

AGENCY FOR INTERNATIONAL DEVELOPMENT
UNITED STATES OF AMERICA A. I. D. MISSION
TO EL SALVADOR
C/O AMERICAN EMBASSY.
SAN SALVADOR, EL SALVADOR, C. A.

PDK/H 324
MAR 25 1986

Sr. Juan Clemente Hernández
Director, AIFLD
San Salvador, El Salvador

SUBJECT: Grant No. 519-0321-A-00-6219-00

Dear Mr. Hernández:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "A.I.D." or "Grantor") hereby enters into a Cooperative Agreement with the American Institute for Free Labor Development (AIFLD) for the sum of \$2,000,000 to provide support for the project described in the Schedule of this Grant and Attachment II, entitled "Project Description."

This Agreement is effective and obligation is made as of the date of signature and shall apply to commitments made by the Grantee in furtherance of program objectives during the period beginning with the effective date of this letter and ending February 26, 1987.

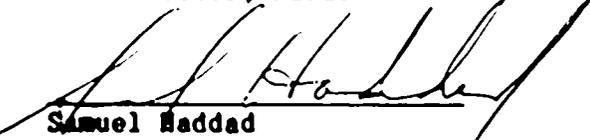
This grant is made to AIFLD on condition that the funds will be administered in accordance with the terms and conditions set forth in Attachment I, entitled the "Schedule," Attachment II, entitled "Project Description," Attachment III, entitled "Illustrative Financial Plan," and Attachment IV, entitled "Standard Provisions," which have been agreed to by your organization.

Please sign the original and three (3) copies of this letter to acknowledge acceptance of the conditions and terms of this Grant, and return the original and two (2) copies to USAID/El Salvador.

Sincerely yours,

Accepted by: 
Juan Clemente Hernández

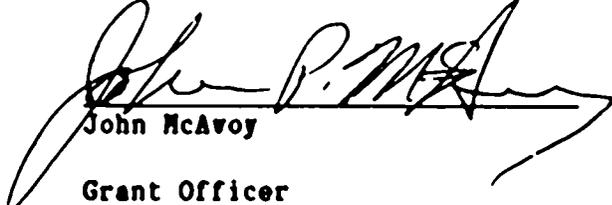
Title: Director, AIFLD

By: 
Samuel Haddad

Title: Deputy Executive Director
AIFLD

Date: February 26, 1986


Robin L. Gómez
Director, USAID/El Salvador


John McAvoy
Grant Officer

Attachment:

1. Schedule
2. Project Description
3. Illustrative Financial Plan
4. Standard Provisions

FISCAL DATA

Appropriation:

Budget Plan Code:

Funding Source: A.I.D. Project No. 519-0321

Total Estimated Amount: \$7,900,000

Total Obligated Amount: \$2,000,000

**ATTACHMENT I
Schedule**

A. Purpose of the Grant

The purpose of this grant is to strengthen and expand the free and democratic trade union organizations in El Salvador, in both the urban and rural sectors, through financial and technical support of a series of developmental, administrative, promotional, political education and institution-building activities. The aim is to extend and deepen the qualitative commitment to democratic practices and values.

B. Period of Grant

1. The effective date of this Cooperative Agreement is February 26, 1986. The expiration date of this Agreement is February 26, 1989.

2. Funds obligated hereunder are available for program expenditures for the estimated period February 26, 1986 to February 26, 1987 as shown in the Financial Plan below.

C. Amount of Grant and Payment

1. The total estimated amount of this Grant for the period shown in B.1 above is \$7,900,000.

2. A.I.D. hereby obligates the amount of \$2,000,000 for purposes of this Cooperative Agreement.

3. Payment shall be made to the Recipient in accordance with the procedures set forth in Attachment IV - Standard Provision No. 1, entitled "Payment Letter of Credit."

4. Additional funds up to the total amount of the grant shown in C.1 above may be obligated by A.I.D. subject to the availability of funds, and to the requirements of Paragraph 4 of the Standard Provisions of the Grant, entitled "Revision of Financial Plans."

D. A.I.D. Involvement

USAID/El Salvador will participate in the activities under this Agreement in the following manner:

1. USAID will monitor project implementation to assure that the terms and conditions of this Agreement are met. Project monitoring will be exercised principally by a project manager from USAID's Office of Democratic Initiatives.

2. USAID will participate in periodic reviews of activities financed under this Agreement.

E. Illustrative Financial Plan

The Illustrative Financial Plan for the project is set forth in Attachment III hereto. Revisions to this plan shall be made in accordance with the Standard Provision of this Grant entitled, "Revision of Grant Budget." Actual expenditures may vary by up to 15% from the line items shown below, without prior written approval by A.I.D., provided that the total amount of funds obligated is not exceeded. Any variations in line items in excess of 15% must receive prior approval, in writing, by A.I.D.

F. Reporting and Evaluation

1. Reporting

The Recipient shall submit the following reports, in English, at the time and in the quantities specified.

a. Technical Reports

The Recipient shall monitor performance under the Agreement and ensure that time schedules are being met, projected work units by time periods are being accomplished, and other performance targets are being achieved. Based upon this monitoring, the Recipient shall submit quarterly technical performance reports to USAID that briefly present the following information for each activity under the Agreement:

- i. A comparison of actual accomplishments with the targets established for the period;
- ii. Reasons why established targets were not met;
- iii. Adequacy of remaining funds to reach targets; and
- iv. Other pertinent information including, when appropriate, analysis and explanation of cost overruns or high unit costs.

The Recipient shall submit the quarterly technical performance reports to the USAID's Office of Democratic Initiatives. If any performance review conducted by AIFLD discloses the need for change in the budget estimates, in accordance with the criteria established in paragraph 4 entitled "Revision of Grant Budget," of Attachment IV, Standard Provisions, AIFLD shall submit a request for a budget revision.

H

b. Financial Reports

In addition to the financial reporting requirements of Standard Provision No. 1, entitled, "Payment - Letter of Credit," the Recipient shall submit monthly fiscal reports according to the format established by the USAID/El Salvador Controller. Such reports must reflect, on a current basis, expenditures/accruals by line item for the reporting period and to date for the project, sufficiently detailed to permit reader correlation between physical progress reports and the projects's financial requirements. A projection of the next quarter's anticipated expenditures or requirements should be included as well as a narrative explanation of any significant deviations or modifications. It is understood by both parties of this Agreement that the monthly fiscal reports submitted only reflect the local charges of the program. The overhead charge and other related expenses to this Agreement are added on at the Washington AIFLD Office for submission to AID Washington. A copy of that report will be sent to AID/El Salvador at the same time.

c. Special Reports

The Recipient shall provide special reports as requested by the USAID/El Salvador Project Officer, or the AID/W Regional Free Labor Development Project Officer (LAC/DP/SD).

d. A copy of each report referred to above shall be submitted to both the USAID El Salvador Project Officer and AID/Washington LAC/DP/SD.

2. Program Evaluation

Aside from individual project evaluations which can be carried out as need may require any time during the three year program, such as those already planned on the performance of the promotores in supporting Phase III agrarian reform and the implementation of the literacy program, AIFLD intends to carry out a systematic plan of program evaluation against goals and objectives over the life of the project. The plan will include: (1) a partial evaluation after the first year, i.e. of the program activities that are far enough along in implementation so as to make evaluation feasible; (2) a selective program-oriented evaluation after the second year; and (3) a full evaluation of the entire program after the third year.

G. Title to Property

Conditions governing title to property financed under this Agreement are set forth in Standard Provision No. 20 "Title to and Use of Property" (Grantee Title).

H. Authorized Geographic Code

The authorized Geographic Code for procurement of goods and services under this Agreement is Code 000, or members countries of the Central American Common Market.

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I. Special Provisions

1. The Recipient will not disburse any funds under this agreement to support the revolving fund, until (1) USAID has carried out a financial analysis of the operations of the revolving fund utilized by AIFLD in the previous Agreement number LAC-0262-A-00-2022-00, and the Director of USAID is satisfied that all funds from that fund have been accounted for (2) the Director of USAID is satisfied that a sound accounting system will be established to govern the operations of the revolving fund proposed under this Agreement; and (3) the Director of USAID has approved the criteria established for determining what projects will be financed through this fund.

2. The Recipient agrees that within six months of the execution of this Agreement it will attempt to achieve cooperation and coordination of the Fecora's with Fesacora. An evaluation will be made at this time to determine the degree of achieving this goal and whether or not to pursue this component program any further. The Recipient further agrees that no support will be provided under this Agreement to Fecora or any other groups that are disrupting the agrarian reform effort or other developmental goals as established by democratic processes.

6

**ATTACHMENT II
PROJECT DESCRIPTION**

Under a previous Agreement, AIFLD provided support to farm worker organizations in the rural sector. The principal focus was the formation of agrarian unions and support for the role these unions were playing in the implementation of the agrarian reform programs, primarily the Phase III Land-to-the-Tiller Program, in El Salvador.

The activities to be carried out under this proposed Agreement, however, will reflect greater emphasis in the urban trade union sector. This shift in emphasis is needed to respond more effectively to changes in the internal and external environment in which the Salvadoran trade union movement exists and functions today.

With the current democratizing process in El Salvador, considerably more freedom for political expression and association has developed. This change has brought on a new surge of urban trade union activity, including the forces of the non-democratic union labor movement who are seeking to take advantage of the political freedom to strengthen its political and economic ideological views.

Policy and program changes are also necessary in AIFLD's support to rural campesino organizations which has focused primarily on the Phase III land distribution process. Emphasis should now shift more to the promotion of outreach service programs, such as credit, technical assistance, and extension, which are absolutely crucial to the consolidation and long-term viability of agrarian reform in El Salvador. To this end, AIFLD plans to carry out a pilot project of cooperative development worked out in close cooperation with the other public and private agencies. In addition, the farm unions will be encouraged by AIFLD to become more active and effective in carrying out their advocacy role with the national and local governments and the Assembly on issues and problems which vitally affect their rural constituency of small farmers, farm workers and cooperative members/owners. These issues include the Phase I cooperative agrarian debt, the titling of Phase III beneficiaries, public delivery systems of agricultural and social services, and the timely purchase of and payment for crops by government authorities.

In this process, the Recipient intends to place more emphasis on services and projects in the rural sector, and less on budget support. The campesino organizations which AIFLD supports, particularly the UNION COMUNAL SALVADORENA (UCS), have reached a level of development where they can efficiently mount service projects for their rural constituencies. Accordingly, the program will move away from general budget support, toward the funding of specific feasible projects. Similarly, funding levels will move toward financial self-sufficiency among the farm worker organizations, thus encouraging a progressively greater sharing of the overhead and/or recurrent costs of operations. In October 1985, AIFLD instituted this approach under which the campesino organizations (UCS and ACOPAI) cover from their own resources a stipulated portion of their overhead costs: UCS and ACOPAI 20 percent and the FECORAS 11 percent.

7

I. PROGRAM TO STRENGTHEN THE URBAN TRADE UNION PROGRAM

Objective:

Support the urban democratic union movement in El Salvador in extending its constituency of supporters and diminishing substantially the power and influence of extremist non-democratic union groups seeking influence among Salvadoran workers.

Activities:

(a) Develop and present courses and seminars as requested by the democratic labor movement, in politics, and in democratic ideology and practices, designed for both trade union leaders and rank and file members. These courses will include material on practical political tactics, organizing rallies and parades, and running democratic union meetings and congresses.

(b) Support the democratic labor movements, operational research, publications and press releases which promote democratic values. These expanded fact-finding and publishing activities will provide greater visibility to the ideals of democratic trade unionism, while contrasting them with the repressive nature of non-democratic union ideology and practices.

(c) To assist in the carrying out of an aggressive promotional and organizational campaign designed to increase the number and memberships of democratic unions. In this effort, the Recipient will provide the democratic trade union movement the required human resources for the organizing campaign.

In addition, the Recipient will hire an experienced urban trade union coordinator who will head a team anticipated to consist of three (3) instructors and thirteen (13) organizers or activists. Two part-time lawyers also will be contracted to provide legal services. AIFLD will also support publishing, advertising and distribution services which will be largely procured through contracts with media agents and companies in El Salvador.

(d) The Recipient shall also prepare the democratic labor movement so it can make positive statements and recommendations to the Ministry of Labor for the establishment of uniform rules governing union elections, labor dispute arbitration, the fair and effective implementation of the proposed new labor code, and the modification of the current civil service code.

(e) The Recipient shall support the activities of the Democratic International Trade Secretariat, ORIT and the regional trade union groupings in El Salvador and in the Central American region.

f) As part of its effort to attract attention to the democratic trade union movement, AIFLD will support the "Confederación de Trabajadores Democráticos" (CTD), its member unions, as well as other democratic unions.

Progress Indicators:

(a) One hundred (100) top and second level officials in the democratic labor movement will receive training in leadership, executive board functions, political ideologies and their application. Two hundred and fifty (250) rank and file members will receive training in trade union organization, member rights and responsibilities, labor legislation and democratic values.

(b) Five (5) major seminars, in conjunction with ORIT and ITS, on inter alia, trade union promotion and organization will be implemented.

(c) The democratic labor movement will carry out an effective program in media exposure through different forms of publicity as well as through demonstrations and rallies on national questions. Activism in this field will produce timely press releases in the major newspapers and radio setting-out the positions of the democratic unions on the major issues of the day.

(d) At least two (2) seminars between officials of the CTD and other major democratic organizations will take place to coordinate labor activities and work out common positions on major issues.

(e) At least three (3) independent unions will affiliate to the democratic camp.

II. INDUSTRIAL VOCATIONAL EDUCATION

Objective:

To use vocational training, such as industrial skills development and apprentice programs, as means of providing democratic unions (or federations and confederations) and their members new opportunities for employment and promotion.

Activities:

(a) In conjunction with the International Union of Bricklayers and Allied Craftsman, the Recipient will carry out a survey to establish skilled manpower needs in the industrial sector and assess the potential role for organized labor in meeting these needs. It will also study the feasibility of developing a craft training center in El Salvador. The findings and recommendations of the team will provide the basis for on-going AIFLD programming decisions in industrial vocational education.

(b) Scholarship funds will be made available for the training of Salvadoran teachers in trade union vocational and craft schools in country. The trainees will be selected, from a broad base and the range of this program will be nation-wide and will not preclude the participation of any particular sector.

In this effort, the Democratic labor movement will seek periodic meetings with the Ministry of Labor and the management sector to determine the future skills required in order to gain productive employment.

Progress Indicators:

(a) Complete a systematic, in-depth survey of industrial vocational training program alternatives, the specific findings of which will provide the basis for project planning during the second and third years of the Agreement.

(b) A training-the-trainers program will begin in the latter part of the first year of the Agreement through scholarships to Salvadoran instructors for matriculation in trade union vocational and craft schools wherever available.

III. THE RURAL CAMPESINO ORGANIZATION PROGRAMS

1. Income-generating Projects

Objective:

The Recipient shall support campesino organizations, primarily UCS and ACOPAI, in developing income-generating projects for its members and in setting up a small projects revolving fund. Although the types of activities to be supported have not yet formulated, project plans should demonstrate that the particular income producing project(s) will, in fact, generate income and will not duplicate services available elsewhere. Moreover, the recipient will supervise the administration of the revolving fund according to mutually agreed upon criteria established by USAID/AIFLD.

Progress Indicators:

(a) A joint AIFLD-Campesino Organization Project Identification Study will be completed, providing the basis for a substantial effort by the agrarian unions in project design and presentation of the last two quarters of the calendar year.

(b) A small project revolving fund will be set-up with the rules and procedures developed and widely disseminated to local cooperatives and communities. An annual minimum target of one hundred (100) projects submitted and reviewed for approval will be established.

2. Cooperative Development: Administration and Technical Assistance

Objective:

Strengthen the management of twenty-five (25) AIFLD-affiliated Phase I and Phase III cooperatives.

Activities:

Provide financial support so each cooperative can hire a full-time three (3)-person management staff (Administrator, Bookkeeper and Agronomist). Establish a technical assistance team of specialists to assist the cooperatives in financial management, marketing, credit and farm management. In carrying out this cooperative management support, the cooperatives shall be charged for such support at a rate consistent with the rate charged other cooperatives receiving USAID-financed management support.

Progress Indicators:

(a) The twenty-five (25) reform sector cooperatives in the pilot program will be selected.

(b) The members of the local cooperative management teams will be hired and in place.

(c) The technical assistance team will be recruited and be in-country.

(d) An individual profile of, and a derivative action plan for, each of the twenty-five (25) cooperatives will be prepared by the technical assistance team and the local cooperative.

3. Agrarian Reform (Phase III) Support Program

Objective:

Support the activities of UCS and ACOPAI that will help consolidate the implementation of the Phase III Land-to-the-Tiller program by expediting the titling process and providing outreach services such as credit, extension, and marketing information.

Activities:

(a) Represent campesino beneficiaries before FINATA in resolving conflicts within the titling process, particularly landlord oppositions.

(b) The Recipient will establish a group of up to twenty-four (24) promotores, one (1) each from UCS and ACOPAI for each of the twelve departments, and two (2) coordinators, one (1) UCS and one (1) ACOPAI, to organize minifundistas into "grupos solidarios" to ensure that various outreach services are provided Phase III beneficiaries. The agrarian unions will select the members of this group carefully, and a rigorous training or retraining course will be required for all. The plan is to start with twelve (12) promotores and to progressively augment this number as circumstances warrant.

Progress Indicators:

(a) A team of up to twenty-four (24) campesino organization promotores and two (2) project coordinators will be selected, trained, and be in place in the first quarter of the calendar year.

(b) One hundred (100) new grupos solidarios, or similar grupos básicos, will be organized for the reception of support services at the local level through initiatives of the promotores.

(c) The gap between provisional and definitive titles will be closed and there will be a sharp increase in the monthly rate and volume of registration of land titles. (A specific target should be set by FINATA after consultation with the campesino organizations, and this target should then become a progress indicator for this project.)

(d) A thorough UCS/ACOPAI/AIFLD evaluation of the performance of the promotores will be completed in the last quarter of the calendar year.

4. Literacy Training

Objective:

To increase the literacy rate among adults and children in the rural areas.

Activities:

The Recipient shall extend for one (1) year its current literacy program, which now functions in forty-one (41) communities with day and night classes on a nine (9) month a year basis. The Recipient shall also upgrade its teaching techniques and materials through greater coordination with the Ministry of Education and, further, shall evaluate the literacy program before extending it into a second year.

Progress Indicators:

(a) The campesino organization-sponsored Literacy Program will be implemented in ninety (90) local communities in 1986.

15

(b) Functional literacy will be attained by approximately 7,000 Salvadoran children and adults.

(c) An evaluation of the program will be accomplished in the last quarter of the calendar year.

5. General Administrative/Management Support for Campesino Organizations

Objective:

For a number of years, AIFLD has provided overhead financial support to campesino organizations such as UCS and ACOPAI. The administrative and professional capabilities and political influence of these organizations have gradually grown and matured to the point where they are now important national groups.

To this end, AIFLD will seek to increase the financial independence of UCS, ACOPAI, and ASID, through a program of progressively reducing overhead support. Further, AIFLD will seek to encourage better federation support by reducing the competition among regional cooperative federations such as FECORA and FESACORA.

Activities:

The Recipient will replace direct salary and budget subsidies with financial resources gained from income-generating projects, improved dues collections and income-from-service fees.

Progress Indicators:

(a) Consolidate significant reductions in AIFLD overhead and recurrent costs support of UCS and ACOPAI.

(b) AIFLD will meet with the appropriate officials extensively during the initial six (6) months of this agreement, in order to develop appropriate relationships as described in Article 2 of the Special Provisions of this Agreement.

6. Recipient Staff Support

(a) A significant portion of the proposed grant is budgeted for Recipient staff support, including technicians' salaries, administrative costs, commodities and consulting costs. The Recipient staff technicians will advise the Salvadoran technicians and provide leadership in the areas of promotion, education, administration, credit and farm management. It should be understood that the efforts of the Recipient staff shall in no way duplicate the efforts of UCS personnel. The latter are to be viewed as permanent, the former as temporary, acting in an advisory (as opposed to executive) capacity.

(b) The Recipient contemplates utilizing the services of three (3) types of consultants: Agrarian Reform specialists, an information specialist, and a security advisor. A brief description of the role of each in the program is offered below:

i. Agrarian Reform Specialists

To provide technical backstopping to the Recipient and UCS staff in specific areas of expertise relating to the land reform program including: legislation, titling, organization of agricultural production, and comparative land tenure system.

ii. Information Specialist

To assist the UCS and Recipient in the design and implementation of surveys and other means of gathering and analyzing information in the following areas: status of the land reform, agricultural production, membership opinion on services offered.

iii. Security Advisor

To assist the Recipient in the protection of its U.S., T.C.N., and local personnel when working in sensitive, high risk areas.

ATTACHMENT III

FIRST-YEAR BUDGET (1986) FOR AIFLD/USAID COOPERATIVE AGREEMENT
(All figures in US \$)

	<u>UCS*</u>	<u>ACOPAI*</u>	<u>FECORA's*</u>	<u>ASID*</u>	<u>CCS*</u>	<u>URBAN** UNIONS</u>	<u>AIFLD</u>	<u>TOTAL</u>	<u>PROGRAM TOTAL</u>
<u>SUPPORT FOR URBAN TRADE UNIONS AND CAMPESINO ORGANIZATIONS</u>									
A. URBAN SECTOR									
Political Action	-0-	-0-	-0-	-0-	-0-	267,200	-0-	267,200	
Political Education	-0-	-0-	-0-	-0-	-0-	251,000	-0-	200,000	
Vocational	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	
URBAN TOTAL								<u>-0-</u>	
									\$ 467,200
B. RURAL SECTOR									
Projects:									
Coops: TA & Admin.	101,318	43,416	57,896	-0-	-0-	-0-	-0-	202,630	
Income Generation Projects	20,000	10,000	16,000	-0-	-0-	-0-	10,000	56,000	
Literacy Program	40,012	-0-	16,005	-0-	32,010	-0-	-0-	88,027	
Phase III Support Program	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	
Campesino Organization Support:									
Administration	46,578	6,435	23,760	24,990	-0-	-0-	-0-	101,763	
Education	77,389	7,794	22,268	7,423	-0-	-0-	-0-	114,804	
Communications	10,886	-0-	-0-	-0-	-0-	-0-	-0-	10,886	
Legal Services	20,290	-0-	-0-	-0-	-0-	-0-	-0-	20,290	
RURAL TOTAL								<u>20,290</u>	
									594,400
I. AIFLD STAFF AND ADMINISTRATION									
Technical Team									
Administrative Costs							444,000	444,000	
Consultants							210,000	210,000	
Commodities							246,900	246,900	
AIFLD TOTAL							<u>20,000</u>	<u>20,000</u>	
									920,900
GRAND TOTAL									<u>\$1,982,500</u>

UCS Unión Comunal Salvadoreña
ACOPAI Asociación Cooperativas de Producción Agropecuaria Integradas
FECORA Federación de Cooperativas de la Reforma Agraria
ASID Asociación Salvadoreña de Indígenas Democráticos
CCS Confederación de Campesinos Salvadoreños

** Includes El Grupo de Trabajadores Democráticos

AIFLD TOTAL
20.7% OVERHEAD

US \$1,982,500
517,500
US \$2,500,000

ATTACHMENT IV

OPTIONAL STANDARD PROVISIONS FOR
U.S., NONGOVERNMENTAL GRANTEEES

The following standard provisions are required to be used when applicable. Applicability statements are contained in the parenthetical statement preceding the standard provision. When a standard provision is determined to be applicable in accordance with the applicability statement, the use of such standard provision is mandatory unless a deviation has been approved in accordance with Paragraph IE of Chapter 1 of Handbook 13. Each grant is required to have a payment provision. Check off the optional standard provisions which are included in the grant. Only those standard provisions which have been checked off are included physically within this grant.

- | | |
|---|-----------------|
| 1. Payment - Letter of Credit | <u>X</u> |
| 2. Payment - Periodic Advance | <u> </u> |
| 3. Payment - Cost Reimbursement | <u> </u> |
| 4. Air Travel and Transportation | <u>X</u> |
| 5. Ocean Shipments | <u>X</u> |
| 6. Procurement of Goods and Services | <u>X</u> |
| 7. AID Eligibility Rules for Goods and Services | <u>X</u> |
| 8. Subagreement | <u>X</u> |
| 9. Local Cost Financing with U.S. Dollars | <u>X</u> |
| 10. Patent Rights | <u> </u> |
| 11. Publications | <u> </u> |
| 12. Negotiated Indirect Cost Rates - Predetermined | <u> </u> |
| 13. Negotiated Indirect Cost Rates - Provisional | <u> </u> |
| 14. Regulations Governing Employees | <u>X</u> |
| 15. Participant Training | <u>X</u> |
| 16. Voluntary Population Planning | <u> </u> |
| 17. Protection of the Individual as a Research Subject | <u> </u> |
| 18. Care of Laboratory Animals | <u> </u> |
| 19. Government Furnished Excess Personal Property | <u> </u> |
| 20. Title to and Use of Property (Grantee Title) | <u>X</u> |
| 21. Title to and Care of Property (U.S. Government Title) | <u> </u> |
| 22. Title to and Care of Property (Cooperating Country Title) | <u> </u> |
| 23. Cost Sharing (Matching) | <u> </u> |
| 24. Use of Pouch Facilities | <u>X</u> |
| 25. Conversion of United States Dollars to Local Currency | <u>X</u> |