. Luis Bedoya Velez, who stated that this new entity would give legal security to the poor and expressed his appreciation for the selfless support provided by the ILD and Hernando de Soto.

873. Minutes of the Fifth Board of Directors Meeting of the Real Estate Registry for Urban Settlements and Social Housing Developments (December 26, 1989)

Dr. Luis Aliaga Jibaja was appointed as first Executive Director of the Real Estate Registry. (Item 4)

874. Executive Resolution 051-90/RPM (March 9, 1990)

Appoints ILD's Dr. Luis Aliaga Jibaja Executive Director of the Real Estate Registry of Urban Settlements and Social Housing.

875. Supreme Decree N° 026-90-VC (September 11, 1990)

Approves the change of the name from Real Estate Registry of Urban Settlements and Social Housing Developments to Real Estate Registry.
Establishes the Real Estate Registry of Rural Property as part of Real Estate Registry. The Design and text of this regulation were developed by the ILD —revoked by Legislative Decree 653 (August 1991) and later restored by Legislative Decree 667 and still in force to date.

876. Ministerial Resolution 285-91-VC-1100 (October 16, 1991)

Appoints members of the Board of Directors. Appoints Dr. Maria del Carmen Delgado as member of the Board of Directors of the Real Estate Registry in representation of the Social Housing Developments.

877. Board Resolution of the Real Estate Registry (April 23, 1993)

Establishes the Special Committee to expand the Real Estate Registry throughout the Department of Lima, in charge of organizing and carrying out all registry related activities necessary to facilitate massive filing within the framework of a World Bank project. The Committee's Executive Council was composed by three ILD representatives: Dr. Maria del Carmen Delgado, who chaired the Council, Dr. Luis Aliaga Jibaja was the Executive director, and Mr. Gustavo Marini Carreño was the Secretary and Coordinator.

878. Six agreements signed with banking, financial, and state entities, as well as with cooperatives to launch campaigns for promoting formalization with the Real Estate Registry (between 1994 and 1996)

Guaranteeing the application of ILD proposals for the implementation of massive and swift registration processes in order to gain access to the benefits of registered property, especially with regard to credit access.

879. Ministerial Resolution 611-96-MTC[80]/15.10 (November 13.1996)

Accepts the resignation of Dr. Maria del Carmen Delgado as a member of Board of Directors of the Real Estate Registry.

880. SUNARP Friday, October 04 1996

Regulation of public merit tender to apply for the position of registrar of special rural property sections of Real Estate Register

881. SUNARP Tuesday, June 11 1996

Establishes the amount of registry fees fir title registration rural real estate issued by PETT (Special Land Entitlement Program)

882. SUNARP Sunday, October 20 1996

Establishes the amount of registry fees for title registration of rural properties owned by PETT

883. SUNARP Wednesday, October 01 1997

Approves Directive establishing guidelines for registration of property rights over rural lands

884. SUNARP Friday, October 03 1997

Modifies Resolution 010-97-SUNARP/GG that approved guidelines for registration of property rights over rural lands

885. SUNARP Saturday, May 23 1998

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80 Ministry of Transport and Communications, MTC.

Approves Directive establishing guidelines for registration of property rights over rural lands owned by the State or individuals

886. SUNARP Saturday, July 13 2002

Approves Registry Form "A", registration of property rights over rural lands owned by the State or individuals and annex forms

887. SUNARP Thursday, May 30 1996

Enforces the Registration Regulation of the Special Section of Rural Lands of the Real State Register

888. SUNARP Saturday, June 29 1996

Modifies the Registration Regulation of the Special Section of Rural Lands of the Real State Register

889. SUNARP Friday, October 04 1996

Regulation of public merit tender to apply for the position of registrar of special rural land sections of Real State Register

890. SUNARP Thursday, April 10 1997

Modifies the Form of Property Rights Registration of the Property Rights of Rural Lands owned by the State or Individuals

891. SUNARP Thursday, April 10 1997

Modifies the Registration Regulation of the Special Section of Rural Lands of the Real State Register

892. SUNARP Tuesday, July 01 1997

Establishes the fee for registration rights of rural lands ownership registration right

893. SUNARP Wednesday, October 01 1997

Approves Directive establishing guidelines for registration of property rights over rural lands

894. SUNARP Friday, October 03 1997

Modifies Resolution 010-97-SUNARP/GG, that approved guidelines for registration of property rights over rural lands

895. SUNARP Saturday, April 25 1998

Specifies documents set as additional proofs of rural lands ownership and voids registration form requirements

896. SUNARP Saturday, May 23 1998

Approves Directive for the Property Rights Registration of the Property Rights of Rural Lands owned by the State or Individuals

897. SUNARP Saturday, February 27 1999

Modifies article of TUO (Single Ordered Text) of the Public Merit Tender Regulation for the position of rural land public registrar

898. SUNARP Friday, July 16 1999

Sets Directive related to registrations in favor of rural and native communities and rural lands ownership regulation

899. CONGRESS OF THE REPUBLIC Thursday, August 05 1999

Rural Lands Register Modifying and Expanding Law

900. SUNARP Monday, June 12 2000

Incorporates Complementary Provision to the Public Tender Regulation for the position of Registrar of the Special Section of Rural Lands of the Real State Register

901. SUNARP Saturday, July 13 2002

Approves Registration Form "A", registration of property rights of rural lands owned by the State or individuals and annex forms

902. SUNARP Saturday, July 13 2002

Opens public merit tender to fill the position of public registrar of the Special Section of Rural Lands on various State registry offices

903. SUNARP Monday, September 30 2002

Modifies transitory provision that approved Registry Form "A", registration of property rights of rural lands owned by the State or individuals

904. SUNARP Thursday, November 28 2002

Appoints the Committee in charge of reviewing the regulatory framework applicable to rural lands

905. SUNARP Sunday, December 08 1996

Establishes the fee for registration rights for the registration of the act that legalizes the ownership over rural lands located in non-reformed areas

906. SUNARP Wednesday, December 25 1996

Approves Directive establishing guidelines for registration of property rights over rural lands owned by the State or individuals

907. SUNARP Thursday, December 26 1996

Creates the Professionals Index of Special Section of Rural Lands of the Real State Register of the Regional Registry Offices

908. SUNARP Wednesday, August 21 2002

Incorporates representatives of PETT as members of working sub-commissions establi-

shed to facilitate the integration process of RPU and the operation of the Land Register

909. SUNARP Sunday, March 16 2003

Extends the enforcement period of the fee for registration rights for the registration of rural ownership titles issued by PETT

910. SUNARP Sunday, February 15 2004

Voids the International Public Tender PRE-LPI-0005-2003-AG/PETT, for the "Digitization and Scanning of Rural Lands Information for SUNARP" and takes it back to the application process stage

E. DIRECTIVES APPROVED FROM JANUARY 1993 TO JUNE 1996 TO OPERATE THE LAND REGISTRY DESIGNED BY ILD

1. DIRECTIVES OF THE PRESIDENT OF THE LAND REGISTRY

911. January 14 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 003-93-PDRP

912. January 18 1992 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 004-93/PDRP

913. January 20 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 006-93-PDRP

914. January 20 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 005-93-PDRP

915. February 05 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 007-93-PDRP

916. February 09 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 008-93-PDRP

917. March 22 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 011-93-PDRP

918. April 19 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 013-93-PDRP

919. April 23 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 014-93-PDRP

920. April 23 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 015-93-PDRP

921. April 23 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 016-93-PDRP

922. May 13 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 017-93-PDRP

923. May 13 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF

DIRECTORS 018-93-PDRP

924. May 14 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 019-93-PDRP

925. May 18 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 020-93-PDRP

926. May 25 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 022-93-PDRP

927. May 25 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 023-93/PDRP

928. June 10 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 024-93-PDRP

929. June 11 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 025-93-PDRP

930. June 11 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 027-93/PDRP

931. June 11 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 028-93-PDRP

932. June 11 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 029-93-PDRP

933. July 08 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 030-93-PDRP

934. July 21 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 031-93-PDRP

935. July 21 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 032-A-93/PDRP

936. August 02 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 033-93-PDRP

937. August 03 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 034-93 PDRP

938. August 03 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 036-93-PDRP

939. August 03 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 037- 93-PDRP

940. August 17 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 038-93/PDRP

941. August 17 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 039-93/PDRP

942. August 19 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 040-93-PDRP

943. August 20 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 041-93-PDRP

944. August 20 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 042-93-PDRP

945. August 20 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 043-93 PDRP

946. September 01 1993 RESOLUTION OF THE PRESIDENCY OF THE BOARD OF DIRECTORS 044- 93 PDRP

2. DIRECTIVES ISSUED BY THE LAND REGISTRY DIRECTORATE

947. January 20 1993. Directorial Resolution 136-93- DERP

948. January 20 1993. Directorial Resolution 002-93- DERP

949. May 07 1993. Directorial Resolution 041-93- DERP

950. July 02 1993. Directorial Resolution 077-93- DERP

951. July 09 1993. Directorial Resolution 078-93- DERP

952. July 12 1993. Directorial Resolution 079-93- DERP

953. July 13 1993. Directorial Resolution 080-93- DERP

954. July 13 1993. Directorial Resolution 081-93- DERP

955. July 12 1993. Directive 015-93- DERP

956. July 16 1993. Directorial Resolution 083-93- DERP

957. July 16 1993. Directorial Resolution 084-93- DERP

958. July 19 1993. Directorial Resolution 085-93- DERP

959. August 02 1993. Directorial Resolution 088-93- DERP

960. August 03 1993. Directorial Resolution 089-93- DERP

961. August 05 1993. Directorial Resolution 090-93- DERP

962. August 06 1993. Directorial Resolution 091-93- DERP

963. August 11 1993. Directorial Resolution 092-93- DERP

964. August 12 1993. Directorial Resolution 093-93- DERP

965. August 20 1993. Directorial Resolution 095-93- DERP

966. August 20 1993. Directorial Resolution 094-93- DERP

967. August 20 1993. Directorial Resolution 096-93- DERP

968. August 20 1993. Directorial Resolution 097-93- DERP

969. August 20 1993. Directorial Resolution 098-93- DERP

970. August 25 1993. Directorial Resolution 100-93- DERP

971. August 25 1993. Directorial Resolution 101-93- DERP

972. August 27 1993. Directorial Resolution 103-93- DERP

973. August 27 1993. Directorial Resolution 103-93- DERP

974. August 27 1993. Directorial Resolution 102-93- DERP

975. August 30 1993. Directorial Resolution 104-93- DERP

976. September 17 1993. Directorial Resolution 106-93- DERP

977. September 17 1993. Directorial Resolution 104-93- DERP

978. September 22 1993. Directorial Resolution 109-93- DERP

979. September 22 1993. Directorial Resolution 108-93- DERP

980. September 22 1993. Directorial Resolution 110-93- DERP

981. September 22 1993. Directorial Resolution 111-93- DERP

982. September 22 1993. Directorial Resolution 112-93- DERP

983. September 24 1993. Directorial Resolution 113-93- DERP

984. September 24 1993. Directorial Resolution 114-93- DERP

985. September 24 1993. Directorial Resolution 115-93- DERP

986. September 26 1993. Directorial Resolution 087-93- DERP

987. September 30 1993. Directorial Resolution 116-93- DERP

988. September 30 1993. Directive 116-93- DERP

989. October 04 1993. Directive 017-93- DERP

990. October 05 1993. Directorial Resolution 117-93- DERP

991. October 06 1993. Directorial Resolution 118-93- DERP

992. October 08 1993. Directorial Resolution 119-93- DERP

993. October 08 1993. Directorial Resolution 118-93- DERP

994. October 15 1993. Directorial Resolution 120-93- DERP

995. October 25 1993. Directorial Resolution 122-93- DERP

996. October 25 1993. Directorial Resolution 123-93- DERP

997. October 29 1993. Directorial Resolution 124-93- DERP

998. October 29 1993. Directorial Resolution 125-93- DERP

999. November 02 1993. Directorial Resolution 126-93- DERP

1000. November 15 1993. Directorial Resolution 127-93- DERP

1001. November 15 1993. Directorial Resolution 128-93- DERP

1002. November 20 1993. Directorial Resolution 136-93- DERP

1003. November 30 1993. Directorial Resolution 129-93- DERP

1004. November 30 1993. Directorial Resolution 130-93- DERP

1005. November 30 1993. Directorial Resolution 131-93- DERP

1006. November 30 1993. Directorial Resolution 132-93- DERP

1007. December 20 1993. Directorial Resolution 137-93- DERP

1008. December 22 1993. Directorial Resolution 138-93- DERP

3. DECISIONS ISSUED FROM 1995

1009. November 20 1995. Directorial Resolution 049-95- DERP

1010. November 20 1995. Directive 010-95- DERP

1011. November 21 1995. Directorial Resolution 050-95- DERP

1012. November 24 1995. Directorial Resolution 051-95- DERP

1013. November 04 1995. Directorial Resolution 052-95- DERP

1014. December 18 1995. Directorial Resolution 053-95- DERP

1015. January 08 1996. General Manager's Resolution 001-96- DERP

1016. January 08 1996. Directive 001-96-GG/RP

1017. January 08 1996. General Manager's Resolution 002-96--GG/RP

1018. January 31 1996. General Manager's Resolution 003-96--GG/RP

1019. January 31 1996. Directive N°003-96-GG/RP

1020. February 07 1996. General Manager's Resolution 004-96--GG/RP

1021. February 08 1996. General Manager's Resolution 005-96--GG/RP

1022. February 08 1996. General Manager's Resolution 006-96--GG/RP

1023. February 08 1996. General Manager's Resolution 007-96--GG/RP

1024. February 08 1996. General Manager's Resolution 008-96--GG/RP

1025. February 20 1996. General Manager's Resolution 009-96--GG/RP

1026. February 20 1996. General Manager's Resolution 010-96--GG/RP

1027. February 20 1996. General Manager's Resolution 010-96--GG/RP

1028. February 20 1996. Directive 004-96-GG/RP

1029. February 26 1996. General Manager's Resolution 011-96--GG/RP

1030. February 26 1996. Directive 005-96-GG/RP

1031. March 01 1996. General Manager's Resolution 012-96--GG/RP

1032. March 06 1996. General Manager's Resolution 013-96--GG/RP

1033. March 14 1996. General Manager's Resolution 014-96--GG/RP

1034. April 09 1996. General Manager's Resolution 015-96--GG/RP

1035. April 12 1996. General Manager's Resolution 016-96--GG/RP

1036. April 30 1996. General Manager's Resolution 017-96--GG/RP

1037. May 03 1996. General Manager's Resolution 018-96--GG/RP

1038. May 03 1996. General Manager's Resolution 018-96--GG/RP

1039. May 03 1996. Directive 006-96-GG/RP

1040. May 03 1996. General Manager's Resolution 019-96--GG/RP

1041. May 03 1996. Directive 007-96-GG/RP

1042. May 14 1996. General Manager's Resolution 020-96--GG/RP

1043. May 24 1996. General Manager's Resolution 021-96--GG/RP

1044. June 10 1996. General Manager's Resolution 022-96--GG/RP

1045. June 10 1996. Directive 007-96-GG/RP

1046. June 10 1996. General Manager's Resolution 023-96--GG/RP

1047. June 11 1996. General Manager's Resolution 024-96--GG/RP

1048. June 13 1996. General Manager's Resolution 025-96--GG/RP

1049. June 21 1996. General Manager's Resolution 026-96--GG/RP

1050. June 21 1996. General Manager's Resolution 027-96--GG/RP

III. PROVIDING ALL PERUVIANS WITH THE MECHANISMS TO PARTICIPATE IN GOVERNMENT DECISION-MAKING, THUS HELPING GOVERNMENT LISTEN TO THE EXTRALEGAL SECTOR AND AVOID THE CREATION OF UNFORESEEN OBSTACLES TO PARTICIPATE IN THE LEGAL ECONOMY

1051. April 30 1984. Creation of the Comisión Nacional de los Derechos Económicos – CODE (National Committee of Economic Rights) - Legislative decree 283

CODE is responsible for proposing, designing and undertaking actions and measures to incorporate the informal sector into legal economy

1052. November 21 1984. The National Committee of Economic Rights (CODE) Regulation is approved. Supreme Decree 071-84-PCM

The obligation to publish general administrative rules to be dictated by the executive power, which might have an effect on the incorporation of the informal sector into the legal sector, is approved. This publication must be done in the official journal "El Peruano"; within 30 days the interested parties can make observations and suggestions through CODE.

1053. December 30 1993. Political Constitution of Peru

It is considered on article 2; subsection 5, as a fundamental right of people, to request without establishing cause and to receive required information of any public entity. The provision herein is the constitutional basis to develop the transparency principle in public administration actions. Furthermore, the right to file legislative initiative to modify the Constitution, adopt laws and regional and municipal ordinances is included. The right to request a referendum to ratify the partial reform of the Constitution is established. The National Ombudsman Office is created as an autonomous organ

1054. May 03 1994. Law of Rights of Citizen Participation and Control - LAW 26300

Develops the citizen participation rights and their access. Within these rights is the right to file a legislative initiative to modify the constitution, adopt laws and municipal and regional ordinances, to revoke authorities, demand accountability etc.

1055. August 4 1995. Organic Law of the National Ombudsman Office - Law 26520

It is responsibility of the National Ombudsman Office to defend constitutional and fundamental rights of the person and the community; supervise the fulfillment of the obligations of the State Administration and the delivery of public services to the citizenship. It is also within its responsibilities to delineate the functions of the National Ombudsman Office that receives complaints, individual or collective, from the citizens and undertakes required investigations.

1056. September 4 1996. Approves the Organization and Functions Regulation of the National Ombudsman Office - Ombudsman Resolution 007-96/DP

Delineates the internal organization and Splits functions for the proper operation of the National Ombudsman Office.

1057. April 3 1996. Appoints the Ombudsman - LEGISLATIVE RESOLUTION 26584

Jorge Santisteban is elected as the first Ombudsman.

1058. June 26 1997. Organic Law for the Sustainable Use of Natural Resources - LAW 26821

Establishes the right to be informed in the adoption process of policies related to natural resources.

1059. August 28 1997. OMBUDSMAN RESOLUTION 041-97-DP

Approves the Organization and Functions Regulation of the National Ombudsman Office.

1060. December 10 1997. Framework Law for the Legislative Production and Systematization - LAW 26889

Indicates that the cost-benefit analysis is part of the structure of the preliminary draft Law of the regulation.

1061. March 6 1998 Single Ordered Text of the Congress of the Republic Regulation. Modification

The cost-benefit analysis of the future legal regulation is considered as a requirement of the draft Laws in article 75.

1062. May 30 1998 Congress of the Republic Regulation. LEGISLATIVE REGULATION 26964

The Ombudsman will sent, by writing to the Presidency of The Congress of The Republic, the Annual Report of the activities undertaken by its office, duly supported and exposing the appropriate conclusions.

1063. April 10 2001 Law of General Administrative Proceeding. Law 27444

The obligation to grant a period of information to the public administration before approving administrative regulations that affect rights or citizen interests is regulated by article 185.

1064. April 23 2001 Law of the National System of Environmental Impact Evaluation. LAW 27446

Establishes participation and consultation during an environmental impact evaluation.

1065. October 13 and November 16 accordingly. Congress of the Republic.

Single Ordered Text of the Congress of the Republic Regulation modified by Legislatives Resolutions of the Congress 011-2001 and 013-2001

Article 73 is modified and the publication of rulings in the Congress Web Portal, the Gaceta del Congreso (Gazette of the Congress) or the official Journal "El Peruano" is introduced as a stage in the approval process of Law.

1066. January 29 2002 Framework Law of State Management Modernization. Law 27658

This Law establishes as State modernization objectives, the transparency of its administration and the citizen participation, among others, as objectives. Rules that the State must promote and establish participatory democracy through citizen participatory mechanisms.

1067. May 2 2002 Regulation of the framework Law of State Management Modernization. Supreme Decree 030-2002-PCM

Emphasizes the addition of the cost-benefit analysis to support normative projects related to public sector entities creation.

1068. September 21 2002 Law modifying article 3 of Law 26520.

Organic Law of the National Ombudsman Office establishing the proceedings of appointment of the Ombudsman. LAW 2783

1069. November 18 2002 Organic Law of Regional Governments. LAW 27867

Establishes the right to participate in regional management, among other subjects.

1070. July 13 2002 Law of Transparency and Access to the Public Information. Law 27806

This law promotes the transparency of State actions and regulates the fundamental right of information Access established in the Constitution.

1071. February 3 2003 Amending Law of the Law of Transparency and Access to the Public Information. Law 27927

Additional provisions are included to clearly determine the exceptions of the exercise of the right to Access State Information.

1072. April 24 2003 Single Ordered Text of the Law of Transparency and Access to the Public Information. Supreme Decree 043-2003-PCM

The scopes and effects of the Law of Transparency and Access to the Public Information are clearly determined.

1073. May 27 2003 Organic Law of Municipalities. Law 27972

On article 114, the right to file an initiative to adopt municipal regulations is developed. The right to request a referendum for municipal ordinances is also developed.

1074. August 6 2003 Regulation of the Law of Transparency and Access to the Public Information. Supreme Decree 072-2003-PCM

Regulates the enforcement of the law and the execution of the proceedings established by it.

1075. August 8 2003. Framework Law of Participatory Budget - Law 28056

Develops the right to participate in the process of Formulation of the Budget of regional and local governments, as part of the civil society.

1076. July 19 2005 Complementary Law of the Consumer Protection on Financial Service Matters. Law 28587

The "principle of information transparency" to which financial companies are related in the case of users of the national financial system is regulated.

1077. October 13 2005 General Law of Environment. Law 28611

Regulates the right to participation and consultation in process of strategic environmental Evaluation, environmental monitoring, Access to public information, among others.

1078. November 29 2005 Regulation of information transparency and hiring applicable regulations with users of the financial system, approved by Resolution SBS 1765-2005

Specific regulations for the application of the "principle of information transparency" are established.

1079. March 24 2006 Regulation of the Framework Law for the Legislative Production and Systematization. Supreme Decree 008-2006-JUS

Points out that the cost-benefit analysis is part of the structure of preliminary draft Laws, legislative decrees drafts and urgency decrees of the regulation.

1080. February 19 2008 Regulation of Citizen Participation to undertake hydrocarbon activities, approved by Supreme Decree D.S. 012-2008-EM

Establishes the right to participate in the consultation process of exploration activities and/or hydrocarbon exploitation.

1081. June 24 Law of Organization and Functions of INDECOPI (National Institute of defense of Competence and of the Protection of Intellectual Property Rights). Legislative Decree 1033

One of its provisions establishes that citizens may go to INDECOPI offices and file their complaints.

1082. January 14 2009 Regulation establishing provisions related to advertising, publication of normative projects and dissemination of General Legal Regulations. SUPREME DECREE 001-2009-JUS

Establishes that public entities will publish the general regulations projects in the official journal "El Peruano", in its Web Portals or by any other mean, in a period of no less than 30 days before the planned date for its enforcement, except on exceptional cases. Citizens have the right to make comments on these regulations.

1083. January 17 2009 Regulation of Transparency, Environmental Public Information Access and Citizen Consultation on Environmental Matters. Supreme Decree 002-2009-MINAM

Establishes the right to environmental information access, environmental monitoring, among others.

1084. February 2009 Supreme Decree 09-2009-PCM

The citizen has the right to use the complaint system of INDECOPI.

1085. June 24 2009. Regulation of the Framework Law of Participatory Budget - Supreme Decree 142-2009-EF

Specifies in detail the right to participate in the budget formulation process of regional and local governments.

1086. September 6 2011 Law of the right to prior consultation to the indigenous or tribal peoples, recognized on the Convention 169 of the International Labour Organization (ILO). Law 29785

The Law establishes that indigenous peoples must be previously consulted by the State on legislative or administrative measures that directly affect their collective rights.

1087. April 2 2012. Regulation of the Law of Prior Consultation. Supreme Decree 001-2012-MC.

The regulation specifies the steps in every stage of the prior consultation proceeding.

ANNEX 3

A SAMPLE OF LEGAL REGULATIONS PUBLISHED FROM APRIL 1984 TO JUNE 2012, DERIVED FROM DRAFT LAWS DESIGNED BY ILD RELATED TO: CITIZEN PARTICIPATION, DEMOCRATIC GOVERNANCE AND THE OFFICE OF THE OMBUDSMAN

1) April 30 1984. Creation of the Comisión Nacional de los Derechos Económicos – CODE (National Committee of Economic Rights) - Legislative decree 283

CODE is responsible for proposing, designing and undertaking actions and measures to incorporate the informal sector into legal economy

2) November 21 1984. The National Committee of Economic Rights (CODE) Regulation is approved. Supreme Decree 071-84-PCM

The obligation to publish general administrative rules to be dictated by the executive power, which might have an effect on the incorporation of the informal sector into the legal sector, is approved. This publication must be done in the official journal "El Peruano"; within 30 days the interested parties can make observations and suggestions through CODE.

3) December 30 1993. Political Constitution of Peru

It is considered on article 2; subsection 5, as a fundamental right of people, to request without establishing cause and to receive required information of any public entity. The provision herein is the constitutional basis to develop the transparency principle in public administration actions. Furthermore, the right to file legislative initiative to modify the Constitution, adopt laws and regional and municipal ordinances is included. The right to request a referendum to ratify the partial reform of the Constitution is established. The National Ombudsman Office is created as an autonomous organ

4) May 03 1994. Law of Rights of Citizen Participation and Control - LAW 26300

Develops the citizen participation rights and their access. Within these rights is the right to file a legislative initiative to modify the constitution, adopt laws and municipal and regional ordinances, to revoke authorities, demand accountability etc.

5) August 4 1995. Organic Law of the National Ombudsman Office - Law 26520

It is responsibility of the National Ombudsman Office to defend constitutional and fundamental rights of the person and the community; supervise the fulfillment of the obligations of the State Administration and the delivery of public services to the citizenship. It is also within its responsibilities to delineate the functions of the National Ombudsman Office that receives complaints, individual or collective, from the citizens and undertakes required investigations.

6) September 4 1996. Approves the Organization and Functions Regulation of the National Ombudsman Office - Ombudsman Resolution 007-96/DP

Delineates the internal organization and Splits functions for the proper operation of the National Ombudsman Office.

7) April 3 1996. Appoints the Ombudsman - LEGISLATIVE RESOLUTION 26584

Jorge Santisteban is elected as the first Ombudsman.

8) June 26 1997. Organic Law for the Sustainable Use of Natural Resources - LAW 26821

Establishes the right to be informed in the adoption process of policies related to natural resources.

9) August 28 1997. OMBUDSMAN RESOLUTION 041-97-DP

Approves the Organization and Functions Regulation of the National Ombudsman Office.

10) September 1997. General Elections Law (No. 26859)

Establishes multiple electoral districts for the election of members of congress.

11) December 1997 Framework Law for the Creation of Laws. Law (No. 26889)

Orders that draft laws must be duly explained and substantiated in an explanatory memorandum, and establishes measures that allow the publication and dissemination of laws.

12) December 10 1997. Framework Law for the Legislative Production and Systematization - LAW 26889

Indicates that the cost-benefit analysis is part of the structure of the preliminary draft Law of the regulation.

13) March 6 1998 Single Ordered Text of the Congress of the Republic Regulation. Modification

The cost-benefit analysis of the future legal regulation is considered as a requirement of the draft Laws in article 75.

14) May 30 1998 Congress of the Republic Regulation. LEGISLATIVE REGULATION 26964

The Ombudsman will sent, by writing to the Presidency of The Congress of The Republic, the Annual Report of the activities undertaken by its office, duly supported and exposing the appropriate conclusions.

15) April 10 2001 Law of General Administrative Proceeding. Law 27444

The obligation to grant a period of information to the public administration before approving administrative regulations that affect rights or citizen interests is regulated by article 185.

16) April 23 2001 Law of the National System of Environmental Impact Evaluation. LAW 27446

Establishes participation and consultation during an environmental impact evaluation.

17) October 13 and November 16 accordingly. Congress of the Republic.

Single Ordered Text of the Congress of the Republic Regulation modified by Legislatives Resolutions of the Congress 011-2001 and 013-2001

Article 73 is modified and the publication of rulings in the Congress Web Portal, the Gaceta del Congreso (Gazette of the Congress) or the official Journal "El Peruano" is introduced as a stage in the approval process of Law.

18) January 29 2002 Framework Law of State Administration Modernization. Law 27658

This Law establishes as State modernization objectives, the transparency of its adminis-

tration and the citizen participation, among others, as objectives. Rules that the State must promote and establish participatory democracy through citizen participatory mechanisms.

19) May 2 2002 Regulation of the framework Law of State Administration Modernization. Supreme Decree 030-2002-PCM

Emphasizes the addition of the cost-benefit analysis to support normative projects related to public sector entities creation.

20) November 18 2002 Organic Law of Regional Governments. LAW 27867

Establishes the right to participate in regional management, among other subjects.

21) July 13 2002 Law of Transparency and Access to the Public Information. Law 27806

This law promotes the transparency of State actions and regulates the fundamental right of information Access established in the Constitution.

22) February 3 2003 Amending Law of the Law of Transparency and Access to the Public Information. Law 27927

Additional provisions are included to clearly determine the exceptions of the exercise of the right to Access State Information.

23) April 24 2003 Single Ordered Text of the Law of Transparency and Access to the Public Information. Supreme Decree 043-2003-PCM

The scopes and effects of the Law of Transparency and Access to the Public Information are clearly determined.

24) May 27 2003 Organic Law of Municipalities. Law 27972

On article 114, the right to file an initiative to adopt municipal regulations is developed. The right to request a referendum for municipal ordinances is also developed.

25) August 6 2003 Regulation of the Law of Transparency and Access to the Public Information. Supreme Decree 072-2003-PCM

Regulates the enforcement of the law and the execution of the proceedings established by it.

26) August 8 2003. Framework Law of Participatory Budget - Law 28056

Develops the right to participate in the process of Formulation of the Budget of regional and local governments, as part of the civil society.

27) March 2005, Law 28480. Constitutional Amendment Law.

Establishes the right to vote for members of the armed forces and police.

28) July 19 2005 Complementary Law of the Consumer Protection on Financial Service Matters. Law 28587

The "principle of information transparency" to which financial companies are related in the case of users of the national financial system is regulated.

29) October 13 2005 General Law of Environment. Law 28611

Regulates the right to participation and consultation in process of strategic environmental Evaluation, environmental monitoring, Access to public information, among others.

30) November 29 2005 Regulation of information transparency and hiring applicable regulations with users of the financial system, approved by Resolution SBS 1765-2005

Specific regulations for the application of the "principle of information transparency" are established.

31) March 24 2006 Regulation of the Framework Law for the Legislative Production and Systematization. Supreme Decree 008-2006-JUS

Points out that the cost-benefit analysis is part of the structure of preliminary draft Laws, legislative decrees drafts and urgency decrees of the regulation.

32) September 25, 2007 Law 29091

Orders the publication of several legal devices in the central government and public institution websites.

33) February 19 2008 Regulation of Citizen Participation to undertake hydrocarbon activities, approved by Supreme Decree D.S. 012-2008-EM

Establishes the right to participate in the consultation process of exploration activities and/or hydrocarbon exploitation.

34) June 24 Law of Organization and Functions of INDECOPI (National Institute of defense of Competence and of the Protection of Intellectual Property Rights). Legislative Decree 1033

One of its provisions establishes that citizens may go to INDECOPI offices and file their complaints.

35) January 14 2009 Regulation establishing provisions related to advertising, publication of normative projects and dissemination of General Legal Regulations. SUPREME DECREE 001-2009-JUS

Establishes that public entities will publish the general regulations projects in the official journal "El Peruano", in its Web Portals or by any other mean, in a period of no less than 30 days before the planned date for its enforcement, except on exceptional cases. Citizens have the right to make comments on these regulations.

36) January 17 2009 Regulation of Transparency, Environmental Public Information Access and Citizen Consultation on Environmental Matters. Supreme Decree 002-2009-MINAM

Establishes the right to environmental information access, environmental monitoring, among others.

37) February 2009 Supreme Decree 09-2009-PCM

The citizen has the right to use the complaint system of INDECOPI.

38) June 24 2009. Regulation of the Framework Law of Participatory Budget - Supreme Decree 142-2009-EF

Specifies in detail the right to participate in the budget formulation process of regional and local governments.

39) September 6 2011 Law of the right to prior consultation to the indigenous or tribal peoples, recognized on the Convention 169 of the International Labour Organization (ILO). Law 29785

The Law establishes that indigenous peoples must be previously consulted by the State on legislative or administrative measures that directly affect their collective rights.

40) April 2 2012. Regulation of the Law of Prior Consultation. Supreme Decree 001-2012-MC.

The regulation specifies the steps in every stage of the prior consultation proceeding.

ANNEX 4

DETAILED EVIDENCE OF THE IMPACT OF ILD REFORMS IN 15 COUNTRIES

COUNTRIES

1. El Salvador

- Impressed by what the ILD was accomplishing in Peru, in October 1990, the Government of President Alfredo Cristiani signed a Technical Cooperation Agreement with the ILD to design a reform program in El Salvador in the last gasps of a decade-long civil war and still suffering from the aftermath of a devastating earthquake in 1986.
- The ILD and the Government of El Salvador (GoES) jointly developed the Real-Estate Formalization and Registry System (The Social Property Registry System- RSI), which was customized to El Salvador's reality, using the objectives, methodology, and main characteristics of ILD's newly, implemented Property Registry in Peru as a benchmark.
- As part of the Property Reform initiative, the GoES created "El Salvador, Country of Property-owners" Program along with the new Institute of Liberty and Progress.
- The Program was continued by President Cristiani's successor, Francisco "Paco" Florez, who had been trained by the ILD, and had been a member of the team of influential Salvadorian professionals who helped President Cristiani implement the Reform Program. President Florez stated that property formalization "… is an act [that] embodies a 'new reality' for many families … because it brings them 'permanence', 'security', and access to new services... A titled home is what all peasants and all of our poor families yearn for, and therefore … [the] delivery of a title, actually offers them a future."
- As proposed by the ILD, a Unified Registry System is in place. Created in 1995, the Centro Nacional de Registros (CNR) gathers real state and business registries and provides registry services to citizens throughout the country (11 departments). Many services can be accessible online as part of the e-governance initiative of the GOES. CNR has gained a reputation of efficiency, modernity, and celerity.
- The Property Formalization Program and the Re-engineering of the Real Estate Registries yielded impressive results:

  » 550,000 Salvadorians had become legal property owners.
  » 1.2 million real-estate units were in the process of being incorporated to the new registration system for efficient ownership definition.
  » 27,000 former wartime combatants and poor people affected by the war received duly formalized real-estate property rights, consolidating the Peace Agreements signed in 1992.
  » 25,000 dwelling units destroyed by the 2001 earthquakes were formalized and rebuilt.

- By the end of 2003, the Salvadorian Property Formalization Program had helped settle peacefully on productive land former wartime combatants and refugees, thus reducing incentives to violence. What few people know is that one of the principal services that guerillas give poor people to win their support is to protect their possessions, including their real estate and businesses. By substituting the Rule of Law for this protection racket, the ILD helped El Salvador move toward peace.
- In 2004, ILD trained 15 members of the Salvadorian Parliament and their advisors (from diverse political parties), and representatives from municipalities, SMEs, and Chambers of Commerce in a three-day "Seminar and Tour of Informality" focused on elucidating our methodologies and the necessary reforms on how to integrate the

majority of citizens into a modern market economy.

- Today, the GoES continues with the program established with the ILD in 1992, "El Salvador, Country of Property Owners". The Institute of Liberty and Progress changed its name to Institute of Legalization of Property (ILP); and with the support of the Presidency of the Republic, continues its mission to formalize property rights and to bring all Salvadorians into the rule of law.
- The GoES continues implementing programs inspired by ILD's reforms, including those to modernize the real state registry and cadastre, one-stop-shop initiatives, and to instruct registrars and citizens about the correct functioning of the registry.

2. Egypt

- Between 1998 and 1999, the ILD executed a preliminary Diagnosis of Egypt's Real Estate Sector. The media covered ILD´s preliminary work in Egypt, Al Ahram newspaper mentioned at that time that "if Hernando de Soto's proposal is accepted, the doors of history will be opened". Impressed by these results, in 2003 the Government of Egypt invited the ILD to execute a full scale Diagnosis - business and real estate.
- In 2004, the ILD submitted its Final Report that included a set of 20 reform proposals with both policy recommendations and legal changes to streamline the legal system to integrate the extralegal economy into the mainstream economy.
- The ILD proposals were approved in a Cabinet Meeting Chaired by the Prime Minister and included the Minister of Localities, Social Affairs, Economic Planning, Industry, Trade and Supplies, Housing, Agriculture, and Finance.
- The ILD's proposed reforms generated extensive media coverage and fervent debate. In November 2005, for example, Al Ahram Hebdo, Al Ahram's weekly newspaper published in French, ran an article under the headline, "L'État Ouvre les Yieux" (The State Opens Its Eyes). The article discussed the winners and losers of formalization, and presented the formalization ideas and rationale of "the Institute of Liberty and Democracy (ILD), a Peruvian center managed by the famous economist Hernando de Soto who has developed the idea of «dead capital» to explain the underdevelopment of third world countries [...]"
- In 2004 and 2005, the Government launched several major initiatives to make extralegal assets more easily recognizable by the law and fungible within a system of property registration. We documented that 13 of ILD's 20 proposed reforms were partially implemented:

  - » Within six months after the ILD report was presented, the Government issued the Small Enterprise Development Law No. 141/2004 in an effort to provide incentives for accelerated growth of small and micro enterprises and facilitate all government procedures related to establishing enterprises and obtaining required permits, approvals and licenses - clearly echoing the ILD reform proposals.
  - » Foremost among these ILD-inspired reforms was the USAID-Egypt Financial Services Project (EFS), a $35 million project for the Ministry of Justice, the Ministry of Investment, which was fundamentally based on the ILD's main recommendations for formalizing real estate assets and property.
  - » On the business side, the Ministry of Finance launched a series of reform initiatives to benefit micro, small, and medium enterprises (SMEs) that have been hampered by bureaucratic obstacles to formalization of their assets.
  - » In April 2006, the Government launched a LE 440 million Project to apply a deed

registration (object-based) system in nine selected areas of Greater Cairo.

» The Government of Egypt, with support and financing from the Canadian International Development Agency (CIDA) and the International Development Research Center (IDRC), launched the Micro/Small and Medium Enterprise Policy Development Project (SMEPol) (7.1 million Cdn$). The Project proposed reform policies and legislation originally suggested by the ILD in its 2004 report.

- These and other property and business reforms have garnered considerable economic gains for b the Government of Egypt. Following the issuance of the law on registration and notary fees, with more properties registered and less evasion, revenues from title registration jumped 39%. In addition, the tax based has been broadened and tax revenues have increased from 1.7 million taxpayers in 2005 to 2.5 million in 2006 and overall income tax revenues have increased from 7% to 9% of the GDP.
- As a result of these reforms, the 2008 edition of the World Bank's Doing Business series ranked Egypt as the "top reformer for 2006/2007", improving in 5 of the 10 areas studied by the report.
- After the ILD published its findings about the causes and interpretations of the economic roots of the Arab revolutions in 2011, Egyptian authorities across the political spectrum approached the ILD before democratic elections. The ILD's reform proposals – based on its 2004 recommendations – were endorsed by the Muslim Brotherhood, the army and secular groups.
- After dominating parliamentary and presidential elections in 2011-12, the Muslim Brotherhood requested the ILD to update its 2004 reform recommendations, considering it indispensable enough to make it part of its "Renaissance Plan" to restore the Egyptian economy to growth.
- As the result of the ILD's work in Egypt, we have been called on by Egypt's neighbors in the Maghreb – by business organizations in Morocco, Tunisia, and Libya to convert the best intentions of reform-minded governments and heads of state into actual reform programs by building a wide consensus in favor of ILD reforms among the country's most influential interest groups – government officials and advisors, high-level public and private sector figures, military, police and security organizations, academia, the press, NGO's and other opinion leaders.
- In 2013, the largest business groups of the five Maghreb countries – inspired by the ILD's successes in Peru and Egypt – joined forces with the ILD on a research program in North Africa. As a result of the findings, they declared in two-page newspaper ads in their country's major dailies that they "are convinced that the problems of exclusion and of the informal economy transcend border and are the root causes of the upheaval in the Maghreb that have spread to other countries in the region." To bring the majority of their entrepreneurs under the rule of law, they established the Maghreb Council of Inclusive Entrepreneurship, a historic cross-border reform initiative that has agreed to move forward – with the ILD's assistance – and begin implementing early next year the ILD's five-stage reform strategy adapted to the region.

3. The Philippines

- In 1998, President Joseph Estrada invited the ILD to execute a Diagnosis of the extralegal economy, which created momentum within the Filipino intelligentsia about the importance of formalization.
- Estrada's successor, President Gloria Macapagal Arroyo, who proved to be an en-

thusiastic and persistent advocate of ILD-type reforms, invited the ILD to update its research.

- In her first major report to the nation on her "First 100 Days" in office, she echoed the work of the ILD and De Soto's language. The Introduction, for example, was entitled "From People Power to Empowerment of the People."
- In 2004 President Macapagal Arroyo created the Urban Asset Reform Program to "develop the proven ideas of the economist Hernando de Soto regarding the integration of formal and informal settlements into one legal system as the framework of Philippine urban asset reform."
- By the end of 2006, she issued no less than four executive orders on agrarian and urban reform and restructuring mortgage financing, while her government initiated at least seven ILD-inspired programs on "asset reform," land titling and tenure, and mortgages – all aimed at making it easier for the poor in rural as well as urban areas to make more productive use of their assets.
- On the business side, the President signed legislation to provide incentives for registering informal enterprises and other "micro-businesses."
- Between 1999-2005 the Government of the Philippines launched at least four foreign assisted projects (UNDP, the World Bank, and the Asian Development Bank) following the ILD approach to capital creation, promoting the extralegal sector's access to such important resources as credit and technology, streamlining and consolidating functions related to land administration, implementing land surveying and titling mechanisms, and slum upgrading.
- The Philippine legislature also responded to the ILD's findings. During the period 2002-2005, at least on land use and reform, housing, collateral, red tape and small business guarantee – all bearing the ILD stamp and mentioning de Soto by name as their inspiration.
- President Gloria Macapagal Arroyo's term ended in June 2010 and President Benigno Simeon Aquino III assumed office in July. During the current Administration of President Aquino the initiatives of the past have been continued with the legislature also continuing to file bills promoting the interests of the poor and the informal sector.

4. Colombia

- A 2006 Pre-Diagnosis study by the ILD – commissioned by the IDB –revealed that 68.5% of Colombia's real estate assets and 89% of business assets were held extralegally.
- In July 2011, an ILD Director was invited to attend the "Politica de Tierras y Desarrollo Rural" (Land Policy and Rural Development) conference in Bogota. The ILD director met with Mrs. Gloria Barney – Coordinator of the Land Formalization Program – and made arrangements for Colombia's Minister of Agriculture and Rural Development and a group of high level Colombian officials dealing with the land formalization program in rural areas in Colombia to visit ILD offices in Lima.
- In September 2011, the Minister of Finance and the Minister of Agriculture and Rural Development visited the ILD, where they met ILD President Hernando de Soto and other ILD directors. The purpose of the visit was to learn more about ILD's experience in land formalization relevant to Colombia's plan to implement a land formalization program in rural areas.
- In November 2011, Gloria Barney visited the ILD to learn about ILD's experience in rural land formalization and alternative dispute resolution mechanisms for proper-

ty-related disputes; she also visited Peru's main entities dealing with rural property formalization and registration.

- The Government of Colombia has two ongoing programs following ILD's methodologies: the Rural Formalization program and the Land Restitution program recently implemented.
- President Uribe stated before a conference that "We have listened to Hernando de Soto many times. We believe in a Country of Property Owners. We are working toward that. And with great support from the IDB, whose President is with us, we are developing a native program to provide credit to the grassroots sectors of the nation."
- In a ceremony issuing property titles to owners of newly formalized property, Uribe's successor, the economist/journalist Juan Manuel Santos, stated: "To formalize is to sow peace, to give farmers back the land of which they were dispossessed, is to sow peace. "President Santos also emphasized the importance of property, describing it as "a fundamental element of a more just and modern country."

5. Honduras

- In 2001, the Government of Honduras launched its "Poverty Reduction Strategy," and called on the services of the ILD to diagnose the magnitude of the extralegal sector and propose reforms to bring the majority of the nation's asset holders into the legal economy.
- Four years later, the Government decided to attempt to implement the ILD's reform recommendations on its own, passing a wave of ordinances specifically addressing the challenges the ILD had identified and embracing the recommendations the ILD had suggested. Most notable was the New Property Law (Nueva Ley de Propiedad-Decreto 82-2004) aimed at formalizing extralegal property through a central organization – the Institute of Property (IP) – with the authority to push forward the complex tasks of analyzing and storing information under one direction unit.
- Honduras also enacted the Law of Administrative Simplification designed to facilitate forming a business through such measures as reducing the minimum number of partners required for a corporation, eliminating unnecessary prerequisites for entrepreneurs to launch a legal enterprise, and allowing ordinances to be published in papers other than the Government's official newspaper (La Gaceta) – just the sort of recommendations that the ILD had made in its Diagnosis Report to the Government of Honduras in 2001.
- The Government also engaged in a Process of Simplification of Municipal Proceedings, which again captured several of the ILD's recommendations, for required licenses, permits, and other municipal procedures.
- With the creation of the Institute of Property and the Land Administration Program – PATH I and PATH II , Honduras's long-term real estate policy aims to strengthen property rights through the improvement of political and institutional mechanisms and the integration of a Property Administration System.

6. Haiti

- Between 1998 and 2004, the ILD was commissioned by the Government of Haiti to conduct extensive research on the country's informal economy and design a comprehensive reform program.
- The ILD presented an unprecedented reform and legislative package composed of

179 articles, along with an explanatory memorandum, an economic impact analysis, and an action plan to implement a National Program for the Capitalization of Assets in Haiti (Le Programme National de Capitalisation des Actifs en Haïti).

- The findings and reforms proposals were well received and extensively discussed. All major political parties, their leaders as well as civic organizations – from the bankers' association to leaders in the informal economy – agreed that the ILD proposal was the best alternative for generating prosperity and were continuously informed of The Program's progress and its final content. President Aristide publicly praised it, as did the press and the relevant political players.
- To monitor the development of the research and the reforms, the Government of Haiti created the "Commission Présidentielle pour la Formalisation des Actifs du Secteur Informel" – composed of nine Ministers of State to whom the ILD reported directly on a regular basis regarding its research, possible reforms, and their implementation.
- The reform program was approved by the Executive Branch and was in the pipeline to be discussed in the Parliament.
- Unfortunately, political turmoil and natural disasters – four destructive hurricanes and the devastating 2010 earthquake – stymied reforms.
- Many of the recommendations to rebuild Haiti after the earthquake, such as those by the Interim Haiti Recovery Commission (IHRC) and other NGOs, are clearly inspired by ILD principles. In fact, when IHRC requested proposals for assistance from international agencies and companies, OAS submitted a plan for a land titling initiative, noting that it would partner with the ILD as its "expert on property rights."

7. Tanzania

- The ILD started working with the Government of Tanzania in October 2004, and by the end of 2005 presented a Final Report, which included a comprehensive plan of reform proposals for dismantling the constraints on growth.
- The ILD's fieldwork in Tanzania broke long-lasting paradigms about the functioning of the tribes and clans in Tanzania. The report proved that Tanzanians have ingeniously responded to either absent or flawed institutions necessary for doing business and protecting their assets by creating their own local arrangements and norms that can provide the building blocks for reform.
- To continue with the reform initiative, the Government of Tanzania created the Property and Business Formalization Program – with the Swahili acronym, MKURABITA.
- In the period between mid-November to mid-December 2007, the ILD implemented a training strategy to explain to the MKURABITA staff its proposed outline for legal reforms that the Government had accepted and instruct them in the ILD's implementation methodology.
- The ILD-trained MKURABITA team customized the reform plan and began implementing those reforms in different regions throughout the country.
- MKURABITA won two United Nations Public Services Awards in the category of "improving the delivery of public services". In 2010, it won second place with the initiative "Management of sustainable delivery of secured property rights through empowerment and capacity building of local government." In 2011, MKURABITA won first place with the initiative "Participatory Approaches in Planning and Implementation of Regularization of Informal Settlements."
- In 2012, Parliament passed the Business Law Amendments Bill amending the Companies Act 2010 by including the reform proposal "establishment of limited liability

single shareholder company" (Mainland) and the use of Kiswahili in business transactions. Both amendments were part of ILD reform proposals.

8. Albania

- After learning about the work of Hernando de Soto and the ILD, the Government of Albania adopted the "Action Plan for the Reduction of the Informal Economy for 2006-2009". Prime Minister Sali Berisha and the United Nations Development Program (UNDP) requested that the ILD select and train a core-team of top-level Albanian professionals in order to conduct a Diagnosis of the extralegal economy and present a set of institutional reform proposals.
- From October 2006 to October 2007, a group of Albanian researchers, under the supervision of ILD experts, conducted a Diagnosis of the scope, size, and nature of the Albanian extralegal economy.
- The Final Report was presented to Prime Minister Berisha in December 2007. The Diagnosis identified several legal and institutional shortcomings, mainly related to a poor handling of property rights and the business environment.
- In addition to those findings, the Final Report contained several reform outlines of the main areas of reform and the approach and objectives of the legal changes needed to create an inclusive legal system.
- In 2008, in line with ILD's reform outlines, the Albanian Government created the National Registration Center, which transfers the registration of businesses from civil courts to an administrative agency, significantly lowering the time and cost of incorporating business with different organizational forms (i.e., limited liability companies, partnerships, among others). Before 2008, for instance, according to the World Bank "Doing Business" indicators, it took more than 40 days to incorporate a limited liability company in Albania. Today it takes only 4.5 days.
- In June 2009, also following some of our reform outlines, the National Licensing Center (NLC) began its activities. A public agency under the Ministry of Economy, Trade and Energy, NLC aims to reduce the time and cost of obtaining operating licenses. The law that created the NLC reduced the number of licenses and permits needed to initiate economic activities from approximately 200 to 65 categories. Now, 95% of its users consider that licensing procedures are "very clear" or "clear".
- According to the UN Resident Coordinator in Albania, Gulden Turkoz-Cosslett, "The Prime Minister praised the joint work of UNDP and ILD [...] and pointed out the professionalism and the quality of work of the ILD team experts [...] the ILD was also able to build constructive relationships with local government officials as well as civil society organizations in the country."

9. Mexico

- In 2000, ILD had the opportunity to collaborate with the Mexican Government for the first time, preparing a detailed investigation of the Mexican informal economy, proposing solutions and reforms to incorporate the informal sector within the law.
- At the request of President Vicente Fox, in 2005 the ILD began a comprehensive study of Mexico's extralegal economy, "Proyecto de Apoyo al Programa de Incorporación de Activos Empresariales a la Formalidad en México." The Project was bankrolled with funds from the Inter-American Development Bank (IDB) and the Government of Mexico.
- After executing a Diagnosis of Mexico's extralegal economy – including an analysis

of why NAFTA had failed to reduce poverty significantly – the ILD finalized the Reform Design Stage in July 2007, which included a White Paper that was presented to the Government of President Felipe Calderón, which included a comprehensive plan of reform proposals for dismantled constraints for growth.

- In 2011, the Mexican government launched a program for the modernization of Property, Commerce, and Cadaster Public Records with the support of 31 states, the Federal District and federal agencies such as the National Institute of Statistics and Geography.
- In 2012, the National Institute of Statistics and Geography implemented a digitalized land cadaster as part of its Program of National Display for Public Access.

10. Guatemala

- From January to November 2006, the Government of Guatemala, with the assistance of the ILD, conducted the "Program for the Formalization of the Assets of the Poor and Middle Class in Guatemala" (Programa de formalización de los activos de los pobres y clases medias en Guatemala).
- The ILD worked directly with the Presidential Commission for the Modernization of the State (COPRE), diagnosing the size and scope of the extralegal economy, and identifying the institutional and legal failures that were the very cause if it.
- Following the report, the COPRE strategies included the formalization of the informal economy as one of the main hub of their activity.

11. Thailand

- Although the ILD has never worked in Thailand, in the midst of the Government's preparations for reforms after the Asian Financial Crisis in the late 1990's, Prime Minister Thaksin Shinawatra created a massive effort "to generate grassroots and SME growth." Thaksin invited Hernando de Soto to address state agencies and financial institutions, along with policy and public opinion makers, on asset capitalization.
- Recommendations based on that meeting were passed on to a Cabinet-level workshop.
- As a result of these meetings, the Thaksin government's flagship "Asset Capitalization Policy" went into effect in January 2004, aimed at legitimizing informal property and business assets and registering them so that they could capture as much value as possible in capital markets.
- By July 2006, the Government's efforts had surprised even its most optimistic architects: more than 3 million titles had been registered – 99.8% of the proposed three year target. 314,800 loans had been approved – almost 50% of the applicants. In that same period, the amount of credit, mortgages for land and loans for machinery totaled 68,546.74 million baht. During that same period, Thailand's poverty had been almost halved.

12. South Africa

- In 2003, South African President Thabo Mbeki, Nelson Mandela's handpicked successor, invited Hernando de Soto to Johannesburg to discuss the nation's growing problem of informality.
- Following this visit, an ILD team travelled to South Africa for one week to explain

the ILD program to government authorities and the private sector and to visit the human settlements. This happened at the time that the Government was working on its Green and White Paper, and the ILD team left a series of specific recommendations.

- The Government of South Africa also decided to send a mission to Lima to better understand the Government institutions designed by the ILD.
- South Africa has yet to extend a formal invitation to the ILD to carry out its Reform Program. Nonetheless, the evidence shows that the Government and the African National Congress (ANC) have recommended economic reform strategies influenced by De Soto's ideas and ILD's policies.
- In September 2004, for example, the Government of South Africa announced its new Housing Policy, Breaking New Ground (BNG): A Comprehensive Plan for the Development of Sustainable Human Settlements. Its objectives, as one commentator observed at the time, "demonstrate that de Soto's ideas have definite currency in the current housing policy discourse [of South Africa]".
- In 2005, the ANC published a "national general discussion document" entitled "Development and Underdevelopment – Learning from Experience to Overcome the Two-Economy Divide" – i.e., the formal and informal economies. As one commentator wrote at the time, "The government appears to be heeding the advice of the Peruvian economist Hernando de Soto and resurrecting the "dead capital" of SA's economy via formalizing property titles in rural and township areas."
- In February 2006, the Government of South Africa announced the launch of the Accelerated and Shared Growth-South Africa (AsgiSA), an initiative designed to serve as a major engine to halve poverty and unemployment by 2014. AsgiSA advanced a series of programs that d interventions that coincide with the ILD's customary suggestions for tackling extralegality.
- In his February 2007 "State of the Nation" address, President Mbeki repeated his commitment to merging South Africa's "two economies."

13. Ghana

- President John Kufuor hosted former President Bill Clinton and Mr. de Soto in Accra on September 2002 to launch the Foundation for Building Capital for the Poor, a non-governmental organization aimed at mobilizing resources for the poor in the developing world. During this meeting President Kufour noted: "[This marks] the beginning of a sustained interaction between Ghana and the ILD into the future by way of recapitalizing the poor in the society to achieve progress for themselves."
- In February 2006 Foreign Minister of Ghana, Nana Addo Dankwa Akufo-Addo, delivered a major speech to 2,000 people at the Kwame Nkrumah University for Science and Technology on the country's "future perspective," central to his vision – and that of the ruling New Patriotic Party (NPP) – was "indigenous capitalism," which he defined as "the economic empowerment" of ordinary Ghanaians, most of whom, he noted, operated in the informal sector.
- Echoing the ILD reform vision, Akufo-Addo noted that "informal sector reform" was the essential link to the nation's on-going efforts at public sector, land, education, health delivery, and private sector support reform.
- Noting that property rights were crucial to the economic success of American and Japanese capitalism, Akufo-Addo declared, "we cannot in Ghana begin to unleash the full potential of our early wealth before sorting out our land tenure system". Ac-

cording to The Foreign Minister, "The lack of an integrated system of property rights, according to the renowned Peruvian economist, Hernando de Soto, makes it impossible for the poor to leverage their informal ownerships into capital [...] for De Soto, this is the basis of entrepreneurship."

14. Russia

- In 2001, Hernando de Soto met for 3 hours with Russian President Vladimir Putin to discuss the country's problems with massive informality and growing poverty but over the next several years there was silence from the Kremlin
- Then, in 2007, Mr. de Soto was invited to speak at the Forum on National Business hosted by Delovaya Russia, an organization made up of entrepreneurs and leaders in Russia's mid-sized business community. During this visit, Mr. de Soto was invited to the Kremlin to meet with Putin's Deputy Chief of Staff, Igor Ivanovich Shuvalov, and other high level advisors to the President.
- In this meeting, Mr. Shuvalov mentioned to Mr. de Soto that in President Putin's 2005 State of the Union address he had launched his own version of the ILD Program and then laws to title some 350,000 dachas that had been owned by the state.

15. Mongolia

- The ILD conducted a Pre-Diagnosis of Mongolia's informal economy in February 2010.
- ILD President de Soto, met with President Tsakhiagiin Elbegdorj – a Harvard Business School graduate who translated The Mystery of Capital into Mongolian -- and Prime Minister Sukhbaataryn Batbold to discuss how the ILD might assist the government in incorporating the large majority of Mongolians living and doing business outside the law into the nation's growing legal market economy.
- Reelected for a second term in June 2013, President Elbegdorj remains a champion of the ILD program and has publicly called for ILD style reforms to be implemented in Mongolia.
- Although the ILD's program has yet to be implemented in Mongolia, the Government has already embarked on a process of implementing ILD-style, legal empowerment reforms aimed at removing obstacles to doing business. In fact, the World Bank's Doing Business Report has acknowledged Mongolia's reforms to improve the ease of doing business in 2012 and 2013, such as the elimination of the minimum capital requirement for limited liability companies, the requirements to get company statutes and charters notarized, and the requirement to register a new company with the local tax office.

TABLE OF CONTENTS

VOLUME I

INTRODUCTION ..... p. 3

CASE #1: THE STRATEGY, LAWS AND TREATIES DESIGNED BY THE ILD IN COOPERATION WITH THE WHITE HOUSE AND STATE DEPARTMENT, FUNDED AND PROMOTED BY USAID, WHICH LED TO THE ONLY SUCCESSFUL U.S. WAR AGAINST TERRORISM SINCE THE FALL OF THE BERLIN WALL

-- IN A NUTSHELL p.7
-- PICTURE HISTORY p.9
-- A BRIEF ACCOUNT p.14

CASE #2: HOW ILD'S RE-CATEGORIZATION REFORMS OPENED THE CITIES TO PERU'S UNDERCLASS AND HELPED WIN THE WAR AGAINST TERRORISM

-- IN A NUTSHELL p.21
-- PICTURE HISTORY p.22
-- A BRIEF ACCOUNT p.25

CASE #3: HOW ILD IDENTIFIED THE OVERRIDING CONSTRAINTS TO BROAD-BASED GROWTH AND MADE THEIR REMOVAL A POPULAR CAUSE

-- IN A NUTSHELL p.31
-- PICTURE HISTORY p.32
-- A BRIEF ACCOUNT p.35

CASE #4: HOW THE ILD CHANGED THE PERUVIAN CONSTITUTION TO MAKE GOVERNMENT ACCOUNTABLE AND CLOSER TO THE PEOPLE

-- IN A NUTSHELL p.41
-- PICTURE HISTORY p.43

CASE #5: HOW THE ILD HAS BEGUN THE RE-CATEGORIZATION OF THE ARAB SPRING

-- IN A NUTSHELL p.49
-- PICTURE HISTORY p.50
-- A BRIEF ACCOUNT p.57

CASE #6: ILD'S CONTRIBUTION TO INTERNATIONAL ORGANIZATIONS

-- IN A NUTSHELL p.63
-- PICTURE HISTORY p.65

CASE #7: HOW THE ILD IS HELPING OTHER COUNTRIES RE-CATEGORIZE

-- IN A NUTSHELL p.69
-- PICTURE HISTORY p.70

CASE #8: ILD'S INTELLECTUAL IMPACT

-- IN A NUTSHELL p.77

VOLUME II

ANNEX 1: 182 VALID INTERLOCUTORS FOR ALTERNATIVE DEVELOPMENT. COCA GROWERS COMMITTEES. UPPER HUALLAGA VALLEY AND APURIMAC RIVER VALLEY p.85

ANNEX 2: ONE THOUSAND PIECES OF LEGISLATION TO REMOVE CONSTRAINTS TO GROWTH p.181

ANNEX 3: A SAMPLE OF LEGAL REGULATIONS PUBLISHED FROM APRIL 1984 TO JUNE 2012, DERIVED FROM DRAFT LAWS DESIGNED BY ILD RELATED TO CITIZEN PARTICIPATION, DEMOCRATIC GOVERNANCE AND THE OFFICE OF THE OMBUDSMAN p.295

ANNEX 4: DETAILED EVIDENCE OF THE IMPACT OF ILD REFORMS IN 15 COUNTRIES p.303