

PIO APG 810

MODIFICATION OF GRANT

1. MODIFICATION NUMBER: 01	2. EFFECTIVE DATE OF MODIFICATION: See Block 15	3. GRANT NUMBER: EUR-0029-G-00-3050-00	4. EFFECTIVE DATE OF GRANT: 09/23/93
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5. GRANTEE: Washington State University Small Business Development Center 401 W. 13th Street Vancouver, WA 98660 CEC No.: 80-893925A TIN No.: 916001108	6. ADMINISTERED BY: PDFDZ867 U.S. Agency for International Development Office of Procurement ENI Division Eastern Europe Branch Washington, DC 20523-1415
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7. FISCAL DATA: PIO/T No.: 180-0029-3-4622895 Appropriation No.: 72-11X1010 BPC: WAIX-94-32180-KG12 Allotment: 184-62-180-30-69-41 Amount Obligated: \$1,778,964	8. TECHNICAL/PROJECT OFFICE: ENI/HR/TE, S. French
	9. PAYMENT OFFICE: M/FM/CMPD/DCB

10. FUNDING SUMMARY:

	Obligated Amount	Total Est. Amt.
Amount Prior to this Modification:	\$1,000,000	\$1,000,000
Change Made by this Modification :	<u>1,778,964</u>	<u>2,999,888</u>
New/Current Total :	\$2,778,964	\$3,999,888

11. DESCRIPTION OF MODIFICATION:

PURPOSE: The purpose of this modification is to amend the Program Description, extend the estimated completion date, and provide additional funds.

ENTERED
1994
Section

Accordingly, the above-numbered grant is hereby amended as follows:

(Continued on Page 2)

12. THIS MODIFICATION IS ENTERED INTO PURSUANT TO THE AUTHORITY OF THE FOREIGN ASSISTANCE ACT OF 1961, AS AMENDED. EXCEPT AS SPECIFICALLY HEREIN AMENDED, ALL TERMS AND CONDITIONS OF THE GRANT REFERENCED IN BLOCK #3 ABOVE, AS IT MAY HAVE HERETOFORE BEEN AMENDED, REMAIN UNCHANGED AND IN FULL FORCE AND EFFECT.

13. GRANTEE IS NOT REQUIRED TO SIGN THIS DOCUMENT TO RECONFIRM ITS AGREEMENT WITH THE CHANGES EFFECTED HEREIN.

14. GRANTEE: WASHINGTON STATE UNIVERSITY	15. THE UNITED STATES OF AMERICA U.S.AGENCY FOR INTERNATIONAL DEVELOPMENT
BY: <i>Vincent Hutnak</i> VINCENT HUTNAK FINANCE OFFICER / SPONSORED PROGRAMS (Name Typed or Printed)	BY: <i>J. Brian Atwood</i> J. Brian Atwood ADMINISTRATOR (Name Typed or Printed)
TITLE: _____	TITLE: _____
DATE: OCT 24 1994	DATE: SEP 9 1994

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1. In the Grant Cover Letter, in paragraph one (1) delete "\$1,000,000" and substitute in lieu thereof "\$3,999,888."
2. In the Grant Cover Letter, delete paragraph three (3) in its entirety and replace with the following:

"The total estimated program amount is \$6,074,064. The total estimated USAID amount is \$3,999,888, of which amount \$2,778,964 is hereby obligated (hereinafter referred to as "Obligated Amount") and the Grantee is expected to fund \$2,074,176 in nonfederal contributions. It is anticipated that the Obligated Amount will be sufficient through September 30, 1996. USAID shall not be liable for reimbursing the Grantee for any costs in excess of the Obligated Amount."

3. Under Attachment A - FISCAL DATA, add the following to "B. SPECIFIC":

"PIO/T No.:	180-0029-3-4622895
Appropriation No.:	72-11X1010
Budget Plan Code:	WAIX-94-32180-KG-12
Allotment No.:	184-62-180-00-69-41
Amount:	\$1,778,964
Previous Obligated Amount:	\$1,000,000
Obligated This Amendment:	\$1,778,964
Total Obligated Amount:	\$2,778,964
Total Program Amount:	\$6,074,064
Total USAID Amount:	\$3,999,888
Estimated Cost Sharing (Matching) Amount (Nonfederal):	\$2,074,176
Technical Office:	ENI/HR/TE, S. French"

4. In Attachment 1 - SCHEDULE:

(a) In Section B. PERIOD OF GRANT, paragraph B.1., delete "and the estimated completion date is September 30, 1994" and substitute in lieu thereof "and the estimated completion date is September 30, 1998."

(b) In Section B. PERIOD OF GRANT, paragraph B.2., delete "through approximately September 30, 1994" and substitute

in lieu thereof "through approximately September 30, 1996."

(c) In Section C. AMOUNT OF GRANT AND PAYMENT, delete paragraph C.1. in its entirety and substitute in lieu thereof "1. The total estimated amount of the Grant for the program described in Attachment 2 is \$3,999,888."

(d) In Section C. AMOUNT OF GRANT AND PAYMENT, delete paragraph C.2., in its entirety and substitute the following in lieu thereof:

"C.2. USAID hereby obligates \$2,778,964 as partial funding of the total estimated amount set forth in Section C.1. above for program expenditures during the period set forth in Section B. above. Notwithstanding said total estimated amount, USAID shall not be liable for reimbursing the Grantee for any costs in excess of the obligated amount."

(e) In Section C. AMOUNT OF GRANT AND PAYMENT, add the following:

"C.4. As indicated in Section C.2. above, this Grant is partially funded. Until such time as the obligated amount shall equal the total estimated amount of this Grant, additional increments of funds may be obligated by USAID under this Grant (by a grant modification), subject to availability of funds, possible evaluation of the program, sufficient progress toward attainment of program objectives, program priorities at the time, and the requirements of the Standard Provisions of this Grant entitled "Revision of Grant Budget" and "Cost Sharing (Matching)." as set forth in Attachment 3.

C.5. The total estimated amount of the program described in Attachment 2 of this Grant is \$6,074,064, of which USAID may provide \$3,999,888 and the Grantee and/or others will provide \$2,074,176."

(f) In Section D. GRANT FINANCIAL PLAN, delete D.2. in its entirety and substitute the following in lieu thereof:

"BUDGET FOR PERIOD
September 24, 1993 through September 30, 1994

<u>Cost Element</u>	<u>Amount</u>
Salaries	\$ 254,482
Fringe Benefits	66,165
Travel/Per Diem	175,288
Nonexpendable Equipment	8,700

Subcontracts	262,467
Stipends	9,600
Other Direct Costs	69,554
Indirect Costs	<u>153,744</u>
Total	\$1,000,000

BUDGET FOR PERIOD
October 1, 1994 through September 30, 1998

<u>Cost Element</u>	<u>Amount</u>
Salaries	\$1,026,570
Fringe Benefits	271,445
Stipends	50,400
Travel/Per Diem	262,342
Allowances	306,203
Nonexpendable Equipment	49,365
Subcontracts	688,458
Other Direct Costs	170,360
Indirect Costs	<u>\$ 174,745</u>
Total USAID Amount	\$2,888,999 \$2,999,888
Cost Sharing (Matching)	\$2,074,176
TOTAL AMOUNT OF PROGRAM FOR PERIOD 9/23/93 THROUGH 9/30/98	\$6,074,064"

(g) In Section G., INDIRECT COSTS, add the following:

"Pursuant to the Standard Provision of this Grant entitled "Negotiated Overhead Rates - Provisional," an indirect cost rate or rates shall be established for each of the Grantee's accounting periods which apply to this Grant. Payment on account of allowable indirect costs shall be made on the basis of final or predetermined indirect cost rates for each accounting period which applies to this Grant, but not in excess of the following ceiling rate(s) applied to the base which are set forth below. Any indirect costs above the ceiling rates for the period 10/1/94 through 9/30/98 shall be absorbed by the Grantee and considered cost sharing. Funds remaining from previous funding period will be subject to original indirect cost rate schedule.



<u>Type</u>	<u>Rate</u>	<u>Base</u>
On-Campus	8%	<u>1/</u>
Off-Campus	8%	<u>1/</u>

1/Modified Total Direct Costs"

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(h) In Section J. SPECIAL PROVISIONS, delete paragraphs J.2. Employee Salaries and J.3. Consultant Fees in their entirety.

(i) In Section J.4. Equipment and Other Capital Expenditures, add the following to paragraph J.4.(b) Approvals:

"20 Computers
4 Notebook Computers
10 Printers
3 Facsimile Machines
1 Copy Machine
2 Scanners
2 Video Camera
4 VCRs and Monitors
1 Eight-Passenger Van"

(j) In Section L. STANDARD PROVISIONS, replace those with the original Grant with those attached to this Modification.

(k) In "Attachment 2, PROGRAM DESCRIPTION", add the Program Description attached to this Amendment.

All other terms and conditions of the Grant remain in full force and effect.

ATTACHMENT A

SCOPE OF WORK

I. INTRODUCTION

Through a grant award from the Management Training and Economic Education Project in the Training and Exchange Division of the Human Resource Office of the ENI Bureau (ENI/HR/TE), Washington State University will create a Management Training Center for Business at the Universitatea "Politehnica" (Polytechnical University of Bucharest). The project will fully institutionalize the management and business counselor training at the Polytechnic University of Bucharest during the period of the grant. Management Training for Privatization (MTP), a major part of the WSU/UPB Center for Business Excellence activities in 1993-94 will, over the next 3 1/2 years be totally transferred to the Romanian business faculty and counselors.

II. PROGRAM OBJECTIVE

The purpose of this program is to assist the Polytechnic University of Bucharest (UPB) and its cooperating institutions in Romania to implement, institutionalize, expand and develop new programs in the areas of business management and business counseling training, market economics education and related support programs.

III. PROGRAM OUTLINE AND METHODOLOGY

1) Outline

The project will achieve its objective through four inter-related goals. These are:

1. Upgrade managerial skills of private companies and state-owned enterprises on the privatization list through small and medium sized enterprise counseling and counselor training. Targeted clientele will include:
 - a) Counselors (business faculty) from UPB and other collaborating institutions
 - b) Business managers (small and medium private enterprises and state-owned enterprises undergoing privatization)
 - c) Government Officials (Ministry of Education, Romanian Development Agency, Agency for Privatization, and others)
 - d) Bankers and credit institutions
 - e) Chambers of Commerce
2. Provide continuing education in management training, with special emphasis on management training for privatization. Targeted clientele will include:
 - a) Same as for 1. a)-e), above, including non-management faculty (those with other disciplinary specialties, but with the need to understand and utilize management skills).
 - b) Private Ownership Funds (POF) Board
 - c) Other cooperating institutions and/or projects
3. Upgrade human resource management and student job placement capabilities, including establishment of an Office of Human Resource Management in association with the Center for Business Excellence. Target clientele will include:
 - a) Same as 1.a)-d), above
 - b) Students, graduates and those who have completed continuing education programs.
 - c) Business personnel managers
4. Improved access to and distribution of technological information in support of business counseling, management training, production, international trade, and related topics.

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- a) Business managers, particularly heads of Research & Development
- b) Research Institutes
- c) Chambers of Commerce
- d) Business faculty/counselors
- e) Representatives of the Romanian Development Agency (RDA)
- f) Targeted companies (e.g. ESCO - Energy Service Companies) which are a high priority for development based upon USAID and Romania strategic planning efforts.

For each of the four objectives, projected indicators of objective achievement have been tentatively identified. These will be further refined with respect to quantity, quality and timing of these indicators, and modified if necessary, during implementation start-up in consultation with USAID, UPB and other key stakeholders. By the end of the project, anticipated results will include:

1. *Managerial skills of private companies and state-owned enterprises upgraded through Counseling:*
 - a) At least 3,000 participants from the indicated target groups have completed training and are using the improved skills and knowledge to improve performance of their enterprises.
 - b) Romanian Master Business Counselors will assume full responsibility for basic counselor training by Year 3 (WSU participation will be phased out in 1996).
 - c) Twenty (20) Master counselors will be trained to be Master Level Counselors.
 - d) Strong working linkages will be in place between the management training for privatization and the counseling clients at the CBE. Such would include linkages with the U.S. Embassy's programs in the commercial office, to facilitate joint ventures and other trade opportunities.
 - e) Ongoing evaluation systems will be in use to assess quality and impact of counseling services.

2. *Continuing education in management training provided on a sustainable basis, with special emphasis on management training for privatization:*
 - a) At least 4,000 persons representative of targeted clientele (management faculty from UPB and collaborating institutions, Chamber of Commerce, Romanian Development Agency, etc.) have completed continuing education programs in management training conducted by the CBE in and around Bucharest.
 - b) In collaboration with at least four (4) other management training institutions in Romania, business management training of a high quality (consistent with CBE standards) will be available in an increasing number of areas outside of Bucharest.
 - c) The number of non-management faculty in attendance at management seminars has increased 100% per year over the performance period (demonstrating that management training is valued by faculty in multiple fields).
 - d) The curriculum of at least 3 of the individual faculties at UPB will include new management-related courses and requirements.
 - e) "Fresh-up" courses are part of the continuing educational program of faculty in the UPB, and the content of such courses are linked to and consistent with areas of national needs identified by the Romanian Development Agency (RDA), Ministry of Education, other appropriate government organizations and the SEED strategy.
 - f) The undergraduate business program, currently under development by UPB in consultation with the Ministry of Education, will be linked closely to the four objectives of this proposal, to ensure that long-term human resource development complements, supports and assists in sustaining these programs.

3. *Human resource management and student job placement capabilities upgraded, including establishment of an Office of Human Resource Management (HRM):*
 - a) Office of Human Resource Management established, personnel trained and facility is operating on the Polizu campus of UPB by the end of the project.
 - b) At least 40 Personnel managers have completed HRM training and are using HRM

- c) skills to improve performance of their businesses and organization. Data and information regarding personnel HRM needs are being gathered, collated and shared with the RDA and other appropriate governmental agencies.
 - d) Computerized data base is in place to match job seekers and employers seeking personnel.
 - e) Demand for the services of the HRM (training, placement and research data/information) has increased by at least 20%/year.
4. *Access to and distribution of technological information improved:*
- a) No fewer than fifteen (15) UPB/CBE and collaborator network faculty are skilled and able to utilize the information bases of the Information Access Center.
 - b) At least two-three (2-3) core faculty of the UPB/CBE are engaged in providing information to its clientele.
 - c) At least 100 faculty are utilizing this services to access information of a technical nature.
 - d) Business and other clientele demand for and utilization of the information increases by 50%/year (number of requests processed increases by at least half each year). A follow-up questionnaire will be utilized to determine how the information has been used and what the impact is.
 - e) By end of Year 3, companies are reimbursing the Information Access Center for at least some of the services provided (50% of operational costs of Center are being paid for by service fees by the end of the project)
5. *Anticipated results/indicators which cross-cut the 4 objectives:*
 Linkages and working relationships will be established and/or strengthened between UPB-CBE, its collaborating institutions and a number of other stakeholders in Romania's efforts to achieve broad-based economic reform. Examples include:
- a) The World Bank and its portfolio of related projects
 - b) The U.S. Embassy and its Commerce office
 - c) Center for Human Resources (funded by the Netherlands)
 - c) Other donors and projects working in areas related to economic development and business training
 - d) Non-governmental and private voluntary organizations (NGOs and PVOs) working in related areas.
 - e) Braşov and its Private Ownership Fund (POF) Board
 - f) Chambers of Commerce and Industry
 - g) Entrepreneurs International - (WSU/UPB will continue to identify individuals from companies with a high potential to benefit from participation in such a program).

2) Methodology

The U.S. land-grant model for higher education has proven highly successful for providing education, training and support for small and medium enterprise development. The Center for Business Excellence at UPB will offer the opportunity to utilize the principles and approaches of this model, with adaptations as appropriate to Romanian circumstances, to extend and enhance its business development programs.

The "land-grant model" for higher education in the United States is characterized by several basic tenants:

1. It is designed to serve "the common people", not only the socially, economically and educationally elite. These attributes are consistent with ongoing democratic and broad-based economic reform efforts in Romania, and with Romania's need to access information from other countries.
2. As a result of its need to serve clientele with diverse needs in diverse locations, many outreach, research and teaching activities are carried out from satellite sites, in association with branch campuses or affiliated institutions. The hub or mother institution will be responsible for maintaining quality control and coordinating its efforts with those of other cooperating institutions.

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3. The Land Grant Model includes three missions: formal education (leading to undergraduate and often graduate degrees); research (with an emphasis on applied research and practical problem-solving); and outreach (extension, adult education, technology transfer and public service). These three components are inter-linked and serve to ensure that each of these programs is guided by social, economic and technical needs of their clientele.
4. It emphasizes excellence in individual disciplines or technical fields, while building bridges among them in its research, teaching and outreach programs. Examples include agribusiness and marketing programs for agriculturalists; economics, business and management programs for engineers; environment and socioeconomics for basic science and technical fields, and many others.
5. The model facilitates and supports two-way communication between the institution and its programs and the clientele they serve through a variety of mechanisms. Examples include governing boards and/or advisory councils composed of clients internal and external to the university; formal and informal linkages and collaboration with research institutes, business associations, public sector agencies ("ministries") and organizations, private business; non-governmental and voluntary organizations and many others.
6. The model looks to a variety of funding sources to build and sustain its programs. The funding base of these institutions now includes a portfolio of state and federal funds, tuition from students, competitive grants and contracts, cost recovery from services, gifts from private benefactors, resources from patents and copyrights, funds generated from real estate holdings and many others. This entrepreneurial approach to institutional sustainability is highly relevant to the needs in Romania today.
7. It practices shared governance by multiple stakeholders in the university. This use of the democratic process is consistent with ongoing democratic reform efforts in Romania.

The business training and education model being developed and institutionalized by UPB draws heavily on these land-grant concepts. This program will enhance access by Romanian businesses (and others working in the sector) to the skills, experience and information needed to succeed in privatization and SME development. In addition, linkages will be established with many other institutions and projects with related interests, to ensure sharing of information and coordination of efforts.

These land-grant concepts will be incorporated into the development and implementation of the activities for each project objective, as appropriate.

III. PROGRAM DESCRIPTION

a) Counseling and Counselor Training

Basic counselor training will be transferred to Romanian Master Business Counselors trained by Washington State between 1991-1994, while the Master Level Counselor training will continue to be carried out by WSU personnel until the latter stages of the program. Master counselors who are faculty members will attend a special six-week intensive international business program at Washington State University during the summer of the year following completion of their certification. In the summers of 1995, '96, and '97, a total of 14 counselors will receive such training, four to five per summer.

Through the Center for Business Excellence (CBE), Master counselors will provide training for new business counselors for the CRIMM (Romanian Center for Small and Medium Enterprises) program, the Romanian Development Agency, and for the chamber of commerce. During 1994-95 the WSU team will have certified sufficient Master counselors so as to allow the transfer of counselor training with few difficulties.

Counseling of business managers and owners will continue at all centers, with the CBE concentrating more and more on managers of firms in the privatization preparation stage. There will

be a strong connection between the management training for privatization and the counseling clients at the CBE.

Monitoring and evaluation systems to assess quality, impact and sustainability of counseling training and services will utilize indicators identified by the USAID evaluation process, with modifications over time as needed. If feasible, an additional assessment will be made of impact on the businesses receiving counseling when compared to a control set of businesses not receiving such counseling.

This is proposed to obtain data and information to address the issue of whether this intervention, i.e. business counseling, is more effective than others, or than no intervention at all.

b) Continuing Education and Management Training for Privatization

The training and experiences the younger business faculty of the UPB have received during the previous three years will be fully utilized by the University. Faculty trained under the MTEE program will provide continuing education in and around Bucharest through the Center for Business Excellence and by instituting a "land-grant model" to management training. With the encouragement of the Ministry of Education, the UPB faculty will take management training to sites around Romania. If results of trial efforts indicate that returns on such an investment are positive, the Ministry has indicated it will provide financial support for similar outreach efforts in the future.

While the Management Training for Privatization will continue to be led initially by WSU faculty, it will be transferred to the Romanian partners as appropriate during the first three years of the project. Participants in the MTP will be selected by a committee made up of members from the UPB, WSU, USAID, the State Ownership Fund (SOF), and the appropriate Private Ownership Funds (POF). Selection criteria will be more carefully determined than they were in the 1993-94 project and greater emphasis will be given to firms from the Braşov region, with which the United States works most closely, and its POF. Focus areas for this region would likely include business development relating to the tourism and fishing industries.

With assistance in curriculum development and "Fresh-Up" opportunities, UPB will phase in a complete undergraduate program in business over the next five years. ("Fresh Up" is a short-term visiting faculty program at Washington State University College of Business and Economics where international business faculty come with a specific agenda for a specific discipline, e.g. tourism management, franchising, employee benefit package implementation and management, management information systems, etc.).

The development of an undergraduate business program is ongoing by the UPB in consultation with the Ministry of Education. The "Fresh Up" program and provision of some of the teaching materials are activities under this proposal which will support the undergraduate program. The undergraduate business degree program will address a portion of long-term human resource needs for the Romanian economy, and will offer sustainability. Close working ties will be maintained between the development of the undergraduate program and the related objectives of this proposal. Such ties will ensure that the undergraduate program reflects emerging needs and opportunities in the business community. Examples include opportunities for practical experiences and student internships, job fairs, curricular revisions, and many others. While most of the impacts of the undergraduate program will not be seen within the lifetime of this project, increased interest in enrolling in the undergraduate program and attitudinal changes of students may be measured.

c) Human Resource Management/Job Placement

As an arm of the Center for Business Excellence and an integral part of Management Training for Privatization, the UPB will establish an Office of Human Resource Management (HRM). This facility, which requires little renovation, is located adjacent to the Center for Business Excellence on the Polizu Campus of the UPB. Personnel managers will be trained in basic aspects of human resource management, including such topics as job analysis, developing job descriptions, recruitment, interviewing, performance appraisal, safety, work force planning, benefit packages, Reduction in

Force (RIF) planning, implementation, etc.

Major contributions in time, talent, and staff will be made to the Human Resource Management office by the UPB. While providing the training necessary to the personnel managers involved in the MTP program, as well as managers of privately held companies, the HRM office will also serve as a placement office for the students of the Polytechnic University. With state-funded employment of graduates falling from a traditional 100% to a current 20% (1993), placement is a critical priority. The emphasis on student placement will be primarily the responsibility of the UPB, with the WSU staff concentrating on the service and benefits to the Romanian business community. The facility may eventually also be used by intermediate/secondary students to explore careers options which combine engineering and business/managerial skills. In association with other services of the CBE, will play a critical role in retraining and placing workers displaced by privatization of the state-owned enterprises. Guidance will be given the UPB as necessary by the Placement Officer of the WSU College of Business and Economics, who will also provide assistance to the HRM office.

The UPB Department of Television Production will provide use of studio, equipment, and staff to produce videos on interviewing techniques. They will also tape interviews for use in critiquing performance by MTP participants. The department's contributions will be used as match.

d) Direct Technological Support - Information Access Center

Limited access to both technical and managerial information has been identified by Romania business over the past three years as the primary constraint to small and medium enterprise development. Through an Information Access Center (computing research center), the Center for Business Excellence will provide access to and distribution of technological information in support of business counseling, management training, and general client needs. Through INTERNET (now available at the CBE), the WSU/UPB program can provide access to hundreds of databases worldwide and thereby bring the latest information to business owners and managers in Romania. Examples of databases available through this facility do or shortly will include: NASA data bases; marketing data to match suppliers with demands (e.g. Washington and other U.S. state databases); University of Darmstadt technical databases; economics and trade data and information (e.g. CD ROM U.S. Department of Commerce National Trade Data Base); SBDC National Information Networks; and many others.

This activity will take a major step to address this important business constraint in Bucharest. Services will be provided through the CBE for sites in Timisoara and Craiova as well.

The Office of International Programs of the WSU SBDC will continue to provide direct research support as necessary. It is anticipated that such assistance can be phased out over the first two years of the project as expertise is gained by UPB faculty.

IV. MONITORING AND EVALUATION

The grantee will conduct annual program planning session and semi-annual progress reviews in order to monitor progress and respond to issues or emerging needs. Quarterly internal review of financial, administrative and programmatic progress and issues will also be carried out. Other monitoring and evaluation may be held, as needed or desired by key project stakeholders. The Monitoring and Evaluation system will utilize the indicators recommended by USAID evaluators, with amendments as needed to reflect special requirements of the grant. Full cooperation and support will be given to any external and independent evaluator provided for by USAID.

V. WORKPLANS/REPORTS

The grantee will provide quarterly financial and program progress reports to the USAID Project Office with copies to the USAID Representative in Bucharest. The program reports will give a narrative on progress by program activity and against activity benchmarks established in the workplan, e.g., numbers of participants trained, etc. The narrative will also identify program constraints and actions planned to ameliorate the

effects of those constraints.

A detailed workplan is also required each new year of this grant. It should list a detailed, month-by-month plan of grant activities which forms the basis for all subsequent quarterly program reports. The annual workplans should be structured to report on activities by U.S. Government fiscal year quarters, and quarterly reports will be submitted to be consistent with U.S. Government quarters. The annual workplan for the first year's activities should be submitted to the USAID Project Officer, the USAID Representative in Bucharest, and the MTEE contract evaluation and monitoring contractor for review within 90 days of receipt of the grant. Subsequent year workplans should be submitted not less than 30 days prior to the end of each year of the grant. This annual workplan may be updated in the quarterly reports.

A final project report will be submitted within ninety (90) days of completion of activities under the grant. This report will summarize all project accomplishments against projected accomplishments and will contain a section on lessons learned.

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