



OPEN WORLD

LEADERSHIP CENTER

OPEN WORLD PROGRAM OPEN WORLD LEADERSHIP CENTER

2016 GRANT PROCEDURES

Introduction

The congressionally sponsored Open World program brings emerging leaders from participating countries to the United States in order to give them firsthand exposure to the American system of participatory democracy and free enterprise. The program allows American leaders and their counterparts from Armenia, Azerbaijan, Estonia, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Moldova, Mongolia, Russia, Serbia, Tajikistan, Turkey, Turkmenistan, and Ukraine to engage constructively with one another in a manner that complements the U.S. Congress's public diplomacy efforts on timely issues such as accountable governance and the legislative process, young leadership development, entrepreneurship, health issues, education, environment, and the rule of law. The principles of accountability, transparency, and citizen involvement in government are among the concepts emphasized by the Open World program. Today, Open World has more than 24,000 alumni and a network of 8,200 host families in more than 2,100 communities throughout the United States. The program is administered by the Open World Leadership Center (the Center), an independent entity established in the U.S. legislative branch in 2000. The program serves Members of Congress—and their constituents and staff—and demonstrates to delegates the role of the legislative branch in a mature and vibrant democracy, with the goal of helping these delegates strengthen legislative bodies—and citizen involvement in the legislative process—in their own countries.

Open World's mission is:

To enhance understanding and capabilities for cooperation between the United States and the countries of Eurasia by developing a network of leaders in the region who have gained significant, firsthand exposure to America's democratic, accountable government and its free-market system.

In light of this mission, Open World will continue to bring emerging leaders from this region to the United States, while endeavoring to foster lasting ties that result in ongoing cooperation and collaboration. This solicitation seeks proposals to host delegates from the following countries: Armenia, Azerbaijan, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Moldova, Russia, Tajikistan, and Ukraine. Open World will give greater weight to those 2016 hosting proposals that (a) give delegates significant exposure to federal, state, county, and local legislators, the structure and functions of legislatures, and the legislative process;

(b) include planned meeting(s) with relevant Members of Congress; (c) are likely to produce new partnerships or further existing ones; (d) include specific follow-on project activities and/or significant projected results, such as plans for substantive future reverse travel;¹ (e) include collaborative programming with American young professionals organizations; (f) provide delegations an appropriate opportunity to make a formal presentation on their professional activities to their U.S. counterparts (this is a program requirement); and (g) provide for significant cost-sharing of the program expenses. Some hosting proposals will be judged specifically for their ability to program as described in (a) above, especially in a state capital when the state legislature is in session (usually the first three months of the year).

The Open World program was originally established in 1999 as a Library of Congress–administered pilot project to give emerging Russian leaders firsthand exposure to the American system of democracy through visits to local governments and communities in the United States. Open World began expanding to other countries in 2003. To date, more than 24,000 current and future leaders—from virtually all administrative regions of the participating countries—have taken part in Open World. The average age of delegates is 37; roughly half are women.

Overall, the Open World program focuses on developing an international leadership network through which professional counterparts with mutual interests are able to consult and cooperate with each other on issues affecting their communities. Reflecting its identity as a U.S. legislative branch entity, the Open World Leadership Center ensures that *all* delegations receive significant exposure to the role and procedures of American legislative bodies. As part of this focus, the Center will ask local host organizations to set up meetings with Members of Congress, congressional staff, and state, county, and local legislators and their staff members, so that delegates can review such functions as lawmaking, legislative oversight, and constituent relations with officials engaged in these activities. Delegates should also learn about the effect of legislation on their exchange’s assigned theme.

The Center intends to award grants for the hosting of 97 delegations under these guidelines for 2016. Each delegation will consist of five delegates and one facilitator.² In addition, the Center is looking for illustrative proposals for up to four delegations of Parliamentarians from some of the countries listed in this solicitation. As of time of this solicitation, parliamentary delegations and dates are yet to be determined. (Please see the table on pp. 29-32 for a listing of currently planned 2016 Open World delegations by theme and travel date.) The Center invites U.S.-based organizations with either established foreign visitor programs or demonstrated ability to host foreign visitors to propose hosting from one to 97 delegations from the participating countries. Those organizations that have projects and/or partnerships with their colleagues in participating countries are strongly encouraged to offer

¹ Reverse travel is when someone affiliated with an Open World U.S.-based exchange travels to a participating Open World country and meets with alumni during this visit. Open World cannot fund reverse travel or follow-on activities.

² Facilitators are young co-nationals of the delegates, with excellent English skills and, usually, previous experience living in the United States. They will provide after-hours interpretation support, especially for meals and cultural events, along with facilitating logistical and cross-cultural matters.

to defray and/or cover some of the costs of such programming by either covering some of the hosting costs themselves or having their proposed delegation members prepared to cover all or some part of their travel or other programmatic costs.

Applications for all country programming in this solicitation are due close of business Monday, October 19, 2015. Please see pp. 40-41 for instructions on submitting applications.

The Center will provide grants for hosting delegations to approved organizations that support Open World's objectives (see below).

2016 GRANT PROCEDURES

Grants Overview

The **2016 Open World Program** will focus on emerging political, civic, and community leaders from the national, regional, and local levels, and will put a strong emphasis on (1) acquainting participants with American lawmakers and legislative functions and processes at different levels of government; (2) helping develop new, or further existing, networks and/or partnerships between delegates and their U.S. counterparts; and (3) hosting delegates age 30 and under.

While some candidates are nominated by international organizations, most are nominated by U.S. and participating-country agencies and institutions. The Center looks for talented leaders who are relatively young (no older than age 40), and, as noted above, in 2016 the Center will continue to focus on those age 30 or under, identifying specific delegations that must only include delegates that are 30 or under, although that is a priority for all delegations. Candidates are vetted using the following criteria: demonstrated leadership skills and a commitment to building a civil society; extent of activities in one or more of the thematic areas for Open World exchanges; participation in the political process, especially as legislative officeholders, candidates, or staff; community involvement or volunteer work; and established U.S. ties or the potential to forge such ties. Ideal nominees will have no previous travel to the United States. English-language ability is not required.

Delegates and facilitators will be invited for up to 10-day exchanges³ in the United States. Homestays with American host families are an integral element of the program.

The Center plans to host up to 582 participants⁴ (97 delegations) under these guidelines, with up to 240 participants (40 delegations) coming from Ukraine, up to 120 participants (20 delegations) from Russia, up to 18 participants (3 delegations) from Armenia, up to 18

³ Delegations stay in Washington, DC, for two days to attend an orientation program hosted by the Center, then spend eight days in the local host community. Exceptions may be made by the Center on an as-needed basis, and in close consultation with the appropriate grantee(s).

⁴ The term "participants" includes delegates and facilitators. This is the number of participants covered by this solicitation. Additional delegations are in the planning stage, and Open World grantees will be solicited to host them when they are added.

participants from Azerbaijan (3 delegations), up to 42 participants (7 delegations) from Georgia, up to 30 participants (5 delegations) from Kazakhstan, up to 30 participants (5 delegations) from Kosovo, up to 30 participants (5 delegations) from Kyrgyzstan, up to 24 participants (4 delegations) from Moldova, and up to 30 participants (5 delegations) from Tajikistan. **Final 2016 hosting numbers will depend on available funding.**

Grant Guidelines Contents

This document contains, in order:

- Grantee eligibility requirements and programming priorities
- Open World objectives
- Short Hosting Theme descriptions
- Proposed 2016 travel dates
- Grantee programming/administrative requirements
- Local-hosting document deadlines
- Results tracked by Open World
- Key dates and deadlines
- Criteria for evaluating grant applications
- A grant proposal outline
- Financial procedures, including methods of determining in-kind contributions
- Appendixes
 - Procurement guidelines
 - Cost principles
 - A form and instructions for reporting cost share
 - A glossary of terms

Please note: the section on results describes outcomes tracked by the Open World Leadership Center and explains grantees' and local host organizations' roles in helping report them.

Eligibility for an Open World Grant and Programming Priorities

Any U.S.-based organization with either established foreign visitor programs or demonstrated ability to host foreign visitors is eligible. U.S.-based organizations with ongoing project activity or initiatives in any of the countries covered by this solicitation that can be furthered by an Open World visit should describe this activity. An applicant proposal:

- Must demonstrate that the applicant organization has the ability, experience, and expertise to provide excellent programming in the Hosting Theme(s) for which it is applying and/or will establish cooperative agreements with expert local host organizations that can do so.⁵

⁵ Local host organizations for past Open World exchanges have included local affiliates of grantee organizations; colleges and university-based centers; and civic associations that have experience with

- Will be given preference if it demonstrates that the applicant organization has the ability to provide programmatic activities with federal, state, county, and local legislators and legislative staff that will enhance the delegates' understanding of the legislative process and the structure and functions of American legislative bodies.
- Will be given preference if it is likely to produce new partnerships or further existing ones.
- Will be given preference if it includes ideas for specific follow-on project activities and/or significant projected results, such as plans for substantive future reverse travel.
- Will be given preference for a grant award if it demonstrates how the applicant organization will involve one or more organizations composed of young American professionals⁶ in providing some of the delegates' professional, networking, and cross-cultural programming. To the extent possible, such young professional organizations should be focused on activities relevant to a delegation's Hosting Theme.
- Will be given preference for a grant award if its accompanying budget submission includes a significant cost share/in-kind contribution for Open World delegations, such as paying all or a significant portion of local hosting expenses, or all or portions of airfares.
- Will be given preference for a grant award if it demonstrates how results (as defined on p. 37 below) will be accomplished, particularly if this programming would further ongoing or proposed projects/partnerships with the applicant organization or one of its proposed local host organizations.

The Center will permit (on a very limited basis) organizations awarded 2016 Open World grants under these guidelines to nominate candidates for competitive delegate selection for exchanges that will support the organizations' ongoing or proposed projects/partnerships. Any applicant organization that wishes to nominate candidates must include in its proposal a clear strategy for nominations that demonstrates the organization's ability to identify quality candidates who match Open World's criteria, including Open World's emphasis on young professionals age 30 or under. If the applicant organization plans on having one or more participating-country organizations propose candidates for a specific hosting program, the rationale for using each organization, and each organization's complete contact information, must be included in the proposal. The nominations strategy must also demonstrate that the candidates will meet Open World's selection criteria, enhance a community partnership and/or project, and/or foster long-term collaboration with U.S.

international visitors. Each local host organization designates a local host coordinator who will have overall responsibility for the eight-day community visit.

⁶ Types of organizations include young-adult chapters of professional and business organizations; young-alumni associations, and young-adult branches of charitable organizations.

counterparts.⁷ It is also encouraged that delegates chosen to participate in such ongoing project or partnership programming pay some or all of their program related travel and pre-departure orientation expenses. In these cases, such cost-share information should be included in the nominations strategy for that project.

Any candidates nominated by grantees must submit Open World's standard delegate application form and go through the same competitive, transparent vetting process as other nominees for the program. Open World will closely coordinate the nomination process with the relevant grantees and the logistical contractor.⁸ Please note that these programs receive extra scrutiny from the vetting committees, and if there are not sufficient finalists from the grantee's nominees, other Open World finalists that fit the delegation will be used to fill the delegation.

The Center also seeks proposals that, for one or more local programs, clearly specify the type(s) of delegates desired (e.g., regional and local legislators, mayors, NGO leaders, media professionals) and/or localities that delegates should come from, in order to have Open World exchanges that support specific projects or foster existing partnerships. Please make such requests very clear in any proposal.

Objectives

Open World delegates include some of the participating countries' most dynamic, highly educated emerging leaders, who are eager to share their experiences with Americans for a robust and mutually beneficial exchange of ideas—an element critical to our programming. The Open World program is designed to ensure that delegates have the opportunity to:

- Develop an understanding of the people who interact with their American professional counterparts. For example, a delegation of mayors and other city officials might meet with the host community's mayor, city manager, city council members, mayor's office staff, key departmental staff, and local political reporters.
- Share their professional expertise through planned formal presentations, panel discussions, and/or roundtables with their American counterparts and contacts, and present information about their country's culture, history, and current affairs to members of their host community (this is a program requirement).
- Develop an understanding of the role of the U.S. Congress and state, county, and local legislatures in shaping, overseeing, and/or funding programs and institutions connected with the applicable Open World Hosting Theme and Subtheme.

⁷ If an applicant organization anticipates that one or more of its prospective sub-grantees will want to nominate candidates, its proposal should include the information requested in this paragraph for each such prospective sub-grantee.

⁸ The Open World Leadership Center will serve as the logistical contractor for the delegations from Armenia, Azerbaijan, Kosovo, Mongolia, Tajikistan, and Turkmenistan, and possibly for a limited number of delegations from one or more of the other countries covered by this solicitation.

- Develop an understanding of how citizens and interest groups work to affect the legislative process (at the federal, state, county, and local levels) on issues related to the delegates' Hosting Theme.
- Network with American professionals and hosts who are interested in maintaining contact beyond the eight-day community visit for ongoing cooperation and collaboration.
- Exchange views with influential representatives of appropriate federal, state, county, and local government agencies; legislators; civic organizations and other non-governmental organizations (NGOs); and the business and education communities.
- Participate in community events to gain an understanding of the role of community organizations' interactions with government.
- Receive an overview of the relationships among:
 - a) the executive, legislative, and judicial branches of state, county, and local government;
 - b) the business and civic communities and government; and
 - c) individual citizens and government.

Through the Open World program, the delegates should also be introduced to basic concepts of American civil society so that they:

- Acquire an understanding of the important elements of American civil society in order to make constructive comparisons with civil society in their own country.
- Acquire an understanding of governance in a mature democratic society and the rule of law in American society, including the concepts of accountability and transparency, the separation of powers, and the interrelationships of federal, state, county, and local governments.
- Acquire an understanding of the roles of American government, civic institutions, free enterprise, and voluntary organizations as they relate to the relevant Open World Hosting Theme.
- Develop a better understanding of American culture and society and contribute to enhanced American knowledge of the Open World country's society, culture, and institutions.

Finally, an essential component of the Open World program is that the delegates have ample opportunity to inform their hosts and their host communities about their countries, their professional lives and responsibilities, and the key political and cultural dynamics of the societies in which they live.

Hosting Themes

The **2016 Open World Program** will offer a different set of themes for each participating country. Country themes were developed in close consultation with the U.S. Embassy in each participating country, NGOs, experts on the region, and participating-country organizations. Delegates will be selected based on their activities and background in one or more of the themes.

Because Open World resides in the legislative branch and serves the U.S. Congress, its historical mission includes exposing delegates to the role of legislatures and legislators in a successful democracy. The Center, therefore, asks grantees and their local host organizations to set up meetings and other professional activities for their delegates with Members of Congress or their staff, state legislators, and city council members and other local lawmakers. The purpose of these activities is to give delegates firsthand insights into how American legislators carry out such functions as lawmaking, legislative oversight, and constituent relations, especially as these functions relate to a delegation's Hosting Theme. Meetings with staff of state legislative committees and legislative support agencies are also encouraged, when feasible.

Center staff oversee the process of forming and placing Open World delegations. Center staff and the Center's logistical contractor will work to place delegates in host communities that are comparable to their own communities and that can offer experiences and information directly relevant to the delegates' interests. Center staff and the Center's logistical contractor will also work closely with grantees on matching specific delegates or specific types of delegates with approved grantee programs. Wherever possible, these placements will be based on already-established ties or plans specified in grant applications to forge new ones. Center staff and the Center's logistical contractor will also work with grantees to ensure that host-community visits include opportunities for delegates to give voluntary presentations and to meet with lawmakers and legislative staff.

The host-community visit should give delegates firsthand experience with their professional counterparts' daily work routines and offer a view of American life through community and cultural activities and homestays. All programming, regardless of Hosting Theme, should include extensive exposure to legislative processes, and how these processes affect the Hosting Theme. The delegates will prepare for their host-community activities by attending a pre-departure program (usually held in their home country's capital city) followed by an arrival orientation program conducted in Washington, DC. The orientation program will review the Open World program's goals and provide an overview of the delegations' Hosting Theme(s); federal, state, and local governments and their interrelationships; a general overview of the federal legislative process; the balance of powers; current issues in U.S. governance and politics; the rights of individual citizens; and American culture. Delegates will be introduced to the Center's initiatives to foster ongoing professional and community networks, including Open World's outreach efforts on social network sites such as Facebook and Twitter (<http://www.facebook.com/openworldleadershipcenter2> and

<https://twitter.com/OWprogram>). The delegates will also learn about American home life and practices to prepare them for their homestays.

The host community visit must include an appropriate opportunity or opportunities for the delegates to present the professional and cultural aspects of their life to their colleagues and the community at large. The professional and cultural programming should be interactive in nature to ensure that the delegates have the opportunity to discuss their professional responsibilities and aspirations, the status of their theme/subtheme in their country, as well as their country's cultural milieu. The learning experience must be a two-way street.

Please note that a number of delegations from among the countries listed below might consist entirely of young professionals age 30 or under. As of the publication date of these guidelines, a few of these travel dates are indicated, but it has not been determined yet how many other delegations, when, or under which themes such delegations will travel. The relevant grantee will be informed of these delegations in a timely manner.

Applicant organizations are asked to indicate in their proposals for which countries, themes and subthemes, and dates they seek to host. (See instructions beginning on p. 41.) Proposed travel dates can be found in the table on pp. 29-32.

Below, listed by country, are the Hosting Themes, each with an accompanying rationale and a general description of the types of delegates who will participate.

Armenia Themes

Accountable Governance – Youth in the U.S. Elections and Political System

Rationale: Armenia has shown progress in demonstrating that lives can be improved through the political process. A number of active young Armenian political leaders representing the spectrum of political parties – both opposition and government – have entered into the political process. These emerging leaders have great potential to play a significant role in Armenian politics in the future. Such a program, especially in an important U.S. election year, would provide these emerging leaders new ways of shaping and implementing political ideas and activities targeted at young audiences, and methods by which they can interact amongst each other for potential constructive cooperation and dialogue in the future. Such programming is very timely as Armenia's parliamentary elections will be held in 2017 and presidential elections in 2018.

Target Group: Young Armenian political leaders from various parties.

Civic Rule of Law – The Legal System in the U.S.

Rationale: Legal experts have determined that legal reform in Armenia will be accomplished by the next generation of lawyers. These lawyers are less likely to be corrupt, they indicate that they place a premium on ethics (both for judges and lawyers), and are receptive to new ideas. Further, they are more receptive to pro bono work. The delegation of young lawyers, primarily civil, at the start of their legal careers will provide an opportunity to observe first hand a completely different way of practicing law and

representing themselves as attorneys before the courts, agencies, and clients. Recommended location: Detroit, MI.

Target Group: Young Armenian lawyers looking to expand their legal experience/practices.

Social Issues – Expanding Social Inclusion in Armenia

Rationale: Disability carries an enormous stigma in Armenia, and many Armenians with disabilities are confined to their homes. To overcome this, the U.S. Embassy organized a series of events during the month of February – National Social Inclusion Month – that highlighted the American core values of diversity and inclusiveness. In the course of planning and promoting these programs, the Mission determined that there is an opportunity to help shape how the Government of Armenia develops and implements policies related to disability issues. An Open World program would build on the successes that the Embassy has achieved in this area by demonstrating to elected officials, government specialists, and NGO leaders how the United States has worked to build an inclusive society that respects and values Americans with disabilities.

Target Group: Armenian leaders, NGO activists, and others working to build an inclusive society for those who are disabled.

Azerbaijan Themes

Accountable Governance – Entrepreneurship

Rationale: The steady decline in Azerbaijan's oil production on the one hand, and dramatic oil price drop on the other, has badly affected Azerbaijani macro and micro economic indicators. Revenue flows that keep the economy afloat are gradually diminishing and on its present course, Azerbaijan will face significant deficits soon. In this context, Small and Medium Enterprises (SME) currently account for approximately 8% of the GDP, a number that will need to rise to maintain economic growth. The number of small businesses per 1,000 people in Azerbaijan is two times less than in Russia and Estonia, for example. The Government of Azerbaijan has declared that they must diversify the economy. The tourism industry in Azerbaijan, one of four focus areas for economic diversification, lacks the capacity and knowledge needed for successful marketing, business growth, and effective management. Local think tanks and local SME actively shape discourse in the country on reforms needed for a productive environment for local businesses to flourish. The Open World program will allow young Azerbaijani businessmen and women to gain first hand exposure to the American economic system, values, effective practices, free-market system, and an opportunity to build a network of entrepreneurs.

Target Group: Small business leaders, representatives from the Ministry of Economic Development (SME Department), economic think tanks, tourism professionals, and members of the Confederation of Entrepreneurs.

Civic Rule of Law – Bar Association and Civil Rights Advocacy Lawyers

Rationale: With the recent arrests and convictions of defenders of civic protest, civil society activists, and journalists on seemingly trumped up charges, the need for astute legal counsel for those arrested is imperative. The Collegium of Advocates (a government controlled organization similar to the American Bar Association) has discouraged members from getting involved in such cases and even disbarred members that have taken on such

cases. The ongoing schism between the Bar Association and those lawyers running defense cases for numerous political and social activists has been exacerbated by recent high profile cases. Despite these negative developments, a group of young, forward thinking lawyers is coming on the scene willing to learn and provide legal assistance for civil society and human rights activists. These young legal specialists often lack experience in managing complex cases and have limited resources for their professional development, especially without the support of the Bar Association. The goal of this program would be to provide progressive legal experts an opportunity to learn from the U.S. strategies on defense case litigation, and the role of the Bar Association in the legal profession.

Target Group: Defense lawyers and legal experts, civil society experts, civil rights activists and representatives of the Azerbaijani Collegium of Advocates.

Social Issues – Education Administration

Rationale: The government of Azerbaijan has developed a strategy focusing on reforming the secondary and higher education systems in the country. One of the main priorities of the strategy is to educate and train a new administration for secondary schools. The Ministry of Education contracted with local universities to run series of training and professional development seminars for current and prospective school principals and many of the teachers received strong theoretical background on school management. On the other hand, most of the trained principals lack practical experience and tips on school management. This program will enable participants to explore different aspects of secondary school management, including school based monitoring, school strategic planning, student data management, quality assurance and teacher and management professional development. The school principals will be introduced to the best practices in running small and large schools, current challenges and opportunities in the secondary education in the U.S. and innovative solutions for school management.

Target group: Recently trained secondary school principals and representatives of Ministry of Education and Baku Education Department.

Georgia Themes

Accountable Governance – Civil Society’s Role in Fostering Accountable/Responsive Governance

Rationale: In the past year, the Government of Georgia has taken a somewhat hostile stand towards civil society organizations that are working for greater transparency and improved conditions in that country. There have even been policy suggestions at the highest level to shut down non-governmental organizations in Georgia and suggested to the authorities to take example from other countries, where NGOs do not function at all because they “undermine” the functioning of the State. Open World would like to work with NGO leaders so that they can persevere through this period and continue to do effective work in advocating for the citizenry.

Target Group: Leaders of Civil Society Organizations

Accountable Governance – Legislator/Staff Development

Rationale: U.S. policy in Georgia seeks to further that country’s progress in strengthening its democratic institutions, especially the system of checks and balances between branches

of government. In the last several years, leadership of the Parliament has changed hands, has partially re-located from the capital city of Tbilisi to Kutaisi, and its role and power relative to that of the President and Prime Minister is in flux, with a significant amount of power returned to the Executive Branch. It would further the progress of Georgia's democratization to strengthen its legislative processes, and a delegation observing the legislative process in a mature democracy like the United States would be beneficial to those participating in an Open World program focusing on legislative development.

Target Group: Legislators, parliamentary/legislative staffers, advisors to Parliament, and legislative experts.

Accountable Governance – Municipal Development/Use of Public Space

Rationale: In the past couple of years, the Georgian government strengthened the role of municipalities, and the U.S. Mission in Georgia is eager to work with newly enfranchised municipal public servants and those supporting municipal development efforts. Recent large scale projects have been initiated to rebuild historical towns and town centers, but important decisions about land use are often made without public scrutiny. Before the central government continues with ambitious development projects, local communities and municipal governments should have input and share their vision for such projects. Through Open World, delegates will observe how spatial planning and development issues are addressed by municipalities in the United States, and explore the role of the public in the process.

Target Group: Urban planners, representatives of municipalities, and leaders of civil society organizations working in the field of municipal development.

Civic Rule of Law – General Rule of Law

Rationale: Over the last several years a gradual politicization of justice in Georgia has put into question the country's democratization progress. Most attention has centered on the judicial campaign launched beginning in late 2012 against a number of former government officials, including former President Mikheil Saakashvili. This policy of selective justice has resulted in domestic as well as international criticism and raises important questions with regard to the independence of the judicial structures and, overall, the current state of the rule of law in Georgia.

Target Group: Law school faculty, legal specialists from NGOs and the public sector, and lawyers working to reform (or return to previous reforms) the judicial system in Georgia.

Social Issues – Social Inclusion

Rationale: Georgia's population is made up of many different ethnic groups, including Azeris, Armenians, and Kurds, with ethnic Georgians comprising the majority. Members of the country's minority groups often find themselves at the bottom of the social ladder, and many ethnic Georgians regard them with suspicion or even outright distrust. Georgia has gradually modernized its legal system and improved its compliance with international norms of human rights, including the protection of the human rights of ethnic minorities. More needs to be done to enable minorities to participate fully in Georgian community and economic life, including expanding Georgian-language comprehension. The U.S. program should expose participants to social-services delivery to ethnic minorities; national and community organizations dedicated to protecting civil rights; and programs for teaching English as a second language.

Target Group: NGO leaders, government officials, and legislators working in the area of societal inclusivity; leading minority-group representatives working on this issue.

Kazakhstan Themes

Accountable Governance – Access to Information/Use of Social Media

Rationale: Currently, social networks in Kazakhstan are relatively weak, but have been significantly improved in the past couple of years and usership has increased significantly. Further integration and development can bring benefits to businesses, the educational sphere and to the whole society. The benefits of strong social networks extend to individuals, providing new opportunities and options. On the other hand, the government keeps fairly tight control on social media, and recently has somewhat tightened further. On an Open World program, a delegation can explore how businesses, advocacy organizations, government, and universities have adopted social media strategies to reach and interact with target audiences and have a chance to meet with organizations that create, finance, and market digital content and/or empower agents of change.

Target Group: Bloggers

Accountable Governance – Building Capacity of Civil Society

Rationale: While Kazakhstan's economic success has been well documented, the country's democratic evolution has not kept pace. Kazakhstan still must make strides to become an open, modern, and democratic state. The status of civil society organizations in Kazakhstan is stable but not flourishing. While social service civil society organizations (CSOs) enjoy a reasonable degree of freedom, and often have funding for their work from the Government of Kazakhstan, CSOs that promote democratic reform, civic rights, or good governance do not have strong domestic support or adequate local resources for their work and are heavily reliant on international donors. An Open World program for this delegation would allow NGO leaders and government representatives to see first-hand the work of prominent U.S. NGOs, to understand how their strategies are created and implemented, and what tools and policies are used to promote synergy between civil society and government.

Target Group: NGO leaders, members of the Federal Coordination Council for interaction with NGOs in the Department of Public Policy.

Accountable Governance – Promotion of a “Maker Movement” (Maker Spaces)

Rationale: The “Maker Movement”, described as a vibrant new business culture characterized by collaboration, innovation and creation, is nascent in Kazakhtan but is viewed as a way to move from a fossil based economy currently in decline. The movement emerged in the United States about a decade ago, characterized by an emphasis on learning and using practical skills to build unique — often high-tech — products, in an informal, collaborative, peer-led environment. The Maker Movement represents nothing less than a cultural change, especially for Kazakhstan's often traditional business and educational sectors.

Target Group: Representatives of “Maker” institutions, co-working spaces, robotics leagues, and educational institutions focused on STEM, entrepreneurs, tech start-ups, local authorities, representatives of the DAMU Entrepreneurship Fund, and small and medium entrepreneurs.

Accountable Governance – Entrepreneurship in Small and One-Industry Towns

Rationale: The “Maker Movement”, as described above can be very effective in helping revitalize small, one-industry towns. Kazakhstan initiated a program of support for entrepreneurship in one-industry towns some years ago, but local authorities and businesses lack ideas as to how to improve the business climate and entrepreneurship in their towns.

Target Group: Similar to above, representatives of “Maker” institutions, co-working spaces, robotics leagues, and educational institutions focused on STEM, entrepreneurs, tech start-ups, representatives of the DAMU Entrepreneurship Fund, and small and medium entrepreneurs. This program will focus on small and one-industry towns or towns with very limited industry.

Social Issues – Methadone Maintenance Treatment

Rationale: A full scale state-sponsored opioid substitution therapy (OST) program will likely be approved by the Government of Kazakhstan in 2016, however there is strong resistance and the issue has been controversial. Results of a pilot program started in 2008 have been quite successful and there is momentum to continue and expand this therapy. Open World delegates will learn about Methadone Maintenance Treatment (MMT) as a comprehensive treatment program not only prescribing methadone as an alternate opioid, but also including counseling, case management, and other services.

Target Group: Ministry of Health and Ministry of Interior officials, community leaders, and academics from medical universities.

Kosovo Themes

Accountable Governance – Government Transparency/Access to Public Information

Rationale: Under current laws in Kosovo, media and the public may request a copy of any government-produced document, such as a contract, decision, or instruction, from any government agency, except those that are classified. In practice, however, classification of documents is not transparent, and very few requests for information are honored. It is widely believed that there is a pattern and practice of non-transparency, including outright refusal and obstruction, on the part of government employees charged with administering and archiving government documents. An Open World Program would expose delegates to how public information is provided by government entities and requested/used by the media, business and citizens at large.

Target Group: Civil servants, representatives from the Office of Ombudsman, journalists, and representatives from relevant NGOs.

Accountable Governance – Promoting and Attracting Economic Investment

Rationale: One of the Government of Kosovo’s key priorities is attracting economic investment as an important pathway to economic development. However, Kosovo’s strategies for attracting investment are quite nascent, and often limited by institutional capacity and lack of a centralized approach. This program would address public policy approaches to attracting and promoting investment, as well as share best practices from governmental entities, non-governmental organizations, and academics.

Target Group: Representatives of the Kosovo Investment and Enterprise Support Agency and relevant ministries responsible for attracting investment; business leaders; and municipal leaders.

Accountable Governance – Use of Technology and eGovernance to Reduce Corruption

Rationale: Anti-corruption is a top priority for Kosovo as part of its progress toward a more democratic form of governance. While Kosovo has a strong legislative framework to combat corruption, it still faces numerous challenges in the identification, investigation, prosecution, and adjudication of corruption cases. There is a need in Kosovo to develop greater coordination among the entities fighting corruption, and to learn to use technology and eGovernance tools to assist them in their work. By providing delegates U.S. investigative tools, use of social media and eGovernance platforms, and electronic means of journalism/reporting, such skills can be transferred to Kosovo.

Target Group: Civil service representatives from Prosecutor’s Office, relevant anti-corruption NGOs, civil servants from the Ministry of Internal Affairs, police, and media.

Civic Rule of Law – Improved Coordination to Combat Trafficking in Persons and Punish Traffickers

Rationale: Kosovo is ranked as a “tier-two” country for trafficking in persons, highlighting flaws in the investigation and prosecution of these crimes, the lack of full implementation of a victim protection law, including assistance (financial and logistical) to victims of crime, and the failure to implement proactive screening for trafficking among individuals engaged in prostitution, migrants, and other at-risk populations. An Open World program would provide observation of practices that would improve coordination amongst key anti-trafficking actors, empowering them to make necessary public policy changes.

Target Group: Civil servants, members of the police, prosecutors, representatives of the judicial sector and representatives from relevant NGOs.

Social Issues – Domestic/Gender-Based Violence Victim Rights: Assistance and Compensation

Rationale: Kosovo’s Parliament recently adopted a crime victim compensation law. However, the Government is still determining how to properly implement it, particularly its compensation fund and programs for victim assistance. This exchange program would demonstrate U.S. models and best practices for assisting and compensating victims from both the public policy perspective and that of civil society organizations.

Target Group: Representatives from Ministry of Justice, judges, prosecutors, relevant NGO representatives and health workers.

Kyrgyzstan Themes

Accountable Governance – Alternative Energy Sources/Water and Hydropower

Rationale: The Kyrgyz Republic is a mountainous country and 90% of its power is generated by hydropower stations. The country is planning to construct several dozen more hydroelectric power plants in the coming years. As an upstream country, the Kyrgyz Republic is obligated to provide irrigation water for downstream countries as set forth in a series of bilateral agreements. Therefore, it is important for the country to thoroughly plan

its water usage for power generation, a task which is becoming more critical as climate change affects the volume and timing of snow melt. The last two years have been particularly bad, with the government needing to take a number of measures to rectify the situation and has even enforced energy consumption limits. The key is to train mid-level specialists in government agencies and in energy companies in the area of power-generation planning and effective management of water resources. The Colorado River management agreement, for example, could serve as a model for this effort.

Target Group: Mid-level government officials and energy company representatives involved in water management and hydropower generation.

Accountable Governance - Elections

Rationale: A number of very important elections have taken place in Kyrgyzstan in the past year and Parliamentary elections are to be held by the end of 2015. Officials in the Kyrgyz Republic are ill-prepared to meet the challenges of voter registration, protection of voter confidentiality, and the smooth administration of polling stations. Professional competence, the security of the voting environment, and transparency in the balloting process will be essential to creating trust in democratic processes in the Kyrgyz Republic. Strengthening the knowledge of local administrations will help the voting process go smoothly and build confidence in this young democratic republic's ability to peacefully transfer power with a minimum of fraud, corruption, or voter coercion. Through Open World, government officials that manage the elections' processes will observe how voting is handled, from the time of voter registration to the processing of ballots.

Target Group: Local administration and government officials involved in voter registration and elections processes.

Accountable Governance – Local Water Management/Dry Climate Irrigation

Rationale: Water is a vital resource given the Kyrgyz Republic's dry climate. The government of Kyrgyzstan, with donors' assistance, has made some progress in improving its irrigation water management capability, particularly in the agriculture sector. However, the country lacks institutional capacity in the management of water supply, flow, and usage, and this creates a lack of publicly-available access to consistent and comparable water data, which could lead to conflicts between upstream and downstream communities in the country and beyond. Competition over access to irrigation has been fueling conflicts in many area of the country, especially in the South where there is limited arable land, and farm plots are quite small. For water management reforms, mid-level water managers from the Department of Water Management must understand the fundamentals of the effective irrigation of water resources, such as demand management and access to irrigation water data.

Target Group: Mid-level water sector managers.

Accountable Governance – Role of Legislators/Parliamentary and other Legislative Staffers

Rationale: Kyrgyzstan has made significant democratic progress over the years, including the establishment of a parliamentary republic following the April 2010 uprising that deposed President Kurmanbek Bakiyev. Despite serious intercommunal violence in June 2010, voters approved a new constitution that stabilized the government and gave significant new powers to parliament while reducing presidential authority. Parliamentary elections scheduled for 2015—the second under the 2010 constitution—will mark a critical milestone in the consolidation of Kyrgyzstan’s democratic reforms. The last nationwide elections for local legislators were held at the end of 2012, also following the Constitutional reforms. The U.S. program should acquaint legislators and legislative staff from Kyrgyzstan with the workings of legislative bodies in the United States, on both the federal and state level, and discuss such issues as best legislative practices and processes, transparency in legislation, and coordination between legislative staffers.

Target Group: Young legislators and legislative staffers, with a focus on those in leadership positions.

Accountable Governance – Young Entrepreneurs

Rationale: With one-third of the population living below the poverty line and 85 percent of the land exposed to erosion, young people are playing an increasingly important role in Kyrgyzstan as business leaders and entrepreneurs, and they are looking for successful business models as they take their place in modern Kyrgyz society. The Open World program for this group will focus on strategies to establish and promote small entrepreneurial businesses. Programming activity should include providing exposure to leadership skills, and be aimed at increasing the effectiveness of young peoples’ activity and competency in the economic sphere. The U.S. program should also introduce effective public and media strategies for emerging businesses, and include roundtable discussions on strategic planning for business development.

Target Group: Young entrepreneurs and government leaders involved in business promotion.

Moldova Themes

Accountable Governance – Empowering Future Leaders

Rationale: The 2014 parliamentary elections brought to power most of the “Old Guard” parliamentarians. However, the current legislature includes more young members than previous parliaments, many of whom served as parties’ youth wing leaders and activists. Also, one can note a trend of more young leaders being promoted by the parties to higher governmental positions such as deputy ministerial positions or agency heads. Recent and new young government leaders would greatly benefit from a program focused on youth engagement and leadership in the United States, civic activism, youth policies at the federal and local level, and civic participation. The timing of the program concurrently with the 2016 presidential elections campaign in the United States would add to the participants’ understanding of American politics, such as the role of the media and civil society organizations, campaign financing, and citizen outreach and campaigning practices.

Target Group: Party youth wing leaders and activists.

Accountable Governance – Role of Legislature/Center-Regional Relations

Rationale: The decentralization process in Moldova has undergone several stages and has been impacted by recent political changes. As Moldova continues to build and reinforce democratic institutions on the local level, it would be useful for municipal council members to see the role of local governments in the U.S.; how they interact with the private sector and meet the needs of citizens and businesses. The group would explore the functioning of state and local governments, including in small and large population centers. Another focus would be on the interaction between the various levels of government within our federal system. Proposed activities could include visits to U.S. town or city councils to observe their proceedings; meetings with counterparts to learn about communication strategies, fundraising activities; and how to encourage citizen participation.

Target Group: City/local municipality council members

Accountable Governance – Promoting Sustainability for Local TV Stations

Rationale: Moldovan regional media outlets are vital for maintaining a vibrant and healthy public discourse, due to their relatively independent ownership and lack of centralized control in comparison with the majority of the media outlets in the country. Despite their importance, regional TV channels lack an understanding of how to make their outlets sustainable through marketing and advertising techniques, and most regional outlets have less than 20% of their support coming from advertising, making them particularly vulnerable and dependent on the international donor community. This program would give directors and producers from regional media outlets a chance to learn best practices for managing small to medium TV stations in a challenging economic environment, including introducing them to business techniques that will help them compete more successfully against other oligarch-run media outlets. Program activities would include visits to small and medium stations, advertising agencies, and media NGOs promoting independent voices.

Target Group: Directors and producers from regional TV channels across Moldova, including from Gagauzia and Transnistria, if possible

Accountable Governance – Whistle-Blowers

Rationale: In 2011, Moldova enacted whistle-blower provisions at the recommendation and pressure of the Group of States Against Corruption (GRECO). However, these provisions are still not enforceable. The Prosecutor General's Office is interested in establishing a whistle-blower mechanism for prosecutors throughout Moldova. This program would support other international donor justice reform initiatives.

Target Group: Prosecutors, judges, and officials who are in a position to enact whistle-blower policies and procedures.

Russia Themes

Accountable Governance – Agriculture

Rationale: Since imposing a ban on food imports from western countries in August 2014 in retaliation for sanctions over the Ukraine crisis, the Russian government has been strongly promoting domestic produce and other agricultural products and encouraging farmers to increase production. Although the Russian Federation has one of the largest areas of arable

land per capita in the world, the country relies on imports for up to 40 per cent of its food supplies. Experts say that it would take years of hard work and huge, wide-ranging investments to change the current situation. For their Open World program, Russian agricultural experts will visit with agricultural enterprises of all sizes and efficiencies, and will focus on best practices in the specific areas in which they are involved.

Target Group: Specialists in agriculture. Specific subtheme topics are in development so a proposal regarding a broad range of agricultural leaders should be submitted at this point.

Accountable Governance – Innovation/Think Tanks

Rationale: In general, Russian think-tanks have become promoters of Russian policies, and there is very little room for constructive criticism of the government let alone significant critical or investigative analyses. Russia does have the basis and technologies to promote innovation and get effective use of its academic and consulting professionals in the policy arena and entrepreneurship areas, but improvements/advancements in their independence, practices and management would be beneficial to promoting a freer and more-informed society, and would further innovation in the country. An Open World program in this subject would include meeting with various think-tank and innovation leaders in the United States and further a dialogue to develop insightful and more constructive institutions in both countries.

Target Group: Researchers and analysts in innovation/entrepreneurship and non-governmental organizations.

Accountable Governance – Environment

Rationale: Russia relies heavily on its natural resources for government revenue. While pursuing high levels of oil and gas, mineral, and wood extraction, the government has taken some environmental protection measures, but much more can be done, and there is significant environmental damage remaining from the Soviet and early post-Soviet eras. Several sub-themes to be explored by participants in the area of environmental protection are: protection of endangered species (fauna and flora), forest management, volunteer fire departments and fire fighters, effective environmental action by non-governmental organizations and other citizens, pollution control, sustainable development of green cities, and the promotion of eco-tourism.

Target Group: Environmentalists, researchers, foresters, and firefighters.

Accountable Governance – Media Practices/Independent Media

Rationale: Most of Russian media outlets are now owned by the state or by private individuals or companies loyal to the Russian government. These media outlets have been aggressive in supporting the Russian position regarding the hostilities in Ukraine and relations with the West. Coverage even by independent media in Russia is restrained by Western standards, with direct criticism of President Putin quite rare. An Open World program will allow for Russian media managers and investigative journalists to observe the vital and robust role of the press in Western society, and compare journalistic practices with their colleagues.

Target Group: Independent media specialists

Accountable Governance -- Sister City/Club Pairing Projects

Rationale: Agreements, both formal and informal, between American and Russian sister cities/regions/clubs have long existed. Many of the cities/clubs that still maintain such relations were formed during the Soviet era in the seventies and eighties, and in the early days of the Russian Federation in the nineties. In the early years, exchanges of ideas, letters, publications, teachers, youth, cultural artists, and athletes were the most popular. As these partnerships matured, the focus changed to sustainable development of economic and human resources, and the promotion of trade. In an effort to further positive and constructive relations between our countries, we invite American sister cities and twin clubs to submit project proposals for hosting young professionals from their Russian sister city/region/club in 2016. The Center will support exchanges of specialists with very specific programmatic goals, and not simply sister city/region/club visits.

Target Group: Sister city/region/club delegations engaged in ongoing results oriented projects.

Accountable Governance -- Economic Development – Women Entrepreneurs

Rationale: Departments and ministries on the federal and regional level now provide support and infrastructure to small and medium sized businesses. Surveys demonstrate that financial strategies, skills development, and tax credits are essential for the fostering of new businesses. More research, mapping of patterns and trends, and input from entrepreneurs is needed for the creation of effective policies and programs designed by government leaders to promote small business development in Russia. Furthering innovation and entrepreneurship in education is also an effective way to further develop a successful small and medium business landscape in Russia. Open World programming in this area will focus on economic stimulus programs aimed at fostering small and medium businesses such as business incubators. In addition, Open World will feature groups consisting of leading women entrepreneurs that will concentrate on leaders and programs in the U.S., working to increase women's participation in this area.

Target Group: Small and medium business leaders.

Social Issues -- Ethnic Minorities/Civic Education

Rationale: A recent poll in Russia revealed a strong nationalistic and sometimes hostile view of other nationalities within their own country. Russians seem to focus less on the possibility of ethnic conflicts in their hometowns as they are exposed to more media stories highlighting a confrontation with the West. Some have come to the conclusion that ethnic relations are now under control of the authorities. Others predict that if economic conditions in the country should worsen, then ethnic tensions will reemerge/increase. As Americans seek to deal with issues of ethnic tensions and immigration themselves, this timely theme could bring a new understanding of equal rights and fair treatment in our countries.

Target Group: Leaders of ethnic minority groups and civil society organizations working to advance ethnic assimilations and cooperation.

Tajikistan Themes

Accountable Governance – Eco-Tourism

Rationale: Eco-tourism has huge potential in Tajikistan, as it is abundant in pristine, breathtaking nature, but it is hampered by inadequate international promotion and exposure, and there is little awareness of the country as a tourist destination. There is also a vast shortage of infrastructure and amenities for a tourism industry. An Open World delegation in this theme would meet with both private tourism companies and national park service officials and visit popular tourist spots to see how they are managed by the private sector and government, and promoted by both sectors.

Target Group: private and government individuals who have a stake in improving Tajikistan's tourist industry.

Accountable Governance – Women Entrepreneurs

Rationale: In Tajikistan's fragile economy, encouraging female entrepreneurship may bring new ideas, people, and capital to markets, helping both the local and national economy to grow and empowering women at the same time. The delegation would meet with their U.S. counterparts to learn best-practices in business development and planning, gain inspiration to take chances, and learn how to overcome skepticism and sexism in the work place as well in the process of securing investment.

Target Group: Women with either a demonstrated interest or enthusiasm for business development and those with established businesses looking to expand.

Accountable Governance – Engaging Youth in Civil Society

Rationale: The Committee on Youth Affairs, Sports, and Tourism of Tajikistan has been tasked by legislation to direct its attention to the development of civic institutions and their activities to adhere to the government's youth policy and to include community youth initiative groups in their operations. The U.S. program for such a delegation will introduce participants to community activists, and civil-society leaders in both urban and rural areas. Other topics to be explored include how to raise funds, set up a legal structure, and how to grow an organization.

Target Group: Emerging young leaders who have demonstrated a commitment to improving their communities and country.

Civic Rule of Law – The Role of Women in Border Security

Rationale: Since 2013, a number of women in Tajikistan have received training in border security and management to promote the role of women in border control efforts. The training includes policymaking for border control agencies, border security and management, managing border crossings, and the facilitation of trade across borders. The training also includes such border issues as corruption, and a number of human rights issues, such as trafficking in persons and ethnic issues.

Target Group: Representatives of the Ministry of Interior, senior border officials, and field commanders. The delegation might not be only women, as it might include men involved in such policy and training.

Social Issues – Sports for At Risk Youth

Rationale: The Government of Tajikistan realizes the importance of athletics and sports for its youth and has established a Committee on Youth Affairs, Sports and Tourism to manage facilities for sport and exercise. This program would demonstrate efforts in the United States to encourage young people to improve their lives and communities through sport. Also, such activities can be used to inspire youth to stay away from gangs, drugs, crime, and extremism.

Target Group:

Officials from the Committee on Youth Affairs, Sports and Tourism, as well as educators, community leaders and counselors.

Serbia Themes

The U.S. Embassy in Serbia has expressed interest in continuing Open World programming in 2016. As of this date, we do not have concrete themes or dates for such programming. If you have interest in hosting professional delegations from Serbia, please submit any relevant information in your proposal expressing interest in hosting delegations from Serbia.

Turkmenistan Themes

The U.S. Embassy in Turkmenistan has expressed interest in continuing Open World programming in 2016. As of this date, we do not have concrete themes or dates for such programming. If you have interest in hosting professional delegations from Turkmenistan, please submit any relevant information in your proposal expressing interest in hosting delegations from Serbia.

Ukraine Themes

Accountable Governance – Decentralization

Rationale: In late August 2015, clashes erupted at a protest against a decentralization law passed by Ukraine's parliament. Key opposition figures and parliamentary coalition parties protested the reform, claiming it would legalize Russian forces and proxies in Ukraine by expanding some of the local authorities in areas that are occupied in the Donetsk and Luhansk regions as a result of the Minsk agreements aimed at ending the war in Southern and Eastern Ukraine. In addition to this current crisis, throughout Ukraine there has been a gradual shift of power to the District, municipal and village authorities and legislators need to be better prepared to take on and handle those government functions that are usually carried out at the local level in successful democracies, particularly in Ukraine's battle against endemic corruption. Such decentralization was a significant demand of the Maidan movement. These officeholders need to improve staff hiring and training procedures; learn new budgeting, planning, and service-delivery practices; and promote economic development effectively - and they need to become more transparent, proactive, responsive, and accountable.

Target Group: Regional and local legislators, mayors, municipal administrators, policy experts, public services providers, media representatives, and election officials. This delegation may also include federal levels officials involved in the decentralization process.

Accountable Governance – Energy Efficiency

Rationale: In April 2014, a coalition of 35 Ukrainian mayors sent a letter urgently requesting assistance from the United States to increase the energy efficiency of their buildings, district heating systems, and transportation networks in order to reduce dependence on imports of natural gas from Russia. Ukraine is currently the second most wasteful country in the world when it comes to energy use. If Ukraine were as energy efficient as the average country in Europe and developed its biomass and other renewable energy sources, it would almost completely eliminate its need to import Russian natural gas. This transition needs to be based on a comprehensive energy strategy that includes smart exploitation of indigenous energy resources, modernization of infrastructure, aggressive development of alternative sources of energy, effective approaches to improve energy efficiency, and strong progress on market reform and good governance. The U.S. program on this subject would introduce NGO leaders working to improve Ukraine's energy strategies to effective efforts at energy efficiency and smart exploitation of natural resources.

Target Group: Government, Association, and NGO leaders in the energy field working on alternative energy resources and energy efficiency, and striving to achieve energy independence.

Accountable Governance – Environmental Protection

Rationale: Ukraine's environmental problems include the nuclear contamination that resulted from the 1986 Chernobyl accident, which affected some ten percent of its land with unsafe levels of radiation. Unsafe amounts of polluted water, heavy metals, organic compounds, and oil-related pollutants are routinely released into the country's air and water reserves. In some areas of the country, the water supply contains toxic industrial chemicals up to ten times the concentration considered to be safe, and pollution to the country's air and water needs to be ameliorated, as does the country's need to improve methods of municipal waste management and recycling technologies. For such programming, Ukrainian environmental experts will observe effective environmental conservation practices in the United States, and they will discuss openly with their American colleagues problems faced by both countries and potential solutions to them.

Target Group: Officials of the Ministry of Ecology and Resources, environmental activists; and, media representatives who work in the field of environmental reporting.

Accountable Governance – Legislative Development

Rationale: Ukraine has gone through several years of political turmoil, and the balance of power between the executive and legislative bodies on both the national and local level are still being defined. Regional and local legislatures in Ukraine, while limited in their authority, create laws that both establish greater local governmental autonomy and provide a legal structure for basic public services at the local level. While the scope of local self-government is limited, large-scale reformation of local government (that would require new constitutional changes) is a regular agenda item in the politics of Ukraine. Through Open

World, Ukrainian legislators will observe the legislative process at all levels of governance, and gain better understanding how legislators work in a mature democracy and how local legislatures work with the central government. Legislative issues such as how legislatures work to further reforms in governance, ensure the provision of social services, further anti-corruption efforts, and continue making progress in reforms in the educational and health sectors will be among the topics of these delegations.

Target Group: Legislators and legislative staff from all levels of government working on government reform, and leading public and private sector activists and advisors on decentralization strategy.

Accountable Governance – Managing Agricultural Sector Transparently

Rationale: One of the main priorities of the Ministry of Agrarian Policy and Food of Ukraine is facilitating the development of domestic agriculture, including the maximum utilization of agricultural potential and diversifying foreign markets. During the first half of 2015 the amount of exports of agricultural products amounted to 36% of the total exports of Ukraine. A separate and integral part of reforming the agricultural sector is the active work of bringing the Ukrainian legislation to the norms and requirements of the E.U. As noted, Ukraine's agricultural potential is enormous and has significant capacity for growth. Its potential has not been fully realized due to inconsistent agricultural policies limiting the transparency in agricultural enterprises and a significant amount of corruption exists in this sector. The main challenge for Ukrainian agricultural policy is transparency while assuring that agricultural producers receive support in a minimally trade distorting way.

Target Group: Relevant Ministry of Agrarian Policy and Food officials, representatives of farming enterprises and associations, particularly those leading the efforts to increase transparency in the agricultural sector of Ukraine.

Accountable Governance – Media/Social Media Use/Bloggers

Rationale: In the past two years, a whole new generation/class of media leaders has developed to support the progressive reforms needed for European integration, battle the tremendous corruption in the country, and respond to the current hostilities. Electronic news outlets, social media sites, and blogs have become a mainstay of sources of public information in Ukraine and this trend is growing rapidly. In addition, major government reforms are underway to allow citizen significantly more access to public information in a more transparent manner using digital technology.

Target Group: Key representatives of media outlets and government officials working to facilitate broader access to information. Journalists, particularly those using new media technologies, working to uncover corrupt practices throughout the country.

Accountable Governance – NGO Development/Government Reform and Promotion of Civil Society

Rationale: In accordance with the Cabinet of Ministers' order of November, 26, 2014 the Ukrainian Government has made an obligation to guarantee the proper realization of the Open Government Partnership (OGP), a global effort to make governments better. Citizens want more transparent, effective and accountable governments—with institutions that empower citizens and are responsive to their aspirations. Government initiatives in 2014-2015 were taken in in five areas: (i) access to information, (ii) fighting corruption, (iii)

electronic governance, (iv) public participation, (v) administrative services. The body responsible for implementation, the Coordination Committee for OGP realization, was appointed by the Cabinet of Ministers but never started its work. As a result Ukraine has taken the obligations as a member of OGP partnership, but systematically breaks its rules and procedures. Since the Maidan movement, civil society organizations have acted as a watchdog over the government reform process and the voice of civil society activists has grown in volume and impact, although at times the strategies/goals of these organizations are not coordinated and differ significantly.

Target Group: NGO leaders working to further government reform and promote the needs of civil society, and the population at large.

Accountable Governance – NGO Development/Protection of Refugees and Internally Displaced Persons (IDP)

Rationale: Due to Russia's annexation of Crimea and the hostilities in the South and East of Ukraine, there has been a significant increase in the number of refugees and IDPs (more than 1.3 million with a significant number of these IDPs being Crimean Tatars) that are in great need of relocation strategies, sustenance, and psychological support. The Open World host for this programming will demonstrate U.S. policy toward refugees and IDPs, and will openly discuss the debate in this country regarding policy and implementation issues, with the goal of sharing best practices and finding commonality in response to this issue in both countries.

Target Group: Government and NGO leaders working on refugee and IDP issues, and members of the leadership representing those that are displaced in Ukraine.

Accountable Governance – Use of New Technologies in Agriculture

Rationale: Ukraine has the second largest acreage of farmland in Europe (after Russia) with a total of 41.5 million hectares of agricultural land (about 70% of the total area of the country), of which arable land accounts for over 32 million hectares and accounts for some 8% of Ukraine's gross domestic product - a rate several times higher than among Europe's major agricultural producers. In recent years, Ukraine's agriculture has been consistently improving and has been the only part of the country's economy to do well (of course, the war has had a dramatic effect on Ukraine's agricultural productivity). But, the use of modern farm technology to increase yields is lacking in Ukraine, and there has been a consolidation of agricultural holdings, demanding that Ukraine increase its used of modern farming technology to adapt to larger commercial farms.

Target Group: Relevant Ministry of Agrarian Policy and Food officials, representatives of farming associations, and officials involved in the export and trade in grains and other farm products both upstream and downstream.

Civic Rule of Law – Anti-Corruption Programs

Rationale: The existence of rule of law that provides an even playing field and that fights illegal activity such as corruption is one of the foundations of a society that effectively uses its economic resources. The government of Ukraine is currently working to strengthen the accountability and transparency of key bodies such as judicial institutions, representatives of the legal profession, and activists pushing for further Lustration (prosecution and punishment of corrupt officials) and Reanimation packages (progressive laws fighting

corruption and aimed to further European Integration). On January 25, 2015, a new anti-corruption law took effect in Ukraine as part of a comprehensive legislative initiative targeting corruption among government employees, public officials and private legal entities, and strengthening the country's previous anti-corruption regulations. This legislation also created a national Anti-Corruption Bureau, which has yet to be formed. An Open World program in this area would provide delegates with significant exposure to anti-corruption practices in the United States and the legal structure and processes that further anti-corruption efforts.

Target Group: Legislators, lawyers, independent legal experts, legal scholars, and legal activists working against corruption in Ukraine. .

Social Issues – Education – Secondary and Higher Education and Innovation

Rationale: Ukraine is a highly literate society with a strong and proud history of education at all levels, although the level of education in metropolitan areas is generally higher than that in rural areas. The country has made it a priority to ensure equal access to a quality education for rural and low-income students and to enhance the professionalism of educators. In addition, it has recently passed a very forward looking and progressive law on higher education. Open World delegates from the federal, regional, and local levels, together with their American counterparts, will examine the United States' education system and the many models it provides for preparing young people for their future. In addition, delegates will explore the community college as an effective model for remedying knowledge and skills gaps created by a changing global economy. Finally, some delegations under this subtheme will explore the role of universities and research institutions in promoting innovation and entrepreneurship, and the role of public-private partnerships in developing educational models that foster research and innovation.

Target Group: Federal, regional and local executive-branch officials and legislators involved in education policy, and reform; administrators of institutions of higher education; and educators in leadership roles. This theme will also include higher education professionals who are looking at issues relating to fostering research, innovation and entrepreneurship in academia.

Social Issues – Health – Maternal and Perinatal Care

Rationale: The Government of Ukraine has made a significant effort in the past several years to improve the demographic situation in Ukraine and reduce maternal and infant mortality and disability in Ukraine by improving the quality and accessibility of medical care for mothers and newborn infants. Through the Open World program, participants can experience first-hand perinatal practices in leading institutions in the United States and can exchange knowledge with their colleagues about best practices in the field.

Target Group: Practitioners and administrators from Ukrainian perinatal centers, and activists working to improve maternal and perinatal care in Ukraine.

Social Issues – Health – Public Health Policy and Practice

Rationale: The Ministry of Health of Ukraine is the executive branch body responsible for general public health and the sanitary and epidemiologic protection of the population. Priorities of the Ministry of Health have included responding to the HIV epidemic and reform of the system of maternity and childhood protections through the creation of a

network of high quality health care institutions in the field of obstetric and neonatal care (perinatal centers), which are provided with innovative technologies and modern equipment., one of the worst in Europe. Also, in general, health care facilities in Ukraine are in an extremely poor state. Medical equipment and facilities are in short supply compared to the high demand. All services, including doctors and nurses are now quite expensive which makes health care not always a feasible option for the ordinary citizen. The doctors and nurses who work in the health care field are not always fully trained to world standards. In addition, due to the recent strife in Ukraine, there is a great demand for post- traumatic stress disorder (PTSD), emergency medical treatment capabilities, and working with disabled veterans.

Target Group: Ukrainian health professionals that are involved in the provision or the administration of health services at the national and local levels, NGO leaders promoting health care reform.

Social Issues – Health – Telemedicine

Rationale: The Ukrainian Ministry of Health and the donor community have recently launched Ukraine’s first telecommunications network for supporting the medical field, and special attention is being paid to service military and civilian casualties of the conflict in Ukraine as well as to provide telemedicine technology in the treatment of children. Such a broad-based telemedicine network offers more affordable medical services to residents of regional centers, and to patients travelling from remote areas to regional hospitals for consultations. The economic feasibility of implementing such a telemedicine system is based on the more efficient and effective use of human and material resources.

Telemedicine systems provide a way to solve a major development problem: the provision of a more equitable access to the benefits of modern medical knowledge and high-quality medical consultations. Open World will build on its past three years of effective programming for telemedicine administrators and experts from Ukraine to be responsive to Ukraine’s need to further develop this critical sector that results in the of provision of responsive health care.

Target Group: Medical practitioners and administrators working to further the effective use of telemedicine practices in Ukraine.

Parliamentary Programs

In addition to the above thematic programs, Open World is also soliciting expressions of interest/capability statements for delegations of parliamentarians (possibly parliamentarians and staffers in one delegation) from countries abroad. Through this program, Open World is seeking to match delegations from these countries with key counterparts in the U.S. Senate, the House of Representatives, and in state governments. These delegations may be defined by the committees the members serve on or by subject area. Currently, these delegations are not yet defined for specifics, such as date of travel, number of members, and duration of program.

The proposed illustrative programming should identify a Member of Congress who would be responsible for some aspect of the delegation’s program (preferably in Washington, D.C. and in the Member’s state or district). It should also include proposed high-level meetings

in Washington, D.C. with other Members of Congress, executive branch officials, congressional staff and policy experts, and in-depth discussions with a variety of political, civic, and business leaders in the relevant state/district.

2016 Open World Program – Proposed Travel Dates^{9/10}

U.S. Arrival Date	Theme/Subtheme	Country	Number of Delegations	Young Professionals
18-Feb	Role of Legislature/Parliamentary or other Legislative Staffers			
	Role of Local Legislatures/Staff	Georgia	1	
	Role of Local Legislatures/Staff	Kyrgyzstan	1	
	Legislative Development: Staff	Ukraine	2	
	Legislative Development: Anti-Corruption	Ukraine	1	
24-Feb	Role of Legislature			
	Center–Regional Relations	Moldova	1	
	Legislative Development: Center-Regional Relations	Ukraine	1	
	Legislative Development: Education	Ukraine	1	
	Legislative Development: Health	Ukraine	1	
10-Mar	Women Entrepreneurs			
	Women Entrepreneurs	Tajikistan	1	X
	Women Entrepreneurs	Russia	5	X
16-Mar	NGOs/Civil Society			
	NGOs and Government Reform	Ukraine	2	X
	NGOs and Promotion of Civil Society	Ukraine	1	X
	NGOs/ Fighting Corruption	Ukraine	2	X
	NGOs/ Serving IDPs	Ukraine	1	X
	NGOs/ Ameliorating Suffering in War Zone	Ukraine	1	X
30-Mar	Accountable Governance – Municipal Level			
	Promoting and Attracting Economic Investment	Kosovo	1	

⁹ This table only refers to the 120 delegations referred to in the first sentence of this paragraph, and not judicial rule of law delegations and the potential additional Parliamentary delegations, the dates and make up of which are not determined at this time.

¹⁰ Please note that a number of the delegations listed above might consist entirely of young professionals ages 30 and under. As of the publication date of these guidelines, it has not been determined how many, when, or under which themes such delegations will travel, unless noted.

U.S. Arrival Date	Theme/Subtheme	Country	Number of Delegations	Young Professionals
	Civil Societies Role in Fostering Accountable/Responsive Governance	Georgia	2	
	Governance and Use of Public Space	Georgia	1	
	Water/Irrigation in Dry Climate	Kyrgyzstan	1	
	Young Entrepreneurs	Kyrgyzstan	1	X
6-Apr	Ethnic Minorities			
	Ethnic Minorities	Russia	4	X
20-Apr	Agriculture			
	Use of New Technologies to Increase Yields	Ukraine	2	
	Managing Agriculture Enterprises Transparently	Ukraine	2	
27-Apr	Media/Bloggers/Social Media			
	Government Transparency through Access to Public Information	Kosovo	1	
	Government Transparency through Access to Public Information	Ukraine	2	
	Media's Role in Society	Ukraine	2	
	Investigative Media/Exposing Corruption	Ukraine	2	
12-May	Civic Rule of Law			
	The Use of Technology and e-Governance to Reduce Corruption	Kosovo	1	
	The Legal System in the U.S. (Detroit is requested)	Armenia	1	
	Whistle Blowers	Moldova	1	
	Anti-Corruption Programs	Ukraine	2	
	General Rule of Law	Georgia	1	
19-May	Health/Social Services			
	Expanding Social Inclusion in Armenia	Armenia	1	
	Sports for at Risk Youth	Tajikistan	1	
	Methadone Maintenance Treatment	Kazakhstan	1	
2-Jun	Environment and Energy			
	Eco-Tourism	Tajikistan	1	
	Alternate Energy Sources/Water and Hydropower	Kyrgyzstan	1	

U.S. Arrival Date	Theme/Subtheme	Country	Number of Delegations	Young Professionals
	Environment/Agriculture	Russia	4	
8-Jun	Accountable Governance -- Decentralization			
		Ukraine	4	X
8-Sep	Environment/Energy Issues			
	Energy Efficiency	Ukraine	2	
	Environmental Protection	Ukraine	2	
14-Sep	Health Issues			
	Maternal and Perinatal Care	Ukraine	1	
	Public Health Policy and Practice	Ukraine	1	
	Serving Disabled Veterans	Ukraine	1	
	Telemedicine	Ukraine	1	
21-Sep	Education			
	Education Administration	Azerbaijan	1	
	Secondary and Higher Education and Innovation	Ukraine	3	
29-Sep	Ethnic Minorities/Cultural Integration/Civic Education			
	Social Inclusion	Georgia	2	
	Youth in Civil Society	Tajikistan	1	X
	The Role of Women in Border Security	Tajikistan	1	
	Building Capacity in Civil Society	Kazakhstan	1	
5-Oct	Innovation/Entrepreneurship			
	Entrepreneurship/Tourism Management	Azerbaijan	1	
	Entrepreneurship in Small Towns	Kazakhstan	1	
	Maker Spaces	Kazakhstan	1	X
	Think Tanks	Russia	1	
	Innovation/Entrepreneurship	Russia	1	X
19-Oct	Media			
	Access to Information/Use of Social Media	Kazakhstan	1	
	Promoting Sustainability for Regional TV Stations	Moldova	1	
	Media	Russia	2	
26-Oct	US-Russia Partnerships			
		Russia	3	X
2-Nov	Elections			

U.S. Arrival Date	Theme/Subtheme	Country	Number of Delegations	Young Professionals
	Empowering future leaders	Moldova	1	X
	Youth in the U.S. Elections and Political System	Armenia	1	X
	Elections	Kyrgyzstan	1	X
9-Nov	Civic Rule of Law			
	Bar Association and Civil Rights Advocacy Lawyers	Azerbaijan	1	
	Improved Coordination to Combat and Punish Trafficking in Persons	Kosovo	1	
	Domestic/Gender-Based Violence Victim Rights: Assistance and Compensation	Kosovo	1	

Grantee Programming and Administrative Requirements

Successful grantee organizations will be responsible for eight days and eight nights of programming (including weekends) for delegations (most consisting of **five delegates** and **one facilitator**) arriving in the United States between Feb. 18 and Nov. 19, 2016. Delegations will land in the United States on a Wednesday or Thursday and arrive in their host communities on a Friday or Saturday.¹¹ Grantee organizations will be expected to successfully complete and/or oversee the following programmatic and administrative activities:

- Recruit and select local host organizations and families. The local host organizations must demonstrate expertise in, and programming resources for, the Hosting Theme(s) and subthemes selected by the grant applicant. Programs should emphasize mutual learning and dialogue. Grantees are encouraged to recruit host coordinators, presenters, and home hosts who are interested in maintaining contact with the Open World delegates after their U.S. visit through joint projects, ad hoc and/or formal organization-to-organization ties, and regular communications.
- Submit a Host Organization Profile Form for each local program to be hosted by a local host organization approved by the Center. The grantee organization must submit the form(s) to the Center within two weeks of being notified of a host organization's approval. The form (supplied by the Center) asks for the local host organization's theme/subtheme preferences and preferred hosting dates, a general description of the planned local program, and descriptions of three or four proposed professional activities. This information, which will be shared with the Center's

¹¹ The Center will consider proposals that contain different provisions (for the length of stay, size of delegations, arrival day, etc.) than those outlined here, if needed to deliver quality programming.

logistical contractor, will improve Open World's ability to match delegates with local host organizations quickly and appropriately.

- If providing nominations: (1) ensure that nominating partners (both domestic and international) submit only names of qualified and high-quality candidates and the necessary background program and partnership/project information to the logistical contractor **by the designated deadlines**, and (2) be responsible for reviewing nominees' applications prior to their submission to the logistical contractor to ensure that nominees meet Open World criteria and that the information in the applications is complete and accurate. Nominators identified by the grantee will work closely with Center staff to select appropriate applicants.
- Be responsible for effective implementation of each program developed by local host organizations.
- Participate, either in person or via telephone conference, in coordination meetings with representatives of the Center and/or representatives of the Center's logistical contractor.
- Attend the 2016 Open World grantee orientation meeting, which is expected to be held in January 2016 in Washington, DC. (The cost for one representative to attend the meeting is to be included in the proposed budget; see pp. 49–50 for details.)
- Help make arrangements for Center staff to conduct site visits during local hosting programs, if requested by the Center.
- Submit required reports by scheduled deadlines, including the host coordinator post-program report for each visit, the final program report, federal financial reports, and cost-share reports. (For descriptions of these reports, see pp. 38, 50-51, and 66-68.)
- Assist the Center in coordinating press outreach, if requested, with local host organizations.
- Report on visit outcomes as required (see Results section below).
- Ensure that local host coordinators are aware of Open World's website and social-networking resources; have local host coordinators encourage presenters and host families to find the Open World Leadership Center on Facebook at www.facebook.com/openworldleadershipcenter2; and encourage local host coordinators, presenters, and host families to get up-to-the-minute information on Open World by following <http://twitter.com/owprogram>.
- Adhere to federal income tax regulations.

Grantees are responsible for ensuring that they or the local host organizations will:

- Coordinate with the Center on congressional outreach in the local communities and Washington, DC, and ensure, when possible, that delegates have the opportunity to meet with Members of Congress or their local staff, and send any photos from such meetings to the Center as soon as possible.
- Ensure that delegates have voluntary opportunities to share their professional expertise and their knowledge about their native country in meetings with their American counterparts and in public settings such as conferences, colloquia, classroom and civic-association presentations, town meetings, and media interviews.
- Provide local transportation during participants' visits, beginning with pickup at the U.S. final destination airport and ending with delivery to the departure airport. **Participants may not take public transportation to a professional activity unless the grantee gets advance approval from the Center, and a local escort must accompany the participants.**
- Provide a suitable homestay placement for each delegate, usually for eight days, including weekends. **Homestays are a centerpiece of the Open World experience and a major factor in grant application evaluations.**
- **Each delegate must be given his or her own private bedroom.** If this cannot be arranged, the grantee must get advance approval from the Center for delegates to share a bedroom. A facilitator may not share a bedroom with a delegate under any circumstances.
- Ensure that breakfast, lunch, and dinner are provided daily to the delegates and facilitator(s) during their stay. Unlike similar U.S. government programs, **Open World does not provide per diems to its participants.**
- Note that interpretation services are no longer required in the grant submission; the Center uses the services of a contractor.
- Prepare an eight-day program for each participant group that reflects the selected Hosting Theme and includes other activities that meet program objectives. Approximately **32 hours** of programming should directly address the Hosting Theme. Time spent in professional sessions with federal, state, county, or local legislators and legislative staff counts toward this total. Cross-cultural activities should be scheduled for weekends and some evenings. A cross-cultural activity is an activity designed to promote exposure and interchange between the delegates and Americans in order to increase their understanding of each other's society, culture, and institutions. Cross-cultural activities include cultural, social, and sports activities.
- Provide an end-of-visit review session for the delegates, facilitator(s), and host coordinator to review program successes/weaknesses and to identify any new

projects, or any joint projects, reciprocal visits, or other continued professional interactions between delegates and their new American contacts, that will likely result from the Open World program.

- Coordinate with the Center on press outreach, including sharing drafts of any press material developed for each delegation in advance, if requested, and reviewing any relevant press material developed by the Center, if requested. The Center strongly encourages local host organizations to try to get press coverage of Open World visits. **Local press releases on Open World exchanges must credit the Open World Leadership Center and the U.S. Congress.**
- Track results efficiently and regularly report them. Definitions of results, and requirements and methods for reporting them, are given in the Document-Exchange Deadlines table on the next page and in the Results section that immediately follows it.

Grantee Interaction with Open World Contractors

The Center contracts with a logistical support organization that will provide administrative and logistical support for the Open World program, including assistance with (a) planning and administration of the nominations process in the countries included in this solicitation; (b) visas and travel arrangements; (c) selection and training of facilitators; (d) formation of delegations; (e) organization of pre-departure orientations; and (f) review of program agendas (which supplements the Center's own review of the agendas). Grantees and their local hosts will be required to work closely with this contractor through all steps of the planning process and meet the relevant deadlines in the following table. As noted earlier, the Center will serve as the logistical contractor for the delegations from Armenia, Azerbaijan, Kosovo, Mongolia, Tajikistan, and Turkmenistan, and possibly for a limited number of delegations from one or more of the other countries covered by this solicitation.

As noted previously, the Center contracts with an interpretation service provider that will recruit and contract with all interpreters needed for Open World programs. Grantees and their local hosts will be required to work closely with this contractor to ensure that the interpreters are placed in appropriate lodging and receive all program documents and information prior to the delegation's arrival in the hosting community.

Document-Exchange Deadlines for an Open World Visit

The table below lists the major deadlines for information and document exchange between local host coordinators/grantees and Open World's logistical contractor, measured backward from the delegation's U.S. arrival date (two to three days before the host-community arrival date). For the few delegations for which the Center serves as the logistical contractor, the information and document exchange will take place between the local host coordinator (or grantee) and the Center.

<i>Deadline</i>	<i>Host Coordinator provides:</i>	<i>Logistical contractor provides:</i>
<i>8-6 weeks before arrival</i>		<ul style="list-style-type: none"> • Participant Names and Profiles
<i>4 weeks before arrival</i>	<ul style="list-style-type: none"> • Draft Program Agenda • Host Family Forms (including contact info. and brief bios) • Community Profile (if requested) 	<ul style="list-style-type: none"> • Flight Itineraries
<i>10 days before arrival</i>	<ul style="list-style-type: none"> • Updated Program Agenda (with changes highlighted) • Emergency Contact Information (if different from that on the Updated Program Agenda) 	
<i>3 weeks after departure</i>	<ul style="list-style-type: none"> • Post-program Report (Host Narrative, Post-program Program Agenda, Final Host Family Forms, Media Coverage, Photos)* 	<ul style="list-style-type: none"> • Delegation Feedback on Program to Grantee and Local Host Coordinator

*The required forms will be sent to grantees by Center staff. The Host Narrative Form asks for information on professional activities, including meetings with Members of Congress and congressional staff; brief descriptions of actual and potential trip results; and host-coordinator comments and recommendations. The agenda submitted as part of the Post-program Report is to show the actual activities conducted. Open World's handbook for local host coordinators now ask hosts to make press articles and photos from their exchanges available to the Center as soon as possible, rather than waiting to include them with the Post-program Report. **Grantees are also requested to make available to the Center as soon as possible any photos they receive from their local host organizations.**

Results

The Center tracks the results of the Open World program using eight categories, or “bins.” Below are definitions and examples of these categories, along with explanations of which results categories grantee and local host organizations *must* report on and which categories they are *encouraged* to report on.

RESULT	DESCRIPTION	EXAMPLES	GRANTEE/SUB-GRANTEE REPORTING REQUIREMENTS
Benefits to Americans	Open World promotes mutual understanding and benefit. Hosts, presenters, and others can gain new information from delegates.	<ul style="list-style-type: none"> • Estimate of audience size for delegate presentations. • Publicity for host organization. 	<ul style="list-style-type: none"> • The Final Program Report (submitted by the Grantee) and the Host Narrative must report any benefits to Americans that resulted from the exchange.
Partnerships	An American organization involved in a visit partners with an organization from the delegates’ country on a joint project or starts an affiliate in that country.	<ul style="list-style-type: none"> • University-to-university e-learning partnerships. • Sister-court relationships. • Community-to-community interactions between governmental entities. 	<ul style="list-style-type: none"> • The Host Narrative is to report on any partnerships that might result from the exchange. The Final Program Report must report on actual post-visit partnership activities.
Projects	A delegate implements an idea inspired by the Open World experience.	<ul style="list-style-type: none"> • Opening city council meetings to the public. 	<ul style="list-style-type: none"> • The Host Narrative is to report on any delegate projects that might result from the visit. The Final Program Report must report on any actual projects that the grantee learns about.
Multipliers	A delegate shares his/her new knowledge back home, thereby “multiplying” the Open World experience.	<ul style="list-style-type: none"> • After returning home, a delegate gives talks on knowledge gained during the visit. 	<ul style="list-style-type: none"> • The Host Narrative is to report on any potential multipliers mentioned by delegates. The Final Program Report must report on any actual multipliers that the grantee learns about.
Reciprocal Visits	Americans involved in the exchange meet with alumni in-country or work in-country on an Open World–inspired project.		<ul style="list-style-type: none"> • The Host Narrative is to report on any reciprocal visits that might result from the exchange. The Final Program Report must report on reciprocal visits by grantees or sub-grantees.

Press	A delegation's visit is covered by local media.		<ul style="list-style-type: none"> • The Host is to send press on the visit to the Center and the logistical contractor. Grantees are encouraged to include later articles in the Final Program Report.
Contributions	In-kind (in hours or material goods) or cash donations.	<ul style="list-style-type: none"> • Volunteer hours to plan and conduct hosting. • Private donations to Open World events. 	<ul style="list-style-type: none"> • Grantees must submit the Open World Cost-Share Report Form. The Host must report to the Grantee on contributions.
Professional Advancement	Alumni are promoted or experience other career enhancements after their Open World visit.	<ul style="list-style-type: none"> • An alumnus wins a grant to fund an NGO project. • An alumna is elected to office. 	<ul style="list-style-type: none"> • The Final Program Report must report any professional advancement that the grantee learns about. (A Host learning of post-visit advancement is encouraged to report it to the Center.)

Key Dates and Deadlines¹²

For all countries covered by this solicitation, grant applications are due on Monday, October 19, 2015.

A final program report on the overall administration of Open World grant and hosting activities, including recommendations for future program changes and a description of outcomes achieved (as defined in the Results section above), **must be submitted by the grantee organization within 90 days of its final hosting activity under the grant.**

All 2016 grants will end on **March 31, 2017**, when final financial reports are due to the Center, unless a later date is agreed to in writing by the Center. Please note again that grantees are encouraged to submit all final financial documentation by ninety (90) days after the completion of programming activities.

Criteria for Evaluating Grant Applications

All grant applications for the Open World program under these guidelines will be evaluated on the following factors, listed in order of importance:

1. Degree to which proposed program plans address Open World's programming priorities and objectives, especially with regard to (a) giving delegates significant exposure to federal, state, county, and local legislators, the structure and functions of legislatures, and the legislative process; (b) the likelihood of producing new partnerships or furthering existing ones; (c) the potential for follow-on project activities and/or significant projected results, such as plans for future reverse travel; (d) collaborative programming with American young professionals organizations; and (e) including a significant cost share.
2. Past experience in hosting similar programs, especially for citizens of the specific country(ies) for which you are applying.
3. Demonstrated ability or experience in creating programs in the Hosting Theme(s) proposed in the application.
4. Demonstrated ability to recruit or plan for recruiting host coordinators, presenters, and home hosts who are interested in maintaining contact with the delegates after their U.S. visit.
5. Quality of submitted sample agendas (one important factor in determining quality is whether the agendas include opportunities for delegates to make presentations to professional and public audiences and to have open dialogue with their hosts and professional counterparts).
6. Ability to home host.
7. Per person costs. (Please note that the "per person cost" does not stand alone as a criterion. The Center also looks at the ratio of administrative costs to program costs, as well as the cost share amount the organization is proposing.)
8. Ability to host on theme dates.

¹² See table on p. 38 for deadlines for document delivery to the logistical contractor.

9. Quality of submitted work plans, including plans for the implementation of the U.S. programs, results tracking and reporting, and the nomination strategy (if applicable).
10. For previous Open World grantees: assessments of previous hosting quality and results. Assessments are based on input from Open World program managers, facilitator reports, and informal delegate surveys, and on the quality and promptness of grantee programmatic/administrative and financial reporting, including the accuracy of financial records.
11. For proposals that contain plans for nominations, the Center will weigh the degree to which the proposed programs advance Open World's programming priorities indicated above in the first criterion.

GRANT PROPOSAL OUTLINE

Proposals and budgets should be e-mailed to the Grants Officer: Lewis Madanick, Program Manager, Open World Leadership Center, at lmad@openworld.gov, or faxed to the Open World Leadership Center office at (202) 252-3464. Please put "2016 Open World Grant Proposal" in the subject line. Please contact Mr. Madanick at (202) 707-8943 if e-mailing or faxing material is not feasible. **Do not mail or send by commercial delivery any materials without first contacting Mr. Madanick.**

The Open World Leadership Center grants committee will review applications and respond no later than 35 calendar days after receipt of an application.

ACTUAL DETERMINATIONS OF PARTICIPANT HOSTING LEVELS AND THE DATE OF AWARDS WILL DEPEND ON AVAILABLE FUNDING.

All submissions must provide the following cover sheet:

NAME OF ORGANIZATION
MAILING ADDRESS
PROGRAM CONTACT – NAME AND PHONE NUMBER
FINANCIAL/BUDGET CONTACT – NAME AND PHONE NUMBER
FAX NUMBER

All submissions must follow the outline below.¹³

- 1. Project Summary** – A narrative document of no more than eight double-spaced pages providing the following information:
 - Estimates of your hosting capabilities, i.e., number of host communities and number of participants (delegates and facilitators) to be hosted.
 - General description of your programming capabilities for the countries for which you are applying.
 - Descriptions of how your organization will fulfill the program objectives, programming priorities, and the requirements given above, including how results will be accomplished and reported, and how delegates will be introduced to legislators (including Members of Congress), legislative staff, and legislative entities, processes, and functions.
 - Examples of how your organization’s hosting activities and past experience will be applied to recruiting host coordinators, presenters, and host families potentially interested in maintaining contact or developing joint projects with delegates.

- 2. Proposed Countries and Hosting Themes** – For each country that you propose to host for, please submit the following:
 - Detailed description of your capabilities to host in the proposed theme(s) and subtheme(s).
 - Proposed schedule of selected hosting dates (with proposed hosting sites) by country.
 - Sample/illustrative activities or sample agendas.
 - Organizations/persons participating.
 - Objective of illustrative activity: i.e., lessons to be learned.
 - Special resources required.

- 3. Summary of your organization’s past experience with similar programs**

- 4. Statements of any unique qualifications for this program**

- 5. Work Plan** – The work plan is a chronological outline that demonstrates your ability to administer the grant and meet all required deadlines, including those for reporting on results and cost sharing.

- 6. Budget Submission** – The budget submission is the financial expression of your organization’s proposal to become an implementing partner in the Open World program. Therefore, your budget submission needs to reflect your administration of a program that meets the objectives and theme rationales outlined above.

¹³ Pages 44–71 contain more information on financial management and budget requirements, including a recommended budget form (p. 45).

FINANCIAL PROCEDURES – 2016 GRANTS

PLEASE READ CAREFULLY

I. Grant Proposals

Every grant proposal must be accompanied by a project budget (per instructions below) as well as the prospective grantee's latest audit opinion. The audit opinion usually is a cover letter that accompanies the full audit report.

a. Budget Submission

Budget categories should contain a **narrative description** detailing what the funds for this category will cover, and how those estimates were calculated (for example, salary costs should delineate the position, the hourly rate, the number of hours calculated, etc.).

Each budget category should include an accounting of any **cost-share contribution** the organization is providing. **Cost-share contributions are an important factor in the grant selection process.** Organizations are encouraged to carefully consider their ability to share in the cost of the program and to offer the maximum contributions feasible. All organizations awarded grants by the Center will be required to submit cost-share report forms by March 31, 2017.

Below are some possible categories for your budget submission. Each category in your budget proposal must provide dollar amounts accompanied by a narrative justification. When an individual category will be under \$500, you might want to combine one or more like categories. **NOTE: When preparing your budget, please keep in mind that an overage of 10 percent or more in any one category will require prior written approval from the Open World Leadership Center's deputy executive director and budget officer, Jane Sargus.**¹⁴

1. Personnel Compensation – Salaries and wages paid directly to your employees.
2. Personnel Benefits – Costs associated with employee benefits.
3. Administrative Travel – Costs associated with having one representative attend the grantee orientation meeting for one night and day, including economy/coach travel to and from Washington, DC; transportation within Washington, DC; and a one-night hotel stay at a designated local hotel. (Dinner, breakfast, and lunch will be covered by the Center.)
4. Local Travel and Transportation – Local travel and transportation of staff and/or local transportation for delegates.
5. Office Expenses – Postage, telephone, supplies, etc.
6. Cultural Activities – Receptions, admissions to events, etc.
7. Sub-grants – Grants made to others by your organization.

¹⁴ Under no circumstances does obtaining the Center's written approval for an overage in a given category permit a grantee to exceed the total amount that it was awarded by the Center.

Budget submissions reflecting any General and Administrative Overhead Costs must have such costs shown as separate line items and supported by narrative justifications.

Sample Budget Submission:

Proposed Budget for Submission Under the 2016 Open World Program			
Proposed Number of Participants:			
Cost Per Participant:			
Budget Category¹⁵	Amount	Cost Share	Narrative Justification
Personnel Compensation	\$XX,XXX	\$XX,XXX	Director and Specialist will work for 2 months as follows: Director: XXX hours @ \$XX/hour=\$X,XXX Specialist: XXX hours @ \$XX/hour=\$X,XXX
Personnel Benefits	\$X,XXX	\$X,XXX	Benefits calculated @ XX% of salary
Administrative Travel	\$XXX	\$XXX	Transportation to, from, and within Washington, DC; one-night hotel stay
Local Travel and Transportation (domestic)	\$X,XXX	\$X,XXX	Local transportation for staff and rental of transport for delegation (one van @ \$XXX per day for X days); \$XXX taxi and public transportation ¹⁶
Office Expenses	\$XXX	\$XXX	Utilities, supplies, printing, etc. Utilities=\$X,XXX Supplies, phone, printing=\$XXX
Cultural Activities	\$XXX	\$XXX	Receptions, admissions, etc.
Grants	\$XX,XXX	\$XXX	E.g., three local organizations will each receive a grant for \$X,XXX=\$XX,XXX to cover hosting expenses ¹⁷
Total	\$XX,XXX	\$XX,XXX	
PROPOSED BY:			
Signature Program Officer and Date:			

¹⁵ Please note that the Center does not fund equipment purchases.

¹⁶ Participants (delegates and their facilitator[s]) may not take public transportation to a professional activity unless the grantee gets advance approval from the Center, and a local escort must accompany the participants.

¹⁷ Grants to third-party organizations require a separate attached budget.

b. Allowable Costs

The reasonableness, allowability, and allocation of costs for work performed under a Center grant shall be determined in accordance with the applicable federal cost principles and the terms and conditions of the grant award.

1. **Pre-Award Costs.** Applicant organizations may include project costs incurred within the 90-calendar-day period immediately preceding the beginning date of the grant in the proposed budget. Pre-award expenditures are made at the risk of the applicant organization, and the Center is not obligated to cover such costs in the event an award is not made or is made for an amount that is less than the applicant organization anticipated.
2. **Travel Costs.** Travel costs are the expenses for transportation, lodging, subsistence, and related items incurred by those who are on official business attributable to work under a grant. Such costs may be charged on an actual basis, on a per diem or mileage basis in lieu of actual costs, or on a combination of the two, provided the method used results in charges consistent with those normally allowed by the grantee in its regular operation, as set forth in the grantee's written travel policy. Airfare costs in excess of the lowest available commercial discount or customary standard (coach) airfare are unallowable unless such accommodations are not reasonably available to accomplish the purpose of travel. All air travel that is paid in whole or in part with Center funds must be undertaken on U.S. air carriers unless the Center gives prior written approval for use of non-U.S. carriers.

II. Grant Documentation and Compliance

a. Introduction

Through its grants, the government sponsors everything from complex multimillion dollar, multiyear scientific research and development undertakings to the creative efforts of individual young artists. As might be expected, the rules that have been developed to address all the situations likely to arise between the government and its grantees are extensive. Working from a comprehensive set of grant principles published by the Office of Management and Budget (OMB), the Open World Leadership Center (the Center) has identified specific rules that will apply to all grantees and sub-recipients of Center grants. These rules are explained below. It is important to become familiar with these provisions and comply with them.

Please note that the Open World Leadership Center, as a legislative branch agency, is not required to apply the OMB grants-related guidance for executive branch agencies and departments found in the OMB Circulars and in Title 2 of the Code of Federal Regulations (CFR). Nevertheless, it is the policy of the Center to follow this familiar grants guidance and to deviate from it only when in the best interest of the Open World program. Consequently, CFR Title 2 and relevant OMB Circulars will apply as they are customarily implemented by the Center in connection with the Open World program. For example, the

requirement in 2 CFR 215.4 “Deviations” for clearance through OMB of any deviations to the terms of the circulars will not apply to Open World. Instead, grantees should direct any questions about the Center’s implementation of the OMB Circulars to Jane Sargus, Deputy Executive Director/Budget Officer, at jsar@openworld.gov.

Unless otherwise specified herein, sections from the CFR and OMB Circulars listed below, as implemented by the Center, will be incorporated by reference into Center grant awards. These authorities will be administered in accordance with standard federal requirements for grant agreements, as interpreted by the Center:

- 2 CFR Part 215, “Uniform Administrative Requirements for Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations” (OMB Circular A-110)
- 2 CFR Part 220, “Cost Principles for Educational Institutions”(OMB Circular A-21)
- 2 CFR Part 225, “Cost Principles for State, Local, and Indian Tribal Governments” (OMB Circular A-87)
- 2 CFR Part 230, “Cost Principles for Non-Profit Organizations” (OMB Circular A-122)
- OMB Circular A-102, “Grants and Cooperative Agreements with State and Local Governments”
- OMB Circular A-133, “Audits of States, Local Governments, and Non-Profit Organizations”

The full text of these authorities is available as follows:

- Code of Federal Regulations, Title 2, “Grants and Agreements” is available online from the National Archives and Records Administration via the Government Printing Office GPOAccess website at: www.access.gpo.gov/nara/cfr/cfr-table-search.html#page1
- The OMB Circulars are available online from the OMB website at: www.whitehouse.gov/omb/circulars/index.html
- Copies of relevant authorities are also available from the Center upon request

b. Basic Grantee Responsibilities

The grantee holds full responsibility for the conduct of project activities under a Center award, for adherence to the award conditions, and for informing the Center during the course of the grant of any significant programmatic, administrative, or financial problems that arise. In accepting a grant, the grantee assumes the legal responsibility of administering the grant in accordance with these requirements and of maintaining documentation, which is subject to audit, of all actions and expenditures affecting the grant. Failure to comply with the requirements of the award could result in suspension or termination of the grant and the Center's recovery of grant funds. The grantee also assumes full legal responsibility for any contracts entered into relating to the grant program.

c. Compliance with Federal Law

Applicant organizations must certify that their programs operate in compliance with the requirements of various federal statutes and their implementing regulations. These are described below. Grantees are also required to obtain an executed certification of compliance with these statutes from all organizations that are sub-recipients under a Center grant.

1. **Nondiscrimination.** Grants are subject to the provisions of Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972 (as amended), Section 504 of the Rehabilitation Act of 1973 (as amended), the Age Discrimination Act of 1975 (as amended), and the regulations issued pursuant thereto. Therefore, no person on grounds of race, color, national origin, disability, or age shall be excluded from participation in, be denied the benefits of, or be otherwise subject to discrimination under a program funded by the Center. In addition, if a project involves an educational activity or program, as defined in Title IX of the Education Amendments of 1972, no person on the basis of sex shall be excluded from participation in the project.
2. **Lobbying Activities.** The Byrd Anti-Lobbying Amendment, 31 U.S.C. 1352, prohibits recipients of federal contracts, grants, and loans from using appropriated funds to influence the executive or legislative branches of the federal government in connection with a specific contract, grant, cooperative agreement, loan, or any other award covered by § 1352. 18 U.S.C. 1913 makes it a crime to use funds appropriated by Congress to influence members of Congress regarding congressional legislation or appropriations. Finally, Attachment B25 of Office of Management and Budget Circular A-122 designates the following as unallowable charges to grant funds or cost sharing: certain electioneering activities, financial support for political parties, attempts to influence federal or state legislation either directly or through grass-roots lobbying, and some legislative liaison activities.
3. **Drug-Free Workplace.** The Drug-Free Workplace Act of 1988, 41 U.S.C. 701, requires grantees to have an on-going drug-free awareness program; to publish a statement notifying employees that the unlawful manufacture, distribution,

dispensing, possession, or use of a controlled substance is prohibited in the workplace; to maintain evidence that this statement was given to each employee engaged in the performance of the grant; and to identify in the funding proposal or to keep on file in its office the place(s) where grant activities will be carried out.

4. **Debarment and Suspension.** Applicant-organization principals must not be presently debarred or suspended or otherwise excluded from or ineligible to participate in federal assistance programs. An applicant or grantee organization shall provide immediate written notice to the Center Grants Officer if at any time it learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances. Grantees shall not make or permit any sub-grant or contract to any party which is debarred or suspended or is otherwise excluded from or ineligible for participation in federal assistance programs. Grantees and sub-grantees must not make any award or permit any award (sub-grant or contract) at any tier to any party which is debarred or suspended or is otherwise excluded from or ineligible for participation in Federal assistance programs under Executive Order 12549, "Debarment and Suspension."

Grantee organizations must complete two forms annually in reference to the above: Disclosure of Lobbying Activities (Form LLL) and Assurances – Non-Construction Programs (Form 424B). Both forms will be provided by the Open World Leadership Center.

III. Grant Period and Extensions

Grant Period - The grant period is the span of time during which the grantee has the authority to obligate grant funds and undertake project activities. However, when approved by the Center, a grantee may incur necessary project costs in the 90-day period prior to the beginning date of the grant period. **All 2016 grants will begin on the date of the grantee's signature on the award letter and end no later than March 31, 2017.**

Final Program Report - A **final program report** on the overall administration of Open World grant and hosting activities, including recommendations for future program changes and a description of outcomes achieved, **must be submitted by the grantee organization within 90 days of its final hosting activity under the grant.**

Financial Reports - Final financial reports are due for the period ending March 31, 2017 to the Center no later than April 10, 2017, unless a later date is agreed to in writing by the Center. Please note that grantees are encouraged to submit all final financial documentation with the final program report by ninety (90) days after the completion of programming activities. See Section IV for detailed information on quarterly financial reporting.

Extension of Grant - The Center may authorize a one-time extension of the expiration date established in the initial grant award if additional time is required to complete the original scope of the project with the funds already made available. A single extension that shall not exceed 2 months may be made for this purpose, provided it is made prior to the original

expiration date. Grant periods will not be extended merely for using the unliquidated balance of project funds.

IV. Reporting Requirements

Each organization awarded a grant by the Center is required to submit by fax or e-mail the following reports. **Please include the Open World Grant Number (e.g., OWLC-1652) in the fax's or e-mail's subject line each time a report is submitted. Failure to meet these deadlines will negatively affect consideration for future grants from the Center.**

a. Federal Financial Reports (Standard Form 425)

A Federal Financial Report (Standard Form 425) is required for each grant awarded and still open. The quarterly reporting periods are:

1. Beginning of grant award–March 31, 2016 (Due 4/10/16)
2. April 1–June 30, 2016 (Due 7/10/16)
3. July 1–September 30, 2016 (Due 10/9/16)
4. October 1–December 31, 2016 (Due 1/10/17)
5. January 1–March 31, 2017 (Due 4/10/2017)

When submitting Federal Financial Reports, please include the Open World Grant Number in the fax's or e-mail's subject line.

b. Cost Share Report

A Cost Share Report (form provided by the Center) must be completed no later than March 31, 2017. The report must identify all cost-share contributions made toward the program for which the grant was given. When submitting, please include the Open World Grant Number in the fax's or e-mail's subject line.

c. Final Financial Reports

To close a grant the following must be submitted:

1. Final Federal Financial Report (Form 425)
2. Request for Advance or Reimbursement (Form 270), if appropriate, and marked "Final" and
3. A Variance Report that compares actual expenditures by major budget categories against the grant award budget categories. The variance report shall give the following data: approved budget categories; amount approved for each category; amount expended in each category; and the percent over/under the approved budget amount in each category.

NOTE: Please keep in mind that an overage of 10 percent or more in any one category would have required prior written approval from the Open World Leadership Center's Budget Officer.

4. Cost Share Report (form provided by Open World).

Final Financial Reports for the period ending March 31, 2017 must be submitted to the Center not later than April 10, 2017, unless a later date is agreed to in writing by the Center. When submitting, please include the Open World Grant Number in the fax's or e-mail's subject line.

V. Payments and Interest

Grantees may be paid on an advance basis, unless otherwise specified in the grant award, and payment will be effected through electronic funds transfer. Whenever possible, advances should be deposited and maintained in insured accounts. Grantees are also encouraged to use women-owned and minority-owned banks (banks that are owned at least 50 percent by women or minority group members).

- a. **Payment Requests.** Requests for advance payment shall be limited to no more than 50 percent of the undistributed balance of the total grant award, with the expectation that the advance will be used within the quarterly period it is requested, unless otherwise specified by the Center. Grant funds that have been advanced but are unspent at the end of the grant period must be returned to the Center. **Grantees must make every effort to avoid requesting advance payment of funds that then are not used.**
- b. **Interest on Grant Funds.** All grantees, except states (see glossary), are required to maintain advances of federal funds in interest-bearing accounts unless the grantee receives less than \$120,000 per year in advances of grant funds or the most reasonably available interest-bearing account would not earn more than \$250 per year on the federal cash balance, or would entail bank services charges in excess of the interest earned. Interest that is earned on advanced payments shall be remitted to the Center.
- c. **Requesting Reimbursement or Advance.** When requesting reimbursement or advance of funds, the Request for Advance or Reimbursement of Funds (Form 270) must be used. Grantees must clearly mark in their documentation for requesting funds whether the request is for a **partial** advance payment, **reimbursement**, or the **final close-out payment of the grant**. **NOTE: If the request is for an advance of funds, the "period covered" must state a time period subsequent to the request. If the request is for a reimbursement of funds, the "period covered" must state a time period prior to the request. It is also possible to request both a partial reimbursement and an advance, and in this case the beginning date must be in the past and the ending date in the future.**

VI. Budget Revisions

The project budget is the schedule of anticipated project expenditures that is approved by the Center for carrying out the purposes of the grant. When grantees or third parties support a portion of the project costs, the project budget includes the nonfederal as well as the federal share of project expenses. All requests for budget revisions must be signed by the recipient organization's grant administrator and submitted to the Center.

Within 14 calendar days from the date of receipt of the request for budget revision, the Center will review the request and notify the grantee whether or not the budget revision has been approved. NOTE: Budget categories are firm, and any overage in expenditure in a particular category of more than 10 percent must be approved by the Center in advance. **Under no circumstances does obtaining the Center's written approval for an overage in a given category permit a grantee to exceed the total amount that it was awarded by the Center.**

Grantees must obtain prior written approval from the Center whenever a budget revision is necessary because of:

- the transfer to a third party (by sub-granting, contracting, or other means) of any work under a grant (Center approval is not required for third-party transfers that were described in the approved project plan, or for the purchase of supplies, materials, or general support services);
- the addition of costs that are specifically disallowed by the terms and conditions of the grant award;
- the transfer of funds from one budget category to another in excess of 10 percent of each category; or
- changes in the scope or objectives of the project.

VII. Organizational Prior Approval System

The recipient organization is required to have written procedures in place for reviewing and approving in advance proposed administrative changes such as:

- a. the expenditure of project funds for items that, under the applicable cost principles, normally require prior agency approval;
- b. the one-time extension of a grant period;
- c. the incurring of project costs prior to the beginning date of an award; and

- d. budget revisions that involve the transfer of funds among budget categories.

1. Purpose. The procedures for approving such changes are sometimes referred to as an “organizational prior approval system.” The purpose of such a system is to ensure that:

- all grant actions and expenditures are consistent with the terms and conditions of the award, as well as with the policies of the Center and the recipient organization;
- any changes that may be made do NOT constitute a change in the scope of the project; and
- any deviation from the budget approved by the Center is necessary and reasonable for the accomplishment of project objectives and is allowable under the applicable federal cost principles.

2. Requirements. Although grantees are free to design a prior approval system that suits their particular needs and circumstances, an acceptable system must at a minimum include the following:

- the procedure for review of proposed changes must be in writing;
- proposed changes must be reviewed at a level beyond the project director;
- whenever changes are approved, the grantee institution has to retain documentation of the approval for three years following the submission of the final financial report.

VIII. Cost Sharing and Cost-Sharing Records

While the Center tries to fund as many of the project activities as is fiscally possible, a grantee is expected to share in project expenses as much as possible and at the level indicated in its approved project budget. Grantees must maintain auditable records of all project costs whether they are charged to grant funds or supported by cost-sharing contributions. All cash and in-kind contributions to a project that are provided by a grantee or a third party are acceptable as cost sharing when such contributions meet the following criteria:

- Are verifiable from the grantee’s records;
- Are not included as contributions for any other federally assisted program;
- Are necessary and reasonable for the proper and efficient accomplishment of project objectives;

- Are types of charges that would be allowable under the applicable cost principles;
- Are used to support activities that are included in the approved project work plan;
- Are incurred during the grant period.

Contributions such as property, space, or services that a grantee donates to a project are to be valued in accordance with the applicable federal cost principles and not on the basis of what would normally be charged for the use of these items or services. When cost sharing includes third-party in-kind contributions, the basis for determining the valuation of volunteer services and donated property or space must be documented and must conform to federal principles. Appendix 3 illustrates the cost-share report form [with instructions] that the Center will provide to grantees and local hosts to aid them in estimating cost-share totals. The form/s are due to the Center by March 31, 2017.

IX. Suspension and Termination

a. Grants may be terminated in whole or in part:

- by the Center if the grantee materially fails to comply with the terms and conditions of an award;
- by the Center with the grantee's consent, in which case the two parties shall agree upon the termination conditions, including the effective date and, in the case of partial termination, the portion of the project to be terminated; or
- by the grantee, upon sending to the Center via fax or e-mail written notification—followed by signed documents sent via overnight or express delivery PER ARRANGEMENTS MADE BY CONTACTING OPEN WORLD DEPUTY EXECUTIVE DIRECTOR JANE SARGUS AT (202) 707-8943—setting forth the reasons for such termination, the effective date, and, in the case of partial termination, the portion of the project to be terminated. However, if the Center determines that the reduced or modified portion of the grant will not accomplish the purposes for which the grant was made, it may terminate the grant in its entirety either unilaterally or with the grantee's consent.

b. Suspension or Termination for Cause. When the Center determines that a grantee has failed to comply with the terms of the grant award, the Center may suspend or terminate the grant for cause. Normally, this action will be taken only after the grantee has been notified of the deficiency and given sufficient time to correct it, but this does not preclude immediate suspension or termination when such action is required to protect the interests of the Center. In the event that a grant is suspended and corrective action is not taken within 90 days of the effective date, the Center may issue a notice of termination.

- c. **Allowable Costs.** No costs that are incurred during the suspension period or after the effective date of termination will be allowable except those that are specifically authorized by the suspension or termination notice or those that, in the opinion of the Center, could not have been reasonably avoided.
- d. **Report and Accounting.** Within 30 days of the termination date, the grantee shall furnish to the Center a summary of progress achieved under the grant, an itemized accounting of charges incurred against grant funds and cost sharing prior to the effective date of the suspension or termination, and a separate accounting and justification for any costs that may have been incurred after this date.
- e. **Termination Review Procedures.** If the grantee has received a notice of termination, the grantee may request review of the termination action. The grantee request for review must be sent via overnight or express delivery [PER ARRANGEMENTS MADE BY CONTACTING OPEN WORLD DEPUTY EXECUTIVE DIRECTOR JANE SARGUS AT (202) 707-8943] no later than 30 days after the date of the termination notice and should be addressed to the Chairman of the Board, Open World Leadership Center, Library of Congress, 101 Independence Ave., S.E., Washington, DC 20540-9980, with a copy sent via overnight or express delivery [PER ARRANGEMENTS MADE BY CONTACTING THE OFFICE OF THE INSPECTOR GENERAL AT (202) 707-6314] to the Inspector General, Library of Congress, 101 Independence Ave., S.E., Washington, DC 20540-1060.

A request for review must contain a full statement of the grantee's position and the pertinent facts and reasons supporting it. The grantee's request will be acknowledged promptly, and a review committee of at least three individuals will be appointed. Pending the resolution of the review, the notice of termination will remain in effect.

None of the review-committee members will be among those individuals who recommended termination or were responsible for monitoring the programmatic or administrative aspects of the awarded grant. The committee will have full access to all relevant Center background materials. The committee may also request the submission of additional information from the recipient organization or from Center staff and, at its discretion, may meet with representatives of both groups to discuss the pertinent issues. All review activities will be fully documented by the committee. Based on its review, the committee will present its written recommendation to the Chairman of the Board of the Center, who will advise the parties concerned of the final decision.

X. Financial Management Standards

Grantee financial management systems must meet the following standards:

- a. **Accounting System.** Grantees must have an accounting system that provides accurate, current, and complete disclosure of all financial transactions related to

each federally sponsored project. Accounting records must contain information pertaining to federal awards, authorizations, obligations, unobligated balances, assets, outlays, and income. These records must be maintained on a current basis and balanced at least quarterly.

- b. **Source Documentation.** Accounting records must be supported by such source documentation as canceled checks, bank statements, invoices, paid bills, donor letters, time and attendance records, activity reports, travel reports, contractual and consultant agreements, and subaward documentation. All supporting documentation should be clearly identified with the grant and general ledger accounts that are to be charged or credited.
 - (1) The documentation required for salary charges to grants is prescribed by the cost principles applicable to the grantee organization. If an applicant organization anticipates salary changes during the course of the grant, those charges must be included in the budget request.
 - (2) Formal agreements with independent contractors, such as consultants, must include a description of the services to be performed, the period of performance, the fee and method of payment, an itemization of travel and other costs that are chargeable to the agreement, and the signatures of both the contractor and an appropriate official of the grantee organization.
- c. **Third-Party Contributions.** Cash contributions to the project from third parties must be accounted for in the general ledger with other grant funds. Third-party in-kind (non-cash) contributions are not required to be recorded in the general ledger, but must be under accounting control, possibly through the use of a memorandum ledger. If third-party in-kind (non-cash) contributions are used on a project, the valuation of these contributions must be supported with adequate documentation.
- d. **Internal Control.** Grantees must maintain effective control and accountability for all cash, real and personal property, and other assets. Grantees must adequately safeguard all such property and must provide assurance that it is used solely for authorized purposes. Grantees must also have systems in place that ensure compliance with the terms and conditions of each grant award.
- e. **Budget Control.** Records of expenditures must be maintained for each grant project by the cost categories of the approved budget (including indirect costs that are charged to the project), and actual expenditures are to be compared with budgeted amounts no less frequently than quarterly. Center approval is required for certain budget revisions.
- f. **Cash Management.** Grantees must also have written procedures to minimize the time elapsing between the receipt and the disbursement of grant funds to avoid

having excessive federal funds on hand. Requests for advance payment shall be limited to immediate cash needs and are not to exceed anticipated expenditures for a 30-day period. Grantees must ensure that all grant funds are obligated during the grant period and spent no later than 60 days after the end of the grant period.

XI. Record Retention and Audits

Grantees must retain financial records, supporting documentation, statistical records, and all other records pertinent to the grant for three years from the date of submission of the final expenditure report. If the three-year retention period is extended because of audits, appeals, litigation, or the settlement of claims arising out of the performance of the project, the records shall be retained until such audits, appeals, litigation, or claims are resolved. Unless court action or audit proceedings have been initiated, grantees may substitute CD-ROM or scanned copies of original records.

The Center, the Comptroller General of the United States, the Inspector General of the Library of Congress (on behalf of the Center), and any of their duly authorized representatives shall have access to any pertinent books, documents, papers, and records of a grantee organization to make audits, examinations, excerpts, transcripts, and copies. Further, any contract in excess of the simplified acquisition threshold (currently \$100,000) that grantees negotiate for the purposes of carrying out the grant project shall include a provision to the effect that the grantee, the Center, the Comptroller General, the Inspector General of the Library of Congress, or any of their duly authorized representatives shall have access for similar purposes to any records of the contractor that are directly pertinent to the project.

Appendix 1

Procurement Guidelines

I. Procurement Responsibility

The standards contained in this section do not relieve the grantee of the contractual responsibilities arising under its contracts. The grantee is the responsible authority, without recourse to the Center regarding the settlement and satisfaction of all contractual and administrative issues arising out of procurements entered into in support of a grant project. Matters concerning the violation of a statute are to be referred to such federal, state, or local authority as may have proper jurisdiction.

The grantee may determine the type of procurement instrument used, e.g., fixed price contracts, cost reimbursable contracts, incentive contracts, or purchase orders. The contract type must be appropriate for the particular procurement and for promoting the best interest of the program involved. The “cost-plus-a-percentage-of-cost” or “percentage of construction cost” methods shall not be used.

II. Procurement Standards

When grantees procure property or services under a grant, their procurement policies must adhere to the standards set forth below. Sub-recipients of grant funds are subject to the same policies and procedures as the grantee.

- a. **Contract Administration.** Grantees shall maintain a system for contract administration that ensures that contractors perform in accordance with the terms, conditions, and specifications of their contracts or purchase orders. Grantees shall evaluate contractor performance and document, as appropriate, whether or not contractors have met the terms, conditions, and specifications of the contract.
- b. **Ethical Standards of Conduct.** Grantees shall maintain a written standard of conduct for awarding and administering contracts. No employee, officer, or agent of the recipient organization shall participate in the selection, or in the awarding or administration, of a contract supported by federal funds if a real or apparent conflict of interest would be involved. Such a conflict would arise when any of the following have a financial or other interest in the firm selected for a contract: the employee, officer, or agent; any member of his or her immediate family; his or her partner; or an organization which employs or is about to employ any of the preceding.

Grantee officers, employees, and agents will neither solicit nor accept gratuities, favors, or anything of monetary value from contractors, or parties to sub-agreements. However, grantees may set standards governing when the financial interest is not substantial or the gift is an unsolicited item of nominal value. The standards of conduct shall provide for disciplinary actions to be applied for violations of such standards by grantee officers, employees, or agents.

- c. **Open and Free Competition.** All procurement transactions will be conducted in a manner to provide, to the maximum extent practical, open and free competition. Grantees should be alert to organizational conflicts of interest or noncompetitive practices among contractors that may restrict or eliminate competition or otherwise restrain trade. In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work, invitations for bids and/or requests for proposals should be excluded from competing for such procurements. Awards shall be made to the bidder/offeror whose bid/offer is responsive to the solicitation and is most advantageous to the grantee, price, quality, and other factors considered. Solicitations shall clearly set forth all requirements that the bidder/offeror must fulfill in order for the bid/offer to be evaluated by the grantee. When it is in the grantee's interest to do so, any bid/offer may be rejected.
- d. **Small, Minority-Owned, and Women's Business Enterprises.** The grantee shall make positive efforts to assure that small businesses, minority-owned

firms, and women's business enterprises are used whenever possible. Organizations receiving federal awards shall take all the steps outlined below to further this goal. This shall include:

1. Placing qualified small, minority and women's business enterprises on solicitation lists;
2. Assuring that these businesses are solicited whenever they are potential sources;
3. Contracting with consortiums of small, minority-owned, or women's business enterprises, when a contract is too large for one of these firms to handle individually;
4. Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Department of Commerce's Minority Business Development Agency; and
5. Considering in the contract process whether firms competing for larger contracts intend to subcontract with small businesses, minority-owned firms, and women's business enterprises.

III. Procurement Procedures

Grantees must have formal procurement procedures. Proposed procurements are to be reviewed to avoid the purchase of unnecessary or duplicative items.

a. Solicitations. Solicitations for goods and services shall provide the following:

1. A clear and accurate description of the technical requirements for the material, product, or service to be procured. In competitive procurements, such a description shall not contain features that unduly restrict competition.
2. Requirements that the bidder/offeror must fulfill and all other factors to be used in evaluating bids or proposals.
3. Whenever practicable, a description of technical requirements in terms of the functions to be performed or the performance required, including the range of acceptable characteristics or minimum acceptable standards.
4. The specific features of "brand name or equal" descriptions that bidders are required to meet when such items are included in the solicitation.

5. Preference, to the extent practical and economically feasible, for products and services that conserve natural resources, protect the environment, and are energy efficient.

b. Selecting Contractors. Contracts will be made only with responsible contractors who possess the potential ability to perform successfully under the terms and conditions of a proposed procurement. Consideration should be given to such matters as contractor integrity, the record of past performance, financial and technical resources or accessibility to other necessary resources.

1. Some form of price or cost analysis should be made in connection with every procurement action. Price analysis may be accomplished in various ways, including the comparison of price quotations submitted, market prices and similar indicia, together with discounts. Cost analysis is the review and evaluation of each element of cost to determine reasonableness, allocability, and allowability.
2. Procurement records and files for purchases in excess of the simplified acquisition threshold (currently \$100,000) shall include the basis for contractor selection, justification for lack of competition when competitive bids or offers are not obtained, and the basis for award cost or price.

IV. Contract Provisions

a. Contracts in Excess of \$100,000. All contracts in excess of \$100,000 established under the grant award from the Center must provide for:

1. Administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and such remedial actions as may be appropriate.
2. Termination for cause and for convenience by the grantee, including the manner by which it will be effected and the basis for settlement. In addition, these contracts shall also contain a description of the conditions under which the contract may be terminated for default as well as conditions where the contract may be terminated because of circumstances beyond the control of the contractor.
3. Access by the recipient organization, the Center, the Comptroller General of the United States, or any other duly authorized representatives to any books, documents, papers, and records of the contractor that are directly pertinent to that specific contract for the purpose of making audit, examination, excerpts, and transcriptions.

b. Standard Clauses. All contracts, including small purchases, shall contain the following provisions as applicable:

1. **Equal Employment Opportunity.** All contracts awarded by the grantee and the grantee's contractors and sub-recipients having a value of more than \$10,000 must contain a provision requiring compliance with Executive Order 11246, entitled "Equal Employment Opportunity" as amended by Executive Order 11375, and as supplemented in Department of Labor regulations (41 CFR, Part 60).
2. **Byrd Anti-Lobbying Amendment (31 U.S.C. 1352).** Contractors who apply or bid for an award of \$100,000 or more must file a certification with the grantee stating that they will not and have not used federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any federal contract, grant, cooperative agreement, loan, or any other award covered by 31 U.S.C. 1352. Such contractors must also disclose to the grantee any lobbying that takes place in connection with obtaining any federal award.
3. **Debarment and Suspension (Executive Orders 12549 and 12689).** No contracts shall be made to parties listed on the General Services Administration's Lists of Parties Excluded From Federal Procurement or Non-procurement Programs in accordance with Executive Orders 12549 and 12689. These lists contain the names of contractors debarred, suspended, or proposed for debarment by agencies, and contractors declared ineligible under other statutory or regulatory authority other than Executive Order 12549. Grantees must obtain a certification regarding debarment and suspension from all sub-recipients and from all parties with whom they contract for goods or services when (a) the amount of the contract is \$100,000 or more, or (b) when, regardless of the amount of the contract, the contractor will have a critical influence or substantive control over the covered transaction. Such persons would be project directors and providers of federally required audit services.

V. Other Federal Guidance

- a. Buy American Act.** Consistent with the Buy American Act, 41 U.S.C. 10a-c and Public Law 105-277, grantees and sub-recipients who purchase products with grant funds should purchase only American-made equipment and products.

- b. **Welfare-to-Work Initiative.** To supplement the welfare-to-work initiative, grantees are encouraged, whenever possible, to hire welfare recipients and to provide additional needed training and/or mentoring.

APPENDIX 2

Cost Principles

I. Introduction

2 CFR Part 230 (OMB Circular A-122), “Cost Principles for Non-Profit Organizations,” is a comprehensive explanation of which costs are allowable under a government grant, how to determine whether a cost is reasonable, and how direct and indirect costs should be allocated. Please refer to the official OMB cost principles document. Applicant organizations may obtain a paper copy from the Center or read the full text online by going to www.access.gpo.gov/nara/cfr/cfr-table-search.html#page1.

II. Basic Definitions

Attachment A to the Circular describes

- a. **Allowable Costs.** To be allowable under an award, costs must meet the following general criteria:

1. Be reasonable for the performance of the award and be allocable thereto under these principles.
2. Conform to any limitations or exclusions set forth in these principles or in the award as to types or amount of cost items.
3. Be consistent with policies and procedures that apply uniformly to both federally financed and other activities of the organization.
4. Be accorded consistent treatment.
5. Be determined in accordance with generally accepted accounting principles.
6. Not be included as a cost or used to meet cost sharing or matching requirements of any other federally financed program in either the current or a prior period.
7. Be adequately documented.

b. Reasonable Costs. A cost is reasonable if, in its nature or amount, it does not exceed that which would be incurred by a prudent person under the circumstances prevailing at the time the decision was made to incur the costs. In determining the reasonableness of a given cost, consideration shall be given to:

1. Whether the cost is of a type generally recognized as ordinary and necessary for the operation of the organization or the performance of the award.
2. The restraints or requirements imposed by such factors as generally accepted sound business practices, arms-length bargaining, federal and state laws and regulations, and terms and conditions of the award.
3. Whether the individuals concerned acted with prudence in the circumstances, considering their responsibilities to the organization, its members, employees, and clients, the public at large, and the federal government.
4. Significant deviations from the established practices of the organization that may unjustifiably increase the award costs.

c. Allocable Costs. A cost may be allocated to the recipient organization's grant in accordance with the relative benefits received. A cost is allocable to a federal award if it is treated consistently with other costs incurred for the same purpose in like circumstances and if it:

- Is incurred specifically for the award.
- Benefits both the award and other work and can be distributed in reasonable proportion to the benefits received, or
- Is necessary to the overall operation of the organization, although a direct relationship to any particular cost objective cannot be shown.
- Any cost allocable to a particular award or other cost objective under these principles may not be shifted to other federal awards to overcome funding deficiencies, or to avoid restrictions imposed by law or by the terms of the award.

III. Potential Costs

Attachment B to 2 CFR Part 230 (OMB Circular A-122) describes 52 types of costs and explains when they are allowable and when they are not. Some of the potential costs covered by the Circular are not relevant to Center projects. Please note that costs marked with an “X” in the list below are **never** allowable and must not be included in an applicant organization’s budget for Center activities or in a grantee’s requests for payment. Other costs on the list may be unallowable in certain circumstances. Please refer to the Circular for explanations and contact the Center with any questions.

Failure to mention a particular item of cost is not intended to imply that it is unallowable; rather, determination as to allowability in each case should be based on the treatment or principles provided for similar or related items of cost.

1. Advertising and public relations costs
2. Advisory councils
- X 3. Alcoholic beverages
4. Audit costs and related services
- X 5. Bad debts
6. Bonding costs
7. Communication costs
8. Compensation for personal services
- X 9. Contingency provisions
10. Defense and prosecution of criminal and civil proceedings, claims, appeals and patent infringement
11. Depreciation and use allowances
12. Donations to the grant project
13. Employee morale, health, and welfare costs and credits
14. Entertainment costs
- X 15. Equipment and other capital expenditures
- X 16. Fines and penalties
- X 17. Fund raising and investment management costs
- X 18. Gains and losses on depreciable assets
- X 19. Goods or services for personal use
- X 20. Housing and personal living expenses for organization employees
21. Idle facilities and idle capacity
22. Insurance and indemnification
- X 23. Interest
24. Labor relations costs
- X 25. Lobbying
- X 26. Losses on other awards
27. Maintenance and repair costs
28. Materials and supplies
29. Meetings and conferences
30. Memberships, subscriptions, and professional activity costs

- X 31. Organization costs
- 32. Page charges in professional journals
- 33. Participant support costs
- 34. Patent costs
- 35. Plant and homeland security costs
- 36. Pre-agreement costs
- 37. Professional service costs
- 38. Publication and printing costs
- 39. Rearrangement and alteration costs
- 40. Reconversion costs
- 41. Recruiting costs
- 42. Relocation costs
- 43. Rental costs
- 44. Royalties and other costs for use of patents and copyrights
- 45. Selling and marketing
- 46. Specialized service facilities
- 47. Taxes
- 48. Termination costs
- 49. Training and education costs
- 50. Transportation costs
- 51. Travel costs
- 52. Trustees

APPENDIX 3

Cost-Share Report Form and Instruction Sheet

Below are illustrations of the form and instruction sheet that the Center will provide to grantees to aid them and local host coordinators (sub-grantees) in reporting cost share. The actual form is a spreadsheet that calculates totals automatically.



OPEN WORLD
LEADERSHIP CENTER

Tel 202.707.8943

Open World Leadership Center

Fax 202.252.3464

I. Identifying Information:	
Grantee:	
Grant Number:	
Program Theme:	
Program Dates:	Date Form Completed:

II. REQUIRED COST SHARE:						
	Column 1		Column 2		Column 3	Column 4
Homestay value:	# of Nights	X	# of Participants	X	Unit Value	Cost Share
Number of nights with home hosts: www.gsa.gov/perdiem	<input type="text"/>		<input type="text"/>		\$100.00	\$0.00
Donated meals:	# of Meals	X	# of Participants	X	Unit Value	Cost Share
Breakfasts:	<input type="text"/>		<input type="text"/>		\$10.00	\$0.00
Lunches:	<input type="text"/>		<input type="text"/>		\$15.00	\$0.00
Dinners:	<input type="text"/>		<input type="text"/>		\$30.00	\$0.00
www.gsa.gov/perdiem					SUBTOTAL:	\$0.00
Volunteer/host driving in their own cars:	Miles	X	Price per mile			Cost Share
Total miles all drivers: http://www.gsa.gov/	<input type="text"/>		\$0.51			\$0.00
Volunteer time:	Hours	X	Cost per hour			Cost Share
Other unpaid hours (staff, presenter, etc.): http://www.dol.gov/esa/minwage/america.htm	<input type="text"/>		\$8.00			\$0.00
					SUBTOTAL:	\$0.00
SUBTOTAL REQUIRED COST SHARE:						\$0.00

III. OPTIONAL SECTION		
Items received for free or at a discount, or that you are not claiming reimbursement for:		
Item Description	Value	
SUBTOTAL OPTIONAL COST SHARE:		\$0.00

Grand Total Cost Share: **\$0.00**



OPEN WORLD
LEADERSHIP CENTER

Open World Cost-Share Report Form Instruction Sheet

The Open World Cost-Share Report Form is designed to be a quick electronic tool for calculating in-kind contributions. Although the form can be printed and filled out by hand, the Center recommends using it on-screen, as the Excel file has all of the formulas loaded into it. If you are a local host coordinator, you may either e-mail or fax the completed form to your Grantee, along with all other final financial documentation, or you may mail a printout of it along with hard copies of final financial documentation to your Grantee. Sending this documentation via e-mail is preferred. All cost-share estimation forms are due to the Center by March 31, 2017.

Note that the form has three sections. The “Identifying Information” and “Required Cost Share” sections must be filled out in their entirety. The default amounts provided in Columns 2 and 3 are only estimates—please use the web links provided to find the amounts that apply to your state. There is no need to provide official documentation supporting the dollar amounts entered. The “Optional Section” is provided for you to list any other relevant in-kind contributions you choose. If you have any questions about these instructions, please contact Deputy Executive Director Jane Sargus at 202-707-8943 or jsar@openworld.gov (please put GRANT NUMBER OWLC-13XX - COST SHARE in the subject line).

INSTRUCTIONS

IDENTIFYING INFORMATION:

1. List your organization’s name. If a sub-grantee is completing the form, please list first the primary grantee organization followed by the sub-grantee organization.
2. Fill in the Open World Grant Number (e.g., OWLC—708).
3. List the theme and dates of your program.
4. Note the form’s completion date.

REQUIRED COST SHARE:

Homestay value:

1. Complete Column 1 with the number of nights of homestay provided to participants (delegates plus facilitator[s]).
2. Complete Column 2 with the number of participants to whom homestays were provided.
3. Column 3: Use the provided web link to check whether you may claim a higher unit value than the default value in Column 3 (based on your state). If you can, plug the higher value into the box titled “Unit Value.”
4. Column 4 will automatically populate.

Donated meals:

1. Complete Column 1 with the number of meals donated to the participants. (NOTE: This may include meals provided by homestay hosts, banquets, group breakfasts, etc.)
2. Complete Column 2 with the number of participants for each different type of donated meal (delegates plus facilitator[s]).
3. Column 3: Use the provided web link to check whether you may claim a higher unit value than the default value in Column 3 (based on your state). If you can, plug the higher value into the box titled “Unit Value.”
4. Column 4 will automatically populate, as will the “Subtotal” amount.

Volunteer/hosts driving in their own cars:

1. Complete Column 1 with the total number of miles donated in the process of transporting participants.
2. Column 2: Use the provided web link to check whether you may claim a higher unit value than the default value in Column 2 (based on your state). If you can, plug the higher value into the box titled “Price per mile.”
3. Column 4 will automatically populate.

Volunteer time:

1. Complete Column 1 with the number of volunteer hours donated in the appropriate category.
2. Column 2: Use the provided web link to check whether you may claim a higher unit value than the default value in Column 2 (based on your state). If you can, plug the higher value into the box titled “Cost per hour.”
3. Column 4 will automatically populate.

“Subtotal Required Cost Share” will automatically populate.

OPTIONAL SECTION:

Examples of items that might be noted in this section include donated gifts for delegates, discounts or free tickets for entertainment, donated overhead or administrative fees, and receptions.

1. Provide a brief but complete description of each in-kind contribution.
2. Enter the appropriate value amount for each contribution.
3. The “Subtotal Optional Cost Share” amount and the “Grand Total Cost Share” amount will automatically populate.

APPENDIX 4

Glossary of Terms

Cash Contributions - The cash outlay for budgeted project activities, including the outlay of money contributed to the grantee by third parties.

Cost Sharing - The portion of the costs of a project not charged to the Center funds. This would include cash contributions (as defined above) as well as the value of third-party in-kind contributions.

Debarment - The ineligibility of a grantee to receive any assistance or benefits from the federal government, either indefinitely or for a specified period of time, based on legal proceedings taken pursuant to agency regulations implementing Executive Order 12549.

Equipment - Tangible, non-expendable personal property having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.

Federally Recognized Tribal Government - The governing body or a governmental agency of any Indian tribe, Indian band, nation, or other organized group or community certified by the Secretary of the Interior as eligible for the special programs and services provided through the Bureau of Indian Affairs.

Grant - A legal instrument that provides financial assistance in the form of money or property to an eligible recipient. The term includes cooperative agreements but it does not apply to technical assistance which provides services instead of money, or other assistance in the form of revenue sharing, loans, loan guarantees, interest subsidies, insurance, or direct appropriations. The term does not include fellowships or other lump sum awards for which the recipient is not required to provide a financial accounting.

Grant Administrator - The member of the grantee organization who has the official responsibility for administering the grant, e.g., for negotiating budget revisions, overseeing the submission of required reports, and ensuring compliance with the terms and conditions of the grant.

Grant Period - The period established in the grant award during which the Center activities and expenditures are to occur.

Grantee - The organization to which a grant is awarded and which is accountable for the use of the funds provided.

Grants Officer - The Center staff member so designated by the Executive Director.

In-Kind Contributions - The value of noncash contributions provided by third parties. In-kind contributions may be in the form of charges for real property and equipment or the value of goods and services directly benefitting and specifically identifiable to the project.

Intangible Property - Includes, but is not limited to, trademarks; copyrights; patents and patent applications.

Local Government - A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of government, any other regional or interstate government entity, or any agency or instrumentality of a local government.

Obligation - The amounts of orders placed, contracts and grants awarded, goods and services received, and similar transactions during the grant period that will require payment.

Program Income - Money that is earned or received by a grantee or a sub-recipient from the activities supported by grant funds or from products resulting from grant activities. It includes, but is not limited to, income from fees for services performed and from the sale of items fabricated under a grant; admission fees; broadcast or distribution rights; and royalties on patents and copyrights.

Project Funds - Both the federal and nonfederal funds that are used to cover the cost of budgeted project activities.

Simplified Acquisition Threshold - This term replaces “small purchase threshold,” and the threshold is currently set at \$100,000 [41 U.S.C. 403 (11)].

State - Any of the several states of the United States, the District of Columbia, the Commonwealth of Puerto Rico, any territory or possession of the United States, or any agency or instrumentality of a state exclusive of local governments, institutions of higher education, and hospitals.

Sub-grant - An award of financial assistance in the form of money or property, made under a grant by a grantee to an eligible sub-recipient or by a sub-recipient to a lower-tier sub-recipient. The term includes financial assistance which is provided by any legal agreement, even if the agreement is called a contract, but it does not include the procurement of goods and services nor does it include any form of assistance that is excluded from the definition of a “grant.”

Sub-recipient (Sub-grantee) - The legal entity to which a sub-grant is awarded and which is accountable to the grantee for the use of the funds provided.

Supplies - All personal property excluding equipment and intangible property, as defined in this glossary.

Suspension -

(1) The suspension of a grant is the temporary withdrawal of Center sponsorship. This includes the withdrawal of authority to incur expenditures against grant funds, pending corrective action, or a decision to terminate the grant.

(2) The suspension of an individual or organization that causes that party to be temporarily ineligible to receive any assistance and benefits from the federal government pending the completion of investigation and legal proceedings as prescribed under agency regulations implementing Executive Order 12549. Such actions may lead to debarment of the grantee.

Termination - Cancellation of Center sponsorship of a project, including the withdrawal of authority to incur expenditures against previously awarded grant funds before that authority would otherwise expire.