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EAST-WEST MANAGEMENT INSTITUTE

Training Internship Program II
Final Narrative Report

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INTRODUCTION:

The Training Internship Program ("TIP") combined 12 weeks of professional internships with structured academic training for thirty professionals and industry leaders from Albania, Lithuania, Poland, Romania and Slovakia in the fields of banking and finance, business management, telecommunications, environmental management, and education administration. The Program was jointly funded by the United States Agency for International Development ("USAID") and the East-West Management Institute, Inc. ("EWMI") with the participation of the Council of International Programs ("CIP") and Indiana University ("IU").

EWMI, with the assistance of the national Soros Foundations, was responsible for: coordinating the recruitment of internship candidates, publicizing internship opportunities, screening applicants, pre-departure arrangements and disbursing grants to subgrantees.

EWMI's subgrantees, CIP and IU, were responsible for conducting reviews of the final applicants, arranging and purchasing airfare and health insurance, placing the trainees in 3 months of on-the-job and classroom training, disbursing allowances, providing housing, local transportation and cultural activities for each trainee. These responsibilities are outlined in the contracts between EWMI and CIP, and EWMI and IU. (Attachment A)

ORIENTATIONS:

A pre-departure orientation was provided for each participant of the TIP program. Each participant received "The Pre-Departure Briefing Guide for TIP Fellows," prepared by CIP. The guide outlines the goals of the TIP program, describes the organizations sponsoring the program, the participant selection process and details the internship program. In addition, each participant received an "Intern Grant Award Contract & Letter of Agreement" accompanied by a copy of the "Individualized Provisional Training Plan." The Plan describes the internship, educational opportunities, and other aspects of the stay in the US.

In most cases, as part of the pre-departure orientation, the participants either met or talked with former participants of training programs.

Upon arrival in the US, host organizations conducted orientations for each participant. Materials on the internship site were provided either before departure or upon arrival. Each host provided their own orientation upon arrival of the participants.

PROGRAM

Participants received first-hand experience in their field of interest. Technical training was complemented by educational training. This approach has been found to be more effective than programs that provide only on-the-job training. The classroom work complements and reinforces the work-place training.

The participants were housed with families, allowing them to experience the American style of life, pace of work and play. Cultural and social activities were provided for each participant.

Each participant completed a chosen project relevant to their home country during their training. Topics were the choice of the participant. (Attachment B: Samples of Projects: Ewa Kurjata, Skirmantas Skrinskas, Dorin Sirca, Maria Stenclakova, Beata Kot)

GROUP I:

Host: Council of International Programs in Chicago
Interns: 4

The Chicago Affiliate sent each participant an information packet and a five page letter of introduction explaining all aspects of the program before arrival in the US. All four participants were university professors or administrators.

During the first week of the Chicago program, the four participants lived together in an apartment/office complex. The participants were provided an orientation which included group and individual activities and covered health, safety, transportation, money, host family living, dress, manners, grooming, crime, race and cultural diversity, religion, politics, cultural opportunities and social activities.

For the remaining 11 weeks of the program, participants each stayed with three families arranged by the host.

Supervision was provided by both the host organization and a university supervisor. The host organization scheduled consultation meetings with individuals and the group on a regular basis. The university supervisor met with the respective participant on a daily basis.

Name: Thomas Kotlinski
Country: Poland
Training Dates: 6/3/95 through 8/31/95
Field: Education Administration
Place of Training: School or Education - Loyola University, Wilmette, IL

Mr. Kotlinski was assigned full-time to the School of Education.

Name: Natasha Urbancikova
Country: Slovakia
Training Dates: 6/1/95 through 8/31/95
Field: Education Administration
Place of Training: School of Social Work - Loyola University, Chicago, IL

Ms. Urbancikova's goal was to consult with as many individuals as possible in her field of study. She achieved this goal by meeting representatives from the Illinois Department of Education, Illinois Institute of Technology, Institute for Human Relations, Center of Organization and Development, Chicago Public Library, Institute for Peace and Justice, and Loyola University. Ms. Urbancikova was also given the opportunity to travel to Cleveland and West Virginia to visit programs.

Name: Eugenijus Macikenas
Country: Lithuania
Training Dates: 6/1/95 through 8/30/95
Field: Education Administration
Place of Training: Math and Science Department - Loyola University, Chicago, IL

Mr. Macikenas was assigned to work full-time with Dr. Martin Buntinas, Dean of the Math & Science Department of Loyola. He worked primarily in the Computer Science Lab. Mr. Macikenas was permitted to audit any course of interest and chose to attend an individualized learning program in the Department of Modern Languages.

Name: Miroslan Kwiatkowski
Country: Poland
Training Dates: 6/1/95 through 8/31/95
Field: Education Administration
Place of Training: West 40 Education Service Center

Mr. Kwiatkowski worked every day with the staff of West 40 as part of the teacher training and in-service program serving 40 school districts in the Chicago area. He audited programs offered by West 40, the Illinois State Board of Education and Loyola University School of Computer Technology.

Host: Columbus Area International Program
Interns: 4

The Columbus Affiliate sent each participant a copy of their "Individualized Provisional Training Plans" before arrival in the US. Three of the four participants were public administrators while the other was a business administrator.

The Columbus Affiliate conducted a week-long orientation to help newly arrived participants feel comfortable in the community, with their host families, agencies and within the group. Various activities were arranged to promote getting to know each other and understanding each other's expectations of the program. The participants worked at home and expectations for their training were discussed. The Chair of the Host Family Committee addressed how to cope with living with host families and enjoy it. A member of the CIP-Columbus Board of Trustees explained the concept of volunteerism in the US and the history of the host organization. The orientation included visits to the post office, downtown stores, Transit Office, respective host families and agencies for the participants to familiarize themselves with their new surroundings.

On the last day of the orientation, the group went to visit their respective agencies. Arrangements were made for the internships to begin the following work-day.

During the course of the internship, the participants met as a group for half a day every other week with the host. Activities during the half-day sessions included visits to the State of Ohio Computer Facility, the Center of Science and Industry, the Columbus and Ohio State University Libraries, the Martin Luther King Center and the Columbus Urban League. Agency mentors held individual meetings with their assigned participants on a daily basis.

Each participant was assigned one to two host families during their stay in the US. Various social and cultural activities were also arranged. The host planned visits to the Amish community, Appalachia, Niagara Falls and Washington, D.C.

Name: Marcel Monoreanu
Country: Romania
Training Dates: 7/7/95 through 10/9/95
Field: Public Administration
Place of Training: City Hall - City of Gahanna

Mr. Monoreanu's internship provided him with the opportunity to observe every aspect of the government of a suburban community. He rotated through the Department of Public Service, the Department of Finance, the Mayor's Office and the Department of Development. He achieved his goal of becoming more adept on the computer by attending computer classes offered by the local community college. Arrangements were also made for Mr. Monoreanu to attend the class "Introduction to International Business" at the Ohio State University College of Business. (Attachment C: "Monoreanu Visiting Department of Development")

Name: Viorel Sorin Munteanu
Country: Romania
Training Dates: 7/7/95 through 10/9/95
Field: Public Administration
Places of Training: Department of Planning & Development - City of Dublin, and Architect - Jeanne Cabral

Mr. Munteanu's internship was conducted in a fast-growing suburban community where private development of land and housing is taking place. He was involved in every aspect of the inter-face between the local government and private developers. He was exposed to building codes and compliance inspections, citizen involvement, financial resources and the development of a professional master plan. He had the opportunity to improve his skills in computer assisted design and learn new software programs. He spent his final two weeks interning in a private architect's office.

Mr. Munteanu attended a class on "Establishing and Maintaining a Professional Organization for the Next Century" at the College of Architecture.

Name: Ewa Kurjata
Country: Poland
Dates: 7/7/95 through 10/9/95
Field: Public Administration
Place of Training: Economic Development Division - Ohio Department of Development

Ms. Kurjata was actively involved in all aspects of the Economic Development Division and the Small Business Development Center of the State of Ohio. She became an integral member of the Division staff. She participated in the Division's strategic planning sessions, the annual small business network statewide conference and diversity training program. She traveled to several areas of the state accompanying staff members on their various assignments.

Mr. Kurjata attended the following two classes in the College of Political Science of the Ohio State University: "Political Leadership" and "Introduction to American Politics."

Name: Diana Blinda
Country: Romania
Training Dates: 7/7/95 through 10/9/95
Field: Business Administration
Places of Training: Columbus Department of Development, and
Lindor Associates

Ms. Blinda was placed in an office involved in attracting international business to Columbus at the Columbus Department of Development. After a few weeks she indicated that her interest was much more in the field of commercial advertising and international business development. An internship was arranged for her in New York City with Lindor Associates, a firm dealing with international brand name advertising. Ms. Blinda worked on developing marketing plans and marketing techniques, and learned about the roles of account managers and global coordinators. Through her internship, Ms. Blinda improved her computer skills and learned how to use the internet.

While Ms. Blinda was in Columbus she attended a class at the Ohio State University College of Business: "An Introduction to International Business."

Host: West Virginia Affiliate - CIP
Interns: 3

The West Virginia Affiliate sent each participant three letters before arrival in the US: welcome, preview of the program, how to prepare, arrival logistics and calendar. Two of the participants were public administrators while the other was a business administrator.

The West Virginia Affiliate conducted an orientation program consisting of a retreat, university based orientation presentations and tours, and a public administration seminar. The orientation focused on four themes: the US Educational System; US health, special services, administration/special systems; US legal and economic systems; and, the State of West Virginia, Morgantown, WV, and vicinity -- community, environment and culture.

The host provided 15-20 hours of direct supervision each week. Agency supervisors provided additional supervision.

Each participant was assigned one host families during their stay in the US. Various social and cultural activities were also arranged.

All three participated in a one-week seminar on public administration and administration of social services at the regional, state and local level. The programs were arranged by the Affiliate to provide a context for the participants' agency placement and host family experience.

Name: Bozena Strzatkowska
Country: Poland
Training Dates: 8/4/95 through 10/30/95
Field: Public Administration
Place of Training: The City of Morgantown

Ms. Strzatkowska observed, assisted and participated in the planning and implementation of city engineering projects through her internship. Both city officials and area agency administrators engaged Ms. Strzalkowska in her training.

Name: Sorin Petreanu
Country: Romania
Training Dates: 8/4/95 through 11/3/95
Field: Public Administration
Place of Training: WV University-Harley Staggers Transportation Center, and WV University Mechanical and Aerospace Engineering

Mr. Petreanu researched bi-fuel engines, alternative fuels and other subjects in environmental protection during his training. He was involved in projects concerning cylinder to cylinder variations in air/fuel ratio and controlling a 4-cylinder engine with UEGO (universal exhaust gas oxygen sensor). Mr. Petreanu was able to gain knowledge and new skills in his profession; he improved his computer skills by working with different kinds of software he had never been exposed to.

Name: Elzbieta Szumska-Rusin
Country: Poland
Training Dates: 8/15/95 through 10/31/95
Field: Business Administration
Place of Training: Hope Gas, Inc.

Ms. Szumska-Rusin participated in Hope Gas' Rate Implementation Team to demonstrate how regulatory policies are integrated into business-level strategies. She was also involved in SGS Competitive Threats Task Force to demonstrate how competitive concerns are addressed in a regulatory environment. Ms. Szumska-Rusin was exposed to all aspects of a regulated American company by spending time in Hope Gas' various departments including Customer Service, Engineering, Gas Supply, and Marketing and Rates.

Host: Twin Cities International Program
Interns: 3

The Twin Cities Affiliate sent each participant an information packet before arrival in the US which included materials on Minnesota State and traveling abroad. A description of the program and the training site was also provided to each participant. All three participants were public administrators.

The Affiliate conducted an extensive orientation program where a discussion of the interplay of cultures in the United States ensued. Language training was given to all three participants during the orientation.

Direct supervision was provided by both the affiliate and agency supervisors. Agency supervisors provided daily supervision while the affiliate's was a little less constant.

Each participant was assigned two host families during their stay in the US. Various social and cultural activities were also arranged. The affiliate encouraged and arranged course audits in Public Administration at the University of Minnesota.

Name: Skirmantas Skrinskas
Country: Lithuania
Training Dates: 6/23/95 though 9/26/95
Field: Public Administration
Place of Training: Minnesota Department of Transportation

Mr. Skrinskas attended several international, national and state conferences and meetings during the training period. The topics of the conferences and meetings included low-volume roads, national rural intelligent transportation systems, materials engineers, MN/ROAD and FN/ROAD Project, and aggregate surface rehabilitation. He was able to experience all facets of his field by observing and training in many divisions of the DOT at both the district and county levels: Office of Intergovernmental Policy, Budget Section , Division of State Aid for Local Transportation, Office of Transportation Data Analysis, Bureau of Engineering and Operations, Office of Environmental Services, and Office of Traffic Engineering.

During his training, Mr. Skrinskas gave 20 presentations on the Lithuanian system of transportation thereby demonstrating how internship programs can be a lesson to both "Trainers" and "Trainees."

Name: Attila Racz
Country: Romania
Training Dates: 7/16/95 through 10/10/95
Field: Public Administration
Place of Training: Hennepin County Prevention Center

Mr. Racz was given an overview of not only public administration, but health care administration, public relations/advertising strategy and non-profit administration in his placement.

Name: Carmen Tanase
Country: Romania
Training Dates: 7/16/95 through 10/10/95
Field: Public Administration
Place of Training: Minneapolis City Planning Office

Ms. Tanase was introduced to all facets of urban and city planning, housing development, and government and local administration at the City Planning Office.

GROUP II:

Host: Cleveland International Program
Interns: 1

The Cleveland Affiliate sent the participant an information packet and a letter of welcome explaining all aspects of the program before arrival in the US. The participant was a telecommunications expert.

During the first week of the program, the participant was provided with an orientation covering the internship experience and agency placement, preparation for host family living, survival skills, government and the American character, social services and health services in the US, economics in the US, educational opportunities, and he was given a tour of Cleveland and the Mandel School of Social Service.

Direct supervision was provided by both the affiliate and agency supervisors on a constant basis.

The participant was assigned five host families during his stay in the US. Various social and cultural activities were also arranged. The participant attended conferences on American Indians, Prejudism, US Foreign Policy, the Judicial System of the US, Education in the US, and toured the Health Museum. The participant was offered several courses but preferred to spend his time at the training site.

Name: Dorin Sirca
Country: Romania
Training Dates: 8/19/95 though 11/15/95
Field: Telecommunications
Place of Training: Allen Group, Inc.

Mr. Sirca worked in a department of the Allen Group that focuses on getting products ready for new markets within the cellular phone market. He developed a new product for the company: a system using Allen products in the PCS domain in the Allen building itself. He worked independently with a great deal of support from colleagues.

Host: Columbus Area International Program
Interns: 2

One participant was a public administrator while the other was a business administrator. [See Columbus, Ohio above for further details on orientation, supervision, training and host family living]

Name: Maria Stenchlakova
Country: Slovakia
Training Dates: 8/19/95 through 11/18/95
Field: Business Administration
Place of Training: AT&T Bell Laboratories

Ms. Stenclakova trained in the AT&T Strategic Planning Office. She attended a three day course at the AT&T Training Center in Dublin, Ohio. Ms. Stenclakova also spent several days working in the Ohio Public Utilities Commission.

Arrangements were made for Ms. Stenclakova to attend the class "International Marketing" at the Ohio State University College of Business. In addition, Ms. Stenclakova arranged on her own to attend "Managerial Marketing," "Sales Marketing," "Quality Management," and "Introduction to Human Resource Management" courses. (Attachment D: "Slovakia Resident Visits Hyden")

Name: Beata Kot
Country: Poland
Training Dates: 8/19/95 through 11/18/95
Field: Public Administration
Place of Training: Ohio Department of Taxation

Four weeks of training was planned for Ms. Kot in the Department of Taxation. She observed many aspects of their work by visiting different departments and learned about federal and state tax law. The following two months, Ms. Kot was assigned to the Department's Information Services Center and worked with a group of Database Administrators. She attended lectures and meetings with the Central Ohio Database Users Group. Her placement with the Ohio Information Services Center provided her the opportunity to work with state-of-the-art equipment and the most proficient database administrators in the State of Ohio.

Ms. Kot attended the following classes in the Ohio State University College of Computer and Information Sciences: "Computer Networks," and "Introduction to Database Systems." Ms. Kot's classes put her in touch with up-to-date current information about computer databases.

Host: Denver International Program
Interns: 6

The Denver Affiliate sent the participants a letter explaining the Denver International Program with a short introduction to life in Denver. The participants came from a variety of fields: three participants came from environmental fields, two were business administrators and one was a public administrator.

The affiliate provided an orientation in three parts: 2-day introduction to life in Denver and the Denver International Program, a 2-day team building retreat at the YMCA facility next to Rocky Mountain National Park, and 8 days of visits and discussions of current issues in the US.

Direct supervision was provided by both the affiliate and agency supervisors on a constant basis. The affiliate held weekly group meetings while the agency supervisors meet with the participants on a daily basis.

The participants were each assigned one to three host families during their stay in the US. Various social and cultural activities were also arranged. Upon their request, the participants attended presentations on US media and hospitals and went to visit a prison. Trips to Mesa Verde, the Grand Canyon and Arches National Park were also arranged.

Name: Ema Godjicova
Country: Slovakia
Training Dates: 8/15/95 through 11/15/95
Field: Environment
Place of Training: US Fish and Wildlife Service

Ms. Godjicova requested to combine office work with field work in botany; her placements offered this combination. Ms. Godjicova's first placement was in the Golden Colorado Field Office. She participated in staff meetings, interviewed the Colorado Field Supervisor and members of the staff. She studied and discussed the endangered species act and other relevant legislation, Agency priority guidelines, habitat evaluation procedures and recovery plans for many wild plants and animals. In addition, she completed a draft recovery plan for a federally listed -- threatened -- plant, the penland alpine fen mustard.

Ms. Godjicova's second placement was with the Rocky Mountain Arsenal National Wildlife Refuge. She observed the conversion of a former military arsenal into a wildlife refuge, including revegetation of native plant communities and enhancement of wildlife and plant habitats. Ms. Godjicova went on several field trips: she went on one with Professor William Weber, the leading Colorado plant taxonomist. Through the Colorado Natural Areas Program, she was able to go on two field trips which involved monitoring endangered plant species and evaluating public land for the Colorado Land Board. She witnessed examples of overgrazed areas, restored wetlands and areas that met the criteria for registration as natural areas.

Since there were few truly useful courses for Ms. Godjicova in Denver, she consulted with six separate professors at the University of Colorado at Boulder on wildlife protection and protected areas management.

Name: Rafal Linkowski
Country: Poland
Training Dates: 8/15/95 through 11/15/95
Field: Environment
Place of Training: US Parks Service - Intermountain Field Area

Due to Mr. Linkowski's interest in the public affairs and administration of national parks, internships were arranged in a variety of national parks in Colorado along with the Park Service's Regional Office. During his training, Mr. Linkowski toured Yellowstone and Grand Tetron National Parks, and met with a broad range of people working on the fringes of the Parks.

Mr. Linkowski spent his first month at the Rocky Mountain National Park where he familiarized himself both with the Park as a whole and with the work of the Public Information Office by reviewing briefing papers on major issues. He selected to study topics with the most promise for future implementation in the Polish National Parks, including partnerships with other agencies and the private sector; development plans for adjacent areas; educational projects with city schools, and water resources policy. Mr. Linkowski attended press conferences and participated both in an environmental law seminar and as a volunteer for public viewing of elk.

Mr. Linkowski spent the last two months at the Mesa Verde National Park and the National Park Regional Headquarters in Denver. At Mesa Verde, he reviewed public affairs programs, went to visit cultural preservation sites, discussed cultural preservation issues with experts, and participated in teleconferences on those matters. At the National Park Headquarters, Mr. Linkowski learned about field office operations; wrote an article for the

NPS newsletter; met with ethnographers; and participated in several meetings with the Indian Memorial Advisory Committee, Canadian National Park officials, and administrators of the parks of the region. (Attachment E: "Polish Park Representative Learns Secrets of Success for US System")

Because of his travel schedule, Mr. Linkowski was unable to attend a regular university course. However, he was able to talk to DU professors and debate cultural heritage preservation policies.

Name: Lindita Bushi
Country: Albania
Training Dates: 8/15/95 through 11/15/95
Field: Environment
Place of Training: Food and Drug Administration
Animal Drugs Research Center

One portion of Ms. Bushi's work was to familiarize herself with the many different kinds of testing equipment in the lab: computer systems, microscopes, a mass spectrometer and liquid and gas chromatography equipment. Some of these were closely akin to machines she had worked with, others were not. As a next step, she carried out actual experiments on some of the apparatus, particularly in the areas of microscopy and mass spectrometry. She contributed to various publications of the FDA which she will be acknowledged for.

Because Ms. Bushi's interests also included food policy, she had a broad orientation into the workings of the FDA. The orientation included meetings with officials in various offices including regulatory policy, investigations and public affairs, and extensive reading. She attended a technical meeting on animal testing.

Ms. Bushi served as a "bridge person" both by giving a presentation to the District Office on Albania and by translating FDA pamphlets for use back home. She also prepared several articles for an Albanian magazine titled: "Produce and Pesticides," "Food Labels and Your Diet," "How to Read a Food Label," and "Keep Your Food Safe."

Ms. Bushi attended a course on environmental economics at the University of Colorado at Denver to complement her internship.

Name: Ciprian Toma
Country: Romania
Training Dates: 8/15/95 through 10/2/95
Field: Business Administration
Place of Training: Various - see below

During his first week in the US, Mr Toma discovered he needed to return to Romania on October 2. As a result of his shortened stay and training preferences, a series of 1 to 2 day visits were planned with The Associated General Contractors of Colorado, The Denver University Department of Engineering, Mortensen Construction, Denver International Airport, The Denver University Dept. of Civil Engineering, The University of Colorado Dept. of Civil Engineering, Trujillo Steel Erectors, Allied Steel Co., CH2M Hill International Ltd., and US Bureau of Reclamation.

Mr. Toma met with business and construction managers at different levels to discuss management and construction companies in the US and Europe, marketing strategies, raw materials, financial management, real estate practices and the role of construction associations. He also went to visit numerous construction sites to learn about on-site

management, scheduling, working with subcontractors, quality assurance and the engineering specifics of steel and reinforced concrete construction.

Mr. Toma attended a university course in marketing research at the University of Colorado at Denver and prepared a seminar on the behavior of structures in earthquake zones for another course.

Name: Sylvia Stolarcikova
Country: Slovakia
Training Dates: 8/15/95 through 11/15/95
Field: Business Administration
Place of Training: Burks, Butler and Esposito
Advertising Marketing and Public Relations

Ms. Stolarcikova spent time with both the "account people" and the "creative people" in the Ad agency. She sat in on meetings, witnessed the steps in producing a PR video and helped on special projects. She also assisted with day-to-day aspects of newsletter production and account records. More specifically, Ms. Stolarcikova was involved in preparing an annual marketing communication strategy for IBM and learned about business-to-business advertising.

Ms. Stolarcikova met with advertising people from different firms. The visits gave her useful ideas about budgeting estimation, media planning and presentations.

She attended a course on marketing research and implementation at the University of Colorado at Denver.

Name: Ingrid Semanova
Country: Slovakia
Training Dates: 8/15/95 through 11/15/95
Field: Public Administration
Place of Training: Colorado State Division of Personnel

A large part of Ms. Semanova's internship was gaining an overview of the Colorado State personnel system. She trained in different departments of the Division and studied the system's organization. Ms. Semanova assisted in the design and implementation of a training needs assessment project which she plans to transplant to Slovakia. She also participated in a variety of training sessions: customer service training, a 3-day workshop in "continuous improvement process," and a program on dealing with sexual harassment.

Ms. Semanova attended three courses: "International Human Resource Management," at the University of Colorado at Denver; and "Facilitation of Small Groups," and "Men and Women in Society," at the University of Denver.

GROUP III:

Host: Columbus Area International Program
Interns: 3

Two participants were education administrators and the third was a banker.
[See Columbus, Ohio above for further details on orientation, supervision, training and host family living]

Name: Arjan Duresi
Country: Albania
Training Dates: 3/3/96 through 5/26/96
Field: Education Administration & Telecommunication
Place of Training: Warner Cable Communications
Franklin University

Mr. Duresi began his training at Warner Cable Communications. He spent a week learning about the company's activities and decided Warner Cable had not reached the level of interactive communication he desired for his experience. A placement was arranged at Franklin University where Mr. Duresi was involved in refining the University's computer network system and working with a class to establish a web site.

Mr. Duresi attended two classes at the Ohio State University: "Computer Networks" in the College of Computer and Information Science; and "Multi Media Instruction" in the College of Communications. In addition, several appointments were arranged for him with faculty involved in distance learning projects at OSU.

Name: Egle Zubaite
Country: Lithuania
Training Dates: 2/27/95 through 5/25/95
Field: Education Administration
Place of Training: Columbus School for Girls
Wellington School

Ms. Zubaite was interested in seeing many aspects of the education program. She was especially interested in the teaching of languages, but also in the administrative, financial and recruitment aspects of the school. She accomplished her goal by observing all aspects of school administration and educational programs in the two private schools to which she was assigned. During her stay in Columbus, Ms. Zubaite went to visit many different educational facilities and programs.

Ms. Zubaite pursued the possibility of high school exchanges for her Lithuanian students with "Youth for Understanding" and spent time in their Columbus Regional Office. She was also able to visit the organization's office in Washington, D.C..

She attended the class "Educational Studies" at OSU College of Education.

Name: Rolandas Matiliauskas
Country: Lithuania
Training Dates: 2/27/96 through 5/4/96
Field: Banking and Finance
Place of Training: Bank One Capital Group

Mr. Matiliauskas received an orientation to the various investment programs of Bank One when he began his training. Shortly after the orientation, he took on the responsibility of building a database of the bank's completed deals. The project gave him the opportunity to learn all aspects of the bank's management of securities and investments as he improved his computer skills. Unfortunately, Mr. Matiliauskas was forced to leave the program three weeks early because his wife was having complications with her pregnancy. The baby was born May 19, healthy.

Mr. Matiliauskas attended the class "International Finance" at OSU College of Business.

Host: Indiana University International Programs
Interns: 4

A brief description of the program, weather conditions, brochures about life in the US, and a list of former participants and contact information was sent to each participant before arrival in the US. Two participants were education administrators, one was a public administrator, and another was a telecommunications expert.

Because the participants arrived at different times, a structured group orientation was not possible. However, each intern did receive an informal orientation where they were shown how to get around Indianapolis, including how to use the bus system. They were also introduced to the technical resources of the university so that they could do their own research and have access to the internet. The participants met three South African participants of another internship program which was in the stage of completion. Each participant interviewed one of the South Africans to get their perspectives on their internship experience.

Direct supervision was provided by both the affiliate and agency supervisors. The affiliate held weekly group meetings while the agency supervisors meet with the participants on a daily basis.

The participants were each assigned one host family during their stay in the US. Various social and cultural activities were also arranged. The participants took part in the cultural life of the city, concerts, theaters and were able to meet the leaders of these institutions.

The participants attended a Fund-Raising School mini course and received an introduction to American philanthropy -- American philosophy and structure of voluntary giving in the US. Text was provided to each participant to adapt at home.

Name: Magda Lazarova
Country: Slovakia
Training Dates: 3/1/96 through 5/25/96
Field: Education Administration
**Place of Training: Indiana University, Purdue University, and
Butler University - International Programs**

Ms. Lazarova spent two weeks at Butler University, a private institution of 12-15,000 students where she observed all aspects of college administration. In addition, she spent time in a large public high school, a small private international elementary school, and a small private university where she attended some classes.

Ms. Lazarova attended a conference on "Women in Philanthropy" where she contributed to two sections of the conference: "Leadership and Cultural Background" and "Fund Raising." This was Ms. Lazarova's first exposure to the topic of women in philanthropy and she hopes to implement some of the ideas learned in her home-country.

Ms. Lazarova observed some marketing and German classes at the University of Indianapolis. She also participated in a course on the fundamentals of fund-raising taught by the Indiana University Center on Philanthropy. She had full access to the Indiana University library system and received an orientation at the library to enable her to access information. She took advantage of this for reading and research.

Name: Zofia Rogoza
Country: Poland
Training Dates: 3/1/96 through 5/25/96
Field: Education Administration
Place of Training: Indiana University
University of Indianapolis

Ms. Rogoza spent a great deal of her time at the University of Indianapolis observing, visiting, and interviewing people in the different departments of the University. Following her experience in Indianapolis, she spent one week in Bloomington where she participated in the life of a large university and made valuable contacts. Ms. Rogoza was more interested in the day-to-day administrative operations than in the research. In addition, she trained for one week at a Jesuit college-preparatory school where she observed in the classroom and discussed teacher evaluation with her mentor there. She had the opportunity to even teach a class.

Similar to Ms. Lazarova, Ms. Rogoza participated in the conference on "Women in Philanthropy" which introduced her to new ways of thinking about future funding for her institution in Poland.

Instead of following a full time course, Ms. Lazarova chose to meet and interview professionals and educational administrators. She did attend a few classes in marketing.

Name: Veronica Pribeagu
Country: Romania
Training Dates: 3/15/96 though 5/31/96
Field: Urban Management and Public Administration
Place of Training: Department of Metropolitan Development - City of Indianapolis, and Historic Landmarks Foundation of Indiana

During the first month of her internship, Ms. Pribeagu was assigned to the Department of Planning. She participated in meetings and made site visits with city planners. She was particularly interested in some of the environmental planning issues which the department was working on, specifically well field protection. Ms. Pribeagu spent time with the permits department where a "pro" on the staff spent time with her there as well as outside of the office. In addition, she made field visits with the inspection department.

Ms. Pribeagu spent the rest of her training period with the Historic Landmarks Foundation, a private organization in Indiana which is affiliated with the National Trust for Historic Preservation. She worked closely with an architect there visiting sites around the state that are under the protection of the Historic Landmarks, listed on the National Register, and sites slated for protection. The visits enabled Ms. Pribeagu to understand the Historic Sites

and Structure Inventory, a process which may prove useful to her in Constanta, a city of historic significance.

Ms. Pribeagu opted not to follow any courses at the universities other than the short course on fund-raising. Independently, she did study planning processes in both her placements.

Name: Anca Mihaescu
Country: Romania
Training Dates: 3/1/96 though 5/26/95
Field: Telecommunications
Place of Training: Ameritech, Indianapolis
Smithville Telephone Co.

Ms. Mihaescu attended a customer service training class at Ameritech which taught her how a US telephone company sets standards for customer service and trains staff. The class led her to other opportunities with the company. She spent some time in the network services department of the company as well as other departments. Following her training at Ameritech, Ms. Mihaescu visited a local power company which gave her an introduction to good utilities management. Ms. Mihaescu's final week was spent at the largest privately owned phone company in southern Indiana where she was given an overview of all operations. The company also gave her a computer and printer to take home.

Although Ms. Mihaescu would have liked to follow engineering classes, the classes did not correspond with the timing of her internship. She was able to meet with different university professors and gain knowledge through her conversations with them.

FINANCIALS:

The budget for the program was \$534,488.00. EWMI used a total of \$165,880.48 of USAID funds and cost shared a total of \$275,836.38. For greater detail, please review Attachment F.



EAST-WEST MANAGEMENT INSTITUTE

**Attachment A:
Contracts**

**EAST-WEST MANAGEMENT INSTITUTE
THE SOROS FOUNDATIONS**

4

May 3, 1995

Dr. Glenn Shive
Secretary General
The Council of International Programs
1420 K Street, NW, Suite 800
Washington, DC 20005-2401

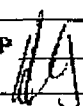
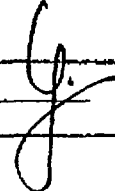
Dear Dr. Shive:

We are pleased to inform you that the Board of Directors of The Soros Foundations Management Training Programs and the East-West Management Institute, Inc. ("SFMTIP") has approved a distribution (the "Grant") to the Council of International Programs, ("CIP" or the "Grantee") in the amount of \$248,304. The Grant is for CIP to assist SFMTIP in implementing the Training Internship Program ("TIP II" or the "Project").

This letter is the agreement between CIP and SFMTIP for TIP II. This agreement is effective from November 1, 1994 through July 31, 1996 upon full completion of and reporting on TIP II.

TIP II will combine 12-week professional internships with structured academic training for forty professionals and industry leaders from Albania, Lithuania, Poland, Romania and Slovakia ("Trainees") in the fields of banking and finance, business management, telecommunications, environmental management, and education administration. TIP II is jointly funded by SFMTIP and the United States Agency for International Development ("USAID") with the participation of CIP.

Annex A contains financial and programmatic provisions for the Project. Annex B is the budget for the Grant. A model of the agreement to be signed between SFMTIP and each Trainee, prior to his/her final acceptance into the Project, is provided under Annex C. Annexes A, B and C are attached and made a part hereof. Discrepancies between any of the Annexes of this agreement shall be resolved by applying the relevant text in the following order of precedence: Text in the Letter of Agreement governs first; text of Annex A second; content of Annex B second; and text of Annex C last. Annex E contains additional provisions required by USAID concerning use of its funds. Annex E is attached and made a part hereof. The Grantee must contact SFMTIP in the event of conflicts between Annex B and other parts of the agreement.

SFMTIP  Grantee 

5

SFMTP/CIP - TIP II Letter of Agreement -- p. 2

SFMTP's responsibilities and obligations for the Project will be to:

- (i) coordinate the recruitment of internship candidates;
- (ii) publicize the internship opportunities by (a) placing advertisements in the local media, (b) sending program announcements to leading schools of business and other likely sources of trainees, and (c) contacting individuals from the SFMTP database of internship applicants;
- (iii) screen applicants by checking references in applications, conducting an English language test, and facilitating interviews by experts in the field and native speakers of English;
- (iv) making pre-departure arrangements of the Trainees including: guiding them through the steps of obtaining a visa; and holding a pre-departure orientation; and
- (v) disburse the Grant as follows:
 - (a) participant funds will be disbursed to CIP upon receipt by SFMTP of an invoice from CIP and a list of the name, home address including home country, city of training, primary training agency, and dates of training for each Trainee to be funded;
 - (b) \$22,352, half of the funds budgeted for CIP's administrative costs, will be disbursed by SFMTP to the Grantee prior to the arrival in the US of the first group of Trainees;
 - (c) the balance of the administrative funds will be disbursed upon receipt by SFMTP of all final reporting for the Project;
 - (d) an interim payment of \$11,176 from the administrative funds in the Grant may be arranged before completion of the Project by mutual agreement of CIP and SFMTP; additional reports on funds spent to date may be requested by SFMTP for this payment.

CIP's responsibilities and obligations for the Project will be to:

- (i) conduct a review of the applications by experts in the United States;
- (ii) arrange and purchase health insurance for the Trainees;
- (iii) arrange and purchase round-trip economy class airline tickets for Trainees;
- (iv) place each Trainee in 3 months of on-the-job and classroom training;
- (v) provide SFMTP with copies of all materials produced under the Project and grant SFMTP full rights to use the materials in its educational programs;

SFMTP <i>[Signature]</i>	Grantee <i>[Signature]</i>
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6

SFMTPI/CIP - TIP II Letter of Agreement - p. 3

- (vi) provide each Trainee with a stipend of \$450 cash per month and an additional one-time allowance of \$120 for books;
- (vii) provide housing, local transportation and cultural activities for each Trainee.

Additional Points of Agreement

Furthermore, CIP agrees that:

- (i) CIP will provide daily supervision for all Trainees, as well as opportunities to observe and participate in the professional work and management of host companies and organizations;
- (ii) CIP will assign one or more persons as "mentors" who will meet with each Trainee daily to discuss his or her program;
- (iii) CIP will provide opportunities, to the maximum extent possible, for all Trainees to become actively involved in substantive problem solving activities designed to teach modern management techniques in a market economy;
- (iv) CIP will provide supervision to ensure that all Trainees are fully introduced to the host-company's management operations;
- (v) CIP will provide hospitality to ensure that all Trainees receive broad exposure to community life, both professionally and culturally;
- (vi) CIP will cooperate in the monitoring of the internship program and inform SFMTPI immediately if any problems or difficulties arise;
- (vii) CIP will assist in distribution and collection of SFMTPI's exit reports for all Trainees;
- (viii) CIP will ensure that each Trainee will complete a short project relevant to his or her home country and will receive assistance and advice from the host company in its formulation and completion;
- (ix) CIP will acknowledge that SFMTPI are bound by their guidelines to award grants exclusively to those individuals who will use the knowledge they have gained abroad for the benefit of their homeland;
- (x) CIP will recognize SFMTPI in all program publicity as a co-sponsor with CIP and give SFMTPI equal publication rights;

SFMTPI	Grantee
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21

7

SFMTP/CIP - TIP II Letter of Agreement - p. 4

- (xi) upon expiration of the Grant and completion of the internship, all Trainees are expected to return to their home countries immediately;
- (xii) no part of the Grant will be used for any activity other than as stated herein;
- (xiii) SFMTP reserve the right to cancel or alter the Grant if it determines in its sole discretion that these guidelines have been or are reasonably likely to be violated;
- (xiv) there is no conflict of interest in this program and CIP agrees that SFMTP reserve the right to approve or disqualify candidates at any time during the selection process or training period should such conflicts of interest arise;
- (xv) this agreement supersedes all prior written or oral understandings; and
- (xvi) CIP releases SFMTP and indemnifies and holds SFMTP harmless, from and against any claim or liability at law or in equity arising out of: (a) SFMTP's distribution of the Grant or participation in the Project or (b) any act or omission on the part of CIP in connection with the Project.

Expenditure Responsibility

The Tax Reform Act of 1969, as codified in the Internal Revenue Code, as amended (the "Code"), imposed restrictions upon the activities and grants of private foundations, such as SFMTP. One provision requires grants like the present one to be made subject to a written agreement between the grantor and grantee establishing certain limitations on the use of grant funds. To comply with the statutory standards, you must make the following additional agreements with respect to the Grant:

- 1) The Grant is to be used exclusively for the purposes specified in this letter, and any part not so used must be returned to SFMTP.
- 2) No part of the Grant may be used to carry on propaganda, or otherwise to attempt to influence legislation (within the meaning of Section 4945(d)(1) of the Code).
- 3) No part of the Grant may be used to attempt to influence the outcome of any specific public election, or to carry on, directly or indirectly, any voter registration drive (within the meaning of Section 4945(d)(2) of the Code).
- 4) No part of the Grant may be used for travel, study, or similar purposes unless the requirements of Section 4945 (g) of the Code are met. The payment of compensation to employees does not constitute a "grant," for these purposes, and is not subject to these restrictions.

SFMTP	<i>[Signature]</i>	Grantee	<i>[Signature]</i>
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22

8

SFMTIP/CIP - TIP II Letter of Agreement -- p. 5

- 5) No part of the Grant may be used for a grant to another organization unless the provisions of Section 4945 (h) of the Code (dealing with "Expenditure Responsibility") are complied with if they are applicable.
- 6) No part of the Grant may be used for any activity not undertaken exclusively for religious, charitable, scientific, literary or educational purposes or for the prevention of cruelty to children or animals.
- 7) The Grantee will furnish SFMTIP with financial and narrative reports. The quarterly financial report form is in Annex D. Annex D is attached and made a part hereof. The narrative report will explain progress made during the period toward accomplishing the goals of the Grant including quantitative information where possible, particularly as to number of people trained and training levels reached. It will also analyze any cost overruns, high unit costs or failures, if any, to meet programmatic goals set for such period.
- 8) Upon completion of use of the Grant funds, the Grantee will make a final report to SFMTIP detailing all expenditures made from Grant funds, including travel, salaries, and supplies, and indicating the progress made toward the goals of the grant. These reports must be submitted within three months after the close of each annual reporting period.
- 9) The Grantee will, during the period in which any grant funds remain unexpended, continuously keep the grant funds in a separate fund exclusively for the purposes of this Grant. The Grantee will charge expenditures made in furtherance of the Grant purposes against the Grant, maintain records of all receipts/expenditures attributable to this Grant, and keep records adequate to enable the use of Grant funds to be checked readily.
- 10) The Grantee agrees to keep these records along with copies of reports submitted to SFMTIP for at least four (4) years, and make these records available to SFMTIP at reasonable times.

If you have any questions about the effect of these agreements, we shall be happy to discuss them with you. If during the course of the Grant, you would like information on the application of any of the clauses of this agreement to a particular problem or situation, we shall be happy to consult with you. Failure to meet any of the clauses of this agreement will result in legal action to correct any abrogations of the terms contained herein.

Your acceptance of and agreement to all provisions herein pertaining to the Grant, including those clauses concerning distribution of the Grant, copyright ownership, and provision of services shall be indicated below by the signature of the officer or officers authorized under the by-laws and laws governing you to execute contracts on your behalf. The authorized signer must also initial each page of the agreement and all of the annexes and attachments thereto. Please return the executed original of this letter to us and retain a copy for your files.

SFMTIP	<i>AA</i>	Grantee	<i>J</i>
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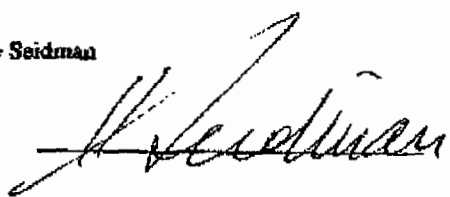
SFMTIP/CIP - TTP II Letter of Agreement - p. 6

Please accept our best wishes for a successful and rewarding internship program.

Sincerely,

Herta Lande Seidman
Chairman

Signed:

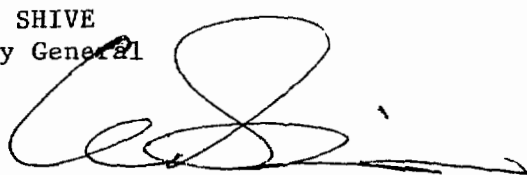


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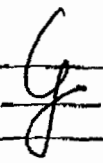
Title:

Date:

GLENN L. SHIVE
Secretary General



May 15, 1995

SFMTIP	Grantee	
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EAST-WEST MANAGEMENT INSTITUTE THE SOROS FOUNDATIONS

ANNEX A: Grantee Program and Financial Responsibilities for Training Internship Program II

Financial and Reporting Responsibilities

CIP agrees that:

- (i) CIP will bring to the program a total of no less than \$195,600 in cost share funds and in-kind donations in the categories and amounts indicated in Annex B;
- (ii) no funds or in-kind donations under (i) above (in the section Financial and Reporting Responsibilities) are counted toward other Federally-funded projects as cost share or are themselves Federal funds;
- (iii) CIP will disburse maintenance allowances to Trainees no less frequently than monthly and make the first disbursement within 24 hours of an Trainee's arrival in the city of the affiliate;
- (iv) in addition to reports stipulated elsewhere in this agreement, CIP will provide SFMTP with regular reports on use of Grant funds on a schedule to be mutually agreed by SFMTP and CIP so that SFMTP can comply with Federal regulations for requesting funds from USAID and with additional requests for reports that USAID may make;
- (v) CIP will properly withhold from, file for and report all contributions made to Trainees;
- (vi) CIP will not make or authorize any third party to make contributions to any Trainee's maintenance allowance or other taxable income above the amounts cited in this agreement. Receiving income in addition to that provided under TIP II from any of the organizations participating in TIP II or from outside sources is grounds for a Trainee's immediate dismissal from TIP II when such activity violates the terms of the Trainee's US visa. Provision of such additional funds can also lead to significant tax liabilities for the Trainee. By making or authorizing such payments, CIP could lose AID funds and could face penalties from SFMTP as well as legal consequences;
- (vii) CIP will follow all guidelines in the "Contractor's Tax Tool-Kit" published by USAID, and will take all measures required of Contractors in the tool-kit including those pertaining to collecting, sorting, submitting and processing all income tax source documentation for all Trainees;
- (viii) if for any reason less than 40 Trainees can be trained in the time prescribed by USAID for TIP II, the Grant will be reduced as follows: the administrative funds for CIP will be reduced by \$1000 per person not trained through arrangements made by CIP and the participant funds will be reduced by \$5090 per person similarly;

SFMTP _____ Grantee *[Signature]*

520 MADISON AVENUE, NEW YORK, NEW YORK 10022 USA, Tel: (212) 843-7660, Fax: (212) 843-1465, Internet: cwmi@sorosny.org
 ALBANIA • BELARUS • BOSNIA & HERZEGOVINA • BULGARIA • CROATIA • CZECH REPUBLIC • ESTONIA • HUNGARY • KAZAKHSTAN • KYRGYZSTAN • LATVIA
 LITHUANIA • MACEDONIA • MOLDOVA • POLAND • ROMANIA • RUSSIA • SLOVAKIA • SLOVENIA • UKRAINE • YUGOSLAVIA (KOSOVO and MONTENEGRO)

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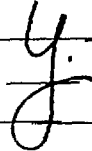
Annex A: SFMTP/CIP - TIP II Letter of Agreement -- p. 2

- (ix) amendments to distribution of the grant funds in excess of 10% of any line item and all amendments to the distribution of the participant funds must be approved by SFMTP in advance;
- (x) CIP will conform to all USAID regulations applicable to the Grant including following all guidelines and audit requirements of Office of Management and Budget Circular A-133; and
- (xi) if program activities under the Grant are completed more than 2 months prior to the end of the effective dates of this agreement, the Grantee will consult with SFMTP to revise the reporting schedule so that SFMTP may have the option of closing its funding from USAID within 60 days of the completion of program activity.

Program Responsibilities

Furthermore, CIP agrees that:

- (i) CIP will carry out its roles in TIP II according to guidelines provided by SFMTP;
- (ii) CIP will convene a panel of experts to review, rank and recommend for placement or reject all applications to TIP II;
- (iii) CIP will match each Trainee who is placed with 12 weeks on-the-job and classroom training in the fields and areas requested by the Trainee in his or her application to TIP II;
- (iv) CIP will report to SFMTP all information on the training and hosting arrangements needed for program implementation; furthermore, CIP agrees to fill out all forms required by USAID for entry of Trainees into USAID tracking systems; these forms include but are not limited to the PIO/P, the Bio-Data Sheet and EURIS;
- (v) CIP will ensure that each Trainee receives information before his or her departure on the location and content of the training;
- (vi) CIP affiliates will arrange and implement the arrival orientation and post-training de-briefings;
- (vii) CIP will follow all applicable sections of USAID Handbook 10; and
- (viii) CIP will, in the event of an emergency, breach of Trainee contract or other situation leading to a change in the planned program, recommend to SFMTP a course of action based on CIP's regular program monitoring and observations. In such situations, CIP agrees to assist in implementation of all decisions made by SFMTP and USAID.

SFMTP _____ Grantee 

Annex B

**TRAINING INTERNSHIP PROGRAM II
Grant Funds for Council of International Programs**

	USAID	CIP
Administrative Funds		
CIP Review Panel	\$1,000	
CIP-DC Administrative Costs		
Salaries	\$17,852	
Benefits	\$5,538	
Staff Travel & Per Diem	\$5,630	
Other Direct Costs	\$4,450	
Participant Tax Preparation	\$2,000	
Indirect Costs	\$8,234	
SUBTOTAL: DIRECT GRANT	\$44,704	
Participant Funds		
Airfare <i>(\$1820/person x 40 people)</i>	\$72,800	
Maintenance Allowances <i>(\$15/day x 90 days x 40 pers.)</i>	\$54,000	
Book Allowances <i>(\$120/pers. x 40 pers.)</i>	\$4,800	
Health Insurance <i>(\$600/per. x 40 pers.)</i>	\$24,000	
Affiliate Fees <i>(\$1200/pers x 40 pers.)</i>	\$48,000	
SUBTOTAL: PASS THROUGH FUNDS	\$203,600	
Cost Share		
Housing <i>(\$21/day x 90 days x 40 pers.)</i>		\$75,600
Training <i>(\$3000/pers. x 40 pers.)</i>		\$120,000
SUBTOTAL: COST SHARE		\$195,600
TOTAL	\$248,304	\$195,600

**EAST-WEST MANAGEMENT INSTITUTE
THE SOROS FOUNDATIONS**

ANNEX C

INTERN GRANT AWARD CONTRACT & LETTER OF AGREEMENT

DATE

NAME

IN-COUNTRY ADDRESS (usually c/o Foundation)

Dear SALUTATION,

On behalf of the Board of Directors of The Soros Foundations Management Training Programs, ("SFMTTP"), and the East-West Management Institute Inc., I am pleased to acknowledge that you were selected to participate in 3 months of on-the-job and classroom training from DATES in FIELD OF TRAINING at AGENCY,COMPANY "HOST" in CITY OF TRAINING SITE as part of the Training Internship Program II ("TIP II" or the "Project").

TIP II will combine 12-week professional internships with structured academic training for forty professionals and industry leaders from Albania, Lithuania, Poland, Romania and Slovakia ("Trainees") in the fields of banking and finance, business management, telecommunications, environmental management, and education administration. TIP II is jointly funded by SFMTTP and the United States Agency for International Development ("USAID") with the participation of CIP.

This letter summarizes the terms of your grant and your responsibilities as a participant in this program. By signing at the end of the letter, you will indicate that you have received the grant and accept its terms. Please return the executed original of this letter to us and keep a copy of it for your files.

SFMTTP's responsibilities and obligations for the Project will be to:

- (i) coordinate the recruitment of internship candidates;
- (ii) publicize the internship opportunities by (a) placing advertisements in the local media, (b) sending program announcements to leading schools of business and other likely sources of trainees, and (c) contacting individuals from the SFMTTP database of internship applicants;
- (iii) screen applicants by checking references in applications, conducting an English language test, and facilitating interviews by experts in the field and native speakers of English;
- (iv) making pre-departure arrangements of the Trainees including: guiding them through the steps of obtaining a visa; and holding a pre-departure orientation;
- (v) provide funding to CIP for the Project; and
- (vi) provide general program oversight.

SFMTTP _____	Grantee _____
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520 MADISON AVENUE, NEW YORK, NEW YORK 10022 USA. Tel: (212) 843-7660, Fax: (212) 843-1485, Internet: cwmi@sorosny.org
 ALBANIA • BELARUS • BOSNIA & HERZEGOVINA • BULGARIA • CROATIA • CZECH REPUBLIC • ESTONIA • HUNGARY • KAZAKHSTAN • KYRGYZSTAN • LATVIA
 LITHUANIA • MACEDONIA • MOLDOVA • POLAND • ROMANIA • RUSSIA • SLOVAKIA • SLOVENIA • UKRAINE • YUGOSLAVIA (KOSOVO and MONTENEGRO)

CIP's responsibilities and obligations for the Project will be to:

- (i) conduct a review of the applications by experts in the United States;
- (ii) arrange and purchase health insurance for the Trainees;
- (iii) arrange and purchase round-trip economy class airline tickets for Trainees;
- (iv) place each Trainee in 3 months of on-the-job and classroom training;
- (v) provide SFMTP with copies of all materials produced under the Project and grant SFMTP full rights to use the materials in its educational programs;
- (vi) provide each Trainee with a stipend of \$450 cash per month and an additional one-time allowance of \$120 for books; and
- (vii) provide housing, local transportation and cultural activities for each Trainee.

Section A: Provisions for Grantees Receiving USAIF Funds

As a requirement for this grant award, you will be asked to complete and submit to SFMTP the following forms for Internal Revenue Service ("IRS") and USAID: W-4, Claimed Abode Test, 8433 and 8233 which are all attached. You are also required to fill out such forms with your Hosts should they request them. USAID will file your tax return and authorize SFMTP to use USAID funds in its grant to pay any applicable US State and Federal incomes tax on the funds you legitimately receive as part of this project, except if:

- (i) you do not return to your home country immediately upon completion of your TIP training;
- (ii) you or your Hosts do not promptly complete and submit to SFMTP all tax reporting forms requested;
- (iii) you receive stipend or salary funds or other taxable income in addition to the items listed above in the description of your grant for TIP; (receiving such additional funds can be grounds for immediate cancellation of your grant for TIP as it could violate the terms of your visa; neither USAID or SFMTP will pay taxes on funds you receive outside of TIP);
or

SFMTP _____ Grantee G.

TIP II- Intern Agreement -- p. 3

- (iv) you return to the US within 12 months after completing TIP and incur a retroactive tax liability (For example the rate at which you are taxed could change if you spent additional time in the US or received additional income in the same tax year.);

By signing this agreement, you accept that the provisions in Annex C-1 apply to any publications or data you may produce under the Grant. Annex C-1 is attached and made a part hereof.

Section B: Participant Responsibilities

Furthermore, you acknowledge that you agree with the conditions of participation enumerated below. Specifically, you agree that:

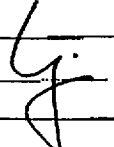
- 1) SFMTP has limited resources which are distributed in accordance with policies approved by its Board of Directors;
- 2) no part of the Grant may be used for any activity not undertaken exclusively for religious, charitable, scientific, literary or educational purposes;
- 3) SFMTP is bound by its guidelines to award grants exclusively to those individuals who will use the knowledge they have gained abroad for the benefit of their homeland;
- 4) upon expiration or termination of the Grant or completion of your assigned training, you will return immediately to your home country;
- 5) during the Project you are required to apply your full abilities to the training offered and effectively pursue the practical training components of the Project;
- 6) you will submit to SFMTP a written report prior to your departure from the United States and participating in all post-program evaluations requested by SFMTP. (The pre-departure report shall include a complete accounting of the manner in which the funds of the Grant are spent, compliance with the terms of the Grant, and progress made in accomplishing the purposes of the Grant. A form for the report will be provided.);
- 7) during the course of the Project, you will complete a short project of relevance to your home country in consultation with your mentor at your primary training site and include a one-page description of the project in your pre-departure report;
- 8) you will obtain assistance from staff of the organizations sponsoring the Project as soon as a problem situation develops that may jeopardize the successful and timely completion of the training;

SFMTP _____ Grantee _____

- 9) the Grant does not include funding to bring family members or friends to the country of your training. (Housing and stipend arrangements are made for the grantee alone. SFMTP and host organizations cannot make any special housing, travel, or visa arrangements for family members or friends.) SFMTP reserves the right to cancel the Grant if you bring family members or friends to the site or country of your training;
- 10) before your departure from the United States, you will pay all personal expenses you incur during the Project;
- 11) you have read and understand all of the terms of any insurance provided. SFMTP reserves the right to terminate the training program of anyone who is diagnosed as having a mental or physical disease, disability or disorder that will unduly delay or prevent successful completion of the Project or render the participant unlikely to contribute to the home country's development for which the training was designed;
- 12) you will follow the laws of all countries and other jurisdictions through which you pass for the purposes of the Project;
- 13) your selection for the Project was based on statements you made in your application and subsequent interview, and can be revoked if information you provided in your application or interview is false or changes significantly;
- 14) you are aware of no conflict of interests in your receipt of training from your hosts, and agree that SFMTP reserves the right to approve or disqualify candidates at anytime during the selection process or training period should such conflicts arise;
- 15) SFMTP reserves the right to cancel or alter the Grant in the event that these guidelines are violated with no further obligation to the grantee;
- 16) SFMTP reserves the right to take any legal measures it deems necessary to enforce this agreement; and
- 17) you hereby release SFMTP and indemnify and hold SFMTP harmless from and against any claim or liability at law or in equity arising out of your participation in the Project and the Grant.

Section C: Expenditure Responsibility

The Tax Reform Act of 1969, as codified in the Internal Revenue Code of 1986, as amended (the "Code"), imposed new restrictions upon the activities and grants of private foundations, such as

SFMTP _____	Grantee 
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TIP II- Intern Agreement - p. 5

SFMTIP. One provision requires grants like the present one to be made subject to a written agreement between the grantor and the grantee establishing certain limitations on the use of grant funds. To comply with the statutory standards, you must make the following additional agreements with respect to the Grant covered by this letter:

- 1) The Grant is to be used exclusively for the purposes specified in this letter, and any part not so used must be returned to SFMTIP.
- 2) No part of the Grant may be used to carry on propaganda, or otherwise to attempt to influence legislation (within the meaning of Section 4945(d)(2) of the Internal Revenue Code).
- 3) No part of the Grant may be used to attempt to influence the outcome of any specific public election, or to carry on, directly or indirectly, any voter registration drive (within the meaning of Section 4945(d)(2) of the Internal Revenue Code).
- 4) No part of the Grant may be used for travel, study, or similar purposes unless the requirements of Section 4945(g) of the Internal Revenue Code are met. The payment of compensation to employees does not constitute a "grant" for these purposes, and is not subject to these restrictions.
- 5) No part of the Grant may be used for a grant to another organization unless the provisions of Section 4945(h) of the Internal Revenue Code (dealing with "Expenditure Responsibility") are complied with, if they are applicable.

By signing at the end of the letter and initialling each page of the agreement, you will indicate that you have received the Grant and accept its terms. If you have any questions about the effect of these agreements, we shall be happy to discuss them with you. If during the course of the Grant you would like information on the application of any of these agreements to a particular problem or situation, we will be available to consult with you.

SFMTIP _____	Grantee _____
--------------	---------------

4
[Signature]

TIP II- Intern Agreement - p. 6

Please accept our best wishes for a successful and rewarding internship.

Sincerely, _____

Amanda Leness
Program Coordinator

Accepted and agreed to:

Signed: _____

Name: _____

Date: _____

SFMTIP _____ Grantee *g.*



EAST-WEST MANAGEMENT INSTITUTE

LETTER OF AGREEMENT

January 19, 1996

Dean Patrick O'Meara
Office of International Programs
Indiana University
Bryan Hall 205
Bloomington, Indiana 47405


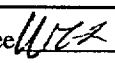
Dear Dean O'Meara,

We are pleased to inform you that the Board of Directors of the East-West Management Institute, Inc. ("EWMI") has approved a distribution ("the Grant") to Indiana University, ("IU" or the "Grantee") in the amount of \$41, 860.00. The Grant is for IU to assist EWMI in implementing the last phase of Training Internship Program II ("TIP II" or the "Project") and training the seven remaining participants.

This letter is the agreement between IU and EWMI for TIP II. This agreement is effective from January 1, 1996 through July 31, 1996 upon full completion of and reporting on TIP II.

The last phase of TIP II will combine 12-week professional internships with structured academic training for seven professionals and industry leaders from Albania, Lithuania, Poland, Romania and Slovakia ("Trainees") in the fields of banking and finance, business management, telecommunications, environmental management, and education administration. TIP II is jointly funded by EWMI and the United States Agency for International Development ("USAID") with the participation of IU.

Annex A contains a financial and programmatic provisions for the Project. Annex B is the budget for the Grant. A model of the agreement to be signed between EWMI and each Trainee, prior to his/her final acceptance into the Project, is provided under Annex C. Annexes A, B and C are attached and made a part hereof. Discrepancies between any of the Annexes of this agreement shall be resolved by applying the relevant text in the following order of precedence: Text in the Letter of Agreement governs first; text of Annex A second; content of Annex B second; and text of Annex C last. Annex E contains additional provisions required by USAID concerning use of its funds. Annex E is attached and made a part hereof. The Grantee must contact EWMI in the event of conflicts between Annex E and other parts of the agreement.


EWMI _____ Grantee 

EWMI's responsibilities and obligations for the Project will be to:

- (i) coordinate the recruitment of internship candidates;
- (ii) publicize the internship opportunities by (a) placing advertisements in the local media, (b) sending program announcements to leading schools of business and other likely sources of trainees, and (c) contacting individuals from the EWMI database of internship applicants;
- (iii) screen applicants by checking references in applications, conducting an English language test, and facilitating interviews by experts in the field and native speakers of English;
- (iv) making pre-departure arrangements of the Trainees including: guiding them through the steps of obtaining a visa; and holding a pre-departure orientation; and
- (v) disburse the Grant to IU as follows:
 - (a) participant funds will be disbursed to IU on a reimbursement basis upon receipt by EWMI of an invoice from IU; a list of the name, home address including home country, city of training, primary training agency, and dates of training for each Trainee to be funded; and proper documentation for all expenditures;
 - (b) \$5,215.00, half of the funds budgeted for IU's administrative costs, will be disbursed by EWMI to the Grantee prior to the arrival in the US of the Trainees;
 - (c) the balance of the administrative funds will be disbursed upon receipt by EWMI of all final reporting for the Project;
 - (d) an interim payment of \$2,607.50 from the administrative funds in the Grant may be arranged before completion of the Project by mutual agreement of IU and EWMI; additional reports on funds spent to date may be requested by EWMI for this payment.

IU's responsibilities and obligations for the Project will be to:

- (i) conduct a review of the final applications;
- (ii) arrange and purchase round-trip economy class airline tickets for Trainees;
- (iii) place each Trainee in 3 months of on-the-job and classroom training;
- (iv) provide EWMI with copies of all materials produced under the Project and grant EWMI full rights to use the materials in its educational programs;
- (v) provide each Trainee with a stipend of \$490 cash per month; and
- (vi) provide housing, local transportation and cultural activities for each Trainee.

EWMI  Grantee 



Additional Points of Agreement

Furthermore, IU agrees that:

- (i) IU will provide daily supervision for all Trainees, as well as opportunities to observe and participate in the professional work and management of host companies and organizations;
- (ii) IU will assign one or more persons as "mentors" who will meet with each Trainee daily to discuss his or her program;
- (iii) IU will provide opportunities, to the maximum extent possible, for all Trainees to become actively involved in substantive problem-solving activities designed to teach modern management techniques in a market economy;
- (iv) IU will provide supervision to ensure that all Trainees are fully introduced to the host-company's management operations;
- (v) IU will provide hospitality to ensure that all Trainees receive broad exposure to community life, both professionally and culturally;
- (vi) IU will cooperate in the monitoring of the internship program and inform EWMI immediately if any problems or difficulties arise;
- (vii) IU will assist in distribution and collection of EWMI's exit reports for all Trainees;
- (viii) IU will ensure that each Trainee will complete a short project relevant to his or her home country and will receive assistance and advice from the host company in its formulation and completion;
- (ix) IU will acknowledge that EWMI is bound by its guidelines to award grants exclusively to those individuals who will use the knowledge they have gained abroad for the benefit of their homeland;
- (x) IU will recognize EWMI in all program publicity as a co-sponsor with IU and give EWMI equal publication rights;
- (xi) upon expiration of the Grant and completion of the internship, all Trainees are expected to return to their home countries immediately;
- (xii) no part of the Grant will be used for any activity other than as stated herein;
- (xiii) EWMI reserve the right to cancel or alter the Grant if it determines in its sole discretion that these guidelines have been or are reasonably likely to be violated;

EWMI  Grantee 

(xiv) there is no conflict of interest in this program and IU agrees that EWMI reserves the right to approve or disqualify candidates at any time during the selection process or training period should such conflicts of interest arise;

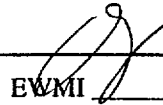
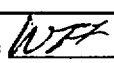
(xv) this agreement supersedes all prior written or oral understandings; and

(xvi) IU releases EWMI and indemnifies and holds EWMI harmless, from and against any claim or liability at law or in equity arising out of; (a) EWMI's distribution of the Grant or participation in the Project or (b) any act or omission on the part of EWMI in connection with the Project. Indiana University's obligation to indemnify and hold harmless is subject to the limits under Indiana code IC 34-4-16.5-4. WTF

Expenditure Responsibility

The Tax Reform Act of 1969, as codified in the Internal Revenue Code, as amended (the "Code"), imposed restrictions upon the activities and grants of private foundations, such as EWMI. One provision requires grants like the present one to be made subject to a written agreement between the grantor and grantee establishing certain limitations on the use of grant funds. To comply with the statutory standards, you must make the following additional agreements with respect to the Grant:

- 1) The Grant is to be used exclusively for the purposes specified in this letter, and any part not so used must be returned to EWMI.
- 2) No part of the Grant may be used to carry on propoganda, or otherwise to attempt to influence legislation (within the meaning of Section 4945(d)(1) of the Code).
- 3) No part of the Grant may be used to attempt to influence the outcome of any specific public election, or to carry on, directly or indirectly, any voter registration drive (within the meaning of Section 4945(d)(2) of the Code).
- 4) No part of the Grant may be used for travel, study, or similar purposes unless the requirements of Section 4945 (g) of the Code are met. The payment of compensation to employees does not constitute a "grant," for these purposes, and is not subject to these restrictions.
- 5) No part of the Grant may be used for a grant to another organization unless the provisions of Section 4945 (h) of the Code (dealing with "Expenditure Responsibility") are complied with if they are applicable.
- 6) No part of the Grant may be used for any activity not undertaken exclusively for religious, charitable, scientific, literary or educational purposes or for the prevention of cruelty to children or animals.
- 7) The Grantee will furnish EWMI with financial and narrative reports. The quarterly financial reporting form is in Annex D. Annex D is attached and made a part hereof. The narrative report will explain progress made during the period toward accomplishing the goals of the Grant including quantitative information where possible, particularly as to number of people trained and training levels reached. It will also analyze any cost overruns, high unit costs or failures, if any, to meet programmatic goals set for such period.


EWMI _____ Grantee 

8) Upon completion of use of the Grant funds, the Grantee will make a final report to EWMI detailing all expenditures made from Grant funds, including travel, salaries, and supplies, and indicating the progress made toward the goals of the grant. These reports must be submitted within three months after the close of each annual reporting period.

9) The Grantee will, during the period in which any grant funds remain unexpended, continuously keep the grant funds in a separate fund exclusively for the purposes of this Grant. The Grantee will charge expenditures made in furtherance of the Grant purposes against the Grant, maintain records of all receipts/expenditures attributable to this Grant, and keep records adequate to enable the use of Grant funds to be checked readily.

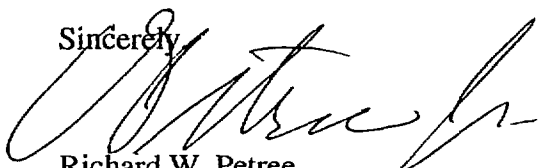
10) The Grantee agrees to keep these records along with copies of reports submitted to EWMI for at least four (4) years, and make these records available to EWMI at reasonable times.

If you have any questions about the effect of these agreements, we shall be happy to discuss them with you. If during the course of the Grant, you would like information on the application of any of the clauses of this agreement to a particular problem or situation, we shall be happy to consult with you. Failure to meet any of the clauses of this agreement will result in legal action to correct any abrogations of the terms contained herein.

Your acceptance of and agreement to all provisions herein pertaining to the Grant, including those clauses concerning distribution of the Grant, copyright ownership, and provision of services shall be indicated below by the signature of the officer or officers authorized under the by-laws and laws governing you to execute contracts on your behalf. The authorized signer must also initial each page of the agreement and all of the annexes and attachments thereto. Please return the executed original of this letter to us and retain a copy for your files.

Please accept our best wishes for a successful and rewarding internship program.

Sincerely,



Richard W. Petree
Vice President/General Counsel

Signed:

William E. Farquhar 1-28-94

Name:

William E. Farquhar
~~Assistant Vice President~~
for Research

Title:

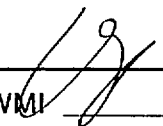
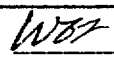
EWMI _____ Grantee WFF

ANNEX A: Grantee Program and Financial Responsibilities for Training Internship Program II

Financial and Reporting Responsibilities

IU agrees that:

- (i) IU will bring to the program a total of no less than \$34,230.00 in cost share funds and in-kind donations in the categories and amounts indicated in Annex B;
- (ii) no funds or in-kind donations under (i) above are counted toward other Federally-funded projects as cost share or are themselves Federal funds;
- (iii) IU will disburse maintenance allowances to Trainees no less frequently than monthly and make the first disbursement within 24 hours of an Trainee's arrival in the city of the affiliate;
- (iv) in addition to reports stipulated elsewhere in this agreement, IU will provide EWMI with regular reports on use of Grant funds on a schedule to be mutually agreed by EWMI and IU so that EWMI can comply with Federal regulations for requesting funds from USAID and additional reports that may be requested by USAID;
- (v) IU will properly withhold from, file for and report all contributions made to Trainees;
- (vi) IU will not make or authorize any third party to make contributions to any Trainee's maintenance allowance or other taxable income above the amounts cited in this agreement. Receiving income in addition to that provided under TIP II from any of the organizations participating in TIP II or from outside sources is grounds for a Trainee's immediate dismissal from TIP II when such activity violates the terms of the Trainee's US visa. Provision of such additional funds can also lead to significant tax liabilities for the Trainee. By making or authorizing such payments, IU could lose AID funds and could face penalties from EWMI as well as legal consequences;
- (vii) IU will follow all guidelines in the "Contractor's Tax Tool-Kit" published by USAID, and will take all measures required of Contractors in the tool-kit including those pertaining to collecting, sorting, submitting and processing all income tax source documentation for all Trainees;
- (viii) if for any reason less than 7 Trainees can be trained in the time prescribed by USAID for TIP II, the Grant will be reduced as follows: the administrative funds for IU will be reduced by \$1000 per person not trained through arrangements made by IU and the participant funds will be reduced by \$5090 per person similarly;
- (ix) amendments to distribution of the grant funds in excess of 10% of any line item and all amendments to the distribution of the participant funds must be approved by EWMI in advance;

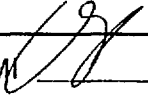
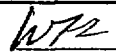

EWMI _____ Grantee 

- (x) IU will conform to all USAID regulations applicable to the Grant including following all guidelines and audit requirements of OMB A-133; and
- (xi) if program activities under the Grant are completed more than 2 months prior to the end of the effective dates of this agreement, the Grantee will consult with EWMI to revise the reporting schedule so that EWMI may have the option of closing its funding from USAID within 60 days of the completion of program activity.

Program Responsibilities

Furthermore, IU agrees that:

- (i) IU will carry out its roles in TIP II according to guidelines provided by EWMI;
- (ii) IU will match each Trainee who is placed with 12 weeks on-the-job and classroom training in the fields and areas requested by the Trainee in his or her application to TIP II;
- (iv) IU will report to EWMI all information on the training and hosting arrangements needed for program implementation; furthermore, IU agrees to fill out all forms required by USAID for entry of Trainees into USAID tracking systems; these forms include but are not limited to the PIO/P, the Bio-Data Sheet and EURIS;
- (v) IU will ensure that each Trainee receives information before his or her departure on the location and content of the training;
- (vi) IU affiliates will arrange and implement the arrival orientation and post-training de-briefings;
- (vii) IU will follow all applicable sections of USAID Handbook 10; and
- (viii) IU will, in the event of an emergency, breach of Trainee contract or other situation leading to a change in the planned program, recommend to EWMI a course of action based on IU's regular program monitoring and observations. In such situations, IU agrees to assist in implementation of all decisions made by EWMI and USAID.

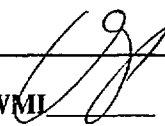
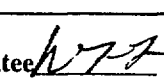
EWMI 	Grantee 
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Annex B

**TRAINING INTERNSHIP PROGRAM II
Budget for Indiana University**

	USAID	INDIANA UNIVERSITY
Administrative Funds		
Indiana University	\$10,430.00	
SUBTOTAL: DIRECT GRANT	\$10,430.00	
Participant Funds		
Airfare (\$1820/person * 7 people)	\$12,740.00	
Maintenance Allowance (\$490/month * 3 mo. * 7 people)	\$10,290.00	
Affiliate fees (\$1200/person *7)	\$8,400.00	
SUBTOTAL: PASS THROUGH FUNDS	\$31,430.00	
Indiana University Cost Share		
Housing (\$21/day * 90 days * 7)		\$13,230.00
Training, Mentoring, & Quality of Life (\$3000/person * 7)		\$21,000.00
SUBTOTAL: COST-SHARE		\$34,230.00
TOTAL	\$41,860.00	\$34,230.00

EWMI  Grantee 



EAST-WEST MANAGEMENT INSTITUTE

INTERN GRANT AWARD CONTRACT & LETTER OF AGREEMENT

DATE

NAME

IN-COUNTRY ADDRESS (usually c/o Foundation)

Dear SALUTATION,

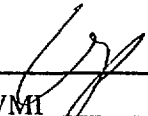
On behalf of the Board of Directors of the East-West Management Institute, Inc. ("EWMI"), I am pleased to acknowledge that you were selected to participate in 3 months of on-the-job and classroom training from DATES in FIELD OF TRAINING at AGENCY, COMPANY "HOST" in CITY OF TRAINING SITE as part of the Training Internship Program II ("TIP II" or the "Project").

TIP II will combine 12-week professional internships with structured academic training for professionals and industry leaders from Albania, Lithuania, Poland, Romania and Slovakia ("Trainees") in the fields of banking and finance, business management, telecommunications, environmental management, and education administration. TIP II is jointly funded by EWMI and the United States Agency for International Development ("USAID") with the participation of Indiana University ("IU").

This letter summarizes the terms of your grant and your responsibilities as a participant in this program. By signing at the end of the letter, you will indicate that you have received the grant and accept its terms. Please return the executed original of this letter to us and keep a copy of it for your files.

EWMI's responsibilities and obligations for the Project will be to:

- (i) coordinate the recruitment of internship candidates;
- (ii) publicize the internship opportunities by (a) placing advertisements in the local media, (b) sending program announcements to leading schools of business and other likely sources of trainees, and (c) contacting individuals from the EWMI database of internship applicants;
- (iii) screen applicants by checking references in applications, conducting an English language test, and facilitating interviews by experts in the field and native speakers of English;


 EWMI _____ Grantee WAA

- (iv) making pre-departure arrangements of the Trainees including: guiding them through the steps of obtaining a visa; and holding a pre-departure orientation;
- (v) arrange and purchase health insurance for the Trainees;
- (vi) provide funding to IU for the Project; and
- (vii) provide general program oversight.

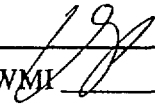
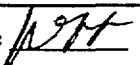
IU's responsibilities and obligations for the Project will be to:

- (i) arrange and purchase round-trip economy class airline tickets for Trainees;
- (ii) place each Trainee in 3 months of on-the-job and classroom training;
- (iii) provide EWMI with copies of all materials produced under the Project and grant EWMI full rights to use the materials in its educational programs;
- (iv) provide each Trainee with a stipend of \$490 cash per month; and
- (v) provide housing, local transportation and cultural activities for each Trainee.

Section A: Provisions for Grantees Receiving USAID Funds

As a requirement for this grant award, you will be asked to complete and submit to EWMI the following forms for Internal Revenue Service ("IRS") and USAID: W-4, Claimed Abode Test, 8433 and 8233 which are all attached. You are also required to fill out such forms with your Hosts should they request them. USAID will file your tax return and authorize EWMI to use USAID funds in its grant to pay all applicable US State and Federal incomes tax on the funds you legitimately receive as part of this project, except if:

- (i) you do not return to your home country immediately upon completion of your TIP training;
- (ii) you or your Hosts do not promptly complete and submit to EWMI all tax reporting forms requested;
- (iii) you receive stipend or salary funds or other taxable income in addition to the items listed above in the description of your grant for TIP; (receiving such additional funds can be grounds for immediate cancellation of your grant for TIP as it could violate the terms of your visa; neither USAID or EWMI will pay taxes on funds you receive outside of TIP); or
- (iv) you return to the US within 12 months after completing TIP and incur a retroactive tax liability. (For example the rate at which you are taxed could change if you spent additional time in the US or received additional income in the same tax year.);

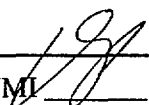
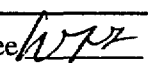
EWMI  Grantee 

By signing this agreement, you accept that the provisions in Annex C-1 apply to any publications or data you may produce under the Grant. Annex C-1 is attached and made a part hereof.

Section B: Participant Responsibilities

Furthermore, you acknowledge that you agree with the conditions of participation enumerated below. Specifically, you agree that:

- 1) EWMI has limited resources which are distributed in accordance with policies approved by its Board of Directors;
- 2) no part of the Grant may be used for any activity not undertaken exclusively for religious, charitable, scientific, literary or educational purposes;
- 3) EWMI is bound by its guidelines to award grants exclusively to those individuals who will use the knowledge they have gained abroad for the benefit of their homeland;
- 4) upon expiration or termination of the Grant or completion of your assigned training, you will return immediately to your home country;
- 5) during the Project you are required to apply your full abilities to the training offered and effectively pursue the practical training component of the Project;
- 6) you will submit to EWMI a written report prior to your departure from the United States and participate in all post-program evaluations requested by EWMI. (The pre-departure report shall include a complete accounting of the manner in which the funds of the Grant are spent, compliance with the terms of the Grant, and progress made in accomplishing the purposes of the Grant. A form for the report will be provided.);
- 7) during the course of the Project, you will complete a short project of relevance to your home country in consultation with your mentor at your primary training site and include a one-page description of the project in your pre-departure report;
- 8) you will obtain assistance from staff of the organizations sponsoring the Project as soon as a problem situation develops that may jeopardize the successful and timely completion of the training;
- 9) the Grant does not include funding to bring family members or friends to the country of your training. (Housing and stipend arrangements are made for the grantee alone. EWMI and host organizations cannot make any special housing, travel, or visa arrangements for family members or friends.) EWMI reserves the right to cancel the Grant if you bring family members or friends to the site or country of your training;

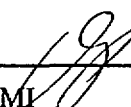

EWMI  Grantee 

- 10) before your departure from the United States, you will pay all personal expenses you incur during the Project;
- 11) you have read and understand all of the terms of any insurance provided. EWMI reserves the right to terminate the training program of anyone who is diagnosed as having a mental or physical disease, disability or disorder that will unduly delay or prevent successful completion of the Project or render the participant unlikely to contribute to the home country's development for which the training was designed;
- 12) you will follow the laws of all countries and other jurisdictions through which you pass for the purposes of the Project;
- 13) your selection for the Project was based on statements you made in your application and subsequent interview, and can be revoked if information you provided in your application or interview is false or changes significantly;
- 14) you are aware of no conflict of interests in your receipt of training from your hosts, and agree that EWMI reserves the right to approve or disqualify candidates at anytime during the selection process or training period should such conflicts arise;
- 15) EWMI reserves the right to cancel or alter the Grant in the event that these guidelines are violated with no further obligation to the grantee;
- 16) EWMI reserves the right to take any legal measures it deems necessary to enforce this agreement; and
- 17) you hereby release EWMI and indemnify and hold EWMI harmless from and against any claim or liability at law or in equity arising out of your participation in the Project and the Grant.

Section C: Expenditure Responsibility

The Tax Reform Act of 1969, as codified in the Internal Revenue Code of 1986, as amended (the "Code"), imposed new restrictions upon the activities and grants of private foundations, such as EWMI. One provision requires grants like the present one to be made subject to a written agreement between the grantor and the grantee establishing certain limitations on the use of grant funds. To comply with the statutory standards, you must make the following additional agreements with respect to the Grant covered by this letter:

- 1) The Grant is to be used exclusively for the purposes specified in this letter, and any part not so used must be returned to SFMTP.

EWMI 	Grantee 
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- 2) No part of the Grant may be used to carry on propaganda, or otherwise to attempt to influence legislation (within the meaning of Section 4945(d)(2) of the Internal Revenue Code).
- 3) No part of the Grant may be used to attempt to influence the outcome of any specific public election, or to carry on, directly or indirectly, any voter registration drive (within the meaning of Section 4945(d)(2) of the Internal Revenue Code).
- 4) No part of the Grant may be used for travel, study, or similar purposes unless the requirements of Section 4945(g) of the Internal Revenue Code are met. The payment of compensation to employees does not constitute a "grant" for these purposes, and is not subject to these restrictions.
- 5) No part of the Grant may be used for a grant to another organization unless the provisions of Section 4945(h) of the Internal Revenue Code (dealing with "Expenditure Responsibility") are complied with, if they are applicable.

By signing at the end of the letter and initialling each page of the agreement, you will indicate that you have received the Grant and accept its terms. If you have any questions about the effect of these agreements, we shall be happy to discuss them with you. If during the course of the Grant you would like information on the application of any of these agreements to a particular problem or situation, we will be available to consult with you.

Please accept our best wishes for a successful and rewarding internship.

Sincerely,

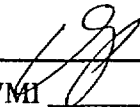
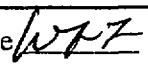
Joanna de Plas
Program Officer

Accepted and agreed to:

Signed: _____

Name: _____

Date: _____


EWMI _____ Grantee 

East-West Management Institute, Inc.

US Grantee Quarterly Reporting Form

ANNEX D

Grantee: Indiana University


Contact: Dean Patrick O'Meara
Office of International Programs
Indiana University
Bryan Hall 205
Bloomington, Indiana 47405

Telephone: 812-855-8669
 Fax: 812-855-6884
 E-Mail: N/A

Number of Trainees: 7

Contract Effective Dates: January 1, 1996 through July 31, 1996

CATEGORY	BUDGET Annual	TOTAL SPENT 1/1/96-3/31/96	TOTAL SPENT 4/1/96-6/30/96	TOTAL REMAINING Year to Date
Administrative Funds	\$10,430.00			
Participant Funds:				
Airfare	12740			
Maintenance Allowance	10290			
Affiliate Fees	8400			
TOTAL	\$41,860.00			


 EWMI _____ Grantee WPT

Annex E: Special Provisions for Grantees receiving USAID funds from EWMI

USAID ADDITIONAL POINTS

I. PROGRAM PERFORMANCE PLANNING AND REPORTING

- (a) Quarterly Reports. The Grantee shall provide EWMI with quarterly training reports. The report shall include the total number of new Trainees during the period; and the following information for each Trainee: (i) name; (ii) citizenship; (iii) gender; (iv) beginning and ending dates of training; (v) training site; (vi) purpose of training; (vii) type of training activities; (viii) source of funding.
- (b) Special Reports. Between the required program performance reporting dates, events may occur that have significant impact upon the program. In such instances, the Grantee shall inform EWMI as soon as the following types of conditions become known:

Problems, delays or adverse conditions that will materially affect the ability to attain program objectives, prevent the meeting of time schedules and goals or preclude the attainment of work units by established time periods. This enclosure shall be accompanied by a statement of the action taken or contemplated and any EWMI or USAID assistance needed to resolve the situation.

Favorable developments or events that enable time schedule to be met sooner than anticipated or more work units to be produced than originally projected.

- (c) Environmental Impact. If it appears that outputs of this project will result in an adverse environmental impact, the Grantee shall notify EWMI prior to implementation in order to allow for orderly implementation of an environmental impact statement. The Grantee shall assure that appropriate US Government and host country procedures are followed.

II. SUBSTANTIAL INVOLVEMENT UNDERSTANDINGS

It is understood and agreed that USAID will be substantially involved during performance of this Grant as follows:

The Offices of the USAID ("OAR") in each Central and East European country have been asked what level of involvement they want in the participant selection process for this series of agreements. The OARs' interests ranged from substantive to minimal involvement in the selection process. Therefore, the specific arrangements must depend on mutual agreement between EWMI and the OAR in each country, and a work plan is required. The mutually agreed upon selection procedure will be reflected in this plan.

All training nominees must pass an English language test administered by the Partners for International and Education (PIET) staff, and must be found medically qualified for training through a pre-departure medical exam administered by an Embassy approved physician.

Upon the successful completion of the training, each participant will receive a Certificate of Achievement indicating his training program is a US Government sponsored activity. All training materials, publications and general information should show that funds were in part made available by USAID.

The Grantee will allow the selected Monitoring and Evaluation contractor selected by USAID to have access to project materials, including any financial documents, in order to monitor the Project and compile data for an ongoing feasibility/impact study on the project. None of the information obtained by this contractor will be distributed to the public. It will be used as material for a comprehensive report and for internal USAID project monitoring information.

III. Indirect Cost Rates

No indirect costs will be charged to this Grant. The Grantee understands and agrees that indirect costs attributable to this Grant will be absorbed by the Grantee and considered cost sharing.

IV. Special Provisions

(a) Limitations on Use of Funds

(1) Bumpers Act Restrictions

The Grantee shall not utilize the Grant for any testing or breeding feasibility study, variety improvement or introduction, consultancy, publication, conference or training in connection with the growth or production in countries other than the United States of an agricultural commodity for export which would compete with a similar commodity grown or produced in the United States.

The Grantee's quarterly, special and final reports shall contain a statement indicating the projects or activities to which the Grant have been attributed, together with a brief description of the activities adequate to show that United States funds have not been used for the purpose in the preceding paragraph.

The Grantee agrees to refund to EWMI upon request an amount equal to any funds granted hereunder which are determined by EWMI to have been used for the purposes prohibited by this section.

(2) Ineligible Countries

No funds provided by EWMI under this Grant shall be used to provide assistance either directly or indirectly to any country ineligible to receive assistance pursuant to the Foreign Assistance Act as amended, related appropriation acts, or other statutes and Executive Orders of The United States.

(3) Relocation of US Businesses, Assistance to Export Processing Zones, Internationally-Recognized Workers' Rights

No funds or other support provided hereunder may be used in a project or activity reasonably likely to involve the relocation or expansion outside the United States of an enterprise located in the United States if non-US production in such relocations or expansion replaces some or all of the production of, and reduces the number of employees at, said enterprise in the United States.

No funds or other support provided hereunder may be used in a project or activity the purpose of which is the establishment or development in a foreign country of any export processing zone or designated area where labor, environmental, tax tariff and safety laws of the country would not apply, without the prior written approval of the Agreement Officer.

No funds or other support provided hereunder may be used in an activity which contributes to the violation of internationally-recognized rights of workers in the recipient country including those in any designated zone or area in that country.

(b) Workers' Compensation Insurance and/or Medical Evacuation Services/Insurance

(1) Workers' Compensation Insurance

Pursuant to Section J.1. of OMB Circular A-21 (for educational institutions) or Section 18 of Attachment B of OMB Circular A-122 (for non-profit organizations other than educational institutions), to the extent that the normal workers' compensation insurance carried by the Recipient does not apply to its employees who perform overseas, the Recipient is authorized to purchase additional workers' compensation under this Grant which provides coverage comparable to, but not in excess of that which is required under the Defense Base Act (42 U.S.C. 1651, et seq).

(2) Medical Evacuation Services

Pursuant to Section J.16. of OMB Circular A-21 (for educational institutions) or Section 18 of Attachment B of OMB Circular A-122 (for non-profit organizations other than educational insolutions), to the extent that the normal workers' compensation or other insurance carried by the Grantee does not provide for medical evacuation of its employees who perform overseas, the Grantee is authorized to purchase medical evacuation services insurance under this Grant.

STANDARD PROVISIONS FOR EWMI GRANTS USING USAID FUNDS FOR INTERNSHIPS

VI. ACCOUNTING, AUDIT, AND RECORDS

(a) The Grantee shall maintain books, records, documents, and other evidence in accordance with the Grantee's usual accounting procedures to sufficiently substantiate charges to the Grant. The Grantee's financial management system shall provide for the following:

- (1) Accurate, current, and complete disclosure for each EWMI-sponsored project in accordance with the reporting requirements of this Grant. While USAID requires reporting on an accrual basis, the Grantee shall not be required to establish an accrual accounting system but shall develop such accrual data for its reports on the basis of an analysis of the documentation on hand.
- (2) Records that identify adequately the source and application of funds EWMI-sponsored activities. These records shall contain information pertaining to EWMI or Federal awards, authorizations, obligations, unobligated balances, assets, outlays, and income.
- (3) Effective control over and accountability for all funds, property, and other assets. Grantee shall adequately safeguard all such assets and shall ensure that they are used solely for authorized purposes.
- (4) Comparison of actual outlays with budget amounts for each Grant. Financial information should be related to performance and unit-cost data whenever appropriate.
- (5) Procedures to minimize the time elapsing between the transfer of funds from EWMI and the disbursement by the recipient, whenever funds are advanced by EWMI.

- (6) Procedures for determining the reasonableness, allowability, and allocability of costs in accordance with the provisions of the applicable Federal cost principles and the terms of the Grant.
 - (7) Accounting records that are supported by documentation that at a minimum will identify, segregate, accumulate, and record all costs incurred under a Grant and which fully disclose (i) the amount and disposition by the Grantee of the proceeds of such assistance, (ii) the total cost of the project or undertaking in connection with which such assistance is given or used, (iii) the amount of that portion of the cost of the project or undertaking supplied by other sources, and (iv) such other records as will facilitate an effective audit.
 - (8) A systematic method to ensure timely and appropriate resolution of audit findings and recommendations.
- (b) The Grantee shall require subrecipients to adopt the standards in paragraph (a) above except that portion of subparagraph (a)(1) that would require specific financial reporting forms and frequencies in accordance with the payment provisions of this Grant.
 - (c) If the Grantee is a nonprofit institution, it shall conduct audits in accordance with the requirements of OMB Circular A-133, "Audits of Institutions of Higher Education and Other nonprofit Institutions" and shall ensure that nonprofit subrecipients conduct audits and submit them to the Grantee in accordance with the Circular.
 - (d) The Grantee shall preserve and make available such records for examination and audit by EWMI, USAID and the Comptroller General of the United States, or their authorized representatives:
 - (1) until the expiration of three years from the date of termination of the Grant;
 - (2) for such longer period, if any, as is required to complete an audit to resolve all questions concerning expenditures unless written approval has been obtained from the Grant officer to dispose of the records. EWMI and USAID follow generally accepted accounting practices in determining that there has been proper accounting and use of Grant funds. The Grantee agrees to make available any further information requested by EWMI or USAID with respect to any questions arising as a result of the audit; and
 - (3) If any litigation, claim, or audit is started before the expiration of the three year period, the records shall be retained until all litigation, claim or audit findings involving the records have been resolved.
 - (e) The Grantee shall insert paragraph (d) above in all subagreements.

VII. DEBARMENT, SUSPENSION, INELIGIBILITY, AND VOLUNTARY EXCLUSION

The recipient/contractor certifies that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

VIII. NONDISCRIMINATION

This provision is applicable when work under the Grant is performed in the US or when employees are recruited in the US.

No US citizen or legal resident shall be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity funded by this Grant on the basis of race, color, national origin, age, handicap or sex.

IX. US OFFICIALS NOT TO BENEFIT

No member of or delegate to the US Congress or resident US Commissioner shall be admitted to any share or part of this Grant or to any benefit that may arise therefrom but this provision shall not be construed to extend to this Grant if made with a corporation for its general benefit.

X. NONLIABILITY

Neither EWMI nor USAID assumes liability for any third party claims for damages arising out of this Grant.

USAID OPTIONAL PROVISIONS

XI. AIR TRAVEL AND TRANSPORTATION

- (a) The Grantee is required to notify EWMI of the proposed itinerary for each planned international trip financed by the Grant, by providing the name of the traveller, purpose of the trip, origin/destination (and intervening stops), and dates of travel, as far in advance of the proposed travel as possible, but at least three weeks before travel is planned to commence. International travel, as provided for in the Grant, is authorized unless otherwise disapproved by the EMWI or USAID in writing prior to departure, the Grantee shall notify the cognizant U.S. Mission or Embassy, with a copy to EWMI of planned travel, identifying the travellers and dates and times of arrival.
- (b) Travel to certain countries shall, at USAID's option, be funded from U.S.-owned local currency. When USAID intends to exercise this option, USAID will, after receipt of advice of intent to travel required above, either issue a U.S. Government S.F. 1169, Transportation Request (GTR) which the Grantee may exchange for tickets, or USAID will issue the tickets directly. Use of such U.S.-owned currencies will constitute a dollar charge to this Grant.
- (c) All air travel and shipments under this Grant are required to be made on U.S. flag air carriers to the extent service by such carriers is available. A U.S. flag air carrier is defined as an air carrier which has a certificate of public convenience and necessity issued by the U.S. Civil Aeronautics Board authorizing operations between the United States and/or its territories and one or more foreign countries.
- (d) Use of foreign air carrier service may be deemed necessary if a U.S. flag air carrier otherwise available cannot provide the foreign air transportation needed, or if use of such service will not accomplish the agency's mission. Travel and transportation on non-free world air carriers are not reimbursable under this Grant.

- (e) U.S. flag air carrier service is considered available even though:
- (1) Comparable or a different kind of service can be provided at less cost by a foreign air carrier;
 - (2) Foreign air carrier service is preferred by or is more convenient for the agency or traveler; or
 - (3) Service by a foreign air carrier can be paid for in excess foreign currency, unless U.S. flag air carriers decline to accept excess or near excess foreign currencies for transportation payable only out of such monies.
- (f) Except as provided in paragraph (b) of this section, U.S. flag air carrier service must be used for all Government-financed commercial foreign air travel if service provided by such carriers is available. In determining availability of a U.S. flag air carrier, the following scheduling principles should be followed unless their application results in the last or first leg of travel to or from the United States being performed by foreign air carrier:
- (1) U.S. flag air carrier service available at point of origin should be used to destination or in the absence of direct or through service to the farthest interchange point on a usually traveled route;
 - (2) Where an origin or interchange point is not served by U.S. flag air carrier, foreign air carrier service should be used only to the nearest interchange point on a usually traveled route to connect with U.S. flag air carrier service; or
 - (3) Where a U.S. flag air carrier involuntarily reroutes the traveler via a foreign air carrier the foreign air carrier may be used notwithstanding the availability of alternative U.S. flag air carrier service.
- (g) For travel between a gateway airport in the United States (the last airport from which the traveler's flight departs or the first U.S. airport at which the traveler's flight arrives) and a gateway airport abroad (that airport from which the traveler last embarks en route to the U.S. or at which the traveler first debarks incident to travel from the U.S.), passenger service by U.S. flag air carrier will not be considered available:
- (1) Where the gateway airport abroad is the traveler's origin or destination airport, and the use of U.S. flag air carrier service would extend the time in a travel status, including delay at origin and accelerated arrival at destination, by at least 24 hours more than travel by foreign air carrier;
 - (2) Where the gateway airport abroad is an interchange point, and the use of U.S. flag air carrier service would require the traveller to wait six hours or more to make connections at that point, or delayed departure from or accelerated arrival at the gateway airport in the U.S. would extend the time in a travel status by at least six hours more than travel by foreign air carrier.
- (h) For travel between two points outside the U.S. the rules in paragraphs (d) through (f) of this section will be applicable, but passenger service by U.S. flag air carrier will not be considered to be reasonably available;
- (1) If travel by foreign air carrier would eliminate two or more aircraft changes en route;
 - (2) Where one of the two points abroad is the gateway airport (as defined in paragraph (g) of this section) en route to or from the United States, if the use of a U.S. flag air carrier would extend the time in a travel status by at least six hours more than travel by foreign air carrier including accelerated arrival at the overseas destination or delayed departure from the overseas origin as well as delay at the gateway airport or other interchange point abroad; or

(3) Where the travel is not part of a trip to or from the United States, if the use of a U.S. flag air carrier would extend the time in a travel status by at least six hours more than travel by foreign air carrier including delay at origin, delay en route and accelerated arrival at destination.

(i) When travel under either paragraph (g) or (h) of this section involves three hours or less between origin and destination by a foreign air carrier, U.S. flag air carrier service will not be considered available when it involves twice such travel time or more.

(j) Nothing in the above guidelines shall preclude and no penalty shall attend the use of a foreign air carrier which provides transportation under an air transport agreement between the United States and a foreign government, the terms of which are consistent with the international aviation policy goals set forth at 49 U.S.C. 1502(b) and provide reciprocal rights and benefits.

(k) Where U.S. Government funds are used to reimburse the Grantee's use of other than U.S. flag air carriers for international transportation, the Grantee will include a certification on vouchers involving such transportation which is essentially as follows:

"CERTIFICATION OF UNAVAILABILITY OF U.S. FLAG AIR CARRIERS. I hereby certify that the transportation service for personnel (and their personal effects) or property by certificated air carrier was unavailable for the following reason(s)." (State appropriate reason(s) as set forth above).

(l) International Travel

(1) As used herein, the term "international travel" means travel to all countries other than those within the home country of the traveller.

(2) The Grantee will be reimbursed for travel and the reasonable cost of subsistence, post differentials and other allowances paid to employees in an international travel status in accordance with the Grantee's established policies and practices which are uniformly applied to federally financed and other activities of the Grantee. The standard for determining the reasonableness of reimbursement for overseas allowance is the Standardized Regulations (Government Civilians, Foreign Areas), published by the U.S. Department of State, as from time to time amended. The most current subsistence, post differentials, and other allowances may be obtained from the Grant officer.

(m) This provision will be included in all subgrants and contracts which require air travel and transportation under this Grant.

XII. PROCUREMENT OF GOODS AND SERVICES

The Grantee may use its own procurement policies and practices for the procurement of goods and services under the Grant, provided they conform to all of AID's requirements listed below and the standard provision entitled "AID Eligibility Rules for Goods and Services."

(a) General Requirements:

(1) The Grantee shall maintain a code or standards of conduct that shall govern the performance of its officers, employees or agents engaged in the awarding and administration of contracts using AID funds. No employee, officer or agent shall participate in the selection, award or

54

administration of a contract in which AID funds are used, where, to that individual's knowledge, the individual or the individual's immediate family, partners, or organization in which the individual or the individual's immediate family or partners has a financial interest or with whom that individual is negotiating or has any arrangement concerning prospective employment. The Grantee's officers, employees or agents shall neither solicit nor accept gratuities, favors or anything of monetary value from contractors or potential contractors. Such standards shall provide for disciplinary actions to be applied for violations of such standards by the Grantees' officers, employees or agents.

- (2) All procurement transactions shall be conducted in a manner to provide to the maximum extent practical, open and free competition. The Grantee should be alert to organizational conflicts of interest or noncompetitive practices among contractors that may restrict or eliminate competition or otherwise restrain trade. In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work, invitations for bids and/or requests for proposals should be excluded from competing for such procurements. Awards shall be made to the bidder/offeror whose bid/offer is responsive/responsible to the solicitation and is most advantageous to the Grantee, price and other factors considered. Solicitations shall clearly set forth all requirements that the bidder/offeror must fulfill in order to be evaluated by the Grantee. Any and all bids/offers may be rejected when it is in the Grantee's interest to do so.
- (3) All Grantees shall establish procurement procedures that provide for, at a minimum, the following procedural requirements:
 - (i) Proposed procurement actions shall follow a procedure to assure the avoidance of purchasing unnecessary or duplicative items. Where appropriate, an analysis shall be made of lease and purchase alternatives to determine which would be the most economical practical procurement.
 - (ii) Solicitations for goods and services shall be based upon a clear and accurate description of the technical requirements for the material, product or service to be procured. Such a description shall not, in competitive procurements, contain features which unduly restrict competition. "Brand-name or equal" descriptions may be used as a means to define the performance of other salient requirements of a procurement and when so used the specific features of the named brand which must be met by bidders/offerors shall be clearly specified.
 - (iii) Positive efforts shall be made by the Grantee to utilize small business and minority-owned business sources of supplies and services. Such efforts should allow these sources the maximum feasible opportunity to compete for contractors utilizing AID funds. To permit AID, in accordance with the small business provisions of the Foreign Assistance Act of 1961, as amended, to give United States small business firms an opportunity to participate in supplying commodities and services procured under this Grant, the Grantee shall to the maximum extent possible provide the following information to the Office of Small Disadvantaged Business Utilization, AID, Washington, D.C. 20523, at least 45 days prior (except where a shorter time is requested of and Granted by the Office of Small and Disadvantaged Business Utilization) to placing any order or contract in excess of \$25,000:
 - (A) Brief general description and quantity of goods or services;
 - (B) Closing date for receiving quotations, proposals, or bids; and
 - (C) Address where solicitations or specifications can be obtained.
 - (iv) The type of procuring instruments used, e.g. fixed price contracts, cost reimbursable contracts, purchase orders, incentive contracts, shall be determined by the Grantee but

5

must be appropriate for the particular procurement and for promoting the best interest of the program involved. The "cost-plus-a-percentage-of-cost" method of contracting shall not be used.

- (v) Contracts shall be made only with responsible contractors who possess the potential ability to perform successfully under the terms and conditions of a proposed procurement. Consideration shall be given to such matters as contractor integrity, record of past performance, financial and technical resources or accessibility to other necessary resources.
 - (vi) All proposed sole source contractors or where only one bid or proposal is received in which the aggregate expenditure is expected to exceed \$10,000 shall be subject to prior approval by an appropriate official within the Grantee's organization.
 - (vii) Some form of price or cost analysis should be made in connection with every procurement action. Price analysis may be accomplished in various ways, including the comparison of price quotations submitted, market prices and similar indicia, together with discounts. Cost analysis is the review and evaluation of each element of cost to determine reasonableness, allocability and allowability.
 - (viii) Procurement records and files for purchases in excess of \$10,000 shall include the following:
 - (A) Basis for contractor selection;
 - (B) Justification for lack of competition when competitive bids or offers are not obtained;
 - (C) Basis for award cost or price.
 - (ix) A system for contract administration shall be maintained to ensure contractor conformance with terms, conditions and specifications of the contract, and to ensure adequate and timely follow-up of all purchases.
- (b) Each contract shall contain, in addition to provisions to define a sound and complete contract, the following contract provisions, if applicable, as well as any provisions within this Grant which requires such inclusion of that provision. Whenever a provision is required to be inserted in a contract under this Grant, the Grantee shall insert a statement in the contract that in all instances where the U.S. Government or USAID is mentioned the Grantee's name shall be substituted.
- (1) Contracts in excess of \$10,000 shall contain contractual provisions or conditions that will allow for administrative, contractual or legal remedies in instances in which contractors violate or breach contract terms, and provide for such remedial actions as may be appropriate.
 - (2) All contracts in excess of \$10,000 shall contain suitable provisions for termination by the Grantee including the manner by which termination will be effected and the basis for settlement. In addition, such contracts shall describe conditions under which the contract may be terminated for default as well as conditions where the contract may be terminated because of circumstances beyond the control of the contractor.
 - (3) Point 3 omitted because Grantee will not perform construction under the Grant.
 - (4) All contracts awarded by the Grantee or subgrantee to be performed in the United States having a value of more than \$10,000, shall contain a provision requiring compliance with Executive Order 11246, entitled "Equal Employment Opportunity," as amended, and as supplemented in Department of Labor Regulations (41 CFR Part 60).

- (5-7) Points 5, 6 and 7 omitted because Grantee will not perform construction under the Grant.
- (8) Contracts, the principal purpose of which is to create, develop or improve products, processes or methods; or for exploration into fields that directly concern public health, safety or welfare; or contracts in the fields of science or technology in which there has been little significant experience outside of work funded by Federal assistance, shall contain a notice to the effect that matters regarding rights to inventions and materials generated under the contract are subject to the regulations included in these Grant provisions. The contractor shall be advised as to the source of additional information regarding these matters.
- (9) All negotiated contracts over \$10,000 awarded by the Grantee shall include a provision to the effect that the Grantee, USAID, the Comptroller General of the United States, or any of their duly authorized representatives, shall have access to any books, documents, papers and records of the contractor which are directly pertinent to the specific program for the purpose of making audits, examinations, excerpts and transcriptions.
- (10) Contracts in excess of \$100,000 to be performed in the United States shall contain a provision that requires the contractor to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act of 1970 (42 U.S.C. 7401) and the Federal Water Pollution Control Act (33 U.S.C. 1251, et seq.) as amended. Violations shall be reported to USAID and the Regional Office of the Environmental Protection Agency.

XIII. USAID ELIGIBILITY RULES FOR GOODS AND SERVICES

- (a) Ineligible and Restricted Goods and Services: If EWMI or USAID determines that the Grantee has procured any of the restricted or ineligible goods and services specified below, or has procured goods and services from unauthorized sources, and has received reimbursement for such purposes without the prior written authorization of EWMI, the Grantee agrees to refund to EWMI the entire amount of the reimbursement. USAID's policy on ineligible and restricted goods and services (which applies also to the Grant) is contained in Chapter 4 of USAID Handbook 1, Supplement B, entitled "Procurement Policies."
- (1) Ineligible Goods and Services. Under no circumstances shall the Grantee procure any of the following under this Grant: (i) Military equipment, (ii) Surveillance equipment, (iii) Commodities and services for support of police or other law enforcement activities, (iv) Abortion equipment and services, (v) Luxury goods and gambling equipment, or (vi) Weather modification equipment.
- (2) Ineligible Supplies. Funds provided under this Grant shall not be used to procure any goods or services furnished by any firms or individuals whose name appears on the "Lists of Parties Excluded from Federal Procurement and Nonprocurement Programs." USAID will provide the Grantee with a copy of these lists upon request.
- (3) Restricted Goods. The Grantee shall not procure any of the following goods and services without the prior written authorization of the Grant officer: (i) Agricultural commodities, (ii) Motor vehicles, (iii) Pharmaceuticals, (iv) Pesticides, (v) Rubber compounding chemicals and plasticizers, (vi) Used equipment, (vii) U.S. Government-owned excess property, or (viii) Fertilizer.
- (b) Source and Nationality: The eligibility rules for goods and services based on source and nationality are divided into two categories. One applies when the total procurement element during the life of the Grant is over \$250,000, and the other applies when the total procurement element during the life of the Grant is not over \$250,000 or the Grant is funded under the

Development Fund for Africa (DFA) regardless of the amount. The total procurement element includes procurement of all goods (e.g. equipment, materials, supplies) and services. Guidance on the eligibility of specific goods or services may be obtained from the Grant officer. USAID policies and definitions on source (including origin and componentry) and nationality are contained in Chapter 5 of USAID Handbook, Supplement B, entitled "Procurement Policies."

(1) For DFA funded Grants or when the total procurement element during the life of this Grant is valued at \$250,000 or less, the following rules apply:

(i) The authorized source for procurement of all goods and services to be reimbursed under the Grant is USAID Geographic Code 935, "Special Free World," and such goods and services must meet the source (including origin and componentry) and nationality requirements set forth in Handbook I, Supp. B, Chapter 5 in accordance with the following order of preference: (A) The United States (USAID Geographic Code 000), (B) The Cooperating Country, (C) "Selected Free World" countries (USAID Geographic Code 941), and (D) "Special Free World" countries (USAID Geographic Code 935).

(ii) Application of order of preference: When the Grantee procures goods and services from other than U.S. sources, under the order of preference in paragraph (b)(1)(i) above, the Grantee shall document its files to justify each such instance. The documentation shall set forth the circumstances surrounding the procurement and shall be based on one or more of the following reasons, which will be set forth in the Grantee's documentation: (A) The procurement was of an emergency nature, which would not allow for the delay attendant to soliciting U.S. sources, (B) The price differential for procurement from U.S. sources exceeded by 50 % or more the delivered price from the non-U.S. source, (C) Compelling local political considerations precluded consideration of U.S. sources, (D) The goods or services were not available from U.S. sources, or (E) Procurement of locally available goods and services, as opposed to procurement of U.S. goods and services, would best promote the objectives of the Foreign Assistance program under the Grant.

(2) Paragraph (b) (2) of the USAID provisions for this section do not apply to the Grant because the total amount of the Grant is under \$250,000.

(c) USAID section (c) was omitted from this subagreement because its subject, marine shipping, does not apply to this Grant.

(d) Ocean and air transportation shall be in accordance with the applicable provisions contained within this Grant.

(e) USAID section (e) was omitted from this subagreement because its subject, Printed or Audio-Visual Teaching Materials does not apply to the Grant.

(f) USAID section (f) was omitted from this subagreement because its subject, Special Restrictions on the Procurement of Construction or Engineering Services, does not apply to the Grant.

(g) This provision will be included in all subagreements which include procurement of goods or services over \$5,000.

XIV. SUBAGREEMENTS

(a) Funds provided under this Grant shall not be used to support any subrecipient whose name

5

appears on the "Lists of Parties Excluded from Federal Procurement and Nonprocurement Programs." USAID will provide the Grantee with a copy of these lists upon request.

- (b) All subagreements shall as a minimum contain, in addition to provisions to define a sound and complete agreement, the following provisions as well as any that were specifically required by any other provision in this Grant. Whenever a provision within this Grant is required to be inserted in a subagreement, the Grantee shall insert a statement in the subagreement that in all instances where EWMI is mentioned, the Grantee's name will be substituted.
- (1) Subagreements in excess of \$10,000 shall contain provisions or conditions that will allow for administrative or legal remedies in instances where subrecipients violate subagreement terms and provide for such remedial action as may be appropriate.
 - (2) All subagreements in excess of \$10,000 shall contain suitable provisions for termination by the recipient including the manner by which termination will be effected and the basis for settlement. In addition, such subagreements shall describe conditions under which the subagreement may be terminated for default as well as conditions where the subagreement may be terminated because of circumstances beyond the control of the subrecipient.
 - (3) Subagreements, the principal purpose of which is to create, develop or improve products, processes or methods; or for exploration into fields that directly concern public health, safety or welfare; or subagreements in the field of science or technology in which there has been little significant experience outside of work funded by Federal assistance, shall contain a notice to the effect that matters regarding rights to interventions and materials generated under the subagreement are subject to the regulations contained in the provisions of this Grant. The subrecipient shall be advised as to the source of additional information regarding these matters.
 - (4) A Grantee that receives an EWMI Grant and provides \$25,000 or more of it during its fiscal year to a subrecipient shall follow the guidelines of OMB Circular A-133. The Grantee shall ensure that:
 - (i) the nonprofit institution subrecipients that receive \$25,000 or more have met the audit requirements of OMB Circular A-133 and that subrecipients subject to OMB Circular A-128 have met the audit requirements of that Circular;
 - (ii) appropriate corrective action is taken within six months after receipt of the subrecipient audit report in instances of non-compliance with Federal laws and regulations;
 - (iii) they consider whether subrecipients audits necessitate adjustment of the Grantee's own records; and
 - (iv) each subrecipient is required to permit independent auditors to have access to the records and financial statements as necessary for the Grantee to comply with OMB Circular A-133.

XV. COST SHARING (MATCHING) (August 1992)

- (a) For each year (or funding period) under this Grant, the Grantee agrees to expend from non-Federal funds an amount at least equal to the amount or percentage of the total expenditures under this Grant as specified in the schedule of the Grant. The schedule of this Grant may also contain restrictions on the application of cost sharing (matching) funds. The schedule takes precedence over the terms of this provision.
- (b) Eligibility of non-Federal funds applied to satisfy cost sharing (matching) requirements under this Grant are set forth below:
 - (1) Charges incurred by the Grantee as project costs. Not all charges require cash outlays by the Grantee during the project period; examples are depreciation and use charges for buildings

and equipment.

- (2) Projects costs finance with cash contributed or donated to the Grantee by other non-Federal public agencies (may include public international organizations or foreign governments) and institutions, and private organizations and individuals, and
 - (3) Project costs represented by services and real and personal property, or use thereof, donated by other non-Federal public agencies and institutions, and private organizations and individuals.
- (c) All contributions, both cash and in-kind, shall be accepted as part of the Grantee's cost sharing (matching) when such contributions meet all of the following criteria:
- (1) Are verifiable from the Grantee's records;
 - (2) Are not included as contributions for any other Federally assisted program;
 - (3) Are necessary and reasonable for proper and efficient accomplishment of project objectives;
 - (4) Are types of charges that would be allowable under the applicable Federal cost principles;
 - (5) Are not paid by the Federal Government under another Grant or agreement (unless the Grant or agreement is authorized by Federal law to be used for cost sharing or matching);
 - (6) Are provided for in the approved budget when required by AID; and
 - (7) Conform to other provisions of this paragraph.
- (d) Values for Grantee in-kind contributions will be established in accordance with the applicable Federal cost principles.
- (e) Specific procedures for the Grantee in establishing the value of in-kind contributions from non-Federal third parties are set forth below:
- (1) Valuation of volunteer services: Volunteer services may be furnished by professional and technical personnel, consultants, and other skilled and unskilled labor. Volunteer services may be counted as cost sharing or matching if the service is an integral and necessary part of an approved program:
 - (i) Rates for volunteer services: Rates for volunteers should be consistent with those paid for similar work in the Grantee's organization. In those instances in which the required skills are not found in the Grantee's organization, rates should be consistent with those paid for similar work in the labor market in which the Grantee competes for the kind of services involved.
 - (ii) Volunteers employed by other organizations: When an employer other than the Grantee furnishes the services of an employee, these services shall be valued at the employee's regular rate of pay (exclusive of fringe benefits and overhead costs) provided these services are of the same skill for which the employee is normally paid.
 - (2) Valuation of donated expendable personal property: Donated expendable personal property includes such items as expendable equipment, office supplies, laboratory supplies or workshop and classroom supplies. Value assessed to expendable personal property included in the cost share (match) should be reasonable and should not exceed the market value of the

property at the time of the donation.

- (3) Valuation of donated nonexpendable personal property, buildings, and land or use thereof:
 - (i) The method used for charging cost sharing or matching for donated nonexpendable personal property, buildings and land may differ according to the purpose of the Grant as follows:
 - (A) If the purpose of the Grant is to assist the Grantee in the acquisition of equipment, buildings or land, the total value of the donated property may be claimed as cost sharing or matching.
 - (B) If the purpose of the Grant is to support activities that require the use of equipment, buildings, or land; depreciation or use charges for equipment and buildings may be made. The full value of equipment or other capital assets and fair rental charges for land may be allowed provided that AID has approved the charges.
 - (ii) The value of donated property will be determined in accordance with the usual accounting policies of the Grantee with the following qualifications:
 - (A) Land and buildings: The value of donated land and buildings may not exceed its fair market value, at the time of donation to the Grantee as established by an independent appraiser; and certified by a responsible official of the Grantee.
 - (B) Nonexpendable personal property: The value of donated nonexpendable personal property shall not exceed the fair market value of equipment and property of the same age and condition at the time of donation.
 - (C) Use of space: The value of donated space shall not exceed the fair rental value of comparable space as established by an independent appraisal of comparable space and facilities in a privately owned building in the same locality.
 - (D) Borrowed equipment: The value of borrowed equipment shall not exceed its fair rental value.
- (f) The following requirements pertain to the Grantee's supporting records for in-kind contributions from non-Federal third parties:
 - (1) Volunteer services must be documented and, to the extent feasible, supported by the same methods used by the Grantee for its employees.
 - (2) The basis for determining the valuation for personal services, material, equipment, buildings and land must be documented.
- (g) Individual expenditures do not have to be shared or matched provided that the total expenditures incurred during the year (or funding period) are shared or matched in accordance with the agreed upon amount or percentage as set forth in the schedule of the Grant.
- (h) If at the end of any year (or funding period) hereunder, the Grantee has expended an amount of non-Federal funds less than the agreed upon amount or percentage of total expenditures, the difference may be applied to reduce the amount of EWMI funding the following year (or funding period), or, if this Grant has expired or been terminated, the difference shall be refunded to EWMI.

- (i) Failure to meet the cost sharing (matching) requirements set forth in paragraph (a) above shall be considered sufficient reasons for termination of this Grant for cause in accordance with paragraph (a) entitled "For Cause" of the standard provision of this Grant entitled "Termination and Suspension".
- (j) The restrictions on the use of AID funds set forth in the standard provisions of this Grant are applicable to expenditures incurred with AID funds provided under this Grant. Except for the requirements of this standard provision, the restrictions set forth in the standard provisions of this Grant are not applicable to cost incurred by the Grantee from non-Federal funds. The Grantee will account for the AID funds in accordance with the standard provision of this Grant entitled "Accounting, Audit, and Records"; however, in the event of disallowances of expenditures from AID Grant funds, the Grantee may substitute expenditures made with funds provided from non-Federal sources, provided they are eligible in accordance with all the standard provisions of this Grant.
- (k) Notwithstanding paragraph (c) of the standard provision of this Grant entitled "Refunds", the parties agree that in the event of any disallowance of expenditures from AID Grant funds provide hereunder, the Grantee may substitute expenditures made with funds provided from non-Federal sources provided they are otherwise eligible in accordance with paragraph (b) of this provision.

XVI. USE OF POUCH FACILITIES (August 1992)

(This provision is applicable when activities under the Grant take place outside of the United States.)

- (a) use of diplomatic pouch is controlled by the Department of State. The Department of State has authorized the use of pouch facilities for AID Grantees and their employees as a general policy, as detailed in items (1) through (6) below. However, the final decision regarding use of pouch facilities rest with the Embassy or AID Mission. In consideration of the use of pouch facilities, the Grantee and its employees agree to identify and hold harmless, the Department of State and AID for loss or damage occurring pouch transmission:
 - (1) Grantees and their employees are authorized use of the pouch for transmission and receipt of up to a maximum of .9 kgs per shipment of correspondence and documents needed in the administration of assistance programs.
 - (2) U.S. citizen employees are authorized use of the pouch for personal mail up to a maximum of .45 kgs per shipment (but see (a)(3) below).
 - (3) Merchandise, parcels, magazines, or newspapers are not considered to be personal mail for purposes of this standard provision and are not authorized to be sent or received by pouch.
 - (4) Official and personal mail pursuant to a.1. and 2. above sent by pouch should be addressed as follows:
 - Name of individual or organization (followed by letter symbol "G")
 - City Name of post (USAID/____)
 - Agency for International Development
 - Washington, DC 20523-0001
 - (5) Mail sent via the diplomatic pouch may not be in violation of U.S. Postal laws and may not contain material ineligible for pouch transmission.
 - (6) AID Grantee personnel are not authorized use of military postal facilities (APO/FPO). This is

an Adjutant General's decision based on existing laws and regulations governing military postal facilities and is being enforced worldwide.

- (b) The Grantee shall be responsible for advising its employees of this authorization, these guidelines, and limitations on use of pouch facilities.
- (c) Specific additional guidance on Grantee use of pouch facilities in accordance with this standard provision is available from the Post Communication Center at the Embassy or AID Mission.

XVII. CONVERSATION OF UNITED STATES DOLLARS TO LOCAL CURRENCY

Upon arrival in the Cooperating Country, and from time to time as appropriate, the Grantee's chief of party shall consult with the Mission Director who shall provide, in writing, the procedure the Grantee and its employees shall follow in the conversion of United States dollars to locals to local currency. This may include, but is not limited to, the conversion of currency through the cognizant United States Disbursing Officer or Mission Controller, as appropriate.

XVIII. PUBLIC NOTICES (August 1992)

(This provision is applicable when the cognizant technical office determines that the Grant is of public interest and requests that the provision be included in the Grant.)

It is AID's policy to inform the public as fully as possible of its programs and activities. The Grantee is encourage to give public notice of the receipt of this Grant and, from time to time, to announce progress and accomplishments. Press releases or other public notices should include the statement substantially as follows:

"The U.S. Agency for International Development administers the U.S. foreign assistance program providing economic and humanitarian assistance in more than 80 countries worldwide."

The Grantee may call on AID's Office of External Affairs for advice regarding public notices. The Grantee is requested to provide copies of notices or announcements to the cognizant technical office and to AID's Office of External Affairs as far in advance of release as possible.

XIX. RIGHTS IN DATA

(This provision is applicable whenever data will be produced under the Grant.)

(a) Definitions

"Data" means recorded information (including information relating to the research, testing, or development of any drug or device requiring approval for use in the United States), regardless of form or the media on which it may be recorded. In the aggregate these data may be in the form of reports, articles, manuals, or publications. The term includes technical data and computer software. The term does not include financial reports or other information incidental to Grant administration.

"Form, fit and function data" means data relating to items, components, or processes that are sufficient to enable physical and functional interchangeability, as well as data identifying source, size, configuration, mating, and attachment characteristics, functional characteristics, and performance requirements but specifically excludes the source code, algorithm, process,

formulae, and flow charts of the software.

"Limited rights" means the rights of the Government in limited rights data as set forth in the following Limited Rights Notice:

-- "These data are submitted with limited rights. These data may be reproduced and used by the Government with the limitation that they will not, without written permission of the Grantee, be used for purposes of manufacture nor disclosed outside the Government.

-- "This Notice shall be marked on any reproduction of these data, in whole or in part."

"Limited rights data" means data (other than computer software) that embody trade secrets, or are commercial or financial and confidential or privileged, to the extent that such data pertain to items, components, or processes developed at private expense, including minor modifications thereof.

"Restricted computer software" means computer software developed at private expense and that is a trade secret; is commercial or financial and is confidential or privileged; or is published copyrighted computer software, including minor modifications of such computer software.

"Technical data" means data (other than computer software) which are a scientific or technical nature.

"Unlimited rights" means the right of the Government to use, disclose, reproduce, prepare derivative works, distribute copies to the public, and perform publicly, in any manner and for any purpose, and to permit others to do so.

(b) Allocation of Rights

(1) Except as provided in paragraph (c) of this provision regarding copyright, the Federal Government shall have unlimited rights in --

- (i) Data first produced in performance of this Grant;
- (ii) Form, fit and function data delivered under this Grant;
- (iii) Data delivered under this Grant (except for restricted computer software) that constitutes manuals or instructional and training material for installation, operation or routine maintenance and repair of items, components, or processes delivered or furnished for use under this Grant; and
- (iv) All other data delivered under this Grant unless provided otherwise for limited rights data or restricted computer software in accordance with paragraph (d) of this provision.

(2) The Grantee shall have the right to --

- (i) Use, release to others, reproduce, distribute, or publish any data first produced or specifically used by the Grantee in the performance of this Grant;
- (ii) Protect from unauthorized disclosure and use those data which are limited rights data or restricted computer software to the extent provided in paragraph (d) of this provision;
- (iii) Substantiate use of, add or correct limited rights, restricted rights, or copyright notices;
- (iv) Establish claim to copyright subsisting in data first produced in the performance of this Grant to the extent provided in subparagraph (c) of this provision.

(c) Copyright

(1) Data first produced in the performance of this Grant. The Grantee may establish, without

64

prior approval of AID, claim to copyright subsisting in scientific and technical articles based on or containing data first produced in the performance of this Grant and published in academic, technical or professional journals, symposia proceedings or similar works. The prior express written permission of AID is required to establish claim to copyright subsisting in all other data first produced in performance of this Grant. For computer software and other data the Grantee Grants to the Government, and others acting on its behalf, a paid-up

nonexclusive, irrevocable worldwide license in such copyrighted data to reproduce, prepare derivative works and display publicly by or on behalf of the Government.

(2) Data not first produced in the performance of this Grant. The Grantee shall not, without prior written permission of AID incorporate in data delivered under this Grant any data not first produced in the performance under this Grant and which contains the copyright notice of 17 U.S.C. 401 or 402, unless the Grantee identifies such data and Grants to the Government, or acquires on its behalf, a license of the same scope as set forth above in paragraph (c).

(3) Removal of copyright notices. The Government agrees not to remove any copyright notices placed on data delivered under this Grant and to include such notice on all reproductions of such data.

(d) Protection of limited rights data and restricted computer software

When data other than that listed in subparagraph (b)(1)(i), (ii) and (iii) of this provision are specified to be delivered under this Grant and qualify as either limited rights data or restricted computer software, if the Grantee desires to continue protection of such data, the Grantee shall withhold such data and not furnish them to the Government under this Grant. As a condition to this withholding, the Grantee shall identify the data being withheld and furnish form, fit, and function data in lieu thereof.

(e) Subagreements.

The Grantee has the responsibility to obtain from subgrantees and those who work in collaboration with the Grantee in performance of this Grant all data and rights necessary to fulfill the Grantee's obligations under this Grant. If a subgrantee or collaborator refuses to accept terms affording the Government such rights, the Grantee shall promptly bring such refusal to the attention of AID and not proceed without authorization from AID.

(f) Relationship to patents

Nothing contained in this provision shall imply a license to the Government under any patent or be construed as affecting the scope of any license or other right Granted to the Government.



EAST-WEST MANAGEMENT INSTITUTE

**Attachment B:
Projects of Relevance**

Individual Project: "Be Effective".

During the course of the Project, I was supposed to complete a short project of relevance to my home country and organization in consultation with my mentor at my primary training site, which in my case was the Ohio Department of Development, Small Business Development Center.

There is a great need to expand knowledge and improve skills in Poland and although my training program was not primarily designed to teach others, I decided to work on an individual project that would be beneficial also for my peers at the office in Poland.

This project is simply to teach others how to be more effective in their daily operations.

Both in America and Poland, many individuals and organizations suffer from some serious problems, and the long-term solutions often require surgery. Chronic individual problems become chronic organizational problems as a "critical mass" of people bring these problems with them through the gates each day and as social values encourage instant gratification and quick solutions to deep and difficult problems.

Although this is particularly true in America, to some degree, the following 7 problems are universal - they apply to many cultures' organizations, even to departments and individuals within organizations, including my own:

1. No shared vision and values. (There is no deep understanding of and commitment to the mission at all levels of the organization.)
2. No strategic path
3. Poor alignment between structure and shared values: the structure and systems of the organization poorly serve and reinforce the strategic paths.

The acute symptoms of this chronic problem are interpersonal conflicts and poor interdepartmental relations.

4. Wrong style
5. Poor skills
6. Low trust
7. No integrity: values don't equal habits: there's no correlation btw what I value and believe and what I do.

How to be effective

I believe that everyone can learn how to be effective. To teach others, though, first you have to learn yourself. I am convinced that the training program I participated in taught me many things that I can now teach to my colleagues.

Most of the time at my primary training site in Columbus, I spent on observing how Americans learn to be effective and then how they put that knowledge into practice.

Managing other people and managing oneself for effectiveness are two different issues. I understood that it's important to know how to make oneself effective in own job and work. To be reasonably effective it's not enough for the individual to be intelligent, to work hard or to be knowledgeable. Effectiveness is something different. Effectiveness consists of a small number of practices, which aren't "inborn". This means that we learn to be effective, we practice effectiveness until it becomes habit. Without effectiveness there's no "professional performance", which applies to an individual and an organization.

The effectiveness in my professional environment is rather low. Our society has become a society of organizations. Now the effectiveness of the individual depends increasingly on his or her ability to be effective in an organization, to be effective as an executive. And the effectiveness of a modern society and its ability to perform - perhaps even its ability to survive - depend increasingly on the effectiveness of the people who work as executives in the organizations. The effective executive is fast becoming a key resource for society, and effectiveness as an executive a prime requirement for individual accomplishment and achievement - for young people at the beginning of their lives fully as much as for people in mid-career.

Effectiveness is the ability to get the right things done. This usually involves doing what other people have overlooked as well as avoiding what is unproductive.

There are several practices essential to business effectiveness that I would like to teach my peers:

- management of time
- choosing what to contribute to the particular organization
- knowing where and how to mobilize strength for best effect
- setting up the right priorities
- knitting all of them together with effective decision making.
- pruning the time-wasters in order to reduce unproductive and time-consuming activities.
- focusing on results rather than on efforts.

I hope to achieve some results over the next year. Training is not only a must or an expense, it is an investment.

John ...
...

68

I came in August 19, 1995 in Columbus, Ohio, USA for three months training internship program through Columbus International Program and I left November 18, 1995.

My internship was in AT&T GBCS 6200 E. Broad Street, Columbus, OH 43213, from September 26 to October 26. My responsibility was to assist in the UK trial of a new Lotus Notes application designed to improve global communications between GBCS' non-US distribution channels and the Solution & Technology Planning group. I helped to test and modify the Lotus Notes application and this project was over for me October 26, when my supervisor went to the UK. During this month I had Lotus Notes training as Basic Concepts, Technical User and Application Development I, it was four days. On the end of September I started studying every Monday and Wednesday in OSU in Columbus classes as International Marketing, Managerial Marketing, Sales Management, Quality Management, Business Management, Human Resource Management, Self Management, Professional Development and Career Success. Unfortunately I couldn't finish this excellent classes and my work with student groups (team work projects), because the classes will finish about December 15 and I had to leave November 18. I can't write about my work in AT&T about the project because it's very confidential. But I can write something what was very interesting for me, comparing AT&T in USA and in Slovakia and about their benefits.

AT&T - American Telephone and Telegraph Company - is a global company that provides communications services and products, as well as network equipment and computer systems, to businesses, consumers, telecommunications service providers and government agencies. Our worldwide intelligent network carries more than 140 million voice, data, video and facsimile messages every business day. AT&T Bell Laboratories engages in basic research as well as product and service development. AT&T also offers a general-purpose credit card and financial and leasing services. AT&T does business in more than 120 countries. AT&T was incorporated in 1885, but traces its lineage to Alexander Graham Bell and his invention of the telephone in 1876. As parent company of the former Bell System, AT&T's primary mission was to provide universal telephone service - service to virtually everyone in the United States. In its first 50 years, AT&T established subsidiaries and allied companies in more than a dozen other countries. AT&T is dedicated to providing the highest-quality services, products and solutions for customer's needs, and to developing partnerships that will benefit customer's business and dedicated to being the world's best at bringing people together - giving them easy access to each other and to the information and services they want and need - anytime, anywhere. AT&T in USA is the biggest and the oldest telecommunication company with 302 000 people. AT&T in Slovakia is a small commercial firm with 30 people, being established in the May 1993 as the exclusive representative of AT&T in USA. The headquarter of our firm is in Bratislava, Slovakia and we have two branch offices, which are being located in Trenčín and Košice. The AT&T Slovakia's company mission statement is represented by selling, installing and servicing of the telecommunication equipment.

When I started my internship in AT&T I heard that AT&T has plan to split into three companies. AT&T executives are hoping this breakup will be easier than the 1984 split. Eleven years ago AT&T was split into pieces by the federal government, but now the reason is different - it's strategic. Robert Allen, AT&T chairman said that the idea to buy NCR wasn't very good. The price, AT&T paid for NCR was too high, because NCR was a third- or fourth-rate computer company and the situation was soon complicated by recession. For the first

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3

three quarters of this year, the computer business lost an estimated \$500 million. AT&T in Slovakia had three divisions: AT&T BCS (Business Communication Systems), what was our division, AT&T NSI (Network Systems International) - switching, transmission, operations, wireless and cable systems and AT&T GIS (Global Information Solutions) - formerly NCR - computer products and systems, as well as services, software and network products and financial systems. This is paradox, because in Slovakia joined these three divisions together and the name is AT&T Slovakia and AT&T in USA has plan to split.

During my internship nearly 2,000 managers and engineers at AT&T Columbus have been offered buyouts as part of a systemwide effort to reduce employment. In Columbus working 5,300 peoples at 6200 E. Broad St. and another 730 in the Columbus area. The buyout package includes up to 35 weeks of salary, depending on age and a bonus of 20 percent of that lump sum. Employees also will get eight weeks of pay regardless of service, as well as a year's health benefits and \$10,000 for retraining and relocation. I think this is very good benefit because in Slovakia we have only 8 weeks of salary after fire if the company hasn't financial problems. We had one holiday week extra but after the coming the new general manager we lost that. The gender and the other discrimination is very common and we haven't any union for protection of employees. Even sexual harassment is impunity.

The AT&T Benefit Program in USA is very strong and very interesting. They have Medical and Dental insurance, Long-term care and Life insurance, Dependent life insurance, Accidental loss insurance, Long-term disability, Vacation buy, Reimbursement accounts and Your targeted enrollment week. In AT&T have a Long Term Savings Plan for Management Employees. This Plan is designed to help build financial resources for employee's future. This Plan gives a generous Company matching contribution on the first 6% of eligible compensation. The Plan may lower the employees current income taxes and offers the taxdeferred growth. This Plan offers professionally managed investment options to help to meet the personal financial goals and allows the access to the employees money. Provides timely Plan account information and transaction processing and convenient Plan account services, people can access by phone. The Plan makes saving easy through convenient payroll deductions. While the Plan is intended to help to build savings for employee's future, there may be a need before the employee retire or terminate employment to access the money in the Plan account. The loan feature allows to borrow from the Plan account without taking a taxable distribution and repay the money borrowed plus interest to the Plan account. These benefits and many more what I read in the special AT&T book "About Your Benefits" surprise me very much and I haven't to write why.

At this moment there are not many kinds of benefits in Slovakia. Now the Czech wages cannot be compared (in Czech is higher) to the Slovak wages anymore, because both countries have their own exchange rates, differences in inflation and different costs of living at the moment and practices in Prague can be very different from Bratislava.

These classes in OSU showed me a lot of reach knowledges for me and for future business. In Slovakia there are much more different social and legislative conditions and that is a reason why I am not able to use all my knowledges gained in these classes. The employees, for instance, have to stay in company despite of, that the conditions are very unbearable, because to find a job is very difficult and the state social support is very weak.

If we want to maximize profit and minimize costs my recommendation is to start with telemarketing, to invest heavily in selected products, to introduce new products, to improve market share, to check consumer wants, segmentation and all promotional activities. I recommend to prepare advertising by television, prepare plan of exhibitions, improve sales promotion, speed up stock movement, counteract competitive activity, secure marginal activity, induce trial purchases. I recommend better motivation the sales managers, to prepare advertising plan and budget and start with big advertising campaign (newspapers, billboards, our logo on the buses, trains, telephone books, catalogs, cards etc. Improve all impersonal methods and to open consulting part for service. For new product I recommend Skimming policy but very carefully, we are young company and penetration policy is for us better in this moment. We have to watch our competitors always and use a lot of rabats, discounts and other motivating ways for customers. Also leasing and barter system of policy would be good. We have to improve cooperation with The State Telecommunication Company and USA Chamber. We have lack of support systems and training. And we have mismatch between responsibilities and authority and mismatch between persons' abilities. The working time should be flexible. For better communication we should improve informing, instructing, motivating and seeking information. Leadership is autocratic. I think, very important is delegation to make more decentralized leadership. Employees have to know and understand the goals of company. They have to go at the work no just for money or just coming to work, they have to like the job, participate and be satisfy.

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I'm a database administrator and computer network administrator in tax office in Poland. Between 19 August'95 and 18 November '95 I was a participant in Columbus International Program and I have worked in Department of Taxation. First month I had training in different divisions of Department and I have learn about tax law in USA (federal taxes) and Ohio (State taxes). This part of my job was very interesting for me, because tax law in my country is actually forming and changes every year. Last two months I have worked in Information Services Center - part of Department of Taxation which provides computer utility. I was in group of DBA - Database Administrators. They use Novell network and database DB2 which is very similiar to oracle - database system which I administrate in Poland. I had training in Platinium tools which help in programming DB2. I took part in meeting with Central Ohio DB2 Users Group, where I attended a lectures about DB2 Version 4 Type Two Indexes, Client/Server design issues from the DB2, DBA or DB2Managers perspective. Besides I took classes on Ohio State University from Database Production and Computer Network. Unfortunately, I can't finish my work with students groups, because classes will finish about 10 December and I must leave off three weeks before. I really enjoy my studies and I learn a lot.

This project is an introduction to database system with which I work. It is support on reading proffesional newspapers and books, but mostly on my notes from database classes. This is very general view on database systems.

Databases and database technology are having a major impact on the growing use of computers. It is fair to say that databases will play a critical role in almost all areas where computers are used. A database is a collection of related data. By data, I mean known facts that can be recorded and that have implicit meaning. We can store this data on a diskette, disk, using a personal computer and software such as DBASE, PARADOX, ORACLE, DB2. This definition of database is quite general, the common use of the term database is usually more restricted. A database has the following implicit properties:

- * a database represents some aspects of the real world, sometimes called the **miniworld** or the **Universe of Discourse (UoD)**. Changes to the miniworld are reflected in the database.

- * a database is a logically coherent collection of data with some inherent meaning. A random assortment of data cannot correctly be referred to as a database.

- * a database is designed, built and populated with data for a specific purpose. It has an intended group of users and some preconceived applications in which these users are interested.

In other words, a database has some source from which data is derived, some degree of interaction with events in the real world, and an audience that is actively interested in the contents of the database.

A database can be of any size and of varying complexity. A database of even greater size and complexity is maintained by the Internal Revenue Service to keep track of the tax forms filed by taxpayers of the United States. If we assume that there are 100 million taxpayers and if each taxpayer files an average of five forms with approximately 200 characters of information per form, we would get a database of $100 \times (10^6) \times 200 \times 5$ characters (bytes) of information. Assuming that the IRS keeps the past three returns for each taxpayer in addition to the current return, we would get a database of $4 \times (10^{11})$ bytes. This huge amount of information must be organized and managed so that users can search for, retrieve and update the data as needed. A computerized database may be created and maintained either by a group of application programs written specifically for that task or by database management system.

A **database management system (DBMS)** is a collection of programs that enables users to create and maintain a database. The DBMS is hence a general-purpose software system that facilitates the processes of defining, constructing and manipulating databases for various applications. **Defining** a database involves specifying the data types, structures, and constraints for the data to be stored in the database. **Constructing** the database is the process of storing the data itself on some storage medium that is controlled by the DBMS. **Manipulating** a database includes such functions as querying the database to retrieve specific data, updating the database to reflect changes in the miniworld, and generating reports from the data. All, database and software together, is call a database system. Following figure illustrates these ideas.

USERS/PROGRAMMERS

DATABASE
SYSTEM

APPLICATION PROGRAMS/QUERIES

DBMS
SOFTWARE

SOFTWARE TO PROCESS
QUERIES/PROGRAMS

SOFTWARE TO ACCESS
STORED DATA

STORED DATABASE
DEFINITION
(META-DATA)

STORED
DATABASE

For a small personal database one person typically defines, constructs and manipulates the database. However, many persons are involved in the design, use and maintenance of a large database with a few hundred users. We consider four broad classes of user.

First, there are the database administrators. In any organization where many persons use the same resources, there is a need for a chief administrator to oversee and manage these resources. In a database environment, the primary resource is the database itself and the secondary resource is the DBMS and related software. Administering these resources is the responsibility of the **database administrator (DBA)**. The DBA is responsible for authorizing access to the database, for coordinating and monitoring its use, and for acquiring software and hardware resources as needed. The DBA is accountable for problems such as breach of security or poor system response time.

The second class of user are the database designers. They are responsible for identifying the data to be stored in the database and for choosing appropriate structures to represent and store this data. These tasks are mostly undertaken before the database is actually implemented. It is the responsibility of the database designers to communicate with all prospective database users, in order to understand their requirements, and to come up with a design that meets these requirements. In many cases, the designers are on the staff of the DBA and may be assigned other staff responsibilities after the database design is completed. Database designers typically interact with each potential group of

users and develop a view of the database that meets the data and processing requirements of this group. These views are then analyzed and integrated with the views of the other user groups.

The third class of users are the end users. These are the persons whose jobs require access to the databases for querying, updating and general reports. The databases exists for this users.

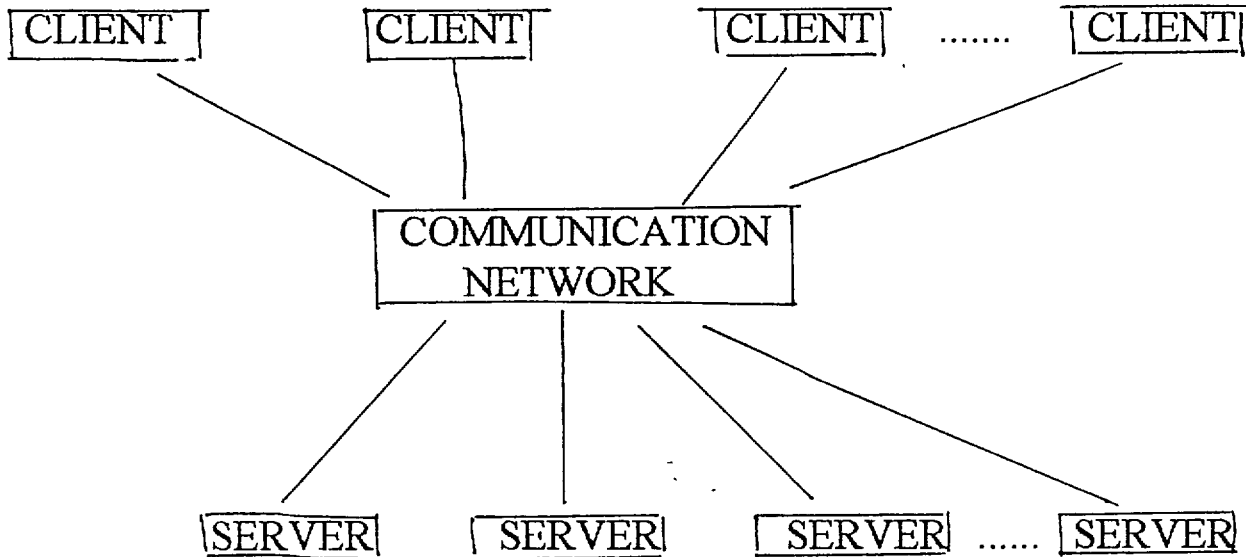
The forth class of users are the system analysts and application programmers. System analysts determine the requirements of end users and develop specifications for canned transactions that meet this requirements. Application programmers implement these specifications as programs; then they test, debug, document and maintain these canned transactions. Such analysts and programmers should be familiar with the full range of capabilities provided by the DBMS to accomplish their tasks.

The main criterion normally used to classify DBMSs is the data model on which the DBMS is based. The data models used most often in current commercial DBMSs are the relational, network and hierarchical models. Some recent DBMSs are based on object-oriented or conceptual models. DBMSs is categorize as: relational, network, hierarchical, object-oriented and others.

Another criterion used to classify DBMSs is the number of users supported by the system. Single-user systems support only one user at a time and are mostly used with the personal computers. Multiuser systems, which include the majority of DBMSs, support many users concurrently.

A third criterion is the number of sites over which the database is distributed. Most DBMSs are centralized, meaning that their data is stored at a single computer site. A centralized DBMS can support multiple users, but the DBMS and the database themselves reside totally at a single computer site. A distributed DBMS (DDBMS) can have the actual database and DBMS software distributed over many sites, connected by a computer network. Homogeneous DDBMSs use the same DBMS software at multiple sites. A recent trend is to develop software to access several autonomous preexisting databases stored under heterogeneous DBMSs. This leads to a federated DBMS where the participating DBMSs are loosely coupled and have a degree of local autonomy.

Many DDBMSs use a client-server architecture. The client/server computing is a relationship between two pieces of event-driven application software, a relationship between two or more computers that function together to accomplish a task. It has been developed to deal with new computing environments in which a large number of personal computers, workstations, file servers, printers, and other equipment are connected together via a network. Exactly how to divide the DBMS functionality between client and server has not yet been established. Different approaches have been proposed. Following figure shows simplified logical client-server architecture for a DDBS :



The client-server architecture is increasingly being incorporated into commercial DBMS packages so they move toward the support of distribution. The idea is to divide the DBMS software into two levels - client and server - to reduce its complexity. Some sites may run to client server only (these could be diskless machines or machines with disks), while other sites may be dedicated server machines that run the server software only. Still other sites may support both client and server modules.

Another problems with databases are problems with security of data in case of disk's failure. A DBMS must provide facilities for recovering from hardware or software failures. The backup and recovery subsystem of the DBMS is responsible for recovery. For example, if the computer system fails in the middle of a complex update program, the recovery subsystem is responsible for making sure that the database is restored to the state it was in before the program started executing. Alternatively the recovery subsystem could ensure that the program is resumed from the point at which it was interrupted so that its full effect is recorded in the database. The recovery manager of a DBMS must also be equipped to handle more catastrophic failures such as disk crashes. The main technique used to handle such crashes is that of **database backup**. The whole database and the log are periodically copied onto a cheap storage medium such as magnetic tapes. In case of a catastrophic system failure, the latest backup copy can be reloaded from the tape to the disk, and the system can be restarted.

Zofia Rogoza
Assistant Director of

TEACHER TRAINING COLLEGE
OF FOREIGN LANGUAGES
ul. Kosciuszki 20
09-402 PLOCK
POLAND

May 14, 1996

During my three-month-internship programme on Education Administration organised by Indiana University I visited many educational institutions to get acquainted with various aspects of school administration and management. I was particularly interested in the methods used in American schools to evaluate teachers. Conversations with teachers, teachers trainees and numerous observations of classes convinced me about the usefulness of creating and developing teaching portfolios to help in the process of evaluation and furthermore in the career growth and advancement. Additionally, observing university life and talking to school administrators made me realize the importance of marketing the school as conscious and permanent process. Margaret Garrison, the Director for Marketing and Media Relations at the University of Indianapolis showed me the necessity of establishing and maintaining frequent contacts with mass media and local authorities in order to project a positive image of the school in the community. The next vital information I got is the importance of fund raising as a way to support and develop various projects. The two-day-course in fund raising conducted by prof. Timothy L. Seiler, the Director of Operations in the Centre of Philanthropy, provided me with the knowledge concerning the effectiveness of numerous methods of fund raising.

Equipped with the above mentioned experience and knowledge I intend to initiate the following projects after my return to Poland:

1 Create and develop an effective system of teacher evaluation

First I would like to share with my faculty staff the knowledge on various methods on evaluation, present them with the forms used in American institutions and with their help and approval construct the model that would be acceptable to them and suitable to our needs. As the first step in this process the faculty members will be encouraged to start working on their teaching portfolios and at the beginning of the school year each teacher will be asked to present the result of his/her work. As the school I manage is Teacher Training College of Foreign Languages it is also essential to take advantage of the above mentioned knowledge to improve and widen the range of methods used to assess teacher trainees.

2 Start the process of marketing the college and working on methods which could help project the positive image of the school in community.

The first step will be the creation of the team including both faculty members and students interested in marketing and mass media and to engage them in the work on the effective adjustment of the methods used in America to Polish needs, customs and habits.

3 Organise seminars and workshops propagating the idea of fund raising among students, faculty and staff members but also among employees of other institutions, especially non-profit organisations interested in getting acquainted with the techniques of developing the financial resources.

I am very much aware, however, that in Poland we lack of tradition of fund raising, particularly seen as a continuous process providing stable funds for non-profit organisations to exist. The theory I learned during the seminar has to be adjusted to Polish reality. Introducing something new is usually a slow and time consuming process demanding the involvement of many people to carry it on. I

can only hope that by talking to them about ' how Americans do it ' I can plant a seed that will grow and eventually become an useful tool helping especially non-profit organisations to develop financial resources to meet their needs.

4 Establish writing lab in the college library.

My stay in the US made me aware of the growing importance of writing skills in modern society. The main objective of establishing a writing lab will be to help the students improve and deepen their writing abilities acquired during classes in more individual way, working on- to- one basis with a teacher. I also intend to share with teachers my observations and experience connected with new ways of assessing writing (e.g. by supervising and monitoring the whole process of writing not only the final result, by engaging other students in the process of assessment, etc.) and to encourage them to consider adopting some of the ways to Polish education system.

At the end, I would like to emphasize that carrying out of the above mentioned projects depends very much on my cooperation with the Director of the College, faculty members and the staff. I count on their willingness to support and help me in my efforts to use my American experience to the maximum benefit of the institution I work in.

Zofia Rogoza

THE LIST OF VISITED SCHOOLS AND INSTITUTIONS

- 1 IUPUI Indianapolis - internship
- 2 University of Indianapolis - internship
- 3 Indiana University Bloomington - internship
- 4 Brebeuf Preparatory School , Indianapolis - internship
- 5 North Central High School, Indianapolis - observational visit
- 6 Elmhurst High School, Fort Wayne - observational visit
- 7 Sister City Society, Fort Wayne - observational visit
- 8 International High School, Indianapolis - observational visit
- 9 Center of Philanthropy - School of Fund Raising - training

Gerb. Virginijai AMBRAZEVIČIENEI, Atviros Lietuvos Fondas, fax: 221419.

Addendum (p.VI.6. (Project))

The title of the program: "TRAINING INTERNSHIP PROGRAM".

Trainee: Eugenijus MAČIKĖNAS.

Period of traineeship: 06/01/95 - 08/31/95.

Host agency: LOYOLA UNIV.OF CHICAGO, CHICAGO, IL, USA

P R O J E C T

1. To establish contacts with the USA universities in order to:
 - to implement the academic exchange at different levels (students, teachers, scientific exchange (e.g. submitting of articles in university's periodicals, joint research projects etc.);
 - upgrading the teaching Curricula of Kaunas University of Technology according to western standards and taking into account on one hand the state-of-the-art in Computer Science and needs of Lithuanian industry for Informatics engineers on another hand; this includes the implementation of new courses, emphasizing the aspects of management, market economy etc.; some of these courses were already prepared and delivered for the students of INFORMATICS Faculty of KUT in Spring semester ("Business English" as an elective);
 - to provide students in KUT with more information about the possibilities of studies in USA, admission procedure, financing, placement tests;
 - to learn more about the organizing of research process in the US universities (funds available, grant writing etc.);
 - to acquire experience in direct education administration at the US universities (e.g. teachers' assessment).

2. To establish contacts with the Computer industry in USA (IBM Rochester Branch) (some results have been achieved already in that after the traineeship - with the assistance of IBM representative Kurt PINNOW the charity shipment of computer equipment has been delivered to Lithuania, Kaunas University of Technology, including AS-400 and 10 PCs PS-2 model with an appropriate software, reference manuals etc.)

84



EAST-WEST MANAGEMENT INSTITUTE

**Attachment C:
Article**

Gahanna Village Post

Monoreanu visiting Department of Development

By MEREDITH LEWIS
Enterprise Staff Writer



A public administrator from Romania is completing an internship in Gahanna.

Marcel Monoreanu, who graduated from the Academy of Economic Studies in Bucharest in 1992, will be working in the city's Department of Development until Oct. 10.

His also worked for one week in the Department of Public Service at the beginning of his internship on July 10.

Monoreanu's stay in the United States is under the aegis of the Council for International Programs, whose headquarters are in Washington, D.C.

He applied for admission to the program in 1994, and was selected after passing a series of interviews and an English language test.

"I wanted to work in economic development because it is similar to my position in Romania," Monoreanu said.

Monoreanu works as a public administrator on the Iasi County Council.

But he said his job in Romania is "very specific" and he does not actually work with cities or villages in the public administrator sense we are most familiar with.

He functions more like an economic

developer.

Monoreanu said his responsibility is to maintain a link or contact between the county council and business people.

"I try to guide investors to the fields where there are possibilities for investment. We keep permanent contact with all the factories and generally all the companies in industry and commerce existing in the county," Monoreanu explained. "They tell us what their needs are and we try to help them with potential developers in our county."

He said another aspect of his job is to supervise the two agencies-water/sewer and roads/streets-which are subordinate to Iasi County Council.

"We are the guarantor for loans taken out by these agencies from foreign banks," Monoreanu said. "We monitor the reimbursement process."

He said he is currently studying the Gahanna City Charter to see what the duties and responsibilities in each department are and to determine who is subordinate to whom.

He said one stark contrast he has been able to draw between Gahanna and Iasi is that at home the government does not consult with the citizens the way it does here.

He said at home there is not a wide-

spread belief in the efficacy of government.

"Citizens (in Romania) do not trust the local authorities," Monoreanu noted. "They are concerned that the local authorities cannot improve the quality of their lives. What I saw here at city hall meetings is that citizens attend the meetings. We have open meetings at home, but they don't attend. Maybe there's not enough publicity and they don't know the provisions of the laws."

He said during the week he spent working in the service department, he heard numerous telephone calls from citizens registering complaints, asking questions and seeking information.

"I saw how the employees answered their questions," Monoreanu explained. "That does not happen in Romania very often."

He said one thing he is interested in learning about Gahanna is how they "manage to collect tax revenues in such a small community without many industries."

"I also want to know how the city works with the Chamber of Commerce and the business community. How do they ask for help and cooperate and collaborate?" Monoreanu asked.

He said he visited several areas in the

city -residential, industrial and planned and available for commercial development.

Monoreanu said his impression is there are a lot of opportunities for business and plenty of available space yet being used for business development.

Overall, he said, he views Gahanna as a "clean, quiet community" in contrast to his own city.

"My city is a university city with most 500,000 inhabitants," Monoreanu said. "It's very heavily industrial with more than 30,000 people involved in industry in contrast to about 100,000 employees in industry here."

Monoreanu said he has attended meetings with Mayor Jim McGregor called the sessions "fruitful."

He said they are similar to meetings at home where the staff meets with the mayor and devises strategies on how to tackle the problems the city faces.

Monoreanu, 34, has also worked in Romania as a mechanical engineer and a market researcher before embarking on his public administrator duties.

"If some of the impressions and expertise I gain here will help with development at home," he said, "then suggest their consideration and prompt to change legislation."



EAST-WEST MANAGEMENT INSTITUTE

**Attachment D:
Article**

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Hamilton: motion hour - continue to 7-11-96.

Peyton Joseph VS. Darrell Joseph: motion hour - pretrial Janu-

ing - pretrial 1-2-96 at 4:00 P.M. Cassie Mosley VS. James Mosley: show cause hearing - Domestic Relations Commis-

Ford Consumer Finance Company, Inc. VS. Alma Jean Begley: show cause hearing - dismissed. Cora Ellane Kennedy VS. John

Lee Caldwell: show cause hearing - dismissed.

Ava Sue Hacker Asher VS. Cont. to page 4

Funding for Kentucky Lakes Approved

U.S. Rep. Harold "Hal" Rogers said recently that the House of Representatives has given final approval to nearly \$17.3 million in funding for the operation and maintenance of Kentucky's lakes in southern and eastern Kentucky.

The House sent the 1996 Energy and Water Development Appropriation Act to President Clinton's desk for his signature by overwhelmingly passing the House-Senate Conference Report. The bill provides funding for the Army

Corps of Engineers, Appalachian Regional Commission, Tennessee Valley Authority, and other similar government agencies dealing with energy development and water projects.

The legislation approved Army Corps operation funds for Buckhorn (\$1.28 million), Carr Fork (\$1.6 mil), Fishtrap (1.7 mil), Laurel (1.3 mil), Martins Fork (\$649,000), Paintsville (\$940,000), Lake Cumberland

(\$6.5 mil) and Yatesville (1.03 mil) Lakes.

Rogers said the funds will continue to allow thousands of residents and tourists to use the facilities for recreation. It will also continue to provide important environmental and wildlife habitats.

"These facilities are important to our communities," Rogers said. "Not only does it provide a great place for everyone to enjoy, it

Cont. to page 6



Maria Stenclakova, of Slovakia, has been the guest of Kay and Lonnie Hendrix, of Hyden.

Slovakia Resident Visits Hyden

By Bill Conway

Maria Stenclakova, age 32, of Slovakia, has recently been the guest of Kay and Lonnie Hendrix, the owners of Hyden Florist.

She arrived in the United States on August 19, and has been a participant in Columbus International in Columbus, Ohio. Stenclakova said the organization invites persons from many foreign countries to speak to various groups, and explain the

way of life in their countries.

During her visit with the Hendrix's she has been assisting at the floral shop. "I love working with flowers, and during my first visit to Hyden I had thought I would like the opportunity to work in the flower shop. It has been wonderful visiting with Kay and Lonnie and I will miss them very much," she said.

She is scheduled to return to her home on November 18.



EAST-WEST MANAGEMENT INSTITUTE

**Attachment E:
Article**

Polish park representative learns secrets of success for U.S. system

Regimes leave trail of abuse on native lands

By HEIDI GABITZSCH

Rafal Linkowski is proud to wear the uniform of a Rocky Mountain National Park ranger, but in his homeland of Poland the same uniform would have brought more disdain than respect.

Linkowski is visiting Rocky Mountain National Park and Mesa Verde National Park to find ways to improve Poland's park system and to preserve the country's native culture.

He earned an elite grant from the George Soros Foundation and the Denver International Program to travel in the United States and bring his knowledge back to his homeland.

Linkowski is an ideal traveler. Fluent in German, Russian and English, as well as his native language, he is able to speak freely with Americans and guests and learn their attitudes toward the Park Service.

This may be surprising because he was prohibited from traveling outside Poland for years.

"My father was a human rights defender so I wasn't given an opportunity to visit foreign countries until the collapse of communism," he said.

Poland's parks seeking respect

Poland's national parks are similar to those in the United States because they prohibit hunting, logging, mining and other activities that might destroy the land and its creatures.

But most of the similarities stop there.

Poland's national park system hasn't yet received the respect of our own.

Perhaps, Linkowski suggested, this is because the nation is far more focused on economic recovery.

"Environmental issues take the background," Linkowski said.

Still, the areas are precious.

After years of domination by fascist regimes like the Nazis and then Communists, many of the country's forests and natural areas were exploited for their resources.

Even during Communist rule, those powerful in the party were allowed to do as they wished in the parks, hunting and other traditionally forbidden activities.

Now, only four-tenths of the country is designated for a na-



Photo by Heidi Gabitzsch

Rafal Linkowski points out Eagle View, one of the many mountains he climbed while visiting Rocky Mountain National Park and learning about its structure so he can improve national parks in his homeland of Poland.

tional park.

Polish people resent state, laws

Even this small space is difficult to manage, Linkowski said, because there is little respect for the law or any government authority in Poland.

"It was a surprise to see people talking kindly to rangers (in the United States)," said Linkowski.

"All uniformed forces there people are reluctant to speak to them."

Linkowski blames this on Poland's long history of domination by other countries.

"There the law was not chosen by the people; it was always from a foreign power," he said.

Now the laws are a patchwork of many traditions, which seem to trap park rangers in the middle.

They are not given legal jurisdiction over park areas so they

can't chase law-breakers.

"The state police dominate," he said.

In many cases, rangers feel this is an asset because Polish citizens find them less related to the state and therefore more approachable.

"The cooperation with local people is better," Linkowski said.

The parks in Poland also have no business partners and few volunteers.

"People volunteer their time for their neighbors, not for the state," Linkowski said.

This would make programs like Rocky Mountain National Park's Bugle Corps impossible.

Poland's parks could attract jobs

Linkowski has also developed many new ideas based on materials and experiences he had in Rocky Mountain National Park that could be incorporated in the

Polish park system.

In the near future, he believes Poland could easily develop concessionaires for its parks.

The Polish culture has a strong emphasis on horses and horse breeding.

Linkowski believes he could allow riding stables to use the parks in exchange for trail maintenance.

Of special interest is possible trail use by the hucul, a sturdy, small horse that can withstand low temperatures and rugged terrain.

Especially good for children's recreation, the horse could carry visitors into the rugged country.

He believes this would also bring jobs to the tiny mountain villages.

Linkowski is also interested in the idea of cooperation between park areas the Poland's gateway communities.

"People need to realize unpoluted and untouched resources attract people and good jobs to those gateway communities," he said.

Now, Poles underestimate the economic impact of national parks.

He was interested in educational programs with city children in the parks.

"I hope not to break the emotional link and primal bond between men and nature," he said.

Preserving culture a goal

Linkowski is also focused on preserving Poland's native culture.

Unlike many other countries behind the Iron Curtain there were many small-scale farmers in Poland who resisted being absorbed into collective farms.

Now, Linkowski wants to encourage the preservation of these traditional farms, their lifestyle and the "unspoiled rural architecture."

These old ways are even more important because numerous invaders of Poland worked to destroy their traditions by demolishing graveyards and other acts.

The tiny villages and homes that remain attract tourists from outside the country as well as Polish pride.

"These homes constructed by nonprofessionals are so harmonized with those slopes and so impressive for visitors," said Linkowski.

In an effort to preserve this heritage, Linkowski will travel to Mesa Verde this week to see an example of a park dedicated to preserving and protecting a culture.

He hopes the lesson he has learned will help his people, both culturally and economically.



EAST-WEST MANAGEMENT INSTITUTE

**Attachment F:
Final Financial Report**

East-West Management Institute, Inc.

Training Internship Program II

Cooperative Agreement No. EUR-0045-A-00-4087-00:

	<u>USAID BUDGETED FUNDS</u>	<u>EWMI ACTUAL COSTS</u>	<u>GRANTEES & OTHERS BUDGETED COST-SHARE</u>	<u>ACTUAL COST SHARE</u>
Salaries	\$0.00	\$0.00	\$17,675.00	\$29,379.96
Fringe Benefits	\$0.00	\$0.00	\$4,065.00	\$6,750.57
Travel & Per Diem	\$9,350.00	\$11,576.85	\$0.00	\$0.00
Participant Training	\$204,600.00	\$126,704.48	\$207,625.00	\$178,200.31
Subagreement	\$41,704.00	\$23,923.77	\$0.00	\$0.00
Other Direct Costs	\$10,000.00	\$3,138.79	\$10,000.00	\$3,179.08
Field (Direct & Indirect)	\$0.00	\$0.00	\$19,034.00	\$11,534.83
Indirect Costs	\$0.00	\$0.00	\$10,435.00	\$46,791.63
TOTALS	\$265,654.00	\$165,343.89	\$268,834.00	\$275,836.38

22

East-West Management Institute, Inc.

Training Internship Program II

Cooperative Agreement No. EUR-0045-A-00-4087-00:

	BUDGETED COST SHARE	ACTUAL COST SHARE	EXPLANATION
Program Costs:			
Allowances			
Maintenance Allowances	\$0.00	\$0.00	
Book Allowance	\$0.00	\$0.00	
Travel			
Airfare	\$0.00	\$0.00	
Misc. (visas, hotels)	\$0.00	\$0.00	
HAC			
Other Direct Costs			
USAID Health Insurance	\$0.00	\$0.00	
Other			
Training, Mentoring, Quality of Life	\$120,000.00	\$93,766.70	Affiliates' contribution
Housing & Board	\$75,600.00	\$59,568.68	Affiliates' contribution
CIP Affiliate Services	\$0.00	\$10,628.29	balance of affiliate services not covered under grant
CIP Review Panel	\$0.00	\$0.00	
Selection Recruitment & Monitoring	\$12,025.00	\$14,236.64	Field Office Contribution
Subtotal	\$207,625.00	\$178,200.31	
Administrative Costs:			
EWMI-NY salaries	\$17,675.00	\$29,379.96	1994-1996
EWMI-NY fringe	\$4,065.00	\$6,750.57	1994-1996
EWMI US staff travel			
Sub. Agreements(CIP & IU)			
Other direct costs	\$10,000.00	\$3,179.08	EWMI
Field Direct and Indirect	\$19,034.00	\$11,534.83	Admin. of five national foundations
Indirect Costs	\$10,435.00	\$46,791.63	EWMI
Subtotal	\$61,209.00	\$97,636.07	
TOTAL	\$268,834.00	\$275,836.38	

93

East-West Management Institute, Inc.

Training Internship Program II

Cooperative Agreement No. EUR-0045-A-00-4087-00:

	USAID BUDGETED FUNDS	ACTUAL COSTS
Program Costs:		
Allowances		
Maintenance Allowances (\$15/dy stipend X 90 days x 40 people)	\$54,000.00	\$39,105.00
Book Allowance (\$120/person x 40 people)	\$4,800.00	\$3,496.03
Travel		
Airfare (\$1820/person x 40 people)	\$72,800.00	\$33,636.74
Misc. (visas, hotels)		\$1,236.71
HAC		
Other Direct Costs		
USAID Health Insurance (\$200/month x 3 months x 40 people)	\$24,000.00	\$15,800.00
Other		
Training, Mentoring, Quality of Life		
CIP Affiliate Services (\$1200/person x 40 people)	\$48,000.00	\$32,430.00
CIP Review Panel (Application reviewers' travel costs)	\$1,000.00	\$1,000.00
Selection Recruitment & Monitoring		
Subtotal	\$204,600.00	\$126,704.48
Administrative Costs:		
EWMI-NY salaries		
EWMI-NY fringe		
EWMI US staff travel	\$9,350.00	\$11,576.85
Sub-contracts (CIP & IU)	\$41,704.00	\$23,923.77
Other direct costs	\$10,000.00	\$3,138.79
Field Direct and Indirect		
Indirect Costs		
Subtotal	\$61,054.00	\$38,639.41
TOTAL	\$265,654.00	\$165,343.89

NOTE: ALL NUMBERS ARE FINAL

94