180-0029

Agency for International Development
Washington, D.C. 20523

PDFC0892

JUN - 1 1991

Dr. Henry S. Enck
Executive Assistant to the President
Central Connecticut State University
1615 Stanley Street
New Britain, CT 06050

Subject: Grant No. EUR-0029-G-00-1039-00

Dear Dr. Enck:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "A.I.D.") hereby provides to Central Connecticut State University (hereinafter referred to as "CCSU" or "Grantee") the sum of $928,011 in support of the Management Training and Economics Education in Central and Eastern Europe Program (Project Number 180-0029) in Central and Eastern Europe, as more fully described in Attachment 1 of this Grant entitled "Schedule", Attachment 2, entitled "Program Description," and Attachment 4, CCSU's Grant Application.

This Grant is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Grantee in furtherance of program objectives through the estimated completion date of July 14, 1992. Funds disbursed by A.I.D. but uncommitted by the Grantee at the expiration of this period shall be refunded to A.I.D.

The total estimated amount of the program is $1,065,627, of which A.I.D. shall fund $928,011 (hereinafter referred to as "Total Obligated Amount") and the Grantee shall fund $137,616. A.I.D. shall not be liable for reimbursing the Grantee for any costs in excess of the obligated amount.

This Grant is made to the Grantee on the condition that the funds will be administered in accordance with the terms and conditions as set forth in this Cover Letter, Attachment 1, entitled "Schedule", Attachment 2, entitled "Program Description", Attachment 3, entitled "Standard Provisions", and Attachment 4, CCSU's Grant Application, which together constitute the entire Grant document and have been agreed to by your organization.

Please acknowledge receipt and acceptance of this Grant by signing all copies of this Cover Letter, retaining one copy for your files, and returning the remaining copies to the undersigned.

Sincerely yours,

Diane M. Miller

Diane M. Miller
Grant Officer
Overseas Division-EE
Office of Procurement

Attachments:

1. Schedule
2. Program Description
3. Standard Provisions
4. CCSU Grant Application

ACKNOWLEDGED:

CENTRAL CONNECTICUT STATE UNIVERSITY

BY: John W. Shumaker

TYPED NAME: John W. Shumaker

TITLE: President

DATE: June 11, 1991

FISCAL DATA

A. GENERAL

A.1. Total Estimated Amount: $928,011
A.2. Total Obligated Amount: $928,011
A.3. Cost-Sharing Amount (Non-Federal): $137,616
A.4. Project No.: 180-0029
A.5. A.I.D. Project Office: ENE/EUR, Steve French
A.6. Funding Source: A.I.D./W
A.7. Paying Office: FM/CMP/LC
A.8. Tax I.D. No.: 1066007798A2
A.9. DUNS No.: 07-732-4507

B. SPECIFIC

B.1.(a) PIO/T No.: 180-0029-3-1183659
B.1.(b) Appropriation: 72-11X1010
B.1.(c) Allotment: 184-63-180-01-69-11
B.1.(d) BPC: QAIX-91-33180-IG-12
B.1.(e) Amount: $928,011

SCHEDULE

A. PURPOSE OF GRANT

The purpose of this Grant is to provide financial support for the program described in Attachment 2 of this Grant entitled "Program Description" and in Attachment 4, CCSU's Grant Application. This program is in response to the Request for Applications (hereinafter referred to as "RFA") for the Management Training and Economics Education Project.

B. PERIOD OF GRANT

B.1. The effective date of this Grant is the date of the Cover Letter and the estimated completion date is July 14, 1992.

B.2. Funds obligated hereunder shall be used to reimburse the Grantee for allowable program expenditures incurred by the Grantee in pursuit of program objectives for the estimated period from June 1, 1991 to approximately July 14, 1992.

C. AMOUNT OF GRANT AND PAYMENT

C.1. The total estimated amount of the program described in Attachment 2 of this Grant is $1,065,627.

C.2. The total amount of the A.I.D. contribution to the total estimated program costs shown in C.1. above, to be provided through this Grant (hereinafter referred to as "Total Grant Amount") for the period shown in B.1. above is $928,011.

C.3. A.I.D. hereby obligates the amount of $928,011 (hereinafter referred to as "Obligated Amount") for program expenditures during the estimated period set forth in Section B.2. above. A.I.D. shall not be liable for reimbursing the Grantee for any costs in excess of the obligated amount.

C.4. Payment shall be made to the Grantee in accordance with procedures set forth in the Standard Provision of this Grant entitled "Payment - Letter of Credit," as set forth in Attachment 3.

D. GRANT BUDGET

D.1. The following is the Budget for the total estimated amount of this Grant for its full period. The Grantee may not exceed the total estimated amount or the obligated amount of this Grant, whichever is less (see Sections C.1. and C.2., respectively, above). Except as specified in the Standard Provision of this Grant entitled "Revision of Grant Budget," as shown in Attachment 3, the Grantee may adjust line item amounts as may be reasonably necessary for the attainment of program objectives.

D.2. Budget

Cost Element	A.I.D.	Grantee/ Others (Non-Fed)	Total
(a) DIRECT COSTS			
Salaries	$296,365	$58,659	$355,024
Fringe Benefits	66,309	13,989	80,298
Consultants	51,300	10,500	61,800
Travel/Per Diem	145,083	18,000	163,083
Expendable Supplies & Materials	40,000	8,000	48,000
Nonexpendable Equipment	68,408	0	68,408
Subcontracts	105,720	0	105,720
Other Direct Costs	11,000	0	11,000
SUBTOTAL	$784,185	$109,148	$893,333
(b) INDIRECT COSTS			
Overhead G&A	143,826	28,468	172,294
TOTAL	$928,011	$137,616	$1,065,627

D.3. Inclusion of any cost in the budget of this Grant does not obviate the requirement for prior approval by the Grant Officer of cost items designated as requiring prior approval by the applicable cost principles (see the Standard Provision of this Grant set forth in Attachment 3 entitled "Allowable Costs") and other terms and conditions of this Grant, unless specifically stated in Section I. below.

E. REPORTING REQUIREMENTS

E.1. Financial Reporting

E.1.(a) Financial reporting requirements shall be in accordance with the Standard Provision of this Grant entitled "Payment - Letter of Credit," as set forth in Attachment 3.

E.1.(b) All financial reports shall be submitted to A.I.D., Office of Financial Management, FM/A/PNP, Washington, D.C. 20523-0209. In addition, three copies of all financial reports shall be submitted to the A.I.D. Project Office specified in the Cover Letter of this Grant.

E.1.(c) With the exception of the final financial report, all financial reports shall be submitted within 30 days following the end of the reporting period. The final financial report shall be submitted within 90 days following the estimated completion date of this Grant.

E.1.(d) The Grantee's financial reports shall include expenditures of A.I.D. Grant funds provided hereunder, as well as non-federal matching funds.

E.2. Program Performance Planning and Reporting

E.2.(a) Project Implementation Plan

Not later than ninety (90) days from the effective date of this Grant (see Section 1B. above), the Grantee shall prepare and submit to the A.I.D. Project Officer specified in the Cover Letter of this Grant three (3) copies and to the Grant Officer one (1) copy of a Project Implementation Plan (PIP), for the full term of this Grant. The PIP may be either jointly developed by the U.S. grantee and the counterpart institution(s), or developed by the U.S. grantee and reviewed and concurrence by the local organization(s). The PIP must be signed by a representative of the counterpart institution(s).

The substantive areas to be included in the implementation plan include the following:

1). Local content or local relevance of training materials;

2). Management of the trainee selection system;

3). Local institution's commitment of facilities and staff;

4). Coordination with other USG funded and/or other donor programs (as applicable);

5). Comments and recommendations made by local (AID Rep, if available) US Embassy; and

6). The development of formative evaluation indicators.

The PIP with counterpart concurrence must be submitted to the local AmEmbassy and ENE/EUR within 90 days of the signature date of the grant. Compliance with this requirement will be one of the key indicators considered in reviewing grant implementation when considering second year funding.

E.2.(b) Quarterly Reports by Reference to Quantifiable Indicators and Other Evaluation Benchmarks

E.2.(b)(1) The Grantee shall submit three (3) copies of quarterly program performance reports, which coincide with the financial reporting periods described in Section E.1. above, to the A.I.D. Project Office specified in the Cover Letter of this Grant, and to the A.I.D. Representative (or AID Affairs Officer, Economic Section at the Embassy) of the country where the program is being undertaken. In addition, two copies shall be submitted to A.I.D., PPC/CDIE/DI, Washington, DC 20523-1802. These reports shall include quantitative and qualitative measures of performance; shall be submitted within 30 days following the end of the reporting period, and shall briefly present the following information:

E.2.(b)(1)(A) Implementation status including a comparison of actual accomplishments with the established evaluation benchmarks for the period. If the output of programs can be readily quantified, such quantitative data should be related to cost data for computation of unit costs.

E.2.(b)(1)(B) Reasons why established goals were not met, if applicable, including any problems or difficulties requiring U.S. Government, possibly host country, or implementing organization attention.

E.2.(b)(1)(C) Summary financial report of all project expenditures, by subcomponent.

E.2.(b)(1)(D) Other pertinent information including, when appropriate, analysis and explanation of cost overruns or high unit costs.

E.2.(b)(2) 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 the A.I.D. Project Officer as soon as the following types of conditions become known:

E.2.(b)(2)(A) 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 disclosure shall be accompanied by a statement of the action taken, or contemplated, and any U.S.G., or possible host country, assistance needed to resolve the situation.

E.2.(b)(2)(B) Favorable developments or events that enable time schedules to be met sooner than anticipated or more work units to be produced than originally projected.

E.2.(b)(2)(C) If any performance review conducted by the Grantee discloses the need for change in the budget estimates in accordance with the criteria established in the Standard Provision of this Grant entitled "Revision of Grant Budget," the Grantee shall submit a request for budget revision to the Grant Officer and the A.I.D. Project Officer specified in the Cover Letter of this Grant.

E.2.(b)(2)(D) Quarterly updates and proposed modifications of annual work plans, specifically to include travel projected for the subsequent quarter.

E.2.(c) Annual Report of Project

The annual report will be submitted to both ENE/EUR, A.I.D. Washington and to the A.I.D. Representative (or the AID Affairs Officer, Economic Section at the Embassy) of the country where the program is being undertaken. The annual report will substantively review performance against planned quantitative and qualitative measures. Second year funding will be contingent on the Grantee submitting complete reporting, effectively resolving implementation problems, as well as on the availability of funds and any revisions in the overall program structure that A.I.D. may require.

Within 60 days following the estimated completion date of this Grant the Grantee shall submit three copies of the final report as indicated in the preceding paragraph. It should include: (1) an executive summary of the Grant's accomplishments or failings; (2) a description of the Grant activities from its inception; (3) significance of these activities; (4) comments and recommendations; (5) a fiscal report that describes in detail how the Grant funds were used. In addition, two copies shall be submitted to A.I.D., PPC/CDIE/DI, Washington, D.C. 20523-1802.

F. CLOSEOUT PROCEDURES (OMB Circular A-110)

1. This paragraph prescribes uniform closeout procedures for A.I.D. grants.

2. The following definitions shall apply for the purpose of this paragraph:

a. Closeout. The closeout of a grant is the process by which A.I.D. determines that all applicable administrative actions and all proposed work of the grant have been completed by the Grantee and A.I.D.

b. Date of completion: The date of completion is the date on which all work under the grant is complete or the date on the award document, or any supplement or modification thereto, on which A.I.D. sponsorship ends.

c. Disallowed costs: Disallowed costs are those charges to a grant that A.I.D or its representative determines to be unallowable, in accordance with the applicable Federal cost principles or other conditions contained in the grant.

3. A.I.D. closeout procedures are the following requirements:

a. Upon request, A.I.D. shall make prompt payments to a recipient for allowable reimbursable costs under the grant being closed out.

b. The Grantee shall immediately return any balance of unobligated (unencumbered) cash that A.I.D. has advanced or paid and that is not authorized to be retained by the Grantee for use in other grants or cooperative agreements.

c. A.I.D. shall obtain from the Grantee within 90 calendar days after the date of completion of the grant all financial, performance, and other reports required as the condition of the grant. A.I.D. may grant extensions when requested by the Grantee.

d. When authorized by the grant, A.I.D. shall make a settlement for any award or downward adjustments to A.I.D.'s share of the costs after these reports are received.

e. The Grantee shall account for any nonexpendable property acquired with A.I.D. funds.

e. In the event a final audit has not been performed prior to the closeout of the grant, A.I.D. shall retain the right to recover an appropriate amount after fully considering the recommendations on questioned costs resulting from the final audit.

G. INDIRECT COSTS

1. Pursuant to the standard provision of this Grant entitled "Negotiated Indirect Cost Rates-Provisional", a rate shall be established for each of the Recipient's accounting periods which apply to this Grant. Pending the establishment of revised predetermined, provisional or final indirect cost rates for each of the Grantee's accounting periods which apply to the Grant, provisional payments on account of allowable indirect costs shall be made on the basis of the following negotiated provisional rate(s) applied to the base(s) which is (are) set forth below:

Description	Rate	Base	Period	Type
Overhead (All Programs)	48.53%	1/	2/	Provisional

1/ Direct salaries and wages including vacation, holiday and sick pay but excluding other fringe benefits.

2/ 7/1/89 until amended.

2. Fringe benefits applicable to direct salaries and wages are treated as direct costs.

H. TITLE TO PROPERTY

Title to property acquired hereunder shall vest in the Grantee, subject to the requirements of the Standard Provision of this Grant entitled "Title To and Use of Property (Grantee Title)" regarding use, accountability, and disposition of such property.

I. PROCUREMENT AND (SUB)CONTRACTING

I.1. Authorized Geographic Codes

For grants where total value of procurement of goods and services is less than $250,000, the following shall apply:

All services/goods/commodities shall have their nationality/source/origin in the United States (A.I.D. Geographic Code 000) or Special Free World Countries (Geographic Code 935), except as A.I.D may otherwise agree in writing, in accordance with the Optional Standard Provision entitled, "A.I.D. Eligibility Rules for Goods and Services (November 1985)". Although A.I.D. Geographic Code 935 does not normally include the cooperating country, for the period of this grant, unless otherwise amended, the aforementioned Optional Standard Provision is amended to include the cooperating country, Poland (A.I.D. Geographic Code 181) as a Code 935 country. The order of preference in paragraph (b)(1) of that provision applies as stated, with Poland (181) approved as the cooperating country.

For grants where the total value of goods and services will exceed $250,000, the following shall apply:

All services/goods/commodities shall have their nationality/source/origin first in the United States (A.I.D. Geographic Code 000), then Poland (A.I.D. Geographic Code 181), except as A.I.D. may otherwise agree in writing, in accordance with the Optional Standard Provision entitled, "A.I.D. Eligibility Rules for Goods and Services (November 1985)". Requests for deviations to this requirement must include a full justification to be submitted to the Project Office indicated in the cover letter of this Grant. Approval of the Grant Officer and the Project Officer is required before procurement of this nature may be undertaken. Ocean shipping financed by A.I.D. under the program shall, except as A.I.D. may otherwise agree in writing, be financed only on flag vessels of the United States.

I.2. Procurement Cost Detail

Whenever feasible, the lead U.S. grantee and/or its subgrantees will be responsible for purchasing the U.S. equipment and commodities required for the technical assistance components of the program. This equipment must be specifically and directly linked to the training programs undertaken under the various subcomponents. The prime grantee will be responsible for providing more exact details and specifications of the commodities they propose to procure, including estimated costs of same, when requesting approval for the procurement of the commodities.

I.3. Air Transportation

The eligibility of air travel and transportation services is determined by the flag registry of the aircraft. The Standard Provision of this Grant entitled "Air Travel and Transportation" applies. Commodities are ineligible for A.I.D. financing hereunder if shipped under an air charter that has not received prior approval of the Grant Officer, regardless of whether such transportation costs are financed hereunder.

I.4. Government Owned Organizations

Notwithstanding the foregoing, a Government Owned Organization, i.e., a firm operated as a commercial company or other organizations (including nonprofit organizations other than public educational institutions) which are wholly or partially owned by governments or agencies thereof, are not eligible as suppliers of goods and commodities, commodity-related services, or services (other than commodity-related services), except as the Grant Officer may otherwise agree in writing.

J. SPECIAL PROVISIONS

J.1. For the purposes of this Grant, references to "OMB Circular A-122" in the Standard Provisions of this Grant shall include the A.I.D. implementation of this Circular, as set forth in Subpart 731.7 of the A.I.D. Acquisition Regulations (AIDAR) (48 CFR Chapter 7).

J.2. Employee Salaries

Except as the Grant Officer may otherwise agree in writing, A.I.D. shall not be liable for reimbursing the Grantee for any costs allocable to the salary portion of direct compensation paid by the Grantee to its employees for personal services which exceed the highest salary level for a Foreign Service Officer, Class 1 (FS-1), as periodically amended.

J.3. Consultant Fees

Compensation for consultants retained by the Grantee hereunder shall not exceed, without specific approval of the rate by the Grant Officer: either the highest rate of annual compensation received by the consultant during any full year of the immediately preceding three years; or the maximum rate of a Foreign Service Officer, Class 1 (FS-1) (as periodically amended), whichever is less. A daily rate is derived by dividing the annual compensation by 2,087 and multiplying the result by 8.

J.4. Equipment and Other Capital Expenditures

J.4.(a) Requirement for Prior Approval

Pursuant to the Standard Provisions of this Grant entitled "Allowable Costs" and "Revision of Grant Budget," the Grantee must obtain A.I.D. Grant Officer approval for the following:

Purchase of General Purpose Equipment, which is defined as an article of nonexpendable tangible personal property, the use of which is not limited only to research, medical, scientific, or other activities [e.g., office equipment and furnishings, air conditioning equipment, reproduction and other equipment, motor vehicles, and automatic data processing equipment, having a useful life of more than two years and an acquisition cost of $500 or more per unit)

J.4.(b) Approvals

In furtherance of the foregoing, the Grant Officer does hereby provide approval for the following purchases, which shall not be construed as authorization to exceed the total estimated amount or the obligated amount of this Grant, whichever is less (see Section C. above):

1. video cassette recorders (VCRs) - 5
2. facsimile (fax) machines - 2

J.4.(c) Exception for Automation Equipment

Any approval for the purchase of automation equipment which may subsequently be provided by the Grant Officer is not valid if the total cost of purchases of automation equipment (e.g. computers, word processors, etc.), software, or related services made hereunder will exceed $100,000. The Grantee must, under such circumstances, obtain the approval of the Grant Officer for the total planned system of any automation equipment, software, or related services.

J.4(d) Used Equipment

Used equipment may only be purchased with the prior written approval of the Grant Officer.

J.5. Defense Base Act (DBA) and/or Medical Evacuation Insurance

Pursuant to Section J.16. of OMB Circular A-21 the Grantee is authorized to purchase DBA and/or medical evacuation insurance under this Grant.

K. ORDER OF PRECEDENCE

The grantee's proposal (application) of December, 1990 and revision of April 23, 1991 are hereby incorporated as Attachment 4. In the event of any inconsistencies in this Grant, they shall be resolved by applying the following descending order of precedence:

Attachment 1 - Schedule
Cover Letter
Attachment 3 - Standard Provisions
Attachment 2 - Program Description
Attachment 4 - Grantee's Proposal (Application)

K. STANDARD PROVISIONS

The Standard Provisions set forth as Attachment 3 of this Grant consist of the following Standard Provisions denoted by an "X" which are attached hereto and made a part of this Grant:

L.1. Mandatory Standard Provisions For U.S., Nongovernmental Grantees

(X) Allowable Costs (November 1985)
(X) Accounting, Audit, and Records (September 1990)
(X) Refunds (September 1990)
(X) Revision of Grant Budget (November 1985)
(X) Termination and Suspension (May 1986)
(X) Disputes (November 1989)
(X) Ineligible Countries (May 1986)
(X) Debarment, Suspension, and Other Responsibility Matters (March 1989)
(X) Nondiscrimination (May 1986)
(X) U.S. Officials Not to Benefit (November 1985)
(X) Nonliability (November 1985)
(X) Amendment (November 1985)
(X) Notices (November 1985)

L.2. Additional Standard Provisions For U.S., Nongovernmental Grantees

(X) Payment - Letter of Credit (November 1985)
( ) Payment - Periodic Advance (January 1988)
( ) Payment - Cost Reimbursement (November 1985)
(X) Air Travel and Transportation (November 1985)
(X) Ocean Shipment of Goods (May 1986)
(X) Procurement of Goods and Services (November 1985)
(X) AID Eligibility Rules for Goods and Services (November 1985)
(X) Subagreements (November 1985)
(X) Local Cost Financing (November 1988)
( ) Patent Rights (November 1985)
( ) Publications (November 1985)
( ) Negotiated Indirect Cost Rates - Predetermined (May 1986)
(X) Negotiated Indirect Cost Rates - Provisional (May 1986)
(X) Regulations Governing Employees (November 1985)
(X) Participant Training (May 1986)
( ) Voluntary Population Planning (August 1986)
( ) Protection of the Individual as a Research Subject (November 1985)
( ) Care of Laboratory Animals (November 1985)
( ) Government Furnished Excess Personal Property (November 1985)
(X) Title To and Use of Property (Grantee Title) (November 1985)
( ) Title To and Care of Property (U.S. Government Title) (November 1985)
( ) Title To and Care of Property (Cooperating Country Title) (November 1985)
(X) Cost Sharing (Matching) (November 1985)
( ) Use of Pouch Facilities (November 1985)
(X) Conversion of United States Dollars to Local Currency (November 1985)

M. COST SHARING AND OTHER CONTRIBUTIONS

M.1. The Grantee agrees to expend from non-federal funds not less than the amount shown in the budget (Section D.) of this Grant under the column headed "Other". Funds incurred by CCSU after February 27, 1991 in furtherance of this project may be considered cost-sharing by CCSU.

M.2. If cost sharing is required under this Grant pursuant to section L.1. above, the Standard Provision of this Grant entitled "Cost Sharing (Matching)" applies.

M.3. The aforesaid Standard Provision makes reference to project costs. "Project Costs" are defined in Attachment E of OMB Circular A-110 as all allowable costs (as set forth in the applicable cost principles [see the Standard Provision of this Grant entitled "Allowable Costs"]) incurred by a Grantee and the value of in-kind contributions made by the Grantee or third parties in accomplishing the objectives of this Grant during the program period.

PROGRAM DESCRIPTION

A. Program Purpose

The purpose of the Management Training and Economics Education Program is to develop the technical, management, and economics skills necessary to restructure Central and Eastern European economies and develop competitive markets and businesses. The training provided by the Grantee is to serve as a catalyst to market reform in the region.

B. Background

The countries of Central and Eastern Europe are experiencing dramatic political and economic change. One of the most important changes is the restructuring of the basic economic infrastructure from a centrally-planned to a market-driven system. After 40 years of socialism, most of the citizens are not prepared for the challenges of a market economy. While most of the countries generally have highly educated and intelligent work forces, years of central planning and state ownership have left most individuals with a lack of the basic skills necessary to manage private business. Managers of small and large enterprises do not know how to deal with the choices involved in buying and selling under constantly changing market conditions characterized by a large number of choices. Government economics planners and politicians have little knowledge of alternative ownership schemes; of how to finance the privatization process; of how to redirect trade toward a wider, more competitive world market. Even the public at large needs to be educated to the awards and difficulties associated with the differentiated income and capital accumulation levels as well as the impact of changing personal buying power that is part of the market economies.

C. Program Objective and Description

The Central Connecticut State University will work with the Worclaw Technical University supporting six subprojects in the Lower Silesian Region of Poland. The goal of the program is to provide training in free market activities for selected groups within the Silesian region. These include a business education program, in-house executive training, bank training, entrepreneurial training, proposal writing and grantmanship, and economic education for Solidarity through video. CCSU is to draw upon resources of Connecticut State University as well as individuals drawn from the Polish support groups and private industry in the state of Connecticut.

I. BACKGROUND

A. DESCRIPTION OF THE GRANT APPLICANT AND COOPERATING PARTNERS. This proposal is being submitted by Central Connecticut State University (CCSU) on behalf of the Connecticut State University System (CSU) and its cooperating partner in Poland, the Wroclaw Technical University (WTU).

1. **CONNECTICUT STATE UNIVERSITY.** Established by an Act of the Connecticut General Assembly in 1983, CSU in its present form is the youngest and (with 38,000 students) the largest institution of higher education in Connecticut. It is comprised of four campuses: Central Connecticut State University in New Britain; Eastern Connecticut State University in Willimantic; Western Connecticut State University in Danbury: and, Southern Connecticut State University in New Haven. Its annual operating budget is approximately $200 million, about 50% of which is provided by the State legislature through its appropriations process. The remainder is derived mainly from tuition and fees. There are three Schools of Business in the System. They have a combined enrollment of 5,000 students, and 250 full-time faculty. All of these Schools offer the Bachelor's degree in Business Administration, one offers the MBA, and another the Master's of Science in Organization and Management.

2. **CENTRAL CONNECTICUT STATE UNIVERSITY.** On behalf of the entire System, CCSU will serve as the fiscal and administrative agent for the proposed project. Founded in 1849, CCSU is the oldest public institution of higher education in Connecticut. As the largest of the universities within the CSU System, CCSU offers undergraduate and graduate programs in the liberal arts and sciences, teacher education, technology, and business through the masters and sixth-year levels. The University is accredited by the New England Association of Schools and Colleges. It enrolls approximately 6,800 full—time and 7,000 part-time students, perhaps 15% or more of Polish-American descent.

CCSU offers 75 different programs leading to the degrees bachelors of Arts, Sciences, and Fine Arts; and Master's of Arts, Science, and Management and Organization. The University emphasizes the practical rather than the theoretical. The University has 26 buildings situated on 152 acres. It employs 900 full-time people: 400 instructors, 200 administrators, and 300 support personnel. CCSU's annual operating budget is $61.7 million, of which $30 million comes from the Connecticut General Fund (state tax revenues), $30 million from student tuition and fees, and the remainder from endowment funds, gifts, grants and donations.

3. **THE WROCLAW TECHNICAL UNIVERSITY.** Forty years old, WTU is one of the largest, university-level technical schools in Poland. It has over 6,600 students involved in 18 academic fields in eleven departments. It has three branches located in the largest towns of Lower Silesia: Legnica, Walbrzych and Jelenia Gora. It has a staff of 2,000 who work in 29 institutes devoted to research and specialized training. WTU is a practically-oriented school whose highest degree program is the M.Sc. WTU is, moreover, a pioneer in providing extramural degree courses, particularly those which involve guided self-instruction and individualized problem—solving. It engages in energetic outreach programs for Lower Silesia industries and communities through its branches. WTU is engaged in three business ventures, including the assembly of specialized electronic units for industry. It also provides financial support to a local, independent commerce and economics association and a regional development group.

B. INTERNATIONAL STRENGTHS OF CCSU. CCSU, which seeks this award on behalf of CSU and WTU, has been involved in international activities since 1946. In subsequent years, CCSU has embarked in many international directions: the establishment of language and area programs (East Asia, Latin America, and Soviet and Eastern Europe); the development of linkages with twenty overseas universities; and the expansion of student and faculty exchange programs.

In recognition of its leadership in international programs, the Connecticut Board of Governors of Higher Education in 1986 awarded the University a special, two-year, $284,000 grant under its "Center for Excellence" program. CCSU, as the only "Center for Excellence" in international education designated by the Board, was asked to develop model programs of use for, and for replication throughout, the State's system of higher education. A substantial portion of the award was used to establish the CCSU International Affairs Center which, since the expiration of the grant in 1989, has been supported as part of the regular University budget. In March, 1990, the Board of Trustees for Connecticut State University empowered the IAC to serve as the international program Center for the entire CSU System.

The purposes of the Center are: to support and expand student exchange opportunities; to encourage greater faculty involvement in international education; and to provide programs of outreach into the local and international communities. The Center has a staff of eleven people: four employed full-time, seven part-time. These include a Director, who reports to the President of the University; a Coordinator for the development of the University's overseas institutes; an Assistant Director for international student affairs and study abroad programs; one secretary; and various University Assistants, Graduate Assistants, and Student Helpers. The Center has an annual operating budget of $315,000, of which $175,000 pays personnel costs and the remainder travel and operating expenses.

In addition, note should be made of several CCSU institutes and centers of an international nature which report to the International Affairs Center but which are supported elsewhere in the academic budget. These include the Institute for Asian-American Studies, the Institute for European-American Studies, and the Center for Polish Studies.

Since its inception in 1987, the Center has proven remarkably successful. The University has been designated a center for international business education by the U.S. Department of Education under its Title VIB program; it has established overseas Institutes; it has been awarded a Title VI grant for the development of international curriculum; it has received institutional awards under the U.S.I.A.-funded Fulbright Program; it has achieved AID funding for the conduct of several educational programs in the Caribbean.

Over the past three years the University's international programs have also received support from several private agencies: the C.J. Huang Fund for work in China; the Hyundai Corporation in support of Asian education; the SONY Corporation in support of exchanges with Japan; and, most recently, the Rockefeller Brothers Fund in support of work in Wroclaw, Poland. Since 1987, the University has been awarded over $2.5 million in grants, contracts, and private donations in support of its international activities.

II. ORGANIZATIONAL CAPABILITY AND TRACK RECORD

CCSU has the organizational capability and a proven track record to assure AID that it can perform tasks described in this proposal. Attachment 1 indicates the extent of federal and private grants and contracts which it has administered in recent years. Suffice it to say here that the University has the existing expertise to administer grants.

CCSU's success in working with and through the business community is particularly noteworthy. The University has had wide experience in offering special courses for and at the request of businesses. Over the past year, for example, it designed and offered special courses in management, information systems, and other topics to such area businesses as the Barnes Group, Pratt & Whitney, Aetna, and Stanley Tool. It recently conducted a highly successful orientation program for executives of Chase Enterprises on living and working in Poland. It has also cooperated with the Connecticut Department of Economic Development in offering short courses in "doing business" with such countries as Canada, Germany, Korea and Poland.

Of particular relevance to this proposal, CCSU has had an outstanding record of success in conducting Polish-related programs. Since 1974, the University has housed a Polish Studies Center, headed by Professor Stanislaus Blejwas. The Center offers courses in Polish history, politics, culture, civilization, and language. Associated with the Center are the Connecticut Polish-American Archive (established by a special appropriation of the state legislature); the Polish Heritage Book Collection; and the annual Fiedorczyk and Milewski Lectures in Polish American Studies. The Center also maintains important linkages with Polish Universities (including Warsaw University and the Jagellonian University), and annually hosts two visiting scholars from Poland. The University also maintains an ongoing business faculty exchange program with the University of Warsaw and the WTU. Through these and other University initiatives in Pultusk (New Britain's Sister-City in Poland) and Wroclaw, CCSU has extensive experience in Polish affairs.

These relationships are particularly understandable when one considers that Connecticut as a whole, and CCSU's host city in particular, have a high concentration of people of Polish origin. Thirty-five per cent of New Britain's 70,000 people are of Polish origin, as are ten per cent of Connecticut's three million people. Thus CCSU's Polish-American Center carries out an important mission of response to community needs. In close cooperation with the Connecticut Chapter of the Polish-American Congress, it conducts various events of interest to Connecticut's Polish-American community. In 1990 alone, the Polish Studies Center played host for the visits to Connecticut of the new U.S. Ambassador to Poland, the Hon. Thomas Symons, and the new Polish Ambassador to the United States, the Hon. Kazimierz Dziewanowski. It is small wonder, then, that the Rockefeller Brothers Fund has recognized CCSU as an institution capable of making a substantial contribution to Polish development through its cooperating partner, the Wroclaw Technical University.

CCSU and the WTU entered into an official agreement of cooperation on June 27, 1990. This agreement called for the establishment of an Institute for Business Studies at WTU to train Wroclaw faculty and alumni in Western free market business principles and practices as might have a bearing in today's Poland. This project, endorsed by the Wojewoda of Wroclaw, begins in February, 1991. It is being supported by a $50,000 grant from the RBF, a $25,000 contribution from the Connecticut Polish-American community, and a CCSU in-kind contribution of approximately $47,000.

III. PROGRAM DESCRIPTION

A. PROGRAM DEFINITION AND SCOPE. This project responds to six economic development needs of the Lower Silesian Region of Poland. The vehicle for providing this response will be the provision of several, short-term training programs, all of which will be made available on-site in Poland. The project will equip Poles with skills, knowledge, and attitudes necessary to engage successfully in a free market economy. It will also encourage Polish entrepreneurship and inform Poles of the practical steps required to develop and manage businesses along the lines of free market economics. The project outlined here is of a one-year duration, although provision is also made for additional activities during a second year if warranted.

To accomplish these objectives CCSU will manage a training contingent drawn from throughout the CSU System and from a variety of private businesses and organizations in the State. Taking full advantage of the Polish-American character of the Connecticut community, CCSU is able to offer Polish-speaking experts and practitioners in such crucial areas as banking, entrepreneurship, accounting, etc. These people are prepared to go to Poland on fairly short notice, and many are prepared to impart their knowledge and skills in the Polish language. The coalition proposed here is still informal, but it can bring together the talents and expertise of the CSU System, interested State agencies, private financial institutions, volunteer organizations, entrepreneurs and proprietary training operations.

Above all, the training proposed here will be practical and of short-term duration. The budding Polish democracy urgently requires practical free market "know how" if it is successfully to make the transition from a command to a demand economy. Theoretical education and training are luxuries Poles cannot now afford. The thrust of the program, therefore, lies in training for day-to-day free market application for economies now stagnant and suffocating. CSU is well suited for this purpose as its State-mandated mission is to educate mid-level professionals and managers and provide outreach training programs for business and industry so as to improve the Connecticut economy.

B. PROGRAM GOAL, PURPOSE, INPUTS AND OUTPUTS. The goal of this project is to assist important sectors of the Lower Silesia economy to make the transition from a command to a free enterprise system. The program purposes are to provide short-term, on-site training to Polish business people, managers, and workers in such subjects as basic business skills, executive management, banking, entrepreneurship. grantsmanship, and economic education. To achieve these purposes will require the input of 30 Polish and 19 American trainers, and will yield the following outputs: 60 people trained in basic business skills, 100 managers receiving executive training, 75 section heads receiving basic banking education, 80 business people trained in entrepreneurial skills, 60 development officers receiving training in grantsmanship, and 1,400 workers receiving economic education.

C. PROGRAM GOAL. The goal of this program is to provide training in free market activities to selected groups of Poles in the Lower Silesian Region.

The program was formulated after a visit to Lower Silesia by a team of CCSU faculty and administrators in November-December, 1990. That visit was made for the sole purpose of developing projects directly responsive to the AID RFA. As

the team learned, Poles want to break the strictures of a command economy and create an atmosphere in which free enterprise can prosper. They want to live in an economic and social setting in which their individual efforts will have a positive effect on their lives. But they do not know how to accomplish that end. While the experience of the past forty-five years has not dampened their ardor for or understanding of self-determination and free economic and political expression, it has left them almost without a knowledge of how to manage their affairs at the regional and even local level. This program will give these groups the insights and techniques to begin to manage their own economy. Without these skills, the broad policies set at the national or even regional level will founder.

D. PROGRAM PURPOSES. The immediate purpose of the activity will be to provide trainees with knowledge, skills, and attitudes to equip them to deal effectively in a free market economy. As those trainees will be leaders in their respective economic sectors, so the ultimate program purpose will be to assist the Lower Silesian Region in its transition from a command to a demand economy.

The six subprojects described in this application are directed at diverse groups within the economy, all of which have been found to be receptive to change. These subprojects are consciously devised to break the old centralized patterns of economic control. Authority over the economy is devolving to the local level. That decision has already been made. The issue before the various regional economies is how to respond to this new local authority.

The activities proposed in this project will strengthen the operational capabilities of a network of educational institutions, business groups, workers councils and local governments. In order to assure impact, they have been linked to specific industries and sectors in the economy-banking, education, small business development and the copper industry. These subprojects will:

1. Extend the business education program already under way at WTU to include a Certificate Program in Business Studies. This extension will train large numbers of Poles in the use of modern business skills.

2. Develop an in-house executive training program at a major regional industry, employer and foreign exchange earner just as it approaches the critical juncture of privatization.

3. Strengthen the fundamentals of banking operations, with particular attention to the daily mechanics of banking in a market economy.

4. Encourage young entrepreneurs by giving them a private sector orientation, management concepts and the ability to compete and achieve business success.

5. Provide training in proposal writing and grantsmanship so that development officials might deal more effectively with the international donor and development assistance communities.

6. Respond to a request from Solidarity to provide economic education to the 1,400 heads of workers councils in Lower Silesia. The intended outcome is to assure that workers and managers operate with the same assumptions as Poland enters a market economy.

Program Outputs

Certificate in Business Studies

1. Basic College Level Teaching for Business Studies (Phase I)	30 trainees
2. Training for Business People	60 trainees

In-House Executive Training for a Regional Industry

1. Middle Managment Course	60 trainees
2. Senior Level Consultations on Program Support	3 managers
3. Survey Data on Attitudinal Change	1 survey

Banking Fundamentals

1. Mechanic of Banking	60 trainees
2. Production of Banking Operations Manual	1 manual
3. On-the-job Training Capability	xx

Entrepreneurial Training

1. Establishing a Small Business Course	80 trainees
2. Establishing an Entrepreneurial Support Center	4 trainees
3. Survey Data on Attitudinal Change	1 survey
4. Institution Established	1 center

Grantsmanship Training

1. Proposal Writing Course	50 trainees
2. Proposal Writing Service	1 service
3. Reference Material on Grants	xx

Workers Council Training in Economic Education

1. Production of Video Cassettes (in Polish) on Economic Education	10 cassettes
2. Training for Council Leaders	1,400 trainees

Program Inputs

Certificate in Business Studies

US Instructors	12 weeks
Polish - American Entrepreneurs	6 weeks
Backstopping in Poland	12 weeks
Backstopping in US	6 weeks
Computer Workstations	30

In-House Executive Training for a Regional Industry

US Instructors	8 weeks
Polish Instructors	6 weeks
Evaluation	4 weeks
Backstopping in Poland	7 weeks
Backstopping in US	3 weeks

Banking Fundamentals

US Instructor	6 weeks
Polish Instructors	4 weeks
Backstopping in Poland	6 weeks
Backstopping in US	2 weeks
Translation and printing of material	xx

Entrepreneurial Training

US Practicum Trainer	5 weeks
Polish-American Facilitator	2 weeks
Attitudinal Survey (Polish & US)	2 weeks
Backstopping in Poland	7 weeks
Backstopping in US	5 weeks

Grantsmanship Training

US Specialist	2 weeks
Polish Instructor	8 weeks
Organizational Services	2 weeks
Backstopping in Poland	5 weeks
Backstopping in US	3 weeks

Workers Council Training in Economic Education

Preparing Tapes in US	8 weeks
US Instructor in Poland	3 weeks
Polish Facilitator (from Solidarity & WTU)	112 weeks
Questionnaire Specialist	3 weeks
VCR's and Cassettes	xx weeks
Backstopping in Poland	8 weeks
Backstopping in US	6 weeks

Totals

US Technician	56 weeks
Polish Technicians	137 weeks
Backstopping in Poland	45 weeks
Backstopping in US	27 weeks

General Program Administration

US Program Services (Director & Assistant)	104 weeks
US Support (ex backstopping)	142 weeks
Polish Prograam Services (Director & Liaison)	65 weeks
Polish Support (ex backstopping)	111 weeks
Portable Audio Recorders	4

G. LOCATION SELECTION AND LOCATION-SPECIFIC PLANS OF ACTION

1. **CRITERIA USED TO SELECT PROJECT LOCATION.** This project will focus on the Lower Silesian regions of Poland. This area was chosen for five reasons. First, unlike the Warsaw, Gdansk, and Krakow areas, it is a large and important economic region which has not yet received the attention it deserves. Second, it is nonetheless in the same league as those other areas with respect to industrial development and potential. Third, it is an area familiar to CCSU, and contains an institution — the WTU — with which CCSU is already much involved. Fourth, it is a Solidarnosc stronghold whose municipal, business, and educational leaders have strongly endorsed this grant application.

Finally, this proposal limits itself to Lower Silesia as such a geographical limitation will allow the project better to respond to the AID RFA. The RFA calls for a project that will transfer practical business skills in ways that have immediate impact. In Poland, authority is devolving to the regional level and in some cases to districts. Thus, to have impact and to deal with real issues of implementation, the selection of a prescribed area is mandatory if the efforts to be expended are not to be lost in the morass of administrative and economic confusion that characterizes Poland today.

Lower Silesia is located in the southwestern part of Poland. It borders on Czechoslovakia in the south and on Germany in the west. In 1975 the area was divided into four districts, resulting in four voivodeships: Jelenia Gora, Legnica, Walbrzych and Wroclaw. However, these new divisions will not last long as the new government has indicated its intention to re-amalgamate small districts. No matter the final result, the city of Wroclaw will definitely be the capital of one of these new, larger regions.

With a population of 2.3 million Lower Silesia makes a significant contribution to the nation's economy, accounting for perhaps 18 percent of the country's exports. Copper mining alone, which is located in the Legnica District, earns $600 million in foreign exchange. In Walbrzych District, mining and coke ovens constitute the main economic activity. The industrial labor force of the region is 469,000 — 42 per cent of total employment in the region and 9 per cent in all Poland. Throughout the region farming is practiced intensively, with 40 percent of the farm land being privately held.

State-owned industrial enterprises continue to predominate in the Lower Silesian region. They are characterized by considerable technical and technological underdevelopment. In recent years, however, there has been a remarkable increase in the number of private sector firms. About 24,000 private enterprises were established in 1990 alone, thereby bringing the total in Lower Silesia to almost 61,500. But, only 21,500 are currently active in production. Most of these are small firms employing a few individuals and producing moderate amounts of market goods. The development of these enterprises — just like the State-owned establishments — has been held back by a shortage of money, particularly that needed to purchase up-to-date technologies, machinery and facilities and by uncertainties bred by their lack of familiarity with practical free market competitive techniques and applications. What is not lacking is educated human capital: of the total number of workers in Lower Silesia 7.4% have university educations, 27% are secondary school graduates and 32% have basic professional educations.

The old city of Wroclaw, which has over 600,000 people, has for many centuries been the capital of Lower Silesia. Its main industries are copper processing, railroad car construction, and electric machinery production. Despite its large industrial base, however, its technology is hardly the state of the art needed for international competition. Nonetheless, Wroclaw serves as the economic, as well as political center, of the Region.

Wroclaw is also an educational center for Western Poland. It boasts eight universities, including the Technical University, and academies of medicine, economics and agriculture. It also has 89 secondary, trade and basic professional schools. In addition, Wroclaw contains numerous scientific institutes and R&D centers of regional and national importance.

2. DESCRIPTION OF PROJECTS

SUBPROJECT 1: CERTIFICATE IN BUSINESS STUDIES

a. Activities: With partial funding from the Rockefeller Brothers Fund, the Connecticut Polish-American community and Central Connecticut State University, WTU and CCSU are developing a contemporary Institute for Business Studies (IBS) for faculty and alumni of WTU. The IBS will educate participants in recent developments in Western business theory and practice. The long term goal of this joint venture will be to establish an independent, self-sustaining management training and conference facility staffed by the WTU faculty.

During Phase I, the Institute will prepare WTU faculty in both the content and methodology needed to educate future IBS trainees. Eight CCSU professors will prepare and deliver eight intensive courses to 30 WTU faculty in such subjects as accounting, finance, marketing, market economics, and principles of management. This program is designed to "train the trainers," that is, to prepare WTU faculty to provide classroom and outreach instruction. It will train all 30 faculty to deliver both long- and short-term management development programs. Ten of these graduates will be utilized in Phase II of Subproject 1 for 12 days each. The remaining twenty will be used in Subprojects 2 and 4 described below.

In Phase II the Institute will initiate a Certificate in Business Studies Program for practicing managers and small business owners. These managers and business people will be specially selected graduates of WTU. Typically, such graduates have already received at WTU substantial technical education, but not the business and management training necessary for them to participate in a productive fashion in the development of a market economy. WTU has identified a pool of 10,000 graduates who could be candidates for this training. Initially, 60 of the most qualified will be trained during the first year of the Certificate Program.

The activities of Phase II will include the identification of the 10 WTU faculty trained during Phase I who will impart the follow-on training to businessmen. These 10 will be teamed with eight CCSU faculty members to deliver the first Certificate Program. The program will consist of eight four-day courses, each consisting of 36 hours of intensive classroom instruction. The program will be delivered over a ten-month period. These courses will focus on such practical and operational aspects of business as: Introduction to Western Business Theory and Practice; Managerial Economics;

Basics of Management; Human Relations and Interpersonal Skills; Managerial Finance; Basics of Marketing; Decision Support Systems; and a Seminar in Business Policy and Practice. In addition to classroom instruction, trainees would have access to a computerized business simulation laboratory. During Phase I, the simulations will be developed for Phase II of the program.

We seek A.I.D. support for the last half of Phase I and for Phase II, with initial funding being for the first half of Phase II. The split support is necessary because the annual phases of the IBS program begin in February 1991 whereas A.I.D. funding may not be available before June 1991. At that point the Rockefeller funds will be nearly exhausted. Thus, the first year of A.I.D. funding covers half of each phase.

Under the Certificate Program, seven Polish-American (and Polish speaking) entrepreneurs will be teamed with the CCSU instructors to engage in business practicum in the Polish language with the WTU faculty and the Polish businessmen who enroll in the Certificate Program.

Existing WTU commitments constitute the only host government approval needed for the project.

b. Organization: This subproject will be directed by Dr. Patricia Batkiewicz Sanders, Associate Dean, School of Business, CCSU, and Dr. Ryszard Lubniewski, Dean, Faculty of Information and Management, WTU. These co-directors will work jointly with the overall Program Director in identifying and selecting appropriate faculty: 30 participants in the Phase I program and eight CCSU faculty. The Program Director (of all six subprojects) will be responsible with the Polish counterparts for ordering and installing the business simulation laboratory. WTU will provide all classroom and laboratory space. One university assistant will provide backstopping at CCSU specifically for this subproject. In addition, part-time backstopping from the Program's other two university assistants will be available as needed. At WTU backstopping will come from the two aides hired in support of the total program. Eighteen weeks will be devoted to backstopping, 66 percent of which will be in Poland.

c. Beneficiaries: The direct beneficiaries will be 30 WTU faculty and 60 practicing managers and owners of small business enterprises in Lower Silesia. As each of these direct beneficiaries will be equipped to share knowledge with co-workers, so the number of secondary beneficiaries will be in the neighborhood of three to four hundred people. The gender of trainees cannot be determined in advance, but CCSU will use its role in participant selection to assure that the faculty and business people who receive training include an ample proportion of women. This activity, being largely a "train the trainers" type activity, inherently allows for a role in instruction and program direction for Polish directors and participants.

d. Implementation Plan: The last half of Phase I will be concluded with funding from AID. Thereupon an evaluation will be undertaken by CCSU and WTU to determine perceived strengths and weaknesses in instruction and content as identified by the trainees of Phase I. This will be done by the co-directors, the Program Director, and an outside U.S. evaluator. The co-directors will arrange for the participation of the eight CCSU faculty who will assist in Phase II and will identify the initial 60 trainees from business. The conduct of the actual certificate course will take place over the remaining ten months

of the project year. This begins in February 1992. Half of the Certificate Program would be completed under the first year of A.I.D. funding. At the request of WTU, the first year of instruction (to WTU faculty) will be in English. WTU will select participants who are competent in the language.

e. Sustainability: Phase I of this project is already underway, with $75,000 from the first year's budget of $114,000 having been obtained from private sources. There is already an ongoing relationship between CCSU and WTU through the jointly sponsored Institute for Business Studies. For portions of the training in Phase II, we can include some Polish language instruction. It will be provided by Polish-American entrepreneurs whom we have identified. In addition, WTU has the capacity for simultaneous translation. The demonstrated efforts of the two universities to date, buttressed by the support of Connecticut's Polish-American community, should assure the resources necessary to continue this endeavor after A.I.D. funding ends.

SUBPROJECT 2: IN-HOUSE EXECUTIVE TRAINING

a. Activities: This project will attempt through a series of short courses in decision making to create stronger management reflexes among senior and middle level managers at the headquarters of KGHM, The Copper Mining and Smelting Industrial Group in Lubin. KGHM with its nineteen affiliates currently hires 40,000 people, produces the equivalent of $1.2 billion in income and accounts for 7% of Poland's exports. Yet, foreign consultants currently on the scene claim that decisions are made largely by default and only momentum keeps the enterprise operating. With the virtually total administrative freedom that KGHM now enjoys, labor unrest or a financial dislocation caused by a decrease in the world price of copper could bring the endeavor to a standstill. Labor sensitivities will be an important element of the training.

Despite its size, KGHM does not possess the in-house executive development programs common in Western corporations. Several foreign concerns are attempting to gain control of KGHM, mainly to assure security of their own share of the international copper market. But the managers are not competent enough either to evaluate or negotiate a buyout. Executive training is sorely needed.

This project will establish an executive management development center which will organize and deliver short-term courses in basic business leadership, decision making and interpersonal communications. The design to be utilized will be similar to that of the Center for Creative Leadership of Greensboro, North Carolina. These courses will be delivered to 60 Polish speaking managers of KGHM by IBS trained WTU faculty after instruction from and with guidance by CCSU faculty and contractors. Depending on the complexity, these courses would extend over three to five days and would be as intensive as the absorptive capacity of the trainees would allow.

No host government approval is needed for this activity. The cooperating institutions, KGHM and WTU, have the authority to sponsor the training. In order to implement this activity, the Wroclaw Technical University has agreed to assign instructors to the project and KGHM will facilitate the instruction at its headquarters in Lubin.

b. Organization: Program direction will be largely in the hands of Professor Wojciech Myslecki, Director of International Programs at WTU. Because of the importance of KGHM to the region's economy, the Rektor of WTU wishes to assume ultimate direction of the subproject. In the US, day to day management will be the responsibility of the Program Director in cooperation with Professor Myslecki. Technical backstopping will require 10 weeks over the first year of the project. Seven of these will be in Poland.

c. Beneficiaries: The sixty recipients of this training are located principally in Lubin but also at other facilities of KGHM throughout Lower Silesia. Gender is not known. They will probably have worked at KGHM throughout their careers, having risen from workers ranks or graduated from WTU over the years. All training can be expected to be monitored carefully by KGHM management cadres and by the workers councils of which some of the trainees are members. Consequently, the apportionment of benefits will not go unobserved.

d. Implementation Plan: The training will be planned jointly by the trainer provided by CCSU, WTU and Pawel Ofman who is in charge of restructuring at KGHM. The three American and one Belgian consultants hired by KGHM through AT Kearny of Chicago and ESOP Services of Charlottesville, VA to advise on restructuring and privatization will also help shape course content and select instructional priorities. Ten Polish instructors from the WTU faculty receiving management training through the Institute for Business Studies, and who are not being used in the certificate program, will deliver this training. The initial session will last for two weeks, with the Polish instructors sharing instructional duties with the American technician who coaches the WTU faculty. The CCSU instructor will also provide orientation for senior managers.

The consultants currently on-site at KGHM believe such training sessions every three months over a two year period will be necessary to create the attitudes needed by KGHM managers to cope with privatization. Thus, four two-week sessions are called for during the first year of this subproject. In addition, before the first session begins, an American trainer will spend two weeks instructing the ten WTU faculty who will serve as instructors. Monitoring will consist of (1) a self-evaluation instrument to be given to trainees immediately before entering the second phase of training and every four months thereafter, (2) assurances through observation that senior management is allowing the trainees to adopt new techniques and styles of management and (3) solicitation of the reaction of the head of the workers' council as the training proceeds. A survey expert from CCSU will spend one week helping develop and deliver the survey instrument.

e. Sustainability: Several features will contribute to sustainability. CCSU and WTU are committed to their linkage agreement. As this project was specifically requested by the senior management of KGHM, so it too would be interested in an on-going relationship. KGHM has sufficient cash flow to cover costs of training — once it proves beneficial. First Deputy Director Wojciech

Skorzynski has indicated their readiness to do so. With a successful first training experience, an association with KGHM could provide a source of income for WTU, which no doubt is one reason the project is so attractive to the Rector, Dr. Andrzej Wiszniewski. Thus, in addition to assuring the adequate follow-on funding for the project itself, it would also contribute to the financial viability of the Institute for Business Studies and to an alternate proposal CCSU is submitting for the management of community relations at KGHM.

SUBPROJECT 3: BANKING FUNDAMENTALS

a. Activities: This project will be limited to instructing section heads in the 15 state banks and the one private bank of Lower Silesia in the fundamentals of banking. It will focus on the conclusion of transactions — how to open an account, how to organize ledgers, interbranch transfers, opening letters of credit, the distinction between types of credit and the different situations in which each applies. Any follow-on training would consider a second range of topics such as credit worthiness and loan assessment. In the instruction, emphasis will be placed on equipping the trainees to impart the knowledge they acquire to those working in their sections. We would hope to give each some competence in on-the-job training skills.

A second feature of the project will be the development of simplified training manuals in Polish — largely by the trainees themselves — for use in their banks. Instruction will be in Polish, but because of variations in the regulation of Polish and American banking, the US instructors will be familiar only with features of Polish banking related to correspondence. Some of the early sessions, therefore, will be devoted to interlocution techniques, that is, to identifying some of the peculiarities of the Polish banking system. By engaging trainees in a comparison of Polish and American banking practices, and getting the trainees to assess the advantages and disadvantages of each, the instructor's lack of familiarity with Polish regulations will be overcome. From such exchanges, the instructor will be able to fashion course content to meet the most pressing needs of the trainees and of banking in Poland.

Setting aside the oft expressed desire one hears in Poland today for privatization, what is actually happening is a devolution of the control over services and administration to the local level with a great increase in institutional autonomy for all economic sectors. Consequently, this project will be sponsored with the Wojewode of Wroclaw province and the Mayor of the Municipality of Wroclaw.

b. Organization: Management at Central Connecticut State University (CCSU) will be the responsibility of the Program Director. The Director will be assisted by three university assistants (19 hours per week each) hired specifically for backstopping the program. In Wroclaw the Technical University will coordinate instruction through the office of the Wojewode and with the banks. Instruction will take place at WTU. The instructor will be a Polish speaking officer of the Peoples Savings Bank of New Britain. Professor Tomasz Winnicki, Professor and former Prorektor of WTU, will screen all trainees. Eight weeks will be devoted to backstopping this project with six of these being in-country.

c. Beneficiaries: The beneficiaries will be sixty middle level bank officers located in Lower Silesia, but principally from Wroclaw. Gender is unknown, but Poland has a high proportion of professional as well as working women. In the Computer Science Department of WTU, for example, two-thirds of the students are women. The purpose of the training is twofold, first to improve the service aspects of banking, both in practice and concept. Without it, a market economy cannot function or grow. But secondly, the project will give the trainees greater mobility in job choices as private sector banks open and grow. To date charters have been given for 63 private banks in Poland, but only one in Wroclaw. The basic responsibility for implementation that rests with the trainees will be to help develop the banking manual and to use it in the work of those whom they supervise.

d. Implementation Plan: Instruction under this project will be in two segments of two to three weeks each.

Two groups of 30 trainees each will be exposed to eight hours of instruction weekly. Because the instructor will be feeling his or her way, so to speak, that individual will visit banks daily to observe their operations and to discuss with middle and senior level officers the practices and regulation of Polish Banking. WTU will arrange for these visits. Training will be divided into three segments. First will be the identification of terms, concepts and definitions. Secondly will be the interlocution between instructor and trainees of comparisons between Polish and US banking and their regulation. Finally, as appropriate, the instructor will lead the trainees in the development of a simplified manual incorporating fundamentals of banking applicable in Poland but consistent with practices in a market system. A secondary feature of the project would be the editing and formalization of the manual as a product that might be used by those who did not take the course. This would be done by someone in Poland under a purchase order.

Instruction will be given by an officer of the Peoples Savings Bank of New Britain. This bank services a Polish-American community of 35,000. Virtually all personnel are Polish speakers, being immigrants who have themselves made the transition from socialist to market banking practices when they came to the United States. The Peoples Bank even uses Polish language software, the transfer of which could become a second phase of this project in assistance to Lower Silesian banks.

An instructor sponsored by WTU, but possibly from one of the banks, will be paired with the American instructor. As an incentive to develop expertise in this field, this person will be compensated for his or her participation. CCSU and WTU will review the possibility of establishing training in banking fundamentals at the Institute for Business Studies.

e. Sustainability: This project is directed toward a sector that will become profit-oriented. To the extent that the training is perceived as being useful by Lower Silesia's banks, they will support its continuation. The Institute for Business Studies at Wroclaw Technical University will be capable of sponsoring the continuation of banking training. Central Connecticut State

University, through its participation in the Institute, will attempt to achieve such a commitment from the banks and WTU in this regard, and if funding is available from the banks or a US foundation, CCSU will arrange training at the American Banking Institute at Fairfield University with practicum through the Peoples Savings Bank of New Britain or Connecticut National Bank in Hartford.

SUBPROJECT 4: ENTREPRENEURIAL TRAINING

a. Activities: This subproject will train entrepreneurs in procedures and strategies for establishing small businesses. As trainees would be private individuals, no government approval is required. Nonetheless, the Wojewoda and Mayor of Wroclaw have both indicated their support for this activity.

b. Organization: The project will be undertaken by the Entrepreneurial Support Center (ESC) of the School of Business at CCSU. The Center, operated in cooperation with New Britain Chamber of Commerce for four years, annually provides advice to 150 or more new entrepreneurs in accounting methods, market surveys, business location, employee skill selection and capital acquisition. The delivery of services will be the responsibility of the Project Director at CCSU. Administrative backstopping in Wroclaw will fall to WTU, specifically to Dr. Thomas Winnicki. This project will require 12 weeks of backstopping — seven of which will be in Poland.

c. Beneficiaries: The beneficiaries will be eighty trainees selected from the applicants responding to public announcements of the training. Four groups — the local branch of the Chamber of Foreign Commerce (200 members), the Lower Silesian Chamber of Commerce and Industry (150 members), the Wroclaw Junior Chamber of Commerce International (30 members) and the Lower Silesian Economic Society (50 members) can be expected to oversubscribe the class limits. The beneficiaries will be predominantly in their thirties. From meetings held with young entrepreneurs by the CCSU team during its visit to Wroclaw, they seek to develop businesses of their own and they identify themselves as "entrepreneurs", even though their grasp of this concept is shaky. The deputy leaders of two of these organizations are women. They estimate that close to 100 from their combined membership of approximately 430 are women. All leaders, but not all members, speak English.

d. Implementation Plan: The implementation of this subproject will be in two phases. Phase I will be a "training the trainers" program. The training will be conducted by Mr. Robert Hager, Director ESC, and Mr. George Brusznicki, Executive Director, New Britain Chamber of Commerce. Instruction will be delivered to 10 participants in the IBS program over a two week period of intensive instruction. In addition, Mr. Hager and Mr. Brusznicki will consult with the Executive Director of the Lower Silesian Chamber of Commerce and Industry to assist him in the establishment of an entrepreneurial support center. The Chamber will be urged to assign four people to undertake these discussions with the American experts.

Seven Polish-American entrepreneurs from New Britain will be used in Phase II of the program. During the second phase participants of the "training of the trainer" program of Phase I will provide instruction to young entrepreneurs as listed in c. above. They will be monitored by the Polish-American entrepreneurs who will serve as coaches individually for one week each.

Any further support will depend on how the young entrepreneurs-trainees' performance measures up in terms of attendance at sessions and progress in developing their own ventures. The "personal development data bank for university graduates" being activated by the Young Entrepreneurs Foundation with financial support from WTU and the Independent Students Association (1500 members in Lower Silesia) will be used to conduct an attitudinal survey at the beginning and at the end of the training to determine the changes in thinking and new attitudes developed among the trainees. CCSU will provide a survey expert, Dr. Thomas Flaherty, Director of Institutional Planning, to assist during two weeks in designing the survey instrument and in conducting the work. This will provide the Young Entrepreneurs with enhanced capability in their assigned mission of developing and using a personnel data bank.

e. Sustainability: The four Polish organizations identified above, whose members will be among the recipients of this training, were established at the grass roots level and without outside assistance. Only WTU aided them financially. This is a good indication that any training directed toward them will have sustainability. The Economic Society is one of seventeen branches of this organization in Poland. Each has representation on a national council. Like the other organizations, it is an entity already in place.

Continued local support for an entrepreneurial support center will be the outgrowth of cooperation between WTU and the four business organizations, particularly the Lower Silesian Chamber of Commerce and Industry. CCSU will continue to support the activity from its association with the WTU Institute for Business Studies. Financial support can possibly be derived from fees realized from additional offerings of the entrepreneur course and from payments by beneficiaries for the service as it is offered periodically.

SUBPROJECT 5: PROPOSAL WRITING AND GRANTSMANSHIP

a. Activities: The CCSU team that visited Wroclaw in December, 1990, discovered a particularly strong desire on the part of Polish entrepreneurs , officials and academicians to develop skills necessary for good proposal writing. Quite a number of international development assistance agencies, private foundations, and philanthropic organizations have demonstrated a willingness to help Poland make the transition to a democratic political system and a market oriented free enterprise economy. But never having had before an opportunity to work in the world of grants, Poles are not yet skilled in preparing meaningful applications for funding by such organizations. As a result, many worthwhile projects may go unfunded, much to everyone's regret.

This project will identify and train development officers from universities, non-profit organizations and private agencies in proposal writing and grantsmanship. It will offer them an exposure to the concepts and skills one associates with grant writing. It will also provide printed and computerized information on grant sources and foundations to be found in Europe, the United States and Japan.

Approval by WTU is sufficient to initiate this subproject.

b. Organization: This project will be co-sponsored by CCSU and the WTU Institute for Business Studies. The delivery of services will be the responsibility of the Project Director at CCSU who will give the grant-writing

technician the support to assemble the necessary materials and data bases. Backstopping will be provided by the university assistants working from the International Affairs Center at CCSU and by the staff of the Institute for Business Studies at WTU. Eight weeks will be devoted to backstopping, five of these being in Poland.

c. Beneficiaries: The beneficiaries will include but not be limited to interested university faculty at all institutions in Wroclaw, members of the Wroclaw branches of (1) the Chamber of Commerce and Industry (150 members), (2) the Polish Chamber of Foreign Trade (200 members), (3) Junior Chamber of Commerce, International (30 members), and (4) Lower Silesian Economic Society (50 members). Women share in the leadership of these organizations, specifically Bozena Skibicki and Malgorzata Rogalska with whom the CCSU team met during its visit to Poland. They estimated that 20-25 percent of the membership of these four organizations are women. As in all these subprojects, an element of institutional development has been included. Thus, Polish faculty and participants will have an opportunity to help shape the project.

d. Implementation Plan: Two workshops consisting of two four hour sessions per week for 25 participants each will be delivered over a two week period. Either Dr. Charles Lyons, Director of the International Affairs Center at CCSU, or a personal services contractor will provide these services. CCSU has a number of successful grant writers in addition to Dr. Lyons, and they will pool their talent in designing the instruction under this activity. Dr. Tomasz Winnicki of the WTU faculty will have responsibility in Wroclaw to arrange for facilities at WTU and to recruit participants. The grants trainer will be followed by an organizational specialist (also having grant writing experience) who will spend three weeks in Wroclaw assisting the Institute for Business Studies at WTU in developing a grant writing segment in its outreach program. Four members of the faculty and administration of WTU will be associated with this organizational effort and will be the instructors when it is offered to Polish speaking participants. As an incentive to develop this aspect of business training, they will be compensated for their participation in the organizational sessions.

e. Sustainability: This project represents an easily implemented part of this proposal but one that will be of enormous benefit to workshop participants. This experience will enable them not only to write their own grants, but also seek appropriate funding partners for their activities with greater confidence.

SUBPROJECT 6: ECONOMIC EDUCATION FOR SOLIDARITY THROUGH VIDEO

a. Activities: Solidarity has long maintained an association with Wroclaw Technical University and its ancillary organizations. At a meeting hosted by the Rektor of WTU, the head of Solidarity in Lower Silesia requested assistance from CCSU through training in market economics for the heads of the 1400 workers councils which he oversees.

While visiting KGHM, The Copper Mining & Smelting Industrial Group-Lubin, a representative of CCSU was requested to address the workers council. In the discussion that followed, the complexities of dealing with workers over training became evident. First of all, they were apprehensive over management's receiving training while they did not. But almost in

contradiction, the forty council members also seemed to be of one mind in their suspicion of training by outsiders. In the past, training has apparently taken the form, at least in their minds, of functionaries from Warsaw telling them what to do rather than enhancing their technical and decision making powers. In training sessions they apparently felt powerless because they could not respond as they can when there is give and take with local management at a workers council meeting. This suggests problems for training if the workers' attitude derives from difficulties workers might have in fitting new information and concepts into their perceptual systems when that information is imparted by outsiders.

A Belgian consultant at KGHM told the CCSU representative that the unending dialogue on almost every topic between management and the workers council often made it impossible to get a decision on even minor management issues. Part of this stems from the different assumptions of workers and managers. The premise underlying Economic Education is that a better understanding by workers of the market system will build bridges between management and labor and contribute to a labor peace that is beneficial to all. Nothing would be more counter-productive than to have workers operating under numerous assumptions from the old command economic system (in which costs could often not even be calculated) while management was operating with market precepts.

It would appear beneficial to provide economic education to workers councils as long as Solidarity is prepared to sponsor it. But the instruction must be given in a nonthreatening manner. This can best be achieved with video cassettes to be used at workers council leadership sessions at which a Solidarity representative moderates the meeting and leads any subsequent discussion. Direct instruction of trainees is not practical because workers council leadership rolls over every two years. And with the rollover, the benefit of much of any live training would be lost. Cassettes, on the other hand, can be used repeatedly.

Only the receptivity of Solidarity and the cooperation of WTU are necessary to implement this activity.

b. Organization: The Project Director at CCSU will oversee the preparation of translated scripts, the actual dubbing into Polish, the purchase of equipment and its transport to Wroclaw. Wroclaw Technical University will provide backstopping in Poland, arranging for distribution of materials and equipment and assuring that the training sessions of workers council leaders actually occur. WTU will have responsibility for all equipment during the life of the project. Subsequently, the VCRs and cassettes can be distributed among Solidarity groups, entrepreneur groups and the Institute for Business Studies at WTU. Solidarity, as a representative of workers, would have a major role in the implementation of the project. As an inducement to assume leadership in this activity, one Solidarity person assigned to the project will be considered project personnel and compensated as such. Backstopping will require eight person-weeks in Poland spread over the 16 weeks of the project and six week equivalents in the US.

c. Beneficiaries: Primary beneficiaries will be the current 1400 workers council heads. Benefits will also accrue directly to other council members when it is appropriate to use the training materials at general workers council meetings. Gender of beneficiaries will vary from industry to industry and

council to council. Illustratively, the workers council at KGHM appeared to be about 25 percent women. It is difficult to assess adverse effects. In fact, there are none if it is assumed that common knowledge about market systems in the hands of all gainfully employed participants in that system can only strengthen it. Solidarity will participate directly in facilitating workers council leadership sessions.

d. Implementation Plan: Ten cassettes for the instruction will be selected from the material available to the Economic Education Center at CCSU. Copyright laws allow these to be dubbed into Polish by Ewa Wolynska, the Polish Archivist at CCSU. An outside translator would also be hired by CCSU to develop the translated scripts. Economic Education materials are pitched to a full range of primary school and high school audiences, K through 12. Thus, various levels are available for different audiences. The CCSU campus studios are technically suitable to allow dubbing to be done with high quality results.

The dubbed cassettes would be on such topics as: What Is Economics All About?, Markets, The Firm, Inflation, Productivity, Role of Government, Economic Efficiency, Pollution, Labor Unions, and Economic Growth. Each cassette will be produced in ten copies. Five VCRs would also be purchased with program funds for occasions when the plant or organization in Poland using the cassette does not have equipment. All cassettes and equipment will be modified to be compatible with the Polish VCR system.

A simple questionnaire will be developed by the Economic Education Center to solicit the response of workers council leaders exposed to the cassettes and to identify issues that still might be on their minds afterwards. The representative of Solidarity (conversant in English) who will be responsible for this program will attend the eight basic business training sessions CCSU will hold at the Institute for Business Studies at WTU beginning in February 1991 with funding from the Rockefeller Brothers Fund and the Polish American community of Connecticut. Six Solidarity representatives will be selected to tour Lower Silesia with the cassettes and to lead discussion groups. Each will be awarded a stipend of $2000 for four months of effort. The group leader will be awarded a stipend of $3000.

An Economic Education specialist will visit Poland twice, first for one week to lead the six Solidarity facilitators and the Solidarity group leader through a showing and discussion of the tapes before the program begins. A faculty member from WTU would be assigned as a counterpart for these visits.

Following a three months trial of instruction through cassettes, a review would be held to determine what follow-on activity might be appropriate. It will involve Solidarity, WTU and an Economic Education specialist from CCSU. This will require two weeks of the specialist's time. Options could include additional topics on cassettes, a greater number of cassettes and VCRs, select printed material, and the production of original cassettes tailored to the Polish experience. If results are not sufficiently dynamic, Solidarity would continue the program on its own with existing project equipment.

A survey of the impact of the training on the recipients will be critical. The CCSU Economic Education Center, working with the survey expert from CCSU, will each devote a week to developing the survey instrument. The survey expert will spend a week in Poland instructing an associate at IBS on administering it. The WTU counterpart will be compensated for four weeks' effort for this task.

e. Sustainability: (1) The request from Solidarity for this training is probably the best indication of its sustainability, provided the cassettes prove pertinent to the needs of Polish industry and labor. This is a project that rests on information and ideas. Today all segments of Polish society are avidly seeking both. The structure for continuing the training after the project ends are permanent features of industry — the workers council. So is a major participant — Solidarity. Thus, independent of the project, all linkages needed to assure institutional sustainability are in place.

(2) Financial sustainability following the termination of the project should involve low levels of funding. Through its small but relatively sophisticated electronic business, Kowary, WTU clearly has the ability to maintain the VCRs. Through its association with the Institute for Business Studies at WTU, CCSU can continue to provide a limited number of new cassettes should these be requested. Funds for any follow-on activity could come from small foundation grants. CCSU could also contribute small amounts. This is a normal expenditure under inter-university programs which involve exchange of material, faculty and students.

IV. PROGRAM MANAGEMENT

A. ORGANIZATION. This program will be managed by a Program Director who shall work out of the CCSU International Affairs Center. He will be assisted by an Assistant Director and three University Assistants. The on-going program of the Institute for Business Studies at WTU, for which additional funding is being requested under this program, is managed from the Office of the Dean of the School of Business at CCSU. In Lower Silesia, program management will be assumed by the WTU for all subprojects.

The four principals in these functions are:

William R Brown, Professor of Political Science, CCSU
Patricia B Sanders, Associate Dean of Business, CCSU
Tomasz Winnicki, Professor, WTU
Wojciech Myslecki, Director of International Programs, WTU

In Wroclaw, Dr. Winnicki will be assisted by two aides. WTU will only charge a total of 45 weeks to the program during its first year. Most of this time is attributed to subprojects backstopping.

Person months for administration charged against the project will be:

Dr. Brown	12
Assistant Director	12
Dr. Sanders	contributed
University Assts. (3)	19.5
Student Helpers	8
Dr. Winnicki	8
Dr. Myslecki	6
Support in Poland	24
	89.5

From this total, 46 person months will be spent in Poland.

Implementation Plan

	Month 1	2	3	4	5	6	7	8	9	10	11	12
Certificate in Business Studies												
US Instructors *	x (2)	x	x				x	x		x		x
Polish-American Entrepreneurs		x	x				x	x		x		x
In-House Executive Training												
US Instructors		xx	xx			xx				xx		
Polish Instructor			xx			xx				xx		
Evaluation						xx					xx	
Banking Fundamentals												
US Instructor	x			x x		xx						
US Preparation	x											
Polish Instructor				x x		xx						
Entrepreneunal Training												
US Practicum Trainers	x (2)					x						
Polish-American Facilitators					x		x					
Polish Instructors	x				x	x	x					
Proposal Writing and Grantsmanship												
US Specialist				x x								
Polish Counterpart					x x							
Organizational Service					x x							
Economic Education for Solidarity through Video												
Tape Preparation	xxxx	xxxx										
US Instructor			x	x		x						
Polish Facilitators			xxxx	xxxx	xxxx	xxxx						
Questionnaire Specialist						x						

x = one week/one person
(2) = two people

* x = one and one-half weeks

Each subproject will have a lead technician who will share in the backstopping duties and the responsibility for delivering services in a timely fashion. These individuals and their affiliations are:

1. Certificate in Business Studies
   Patricia Sanders, School of Business, CCSU
2. In-House Executive Training
   _____, Northeast Utilities Banking
3. Fundamentals of Banking
   Terri Sasinski, Peoples Savings Bank
4. Entrepreneurial Training
   Robert Hager, CCSU Entreprenr. Support Center
5. Proposal Writing and Grantsmanship
   Charles Lyons, Director of International Affairs Center, CCSU
6. Economic Education for Solidarity through Video
   Ronald R Daigle, Center for Econ. Ed., CCSU

C. PROGRAM CONSTRAINTS. Most funding, beyond that being requested under this grant, is in place. This involves the $50,000 from Rockefeller Brothers Fund, the $25,000 from the Polish Community of Connecticut and the staff support that CCSU will continue to contribute to the Institute for Business Studies.

Final approval to obtain personnel under contract must still be obtained from Northeast Utilities, the Peoples Savings Bank and Neighborhood Housing Services, Inc. So far we have letters of interest or the intention to participate from these organizations. The holiday season makes it difficult to carry this any further until after January 1.

We have declarations of an intention to cooperate with the program from the critical Wojewodes (governors) in Lower Silesia. There is always the issue of achieving the planned level of participation. For this we are relying on WTU. A final agreement has not been reached with KGHM Copper Mining & Smelting Industry and Solidarity although each has requested the services specified in this proposal. WTU served as the contact with each and will be the channel through which we arrive at a firm agreement.

V. PROGRAM FINANCIAL PLAN

A. COST-SHARING.: Central Connecticut State University has already solicited $50,000 from Rockefeller Brothers Fund and $25,000 from the Polish-American Community of Connecticut in support of the Institute for Business Studies at Wroclaw Technical University. The Institute is an integral part of this program.

In addition to seeking AID funds to continue the work of the Institute, CCSU will use WTU faculty trained at the Institute to implement various of the other subprojects included in this program. The facilities of IBS will be used for some of the proposed training.

CCSU was given the mandate from the Connecticut State Legislature in 1975 to establish a Polish Studies Program. This has been fashioned largely as a cultural and educational outreach endeavor for the Polish-American Community rather than simply as a classroom degree program. In 1986, the Commissioner of Higher Education designated CCSU as a Center for Excellence in International Education for the State University System. Thus, the University can and does use its resources for international and Polish educational programs. Toward this end, CCSU itself, over a three year period, is devoting $47,000 to the Institute for Business Studies.

Within its program design, CCSU has included seven Polish American sole owners and chief executive officers of manufacturing concerns. These individuals, who are fluent in Polish, will participate in the work of the subprojects as discussants, holding workshops with entrepreneurs and plant managers in Poland. As part of the program of the Institute for Business Studies, they will also pair with a CCSU faculty member and participate in the eight segments of the Institute's first year of instruction for WTU faculty who are being retooled to US management and business education. These participants will cover their own expenses and will not seek compensation for their time. This constitutes another element of cost sharing of which CCSU and its partners are proud.

B. CRITICAL SOURCES OF SUPPORT. Critical support has been identified above and it is truly critical. It is with outside support and not with AID dollars that CCSU has established its position in Wroclaw and is contributing to training/educational objectives which the University clearly shares with AID. This funding has already been committed and will be expended on the Institute's activities independent of this program proposal which is largely an extension of the Institute's activities.

C. US GOVERNMENT AND INTERNATIONAL PUBLIC ORGANIZATION FUNDS. At this time CCSU has neither received nor applied for other US Government or international public organization funds in support of this program proposal.

D. MANAGEMENT OF FUNDS. As a public university in the State of Connecticut, CCSU must comply with state regulations in the expenditure of any grant funds received for this program from the US Government. These regulations and procedures are comparable to those of the Federal Government. All expenditures are reviewed by state auditors and by the Central Office of the Board of Trustees of the State University System.

VI. MONITORING AND EVALUATION

Given the lack of AID administrative personnel in Poland and the pioneering nature of this project, there is a particular need to engage in constant self-monitoring of progress towards achieving program objectives. This activity will focus on: (a.) the periodic monitoring of performance to determine whether the program is being implemented as planned; and (b.) an end-of-grant evaluation of the effectiveness and impact of the projects in achieving program purposes. Most of the projects include built — in attitudinal surveys for trainees to determine over time how they are being influenced by the training.

A. QUARTERLY REPORTS. CCSU will file with AID/W and the AID Representative in Warsaw quarterly reports which will indicate progress made in meeting interim

project benchmarks and problems or difficulties requiring attention by the USG, the host country, or cooperating agencies.

B. ANNUAL REPORT. At the end of the project year, CCSU will file with AID a comprehensive document reviewing performance against the quantitative and qualitative goals outlined above. The report will detail CCSU's effectiveness in resolving implementation programs and in utilizing AID funding to achieve maximum impact. It will also make recommendations, based upon project experience, with respect to any second-year project which it might undertake and/or the conduct of similar kinds of programs supported by AID or other such assistance agencies.

APPROVED

*PIO/T

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES

1. Country/Entity: Eastern Europe Regional

Page 1 of Pages

2. PIO/T No. 180-0029-3-1183659

3. [X] Original or Amendment No. ____

4. Project/Activity No. and Title: Management Training and Market Economics Education Project 180-0029

DISTRIBUTION

Initials:

Date Posted:

FUNDS RESERVED BY:

PFM/FM/A/PNP

OFFICE OF FINANCIAL MANAGEMENT

5. Appropriation Symbol: 72-11X1010 (184-63-180-01-69-11)

6. Budget Plan Code: QAIX-91-33180-IG-12

7. Obligation Status: [ ] Administrative Reservation [X] Implementing Document

8. Project Assistance Completion Date (Mo., Day, Yr.): 12/31/1993

9. Authorized Agent: SER/OP

10. This PIO/T is in full conformance with PRO/AG No. 180-0029 Date 12/26/1990

11a. Type of Action and Governing AID Handbook: [ ] AID Contract (HB 14) [X] AID Grant or Cooperative Agreement (HB 13) [ ] PASA/RSSA (HB 12) [ ] Other

11b. Contract/Grant/Cooperative Agreement/PASA/RSSA Reference Number (If this is an Amendment): N/A

12. Estimated Financing (A detailed budget in support of column (2) is attached as Attachment No. ____

		(1) Previous Total	(2) Increase	(3) Decrease	(4) Total to Date
Maximum AID Financing Available	A. Dollars		928,011		928,011
	B. U.S.-Owned Local Currency				

13. Mission References

14A. Instructions to Authorized Agent

SER/OP is requested to execute a grant with Central Connecticut State University. Funding of $928,011 is provided for expenditures during the first 12 months. This grant is awarded under Request for Application (RFA) No. SPO/EE-91-002 which was issued on November 15, 1990 and closed on December 31, 1990. Depending on availability of funds and progress in the program satisfactory to A.I.D., additional annual increment of funding will be considered.

14B. Address of Voucher Paying Office

PFM/FM/CMP, Room 700, SA-2

Agency for International Development (A.I.D.)
Washington, D.C. 20523-0209

15. Clearances—Include typed name, office symbol, telephone number and date for all clearances.

A. The Project Officer certifies that the specifications in the statement of work or program description are technically adequate

Thomas Chapman, ENE/TR
Stephen French, ENE/EUR — Phone No. (202) 647-3852 — Date 3/21/91

B. The statement of work or program description lies within the purview of the initiating office and approved agency programs.

Joseph Pastic, ENE/PD/EUR — Date 21 Mar 91

C. Janet Rudasill-Bey, ENE/DP/F — Date 3/26/91

D. Funds for the services requested are available

Rose Anderson, PFM/FM/A/PNP — Date

E. Donald Pressley, ENE/EUR — Date 3/21/91

16. For the Cooperating Country: The terms and conditions set forth herein are hereby agreed to

Signature _____ Date _____

Title

17. For the Agency for International Development

Signature _____ Date 3/26/91

Title Robert Nachtrieb, Director, ENE/DP

*See HB 3, Sup. A, App. C, Att B, for preparation instructions. Note: The completed form contains sensitive information whose unauthorized disclosure may subject an employee to disciplinary action.

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