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**Center for Business Excellence
Management Training for Romania**

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WASHINGTON STATE UNIVERSITY

and

UNIVERSITATEA "POLYTECHNICA" DIN BUCURESTI

**Quarterly Report
April 1, 1995 - June 30, 1995**

Submitted by:

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CENTER ACTIVITIES:

The joint Washington State University (WSU) and Polytechnic University of Bucharest

(UPB) Project continues to focus on four distinct components:

1. Small and medium enterprise (SME) counseling and counselor training;
2. Continuing education in business management with an emphasis on training for managers in privatizing companies;
3. Establishing an Office of Human Resource Management to train managers in the basics of human resource development and management; and
4. Providing access to technological information to support business counseling activities, management training, production, international trade, etc.

Cooperative links with Romanian and American government agencies, business associations, organizations, and business assistance providers are being actively pursued to improve the development of sustainable programs and increase impact. There has been a substantial improvement in Romanian involvement and leadership in program development and delivery of services in all areas during this quarter.

PERFORMANCE

Business Counseling

Individual business counseling continues to be delivered to new and returning clients of the four WSU business development centers. Recognition of the quality of counseling being provided is demonstrated by an increasing number of referrals to these centers from the Romanian Development Agency, the Romanian/American Enterprise Fund, commercial banks, chambers of commerce and other business development centers. New

trade and business information research capabilities have expanded the services these centers can offer clients.

During this quarter at the four centers, numerous seminars on a variety of business topics, with entrepreneurs, business owners and/or managers in attendance were presented by Romanian and American specialists. These seminars augment the business counseling, offering clients additional opportunities to build business skill levels. All seminars focus on practical solutions to relevant business problems facing Romanian entrepreneurs. Requests from other business organizations (Romanian and American) for these seminars and the addition of television broadcasts of selected seminars shows the success of these presentations.

Counselor Training

The transfer of program responsibilities and activities in counselor certification (Professional and Master Business Counselors - PBC and MBC respectively) to trained, competent Romanian personnel continues. The current PBC training program has been organized, managed and conducted by the Romanian counselors. Initial MBC training activities conducted by Romanian counselors has also begun.

With a goal of expanding the number of trained Romanian business counselors at business development centers throughout Romania, a proposal has been submitted to the Romanian Development Agency (RDA) and is being discussed with other international funding agencies such as the European Union, the British Know-How Fund and the United

2.

Nations to provide training for their counselors. A decision as to the viability of this proposal is expected by the end of summer, 1995.

Management Training for Privatizing Companies

Ten (10) companies have participated in a concentrated, practical business management training and counseling program. Nine (9) training sessions were conducted by Romanian and American specialists with supporting counseling sessions conducted by Romanian counselors. The program focus was on improving customer satisfaction and profitability through organizational changes, team development, decision-making skill development and implementing processes.

Satisfaction of the program was high. A questionnaire was developed to quantitatively and qualitatively measure the level of satisfaction of the program participants and to determine the practical usefulness of the materials and information. They found all elements relevant but rated the "team building" and "customer requirements" sections the most useful. The participants also found that in-company consultations helped them understand and use the seminar information to institute change in their companies.

Human Resource Management

With the arrival of a WSU Human Resource Specialist in the Fall, there will be accelerated work on this project element. In May, a student Job Fair was co-sponsored with the Ministry of Youth and Sport. Another project under consideration by the European Union is to work with their funded unemployment program to assist entrepreneurs and their loan program for businesses that are hiring the unemployed. The Private Ownership Fund

(POF), based in Brasov, has requested assistance in providing a human resource training program for their staff of 103. They asked that an emphasis be placed on how to use consultants effectively and how to build trust with clients. The new WSU specialist will provide guidance on pursuing these opportunities during the next quarter.

Technical Information Access and Distribution

The business information and research assistance department is providing support to the counseling and training activities of the centers. Different resources are being contacted, collected and organized for use with the available equipment and technology while developing new ways of accessing and distributing information. One of the first steps has been to connect into E-mail.

A proposal for establishing a communication network with all the business centers in Romania has been submitted to the RDA with the Center for Business Excellence acting as the hub. Contacts and agreements for communication and information sharing have already been made with the US Department of Commerce's Bucharest office.

SPECIAL PROJECTS

1995 Trade Mission

A successful trade mission of US businesses interested in doing business in Romania visited the country in May. Promising contacts were made with businesses in Bucharest, Brasov and Constanta. Support was also given to a returning 1994 Trade Mission participant who wanted to followup on contacts made last year.

Business Associations

Discussions have been held with members from the Rotary clubs in Timisoara and Bucharest and with the Lions Club in Craiova. This provided an opportunity to promote the services of the centers to business leaders in those communities. Visiting Rotary and Lions' clubs will be encouraged (as time permits) to help strengthen these new links.

Certificate in International Business

Eight certified counselors attended a four-week international business course at Washington State University in Pullman, Washington to study international marketing, finance and planning. All classes were taught in English and the participants were tutored to help them refine their proficiency in English. During the course, participants visited businesses and business assistance providers throughout the state of Washington.

WASHINGTON STATE UNIVERSITY STAFF

In June, Brett Rogers assumed the duties of Chief of Party from Peter Quist. Formerly Director of AgriTechnics International, an international trade assistance agency in eastern Washington, Brett has served as a Business Development Specialist in Romania since February, 1995. Brett holds a Masters Degree in International Management from Thunderbird, one of the premier international business graduate schools in the United States.

Yvonne Rudman, a public administration and human resource specialist with a Masters in Public Administration, joined the WSU staff in May. Yvonne is on a leave of absence from Montana State University where she is an adjunct faculty member. During the

summer of 1994, Yvonne did research work in Romania and has returned to Romania to help strengthen the delivery of Human Resource training and to assist in the development of the Office of Human Resource Management.

Shannon Alexander also joined the WSU Romania project in June as a Business Development Specialist. Shannon earned her MBA from the University of Oregon and brings with her five years of international business experience in France and most recently in the International Department of the Columbia Sportswear Company. Shannon also brings with her a wealth of experience in the area of tourism.

SUSTAINABILITY

All SME centers assisted by Washington State University are being counseled by WSU specialists on ways to generate income and how to develop strategic linkages to help assure future funding. Centers are researching and developing expertise in business services that could provide an income base for center activities. Discussions continue on development of funded programs to support counseling and training such as a research and information network and country-wide counselor training.

Centers are actively soliciting training opportunities in private and privatizing companies based on the payment of fees. The CBE recently signed its first training contract, a \$9,000 contract to do employment training for a firm in Bucharest. Other contracts are under discussion. Centers are also working to link their activities with other business assistance programs and exploring ways to gain municipal support.

INSTITUTION BUILDING

As mentioned in the last report, a significant amount of effort has been expended to solidify the structure of the Center for Business Excellence within the UPB. That structure was put into final form in May, 1995 (see Appendix 3) and agreed on by all parties.

The emphasis on sustainability and the continuing progress being made toward the establishment of an HR program will significantly enhance the capabilities of the program.

ISSUES

Much is in place for a successful HR program, though acquiring and renovating space is proving to be a significant issue.

FUTURE PLANS

The first annual meeting of counselors and directors from all the centers assisted by WSU will be held in August in Siniai. This will provide a continuing education/training opportunity for counselors and give them a forum to discuss common problems with counselors from other centers. It is the intention of the program to extend this activity to all Romanian centers if the CBE becomes the hub for all counselor training activities in the country.

The Romanian Development Agency, with funding from EC Phare, plans to conduct an assessment of the 32 small business development centers in Romania. The goal is to establish criteria and a process to evaluate program effectiveness and ways to establish a definable level of proficiency.

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APPENDIX 1

**SPRING 1995
MANAGEMENT TRAINING PROGRAM**

ADMINISTRATION HANDBOOK

THIS PROGRAM IS SPONSORED AND ORGANIZED BY

**WASHINGTON STATE UNIVERSITY
SMALL BUSINESS DEVELOPMENT CENTER
OFFICE OF INTERNATIONAL PROGRAMS**

DESIGN ASSUMPTIONS:

- 1.0) There is a difference of definitions of common words used in both languages in business and training.
- 1) That managers say they know accounting (or other business management concepts possibly taught in 1970's (as per Florin D. @ CBE)) but really don't understand our definition of it.
- 2) You can train an individual but he can do nothing to implement it or make change without support or commitment from those above.
- 2.5) In order for new information to be used and implemented, it must be in an easy to use format. Theoretical information is not useful because it requires too much work to translate into action, and therefore the old way is used as opposed to the new.
- 2.6) In order for new methods to be used and assimilated, the new technique must be justified with a Romanian success story as well as an American one.
- 3) Individual decision making or empowerment is non-existent, and therefore most decisions are centralized, removing the power of the individual.
- 4) To improve overall company performance in the future, the company must have the ability to change things or make independent decisions. This relates to existence of micro-management from Board of Directors.
- 5) A basic skill level must be existent in order to train on higher level skills, these are in their UNDERSTANDING OF OUR CONCEPTS, AND OUR UNDERSTANDING OF THEIR DEFINITIONS OF BUSINESS VOCABULARY. This can be discovered by their scores on the definition test or other pre-test.
- 6) We have 4 months to have some positive results and establish the MTP training model which can be systematized and the institutionalized.

TRAINING OBJECTIVES:

-> focus of design and eval.

1. Increase knowledge and understanding on the part of KEY MANAGERS and other Development Specialists involved in program of the following concepts:
 - > a) Mission of a company
 - b) Customer benefit delivery systems
 - > c) Teamwork and group dynamics

2. Develop competency in process improvement techniques to:
 - a) Identify a process and its subsystems
 - b) Map/chart a process
 - c) Analyze process for improvements
 - > d) Develop and effectively use teams to improve the efficiency and cost effectiveness of a process

SELECTION CRITERIA:

- 1) Must have an English speaker in company available
- 2) Committed to Program
 - and consistent attendance of Selected individuals who are
 - able to make changes or decisions regarding
 - implementing new information
 - work and other deliverables done on time
- 3) Focussed and time bound project for MBA to be done within 6 months.
- 4) Management (past history demonstrating) that change and motivated individuals available to be trained this change and given the authority and support to
- 5) Narrow it down to 4-5 companies per city.

**SC TRACTOR PROIECT S.A.
BRASOV**

Str. 13 Decembrie nr.94

2200 Brasov Romania

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Telefax: 0040/68 150666

Telex: 61361

Authors:

Consultant: Professor Miulescu Mihaela

I. Presentation of the Company

SC Tractor - Proiect S.A. Brasov is a company specialized in developing new products in the domains of agriculture and the automation of the construction.

During the 29 years it has been active, the company has designed, built and tested all the types of tractors manufactured in Romania, brand named UFB or UNIVERSAL TRACTOR. Also, the company prepared the documentation for the few patents bought in this field.

Within the company, the main activity is research - development in the field of tractors and tractor parts. In this respect, the company performs researches and designs new products, manufactures experimental models, prototypes, performance and endurance tests, grants technical assistance at the time its products commence to be manufactured on a large scale.

In order to complete the activity of the company, after 1990 new activities have been approached: import - export operations for industrial and non-industrial products and equipments, maintenance and repairing services for the equipments and products manufactured and commercialized by the company or by other companies.

The main potential clients of Tractor Proiect are the private companies, and also diverse individuals. The main reason for our company being competitive on the internal market is that in this field we have the biggest experience, a very well organized data bank and highly trained personnel.

The company has juridical and economic autonomy, and it can approach other fields of activity, corresponding to the intellectual potential of its employees, to the existing equipment and recent developments.

The financial balance sheet of the last few years shows the company has had profit while using only bank borrowed capital.

It is true that on the internal market new private companies that cover the same area of activity have been founded during the last few years, but only Tractor Proiect can, at this moment, handle complex projects at minimal costs and in a short frame of time.

After the product development period has expired, our company provides technical assistance to our clients, until they begin manufacturing the product.

The main development direction of the company is based on the wish to efficiently use the equipment of the company and the skills of its employees.

A few ways of doing that are

- associating with other private companies (Romanian or foreign), the main purpose being bringing in capital,
- extending the activity by associating with companies that use the projects elaborated by Tractor Project, in order to obtain a share of the profit made by selling these products

The need to extend the activity of the company appeared because of the present economical situation in Romania, when, due to the precarious economical situation of the companies, the possibilities to develop the production are limited

2. **Presentation of the Process (see Addendum 1)**

In order to realize a product requested on the internal market, which contains companies that produce tractors and tractor parts, as well as users (agricultural companies or individuals), the management team proceeds to analyzing the opportunity. The team studies the possibility to satisfy the demand and if this is possible, a feasibility study is elaborated, the clauses of the contract are negotiated and the work begins. The documentation is elaborated in the Project Department, by the Project Responsible and the Department's team. The documentation is transmitted to the Manufacturing Department, which builds the prototype using raw materials, materials and components bought by the Supply Department.

In order to measure the quality and the performances of the new product, the Manufacturing Department delivers it to the Research Department, which, along with the designers, elaborates the test programs.

According to these programs, the performance and endurance tests are performed. If during the tests the necessity to modify something comes up, the product is returned to the Project Department, after which the manufacturing cycle is repeated.

Only when the results of the research are good, noted by the endorsing {approval} commission, the product may be delivered to the client.

3. **Identifying the Sector That Needs to Be Improved**

From the experience accumulated until now, a conclusion was drawn that attaining the objectives and the projects that are approached, generates functional abnormalities as well as delays in meeting certain deadlines.

These were analyzed and deficiencies were noted in

- the attitude towards Tractor Project as company (tangible and intangible assets, prestige, image),
- the responsibility for the quality of the work,
- the attitude towards the other employees,
- individual interests,
- attitude towards internal and external clients.

The management of the company drawn the conclusion that within the next two months the employees' stimulative and motivational climate should be improved.

In order to determine the strategy that must be used in attaining the aimed goal, 'motivating the personnel', a questionnaire has been developed (see Addendum 2) that has been answered by a group of 30 employees from the different departments within the company (Project, Research, Manufacturing and Economic). The employees answered a batch of questions regarding the importance they grant to certain aspects of their 'feature' of employees of Tractor Project.

The answers were analyzed on criteria categories (see Addendum 3).

Most of the employees state as a priority a good salary (114 points), followed by the stability of the position (49 points), the chance to produce quality output (40 points), 'respect towards me as a person' (39 points), and 'good working conditions'.

4. Identification of the Possible Solutions to Solve the Problems and Recognition of the Optimal Solutions

The conclusion was that the employees must be stimulated according to the quantity, quality and responsibility of their activity.

5. Elaboration of the Plan to Effectively Apply the Chosen Solution

A job description has to be elaborated, keeping in mind that it should comply with certain requirements, according to the specific of the activity in Tractor Project, and of the position to which it refers (Addendum 4).

The job description would be the term for comparison in order to evaluate the activity of the employees of the company and will lead to the quantification of the performances that are reflected in every person's salary.

The deadline for elaborating the job description is the 30th of June 1995.

The next step is to draw up the activity evaluation record {card} which should contain:

1. Identification data,
2. Evaluation of the initially established goals,
3. Evaluation of the main responsibilities,
4. Evaluation of the coordination skills and competence,
5. Goals for the next period,
6. Employee's comments,
7. Comments, recommendations of the superior concerning the activity of the employee.

The job description, as well as the evaluation record will be drawn up and then applied to every employee. Responsible for drawing these records up and using them are the Directors of the departments.

The final purpose is to improve the activity of the company by increasing the degree of responsibility, by establishing in a written format the obligations of the position the employee occupies, the remuneration having as starting point a fixed salary, the negotiated salary and a variable amount that is to be appreciated according to the criteria that have to be determined by the 30th of June 1995.

Also, by the same date, the financial possibilities of every department are to be analyzed and the criteria necessary to establish the fixed and variable salaries are to be established.

The purpose of this action is to improve the way the company responds to the requests of its internal and external clients.

Addendum 1

The mission of the team

'With grounded arguments to decide, apply and improve an efficient economic and personnel policy for Tractor Proiect S A Brasov'

<Flowchart:>

descrierea procesului = description of the process
cerere piata = request on the market (or market need)
analiza oportunitatii = opportunity analysis
stop = stop
studiu de fezabilitate = feasibility study
elaborare contract = contract elaboration
negociere = negotiation
semnare = signing (concluding the contract)
elaborare proiect = project elaboration
executie prototip = prototype manufacturing
furnizor = supplier
incercare = tests
livrare = delivery

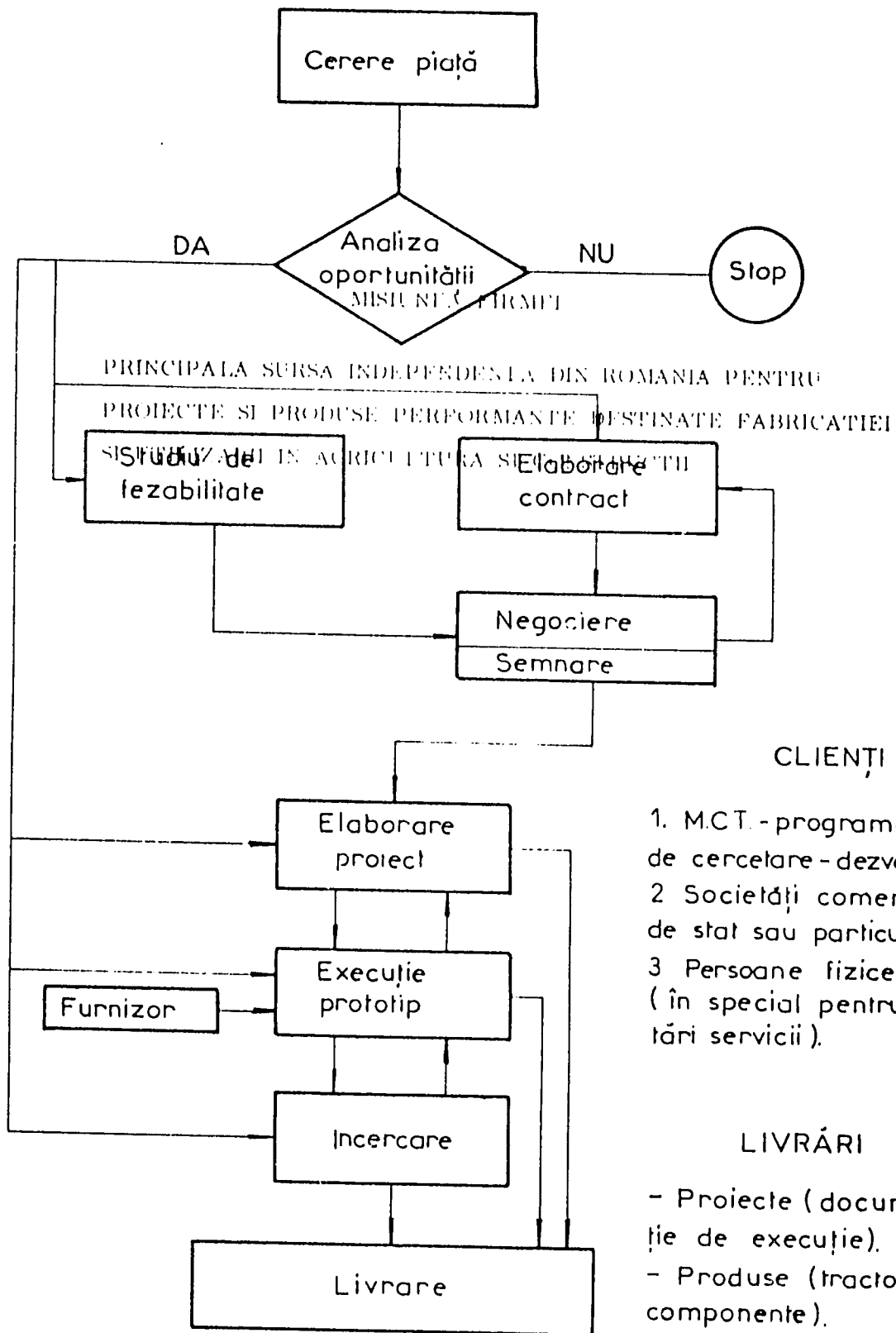
<At the right, outside the flowchart, on the same page, under 'Clienti' >

- clienti = clients
1. M.C.T. - annual research and development programs
 2. state or private companies
 3. individuals (especially for services)

<Underneath 'LIVRARI' >

Deliveries

- Projects (documentation and execution)
- Products (tractors and components)
- Test certificates



Addendum 2

QUESTIONNAIRE

Personnel motivation

We are interested especially in creating a motivational and stimulative climate in our company. In order to attain this goal, we would like you to answer this questionnaire, indicating five aspects from the list presented below that you consider to be the most important in motivating you to work better. Please mark them in the increasing order of their importance from 1 - the least important, to 5 - the most important. If there are certain aspects important to you (among the top rated 5) that don't appear in our list, please mention them at point 25, rating them accordingly.

Thank you!

1. ___ Stable position
2. ___ Respect towards me as a person
3. ___ Good salary
4. ___ Good work conditions (from a physically point of view)
5. ___ The chance to produce quality output
6. ___ Good cooperation with my colleagues
7. ___ The chance to be promoted
8. ___ The opportunity to do an interesting job
9. ___ The participation at group activities (professional, social, entertaining)
10. ___ Not have to do a hard work
11. ___ Know what's happening in the company
12. ___ The feeling that the work I do is important
13. ___ Have well established, in written, the obligations of the position I have
14. ___ Be praised by my superior when I do a good job
15. ___ Have the possibility to evaluate the performances, to be able to know how I stand
16. ___ Participate at the employees' meetings
17. ___ Agreement with the objectives of the company
18. ___ Freedom (independence) in my position
19. ___ The opportunity to improve myself and progress
20. ___ The chance not to work under strict or direct supervising
21. ___ To have an efficient supervisor
22. ___ Bring a distinctive contribution to the activity of the company
23. ___ Recognition from my colleagues (that are on the same hierarchical level as me)
24. ___ Personal satisfaction
25. ___ Others (please mention them)

Please answer, also, the following statistic questions

- A. Education:
..... Technical school High school University
..... Profession
- B. Your position
- C. Does your position imply direct leadership of other employees? yes no
- D. Your age:
..... <25 26-35 36-45 46-55 56-60 >60

Addendum 3
RESULTS OF THE SURVEY
MOTIVATION OF THE PERSONNEL

30 employees answered this questionnaire
 Contents the analysis of the results related to the professions

Question number	Total	Out of which		
		Engineers	Technicians	Workers
1	49	40	4	5
2	39	31	3	5
3	114	93	13	8
4	29	15	11	3
5	40	27	8	5
6	13	8	5	
7	6	6		
8	25	19	5	1
9	1		1	
10	-	-		
11	6	6		
12	19	11	5	
13	19	14	4	1
14	-	-		
15	3	3		
16	-	-		
17	9	9		
18	4	4		
19	28	24	3	1
20	-	-		
21	2	2		
22	34	26	8	
23	1	1		
24	9	8		1

Addendum 4

The job description (draft - please add whatever you think relevant)
<handwritten:> STANDARD

- I. Identification
 1. Function
 2. Department
 3. Code
 4. Date of completion of this description
- II. Summary description of the position
- III. General information
 - a.
 - works with people (% from time)
 - works with information (% from time)
 - works with equipment (% from time)
 - b.
 - type of interaction with people, information, equipment
 - c.
 - makes decisions?
 - what kind of decisions?
 - of what magnitude/importance?
- IV. Nature and limits of the function
 - a. whom does the employee report?
 - b. who reports to the same function {???
- V. General responsibilities
 - a. Actions
 - (example solves researches observes)
 - is responsible for the quality of his output
 - b. Is responsible for a budget of maximum lei
 - c. What functions report to him/her?
 - How many persons report to him/her?
 - d. With who does he/she have internal connections on a regular basis?
 - within the department
 - in other departments

**SC SERVICE AUTO BRASOVIA S.A.
BRASOV**

Authors:

**General Manager Engineer Grigore D.
Technical Manager Engineer Manescu M**

Description of the Current Process

SC 'Service Auto Brasovia' SA is a company created by transforming the old state owned 'Asistenta Tehnica si Service in garantie si post garantie pentru autovehiculele fabricate in tara' < Technical Assistance and Maintenance during the warranty period and afterwards for the vehicles made in Romania - founded in 1971

Presently, the company is known as SC Service Auto Brasovia SA and has as main object of activity providing services for the automobiles made in Romania and abroad, and selling automobile components

The company is constituted according to the Government Decision 1213/11 20 1990 and its capital stock is owned mostly by the state (70% by the State Ownership Fund and 30% by the Private Ownership Fund)

The company is specialized in organizing and providing technical assistance and maintenance activities, corresponds to the highest requirements in its domain, cumulates an experience of 20 years in the field with highly qualified personnel, specialized technical equipment, and is permanently the representative of the manufacturing plants during the warranty period

The company has 27 maintenance centers all over the country

The company is organized in small-size production departments that have great autonomy in decision taking and an administrative and economic accounting system that allows the company to achieve the appropriate coordination in order to ensure the materials needed to have a permanently profitable activity

The activity is permanently profitable due to the constancy of the conditions imposed by the activity of the clients, that is long term contracts with the producers of means of transportation, that cover 50% of the company's activity - and 50% casual activity which, in the services field, should increase at a national level

The financing of the activities of the company is ensured by permanent credit necessary because the company did not have its own liquid capital at founding time, and 50% of the activity is performed by {money} transfer with payment in 30 - 90 days (the permanent credit reaches an amount of 150 - 200 million lei)

The competition in the domain is continually increasing, that is many transportation companies develop their ability to offer post - warranty maintenance and many private companies are founded, achieving notable progresses.

The advantages the company offers its clients are

- Ensures the guarantee of its services and of the spare parts incorporated in the respective workmanship (surety in use)

- The anticipation of the work needed to be done (the estimates) are done according to standards and reflect the real costs of the necessary repair (surety in respect to the real costs of the workmanship - the client is convinced of the savings he makes)

- During the warranty period, although the client must have all the repairs done at the company, he is pleased by the promptness, gratuitousness and the received instruction, and wishes to maintain contact after the warranty period has expired (is satisfied by the quality of the offered services)

- In the spare parts trade the client is satisfied not only by the quality of the parts (which is certified) and by the warranty offered, but also by their price calculated with a normal commercial addition (hence are ensured the pretension of the client concerning the quality, surety and savings in the relations with the client)

The present process has problems due to the obstacle created mainly by performing services paid by transfer, these payments are delayed by the major automobile producers which are financially blocked. This reduces the possibility to maintain a stock of spare parts big enough to ensure the decreasing of the spare part providing period in repairing.

Increasing the total credit of the company with 60% - 100% is not possible due to the substantial interest rates the banks ask for nowadays.

The alternative to realize a commercial activity in parallel with the maintenance activity is analyzed. This parallel activity would allow the company that by a greater rotation of the merchandise - money - merchandise cycle, to obtain a greater credit and increase the total stock of spare parts in the company. Thus is reduced the average supply time for spare parts and increases the promptness in performing the repairs the clients request.

The alternative with enlarging an activity segment for the use of the overall activity can be achieved in a relatively short frame of time (3 - 4 months) and there are sources for the financial means and resources for taking over this activity by the present organization of the process without major modifications.

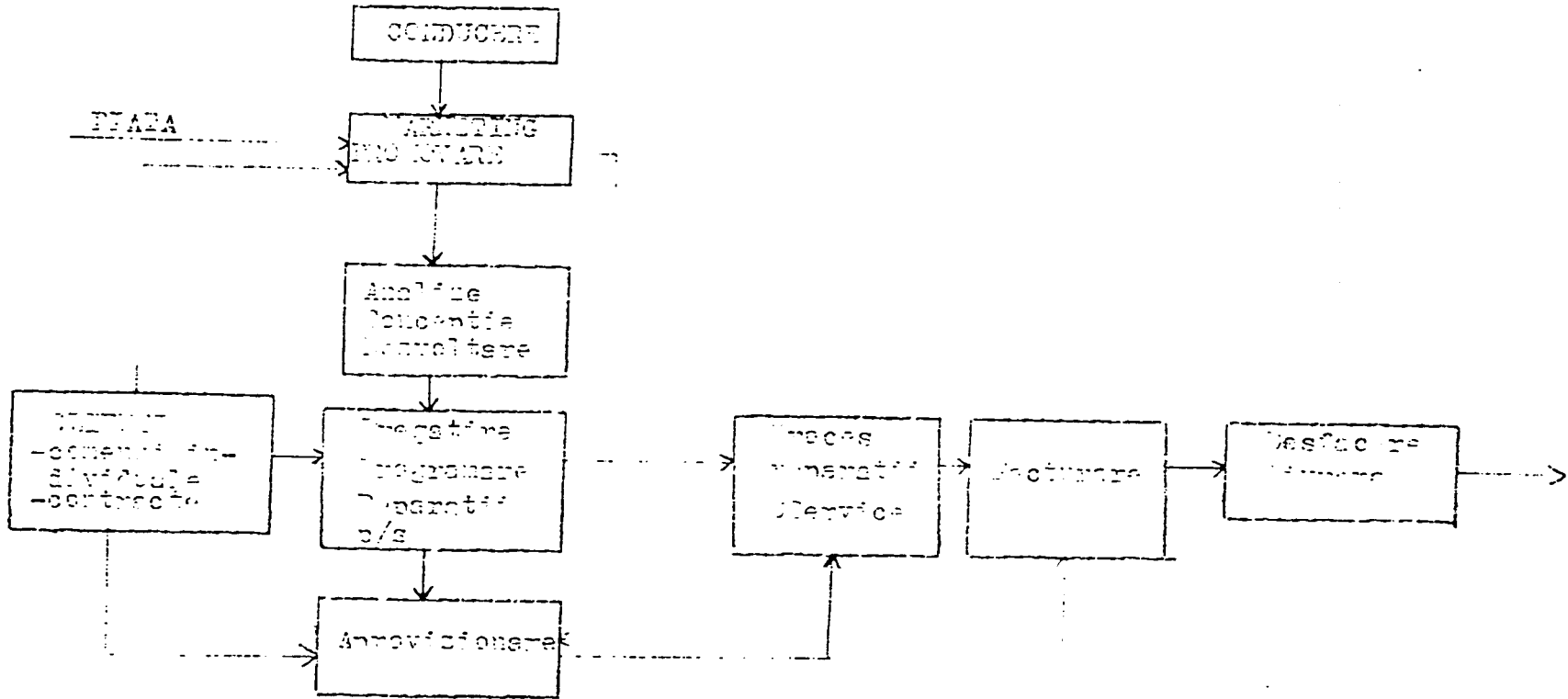
Company's mission 'Leader in the maintenance of the heavy weight transportation means by performing repairs at the highest quality standards and satisfying the need for mobility of the companies and individuals'

Team's mission 'Establish the short term and long term strategy of the company, and according to the identified obstacles to permanently elaborate the needed changes for the process, supplying the most adequate solutions'

SCHEMA LOGICA A PROCESULUI
REPARATIILOR IN GARANTIE SI POSTGARANTIE LA UNDAVACIILE DE TRANSPORT AUTO
ROMNESE (CARPATA)

- Schema pe care lă a noului proces;
- Producătorii de autosesiiuri n/s și proprietarii de autosesiiuri (post TG).
- Beneficiar pentru n/s

Intrari - autovehicule in TG, subansamble in TG, autovehicule post TG.



REST AVAILABLE COPY

Flowchart of the Process

Repairs of the Auto Transportation Means During the Warranty Period and Afterwards

Supplier (clients)

- Parallel flowchart of the new process,
- Auto frame builders and auto frame owners (post warranty)
- Beneficiary for spare parts

Inputs - vehicles in warranty period, sub-systems in warranty period, vehicles in post-warranty period

<flowchart:>

conducere = management

marketing promovare = marketing promotion

piata = market

analize conceptie dezvoltare = analyzes design development

clienti comenzi individuale contracte = clients individual orders contracts

pregatire programare reparatii p/s = preparations scheduling parts repairing

proces reparatii Service = repair process maintenance centers

facturare = invoicing

desfacere livrare = consignment delivery

aprovizionare = supply

Phase 1 - Description of the Problems of the Current System

- The Supply Department cannot ensure for the great variety of parts an adequate regularity in bringing the parts. Thus, the department needs 10 days instead of 3 (3.3 times more) to bring the parts, using a buffer fund of approximately 100,000,000 lei/month

- The suppliers do not manufacture permanently all the spare parts, and therefore (optimal) stocks must be created at the company's centers in order not to loose the clients, which would go after 3-5 days somewhere else to search for the spare parts they need

Phase 2 - Presentation of the Necessary Changes (Improvements)

- The Supply Department will bring bigger amounts of spare parts of a value of 150,000,000 - 200,000,000 lei achieving in this manner the decreasing of the time needed to ensure spare parts to 3.3 - 4 days in a period of 3 - 4 months and the selling of the parts in maximum 30 days.

a) - (100,000,000 lei presently + 150,000,000 lei credit) = 250,000,000 lei buffer fund, used to shorten the supply time to 4 days

- installments of the 150,000,000 lei credit for 3 months = 50,000,000 lei/month; within 3 months the supply time will be decreased to 4 days.

b) - (100,000,000 lei + 200,000,000 lei credit) = 300,000,000 lei buffer fund

- installments of the 200,000,000 lei credit for 4 months = 50,000,000 lei/month; within 4 months the supply time is reduced to 3.3 days

Phase 3 - Identifying the Obstacles (see table in Addendum 1)

1. Lack of an adequate marketing for the creation of an increased optimal stock of parts to serve the clients within 3 - 4 days and selling the stock within maximum 30 days
2. Lack of an organized system to sell the spare parts in a short frame of time (maximum 30 days) with a separate account administrated directly by the Supply Department
3. Lack of supplemental liquidities of 150,000,000 - 200,000,000 lei
4. Lack of a simulative set of regulations for the salespersons and the personnel implied in part selling
5. Inadequate transportation
6. Lack of an fast informational system between the company's center and its branches (fax - fax-modem - computer)
7. The suppliers deliver their products once a great amount of time has passed (more than 10 days).

Phase 4 - Finding the Alternatives

- A)
1. Elaborating an adequate marketing study in order to analyze the market segment and to evaluate the dimension of the optimal stock (in quantity as well as variety), to find out which centers can participate at this distribution and what promotion policies must be adopted.
 2. Organizing a scheduling, distribution, administration, sales and short-term (maximum 30 days) separate-account cashing system, managed directly by the Supply Department
 3. 150 - 200 million lei credit in 3 - 4 months installments
 4. Drawing up regulations to materially stimulate the persons directly implied in this activity.
 5. Reorganizing the transportation
 6. Organizing a fast informational system between the company's center and its maintenance centers (fax - fax-modem - computer)
 7. Drawing up well grounded orders and contracts that would specify deadlines and the possibility to have the supplier responsible for respecting these deadlines
- B)
1. Ensuring all the spare parts necessary to the repairing of the items in warranty period are furnished by the vehicle producers in maximum 5 days.

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2 The vehicle component manufacturers must furnish any part within maximum 3 days.

Phase 5 - Evaluation of the Alternatives (see table in Addendum 2)

In order to achieve these changes within 3 - 4 months, the most important goals to be attained from variant A are

1. Elaboration of an adequate marketing study,
2. Organizing the scheduling, distribution, administration and sales system,
3. Credit of 150 - 200 million lei in 3 - 4 months installments,
4. Regulations to give incentives to those implied

Variant B is not feasible due to the vehicle manufacturers and vehicle component suppliers.

Phase 6 - Choosing the Most Appropriate Solution

Variant A

(Alternative) - Elaboration of a marketing study for the sole possible alternative

Variant B

Not feasible

Phase 7 - Making the Change and Planning It (see table in Addendum 3)

Comment: Goals 1, 2 and 4 can be achieved simultaneously, goal 3 will be achieved immediately after them, after which the process improvement can start

Total time: 1 week + 2 days = 9 days

Addendum 1

Obstacle	Fixed / Flexible	What can remove it
Permanent financial liquidity	Flexible	- Increased credit - Organize parallel short-term sales system
Suppliers deliver their products after big amounts of time	Fixed	- Supplemented stock creation
Bad transportation organization	Flexible	- Reorganize transportation organizational chart
Lack of supplemental motivation for the commodity expert	Flexible	- Material incentives according to the achievements
Bad informational system	Flexible	- System improvement

Addendum 2

Option	A	B	C	D	E	F	
1. Increased credit	10	3	10	6		29	4
2. Organize short-term sales	10	4	2	3		19	7
3. Create supplemented part stock	10	2	6	3		21	6
4. Reorganize transportation	10	9	8	8		35	1
5. Material incentives	10	7	9	7		33	3
6. Improve informational system	10	5	5	6		26	5
7. Separate account for the sales system	10	8	8	8		34	2

Where column:

- A is 'The solution is directly linked to the problem'
- B is 'How simple or difficult will be implementing this solution'
- C is 'How much will increase the amount of work the team has to perform'
- D is 'How fast can this solution be implemented'
- E is 'Proportion in goal achievement'
- F is 'Total score for this option'

Addendum 3

Goal	Who does it / who is responsible	With what resources	Until when	Preceding step	Next step
1 Marketing study	Chief Marketing Department + Chief Production Department	company's (listing + mail)	within a week	Get information	Study Elaboration
2. Organize scheduling, distribution, administration and sales system	Commercial manager + Production manager + Economic manager	Company's and with the chiefs of the Production, Supply and Accounting Departments	within a week	Brainstorming	Agreement and elaboration of use instructions and improving them
3 Credit	Economic manager	-	2 days	Credit documents	Credit tracking
4 Regulations on incentives	Commercial manager + Production manager + Economic manager + RUS {??} director	Company's	2 days	Agreement	Elaboration of regulations and improving them

Addendum 4

Marketing Study

1. Establish the Market Segment

- Our clients are the owners of the vehicles produced by SC Roman SA (and superstructure builders and assemblers SC Romprim SA Bucharest, SC Metalcar SA, SC Mecanica SA Mirsa, SC Automecanica SA, etc), SC Rocar SA Bucharest, RA TMH. Moreni, SC Turdeana SA and possibly ARO Campulung

- They can be found according to the lists of the deliveries of these companies; their products manufactured in 1993, 1994 and 1995 may still be in use.
- From the producers, the biggest {market - <probably>} share belongs to SC Roman SA
- approximately 90%; that company delivered directly to its clients about 80% from its total production and its clients can be found from SC Roman SA's delivery lists.

2. Establishing the Absorption Capability of the Market.

The clients from these lists will be grouped by counties and will be sent an offer by mail and a questionnaire about the possibility to buy from the nearby cities that are listed spare parts they will need at maintenance centers. The same offers will be sent to the chiefs of the maintenance centers in the region along with the names and addresses of the clients, clients that they will contact first by phone and afterwards personally in order to establish the needs for spare parts and the amounts

- A list of about 50 spare parts frequently wanted can be recommended to the clients.

3. The Distribution Network that comprises 9 - 16 maintenance centers has been established according to the following criteria.

- the wish of the chief of the maintenance center to sell spare parts,
- the existence of a sufficient amount of clients owners of vehicles in the region in the counties that register economical growth (not decrease),
- the non existence of a powerful competition by similar shops.

4. Sales Promotion

- using for the first 1 - 2 months a small margin of 8 - 15% in order to attract clients and publicity, and increasing this margin afterwards to 30%.
- warrant original parts,
- the possibility to perform the repair at the maintenance centers,
- ensuring spare parts by pre-ordering,
- allocating a part of the incomes to the advertisement, markers and organizing shops within the maintenance centers,
- for parts whose value is less than 50,000 lei for which the client won't go to the suppliers, the margin that can be used can be 30% from the beginning

Addendum 5

Your Opinion Is Law For Us

In order to meet your needs, we would like you to complete the following questionnaire which does not imply any obligation to your company. Please check your options!

1. I've heard you sell spare parts at the maintenance centers of Brasovia SA
 from the offer I received in the mail
 by seeing the markers you posted
 from another client

2. How many vehicles do you have (please specify also their brand and type)

3. Would you like a list of parts organized by brand and type in order to check the parts you're interested in and their amount? Please add to it other parts that are of interest to you:
 yes
 no

4. Would you like to buy spare parts from us on a casual basis or by pre-order or contract?
 casually
 by order
 by contract

5. How many times have you been in our maintenance center in _____
 once
 2-4 times
 more than 4 times

6. Are you pleased with our personnel's kindness?
 Very pleased
 Pleased
 So and so
 Not pleased
 Not pleased at all

7. Do you intend to use again the services of our maintenance center in _____
____yes
____no

Please mention your name or the name of your company:

Address _____
Telephone _____ fax _____

Addendum 6

Organizing the Sales

1. The personnel of the maintenance centers that will take care of the sales is established (variants).

1.1 Decision for the second in command in the maintenance center (who takes care presently of obtaining spare parts from the Brasov center, local companies, invoices and cashing) which is linked to the market, and decision for the financial administrators that are responsible for this activity and will work according to the following procedure.

a) - the client addresses only the chief of the maintenance center (who is responsible only for the production) which selects the client's wish hence: if he has the required parts in the stock of the Production Department he offers them along with the craftsmanship, if doesn't have these parts but the shop has them, he offers them and mentions the possibility to have the repair performed at the center; sends afterwards the client to the center's second in command; if the client wishes only the parts and no craftsmanship, these parts are offered to him from the shop.

b) - the client addresses the center's second in command, which selects the client's option with or without craftsmanship

1.2 The decision is taken by the chief of the maintenance center, who is responsible for the sales of the and proceeds according to the provisions of point 1.1 (there is also the risk that the client is interested only in buying the parts and no craftsmanship)

1.3 The financial administrators keep a separate record of these spare parts by adding the letter 'S' (for 'Shop') at the end of the name of the part

They will draw up monthly dockets for the sold spare parts and will emphasize their value and the margin used in calculating the price of these parts. Also, they will register the number of the bill that they will bring at the end of the month to the Supplies Department in order to be confirmed.

1.4. The established persons from the centers will contact the vehicle owners using the data obtained from the lists of the Production Department and will transmit daily to the Supply Department the list of parts required and delivery deadlines.

2. The Supply Department gathers the requirements for parts along with their delivery deadlines, delivers the required parts from the central warehouse and specifies on the NPR {???} the letter 'S' and adds this letter to the end of the name of the part {???}. The department also

tracks using a weekly chart the sales in the maintenance center, the redistribution among these centers of the parts and the returns of certain parts at the end of the month (short-term sales)

- In case a small number of types of parts will be sold (the most frequently requested - 80 - 120 parts), the record can be kept by the Supply Department and presents the advantage that it is up to date in every moment and can be easily checked

- In case the number of types of parts is bigger, the record is kept on computer, requires less work, but is more abstract.

3. The Production Department sees that the part deliveries to the maintenance centers for the shop are made using the same transportation mean employed for the delivery of the parts used in production. This department notifies the Supply Department in due time in respect to the schedule of these transportation means, looks for clients by sending by mail offers to the clients mentioned in the list provided by the vehicle producers and by personal meetings, analyzes the work performed by the persons that are responsible for this activity.

The Plan of Making the Change (according to Addendum 3)

1. Implementation steps
 - 1.1 Marketing Study
 - 1.2 Organization of the Sales System
 - 1.3 Credit
 - 1.4 Regulations on Incentives
2. Responsibilities
 - 2.1 Marketing Department + Production Department
 - 2.2 Commercial Manager + Production Manager + Economic Manager
 - 2.3 Economic Manager
 - 2.4 Commercial Manager + Economic Manager + RUS {??} + Production Department
3. Area of the Change
 - Brasov, 9 maintenance centers spread all over the country in a first phase, 16 more centers in the future
4. Deadlines
 - 4.1 One week
 - 4.2 One week
 - 4.3 2 days
 - 4.4 2 days

5. Goal of the Process - satisfying the needs of the clients to buy any type of spare parts in maximum 3 - 5 days, from the closest company center
6. The Goal of the Management Team
 - sustaining the basic activity of the company with spare parts
 - using the potential of the personnel
 - obtaining liquidities and supplementary profit

Addendum 7

Regulations on Incentives

1. The salary fund of the maintenance center will be increased with 2% from the value of the spare parts sold in the shop
2. The salary fund of the Supply Department will be increased with 0.7% from the value of the spare parts sold by the entire company, and the salary fund of the Production Department will be increased with 0.3% from the same value
3. The departments and persons whom have been given incentives will pay the applicable interests in case the credit is not reimbursed in due time
4. 5% from the sales will be used to fit out one of the center's rooms as shop and for advertisement purposes
5. The rest of the margin will be used to reconstruct the buffer fund

Note: The following must be subtracted

- bank interest rates
- the tax on profit (38%)

Final: the logical scheme of the implementation of the solution:

For a credit of 50,000,000 lei with 58% interest rate:

$58 : 12 \text{ months} = 4.83\% \text{ interest monthly}$

$4.83\% \times 50,000,000 \text{ lei} = 2,410,000 \text{ lei/month}$

For a credit of 150,000,000 lei: $2,410,000 \text{ lei} \times 3 = 7,249,000 \text{ lei}$.

APPENDIX 2

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET

1. Name (Last, First Middle) ROGERS, Brett Alan		2. Contractor's Name Washington State University	
3. Employee's Address (include ZIP Code) 1225 Kouse St. Moscow, ID 83843		4. Contract No.	5. Position Under Contract Business Development Specialist
9.		6. Proposed Salary	7. Duration of Assignment 1 year
		10. Citizenship (if non-US citizen, give visa status) U.S.	

11. Names, Ages, and Relationship of Dependents to Accompany Individual to Country of Assignment
Ioana D. Rogers, 33, wife

12. EDUCATION (include all college or university degrees)				13. LANGUAGE PROFICIENCY (See instructions on reverse)		
Name and Location of Institution	Major	Degree	Date	Language	Proficiency Speaking	Proficiency Reading
Pacific Lutheran University ^{Tacoma, WA}	Communication	BFA	12/76	Japanese	3	2
American Grad. School of Int'l Mgmt. ^{Glendale, AZ}	International Management	MIM	12/85	Romanian	2	2

14. EMPLOYMENT HISTORY

Give last three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related to duties of proposed assignment. Salary definition - basic periodic payment for services rendered. Excludes bonuses, profit-sharing arrangements, commissions, consultant fees, extra or overtime work payments, overseas differential, or quarters, cost of living or dependent education allowances.

Position Title	Employer's Name and Address Point of Contact & Telephone #	Dates of Employment (M/D/Y)		Annual Salary
		From	To	Dollars
Senior Trade Consultant	501-334-3579 NE 1315 Terra View Drive AgriTechnics International Pullman, WA 99163	12/91	12/92	22,660
Director	" " " "	1/93	1/94	37,670
Director	" " " "	1/94	1/95	ending salary \$ 37,000

15. SPECIFIC CONSULTANT SERVICES (Give last three (3) years)

Services Performed	Employer's Name & Address Point of Contact & Telephone #	Dates of Employment (M/D/Y)		Days at Rate	Daily Rate in Dollars
		From	To		

16. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.

Signature of Employee: **Brett A. Rogers** Date: **1**

17. CONTRACTOR'S CERTIFICATION (To be signed by responsible representative of Contractor)

Contractor certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contained in this form. Contractor understands that USAID may rely on the accuracy of such information in negotiating and reimbursing personnel under this contract. The making of certifications that are false, fictitious, or fraudulent, or that are based on inadequately verified information, may result in appropriate remedial action by USAID, taking into consideration all of the pertinent facts and circumstances, ranging from refund claims to criminal prosecution.

Signature of Contractor's Representative: _____ Date: _____

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CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET
(See Privacy Act Statement on Reverse)

INSTRUCTIONS:
Submit in triplicate to contracting officer. See reverse for Contractor Certification.

1. Name (Last, First Middle) <input type="checkbox"/> Mr. <input type="checkbox"/> Mrs. <input checked="" type="checkbox"/> Miss <input type="checkbox"/> Mrs. Rudman Yvonne Marie		2. Contractor's Name Washington State University	
3. Address (include ZIP Code) 910 West Koch Bozeman, Montana 59715		4. Contract No.	5. Position Under Contract Public Admin. Liaison
9. Telephone Number [REDACTED]		6. Proposed Salary 34,000 per yr	7. Country of Assignment Romania
10. Marital Status <input type="checkbox"/> Married <input checked="" type="checkbox"/> Single <input type="checkbox"/> Other (specify)		8. Duration of Assignment 6 months	
14. Citizenship (if non-U.S. citizen, give visa status) U.S.		11. Names and Ages of Dependents to Accompany Individual (if applicable)	

15. EDUCATION (Include all secondary, business college or university training)

Name and Location of Institution	Major Subjects	Credits Completed		Type of Degree	Date of Degree
		Sem Hrs	Qtr Hrs		
Montana State University Bozeman, Montana 59717	Public Administration	41		M.P.A.	5/95
Portland State University Portland, OR	Economics, Geog., Land.		194	B.S. Econ w/ Honors	8/85

16. EMPLOYMENT HISTORY

1. Give last three (3) years. Continue on reverse to list all employment related to duties of proposed assignment.
2. Salary definition - basic periodic payment for services rendered.
Excludes bonuses, profit-sharing arrangements, commissions, consultant fees, extra or overtime work payments, overseas differential, or quarters, cost of living or dependent education allowances.

Position Title	Employer's Name and Address	Dates of Employment (Mo/Yr)		Salary	
		From	To	Dollars	Per
Faculty Adj. Editor	Montana State University, College of Business "Montana Global Newspaper"	9/92	Present	2000	Class
Ass't Director	International Business Program, MSU	9/93	Present	1500	Issue
P.A.	MSU, Dept. of Political Science	1/93	Present	1500	Conf.
		1/95	Present	3000	Sem.

17. SPECIFIC CONSULTANT SERVICES (Give last three (3) years)

Service Performed	Employer's Name & Address	Dates of Employment (Mo/Yr)		Daily Rate
		From	To	
Internship	WSU SBDC International Programs, Romania	6/94	8/94	0

18. LANGUAGE PROFICIENCY

Language	Speaking			Reading			Writing			Understanding		
	Fair	Good	Exd.	Fair	Good	Exd.	Fair	Good	Exd.	Fair	Good	Exd.
German		X		X			X					X
French	X			X			X					X

19. Special Qualifications (honors, professional societies, special licenses, publications, research, special skills, and relevant education not previously mentioned; use reverse side of form, if necessary).

Graduated w/ Honors MPA & BS
Thesis: Transitional Economies
Central & Eastern Europe
Traveled to 25 countries,
primarily developing countries
Entrepreneur, 4 years experience
buying in foreign arts & craft
markets

CERTIFICATION: To the best of my knowledge, the above items are stated as true and correct.

SIGNATURE OF EMPLOYEE

[Handwritten Signature]

DATE

4.10.95

(Use this space for continuation of Blocks 16 and 19)

As Assistant Director of the International Business Program at MSU my responsibilities were primarily (1) Coordinator of joint programs between MSU and the U.S. Small Business Administration; examples: ETAP (Export Trade Assistance Partnership) Training program for SMEs entry into Global Markets "Women in International Trade" conference

(2) Editor of the "Montana Global Newspaper" a joint effort of MSU and the Dept. of Commerce to publicize and raise awareness in Montana of international trade and cultural trends (3) Member of the International Committee for the College of Business which is involved in 'internationalizing' the Dept. and the MSU campus through curriculum and exchange programs (4) Coordinator of Examinations of students from the Halle exchange program (Former East Germany)

The Master's in Public Administration was primarily focused on comparative international systems of public administration culminating in an internship with WSU SBDC in Romania where I became familiar with government, university and business through conducting interviews in each sector. Currently, I am teaching assistant for International Relations and American Government in the Political Science Dept. at MSU.

My extensive travel to countries such as Nepal, Turkey, Israel, Morocco, Mali and Indonesia has honed my ability to adapt to cultural differences and to appreciate what each has to offer.

CONTRACTOR'S CERTIFICATION (To be completed by responsible representative of Contractor)

A. I hereby certify that ("X" appropriate box):

- The initial salary proposed herein meets the salary standards prescribed in the contract.
- The salary increase proposed herein conforms to the customary policy and practice for this organization for periodic salary increases.

B. Justification of Remarks

Signature <i>Robert L. Lelan</i>	Title <i>Coordinator, Int Prog</i>	Date <i>4-11-95</i>
-------------------------------------	---------------------------------------	------------------------

PRIVACY ACT STATEMENT

The following statement is required by the Privacy Act of 1974 (Public Law 93-579; 88 Statute 1896).

The information requested on this form is needed by AID to evaluate your suitability for the position for which you have been nominated as a contract employee. It is necessary that you provide the information for AID to consider your nomination. The Foreign Assistance Act of 1961, as amended, constitutes authority for its collection.

Employers and educational institutions you list may be contacted for verification of the information provided. Disclosure may otherwise be made in whole or in part to any (a) foreign government concerned if required by that government in connection with their review of your nomination and (b) pursuant to any other applicable routine use listed under AID's Civil Service Employee Office Personnel Record System, AID-2 in AID's Notice of Systems of Records for implementing the Privacy Act as published in the Federal Register, or (c) when disclosure without the employee's consent is authorized by the Privacy Act and provided for in AID Regulation 15. (A copy of the Regulation and Notice of System of Records is available from AID Distribution on request.)

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APPENDIX 3

POLYTECHNIC UNIVERSITY OF BUCHAREST
RECTORATE

DECISION

With the goal of developing the activities of the faculty and research staff from the Polytechnic University of Bucharest for economic activities, and in order to create an adequate base for preparing students in the field of engineering management;

Following the subcontract signed between Washington State University on one side and the Polytechnic University of Bucharest on the other, regarding the initiative of the United States Agency for International Development for training in the field of management and economic education for the countries of Central and Eastern Europe.;

In accordance with the Law 28/1978. art. 161. letter b,

THE P.U.B. RECTOR DECIDES:

Art.1. Effective January 3, 1995 within the PUB, The Center for Business Excellence (CBE) is created, having as its objective: counseling services for new and growing small and medium size enterprises; classes and seminars held at the request of entrepreneurs, employees and other persons; specialized research in the field of business and other related fields of endeavor. The Center for Business Excellence serves to achieve and develop the necessary base for preparing PUB students in the field of engineering management. These activities will proceed in close collaboration with the Department of Management of the PUB which represents the scientific and professional forum in this field.

Art. 2. The Center for Business Excellence is located in the CM building of the PUB at Nr. 1 Polizu Street. The CBE will also use room L115 on the Polizu Campus. During the course of the year 1995, in room L114 will be arranged a laboratory for management and business activities, used a minimum of 50% of the time for training students in these fields.

Art. 3. For the proper performance of the CBE activities, its organization structure will be comprised of the following positions: Director, Deputy Director, Administrator, Accountant, Secretary, Computer Network Engineer and 4-5 counselors. The main source of personnel will consist of faculty and research members of the Department of Management of the PUB--among which are already existing counselors. The Director, Deputy Director, Administrator, Secretary and Engineer positions are viewed to be covered by personnel with full-time positions. The counselor positions can also be occupied by personnel having half-time positions. The hiring will be done for a limited period of time (1 to 3 years). The faculty or research positions of persons hired on a full-time basis, when furnished by the PUB, are retained within the Department of Management for the entire duration of the functioning of the person(s) at the CBE.

Art. 4. The level of salaries and other rights received for performed activities will be set within the limits of the budget established for the financing of the activity of the Center. For the CBE Director position, it is viewed as having a maximum level corresponding to a professor position/department head.

Art. 5 The necessary funds for covering the CBE expenses will be provided by the American party and by the PUB, according to the contract, as well as from the activities and services offered by the Center. The CBE can have a separate bank account.

Art. 6 ?

Art. 7. (sic) Elements of detail regarding the organizing and functioning of the CBE will be specified in its own Operations Manual.

Art. 8. Accounting, Financial, Technical and Administrative Services will give their support when solicited by the CBE for the proper performance of the Center activities.

Rector of PUB

Prof. Dr. Eng. Gheorge Zgura

3 January 1995

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**Discussion Notes
of the
Meeting at UPB**

January 24, 1995

Attendees:

Rector Zgura, Dr. Berbente, Dr. Ardela, Dr. Tolar, Peter Quist and Kim Millier

Notes:

- * The Rector wants to ensure that the educational side of the CBE is not forgotten. It needs to expose students and faculty to the practical side of business.
- * Dr. Tolar summarized the issues of the Republican control of the U.S. House and Senate--stewardship of the U.S. tax dollar is now more important than ever and is being closely monitored.

Two areas concerning the CBE are not negotiable:

1. The Executive Director of the Center must be full-time
2. The Executive Director must be responsible for the expenditure of funds

WSU and the SBDC - International Programs will help UPB develop its MBA program. Training in the U.S. will also be provided for a selected group of UPB senior faculty and administrators.

- * The level of activities in the Center are greater than part-time people can do.
- * 11 of 11 faculty from WSU have identified the same problem: the Center needs a full-time Executive Director.
 - > The Executive Director must have full responsibility and authority (this means that he/she makes the decisions concerning the Center).

Key: At this point everyone agreed that the Executive Director must and will be a full-time position. Also a second director (tentatively called a Research Director) is needed and will also be full-time.

- * Dr. Ardela expressed his opinion that he is only concerned with the success of the Center and the program. He feels this would best be accomplished if the Center remains linked to the Management Department.
- * Dr. Tolar mentioned that, though he in no way questions the motives or personal integrity of Dr. Ardela, micro-management of the Center must not continue.
- * Dr. Ardela then had to leave the meeting because of a prior commitment.

Final Agreements

* More discussion ensued with final agreement by *all* (except Dr. Ardela who was absent at this time) of the following:

1. The CBE Executive Director must be a full-time position.
2. The Executive Director must have full responsibility and authority for the activities of the Center.
3. The Center is to be an organization that is separate from the Management Department.

* Another meeting was set for 10:00 on January 27, 1995 in the office of the UPB Rector.

APPENDIX 4

**SBDC INTERNATIONAL PROGRAMS, WSU VANCOUVER
ROMANIAN PROJECT ACTIVITY: APRIL 1995
BY: PETER QUIST**

INSTITUTION BUILDING:

Coordinated arrangements with 8 Romanian *Certificate in International Business* candidates and Partners for International Education and Training for upcoming May course at WSU Pullman.

Attended and participated in initial strategy meeting between Romanian Development Agency, British Know-How Fund, European Union, and United Nations for purpose of arranging first national business center conference.

Completed and obtained USAID approval of first year WSU Romanian Project Workplan.

Presented and explained new business center WSU subcontract amendments to appropriate authorities and received signatures for changes.

Coordinated continuation of current Management Training Program in Brasov and Timisoara.

Discussions with USAID contractors; VOCA, ACIDI, and CHF; regarding future cooperative efforts and programs.

SUSTAINABILITY:

Worked with all four WSU network business centers on new ways to receive funds for activities including service fees, government contracts, and expansion of offerings.

In conjunction with above RDA meeting, discussed ways of creating and integrating Romanian national business center network for quality, variety, and sustainability of services to be offered to clients.

IMMEDIATE IMPACT:

Assisted Bucharest participant of last year's Management Training Program(MTP) in initiating and completing cooperative business relationship with American supplier company.

Tutored and supported successful application of participant from last year's MTP in obtaining admission and scholarship to Canadian MBA program.

Counseled and directed Craiova client in researching and contacting American suppliers of newer technology products.

Assisted in business visit efforts and results of last year's Trade Mission member, Jack Schratz.

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Peter Quist - April

HIGHLIGHTS:

Completed:

First year USAID Grant Project Workplan.

Signing of business centers WSU subcontract amendments.

Planned:

Final arrangements for Romanian *CIB* participants for travel and study in the United States beginning in May.

Arrangements for upcoming WSU Trade Mission in May for specific, relevant meetings and visits.

Student Contact Hours

	Training	Consultation
Counselors/Faculty	12	19
Students		
Government Officials	4	
Business Community		7
Journalists - Media		
Other Groups		6

**SBDC INTERNATIONAL PROGRAMS, WSU VANCOUVER
ROMANIAN PROJECT ACTIVITY: MAY 1995
BY: PETER QUIST**

INSTITUTION BUILDING:

Presented WSU/CBE proposal to Romanian Development Agency, British Know-How Fund, European Union, and United Nations steering committee involving training for Romanian Business Center Network.

Attended and participated in Business Center Network workshop in Targu Mures sponsored by Peace Corps.

Discussed with Citizen's Democracy Corps Country Director, Bob Webster, joint sponsorship of sales training seminar in June.

Attended as special guest, International Wine Exhibition in Timisoara that was covered by local and national television news programs.

Initiated and held discussion with European Union Business Incubator Center Director in Timisoara regarding cooperation, and supporting programs and services.

Attended Bucharest Rotary Club meetings for broader contact with community leaders.

Met with PIET director concerning increased future cooperation between complementary programs.

SUSTAINABILITY:

Discussion with European Union Unemployment Program Director regarding employing WSU Craiova Business Center for program monitoring and evaluating expertise.

Established Timisoara Business Center as independent department of Chamber of Commerce that will enable legal framework for charging and collecting fees for services.

Received UPB Rector's authorization to begin process of charging and collecting fees at Center for Business Excellence.

IMMEDIATE IMPACT:

Arranged productive and successful meetings with relevant government, business, and non-government personnel in Bucharest and Constanta for WSU Trade Mission.

Previous MTP participant(state owned company) signed production contract with German company that will fully utilize its manufacturing capacity. Credit was given to knowledge and skills acquired in MTP and later counseling sessions.

Peter Quist - May 95

HIGHLIGHTS:

Completed:

Final meetings with counselors in Timisoara before my departure.

Departure of 8 *CJB* participants to attend training program at WSU Pullman and elsewhere in Washington State.

Signing of UPB/CBE subcontract amendment.

Planned:

Completion of Management Training Program in Brasov and Timisoara.

Transfer of Chief of Party duties and responsibilities to Brett Rogers.

Student Contact Hours

	Training	Consultation
Counselors/Faculty	19	6
Students		
Government Officials		6
Business Community		34
Journalists - Media		
Other Groups		

**SBDC INTERNATIONAL PROGRAMS. WSU VANCOUVER
ROMANIAN PROJECT ACTIVITY - MAY 1995
PREPARED BY BRETT ROGERS - BUSINESS DEVELOPMENT SPECIALIST**

INSTITUTION BUILDING:

- Began developing relationship with staff members of Romanian-American Enterprise Fund. Collected application forms to forward to companies interested in equity investments.
- Met with Executive Secretary of Black Sea University Foundation. Provided assistance in recruiting for summer course in "Teaching Entrepreneurship in Elementary and Intermediate Schools."
- Continued to press for resolution of the Internet and E-mail connection problem so that the ability to performing meaningful research will be strengthened. Met with Jim and Ginny Carlson of Global Youth Network to discuss E-mail connection.
- Attended reception at the Dutch Embassy. Met with Mr. Teodor Mihaescu, President and General Manager of the Muntania Private Ownership Fund.
- In cooperation with Bob Webster, Director of Citizens Democracy Corps, Romania, scheduled seminar in Effective Sales Techniques for clients of CBE, CDC and ASE.
- Met with Romania Development Agency officials in association with the WSU Trade Mission to learn more about foreign investment in Romania.
- Discussed feasibility of membership for CBE clients with officials of The World Trade Center-Bucharest. Explored possible areas of cooperation.
- Attended Tibco '95 Consumer Products Trade Show at Romanian Exposition Center. Met with key management people of Precision Components Co. as well as Manager of the Deloitte Touche office in Bucharest. Gathered information on a number of potential clients and potential partners for American firms.

SUSTAINABILITY:

- Participated in two meetings with UPB Rector Zgura, Vice-Rector Berbente and Management Department Head Dan Ardeala to discuss amendment to the sub-contract and ways to work together more efficiently to reach CBE goals. Received assurances that concerns with E-mail connection and personnel vacancies would be dealt with promptly.
- Reviewed opportunities for generating funds through consulting projects, seminars and other means with Center directors at ASE, Craiova and Timisoara. Confirmed that ASE had already exceeded 1995 business plan goals for outside funding by more than 33%.

IMMEDIATE IMPACT:

- Through efforts of the American team and counselors-in-training in Constanta, a Seattle-based company has found a likely business partner involved with the shipping industry near Mangalia. Discussion between the two principals is proceeding satisfactorily at last report.
- Arranged exploratory meetings between an American investor and a Romanian medical products firm.

HIGHLIGHTS:

Completed:

- Positive results from meetings arranged for participants of the 1995 WSU Trade Mission
- Cooperative arrangement with Citizens Democracy Corps to provide series of training programs to our respective clients.

Planned:

- Continue to press for timely installation of E-mail and Internet capability at the Center for Business Excellence.

TO: Bob Tolar, Director, WSU/SBDC International Programs
 FROM: Jim Marten, Director of Training
 DATE: June 6, 1995
 RE: Activity Report for May, 1995

SERVICES PROVIDED SUMMARY FOR JIM MARTEN (CONTACT HOURS)

	Training	Consultation
Counselors/ Faculty	13	5
Students	42	5
Government Officials	0	0
Business Community	184	9.5
Journalists/Media	0	0
Other Groups	0	0

OVERALL PROJECT IMPLEMENTATION REPORT

Counselor Training

Professional Business Counselor Certifications	0
Master Business Counselor Certifications	0

Total Center System Business Manager Training

Seminar attendance by business managers	78
Seminar attendance by students	64
Seminar attendance by government officials	0
Seminar attendance by others	0

Management Training Program Only

State-owned enterprises participating	10
Consultations with management teams	4
Seminar attendance by managers of state enterprises	104

INDIVIDUAL HIGHLIGHTS

Completed:

- * 1995 Management Training Program:
 - Designed and delivered second set of three sessions for participating firms in Timisoara and Brasov
 - Involved counselors from ASE and CBE in design and delivery of training component
 - Worked with CBE counselors to develop objectives for final project
 - Worked in cooperation with Peace Corps Volunteer at ASE to deliver customer research segment of Program
 - Developed Program evaluation for participants to ascertain level of satisfaction, Program usefulness and future implementation plans

- Designed and organized final three sessions of Program to be delivered in June, 1995
 - Discussed need for and interest in follow-on training with selected participants of the Program
- * Other Activities:
- Designed and delivered two separate training programs for Center clients in the areas of company presentations and effective team building.

Planned:

- * 1995 Management Training Program
- Design and deliver final three sessions of Program to participating firms in Timisoara and Brasov
 - Coach counselors in helping participating firms to complete their final project in a timely and professional manner
 - Complete survey of Program participants to create key Program improvement points.
 - Further develop participating counselor skills in being a resource to participating firms
 - Conduct review and revision meetings of Program with members of counseling and training teams
- * Counselor Training
- Develop strategy for facilitating co-counseling activity between PBC and MBC candidates
 - Begin logistical arrangements for holding next Master Business Counselor training in summer, 1995

Institution Building:

- * Further defined a standardized training protocol for all CBE training programs
- * Continued training of counselors on Quality Management issues as part of Management Training Program
- * Continued Center cooperation with other Non-Governmental Organizations active in the Small Business Development field

Sustainability:

- * Began preliminary strategy development for contract training services to be offered by the CBE
- * Coached counselors involved with the Management Training Program in effective training techniques and systems

**SBDC INTERNATIONAL PROGRAMS, WSU VANCOUVER
ROMANIAN PROJECT ACTIVITY - JUNE 1995
PREPARED BY BRETT ROGERS - WSU CHIEF OF PARTY**

OVERVIEW:

June marked the departure of Peter Quist as Chief of Party and my assumption of the duties of that position. The first third of the month was spent working in tandem as I learned the financial reporting system and multiple administrative responsibilities incumbent on the Chief of Party. A variety of contacts, both Romanian and American needed to be apprised of the change within our organization and reassurances given of our intention to continue to work effectively with our partner agencies and organizations.

Given the demands placed on our time and the necessity for using that limited period to best advantage, less time was devoted to normal Business Development Specialist duties than was the case in months prior. Every indication is that the responsibilities of Chief of Party will limit the amount of time devoted to direct client contact and counselor interaction. However, the addition of Shannon Alexander and Yvonne Rudman to the American team has lent new energy and enthusiasm to the project. Coupled with the "can-do" energy of Jim Marten, I am confident that there will be an overall increase in the level of accomplishment in the months ahead. I feel fortunate to head a team comprised of such able people.

Indications exist that the challenges we have been experiencing with aspects of the subcontracts will be promptly resolved. Arrangements have been made for me to meet with representatives of the WSU Controller's Office and SBDC staff at the lead center in Pullman to refine reporting requirements and become more familiar with the constraints imposed by U.S.A.I.D. and WSU Sponsored Projects. Optimism is rising among our Romanian colleagues that the changes getting under way will ameliorate some of the accumulated frustration.

INSTITUTION BUILDING:

- In cooperation with Bob Webster, Director of Citizens Democracy Corps, Romania, presented seminar in Effective Sales Techniques for clients of CBE, CDC and ASE.
- Met with Romania Development Agency officials and representatives of CRIMM, FAIR, CIMP and CBE to discuss National Conference for Small Business Service Centers.
- In new role as Chief of Party, met with other AID Contractors, Romanian Government Agencies, and a variety of public and private entities.

SUSTAINABILITY:

- Reviewed opportunities for generating funds through consulting projects and training programs. Potential opportunities exist with the Transylvania POF, ACDI and the Ministry of Youth and Sports.

IMMEDIATE IMPACT:

- Through efforts of the American team a Spokane-based company arranged for a trial installation of their product on railroad engines of the CFR. The potential for a \$250,000 order exists if the trial is satisfactory.

HIGHLIGHTS:

Completed:

- Internet connection in place and operating at the Center for Business Excellence
- New members of the American team in place and becoming productive.

Planned:

- Continue to press for timely installation of Local Area Network at CBE and to upgrade linkages at other Centers so that E-mail can be functioning reality.

TO: Bob Tolar, Director, WSU/SBDC International Programs
FROM: Jim Marten, Director of Training
DATE: July 7, 1995
RE: Activity Report for June, 1995

SERVICES PROVIDED SUMMARY FOR JIM MARTEN (CONTACT HOURS)

	Training	Consultation
Counselors/ Faculty	5.5	15
Students	0	8
Government Officials	0	0
Business Community	181	6
Journalists/Media	0	0
Other Groups	0	0

OVERALL PROJECT IMPLEMENTATION REPORT

Counselor Training

Professional Business Counselor Certifications	0
Master Business Counselor Certifications	0

Total Center System Business Manager Training

Seminar attendance by business managers	15
Seminar attendance by students	7
Seminar attendance by government officials	0
Seminar attendance by others	16

Management Training Program Only

State-owned enterprises participating	10
Consultations with management teams	5
Seminar attendance by managers of state enterprises	62

INDIVIDUAL HIGHLIGHTS

Completed:

- * 1995 Management Training Program:
- Designed and delivered final three sessions of Program to participating firms in Brasov and Timisoara and received Program deliverables from each team

- Coached counseling teams in Bucharest and Timisoara on methods of insuring successful client completion of Program Final Project
- Completed final Program wrap up including both Koltai and Participant evaluations, comparison of Program budget to expenses, and translation of all Program deliverables.
- Began preliminary Program revisions with staff of Centers in order to improve effectiveness of next Program
- * **Counselor Training**
 - Initiated training for two new counselors at Timisoara Center towards Professional Business Counselor Certification
 - Coordinated MBC and PBC candidate cross training between CBE and Constanza counseling teams
- * **Other Activities:**
 - Developed database and reporting program for analysis of Koltai seminar evaluation forms
 - Finalized budgeting and expense tracking program for training projects

Planned:

- * **1995 Management Training Program**
 - Complete Program revision meetings with participating Center staff in order to make necessary improvements to Spring 1995 Program
 - Finalize pre-planning strategy for Spring Program.
 - Begin solicitation of potential host city partners
- * **Counselor Training**
 - Finalize revisions to PBC certification program and begin approval and adoption process
 - Create preliminary revised PBC training modules and certification test
 - Organize 1995 Network Team meeting tentatively scheduled for August, 1995
- * **Other**
 - Network with other USAID programs in country regarding furnishing customized training programs

Institution Building:

- * Drafted preliminary proposal for revision and transfer of Professional Business Counselor training program to Romanian team.

Sustainability:

- * Began development of contract training process, including methodologies and bidding procedures

SBDC INTERNATIONAL PROGRAMS, WSU VANCOUVER
ROMANIA PROJECT REPORT: JUNE 1995
BY: SHANNON ALEXANDER

HIGHLIGHTS

Completed:

- Established face-to-face contact with directors and counselors at three of the four WSU American/Romanian centers.
- Completed planning for a tourism conference sponsored by the Timisoara Chamber of Commerce.
- Established a good professional contact at the Timisoara Chamber of Commerce.
- Developed questionnaire as a survey tool to use when contacting American and American/Romanian Joint Venture companies for information on their human resources activity.

Planned:

- Will establish contact with fourth and final center in Craiova in July. Goal is to continue to develop close, ongoing communication between American/Romanian and Romanian/Romanian counseling teams.
- Will present at the Timisoara Chamber of Commerce's tourism conference on July 12, 1995.
- Will begin to establish contacts in the tourism industry.
- Will contact American and JV companies for information on their current human resource activity and future needs for training and information in this area.



SBDC INTERNATIONAL PROGRAMS, WSU VANCOUVER
ROMANIA PROJECT ACTIVITY JUNE 1995
BY: SHANNON ALEXANDER

INSTITUTION BUILDING:

Definition: Helping develop capacity within institutions to better address needs in the transition economy and the free market economy to come. This may include faculty and administrator training, developing new programs (e.g., MBA, human resource management, continuing education, etc.)

- Met with CBE counselors Florin Danalache and Dumitru Constantin, and WSU specialist Yvonne Rudman concerning the development of the Human Resources Center at the Politehnica. Florin will gather information on the companies participating in a June 29th Job Fair at the main campus of the Politehnica. Dumitru will begin to develop private human resources training for a local cosmetic company. Yvonne will meet with AISEC representatives at ASE to develop direct contact with students. Yvonne and I will meet to divide a list of American companies and American/Romanian joint ventures operating in Romania in order to contact and survey them on their current Human Resources abilities and future needs.
- Established my first contact with ASE center with goal of establishing a strong network between centers.
- Established my first contact with Timisoara center with goal of establishing a strong network between centers. Two days of meetings included discussions on human resources, tourism, TQM, with PBCs and new counselors in training. Helped define specifics of counselor training with Training Director, Jim Marten, for a new counselor.

SUSTAINABILITY:

Definition: The capacity of the host country to carry on a program after USAID funding and US trainers are gone. This is a philosophical commitment to the program as well as a willingness to commit financial and human resources necessary to perpetuate it.

- Met with Monsieur Legros, president of Citiroum, a private company located on the campus of the Politehnica. Citiroum, with offices in both Bucharest and Paris, is a center dedicated to aiding international companies wishing to develop and operate their businesses within Romania. Currently, Citiroum operates 10 hotel rooms and a conference room at their center on campus for their business contacts. Their main project, however, is the development of a major business park in Bucharest, complete with office space, show rooms, and hotel rooms. This project is already underway with an existing building undergoing renovations. The purpose of this visit was to determine if there were any overlapping services offered by Citiroum and the CBE on the Politehnica campus, as well as to build future contacts.

- Toured the French Cultural Center with Adeline, a project director at the center. The Center publishes a monthly calendar of events. Their library is open to the public and contains research materials and has computing capabilities.
- Met Menuta Ivoescu, a counselor at the Timisoara Chamber of Commerce, to plan a tourism conference at the Chamber on July 12th. This conference will be the first tourism conference sponsored by the Timisoara Chamber and will gauge the interest of businesses in future programs. Our counselors will be invited to attend, as well as private and public sector representatives involved in the tourism industry. At the suggestion of counselor Marius Dalota, Dean Filip Patac at Cantemire University, Timisoara, will also be invited, as this private university is developing coursework on the subject of tourism.

IMMEDIATE IMPACT

Definition: The program results in immediate changes for the better within the country--e.g., it puts "food on the table" if it is an agricultural program, or it increases profits, broadens markets, etc. if it is a management training program.

- Co-counseled Mr. Doru Trifan, president of Fiesta Romana, an outerwear manufacturer in Bucharest. Mr. Trifan is looking for export markets in Germany and USA. Our action will be to research distributors in these countries that would provide a good fit for his company. Another action will be to make contact with professionals who have direct experience in choosing and working with distributors in order to increase the likelihood of finding a good distributor to represent Fiesta's product internationally.

SBDC International Programs, WSU Vancouver
Romania Project Activity: June 1995
By: Yvonne Rudman, Public Administration Liaison

Institution Building:

Brett Rogers, Chief of Party, and I had a series of meetings to familiarize me with the CBE and to outline in greater detail my assignment. Also I had several meetings with Cezar Scarlat to outline a preliminary list of agencies and ministries important to the sustainability of the Center.

Sustainability:

Donors Conference, Budapest

Attended conference in Budapest enroute to Bucharest. A more detailed report has been separately compiled and submitted.

Human Resource Training, POF, Brasov.

Lloyd Thorsen of Cooper's & Lybrand and I met to discuss a human resource training program for the POF staff in Brasov. Mr. Ghita, director of the POF human resource dept., has requested an internal training program for POF staff which consists of 103 professional and non-professional staff. Among the goals of the training program, Thorsen requested that there be components addressing how the POF could use consultants more effectively and how staff can instill more trust of the POF with their clients. Thorsen indicated that the training program would receive full support of Mr. Fercala, POF pres., and Mr. Firu, POF vice-pres. He also said that the POF has a budget for human resource training.

Contact persons are: Tony Perram of Cooper's & Lybrand, Anca and Codruta and Mr. Ghita. Florin Danalache and Jim Marten have expressed interest in coordinating this training program.

ACDI, Training program, Jim Herne

ACDI provides technical assistance for food processors, i.e. millers, bakers, meat processors. Herne is in the process of organizing 6-8 one day seminars around the country and is interested in the CBE providing the business training component for these seminars. Of particular interest is having Romanian business counselors conduct the seminar training.

As a first step, he suggested that a counselor from the CBE attend their October seminar session in preparation for the one day seminars which are anticipated to begin in February 1996. Jim Marten did cooperative training with ACDI while he was with the Peace Corps and would be familiar with the training needs that they have.

Romanian-American Enterprise Fund.

Nicolae Ivan, Investment officer for RoAEF, explained the organization's structure and objectives. There are two primary objectives: (1) to become a profitable organization which sustains itself through successful investment in carefully selected companies; (2) to start a capital market. By October 1995, there will be three divisions operating within RoAEF. The first and the only one which is functional at this time is the Venture Capital division which makes investments of \$200,000 to \$3M. The other two divisions will be subcontracted out by September. The second division is the Small Business Division which will make loans of \$5,000-\$200,000 and the third division is the Micro Loan division which will focus on SME development.

Since April 1, 1995, 400 firms have applied, 9 were selected by the Romanian staff for consideration and on June 1, 1995, 3 were approved by the Board which operates out of Washington, D.C. The three companies selected were private enterprises: (1) joint-venture textile company; (2) cosmetic company; (3) porcelain manufacturer.

Sometime this fall, RAEF will move its offices from the Rokura Business Center in the Dorobanti Hotel to a new building in the neighborhood of the American embassy.

The loan application process is multi-leveled. First, companies must meet the criteria of a preliminary screening process conducted by phone. Companies qualifying then fill out an application with a business plan included. After a due diligence process conducted in Romania selected companies are recommended for consideration by the board in Washington. The approved companies receive acceptance memo and begin their association with the fund.

Citiroum, Monsieur Legros

Shannon Alexander and I met with Director Legros at Citiroum to learn about their operation and to investigate the possibilities of sharing resources. Mr. Legros has been director of Citiroum on the Polizu campus for five years. The private organization assists international companies wanting to establish business contacts in Romania. The facility on the Polizu campus contains a hotel and business amenities for businesspeople to use as a home base in Bucharest.

Citiroum's main activity is the development of the French Village Commercial Center which includes showrooms, business offices and hotel rooms.

SBDC Timisoara, Anca Dragoi

Through her membership and contacts with the Rotary Club in Timisoara, Anca has arranged for the President of the Bucharest Rotary Club, Mr. Valeriu Carpanu, to contact the CBE. Cezar and I will then meet with him or attend a Rotary meeting.

CRIMM

Mihaela Minulescu and I met with Laurentiu Tacheiu. He provided me with literature explaining the organization's mission and completed projects.

CRIMM, as the CBE, is concerned with sustainability of its organization once international funding is no longer available. We discussed the upcoming National Directors Conference and the network that may develop from continued interactions between centers around the country.

Black Sea University, Maria Popescu

Brett Rogers and I met with Ms. Popescu as she prepared the business training course for elementary and intermediate educators. The class requires a minimum of fifteen participants; at that time only three had signed up. Since then the conference has been cancelled for lack of participants. Strategies for successful promotion of the same class next year is being developed.

U.S. Commerce Department, Corina Luca

Ms. Luca has provided us with a list of American companies in Bucharest. We intend to interview their internal personnel offices to find out how their employees were recruited. A questionnaire has been prepared inquiring about hiring procedures, employees evaluation mechanisms, etc.

The potential for arranging internships at these companies will also be investigated.

Ms. Lucas gave me a copy of "focus Romania" and suggested that the CBE contact its editor Neil Barrett. CHIMP had an article in the last issue describing its management program; the CBE should consider writing an article to publicize its services in this journal and similar publications. The Commerce Department also should be kept apprised of seminars that the CBE offers. They are willing and able to supply this information to companies in need of this service.

The Director, Florin Gheorghisor, was unavailable at this time.

American Cultural Center, Lili Stoian.

This Center is interested in sharing resources and information regarding development of SMEs. They are in the process of compiling a directory of service providers which includes the organization's mission statement and the resources they have available. When the resources at the CBE are catalogued, the American Cultural Center is interested in having this list so that they can refer businesses to the CBE for specific resource use.

RDA, contact person: Angela Balan.

Cezar Scarlet introduced me to Mrs. Balan. Our initial meeting consisted of Mrs. Balan familiarizing me with RDA mandates; among them being the facilitation of concrete programs to enhance SME development.

CBE's relationship with the University was perceived as a unique and valuable asset. Training and development of the 'next generation of business people' according to Balan is an important goal. CBE's human resource projects may be of particular interest to RDA in regards to its employment goals.

She gave me copies of Government decision No. 805 and Ordinance 25. Under Ordinance 25, Chapter IV, Article 10, the RDA is authorized to financially support training programs which support SME development. Sustainability of CBE could in part be tied to this source of funds. Our meeting occurred the week prior to the National Director's conference. A follow up meeting is planned for the week of July 18 during which we can discuss the conference and the RDA's and CBE's common goals.

TeleAmerika.

March 15, 1995, TeleAmerika filmed a CBE customer service training seminar. Mihaela Minulescu and Mr. Konstaninov discussed editing the film for broadcast. Mr. Konstantinov has since left the station but we are pursuing the project with Mr. Dragosi.

USAID, Economic Restructuring, Sector Meeting

Attended monthly sector meeting. Richard Hough discussed budgetary decisions being made in Congress at the present time which will affect USAID programs in Romania. Direct After the meeting I met with Lloyd Thorsen of Cooper's and Lybrand in Brasov and discussed human resource training for the POF.

Learned of World Learning, an organization that will be networking with private and public sector organizations to facilitate SME development. Contact person: Mark Parkison. No contact number available yet.

Immediate Impact:

Job Fair sponsored by Soros Foundation.

Florin Danalache, Dumitru Constantin, Shannon Alexander and I met to discuss CBE involvement in a Job Fair sponsored by SOROS Foundation. Since students have just completed this academic year, it was agreed this would be an opportune time for CBE to assist students searching for employment to build job hunting, resume writing and interviewing skills. Participating companies will also be targeted for training in how to interview prospective employees.

SBDC International Programs, WSU Vancouver
Romania Project Report: June 1995
By: Yvonne Rudman, Business Development Specialist

Highlights:

Completed

- Contacted the following organizations
 - RDA
 - ACDI
 - U.S. Department of Commerce, Bucharest
 - American Cultural Center
 - Romania/American Enterprise Fund
 - Cooper's & Lybrand and the POF
- - TeleAmerika
 - Black Sea University
 - Ovidius University, Constanta
 - USAID
- Preliminary arrangements for training programs for ACDI and POF made

Planned

- Joint meetings with Cezar Scarlat, Director of CBE to:
 - Chamber of Commerce
 - Municipal Government
 - Sector Governments
 - Ministries of: Education, Industry, Youth and Sports, Labor
- Human Resource interviews with American companies in Bucharest about their hiring practices and potential internships for University students
- Follow-up meetings with established contacts
- Data base reporting for CBE, improve reporting system
- Meeting with Mr. Muresan and Florin at the Ministry of Work and Social Protection
- Further development of Job Fair and Training programs
- Meetings with Mihaela Minulescu to Chambers of Commerce for several countries
- PHARE meeting with Ms. Minulescu investigating whether small agricultural loans are available
- Meeting at AISEC to develop human resource projects with student organizations
- International Executive Corps meeting
- Attend National Director's Meeting to meet other participants and make appointments

MONTHLY CENTER ACTIVITY REPORT WASHINGTON STATE UNIVERSITY ROMANIA PROJECT

The following activity report is to be submitted by the Center to the WSU Chief of Party before the 10th of the month following each period. Please be brief and specific. Use another sheet of paper if necessary for additional activity information.

CENTER LOCATION: CRAIOVA

FOR THE TIME PERIOD OF: 01 - 30 Aprilie 1995

COUNSELING ACTIVITIES:

Number of Clients Counseled(count only once in each column, see footnotes for definitions*):

New:	<u>16</u>	Female:	<u>8</u>
Returning:	<u>9</u>	Male:	<u>22</u>
New Returning:	<u>5</u>		
TOTALS:	<u>30</u>	(should be equal)	<u>30</u>

Number of Counseling Sessions:

In Center:	<u>20</u>
At Company:	<u>10</u>
TOTALS:	<u>30</u>

Actual Counseling Hours:

In Center:	<u>40</u>
At Company:	<u>20</u>
TOTALS:	<u>60</u>

SEMINAR/TRAINING ACTIVITIES:

Date	Length	Title	Overall Evaluation
1. <u>11, IV</u>	<u>2 hrs.</u>	<u>Human resources management</u>	
2. <u>25, IV</u>	<u>2 hrs.</u>	<u>The contents and the importance of</u>	
3. _____	hrs.	<u>marketing program</u>	
4. _____	hrs.		
5. _____	hrs.		
6. _____	hrs.		

Total Number of Attendees(count only once in each column by main classification):

Business:	<u>20</u>	Female:	<u>11</u>
Student:	<u>8</u>	Male:	<u>23</u>
Government:			
Non Government:			
Counselor:	<u>6</u>		
Other _____:			
TOTALS:	<u>34</u>	(should be equal)	<u>34</u>

OTHER CENTER ACTIVITIES(briefly specify date, type, length, attendance, and impact):

Examples: Sponsored conferences, trade missions, important contacts, specialized research, etc.

Completed: 30 hours spent at center for documentation

Planned: _____

Report submitted by: F. Avilley Date: 30 IV 1995

*New: Registered in reporting period and counseled only on first visit.

Returning: Registered prior to reporting period.

New Returning: Registered in reporting period, counseled more than first visit.

MONTHLY CENTER ACTIVITY REPORT WASHINGTON STATE UNIVERSITY ROMANIA PROJECT

The following activity report is to be submitted by the Center to the WSU Chief of party before the 10-th of the month following each period. Please be brief and specific. Use another sheet of paper if necessary for additional activity information.

CENTER LOCATION: Academy of Economic Studies Bucharest

FOR THE TIME PERIOD OF : 1 April - 30 April 1995

COUNSELING ACTIVITIES :

<u>Number of Clients Counseled</u> (count only once in each column, see footnotes for definitions*):			
New:	11	Female:	4
Returning	18	Male	25
New returning			
TOTALS	29	(should be equal)	29

<u>Number of Counseling Session</u>		<u>Actual Counseling Hours:</u>	
In Center :	26	In Center:	29
At Company	3	At Company :	10
TOTALS :	29		

SEMINAR / TRAINING ACTIVITIES :

<u>Date</u>	<u>Length</u>	<u>Title</u>	<u>Overall Evaluation</u>
1.04.04	3 hrs	Planing	
2.25.04	3 hrs	Decision making	4.8
3.	hrs		4.9
4.	hrs		
5.	hrs		
6.	hrs		

Total Number of Attendees (count only once in each column by main classification):

Business:		Female:	6
Student:		Male:	6
Government:			
Non Government:			
Counselor:			
Other:	12		
TOTALS:	12	(should be equal)	12

OTHER CENTER ACTIVITIES (briefly specify date, type, length, attendance, and impact):

Examples: Sponsored conferences, trade missions, important contacts, specialized research, etc. Completed:

-The Center has assisted two enterprises, (Center's clients), in obtaining credit in the amount of 50 billion lei each. The enterprise mentioned are: S.C.ADORA s.r.l. located in Tg.Ocna, and S.C.MOBINPEX s.r.l from Bucharest.

-During the period between 25-27 April 1995, Prof.Dr.Ioan Ursachi participated in the round table discussions regarding the subject "HRM", at the symposium "CAREER DAYS" organized by AIESEC

Planned:

-6 students from the Academy of Economic Studies will visit the center in June as a three week internship designed to educate them in the area of business counselling.

-The center is designing a syllabus to be used for this internship and for others to follow in the future.

Report submitted by: IOAN URSACHI

Date: MAY 03, 1995

*New: Registered in reporting period and counseled only on first visit.
Returning: Registered prior to reporting period
New Returning: Registered in reporting period, counseled more than first visit.

MONTHLY CENTER ACTIVITY REPORT
WASHINGTON STATE UNIVERSITY ROMANIA PROJECT

The following activity report is to be submitted by the Center to the WSU Chief of Party before the 10th of the month following each period. Please be brief and specific. Use another sheet of paper if necessary for additional activity information.

CENTER LOCATION:

TIMISOARA

FOR THE TIME PERIOD OF:

APRIL

COUNSELING ACTIVITIES:

Number of Clients Counseled(count only once in each column, see footnotes for definitions*):

New:	<u>14</u>	Female:	<u>5</u>
Returning:	<u>27</u>	Male:	<u>39</u>
New Returning:	<u>3</u>		

TOTALS: 44 (should be equal) 44

Number of Counseling Sessions:

In Center:	<u>57</u>
At Company:	<u>12</u>

Actual Counseling Hours:

In Center:	<u>78.5</u>
At Company:	<u>29.5</u>

TOTALS: 69 108

SEMINAR/TRAINING ACTIVITIES:

Date	Length	Title	Overall Evaluation
1. _____	hrs. _____	MARIAN MOCAN are involve in training	
2. _____	hrs. _____	2 new counselors for the center.	
3. _____	hrs. _____	2 hours / week. Mybe new counselors	
4. _____	hrs. _____	will start to work at the center.	
5. _____	hrs. _____	this month (May).	
6. _____	hrs. _____		

Total Number of Attendees(count only once in each column by main classification):

Business:	_____	Female:	_____
Student:	_____	Male:	_____
Government:	_____		
Non Government:	_____		
Counselor:	_____		
Other _____:	_____		

TOTALS: _____ (should be equal) _____

OTHER CENTER ACTIVITIES(briefly specify date, type, length, attendance, and impact):

Examples: Sponsored conferences, trade missions, important contacts, specialized research, etc.
Completed: * The Center are involve in Business Training Program (Tiu) The counselors work with companies at their work-places. To do their homework.

Planned: * The Center made 12 files for Romanian credit (3 miliarde) and will wait an answer from banks.

Report submitted by: SIMONA IOVANUT Date: 9.05.1995

*New: Registered in reporting period and counseled only on first visit.
Returning: Registered prior to reporting period.
New Returning: Registered in reporting period, counseled more than first visit.
2/7/95

**University POLITEHNICA of Bucharest
Center for Business Excellence**

MONTHLY CENTER ACTIVITY REPORT

on

WASHINGTON STATE UNIVERSITY - ROMANIAN PROJECT

The following activity report is to be submitted by the Center for Business Excellence to the WSO Chief of Party before the 10th of the month following each period

For the time period:

April 1995

COUNSELING ACTIVITIES

Number of clients counseled (count only once in each column; see footnotes for definitions*)

New	20		
Returning	26	Male	42
New returning	4	Female	8
TOTALS	50	(should be equal)	50

Number of counseling sessions

Actual counseling hours

In Center	63	In Center	112
At company	9	At company	29.5
TOTALS	72		141.5

SEMINAR/TRAINING ACTIVITIES

Date	Length	Title	Overall evaluation
1. April 4:	2 hrs:	Computerized Business Accounting (Francisc Bodo, PBC/CBE); 21 attendees:	
			3.79
2. April 6:	2 hrs:	Market Research (Mihai Stoica, CBE); 13 attendees:	3.84
3. April 11:	2 hrs:	Business Negotiation (Cezar Scarlat, MBC, CBE); 30 attendees:	3.66
4. April 13:	2 hrs:	The Manager's Profile (Florin Danalache, PBC/CBE); 13 attendees:	4.10
5. April 27:	2 hrs:	Financial Reports (Mihai Stoica, CBE); 14 attendees:	3.85
6. April 27:	4 hrs:	Business Management Poiana Brasov (Dan Ardelea, CBE); 18 attendees:	4.46
7. April 27:	4 hrs:	Business Management Poiana Brasov (Dan Ardelea, CBE); 25 attendees:	4.79
8. April 28:	4 hrs:	Business Organization Poiana Brasov (Cezar Scarlat, MBC/CBE); 24 attendees:	4.71
9. April 28:	4 hrs:	Business Organization Poiana Brasov (Cezar Scarlat, MBC/CBE); 33 attendees:	4.88

* New - registered in reporting period and counseled only on first visit

Returning - registered prior to reporting period

New returning - registered in reporting period, counseled more than once

MONTHLY CENTER ACTIVITY REPORT WASHINGTON STATE UNIVERSITY ROMANIA PROJECT

The following activity report is to be submitted by the Center to the WSU Chief of Party before the 15th of the month following each period. Please be brief and specific. Use another sheet of paper if necessary for additional activity information.

CENTER LOCATION: CRAIOVA

FOR THE TIME PERIOD OF: 01 - 31 Mai 1995

COUNSELING ACTIVITIES:

Number of Clients Counseled (count only once in each column, see footnotes for definitions*):

New:	<u>13</u>	Female:	<u>7</u>
Returning:	<u>3</u>	Male:	<u>22</u>
New Returning:	<u>7</u>		

TOTALS 23 (should be equal) 29

Number of Counseling Sessions:

In Center	<u>11</u>
At Company	<u>10</u>

Actual Counseling Hours:

In Center	<u>38</u>
At Company	<u>20</u>

TOTALS 21 58

SEMINAR/TRAINING ACTIVITIES:

Overall
Evaluation

Date	Length	Title
1.03.95	2 hrs.	Promotion and advertising in business
2	hrs.	
3	hrs.	
4	hrs.	
5	hrs.	
6	hrs.	

Total Number of Attendees (count only once in each column by main classification):

Business	<u>10</u>	Female	<u>5</u>
Student	<u>3</u>	Male:	<u>10</u>
Government			
Non Government			
Counselor	<u>2</u>		
Other			

TOTALS: 15 (should be equal) 15

OTHER CENTER ACTIVITIES (briefly specify date, type, length, attendance, and impact)
Examples: Sponsored conferences, trade missions, important contacts, specialized research, etc

Completed: 30 hours spent at center for documentation

Planned: _____

Report submitted by F. B. [Signature] Date: 31.V.1995

*New Registered in reporting period and counseled only on first visit.
Returning Registered prior to reporting period.
New Returning Registered in reporting period, counseled more than first visit
2/7/95

MONTHLY CENTER ACTIVITY REPORT
WASHINGTON STATE UNIVERSITY ROMANIA PROJECT

The following information is provided by the staff on the very first of party before paper if necessary for additional activity information.

CENTER LOCATION: Academy of Economic Studies Bucharest

FOR THE TIME PERIOD OF: 1 May - 31 May 1995

COUNSELING ACTIVITIES:

Number of Clients Counseled (count only once in each column, see footnotes for definitions):

New:	31	Female:	17
Returning	11	Male:	26
New returning	1		

TOTALS 43 (should be equal) 43

Number of Counseling Sessions:

In Center:	43	<u>Actual Counseling Hours:</u>	
At Company	-	In Center:	42,5
		At Company:	-

TOTALS: 43

SEMINAR / TRAINING ACTIVITIES:

Date	Length	Title	Overall Evaluation
1.09.05	3 hrs	Motivation	
2.30.05	3 hrs	Formal and informal organization	4.9
3.	hrs		4.9
4.	hrs		
5.	hrs		
6.	hrs		

Total Number of Attendees (count only once in each column by main classification):

Business:		Female:	6
Student:		Male:	6
Government:			
Non Government:			
Counselor:			
Other:	12		

TOTALS: 12 (should be equal) 12

OTHER CENTER ACTIVITIES (briefly specify date, type, length, attendance, and impact):

Examples: Sponsored conferences, trade missions, important contacts, specialized research, etc.

Completed:
-Professor Ion Naftanaila, the Center's PBC, has begun the international training programme on May 14 in Pullman, Washington (WSU). The end of this programme is scheduled for June 10.

Planned:

-Will participate at the end the month (June 1995) in the business center development conference, organized by ARD, including all consulting centers. The purpose of this conference is to sign an agreement designed to better define assistance (financial and other) between ARD and the business development center.

-On June 15, Professor Ursachi will participate in the project evaluation committee at C.R.I.M.M. to support local development and international business relations.

Report submitted by: Prof. Dr. Ioan Ursachi *C. Ursachi* Date: 06.01.1995

*New: Registered in reporting period and counseled only on first visit.

Returning: Registered prior to reporting period

New Returning: Registered in reporting period, counseled more than first visit.

University POLITEHNICA of Bucharest Center for Business Excellence

MONTHLY CENTER ACTIVITY REPORT ON WASHINGTON STATE UNIVERSITY - ROMANIAN PROJECT

The following activity report is to be submitted by the Center for Business Excellence to the WSU Chief of Party before the 10th of the month following each period

For the time period:

May 1995

COUNSELING ACTIVITIES

Number of clients counseled (count only once in each column; see footnotes for definitions)

New	8	Male	33
Returning	25	Female	2
New returning	2		
TOTALS	35		35

Number of counseling sessions

Actual counseling hours

In Center	34	In Center	64
At company	1	At company	2
TOTALS	35		66

SEMINAR/TRAINING ACTIVITIES

	Date	Length	Title	Overall evaluation
1.	May 4	2 hrs	Business Innovation Assessment (Andrea Banescu, CBE assoc.)	6 attendees 3.85
2.	May 9	2 hrs	How to Present Your Business (Jim Marten, CBE)	9 attendees 4.17
3.	May 11	2 hrs	The Business Budget (Cornel Teaha, UPB)	11 attendees 4.05
4.	May 16	2 hrs	Business Public Relations (Mihaela Minulescu, CBE)	15 attendees 3.78
5.	May 18	2 hrs	Business Organization (Cornel Teaha, UPB)	9 attendees 3.92
6.	May 23	2 hrs	Sales Promotion (Cornel Teaha, UPB)	20 attendees 4.12
7.	May 25	2 hrs	Business Management Team (Jim Marten, CBE)	6 attendees 4.13
8.	May 30	2 hrs	Market Analysis (Mihaela Minulescu, CBE)	5 attendees 3.82
9.	May 15	3 hrs	Interview technique (Mihaela Minulescu, Ctin. Dumitru, CBE)	25 attendees

*New - registered in reporting period and counseled only on first visit

Returning - registered prior to reporting period

New returning - registered in reporting period, counseled more than first visit

Total number of seminar attendees (count only once in each column by main classification)

Business	55		
Student	51		
Government	--		
Non government	--		
Counselor	--	Male	73
Other	--	Female	33
TOTALS	106	(should be equal)	106

OTHER CENTER ACTIVITIES (briefly specify date, type, length, attendance, impact)

- May 2, 3, 10, 24, 25. SME National Conference. Business, Osummitto meeting at Romanian Agency for Development with ARD/RDA, CRIMM, CIMP and FAIR (UNIDO Centers Foundation) representatives.
- May 4: Quarterly USAID - Romania meeting. Highly appreciated.
- May 5: Based upon the co-operation Protocol with the Ministry of Youth and Sports - Information Center for Youth (INFOTIN) was agreed with Mr. Ursu (Center Chief) to co-organize The Spring Job Fair on May 15-17. Training materials will be developed by CBE and large impact is expected. Mediatization.
- May 5: Meeting with the Lancashire Enterprise plc representatives: Mr. Stephen Kinnock and Mr. David B. Pirne (UK) in order to explore possibilities to develop joint SME activities.
- May : Management Training Program (WSU experts and CBE Counselors); training for 5 companies on the privatization list at Brasov.
- May 2, 4, 9, 11, 16, 18, 23, 25, 30: American Business English Class, taught by Miss Cretia Rowlette, Peace Corps Volunteer, for two groups of 24 students each, 2 hours/day; organized by Peace Corps Romania, Foreign Languages Department and Center for Business Excellence from University POLITEHNICA of Bucharest.
- May 15 - June 15: A group of four CBE counselors will attend in Pullman - Washington International Business Certification Program at Washington State University.
- May 16 - 24: Trade Mission to Romania

Report submitted by Cezar Scariat, CBE Executive Director

May, 1995

Almstautz

MONTHLY CENTER ACTIVITY REPORT
WASHINGTON STATE UNIVERSITY ROMANIA PROJECT

TO: BEETT
ROGERS.

The following activity report is to be submitted by the Center to the WSU Chief of Party before the 10th of the month following each period. Please be brief and specific. Use another sheet of paper if necessary for additional activity information.

CENTER LOCATION: TIMISOARA

FOR THE TIME PERIOD OF: MAY

COUNSELING ACTIVITIES:

Number of Clients Counseled (count only once in each column, see footnotes for definitions*):

New:	<u>8</u>	Female:	<u>7</u>
Returning:	<u>22</u>	Male:	<u>26</u>
New Returning:	<u>3</u>		

TOTALS:	<u>33</u>	(should be equal)	<u>33</u>
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Number of Counseling Sessions:

In Center:	<u>33</u>
At Company:	<u>19</u>

Actual Counseling Hours:

In Center:	<u>50.5</u>
At Company:	<u>4.1</u>

TOTALS:	<u>52</u>		<u>91.5</u>
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SEMINAR/TRAINING ACTIVITIES:

Date	Length	Title	Overall Evaluation
1. <u>18.05</u>	<u>3.5</u> hrs.	<u>How to increase sales</u>	
2. _____	_____ hrs.	_____	_____
3. _____	_____ hrs.	<u>- One American point of view (Dick Seering/SH)</u>	
4. _____	_____ hrs.	_____	_____
5. _____	_____ hrs.	<u>- One Romanian point of view (Marian Hoxan)</u>	
6. _____	_____ hrs.	_____	_____

Total Number of Attendees (count only once in each column by main classification):

Business:	<u>13</u>	Female:	<u>6</u>
Student:	_____	Male:	<u>17</u>
Government:	_____		
Non Government:	_____		
Counselor:	<u>3</u>		
Other _____:	<u>7</u>		

TOTALS:	<u>23</u>	(should be equal)	<u>23</u>
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OTHER CENTER ACTIVITIES (briefly specify date, type, length, attendance, and impact):
Example: Sponsored conference, trade missions, important contacts, specialized research, etc.
Completed.

* Marian Hoxan's activity in training
two new counselors (4 hours)

Planned: _____

Reported by: Silvana Ciocanel Phone: 506 1998

*New: Registered in reporting period and counseled only on first visit.
Returning: Registered prior to reporting period.
New Returning: Registered in reporting period, counseled more than first visit.
2/7/95

APPENDIX 5

SBDC INTERNATIONAL PROGRAMS, WSU VANCOUVER
ROMANIAN PROJECT ACTIVITY: OCTOBER 1994 - MAY 1995
BY: PETER QUIST - CHIEF OF PARTY

The Washington State University Romanian Project has completed the first seven months of the 1995 fiscal year with accomplishments built on the foundations from past WSU efforts and new opportunities made available through the changing Romanian economic environment.

- **Business Counselor Training**

The Business Counselor Training program has progressed with both the addition of newly certified Professional(PBC) and Master(MBC) Business Counselors, and the initiation of new faculty into the process. Seven PBC candidates were certified in the cities of Timisoara and Craiova; one MBC candidate was certified in Bucharest. Another three PBC and six MBC candidates are very close to achieving their certification. Further specialized training is being provided to five counselors through a *Certificate in International Business* course given at WSU Pullman, WA.

Thirteen new PBC candidates entered into the training program; from Bucharest, Timisoara, and Constanta. Achieving the continuing WSU Romanian Project objective of transferring program responsibilities and activities to trained, competent Romanian personnel; the current PBC training program has been completely organized, managed, and conducted by said personnel. Initial MBC training activities and responsibilities by Romanians have also begun.

Toward the goal of expanding the number of trained Romanian business counselors and their respective business development centers, a proposal for such a training program has been submitted to the Romanian Development Agency(RDA). This proposal in turn has become a point that is now being discussed with other international funding organizations; European Union, British Know-How, and United Nations; for their Romanian staffs. A decision is to be made by the end of summer 1995.

- **Business Counseling**

As of the end of April 1995, over 2,500 hours of individual business counseling sessions have been delivered to new and returning clients of the four WSU business development center network. Recognition of the quality of business counseling available through the WSU supported network is evidenced by the client referrals from the RDA, Romanian/American Enterprise Fund, commercial banks, Chamber of Commerce, and other business development centers. New trade and business information research capabilities have expanded the counseling capabilities of the centers. An advertising campaign for the Center for Business Excellence(CBE) has been designed and will be launched in the second half of the first year.

Also, as of the end of April 1995; fifty-eight(58) seminars on various business topics have been delivered by the WSU network to nearly one thousand attendees. These seminars are focused on practical solutions to relevant business problems present in Romania today. They have been conducted by a combination of Romanian and American specialists. Requests from other organizations(Romanian and American) for such seminars attest to their successful conduct and content. Three Romanian television companies have broadcast selected seminars locally and nationally.

All four centers now have the legal status necessary for charging and collecting fees for services and products provided. Three of the four centers have begun charging for seminar attendance. The fourth center is actively working for fees by writing and submitting client business plans for loan funding and applying for a contract for monitoring and evaluating a European Union funded program. Other centers are charging for loan applications and contracts for specific company counseling and training.

- **Business Management Training for Privatizing Companies(MTP)**

The MTP was begun in March 1995 in Brasov and Timisoara. Out of an initial sixty state-owned companies nominated by the local Private and State Ownership Funds, ten were selected for this concentrated, practical business management training and counseling program. The nine training session modules were conducted by American/Romanian business counselors, with supporting counseling sessions by Romanian counselors. This training course will be completed in June 1995. The counseling and training experiences and competencies of the participating Romanians have been enhanced through their direct involvement with the MTP companies.

The MTP focused on improving the companies' customer satisfaction and profitability efforts through changes in their organization, team development, decision making and implementing processes. Initial program evaluation has been positive with the companies' willingness to design and implement specific changes. More evaluations will be conducted after the completion of the course.

- **Technological Information Access and Distribution**

Providing clients with business information and research assistance supports the counseling and training activities of the centers. Different resources are being contacted, collected, and organized for use with the available equipment and technology while preparing to be accessed and distributed through new means as well. One of the first steps in this process has been the connection to e-mail and plans for Internet. A proposal for a communication network with all of the business centers in Romania has been submitted to the RDA with the CBE as the center for such a network. Contacts and agreements for communication and information sharing have already been made with the US Department of Commerce Bucharest office.

- **Human Resource Management**

This portion of the project will be developed in the latter half of the first year with the arrival of a WSU Human Resource specialist. However, already there has been activity. An agreement of cooperation with the Ministry of Youth and Sport has been signed with the CBE which resulted in the co-sponsorship of a student Job Fair in May 1995. Another project is being explored with the European Union funded unemployment program and a loan program for businesses hiring the unemployed.

- **Special Projects**

Other projects and activities that are related to the main objectives of the grant of building the economic community within Romania have been:

In January 1995 a group of six Russian business counselors from the WSU project in Krasnyarsk, Siberia were hosted by the WSU Romania project. They visited the four centers, as well as Constanta, and participated with their Romanian counterparts in exchanges of experiences peculiar to the two countries.

Contact and discussions have been made with members from the Rotary clubs in Timisoara and Bucharest, as well as, the Lion's club in Craiova promoting the offerings and activities of the centers within the community to these leaders.

Successful organization and completion of a Trade Mission with participants from the United States interested in doing business with and/or in Romania. Promising contacts were made with businesses in Bucharest and Constanta. Support was also given to a returning 1994 Trade Mission business participant following up on contacts.

Relations with the University "Ovidius" and the Chamber of Commerce of Constanta were begun and developed with the intent of establishing a Business Development Center in that main Romanian seaport city.

Two WSU MBA interns were utilized for specialized assignments. One created a procedural manual for importing and exporting between Romania and the United States. He also worked with a previous MTP participant, who had since started his own business, to obtain a distributorship in Romania for products of an American company. The other worked directly with a Romanian water pump manufacturing company in designing a production costing software system. Both the interns and the companies were successful in their projects.

The rate of successful accomplishments will accelerate in the latter part of this first year due to the presence of a full strength staff of long-term WSU Business Development Specialists; the increasing number of trained, certified Romanian counselors and trainers; and the expanding availability of training, counseling, and information resources.

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APPENDIX 6

NATIONAL NETWORK OF CONSULTANCY AND DEVELOPMENT CENTERS FOR SME - ROMANIA

ALBA-IULIA

1. Foundation "Center for Promoting Small and Medium Sized Private Enterprises" - ALBA

OFFICE: Alba Iulia, Str. Incoronarii nr. 10, cod 2500
 CONTACT: Mr. Teodor NEAMTU - Director
 PHONE: (058)83.03.58
 FAX: (058)81.23.52
 DONORS: Chamber of Commerce, local authorities, private companies, UNDP, RDA
 FIELD OF ACTIVITY: Consultancy, assistance for private entrepreneurs

ALEXANDRIA

2. Foundation "Development Center for Small and Medium Sized Enterprises" - TELEORMAN:

OFFICE: Alexandria, Str. Dunarii nr. 178
 CONTACT: Mr. Stefan NEAGOE-president, Andrei VIDRIGHIN - director
 PHONE: (047)311787
 FAX: (01)311.07.70
 DONORS: Chamber of Commerce, local authorities, private companies, CRIMM
 Foundation, EU PHARE.
 FIELD OF ACTIVITY: Consultancy, assistance for private entrepreneurs

ARAD

3. Romanian-German Foundation - ARAD

OFFICE: Vladimirescu (Arad), Str. Garii 59
 CONTACT: Emilia NEAGU - Director, Kaspar SCHMIDHAMMER- Head Consult.Dept.
 PHONE: (057) 25.18.70
 FAX: (057) 25.56.36
 DONORS: Romanian Government, local administration, Chambers of Commerce
 and Industry, German Government, GOPA - Germany
 FIELD OF ACTIVITY: Consultancy, assistance for private entrepreneurs, training and
 professional education

BAIA-MARE

4. Foundation "Development Center for Small and Medium -sized Enterprises - MARAMURES"

OFFICE: Baia Mare, Blvd. Unirii nr.13/201, cod 4800
 CONTACT: Mr. Stefan MARINCA- president, Sorin PRELUCAN - director
 PHONE: (062)43.78.70
 FAX: (062)43.78.70
 DONORS: Chamber of Commerce, local authorities, private firms, CRIMM
 Foundation, EC PHARE.
 FIELD OF ACTIVITY: Consultancy, assistance for private entrepreneurs.

BRAILA

5. Foundation "Development Center for Small and Medium sized Enterprises" - BRAILA"

OFFICE: Braila, Calea Calarasilor, Casa de Cultura, corp D
 CONTACT: Mr. Adrian TIBULCA-president, Virgil CURCUMELI- Director
 PHONE: (039)63.62.66
 FAX: (039)63.62.66
 DONORS: Chamber of Commerce, local authorities, private companies, CRIMM
 Foundation, EU PHARE.
 FIELD OF ACTIVITY: Consultancy and assistance for private entrepreneurs

BUCHAREST

6. Center for Promotion of Small and Medium Sized Private Enterprises (UNDP-RDA Center)

OFFICE: Bucuresti, Str. Modrogan nr. 3, sector 1, PO BOX 1-701
CONTACT: Mr. John ALLEN-Chief Technical Adviser, Viorel NITU-Director
PHONE: 312.76.27, 212.26.14
FAX: 312.76.28
DONORS: Romanian Government, United Nations Development Programme.
FIELD OF ACTIVITY: Consultancy and assistance for private entrepreneurs, training programmes, coordinating supporting programmes for private entrepreneurs.

7. Foundation "Romanian Center for Small and Medium sized Enterprises"

OFFICE: Bucuresti, Str. Ion Campineanu nr. 20, etaj 3, sector 1, cod 70709
CONTACT: Mr. Laurentiu TACHICIU - General Director
PHONE: 311.19.95, 31.19.96, 311.19.97
FAX: 312.69.66
DONORS: Romanian Government, EC PHARE.
FIELD OF ACTIVITY: Coordinating programmes for supporting the entrepreneurs.

8. Romanian-American Center for Business Excellence (CBE)

OFFICE: Bucuresti, Universitatea Politehnica, Str. Polizu nr.1, corp P, etaj 2.
CONTACT: Mr. Cezar SCARLAT - Director
PHONE: 659.49.56, 312.95.81
FAX: 312.95.81
DONORS: University "Politehnica" Bucuresti, Washington State University, USAID.
FIELD OF ACTIVITY: Consultancy, assistance for private entrepreneurs, training programmes.

9. Romanian-American Center for Private Enterprises Development

OFFICE: Bucuresti, Str. Tache Ionescu nr.11, sector 1
CONTACT: Mr. Ioan URSACHI - Director
PHONE: 650.06.60, 312.96.98
FAX: 312.96.98
DONORS: Academia de Inalte Studii Economice Bucuresti, USAID.
FIELD OF ACTIVITY: Consultancy, assistance for private entrepreneurs.

10. Center for Improvement of Management Performance

OFFICE: Bucuresti, Blvd. Armata Poporului nr. 1-3, sector 6
CONTACT: Mr. Jack McIVER- president, Mrs. Carmen PANZAR - Director
PHONE: 410.01.73, 410.65.30
FAX: 311.18.13, 312.30.90
DONORS: British Government, Hertfordshire University
FIELD OF ACTIVITY: Consultancy for organization restructuring, training for managers.

BRASOV

11. Foundation "Center for Promoting Small and Medium Private Enterprises" -BRASOV

OFFICE: BRASOV, Str. 15 Noiembrie nr.40
CONTACT: Mr. Mircea SUMAN- president, Bogdan MERFEA- Director
PHONE: (068) 15.38.71
FAX: (068) 15.38.71
DONORS: Romanian Government, United Nations Development Programme, Dutch Government, Local Authorities, Chamber of Commerce
FIELD OF ACTIVITY: Consultancy, assistance for private entrepreneurs.

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BUZAU

12. Foundation "Center for Promoting Small and Medium sized Enterprises" - BUZAU

OFFICE: BUZAU, Str. Democratiei nr. 43, cod 5100
CONTACT: Mr. Valeriu UNGUREANU- president, Mrs. Cornelia BAR - Director
PHONE: (038)44.68.51
FAX: (038)44.68.53
DONORS: Chamber of Commerce, local authorities, private companies, UNDP, RDA
FIELD OF ACTIVITY: Consultancy, assistance for private entrepreneurs.

CLUJ-NAPOCA

13. Transylvania Business Center

OFFICE: CLUJ-NAPOCA, Blvd. Nicolae Titulescu nr. 4, Cod 3400
CONTACT: Mr. Radu-Adrian MLESNITA - president, Radu MODOLA- director
PHONE: (064)19.32.48
FAX: (064)19.32.47
DONORS: Romanian Development Agency, private and state companies
FIELD OF ACTIVITY: Foreign investment promotion, consultancy, assistance for private entrepreneurs.

CONSTANTA

14. Foundation "Center for Promotion of Small and Medium sized Enterprises"- CONSTANTA

OFFICE: CONSTANTA, Str. M. rcea cel Batran nr.84, Bloc MF1
CONTACT: Mr. Cornel FLOREA- president, Iulian MANOLE- director
PHONE: (041) 61.86.17
FAX: (041) 61.94.54
DONORS: Chamber of Commerce, local authorities, private companies, UNDP, RDA
FIELD OF ACTIVITY: Consultancy, assistance for private entrepreneurs

CRAIOVA

15. Foundation "Development Center for Small and Medium sized Enterprises" - DOLJ

OFFICE: CRAIOVA, Str. Eugeniu Carada nr.6
CONTACT: Mr. Constantin POPECI-presedinte, Emilian DINCA - Director
PHONE: (051)13.43.35
FAX: (051) 19.45.89
DONORS: Chamber of Commerce, local authorities, private companies, CRIMM
Foundation, EU PHARE.
FIELD OF ACTIVITY: Consultancy, assistance for private entrepreneurs

16. Romanian-American Center for Private Enterprises Development

OFFICE: University of Craiova, Facultatea de Stiinte Economice, Str. Cuza nr.13,
Camera 257
CONTACT: Dl. Florin RADU - Director
PHONE: (051) 41.89. 63
FAX: (051) 41.89. 63

CURTEA DE ARGES

17. Development Chamber- Curtea de Arges

OFFICE: CURTEA DE ARGES, Str. Mihai Bravu, bl. E15, parter, cod 0450
CONTACT: Mrs. Mihaela PETRESCU- Director
PHONE: (048)71.48.96
FAX: (048)71.48.96
DONORS: World Care International.
FIELD OF ACTIVITY: Consultancy, assistance for private entrepreneurs

GALATI

18. Foundation "Center for Promoting Small and Medium sized Private Enterprises" - GALATI

OFFICE: GALATI, Str. Eroilor nr. 13, cod 6200
CONTACT: Mr. Dan GOGONCEA- president, Marius TABACARU- consultant
PHONE: (036)460029
FAX: (036)460302
DONORS: Chamber of Commerce, local authorities, private companies, UNDP, RDA
FIELD OF ACTIVITY: Consultancy, assistance for private entrepreneurs.

IASI

19. Romanian-American Center for Private Enterprises Development

OFFICE: IASI, Blvd. Copou nr. 22, cod 6600
CONTACT: Conf. dr. Dumitru OPREA - Director
PHONE: (032) 14.47.60 ext. 222
FAX: (032) 21.21.31
DONORS: Al. I. Cuza University, USAID, University of Nebraska, Politechnical
FIELD OF ACTIVITY: Institute Gheorghe Asachi, Chamber of Commerce and Industry Iasi.
Consultancy, assistance for private entrepreneurs.

20. Foundation "Center for Promoting Small and Medium Sized Private Enterprises" - IASI

OFFICE: IASI, Str. Sarariei 16, et. 4, camera 46
CONTACT: Mr. Eduard COSTIN- President, Adrian PIEPTU - director
PHONE: (032) 21.46.80
FAX: (032) 21.46.80
DONORS: Romanian Government, United Nations Development Programme Dutch
Government, Local Authorities, Chamber of Commerce

PITESTI

21. Foundation "Development Center for Small and Medium sized Enterprises" - ARGES"

OFFICE: PITESTI, Str. Vasile Milea nr. 1
CONTACT: Mr. Octavian GUNE-presedinte, dna. Cecilia CORNATEANU- Director
PHONE: (048) 68.10.94
FAX: (048) 21.09.09
DONORS: Chamber of Commerce, local authorities, private companies, CRIMM F
FIELD OF ACTIVITY: EU PHARE
Consultancy and assistance for private entrepreneurs

SIBIU

22. Romanian- German Foundation

OFFICE: Sibiu, Str. Turismului nr. 15, cod 2400
CONTACT: Mr. Michael SCHNEIDER- director, Crinu ANDANUT - Consultant
PHONE: (069)43.64.71, (069)43.70.22
FAX: (069) 21.45.35
DONORS: Romanian Government, local authorities, Chamber of Commerce Sibiu,
FIELD OF ACTIVITY: German Government, GOPA Company - Germany.
Consultancy, assistance for private entrepreneurs. training and
professional education.

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SATU-MARE

23. Foundation "Center for Development of Small and Medium Sized Private Enterprises" - SATU-MARE

OFFICE: SATU-MARE, Piata 25 Octombrie 1, et. 5
CONTACT: Francisc PECSI- president, Gabriela BARKASZ -director
PHONE: (061) 71.78.12
FAX: (061) 71.78.13
DONORS: Romanian Government, United Nations Development Programme Dutch
FIELD OF ACTIVITY: Government, Local Authorities, Chamber of Commerce
Consultancy, assistance for private entrepreneurs.

TIMISOARA

24. Romanian-American Center for Private Enterprises Development

OFFICE: TIMISOARA, Str. Paris nr. 2A, etaj 4, cod 1900
CONTACT: Mrs. Anca DRAGOI - Director
PHONE: (056) 13.59.66
FAX: (056) 13.59.66
DONORS: Chamber of Commerce and Industry Timisoara, Agriculture University
FIELD OF ACTIVITY: Banat, Washington State University, Washington University.
Consultancy, assistance for private entrepreneurs.

25. Romanian -German Foundation - TIMISOARA

OFFICE: Timisoara, Calea Aradului 56
CONTACT: Volker PESSEL-President
PHONE: (056) 12.67.31
FAX: (056) 12.67.31
DONORS: Romanian Government, local authorities, Chamber of Commerce Sibiu,
FIELD OF ACTIVITY: German Government, COPA Company - Germany.
Consultancy, assistance for private entrepreneurs, training and
professional education.

TIRGU-MURES

26. Business Foundation Mures

OFFICE: TIRGU MURES, Str. Gheorghe Doja nr. 36, cod 4300
CONTACT: Mrs. Silvia POP - Director
PHONE: (065) 16.96.00
FAX: (065) 16.94.44
DONORS: British Know How Fund , British and romanian private enterprises,
FIELD OF ACTIVITY: Prefectura Mures.
Consultancy, assistance for private entrepreneurs.

TIRGOVISTE

27. Foundation "Center for Promoting Small and Medium Private Enterprises" - DIMBOVITA

OFFICE: TIRGOVISTE, Blvd. Castanilor 5
CONTACT: Marius MIHALACHIOIU- president, Elvira DEGERATU - director
PHONE: (045) 61.68.44; 61.12.02
FAX: (045) 61.54.34
DONORS: Romanian Government, United Nations Development Programme,
FIELD OF ACTIVITY: Dutch Government, Local Authorities, Chamber of Commerce
Consultancy, assistance for private entrepreneurs.

APPENDIX 7

LETTER OF AGREEMENT

The following is intended as clarification of the roles and responsibilities of participants in the 1995 Business Training for Managers program (BTM). It is understood that not all participants will be performing all of the duties listed below.

SECTION ONE: JOB DESCRIPTIONS AND DUTIES

COUNSELOR

The counselor will be primarily responsible for ensuring client completion of homework and training projects. The counselor's minimum responsibilities are as follows:

- 1) Contact client prior to first training session to introduce him/herself and to set first consultation session.
- 2) Either attend training sessions or study the prior session training materials in conjunction with the Training Director before meeting with a client. This is intended to allow the counselor to most effectively assist the client in the completion of the homework.
- 3) Ensure that the client teams produce the following outputs in accordance with program requirements:

	OUTPUT	DEADLINE
a)	Produce process flowchart of benefit delivery system	May 5
b)	Identify company mission	May 5
c)	Identify process improvement project	May 5
d)	Summary of customer needs based upon actual customer research and contact	May 31
e)	Process improvement plan	June 2

- 4) Provide the client teams with a minimum of three hours of counseling during each of the following time periods:
 - a) April 24 - May 5
 - b) May 16 - May 26

- 5) Provide the Training Director with all counseling reports and necessary feedback as to the progress of the client teams and needed improvements to the program.

TRAINER

The trainer is the primary designer and coach of the learning experience for the client teams. As such, it is the responsibility of the trainer to work with the Training Director to prepare materials and techniques to maximize the learning of the client teams. During the course of this project, the Trainer will:

- 1) Consult with the Training Director prior to designing any training materials or presentations to ensure an understanding of the objectives of this program and necessary training guidelines.
- 2) Two weeks prior to training date, submit proposed materials to Training Director in conjunction with Instructor Guidelines worksheet (Section Three) to ensure congruency with overall course materials and objectives. At that time, the Trainer will inform the Training Director of any needed materials, supplies, and equipment. Every effort will be made to accommodate these needs.
- 3) Provide all materials for training in typewritten form (preferably on disk) so that translation and duplication can be accomplished quickly and effectively.

SECTION TWO: COUNSELOR / TRAINER COMPENSATION

Depending upon the nature of the participation in this program, compensation or expense coverage will fall into the four categories listed below. Unless otherwise specified in writing, the following is the only compensation or expense coverage available in this program. All payments will be made direct to counselor within two weeks of payment request. Counselor will be responsible for any tax liability related to these payments.

1) Counseling Time:

Defined as time spent consulting with a participant teams of the BTM program at their business location. This compensation schedule will be in force only during the time period of the training program. Payment will be made upon presentation of counseling report form.

Counselor in Training	5,000 Lei/ Hr.
Professional Business Counselor	8,000 Lei/ Hr.
Master Business Counselor	10,000 Lei / Hr.

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2) Travel Time:

Defined as payment in excess of counseling time whenever counselor travels to Brasov. This payment can only be made if a Request For Travel Authorization has been approved prior to the travel. This is designed to compensate the counselor for time away from present duties and responsibilities.

Each day or portion of a day in Brasov for approved travel:

16,000 Lei / Day

3) Training Time:

Defined as time spent conducting training activities in front of program participants in regularly scheduled group training sessions.

Each half hour conducting training according to program guidelines and format requirements:

10,000 Lei / Half Hour

4) Travel Expenses:

Expenses for meals, hotels, and transportation will be paid for either on a "as occur" or reimbursable basis. Receipts stating the name of the vendor, date, and amounts must be furnished in conjunction with a prior approved travel authorization. (NOTE: A limit of 15,000 Lei/day can be reimbursed for meals)

The above conditions are understood and agreed to by the following parties from the date of signing until July 1, 1995.

Participant

WSU Training Director

Date

Date

FINANCIAL STATUS REPORT

(Short Form)

(Follow instructions on the back)

12R-3910-0202

1. Federal Agency and Organizational Element to Which Report is Submitted AGENCY FOR INTERNATIONAL DEVELOPMENT	2. Federal Grant or Other Identifying Number Assigned By Federal Agency EUR-0029-G-00-3050-00	OMB Approval No. 0348-0039	Page 1	of 1 pages
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3. Recipient Organization (Name and complete address, including ZIP code)
WASHINGTON STATE UNIVERSITY
ATTN: JOAN ROOT #177460
240 FRENCH ADMINISTRATION
PULLMAN, WA 99164-1025

4. Employer Identification Number 91-6001108	5. Recipient Account Number or Identifying Number 12R-3910-0202	6. Final Report <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	7. Basis <input checked="" type="checkbox"/> Cash <input type="checkbox"/> Accrual
--	---	--	---

8. Funding/Grant Period (See Instructions) From: (Month, Day, Year) JULY 1, 1993	To: (Month, Day, Year) SEPTEMBER 30, 1996	9. Period Covered by this Report From: (Month, Day, Year) APRIL 1, 1995	To: (Month, Day, Year) JUNE 30, 1995
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10. Transactions:	I Previously Reported	II This Period	III Cumulative
a. Total outlays	1,354,943.05	500,062.17	1,855,005.22
b. Recipient share of outlays	61,632.45	219,903.75	281,536.20
c. Federal share of outlays	1,293,310.60	280,158.42	1,573,469.02
d. Total unliquidated obligations			000.00
e. Recipient share of unliquidated obligations			000.00
f. Federal share of unliquidated obligations			000.00
g. Total Federal share (Sum of lines c and f)			1,573,469.02
h. Total Federal funds authorized for this funding period			2,778,964.00
i. Unobligated balance of Federal funds (Line h minus line g)			1,205,494.98

1. Indirect Expense	a. Type of Rate (Place "X" in appropriate box)			
	<input type="checkbox"/> Provisional	<input checked="" type="checkbox"/> Predetermined	<input type="checkbox"/> Final	<input type="checkbox"/> Fixed
	b. Rate 45% / 26%	c. Base 5,884.82 / 192,855.41	d. Total Amount 2,648.17 / 50,142.40	e. Federal Share 15,005.33

2. Remarks: Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with governing legislation.

COPY

3. Certification: I certify to the best of my knowledge and belief that this report is correct and complete and that all outlays and unliquidated obligations are for the purposes set forth in the award documents.

Typed or Printed Name and Title Jeanne Moser, Accounting Supervisor II	Telephone (Area code, number and extension) (509) 335-2058
Signature of Authorized Certifying Official 	Date Report Submitted 8/21/95

Previous Editions not Usable

Standard Form 269A (REV 4-88)
Prescribed by OMB Circulars A-102 and A-110

BEST AVAILABLE COPY

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**PUBLIC VOUCHER FOR PURCHASES AND
SERVICES OTHER THAN PERSONAL**

12R-3910-0202

VOUCHER NO.

7

U.S. DEPARTMENT, BUREAU, OR ESTABLISHMENT AND LOCATION

DATE VOUCHER PREPARED

August 21, 1995

SCHEDULE NO.

AGENCY FOR INTERNATIONAL DEVELOPMENT

CONTRACT NUMBER AND DATE

EUR-0029-G-00-3050-00

PAID BY

REQUISITION NUMBER AND DATE

PAYEE'S
NAME
AND
ADDRESS

Washington State University
240 French Administration Building
ATTN: Joan Root #177460
Pullman, WA 99164-1025
TEL: (509) 335-2058

DATE INVOICE RECEIVED

DISCOUNT TERMS

PAYEE'S ACCOUNT NUMBER

12R-3910-0202

COPY

GOVERNMENT B/L NUMBER

SHIPPED FROM

TO

WEIGHT

NUMBER AND DATE OF ORDER	DATE OF DELIVERY OR SERVICE	ARTICLES OR SERVICES <i>(Enter description, item number of contract or Federal supply schedule, and other information deemed necessary)</i>	QUAN- TITY	UNIT PRICE		AMOUNT
				COST	PER	
	1995	Expenditures Report Per Attached 1035				280,158.42

(Use continuation sheet(s) if necessary)

(Payee must NOT use the space below)

PAYMENT:	APPROVED FOR	EXCHANGE RATE	TOTAL	280,158.42
<input type="checkbox"/> COMPLETE	BY	-	DIFFERENCES	
<input type="checkbox"/> PARTIAL				
<input type="checkbox"/> FINAL	TITLE		Amount verified, correct for	
<input type="checkbox"/> PROGRESS			(Signature or initials)	
<input type="checkbox"/> ADVANCE				

Pursuant to authority vested in me, I certify that this voucher is correct and proper for payment.

(Date)

(Authorized Certifying Officer)

(Title)

ACCOUNTING CLASSIFICATION

BT	CHECK NUMBER	ON TREASURER OF THE UNITED STATES	CHECK NUMBER	ON (Name of bank)
	CASH	DATE	PAYEE	

When stated in foreign currency, insert name of currency.

If the ability to certify and authority to approve are combined in one person, one signature only is necessary; otherwise the approving officer will sign in the space provided, over his official title.

When a voucher is received in the name of a company or corporation, the name of the person writing the company or corporate name, as well as the capacity in which he signs, must appear. For example: "John Doe Company, per John Smith, Secretary", or "Treasurer", as the case may be.

PER

TITLE

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Standard Form 1035
 SEPTEMBER 1973
 4 TREASURY FRM 2000
 1035-113

**PUBLIC VOUCHER FOR PURCHASES AND
 SERVICES OTHER THAN PERSONAL**

VOUCHER NO
 #7
 SCHEDULE NO
 SHEET NO
 #1

U.S. DEPARTMENT, BUREAU, OR ESTABLISHMENT

CONTINUATION SHEET

COPY

BUDGET CATEGORY	BUDGET AMOUNT	CURRENT PERIOD 06/30/95	CUMULATIVE FROM 07/01/93-06/30/95
SALARIES	\$1,308,224.00		
On-Campus		4,410.55	
Off-Campus		<u>64,693.27</u>	
		<u>69,103.82</u>	458,758.23
FRINGE BENEFITS	338,042.00		
On-Campus		1,437.80	
Off-Campus		<u>14,483.74</u>	
		<u>15,921.54</u>	106,446.57
TRAVEL/PER DIEM	419,342.00		
On-Campus		000.00	
Off-Campus		<u>53,002.45</u>	
		<u>53,002.45</u>	279,225.94
NONEXPENDABLE EQUIPMENT	67,076.00		
Off-Campus		<u>000.00</u>	10,161.24
ALLOWANCE	306,203.00		
		<u>000.00</u>	14,000.00
SUBCONTRACT	923,829.00		
OFF-Campus		31,438.57	
Off-Campus No Indirect		<u>26,800.86</u>	
		<u>58,239.43</u>	252,472.70
STIPENDS	60,000.00		
Off-Campus		<u>000.00</u>	16,800.00
OTHER DIRECT COSTS	244,260.00		
On-Campus		36.47	
Off-Campus		29,237.38	
No Indirect		<u>39,612.00</u>	
		<u>68,885.85</u>	242,687.18
INDIRECT COSTS	332,912.00		
@ 8% X	\$172,267.67	13,781.41	
Subcontract @ 8% X	\$ 31,438.57	2,515.08	
@ 26% X	\$(4,966.01)	<u>(1,291.16)</u>	
		<u>15,005.33</u>	192,917.16
TOTAL	<u>\$3,999,888.00</u>	<u>280,158.42</u>	<u>1,573,462.02</u>