OPEN WORLD PROGRAM
OPEN WORLD LEADERSHIP CENTER

2017 GRANT GUIDELINES

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, Mongolia, Russia, Serbia, Tajikistan, 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 25,000 alumni and a network of 8,300 host families in more than 2,300 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 introduce rising leaders of emerging countries to the importance of legislative functions in creating and sustaining democracies . . . through the introduction of young foreign leaders to American democratic governing and free market operations at every level; federal, state, and local.

In light of this mission, Open World will continue to bring emerging leaders from Eurasia 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, Russia, Serbia, Tajikistan, Turkmenistan, and Ukraine. Open World will give greater weight to those 2017 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 25,000 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 2017. Each delegation will consist of five delegates and one facilitator.[2] In addition, the Center is looking for illustrative proposals for up to ten 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, but it is likely that delegations will come from the following countries: Georgia, Kyrgyzstan, Mongolia, Serbia, Tajikistan, Turkmenistan, and Ukraine January through March. (Please see the table on pp. 33-36 for a listing of currently planned 2017 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 ninety-seven

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[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.

(plus any parliamentary) delegations from the participating countries. Those organizations that have projects and/or partnerships with their colleagues in participating countries are strongly encouraged to offer to defray and/or cover some of the costs of such programming by either covering some of the airfares and/or 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 17, 2016. Please see pp. 44-45 for instructions on submitting applications.

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

2017 GRANT PROCEDURES

Grants Overview

The **2017 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 2017 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 exchanges[3] in the United States. Homestays with American host families are an integral element of the program.

The Center plans to host up to 582 participants[4] (97 delegations) under these guidelines, with up to 228 participants (38 delegations) coming from Ukraine, up to 144 participants

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[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).

(24 delegations) from Russia, up to 12 participants (2 delegations) from Armenia, up to 18 participants from Azerbaijan (3 delegations), up to 24 participants (4 delegations) from Georgia, up to 30 participants (5 delegations) from Kazakhstan, up to 30 participants (5 delegations) from Kosovo, up to 24 participants (4 delegations) from Kyrgyzstan, up to 24 participants (4 delegations) from Serbia, up to 30 participants (5 delegations) from Tajikistan, and up to 18 participants (3 delegations) from Turkmenistan. **Final 2017 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 2017 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:

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[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.

- 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]

- 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 professionals[6] 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 pp. 41-42 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 2017 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

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[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 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.

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. 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

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[7] If an applicant organization anticipates that one or more of its prospective subgrantees will want to nominate candidates, its proposal should include the information requested in this paragraph for each such prospective subgrantee.
[8] The Open World Leadership Center will serve as the logistical contractor for the delegations from Armenia, Azerbaijan, Georgia, Kazakhstan, Kosovo, Mongolia, Serbia, Tajikistan, and Turkmenistan, and possibly for a limited number of delegations from one or more of the other countries covered by this solicitation.

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.

- 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 **2017 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 a 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. 44.) Proposed travel dates can be found in the table on pp. 33-36.

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

Promoting Media Literacy
Rationale: With the increase of cases of media manipulation, there is a need for greater focus on media literacy. The Media Initiatives Center in Armenia has developed a media literacy curriculum and is working with the Ministry of Education for its broad adoption as part of the public education curriculum. Exposure of a mixed group of education policy makers, administrators, and teachers to the U.S. experience and tradition of media literacy teaching at all levels, including university, would be extremely beneficial for expanding the understanding of the topic and promoting the adoption of a media literacy program within the public school system of Armenia. Delegates should also learn about public policies that support media literacy education in the United States, and develop a network of media literacy proponents and educators for further collaboration.

Accountability and Ethics in Government – E-Freedom of Information for Government, Civil Society, and Media Representatives

Rationale: The program will expose participants to the methods used to prevent corruption, encourage ethical leadership and transparency, and ensure accountability to the public through the broad dissemination of public information. The Government of Armenia recently adopted acts impacting on Freedom of Information (FOI) practices in that country which introduce a number of new methods that enable citizens, journalists and other requestors to submit electronic FOI requests to state bodies; coordinate and regulate FOI officers' work; mandate state bodies to ensure that FOI responses be complete and accurate; and regulate fees. E-FOI is in the very early stage of development in Armenia, while the U.S. is quite advanced and can serve as a model country in this respect. Participants will explore the critical role that NGOs, advocacy groups, and the media play as "watchdogs" as well as how social media is increasingly used to monitor good governance. Participants will look at "whistleblower" issues, the impact of the Freedom of Information Act, and various state sunshine laws.   The program will contribute to the goal of transparency, accountable governance, and citizen engagement, and provide ideas for improvement of the public transparency in Armenia.

Azerbaijan Themes

Women in STEM (Science, Technology, Engineering, and Math)
Rationale: The Government of Azerbaijan is making efforts to diversify its economy away from an overreliance on the oil sector and bolster its private sector. In addition, women in Azerbaijan face numerous social barriers to entering the science and technology fields. This program will enable women who have an expressed interest in science and technology fields to gain greater expertise and be exposed to the private sector's innovative ways of thinking and problem-solving through meetings with female entrepreneurs in science/tech and via visits to universities in the United States. The participants could engage in program activity that allows them to design/propose innovative solutions to diversify Azerbaijan's energy sector and increase private-sector entrepreneurship in the country. The best candidates for this program would be advanced university-level female students concentrating in STEM fields and female entrepreneurs or small-business owners in science and tech-related fields.

Environmental Campaigns/Public-Private Partnerships
Rationale: While Azerbaijan has committed to meet U.N. climate change goals and adopted a national target to increase the use of alternate energy by 20% by 2020, in general, adoption of green practices in the business sector and environmental education and consciousness among the public remains relatively low. This program seeks candidates from government, civil society, and the private sector who are interested in developing strategies for environmental campaigns such as promoting energy efficiency, fighting against pollution and littering, promotion of recycling, and natural resource conservation. The program would provide models for public-private collaboration in the plan and design of environmental goals and targets; marketing and media strategies; funding and budget management; and other elements that contribute to formulating successful environmental campaigns.

Combatting Domestic Violence

Rationale: Thousands of women in Azerbaijan are fighting an everyday battle for safety, respect, and dignity. Azerbaijan prides itself on being the first Muslim-majority country in the world to offer women's suffrage, and there is even a "Free Woman" statue in the center of Baku, which depicts a proud lady removing a head covering. However, domestic abuse of women is still commonplace in Azerbaijan, especially in rural communities. Compounding the problem (and perpetuating it) is the fact that most domestic violence cases are not reported. This program would be a valuable opportunity for representatives from Azerbaijan to learn about best practices to combat domestic violence, including awareness campaigns. Candidates suitable for the program would be Members or staffers of the National Assembly (Parliament), representatives of the Ministries of Education and Justice, and the State Committee for Family, Women and Children Affairs, and representatives from civic organizations, domestic abuse shelter leaders, and journalists.

Georgia Themes

Role of Local Legislatures/Staff

Rationale: As part of Open World's efforts to ensure programming for legislatures and legislators/staff in its participating countries, programming is planned in the first three months of the year to coincide when most U.S. state legislators in session for a broad programming in legislative processes. Local governance in Georgia is organized according to its Constitution and European Charter of Local Self-Government (ratified by Georgia in 2004[ ]) and the Organic Law of Georgia on Local Self-Government, the latest version of which was adopted in 2014. Georgia's municipal councils and various "self-governing" cities and communities could benefit greatly by participating in and observing legislative practices in the United States, with a focus on efficiency and transparency. This delegation might also include national level legislators and/or staff.

Environmental Protection/Sustainable Development

Rationale: In 2014, Georgia signed the EU Association Agreement, committing to respect the principles of sustainable development, protect the environment and mitigate climate change, improve environmental governance and meet environmental needs, including cross border cooperation and implementation of multilateral international agreements. Georgia is working to develop and strengthen its international cooperation on environmental issues, contributing to the long-term objective of sustainable development and greening the economy. It is expected that enhanced environment protection will benefit citizens and businesses in Georgia and contribute to more sustainable production patterns. Through Open World, delegates will observe how environmental protection issues are addressed in the United States, which will bring international expertise to improving Georgia's environment.

Sustainable Tourism

Rationale: Tourism in Georgia is an economic development priority and the Georgian National Tourism Administration is focused on developing the country's image and promoting Georgia as a tourism destination worldwide. The Agency of Protected Areas

(APA) manages Georgia's nature reserves, national parks, natural monuments, managed reserves, protected landscapes, biosphere reserves, world heritage sites, and wetland sites of international importance. APA provides ecotourism services through 20 visitor centers, tourist trails, and guides. Georgia would benefit from learning more about how the United States balances preservation with tourism, and how best to create economic opportunities for local communities. Open World provides an excellent opportunity to help Georgian professionals learn best practices on management and protection of public lands and parks and examine the use of education programs with a focus on tourism management.

Best Media Practices/Independent Media
Rationale: The role of independent media is crucial in any democracy for holding government accountable and keeping citizenry informed and engaged in political processes. This role acquires more significance for countries like Georgia, where democratic institutions are still fragile. Georgia's democratic election cycle is one of the indicators the country's development is on the right track. While Georgia's media is a significant watchdog in this process, there's room for professional improvement. An Open World program coming after the highly-charged Presidential and Parliamentary elections of 2016 in the U.S. and Georgia respectively will provide Georgian media representatives with an excellent opportunity to learn more about: American media experience in covering not only the elections, but the election campaign and post-election environment; lessons learned regarding what works well and what does not; how American journalists draw a line, but at the same time maintain balance, between the news and editorials; and, relations between government media communications officers and journalists. Additionally, understanding of political processes in the United States is important for Georgian journalists and audiences to battle any misinformation or ambiguity that might exist.

Kazakhstan Themes

Role of Local Legislatures/Staff
Rationale: As part of Open World's efforts to ensure programming for legislatures and legislators/staff in its participating countries, programming is planned in the first three months of the year to coincide when most U.S. state legislators in session for a broad programming in legislative processes. Recent legislation on local self-governance in Kazakhstan has been aimed at enhancing the role of the citizen in decisions that are made at the local level. Despite recent progress, the OSCE has noted that "there are some outstanding issues related to . . . enhancing the accountability of local authorities, that should be taken into account in drafting legislation for the next stage of decentralization reform." Open World programming focusing on legislative processes would serve as a very informative guide to the legislators/staffers from Kazakhstan who will participate in this program. This delegation might also include national level legislators and/or staff.

National Parks/Parks and Recreation
Rationale: Kazakhstan, with its array of flatlands, steppes, taigas, rock-canyons, hills, deltas, and snow-capped mountains is blessed by having more than ten national parks, and would like to capitalize on having all this natural beauty by learning Western practices

regarding park conservation and outdoor activity promotion. One aspect of this program, while furthering the development and understanding of national park management, would also be to focus on how national parks can be used to further youth programs in Kazakhstan that are administered by the Ministry of Education and Science Committee on Youth Policy.

Best Media Practices
Rationale: The press in Kazakhstan is closely controlled by the government, and the few independent news websites and print outlets have been under very severe pressure from the state in recent years, with many outlets being banned for "extremism." Nonetheless, a robust media environment is breaking through by using internet-based technologies. By providing journalists from Kazakhstan with exposure to strong journalistic practices and seasoned journalists, best practices can be explored and lessons learned about the benefits to society of a free press. One aspect of such programming would also focus on the role of government spokespersons.

School-Based Drug Prevention Program
Rationale: The Republican Centre for Healthy Lifestyles, which has branches in all the regions of Kazakhstan, plays an active role in the prevention of drug addiction and other diseases. It supports 17 youth health centers in the country, which provide comprehensive medical and psychosocial services, taking a friendly, accessible approach towards young people. For those with a drug problem, the services also include consultation, assistance, and support. In recent years, a new school subject "Self-knowledge and the moral and spiritual development of the individual' was introduced, initially in pre-school education and then in higher education institutions, which includes interactive sessions that are devoted to the prevention of drug use and the development of life skills. An Open World program in this area would be of great benefit to the participants from Kazakhstan as well as to their American hosts as this is truly one area in which we need to learn from one another how to defeat the scourge of drug abuse.

Environmental Education
Rationale: The severity of Kazakhstan's ecological problems had led to state agencies and civic activists building public support for ecological rehabilitation in the country. Part of this effort is the creation of a comprehensive national program of environmental education based on Education for Sustainable Development (ESD) principles. During the U.N. Decade of ESD (2005-2014), sustainability efforts grew across schools, higher education institutions, non-profits, government agencies, industry, and in faith communities throughout the United States and there are many best practices to learn and exchange with education professionals, environmental leaders and educators from Kazakhstan to improve understanding and awareness of environmental sustainability in the future.

Kosovo Themes

Improving the Organization of Elections and Public Policy for Election Management
Rationale: Kosovo will hold its municipal elections in fall 2017. While the country has reasonably good legislation to produce free, fair and transparent elections, it faces numerous challenges in the management of these elections, including developing an accurate voter list; cooperation with civil society for election administration; and, adequate civic education programs to motivate public participation. This Open World program will demonstrate U.S. models and best practices for elections. Participants may include representatives from the Central Election Commission, the Ministry of Internal Affairs, the Election Complaints and Appeals Panel, and various non-governmental organizations.

Public Inclusion in the Policy Making Process
Rationale: The Government of Kosovo recognizes the importance of public inclusion in the policy making process, and adopted a specific regulation for minimal standards of a public consultation process in 2016. Still, both the government and civil society need to improve the level of public participation in policy development. Through this program, government representatives, civil society activists, think-tank professionals, and leaders of varied interest groups could share best practices for the varying degrees of participation that shape public policies such as exchanging information, consulting, engaging in dialogue, and setting up community partnerships.

Multilingualism and Access to Public Information
Rationale: One of the Government of Kosovo's key social and security priorities is supporting the development of an inclusive and multi-ethnic society with equal and free access to information in all official languages at both national and local levels. The dissemination of information in all official languages is an important pathway to social and economic development. Kosovo's past strategies for the protection of language rights and the integration of Roma, Egyptian and Ashkali communities were largely unimplemented, limited by institutional capacity, lack of investment, and societal discrimination. This program would address public policy approaches successful in introducing and promoting multilingualism and equal and free access to public information in Kosovo, by sharing best practices from governmental entities, non-governmental organizations, and academia. Participants may include representatives from the President's Communities' Consultative Council, the Prime Minister's Office of Communities' Affairs, the minority-language public broadcaster RTK2, and other media outlets.

Supporting Judicial Ethics and Discipline
Rationale: Judicial reform in Kosovo is a key priority for the country. Judicial misconduct and discipline are crucial issues as Kosovo strives to improve the standards and efficiency of its judges and prosecutors. At present, the judiciary in Kosovo has disciplinary structures in place, but they lack the financial and managerial autonomy needed for the effective and objective execution of their duties. This program seeks to expose a wide range of judicial officials, judges, prosecutors and bar association leaders to the best public policy and disciplinary approaches with regard to common ethical issues that challenge every country's judiciary. Participants may include officials from the Ministry of Justice,

Chief State Prosecutor Office, Kosovo Judicial Council, Kosovo Prosecutorial Council, Office of the Disciplinary Prosecutor, Ombudsperson, Kosovo Chamber of Advocates, and Kosovo Judicial Institute.

Education Policies and Planning: Development of an Improved Higher Education Sector
Rationale: The transformation of the higher education system in Kosovo is a key priority for the Government of Kosovo. With a draft law on higher education currently working its way through the government, program participants would be interested in best practices in higher education systems in the U.S., particularly funding mechanisms, institutionalized cooperation between public universities, minority student integration, and procedures for faculty promotion—all important components of the current higher education debate. Furthermore, this program would provide an opportunity to build or continue cooperation with U.S. educational institutions. Participants may include Ministry of Education officials, representatives from public universities, and relevant legislative staff.

Kyrgyzstan Themes

Encouraging Women's STEM Education and Careers
Rationale: There is a systematic underrepresentation of women in technology in Kyrgyzstan. Changing societal norms and increasing women's ability and representation in technical fields will help to ensure the application of technological thinking to the exercise of finding solutions for issues that particularly affect women, and the development of opportunities that would particularly benefit them. The program would look at U.S. programs designed to create programs that create opportunities and encourage girls/women to participate in STEM education and careers and would be targeted to government officials and civic leaders charged with development of school curriculums and outside activities, youth leaders, and advocates of increased opportunities for women.

Best Practices in Adoption
Rationale: In August 2016, Kyrgyzstan acceded to the Hague Convention on adoptions. Adoption judges and others involved in the adoption process would benefit greatly from gaining knowledge of U.S. immigration law and judicial procedures on adoption; meeting with various stakeholders in international adoptions including the key parties in U.S. Hague Convention adoptions; exploring best practices in international adoptions, special needs adoptions, and foster care, including the range of support services available to adoptees and their families; examining the role and work of social service agencies as part of the child welfare system; and learning about post-adoption issues and good practices in post-adoption follow-up services and support.

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 in Kyrgyzstan are playing an increasingly important role 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.

Domestic/Gender-Based Violence – Victims' Rights and Prosecution of Perpetrators
Rationale: Domestic violence continues to be a major problem in Kyrgyzstan with high rates of abuse and very few prosecutions of offenders. This program would take prosecutors and civic leaders to the United States to see how victims are cared for and how criminal proceedings against perpetrators of violence are conducted. Emphasis would be placed on the importance of formal prosecution to achieve justice, changing societal thinking on domestic violence as a "family matter", and deterring future acts of domestic violence in communities.

Russia Themes

Social Entrepreneurship for Women
Rationale: Social entrepreneurship is becoming more and more widespread in Russia. Leading corporations are adapting business approaches to solve social problems, and in the labor market there is a demand for professionals with experience in changing the local environment for the better. There is a lag in Russian development of social entrepreneurship as the concept is not usually introduced in high school or earlier. This program will provide an excellent chance for leading socially-conscious women to hone their skills and make social entrepreneurship more broadly accepted in Russia. A focus of the program will be the design and implementation of socially conscious programming aimed at families and children such as bookmobiles and music/entertainment events.

Women Leaders in STEM (Science, Technology, Engineering, and Math)
Rationale: At a Graduate Women International Conference in Cape Town, South Africa in August 2016, a new Russian-American initiative was announced to expand women's professional contribution in the STEM fields. Changing societal norms and increasing women's ability and representation in technical fields will help to ensure the application of technological thinking to the exercise of finding solutions for issues that particularly affect women, and the development of opportunities that would particularly benefit them. The program would look at U.S. programs designed to create programs that create opportunities and encourage girls/women to participate in STEM education and careers and would be targeted to government officials and civic leaders charged with development of school curriculums and outside activities, youth leaders, and advocates of increased opportunities for girls and women.

Women in Politics
Rationale: Although Russia has a relatively large share of female political leaders in regional legislatures, the number of influential women decreases sharply at the top of both the legislative and executive branch. Many young Russian women either do not view

politics as a worthwhile venture or do not believe they can successfully partake in it. Russia also lacks formal mentorship programs for female politicians that have thrived elsewhere. This program would engage Russian women at the start of their political careers and link them with American leaders and organizations engaged in political mentorship of women. The goals are to: build relationships with Russia's future leaders; increase the capacity of Russian women to organize and reach the highest echelons of politics and civil society; and encourage Russian women active in politics to develop mentorship networks. The program could include meetings with successful women that are active in state and national political parties, legislatures, and administrations; workshops with American female political mentorship clubs and organizations; and, meetings with female-led civil society organizations engaged in political lobbying.

Community-Focused Women Entrepreneurs in Sister Cities (Five Groups)
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, and in the early days of the Russian Federation (1990s). As these partnerships matured, the focus changed to sustainable development of economic and human resources, and the promotion of trade. In recent years, entrepreneurship and innovation has taken root in Russia. Departments and ministries on the federal and regional level now provide support and infrastructure to small and medium sized businesses. A new generation of women in Russia has now started taking risks to start new businesses and reinvent small businesses currently owned by family members. Women entrepreneurs from Perm, St. Petersburg, Tyumen, Vladivostok, and Volgograd are eager to visit their sister cities and clubs in the U.S. to exchange best practices and discuss opportunities for joint ventures and expanding their enterprises abroad. These programs will be aimed at hosts that either have ongoing partnerships with these cities/regions or indicate that they are able to sustain such relationships.

Livable City Planning
Rationale: Russia's cities are the product of mid-20th century central planning and more recent economic collapse and subsequent gradual economic revival. Increased vehicle ownership and internal migration over the past 20 years has strained existing infrastructure and contributed to congestion and increased carbon pollution in regional centers. To address this problem, a growing group of civic activists promoting livable cities and sustainable transportation grids has developed across Russia. Initial successes have shown that data driven analysis, wide stakeholder involvement, and effective community outreach and networking are needed for the creation of effective policies and planning programs that address both climate change and sustainable economic growth. What city planners and community activists do individually and in unison to address climate change and promote livable cities can set the agenda for communities and governments everywhere. The Open World program for this theme should focus on data-driven public policy decision making, inclusive decision making processes in municipal settings, alternative financing options for climate change infrastructure improvement, and public outreach in change settings. In addition, the program should encourage professional ties with U.S. city planning professions and activists for the New Urbanism, and provide a forum to discuss means to

support and sustain community networks across distances, whether in Russia or internationally. Participants may include city planners, civic activists, and local journalists.

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. Russians do have the skills and technologies to further innovation and contribute, both academically and in an entrepreneurial manner, in the policy arena, 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 theme 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. Participants include researchers and analysts in innovation/entrepreneurship and non-governmental organizations.

Use of DNA Analysis to Deter Illegal Logging
Rationale: Forests cover approximately half of Russia's land mass and are an environmental resource that is critical to world climate stabilization. Moreover, Russia's forests provide important habitats for a number of threatened plant and animal species. Logging increases global warming with heightened carbon emissions and elevates the risks of landslides through the loss of watersheds. The World Bank estimates that annually, illegally cleared land globally is equivalent to the size of Ireland. Money earned from trade in illegal timber products has been estimated by Interpol to equal $30 billion annually. Russia is the world's largest exporter of logs. The demand for high-value timber is fueling trade in logs sourced illegally. In 2013, data indicated that the volume of illegal logging in Russia had increased nearly 70%. While some of the illegal logging is tied to organized crime, a significant volume is also tied to legal entities exceeding valid logging permits – harvesting more than they are allowed or taking species that aren't permitted.   Poor law enforcement in Russia facilitates the trade in illegal timber. This illegal trade in timber creates an abundance of stolen timber which depresses prices, slashes margins and deters investing in better timber-management practices. Therefore, Russia's enforcement issues become a world-wide problem. The U.S. has a legal basis, through the Lacey Act, to hold U.S. companies accountable for wood products that are determined to be illegally sourced. Additionally new technologies allow law enforcement to pinpoint the species and origin of a piece of timber through DNA testing. This Open World program proposal is to bring individuals from Russia's forestry and timber industry sector to the U.S. to learn about the criminal justice framework and the investigative and testing techniques that enable U.S. law enforcement to battle the trade in illegally sourced timber. A preferable hosting location would have laboratory and testing facilities for forest genetics, U.S. Forest Service research facilities, and "good" industry players to demonstrate a workable/cooperative enforcement mechanism.

Organic Certification
Rationale: Russia's organic produce sector is in its nascent stages, still lacking legislated standards or definitions for labeling. There does exist a small domestic niche market for

'organic' products, and some forward-looking producers are seeking to position themselves for future growth opportunities both domestically and on the export market, but domestic consumption remains extremely low and most consumers do not distinguish between 'natural' and 'organic' products. The definition of 'organic' and its benefits to consumers and the environment is not clear to consumers. A draft federal law on organic agriculture is currently moving through the Russian legislature, but there remains much debate on the standards to be adopted and potential trade impacts. As such, there is great interest in how organic programs and markets function in other countries, particularly in the United States. The program will acquaint leaders in Russia's organic produce sector with how organic programs and markets function in the U.S.; promote the use of robust, internationally recognized standards in Russia's organic produce sector; and introduce bilateral contacts to advance the development of Russia's organic produce infrastructure.

Forest Management
Rationale: Russian protected areas are sites of exceptional biodiversity, and Russian protected area managers could gain from U.S. experience on habitation conservation, long term management planning, and scientific research. Program participants will meet with their U.S. counterparts to examine how forests, refuges, and parks protect biodiversity and how national level management helps inform lower-level activities. Overall, this program should highlight U.S. strategies for managing national and state forests, refuges, parks and other natural heritage sites to meet the often conflicting goals of natural and cultural resource protection and viable local economic development. Participants will examine the U.S. national forest, refuge, park and protected area management systems, trends in biodiversity conservation and wildlife management, and explore how the private sector can provide input and support for scientific research. The project will foster discussion among field experts and local communities on the roles of governments and the private sector in biodiversity preservation and forest/refuge/park management.

Ecotourism in National Parks, Refuges, and Reserves
Rationale: Russian protected areas can potentially serve as a source for both revenue and environmental education within Russia. Some Russians that live in protected areas worry that a culture of ecotourism does not exist in Russia and tourism can only be detrimental to nature reserves. Russian protected area managers see the U.S. system of national parks as a model and many Russians are working to create a culture change within their system in relation to ecotourism. These younger Russian park managers are seeking to help the Russian national park system better develop its outreach and visitor education programs, including the use of visitor centers. This program will support the goal of developing environmental/green tourism in and around national parks in Russia. The program will also help support Russian civil society, by fostering the establishment of "friends of parks" associations and societies, which are organized to assist national parks and nature reserves through volunteer work and the collection of private donations. This program should demonstrate ways to attract more tourists to national parks, hands on training in environmental education, proper ways to develop new trails for various age groups of tourists, and associated tourist infrastructure. This visit would give Russian experts a better understanding of how U.S. park management works and explain the important difference between total numbers of visits a year and total number of visitors. Park managers need to

understand that frequent visitors have different expectations of service than one time tourists. It is recommend that the hosting location be situated near a national park/refuge/reserve with recognized excellence in outreach and visitor support activities, and ecotourism, especially parks that have established partnerships with "friends" societies and other NGOs that support them.

Legacy Waste Remediation
Rationale: During the Soviet era, heedless development tied to physical production quotas made concern for the environmental consequences of industrial processes a secondary one. Metallurgical and chemical facilities conducted environmentally destructive practices. Hazardous and toxic waste products were often dumped into quickly prepared landfills or other storage facilities. The new private owners of former state industrial enterprises often do not consider waste dumps created during the Soviet era to be their property. The result is that thousands of hazardous legacy waste sites remain abandoned, sites which pose a serious hazard to air, water, and land quality, and to the health of local residents.
While the Russian government recognizes the problem and has identified legacy waste sites, it has been slow to take concrete steps to address the problem. Site remediation requires strategies for engagement with nearby communities, and in the U.S. the EPA has developed strategies in this area. This program would allow for Russian specialists engaged in legacy waste remediation to visit remediated sites in the U.S. and learn best technical, management, and public outreach practices. They will also see how green technologies can be used to manage/control hazardous waste. Participants may include regional and local officials, environmental NGO leaders, other community leaders, and environmental journalists.

Best Media Practices/Independent Media
Rationale: Most Russian media outlets are now owned or controlled 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 relations with the West and the hostilities in Ukraine. 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 in both countries and the world at large with their colleagues.

Successful Blogging
Rationale: In 2014, a new blogger law was introduced in Russia subjecting bloggers with more than 3,000 daily readers to the same rules as professional journalists – mandatory registration of their sites and as journalists/bloggers. The law has impacted sharing of information by IT developers and has led to self-censorship. Vague anti-terror laws have also caused concern for bloggers on what can be perceived as treason or extremist support by authorities. Blogs (originally weblogs) are online sources of opinion, reflection, and learning shared with readers and through other digital media. Successful blogs are accessible, informative, and at times, entertaining. The program will explore what works, networking, branding, funding, and other relevant topics.

Inclusive Education

Rationale: Since Sept. 2014, all schools in Russia must include children with disabilities and new standards on inclusive education will go into effect in September 2016. There are more than 500,000 children with disabilities in Russia and nearly 200,000 are still segregated in residential institutions and special (correctional) schools or isolated in their homes, and more than 13,000 of these children receive no education at all. Civic organizations estimate that there are another 1.5 million children who have special education needs and are getting little or no support. Although more than 20,000 children with disabilities attended mainstream schools in 2014/2015, the majority of them still do not receive sufficient support, or are in separate classrooms or are home schooled or in distance learning programs. Despite these improvements, Russian schools and teachers lack the skills and knowledge to include children with disabilities in their classrooms. Some barriers are: most schools and public transportation are still inaccessible; educators lack the knowledge, skills and resources to support these children in mainstream settings; teachers lack skills, knowledge and information about inclusive instruction methods; parents have little information about their children's rights to inclusive education services and how to advocate for them; and many myths and stereotypes about children with disabilities still exist. This Open World program should include site visits and discussions on inclusive education, teaching methods, and information and new technologies that can facilitate inclusive education. Participants may include education leaders with disabilities, teachers, professors, and parents of disabled children representing NGOs.

Autism Spectrum Disorder (ASD)

Rationale: It is estimated by several sources that more than 200,000 Russians live with autism. The disorder is caused by underdevelopment in the brain and can manifest in a lack of communication skills, speech defects, and erratic behavior due to changes in routine. In the last five years in Russia as in other countries, there has been an increase in young children diagnosed with ASD and an increase in services to people with ASD by both governmental and non-governmental organizations. Attitudes inherited from the Soviet Union persist, with expectations that people with ASD ought to be institutionalized or kept at home, and public rebuke of children with ASD who may be disruptive in public places. But, things are changing, and there has been a lessening of the stigma related to certain disabilities in general. Moscow now has a movie theater that specifically welcomes ASD families, which allows families to venture outside their homes. The Open World program for this theme will allow the participants to meet with their professional counterparts who treat those with ASD, parents, and patients, and to visit organizations that provide services and support to those with ASD.

Social Integration of Children and Adults with Mental Impairments

Rationale: Russians with mental impairments are often vulnerable, neglected, and excluded from society. Despite some progress in integrating disability issues into the economic, legal, educational, and social agenda, the needs of people with mental impairments, including people with Down Syndrome and Autism Spectrum Disorder, are ignored by a large portion of Russian society. Orphaned children and youth with mental impairments are generally admitted to state institutions where they live in inhumane environments—deprived of education, employment opportunities, and basic human

rights. There is no state-funded social support system to assist people with mental impairments and their families outside of the state institution system. Despite these obstacles, there are a number of inspiring local non-governmental organizations that are actively advocating for the rights of the mentally impaired. Adequate legislation, health insurance, economic and social incentives, education and training are needed to build a sufficient infrastructure of social support for people with mental impairments and their families in Russia. It would be beneficial for Russian NGO activists, educators, and socially-oriented business people working to promote inclusion and tolerance to learn from the American experience of integrating people with mental impairments into general society. This program would equip the Russian professional community with new ideas, materials, and contacts in this field.

Accessible Cities
Rationale: The UN Convention on the Rights of People with Disabilities (Article 2), ratified in 2013 by the Russian Federation, defines "universal design" as the design of products, environments, programs and services to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design. In 2016 legislation went into force that requires services, buildings and public spaces in Russia to be broadly accessible and the Ministry of Trade is planning to establish a Center on Universal Design in 2017. Universal design is a very new concept for Russia where accessibility is still not widespread. Although, Russia recently passed legislation that guarantees fully accessible services for persons with disabilities, there are still only a small number of specialists who have the knowledge, skills and vision to design buildings or organize the space so that it is accessible and welcoming for a wide range of people. Many businesses are committed to making their premises fully inclusive but there is limited expertise in this area. The Open World program should include an exchange of best practices and innovative ideas on making cities accessible for individuals with disabilities. The programming also should include discussions as to how to positively influence legislative/regulatory processes to advance accessibility practices.

Indigenous Groups of Russia (Finno-Ugric, Arctic Regions, and Others – Two Groups)
Rationale: The indigenous people of Russia face the pressure of assimilation and they tend to live in economically marginalized areas. Indigenous people throughout Russia have lost the ability to pursue their traditional way of life in areas where resource extraction occurs, and alcoholism and suicide amongst Russian indigenous groups, many who live in the Arctic, is higher than the Russian population at large. In particular, the Finno-Ugric peoples of Russia face pressures of assimilation, and the loss of their native languages. Assimilation is taking place against a background of depopulation of Finno-Ugric areas through migration and low birth rates, leading to a further decline of economic opportunity in these impoverished regions. These ethnic groups often also lack a familiarity with modern information technology and the role it can play in language preservation. During their Open World program, participants will learn about strategies in the U.S. that ensure hunting and fishing rights for indigenous communities and other ways to preserve their economic viability. Indigenous activists focused on language and cultural preservation could learn from Native Americans such as the Navajo who have made great strides in recording their language. Through this program young indigenous leaders would be given

the chance to familiarize themselves with the system of governance that exists on Indian reservations and the use of digital technology to preserve language and cultural heritage.

Think Tanks – Muslim Inter-Ethnic Issues
Rationale: In a region susceptible to radical extremism, debates regarding measures to counter extremism and discussions promoting deeper understanding of the Islamic faith are key to maintaining peace locally and fighting radicalized terror internationally. Through their Open World program, Russia experts in Islam and inter-ethnic issues will meet their American counterparts (and other experts in the U.S.) to explore efforts to educate the public regarding the Muslim faith and its practices and discuss methods to lessen the devastating radicalization of those that would use faith for nefarious purposes both locally and globally.

Serbia Themes

Higher Education System
Rationale: Serbia is currently undertaking higher education reform to bring its system closer to the ones adopted in most European countries under the Bologna Declaration and its recommendations. This has been a long and painful process in Serbia, particularly at some state universities. This program would expose important higher-education decision-makers in Serbia to alternative ways of accrediting courses that students take outside their host institution and allowing internships to become part of curricula, to be more in line with the demands of today's job market, and creating a higher education system that would enable more practical and hands-on knowledge for students, all with the utmost aim of making Serbia a more democratic society, with better economic opportunities for future generations. The participants will see, learn and hopefully adopt some higher education practices in the U.S., such as: systems of accrediting courses and how accreditation allows for mobility of students; internships and how they can be integrated into the course curriculum; the U.S. approach to lifelong learning (e.g., how universities accommodate the needs of working students); and mentoring programs. Participants may include mid-level managers and decision-makers in the Serbian Ministry of Education and Science and the National Education Council, as well as Serbian university administrators and representatives.

Food Security and Food Safety
Rationale: Contributing almost ten percent to total GDP, agriculture is key to increasing economic prosperity and stability in Serbia. It is the only sector that has consistently registered a foreign trade surplus. A goal of the program is to address food security and food safety challenges by demonstrating how food and market systems are developed to expand trade and economic growth. At the same time, the program will explore how regulatory environment can be developed so that it encourages trade, both imports and exports. This activity would further develop a much needed foundation of trained experts who can craft and implement progressive agricultural policies for the country and help ensure global food security objectives are met as well. Through this program Serbian participants will be introduced to the existing food safety system in the United States, the

world's largest importer of agri-food products. Participants will be able to: examine U.S. policies and programs relating to food safety and sustainable climate/smart agriculture; learn about the political, social, environmental, and economic forces that influence U.S. agricultural trade policies; explore how U.S. food commodities are regulated and marketed from farm- to- table and globally; and assess how federal, regional and local programs for agricultural research, inspection, trade promotion, resource conservation help ensure U.S. agricultural competitiveness in the global marketplace, while safeguarding the public and the environment through prevention and reaction mechanisms that ensure public health. Participants may include government officials from the Ministry of Agriculture and Environmental Protection, Ministry of Health, scientists and academics from Serbian university departments and scientific institutes, representatives of NGOs involved in food security and safety, and agricultural journalists.

Building E-Government Capacity: Training Government Officials to Use Social Media for Reaching Citizens More Effectively
Rationale: Social media, when used well, allows governments to connect with their citizens directly and respond promptly to their concerns. Civil servants can provide: information on government services, respond to emergencies and health crises and increase transparency. Current government social media messages in Serbia are little more than digital press releases at this time. Through an Open World program, Serbian participants can learn how e-government can expand to serve the Serbian people by including programming that demonstrates: digital and social media playing an essential role in the process of government process (in this case timely exposure to all aspects of the European Union integration process); a digital amber alert system for wanted criminals and warnings of natural disasters and/or emergency situations; public service announcements; and tourism promotion.

Young Political Leaders
Rationale: As Serbia continues to develop its democratic institutions, members of political parties state that they need to have a solid model on which to build their political perspectives. Young activists from major political parties would benefit from learning about the U.S. political system and U.S. politics. This program would have young members of legitimate political parties observe and understand how the political system in the U.S. works. Exposure to an established representative governing structure that responds to constituency needs will help the future generation of Serbian politicians learn how to govern and legislate more effectively. Lessons learned will pay dividends well into the future when young leaders put into practice democratic values and processes. It will also build bridges between the future leaders of Serbia and the political leaders/structures of the United States.

Tajikistan Themes

Role of Women in Countering Violent Extremism
Rationale: Tajikistan is a predominantly Muslim country with a fragile economy and poor prospects for employment. The economic downturn and diminishing employment

opportunities leaves the potential for young people to be restless and alienated. This Open World program will examine the role of women, both in the family and in the community, in countering the influence of violent extremism. The delegates should meet with community activists in inner cities, church groups or other influential grassroots organizations to see how women in society can be incorporated in the battle against violent extremism.

Innovation, Technology, and Start-ups
Rationale: The vast majority of internet users in Tajikistan access the internet via smart phones. Some of them have begun developing applications (apps). There is tremendous potential for growth in this sector, but there is little formal education in innovation, technology or start-ups. This Open World delegation should meet small web-developers, programmers and other innovators in the field to look at how this growth could be pursued in Tajikistan.

Physicians and Mental Health and Well-being
Rationale: Tajikistan's health care system is rudimentary, particularly outside of the main cities of Dushanbe and Khujand. Medical facilities and their attendant physicians lack the necessary training to diagnose and treat developmental disabilities or mental illnesses. Participants on an Open World program focusing on this topic would visit appropriate facilities in the U.S., particularly those that cater to low-income areas, to look at how to provide mental health and well-being treatment and therapy in areas where there is not much awareness of these conditions and practices.

Ecotourism
Rationale: Tajikistan has a visually spectacular landscape, with 90 percent of its land covered by mountains. Despite its potential, the tourism industry here is nascent. Having an Open World delegation visit and learn from tour outfitters, guide companies, and eco-lodges in the United States could help ecotourism leaders from Tajikistan learn how to develop their industry, how to advertise to adventure tourists, and how to develop the industry in a way that is environmentally responsible and protects this country's fragile natural resources, particularly its water resources.

Domestic Violence Prevention
Rationale: Domestic violence remains a serious issue in Tajikistan, and there are not a lot of options or advocacy for victims. This delegation should visit shelters and advocacy groups to discuss how battered women can be protected and cared for, and how organizations can speak on their behalf. In addition, they should learn more about how to conduct public awareness campaigns aimed at stopping domestic violence.

Turkmenistan Themes

Women Entrepreneurs
Rationale: Developing business domestically is one of the top priorities for the government of Turkmenistan. Despite the increase in the number of small businesses in the last few

years, women business leaders are few. Successful women entrepreneurs could serve as a role model for a younger generation of women and allow local economies to prosper. Participants may include members of the Union of Entrepreneurs and Industrialists of Turkmenistan.

E-governance for Hospital Staff
Rationale: Turkmenistan has been introducing electronic systems in government agencies. As part of a nationwide effort, all hospitals in Turkmenistan have instituted an electronic patient database. Meeting with American colleagues will allow medical specialists from Turkmenistan to learn of their experience in all aspects of patient databases such as: the information they contain that allows for efficient and effective patient care; statistical and medical research information; and, policies regarding the privacy of patient records. Participants may include officials from the Ministry of Health and administrators and staff from regional hospitals.

Journalism
Rationale: All print and broadcast media are controlled by the government of Turkmenistan, but some non-governmental journalists work in the country. They are representatives of foreign media accredited in Turkmenistan. The foreign outlets rely on local stringers and freelancers to cover domestic stories. Sending accredited non-governmental journalists on Open World will help them improve their professional capability and the quality of material they publish.

Ukraine Themes

Legislative Development (Four Delegations)
Rationale: As part of Open World's efforts to ensure programming for legislatures and legislators/staff in its participating countries, programming is planned in the first three months of the year to coincide when most U.S. state legislatures are in session for broad programming in legislative processes. Ukraine is currently in the process of overhauling much of the legislative basis for its education and health (and all other) systems as it works for greater transparency, battles the forces of corruption that are endemic to its society, and devolves power from the center to the regions/localities through the process of decentralization. As noted on the calendar, there are four groups that will be formed: Health Care; Education; Women Legislators, and Women Staffers. These groups will consist of legislators and staffers (and those advising these bodies on both the national and regional/local level).

Combatting Human Trafficking (Two Delegations)
Rationale: Ukraine is a source, transit, and destination country for men, women, and children subjected to forced labor and sex trafficking, and human trafficking remains an acute problem in the country. The problem is addressed in numerous laws and implementing regulations. The Ministry of Social Policy is the government agency that coordinates the activities of national and regional (local) government bodies working to combat human trafficking. The Ministry reviews all human trafficking cases, decides

whether to grant an individual the status of a human trafficking victim, and runs rehabilitation facilities for the victims. Because of the ongoing conflict between Russia and Ukraine, over 1.3 million people have been displaced since March 1, 2014. According to experts, these people are especially vulnerable to exploitation. There have been reports of kidnappings from conflict-affected areas for the purpose of sex and labor trafficking, as well as employing minors as soldiers and informants or using them as human shields. Ukraine has declared its adherence to international standards for combatting human trafficking and these two delegations (one looking at issues of human trafficking in the sex trade and one looking at migrant labor/labor exploitation) will assist it as it better develops its ability to prevent such actions.

NGOs Combatting Poverty/Homelessness and Supporting Needy Children (Two Delegations)
Rationale: The Government of Ukraine and its people are in the process of transition to democratic governance, a market-based economy, and integration into the global economic system (including European integration). Prosperity for all Ukrainians is the objective and poverty elimination is a necessity. For a long time the number of people living below the poverty line in Ukraine was gradually decreasing. However, due to the conflict in the eastern part of the country this number is increasing again. Families with children are the most vulnerable group, making up the largest and the poorest segment of society. One third of households with children currently live below the poverty line, and Ukraine's currency is rapidly devaluing. An Open World program in this theme will focus on methods of poverty alleviation and practices used in the provision of a "safety net." Practical community-based solutions to such problems should be scheduled as well as exposure to national-level programs, as well as the debates around such policies.

LGBT Issues in Society (Two Delegations)
Rationale: After a democratically elected government came to power following the 2014 Maidan protests, Ukrainian authorities have been more supportive of the LGBT rights movement, despite the country's widespread lack of support for gay rights. In June 2016, Western diplomats joined with nearly a thousand gay rights activists, some wearing the European Union flags, others in national Ukrainian dress, under the protection of several thousand police. While this is definitely seen as progress, the road to equality and true civil rights for the LGBT community is still an uphill one and much organization skill is needed. This programming will be aimed at increasing the capacity of the leadership of the LGBT community in Ukraine to organize impactful events (such a Pride events) and increase its effectiveness in protecting and securing the rights of those in the LGBT community.

Issues of Internally Displaced Persons/Crimean Tatars (Two Delegations)
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.

Role of Integrity in the Education System (Two Delegations)
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, and has made great strides in its standardization of testing to fight corruption in this sector. As of this school year (2016), Ukraine has opened 24 "hub" schools with the goal of improving the quality of education for children in rural areas as well as to improve the effectiveness of the use of public funds for education. In the course of the project, one school was selected in each region to receive funding for new equipment and additional material supply. These hub schools shall receive resources for the renovation of their class rooms, learning equipment and IT applications aimed to provide high quality of school education for children living and going to school in rural areas. In support of these initiatives, these Open World delegations will explore best practices in educational systems development during their visit to the United States and will have the opportunity to compare and exchange information with leading educational administrators at all levels.

Role of Innovators/Entrepreneurs in Society
Rationale: Ukraine is making great strides in encouraging innovation and entrepreneurship as a way of growing its economy and developing new opportunities for its citizens outside the old corrupt systems. Exemplifying such initiative was the recent loan guarantee deal made by the European Investment Fund that offers small and medium sized companies (below 500 employees) easier access to risk capital for the development of innovative ideas. Ukraine is one of the largest and best educated countries in Europe, with an excellent base of talent and technology infrastructure, including high quality, low cost workforce. This has many people wondering "could Ukraine be the next Silicon Valley." Programming for this theme will demonstrate how innovation and entrepreneurship is encouraged and supported in the United States in both the private and public sectors.

Women Technology Entrepreneurs
Rationale: There is a vital need to improve the opportunities for women in Ukrainian society, as they have been underpaid and limited by societal norms. This program, similar to the above program for innovators/entrepreneurs will demonstrate how innovation and entrepreneurship is encouraged and supported in the United States in both the private and public sectors, and will emphasize existing initiatives aimed at promoting women's participation in this future-oriented activity by such programs as Google's Women Techmakers, which regularly launches "global scalable initiatives" and pilots "new programs to support and empower women in the industry."

NGOs/Civil Society (Eight Groups)
Rationale: Across sectors, Ukraine's robust and independent NGO sector is experiencing growing pains and now maturing to the point where skills in advocacy, sustainability, management, professionalism and goal-setting are needed. While the U.S. programs for

these delegations will also focus on the subtheme with an understanding of the current status of such activity in Ukraine (Advocacy, E-Governance, Children with Disabilities, Family Services, and Youth Development and Workers), these programs will emphasize leadership skills and responsibilities. The subthemes chosen for this program reflect relatively new concepts for Ukrainian society (especially, how best to utilize volunteerism), so there is much to learn from the vibrant public and/or private initiatives that can be found in communities across the United States as efforts are made to improve the standard of living and conditions for all citizens.

PTSD and Reintegration/Medical Practitioners and Social Workers (Two Groups)
Rationale: More than two years into a totally unforeseen conflict that has seen men and women plucked from their everyday lives and thrown into battle (often without training), medical practitioners, psychologists, and social workers are fighting their own battle on two fronts: working to prepare for the long-term psychological effect on this generation with regard to post-traumatic stress disorder (PTSD), and struggling to get these professions recognized as important. The problems of PTSD are not confined to individual soldiers' lives. They create a complex psychosocial phenomenon that affects the soldier, the soldier's immediate family, and the community at large. PTSD can result in difficulties with reintegration, securing and keeping jobs, maintaining a normal family life, and taking care of one's health. The problem of psychological rehabilitation for Ukraine's soldiers cannot be put on the back burner. In September 2014, with advice from volunteer groups, the government created its own psychological service and a state agency for veteran affairs and for volunteers from the battles in Crimea and the East of Ukraine. These agencies are working to devise a unified government policy on the subject. Nevertheless, the majority of psychological support provided for soldiers and veterans continues to be shouldered by volunteer psychologists; and Ukraine's ability to serve its demobilized soldiers is hampered by an economic crisis and a shortage of funds. Open World programming is aimed at filling a critical knowledge and practice gap in Ukraine among medical practitioners and social workers (many of whom are volunteers) as they best seek to serve those that have served their country and are now suffering.

Environmental Protection (Two Groups)
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 its municipal waste management practices, recycling technologies, renewable sources of energy, and use of information technology to promote greener energy usage. 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.

Countering False Information/Media Literacy (Three Groups)
Rationale: According to one article "the age of information has mutated into the age of disinformation." Authoritarian rulers have entrenched their power in Ukraine by flooding it with disinformation that divides, confuses, and destabilizes. A range of international bodies, from the Organization for Security and Co-operation in Europe (OSCE) to NATO, have identified Media Literacy—the ability of audiences to think critically and objectively analyze data—as a key way to withstand the information war, lies, and hate speech. However, Media Literacy has always been associated with education in schools and universities (where efforts need to be redoubled) and to have real influence, it needs to be incorporated more broadly into mainstream media and entertainment in general, and critical thinking and fact-checking needs to be a part of the educational process from an early age. During an Open World program, delegations will work with seasoned journalists and media professionals to see how they expose false reporting/information and search for objectivity (or explain the role of bias); they will also have programming demonstrating how society can be better prepared to think critically, check facts, and respond to disinformation in effective ways.

Civic Rule of Law – Combatting Domestic Violence
Rationale: Domestic violence continues to be a major problem in Ukraine with high rates of abuse and very few prosecutions of offenders. This program would take prosecutors and civic leaders to the United States to see how victims are cared for and how criminal proceedings against perpetrators of violence are conducted. Emphasis would be placed on the importance of formal prosecution to achieve justice, changing societal thinking on domestic violence as a "family matter," and deterring future acts of domestic violence in communities.

Civic Rule of Law – Combatting Human Trafficking
Rationale: As noted above, Ukraine is a source, transit, and destination country for men, women, and children subjected to forced labor and sex trafficking, and human trafficking remains an acute problem in the country. Human trafficking is a crime prosecuted under the Criminal Code, and the National Police together with the State Border Guard Service are the two major law enforcement agencies involved in investigating and prosecuting this crime. While Ukraine has the infrastructure to combat Human Trafficking, its legal professionals lack the skills and knowledge as to how to best join this battle effectively. An Open World program under this topic will explore the legal means by which trafficking is fought in the United States and internationally.

Civic Rule of Law – Anti-Corruption Practices/E-Governance and Transparency
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 function effectively. 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.

Improved English Language Education – Secondary Schools (Two Programs)
Rationale: With Ukraine looking westward there is a great need to improve its educational infrastructure for the teaching and understanding of English. Following the Presidential decree "On Declaring 2016 the Year of English Language in Ukraine," the Cabinet of Ministers of Ukraine (led by the Ministry of Education and Science) are making a major effort to intensify the study of English language in Ukraine and develop English language fluency/proficiency within the government and throughout the country. This program will focus on curriculum development and will likely include representatives of the educational leadership involved in the "hub" schools project discussed above, as well as other educational leaders.

Improved Civic Education – Secondary Schools (Two Programs)
Rationale: Ukraine has offered its students classes in civic education for more than a decade now, but it remains an optional subject and its status as an academic subject is questioned. More and more the importance of civic-mindedness and awareness of societal/civic trends is being noted, especially as Ukraine moves toward integration with the Western community of nations. Through this program, Ukrainian education officials and other stakeholders in the Ukrainian educational system will discuss and develop appropriate civic education curriculum and material to improve the level of competency in this subject throughout Ukraine. This program will focus on curriculum development and involving the community in civic education, and will likely include representatives of the educational leadership involved in the "hub" schools project discussed above.

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.

2017 Open World Program – Proposed Travel Dates[9]/[10]

U.S. Arrival Date	Theme/Subtheme	Country	Number of Delegations	Young Professionals
01-Feb	**Role of Legislature/Staff**			
	Role of Local Legislatures/Staff	Georgia	1	
	Role of Local Legislatures/Staff	Kazakhstan	1	
8-Feb	**Role of Legislature/Staff**			
	Improving Elections Processes/Elections Management	Kosovo	1	
	Legislative Development: Education	Ukraine	1	
	Legislative Development: Health Care	Ukraine	1	
	Legislative Development: Women Legislators	Ukraine	1	
	Legislative Development: Women Staffers	Ukraine	1	
2-Mar	**Women's Issues**			
	Women Leaders in STEM (Science, Technology, Engineering and Math)	Azerbaijan	1	
	Encouraging Women's STEM Education and Careers	Kyrgyzstan	1	
	Best Practices in Adoption	Kyrgyzstan	1	
	Social Entrepreneurship for Women	Russia	1	
	Women Leaders in STEM (Science, Technology, Engineering and Math)	Russia	1	
	Women in Politics	Russia	1	
	Role of Women in Countering Violent Extremism	Tajikistan	1	

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[9] This table only refers to the 97 delegations referred to in this solicitation, 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.

	Women Entrepreneurs	Turkmenistan	1	X
15-Mar	**NGOs/Social issues**			
	Combatting Human Trafficking – Sex Trafficking and Forced Labor	Ukraine	2	
	NGOs Combatting Poverty/Homelessness/Supporting Needy Children	Ukraine	2	
	LGBT Issues in Society	Ukraine	2	
	Issues of Internally Displaced Persons/Crimean Tatars	Ukraine	2	
22-Mar	**Sister Cities/Partnerships - Entrepreneurship**			
	OPORA Sister Cities/Partnerships - Entrepreneurship	Russia	5	
29-Mar	**Education and Innovation**			
	Public Inclusion in the Policy Making Process (Think Tanks)	Kosovo	1	
	Academic Integrity – Secondary and Higher Education	Ukraine	2	
	Role of Innovators/Entrepreneurs in Society	Ukraine	1	
	Women Technology Entrepreneurs	Ukraine	1	
6-Apr	**Innovation**			
	Young Entrepreneurs	Kyrgyzstan	1	X
	Livable City Planning	Russia	1	
	Think Tanks	Russia	1	
	Higher Education System in the U.S.	Serbia	1	
	Innovation, Technology, and Start-ups	Tajikistan	1	X
26-April	**NGOs/Civil Society**			
	Empowering NGOs/Advocacy	Ukraine	2	X (1)
	Empowering NGOs/E-Governance	Ukraine	1	
	Empowering NGOs/Children with Disabilities	Ukraine	1	
	Empowering NGOs/Family Services	Ukraine	2	
	NGOs and the Promotion of Civil Society/Youth Development and Workers	Ukraine	2	X (1)
11-May	**Health Issues**			
	Mental Health and Well-being	Tajikistan	1	
	E-Governance for Hospitals	Turkmenistan	1	
	PTSD and Reintegration/Medical Practitioners and Social Workers	Ukraine	2	

Date	Topic	Country	Count	Extra
18-May	**Environment/Agriculture**			
	National Parks/Parks and Recreation	Kazakhstan	1	
	Prevention of Illegal Logging/DNA Analysis	Russia	1	
	Organic Certification	Russia	1	
	Forest Management	Russia	1	
	National Parks/Nature Reserve	Russia	1	
	Legacy Waste Remediation	Russia	1	
	Food Security/Food Safety	Serbia	1	
	Ecotourism	Tajikistan	1	
1-Jun	**Environment**			
	Environmental Campaigns/Public-Private Partnerships	Azerbaijan	1	
	Environmental Protection/Sustainable Development	Georgia	1	
	Sustainable Tourism	Georgia	1	
	Environmental Protection	Ukraine	2	
6-Sep	**Media**			
	Best Media Practices/Independent Media	Georgia	1	
	Multilingualism and Access to Public Information	Kosovo	1	
	Countering False Information/Media Literacy	Ukraine	3	X (1)
13-Sep	**Media**			
	Best Media Practices OR Government Spokespeople	Kazakhstan	1	
	Best Media Practices	Russia	1	
	Successful Blogging	Russia	1	X
	Building E-Government Capacity	Serbia	1	
	Journalism	Turkmenistan	1	
21-Sep	**Civic Rule of Law**			
	Combatting Domestic Violence	Azerbaijan	1	
	Supporting Judicial Ethics and Discipline	Kosovo	1	
	Domestic/Gender-Based Violence – Victim Rights and Prosecution of Perpetrators	Kyrgyzstan	1	
	Combatting Domestic Violence	Tajikistan	1	
	Combatting Domestic Violence	Ukraine	1	

	Combatting Human Trafficking	Ukraine	1	
	Anti-Corruption Practices/E-governance and Transparency	Ukraine	1	
27-Sep	**Education**			
	Promoting Media Literacy in Schools	Armenia	1	
	School-Based Drug Prevention Programs	Kazakhstan	1	
	Environmental Education	Kazakhstan	1	
	Inclusive Education	Russia	1	
	Autism Spectrum Disorder	Russia	1	
	Social Integration of Children and Adults with Mental Disabilities	Russia	1	
11-Oct	**Education**			
	Policies and Planning: Improved Higher Education	Kosovo	1	
	Improved English Language Education – Secondary Schools	Ukraine	2	
	Improved Civic Education – Secondary Schools	Ukraine	2	
25-Oct	**Civil Rights**			
	Accountability and Ethics in Government: E-Freedom of Information	Armenia	1	
	Making Cities Accessible for Handicapped Individuals	Russia	1	
	Indigenous Groups	Russia	1	
	Muslim Inter-Ethnic Issues	Russia	1	
	Finno-Ugric indigenous Peoples	Russia	1	
	U.S. Political Party System (Young Party Leaders)	Serbia	1	X

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. 1 and Oct. 25, 2017. 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:

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[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.

- 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 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 2017 Open World grantee orientation meeting, which is expected to be held in January 2017 in Washington, DC. (The cost for one representative to attend the meeting is to be included in the proposed budget; see p. 47 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.

- 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 participant and interpreter 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. The facilitator and interpreter 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, Georgia, Kazakhstan, Kosovo, Mongolia, Serbia, 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 contactor, 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.

Deadline	*Host Coordinator provides:*	*Logistical contractor provides:*
8-6 weeks before arrival		• Participant Names and Profiles
4 weeks before arrival	• Draft Program Agenda • Community Profile (if requested)	• Flight Itineraries
2 weeks before arrival	• Updated Program Agenda (with changes highlighted) • Host Family Forms (including contact info. and brief bios) • Emergency Contact Information (if different from that on the Updated Program Agenda)	
3 weeks after departure	• Post-program Report (Host Narrative, Post-program Program Agenda, Final Host Family Forms, Media Coverage, Photos)*	• 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/SUBGRANTEE REPORTING REQUIREMENTS
Benefits to Americans	Open World promotes **mutual** understanding and benefit. Hosts, presenters, and others can gain new information from delegates.	• Estimate of audience size for delegate presentations. • Publicity for host organization.	• 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.	• University-to-university e-learning partnerships. • Sister-court relationships. • Community-to-community interactions between governmental entities.	• 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.	• Opening city council meetings to the public.	• 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.	• After returning home, a delegate gives talks on knowledge gained during the visit.	• 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.		• 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 subgrantees.

Press	A delegation's visit is covered by local media.		• 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**.
Contribu-tions	In-kind (in hours or material goods) or cash donations.	• Volunteer hours to plan and conduct hosting. • Private donations to Open World events.	• Grantees must submit the Open World Cost-Share Report Form. The **Host** must report to the **Grantee** on contributions.
Professional Advance-ment	Alumni are promoted or experience other career enhancements after their Open World visit.	• An alumnus wins a grant to fund an NGO project. • An alumna is elected to office.	• 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 Deadlines[12]

For all countries covered by this solicitation, grant applications are due on Monday, October 17, 2016.

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 2017 grants will end on **March 30, 2018,** 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.

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[12] See table on p. 40 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. Please put "2017 Open World Grant Proposal" in the subject line. Please contact Mr. Madanick at (202) 707-8943 or lmad@openworld.gov if you have questions regarding this solicitation.

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, EMAIL ADDRESS, AND PHONE NUMBER
FINANCIAL/BUDGET CONTACT – NAME, EMAIL ADDRESS, AND PHONE 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.

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[13] Pages 46–74 contain more information on financial management and budget requirements, including a recommended budget form (p. 47).

FINANCIAL PROCEDURES – 2017 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 30, 2018.

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 & Refreshments – Receptions, admissions to events, meals, etc.
7. Sub-grants – Grants made to others by your organization.

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[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:

<table>
<tr><td colspan="4" align="center">Proposed Budget for Submission
Under the 2017 Open World Program</td></tr>
<tr><td colspan="4">Proposed Number of Participants:
Cost Per Participant:</td></tr>
<tr><td>Budget Category[15]</td><td>Amount</td><td>Cost Share</td><td>Narrative Justification</td></tr>
<tr><td>Personnel Compensation</td><td>$XX,XXX</td><td>$XX,XXX</td><td>Director and Specialist will work for 2 months as follows:
Director: XXX hours @ $XX/hour=$X,XXX
Specialist: XXX hours @ $XX/hour=$X,XXX</td></tr>
<tr><td>Personnel Benefits</td><td>$X,XXX</td><td>$X,XXX</td><td>Benefits calculated @ XX% of salary</td></tr>
<tr><td>Administrative Travel</td><td>$XXX</td><td>$XXX</td><td>Transportation to, from, and within Washington, DC; one-night hotel stay</td></tr>
<tr><td>Local Travel and Transportation (domestic)</td><td>$X,XXX</td><td>$X,XXX</td><td>Local transportation for staff and rental of transport for delegation (one van @ $XXX per day for X days); $XXX taxi and public transportation[16]</td></tr>
<tr><td>Office Expenses</td><td>$XXX</td><td>$XXX</td><td>Utilities, supplies, printing, etc.
Utilities=$X,XXX
Supplies, phone, printing=$XXX</td></tr>
<tr><td>Cultural Activities & Refreshments</td><td>$XXX</td><td>$XXX</td><td>Receptions, admissions, etc. For meals, please use the number of delegates X 5 lunches X local per diem lunch rate + number of delegates X 2 dinners X local per diem dinner rate</td></tr>
<tr><td>Sub-Grants</td><td>$XX,XXX</td><td>$XXX</td><td>E.g., three local organizations will each receive a grant for $X,XXX=$XX,XXX to cover hosting expenses[17]</td></tr>
<tr><td>Total</td><td>$XX,XXX</td><td>$XX,XXX</td><td></td></tr>
<tr><td colspan="4">PROPOSED BY:</td></tr>
<tr><td colspan="4">Signature Program Officer and Date:</td></tr>
</table>

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[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] Sub-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 subrecipients 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:

- o 2 CFR Part 215, "Uniform Administrative Requirements for Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations" (OMB Circular A-110)

- o 2 CFR Part 220, "Cost Principles for Educational Institutions"(OMB Circular A-21)

- o 2 CFR Part 225, "Cost Principles for State, Local, and Indian Tribal Governments" (OMB Circular A-87)

- o 2 CFR Part 230, "Cost Principles for Non-Profit Organizations" (OMB Circular A-122)

- o OMB Circular A-102, "Grants and Cooperative Agreements with State and Local Governments"

- o 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 subrecipients 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 subgrant 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 subgrantees must not make any award or permit any award (subgrant 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 2017 grants will begin on the date of the grantee's signature on the award letter and end no later than March 30, 2018.**

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 30, 2018 to the Center no later than April 10, 2018, 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.   <u>**Reporting Requirements**</u>

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-1352) 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, 2017 (Due 4/10/17)
2. April 1–June 30, 2017 (Due 7/10/17)
3. July 1–September 30, 2017 (Due 9/30/17)
4. October 1–December 31, 2017 (Due 1/10/18)
5. January 1–March 31, 2018 (Due 4/10/2018)

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 30, 2018. 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 30, 2018 must be submitted to the Center not later than April 10, 2018, 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 funds remaining on the grant, with the expectation that the advance will be used within a thirty day period from when 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 subgranting, 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. <u>Cost Sharing and Cost-Sharing Records</u>

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, 2018.

IX. <u>Suspension and Termination</u>

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.   <u>Record Retention and Audits</u>

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. Subrecipients 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 administrating 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 subagreements. 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 subrecipients 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 Nonprocurement 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 subrecipients 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 subrecipients 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 (subgrantees) in reporting cost share. The actual form is a spreadsheet that calculates totals automatically.

OPEN WORLD LEADERSHIP CENTER

Open World Leadership Center

Tel 202.707.8943   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 Participants				
	# of Nights				Unit Value		Cost Share
Number of nights with home hosts:		X		X	$100.00	=	$0.00
(www.gsa.gov/perdiem)							
Donated meals:			# of Participants				
	# of Meals				Unit Value		Cost Share
Breakfasts:		X		X	$10.00	=	$0.00
Lunches:		X		X	$15.00	=	$0.00
Dinners:		X		X	$30.00	=	$0.00
(www.gsa.gov/perdiem)					SUBTOTAL:		$0.00
Volunteer/host driving in their own cars:	Miles		Price per mile				Cost Share
Total miles all drivers:		X	$0.51			=	$0.00
(http://www.gsa.gov/)							
Volunteer time:	Hours		Cost per hour				Cost Share
Other unpaid hours (staff, presenter, etc.):		X	$8.00			=	$0.00
(http://www.dol.gov/esa/minwage/america.htm					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, 2018.

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-17XX - COST SHARE in the subject line).

INSTRUCTIONS

IDENTIFYING INFORMATION:

1. List your organization's name. If a subgrantee is completing the form, please list first the primary grantee organization followed by the subgrantee organization.
2. Fill in the Open World Grant Number (e.g., OWLC—1776).
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 subrecipient 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.

Subgrant - An award of financial assistance in the form of money or property, made under a grant by a grantee to an eligible subrecipient or by a subrecipient to a lower-tier subrecipient. 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."

Subrecipient (Subgrantee) - The legal entity to which a subgrant 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.