OPEN WORLD PROGRAM
OPEN WORLD LEADERSHIP CENTER

2018 GRANT GUIDELINES

Introduction

Open World Leadership Center (Open World) is a legislative branch agency that supports U.S. Congress. The 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, Belarus, Estonia, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Moldova, Mongolia, Peru, Russia, Serbia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan 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 26,000 alumni and a network of 8,300 host families in more than 2,100 communities throughout the United States. The program is administered by the Open World Leadership Center (Open World), 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: Azerbaijan, Estonia, Georgia, Kazakhstan, Kosovo, Kyrgyzstan,

Mongolia, Russia, Serbia, Tajikistan, 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 and/or staff; (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 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 26,000 current and future leaders—from virtually all administrative regions of the participating countries—have taken part in Open World. Since the beginning of the program, the average age of delegates is 37 (with 1/3 being under 30, and the average age being 33 in recent years); 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, Open World 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.

Open World intends to award grants for the hosting of 82 delegations under these guidelines for 2018. Each delegation will consist of five delegates and one facilitator[2], except for the Estonian judicial delegation which will consist of four English speaking delegates. In addition, Open World is looking for illustrative proposals for up to nine delegations of parliamentarians from some of the countries listed in this solicitation. At the

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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.

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, Kazakhstan, Kyrgyzstan, Moldovia, Serbia, Tajikistan, Ukraine (2), and Uzbekistan. (Please see the table on pp. 29-31 for a listing of currently planned 2018 Open World delegations by theme and travel date.) Open World invites U.S.-based organizations with either established foreign visitor programs or demonstrated ability to host foreign visitors to propose hosting from one to eighty-two (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.

Proposals for all country programming in this solicitation are due close of business Monday, October 23, 2017. Please see pp. 39-41 for instructions on submitting applications.

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

2018 GRANT PROCEDURES

Grants Overview

The **2018 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. Open World looks for talented, young leaders (no older than age 40), and, as noted above, Open World will continue to focus on those age 30 or under, at times identifying specific delegations that must only include delegates that are 30 or under, although this is an overall program priority. 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.

Open World plans to host up to 490 participants[4] (82 delegations) under these guidelines, with up to 228 participants (38 delegations) coming from Ukraine, up to 150 participants (25 delegations) from Russia, up to 12 participants (2 delegations) from Azerbaijan, up to 4 participants (1 delegation) from Estonia, up to 18 participants (3 delegations) from Georgia, up to 12 participants (2 delegations) from Kazakhstan, up to 12 participants (2 delegations) from Kosovo, up to 12 participants (2 delegations) from Kyrgyzstan, up to 12 participants (2 delegations) from Mongolia, up to 18 participants (3 delegations) from Serbia, and up to 12 participants (2 delegations) from Tajikistan.

Final 2018 hosting numbers will depend on available funding.

Grant Guidelines Contents

This document contains, in order:

- Eligibility requirements for an Open World grant and programming priorities
- Open World objectives
- Short Hosting Theme descriptions
- Proposed 2018 travel dates
- Grantee programming and 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 cost share report form and instructions for reporting cost shares
  - 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.

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

[4] The term "participants" includes delegates and facilitators. This is the number of participants covered by this solicitation. Additional delegations/programmatic countries might be added in the future. Open World grantees will be solicited to host them if such additions occur.

Eligibility for an Open World Grant and Programming Priorities

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

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

- 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. 36-37 below) will be accomplished, particularly if this programming would

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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.

further ongoing or proposed projects/partnerships with the applicant organization or one of its proposed local host organizations.

Open World will permit (on a very limited basis) organizations awarded 2018 Open World grants under these guidelines to nominate candidates for competitive delegate selection for exchanges that will support the organizations' ongoing or proposed projects/partnerships. Any applicant organization that wishes to nominate candidates must include in its proposal a clear strategy for nominations that demonstrates the organization's ability to identify quality candidates who match Open World's criteria, including Open World's emphasis on young professionals age 30 or under. If the applicant organization plans on having one or more participating-country organizations propose candidates for a specific hosting program, the rationale for using each organization, and each organization's complete contact information, must be included in the proposal. The nominations strategy must also demonstrate that the candidates will meet Open World's selection criteria, enhance a community partnership and/or project, and/or foster long-term collaboration with U.S. 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. 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.

Open World 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

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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.

officials might meet with the host community's mayor, city manager, city council members, mayor's office staff, key departmental staff, and local political reporters.

- Share their professional expertise through planned formal presentations, panel discussions, and/or roundtables with their American counterparts and contacts, and present information about their country's culture, history, and current affairs to members of their host community (this is a program requirement).

- Develop an understanding of the role of the U.S. Congress and state, county, and local legislatures in shaping, overseeing, and/or funding programs and institutions connected with the applicable Open World Hosting Theme and Subtheme.

- 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 **2018 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.

Since Open World is a legislative branch agency that serves the U.S. Congress, its historical mission includes exposing delegates to the role of legislatures and legislators in a successful democracy. Open World, 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.

Open World staff oversees the process of forming and placing Open World delegations and 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. Open World staff 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. Open World staff 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. 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, D.C. The orientation programs 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. The delegates will also learn about American home life and practices to prepare them for their homestays.

During the orientation process, delegates will join Open World's vast professional alumni network of over 26,000 leaders in Eurasia. Open World alumni are invited to stay connected to their peers and our agency via the social networking sites of Facebook, Twitter, and Instagram.

On Facebook, participants and alumni from the countries of Armenia, Azerbaijan, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Moldova, Serbia and Tajikistan have access to a closed (private) Facebook group to remain connected and meet Open World alumni in their respective countries. These groups are only for current Open World delegates, Open World alumni, and host families (or other host community stakeholders). In these closed groups, Open World alumni share professional updates on their lives, projects, photos, and articles. For Russia and Ukraine, private Facebook groups are created for every travel date and are used during the Open World program and alumni once they complete their Open World program.

Open World's broadest outreach efforts on Facebook, Twitter and Instagram can be found at:
- Facebook: https://www.facebook.com/openworldleadershipcenter2
- Twitter: https://twitter.com/OWprogram
- Instagram: https://www.instagram.com/owprogram/

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. 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. 39.) Proposed travel dates can be found in the table on pp. 29-31.

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.

Azerbaijan Themes

Disability Advocacy and Reform
Rationale: According to government figures, there are roughly 550,000 people with disabilities in Azerbaijan. This segment of the population remains underserved and even marginalized. People with disabilities encounter barriers that limit their access to education and employment, and prevent their full participation in society. This program will allow the U.S. Mission in Azerbaijan to support disability rights in that country, an important area in the human rights spectrum. This delegation could consist of activists, lawyers and experts working on disability issues with the goal of learning about the U.S. experience related to disability advocacy and reform. Upon their return to Azerbaijan, program participants will be better prepared to raise the profile of disability related issues and actively promote legislative and policy reforms in this sector. This delegation is expected to be a youthful and dynamic group of individuals that are already enthusiastically working on these issues, and going to the U.S. with Azerbaijani legal experts will increase their efficacy and increase the impact of their work.

Cyber – Intellectual Property Rights
Rationale: This Open World program will be aimed at improving Azerbaijan's ability to protect and develop its network and critical infrastructure control systems, while at the same time helping to develop a more attractive operating environment for U.S. companies seeking to enter the Azerbaijani market. Recent Ransomware attacks, such as WannaCry and Petya, have highlighted the close connection between network security and compliance with Intellectual Property Rights (IPR) best practices. Azerbaijan faces ongoing challenges in cyber security policy and IPR compliance: for example, Azerbaijan was recently rated among the ten most at-risk countries for cyber security incidents. An Open World program, focused on cyber security and IPR, with specific focus on IPR in high-tech industries, would provide government and private-sector Information Technology managers and professionals with an improved understanding of how the two related fields intersect – and how they can leverage both to develop more secure networks in Azerbaijan. It would also lay the groundwork for law makers in Azerbaijan to prepare cybersecurity legislation as current legislation/practices are not sufficiently in place.

Estonia Theme

Judicial Rule of Law
Rationale: For the last five years, Open World has worked closely with the Judicial Training Department of the Supreme Court of Estonia to field one delegation of three judges and one prosecutor for a program providing a general and broad overview of the American judicial system and processes and hosted by a U.S. Federal Judge. Estonian courts have a strong history of independence which is guaranteed under that country's constitution. Although Estonia uses a civil law system (based on codification) while the United States uses a common law system (based on precedent), these programs have

provided opportunities for judicial professionals to improve their processes and systems by providing an opportunity for direct contact and interaction between peers, especially as the distinction between civil law and common law lessens.

Georgia Themes

Enguri Dam
Rationale: The Enguri Dam provides roughly one-third of Georgia's electricity and all of the electricity to Abkhazia. The dam sits on Georgia territory while the power generation plant is on the Abkhaz side of the Administrative Boundary Line (ABL), creating logistical challenges for the management team traveling between the dam and the power plant that are exacerbated by political tensions between the de facto Abkhaz government and the Georgian government. Abkhazia, along with South Ossetia, occupies Abkhazia and has a large military base in Abkhazia that creates a drain on Georgia's electricity supply. The tunnel connecting the dam to the power plant is ten years overdue for an inspection. The inspection is likely to reveal the need for extensive repairs, and will require greater cooperation with the de facto Abkhaz government. The Open World program will develop the technical expertise of Enguri personnel by exposing them to the best, modern practices of large-scale hydro power plants (HPPs) in the United States; encourage the development of a tourism facility at Enguri similar to Hoover Dam's; and set a precedent for cooperation that can lead to additional energy-related engagement in Abkhazia by the United States and international community, including the possibility of installing electricity meters. This program must be hosted in Spokane/Chelan County, WA and provide access to the Grand Coulee and Rocky Reach Dams

Judicial Rule of Law (Two Delegations)
Rationale: Increasing judicial independence and transparency has been a goal of the legal reform community in the Republic of Georgia for years. Currently a working group consisting of members of the Parliament, the Ministry of Justice, and the High Council of Justice are working on new laws/procedures to reduce caseload and backlog and improve the rules for judicial discipline. It is widely noted that the courts in Georgia should cease being a tool for political retribution and that significant reform is called for. In addition, Parliamentary leaders have indicated that improvements to the judiciary should also include the development of courts that can handle significant commercial disputes/private disputes/reorganizations. This theme will have Open World fielding two groups of judges from the judiciary of Georgia, with one delegation looking at judicial independence, ethics and processes in the criminal and civic area, with one including these items, but looking at the resolution of commercial disputes. Open World's judicial programs must indicate that a U.S. Federal or State Judge(s) will be integral to such programming.

Kazakhstan Themes

Support for Small and Medium Enterprises
Rationale: On January 30th, 2017, Kazakh President Nursultan Nazarbayev announced the "Third Modernization for Kazakhstan" – a series of priorities which help form the "Kazakhstan 2050" vision. This program seeks to lay the foundations of sustainable and

long term growth, with the country aiming to join the 30 most developed economies by 2050. A key element of this program is the promotion of small and medium business enterprises in Kazakhstan. Participants in this program, including entrepreneurs and small and medium enterprises, from Kazakhstan will learn how the government and legislators facilitate the business climate and small business development in low-population density regions of the U.S. Participants will examine accessible credits, tax preferences, reduction of bureaucratic obstacles and other means of encouraging SMEs.

Prison Reform and Alternatives to Incarceration
Rationale: Recent reporting has raised serious concerns about shortcomings in detecting and investigating cases of torture and ill-treatment in closed institutions in Kazakhstan. According to the Penal Committee of the Ministry of Internal Affairs of Kazakhstan, in 2015 only one officer faced criminal prosecution for an alleged offence, and in 2016, 12 employees were prosecuted for 4 offences. Other top issues include: prison healthcare, the responsibility of the prison service (shifting from the Ministry of Internal Affairs to an independent agency), radicalization in prisons, capital punishment, and the use of life imprisonment. An Open World Program in this theme will examine the criminal justice system as a means of upholding social control, deterring and mitigating crime, and sanctioning those who violate laws with appropriate criminal penalties and rehabilitation efforts. Participants will learn how those accused of crime are protected against abuse of investigatory and prosecution powers. Participants will learn about punishments other than prison or jail time. The program will also examine effective prison management to reduce alienation, violence, and organized crime. The program will connect participants to law enforcement agencies, community organizations and other key stakeholders that reduce crime, and raise public confidence in the fairness of the system. Participants will examine the impact of an effective criminal justice system to balance the goals of crime control and prevention, and justice, to increase the security of the people. Participants will be exposed to criminal justice policies implemented at the federal, state and local levels. Participants may include representatives of law enforcement, judicial and prosecutorial agencies.

Kosovo Themes

Preventing and Combatting Corruption of Public Funds
Rationale: In an attempt to increase its capacities to combat corruption in public procurement, Kosovo's National Audit Office (NAO) is planning to set up an anti-corruption unit to help it improve its ability to detect corruption within the Government of Kosovo. This program is aimed at strengthening anti-corruption efforts in Kosovo by looking at specific ways Kosovo can detect and reduce fraud, waste, and abuse. The Open World program will help expose government officials to models and techniques to detect corruption and would help the U.S. Mission in Kosovo in working with the NAO to secure commitment to set up the unit within a specified amount of time. Participants in the program would include members of the NAO, Anti-Corruption Agency, municipal auditors, and procurement specialists. The delegation may also include a judge and/or prosecutor involved in these anti-corruption efforts.

Agricultural Subsidies
Rationale: Agricultural issues are increasingly becoming a priority for the Government of Kosovo. In particular, subsidies are a major concern, as the budget for them has increased 10 fold since 2008 without yielding significant improvement in agricultural productivity. Kosovo has been spending most of its subsidies in row crops in which it lacks a comparative advantage (e.g., wheat and corn) while neglecting specialty crops (e.g., raspberries) that earn more on the market. The aim of the project is for Kosovar officials to better gain an understanding of agricultural subsidy policies and best practices in the United States. Upon their return to Kosovo, participants will be encouraged to use their gained knowledge to reform agriculture policies, including subsidies, in attempt to increase both the efficiency and the volume of agricultural production. Participants in the program will include professionals from the Agency for Agricultural Development, the Kosovo Agricultural Institute, a leading municipality and, likely, a Member of Parliament from the agricultural committee.

Kyrgyzstan Themes

Tourism Destination Management
Rationale: Development of a robust tourism industry is vital for Kyrgyzstan's future economic growth and is a key component of the Government of Kyrgyzstan's and the U.S. Mission's development goals. The purpose of the Open World program is to increase the productivity, output, investment, employment, and market share in domestic and foreign markets for the tourism industry in Kyrgyzstan. With tourism contributing 4 - 5% of total GDP for the past years, the sector formally employs about 38,000 workers, but is estimated to provide a total of 118,000 direct and indirect jobs. The Kyrgyz participants in this program will represent various regional tourism destinations and it will provide an excellent opportunity for them to explore the development of tourist sites and best tourism promotion and practices in the field. These tourism professionals seek to attract larger numbers of tourists to their destinations through improvements in basic infrastructure, tourism product development, improved quality of services and enhanced marketing and sales capability.

Judicial Rule of Law
Rationale: Over the past two decades, Kyrgyz institutions have been working to strengthen the rule of law. The Kyrgyz government strongly committed itself to promoting the rule of law by indicating that it is one of the key priorities in the "National Sustainable Development Strategy 2014-2017." Increased professional capacity and more effective procedures/administration will better enable Kyrgyz judges to promote the rule of law in Kyrgyzstan. This theme will have Open World fielding a delegation of judges from Kyrgyzstan looking at judicial independence, ethics and processes in the criminal and civic area. Open World's judicial programs must indicate that a U.S. Federal or State Judge(s) will be integral to such programming.

Mongolia Theme

Judicial Rule of Law
Rationale: For the last five years, Open World has worked closely with the Foreign Affairs Department of the Judicial General Council of Mongolia, which is an organ of the Mongolian judiciary mandated by the Constitution of Mongolia to maintain the independence of the judiciary, represent the Mongolian judiciary and advise on the selection and removal of judicial officers, to field two standard Open World delegations of judges for a program providing a general and broad overview of the American judicial system and processes and hosted by a U.S. Federal Judge. Although Mongolia uses a civil law system (based on codification) while the United States uses a common law system (based on precedent), these programs have provided opportunities for judicial professionals to improve their processes and systems by providing an opportunity for direct contact and interaction between peers, especially as the distinction between civil law and common law lessens.

Russia Themes

Nelson Fellows/Cardiology
Rationale: Open World's Board of Trustees created the Senator Ben Nelson Fellows program to honor Senator Nelson's contribution to Open World and improve ties between the U.S. and Russia in the medical field. Open World Leadership has hosted five annual delegations of Senator Ben Nelson Fellows. The 2018 program focus will be on cardiology. Throughout the program, delegates will gain insight into recent development, and treatment options for cardiology problems and further working relations with their American peers. The delegation will consist of leaders in the field of cardiology from Russia.

Social Integration of Children and Adults with Disabilities
Rationale: Russians with disabilities 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 the disabled, including people with Down Syndrome and Autism Spectrum Disorder, are ignored by a large portion of Russian society. Since September 2014, all schools in Russia must include children with disabilities and new standards on inclusive education went into effect at the end of 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. Adequate legislation, health insurance, economic and social incentives, education and training are needed to build a sufficient infrastructure of social support for people with disabilities 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 disabilities into general society. This program would equip the Russian professional community with new ideas, materials, and contacts in this field.

Indigenous Groups (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 will 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.

National Parks/Nature Preserves
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 expanded use of national parks and nature preserves can only be detrimental. 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 how public lands are maintained and enjoyed. 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 hands on training in environmental education, proper ways to develop new trails and infrastructure. This visit would give Russian experts a better understanding of how U.S. park management works. 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.

STEM (Science, Technology, Engineering and Math) Education for Women Leaders (Two Groups)
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.

Small and Medium Business and e-Commerce
Rationale: Small business in Russia in experiencing a long-term crisis and Russian cities and towns see closing shops and businesses with little optimism from their owners for improvements in the near future. Developing e-commerce might be a way out for many companies. The participants in the program, consisting of policy makers and business/technology leaders, will learn about American best practices in establishing online shops and marketing it through social media, as well as logistics, tax regulations and other related issues.

Women Business Leaders
Rationale: A new generation of Russian businesswomen has in recent years developed a nurturing environment for female entrepreneurs. And despite Russia's often patriarchal work culture, some women business leaders believe their country could become a model of gender equality in the workplace. At first glance, Russian women seem unusually influential in business. In a 2015 study of 35 countries by the consultancy Grant Thornton, Russia had the most women in senior management positions: 40%, nearly double the rates in the UK (22%) and the US (21%). Look closer, however, and the picture is less rosy. PWC found that women in senior management are most often found in auxiliary roles, such as chief accountant or head of human resources. Any advances women are making, however, are happening despite, rather than because of, government policy. The Russian Parliament began work on gender equality legislation in 2003, and again in 2011. Both times it was put on hold. The surprise, for many, is that Russia has made the advances it has. Today, an aspiring woman entrepreneur in Russia can tap support groups, conferences, mentors, angel investors, even a hotline, all focused on shepherding her to success. An Open World program in this theme is aimed at furthering these advances and providing Russian women business leaders from small towns or rural areas the opportunity to compare practices with their American colleagues and to discuss problems such as poor infrastructure, high rates of unemployment, alcoholism and decline of population. Even though women are traditionally focused on their families, they often prove to be capable managers and improve situation within their communities.

Women Civic/Political Leaders
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, and in the civic realm. Many young Russian women either do not view politics or civic leadership as a worthwhile venture or do not believe they

can successfully partake in it. There are very few women in politics and civic leadership in Russia, and the women in power are usually in spheres "traditional" to women, such as human rights and education. Exposing young, female, aspiring Russian politicians and civic leaders to their successful peers in America will inspire and help them navigate fields that are traditionally dominated by men. Women-lead leadership and public speaking workshops, meetings with successful female politicians, and roundtables with other young female leaders would help Russian women civic and political leaders develop a skillset that is underappreciated and underdeveloped for women in Russia at the current time.

Russia also lacks formal mentorship programs for female politicians and civic leaders that have thrived elsewhere. This program would engage Russian women at the start of their political and civic careers and link them with American leaders and organizations engaged in the 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 and civic leadership to develop mentorship networks.

Ecological Protection of Seaports
Rationale: Seaports in Russia's Far East are polluted by oil, waste, and other emissions from ships and factories upstream. Local officials, shipping industry workers, and the general public lack awareness of how severely the issue affects the health of the oceans and lack knowledge of how to best combat such problems. This delegation will consist of local officials, seaport administrators, and shipping industry representatives to observe, discuss and learn about best practices in the field of preventing and combating pollution of seaports. There is a preference for this program to be Pacific Ocean seaport based.

Sustainable Fishery Development and Management (from sea to shining sea)
Rationale: The history of the United States is inextricably linked to Russia. From early Russian settlements around Fort Ross to the Seward purchase of Alaska in 1867, our countries have shared much in common. With the U.S. – Russia maritime border in the Bering Strait, there have been many linkages between Alaska and the Russian Far East. Sadly, many of these linkages have dwindled over time. This program for experts in the seafood industry is designed to reestablish linkages primarily in sustainable fishery development and management. The program will have to be Alaska-based as the Alaskan seafood industry has long term interests in working with/in Russia, but there are currently very limited options due to the current state of the relationship between Russia and the United States.

Zoo Management
Rationale: Russian zoos remain popular and play an important education role but they have a lot of areas where they can improve. Cooperation among Russian and American zoos mainly involves exchanges of certain captive-held animals and birds to increase genetic diversity but funding has declined markedly in recent years. An Open World visit of Russian zoo specialists to the U.S. could accomplish a great deal including: viewing U.S. zoo housing and maintenance of animals (a world leader in such technology); learning more about global databases of zoo collections, and bloodlines; seeing how U.S. zoos carry out conservation education; and exposing the delegation to American designers and

constructors of zoo facilities. This program would also promote future collaboration between zoos (and with wildlife biologists in non-zoo settings) and provide information on Russia's vast trove of information about zoos.

Young Arms Control Experts
Rationale: Arms control has been a mainstay of U.S.-Russia relations since the late 1960s, and it remains a key pillar of global stability. Russia's large cadre of experts—many of them former Soviet negotiators—have a long history of engaging with their U.S. counterparts, and these ties have sustained dialogue during periods of tense bilateral relations. Expertise on these issues is rapidly aging in Russia, just as in the United States. Most of the U.S. Mission in Russia's arms control contacts are in their mid-to-late 60s, with several preeminent individuals suffering apparent health issues. Additionally, Russia's top-down academic system seems to have limited scholarship and travel opportunities for younger experts, compounding the yawning gap in expertise. Working with a new generation of Russian arms control experts by exposing promising young practitioners to U.S. policymakers, facilitating their development of a network of American colleagues, and familiarizing them with U.S. foreign and security policy decision processes (including the agencies that implement them and the domestic pressures that shape policy) will be of great benefit to both countries.

Countering Violent Extremism in Muslim Communities
Rationale: Countering Violent Extremism (CVE), as defined by the Department of State in a "refers to proactive actions to counter efforts by violent extremists to radicalize, recruit, and mobilize followers to violence and to address specific factors that facilitate violent extremist recruitment and radicalization to violence." 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 (clergy, journalists, and scholars) 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.

Prison Officials and Prison Rights Activists
Rationale: Violence in prison and torture and ill-treatment of detainees is widespread in Russia, and there is little public oversight of detention facilities. Prison populations are high, reflecting harsh sentencing policies and practices, and prison continues to be used at the expense of non-custodial alternatives. The overuse of pre-trial detention and imprisonment, along with associated problems of overcrowding, are persistent challenges. Other challenges concern the absence of separate systems for the administration of juvenile justice, weak systems for re-integrating prisoners into society, and the arbitrary detention of political dissidents. Having prison officials and prison rights activists from Russia participate in Open World will allow them to learn how their U.S. counterparts handle issues related to prisons and imprisonment as both countries face enormous challenges in this respect and both would benefit from an exchange of best practices and exploration of effective prison reform and alternates to incarceration.

Public Defenders
Rationale: In Russia, there are large numbers of arrests and people who face prison time because they lack information about their rights as accused. Additionally, Russian often faces a shortage of lawyers who able to represent these people. While there is an NGO that has a "public defender school" which offers a week long course, leaders of Civil Society Organizations in Russia could benefit from exposure to the functions of the U.S. legal system, as well as how lawyers and non-lawyers are trained on the role of public defenders. Such a program would be important in the effort to educate people on their rights as defendants.

Municipal Elected Officials and Constituent Outreach
Rationale: Elected deputies at the municipal level in Russia have different functions and responsibilities from their U.S. counterparts, but both groups face similar needs to work directly with constituents to solve day-to-day problems and ensure that government provides key quality-of-life services. Connecting Russian elected municipal officials with their American counterparts offers the opportunity for young – often aspiring – up-and-coming Russian politicians to experience firsthand the grassroots democratic process and will be beneficial for increasing the role of the citizenry in the democratic process.

Foreign Affairs Journalism
Rationale: In many respects, Russian journalism revolves around the reporting on press conferences, which limits the ability to report on that country's leaders and foreign policy. Exhaustively comprehensive press conferences are the norm, with newsmakers presenting information in workman-like fashion and with limited access to politicians or business leaders. For the media, much is manufactured and closely controlled. Most Russian media outlets are now owned or controlled by the state or by private individuals or companies loyal to the Russian government. This Open World program will be aimed at providing Russian foreign affairs journalists with insight as to how policy is made and reported on in the United States and they will meet with journalists, policymakers, NGOs, media organizations to underscore importance of impartial reporting and the role of the media as a watchdog.

Digital Media
Rationale: The use of mobile platforms and social media, as well as the search for an efficient business model for online news are the key challenges facing media outlets in Russia. Journalists who can make their articles interactive and interesting to the reader have greater reach and impact. Through this Open World program, digital media representatives from Russia will be able to gain insight and compare practices with U.S. news media outlets as to how they use new technologies to reach their audiences, integrate curated content, implement multimedia cross-promotion, present user generated content, and use a variety of mobile platforms.

Media Literacy
Rationale: Now more than ever, producers and consumers of news must be able to process information, identify biases and inconsistencies, and make decisions quickly. As such, the

concept of "media literacy" has become a global theme with societies all over the world dealing with new phenomena like "fake news," "troll factories," and other aspects of the "weaponization" of information. Through this Open World program, participants would visit media outlets (including U.S. based foreign outlets like BBC and Al Jazeera America), civil society organizations, and online companies that host news aggregators (Facebook, Google, etc..) in order to observe and explore how the various players create, distribute, and analyze the news in a broadly open society.

Monitoring Human Rights Cases
Rationale: This program is geared toward journalists who cover human rights cases and NGO representatives who monitor such cases. The objective is to examine how the American justice system allows access to court proceedings and records in the interest of informing the public while protecting the accused, victims and other parties. Participants will meet with judges, prosecutors, lawyers, legal experts, NGO leaders, activists, and reporters who cover court cases.

Existing Partnerships (Three Delegations)
Rationale: Agreements, both formal and informal, between American and Russian sister cities/regions/clubs have long existed, and these relationships are waning in the current environment of worsening relations between the United States and Russia. 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. These Open World programs will be aimed at hosts that either have ongoing partnerships with these cities/region/clubs or indicate that they are able to sustain such relationships. These projects must be clearly defined and be goal oriented and the partnership representative(s) from Russia that will participate much be integral to the future ability to sustain and grow the partnership, as well as be a leader in the proposed partnership activity under the grant.

Serbia Themes

Education System Reform
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.

English Access Program/Education
Rationale: The past three years of the implementation of the English Access Microscholarship Program by the U.S. Mission in Serbia has shown marked success. The program would greatly from exposing the Access Program teachers to a firsthand experience of the American society. The U.S. experience will allow the teachers to better implement the Program in Serbia prepare students for better educational, and possibly, economic opportunities through advancing their language skills. The Program goal is to give students the opportunity to gain appreciation for U.S. culture and values, diversity in population, and mutual understanding through cultural enhancement activities. The Open World program will those in the leadership of the Microscholarship Program to better understand U.S. educational system, and the principles of a democratic society. Leading English language teachers engaged in the Access Program, with no prior U.S. experience, will be selected for this program

Judicial Rule of Law/Combatting Domestic Violence
Rationale: Domestic violence has been recognized as a criminal act in Serbia since 2002. Today, fifteen years later, Serbia remains in the grips of a crisis of domestic violence that experts say is fed by chronic poverty, the trauma of wartime atrocities and a culture where brutality against women is traditionally hushed up. Statistics are alarming. In 2016, a total of 31 women died from domestic violence and in the first 7 months of 2017, a total of 18 women and 1 child were killed by their partners or ex-partners, reports a civil society organization that provides support for victims. The Serbian government has identified domestic violence as a top concern and has committed itself to resolving the issue. On the legislative front, the government has passed the *law on the prevention of domestic violence,* which entered into force on June 1, 2017. The Law introduces emergency protection measures allowing police to evict the perpetrator from family and prohibit contact with the victim for a period of 48 hours (which can be prolonged by a court for up to 30 days), risk assessment processes, the keeping of records of cases of violence and mandatory coordination and cooperation among relevant agencies. The latter has been identified as the biggest challenge to the implementation of the law. This program will improve the understanding of the significance, impact and sensitivity of domestic violence cases. It will introduce the delegation to how police, prosecutors, victim advocates, and the courts jointly handle domestic violence cases in the U.S. It will also expose them to the need for the courts to play a central role in what has too often been deemed a private matter. It will demonstrate how U.S. judges conduct temporary restraining order proceedings, decide such cases, and craft temporary restraining orders to specifically deal with the needs of the individual case. Participants will include judges, prosecutors, police and welfare center experts. These groups have handled and will continue to handle domestic violence matters in the future.

Tajikistan Themes

Entrepreneurship and Small Business Development
Rationale: Entrepreneurship and small business development are vital to promoting economic growth and social stability in Tajikistan. This program will focus on the strategic goal of economic growth and business development. The program will highlight the critical role entrepreneurship plays in the U.S. economy and examine U.S. interests in promoting small businesses worldwide to foster economic development and contribute to the development of free and open societies. Participants in the program will include

NGO Development
Rationale: Tajikistan has dedicated NGO leaders who face the challenge of developing better-managed and more effective organizations. NGOs in Tajikistan rely heavily on funding from foreign donors and financial institutions and often do not consider that funding can also be raised from members of the community, including the business sector. There is also a great need for the development of effective rural NGOs that promote local economic development and/or provide services to the needy. The delegates for this program, consisting of NGO leaders, will look at ways to improve their administrative, advocacy, and fundraising skills. The program will also enable the delegates to formulate strategies for providing leadership and services in the community. The programming should demonstrate how government entities, NGOs, and the business community work closely together to help meet public needs.

Ukraine Themes

Role of Local Legislators/Staff (Four Delegations)
Rationale: As part of Open World's efforts to ensure programming for legislatures and legislators/staff, 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 procurement, education, energy, civil service, 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. These groups will consist of legislators and staffers (and those advising these bodies) on both the national and regional/local level in themes that will be refined with the selected grantee(s).

Fire Department/EMS Management/Volunteerism
Rationale: In Ukraine, emergency medical and fire services are provided by the Ukrainian Emergency Medical Services (UEMS), a government rescue service, the main task of which is to provide assistance free of charge to victims, rescuers and any other persons who take part in the response to and/or recovery process after incidents of any kind. UEMS is a state service that functions at both a national level (central level) and regional level.
Since early 2014, tens of thousands of Ukrainian troops have taken part in a bloody war with pro-Russian separatists in East Ukraine adding a great burden to EMS management in Ukraine, including the treatment of those suffering from Post-Traumatic Stress Disorder

(PTSD). An Open World program in this theme would provide fire department and EMS professionals with the opportunity to see how these services are provided in the United States, and how volunteerism is an important element in this work.

Community Relations with Law Enforcement
Rationale: In July 2015 a new patrol police force of Ukraine was launched as result of reforms that were made in the Ministry of Internal Affairs and the National Police. The new police substituted the old Soviet-style militsiya (militia), which had a very low level of trust. In a 2012 poll, the militia assessed positively by 26%, and negatively by 64% of the population. Apart from reforming the police structure and recruiting new officers, the goal of these reforms is to improve police-community relations and to educate the citizens about their rights and responsibilities. Ukrainian police leaders will benefit from this program by learning about the strong police-community ties that exist in some parts of the United States and that have played an essential role in providing safety to citizens and improving the effectiveness of law enforcement bodies.

Community Development/Activism/Volunteerism (Two Delegations)
Rationale: Since the "Revolution of Dignity" in 2014, the Ukrainian NGO sector has grown very active. With Russia's annexation of Crimea, military aggression in the East, and enormous economic losses aggravated by endemic corruption, the Ukrainian state was totally unprepared to face the outside aggression that started in Spring 2014. However, an unprecedented wave of grassroots volunteerism helped the Ukrainian army and continues to be on the forefront of social, economic, and military and social advancements. At the same time many newly-established community organizations lack the capacity to plan, budget and implement local development strategies. Therefore, learning from the long-standing tradition of U.S. volunteerism and community activism could help Ukrainian NGO leaders in developing their organizations and creating new local initiatives.

Social Entrepreneurship (Two Delegations)
Rationale: In the past few years, many Ukrainian activists have established businesses aimed not only at spreading their products and services but also at developing and helping in their local communities. Some entrepreneurs allocate a part of their income to helping orphanages, the poor and women who suffer(ed) from domestic violence and abusive relationships. In addition, some volunteer soldiers returning from the war zone have established businesses, where they employ other veterans and help them overcome PTSD , work with injuries/handicaps, and integrate back into society. This program will provide an excellent chance for socially-conscious legislative, business and social leaders to hone their skills and make social entrepreneurship more broadly accepted in Ukraine.

Serving Veterans/Veteran's Affairs (Two Delegations)
Rationale: There are currently about 150,000 disabled war veterans in Ukraine, almost 6,000 of which served as volunteer soldiers. Unfortunately, the country does not yet have a single institution that is responsible for those who served and are currently serving their country. About twenty ministries and public agencies manage a number of programs aimed at assisting Ukrainian veterans and as a result huge sums of money are being spent inefficiently and veterans are not receiving the necessary support. The Committee on

Veteran Affairs of the Parliament of Ukraine has initiated the creation of a separate Ministry of Veterans Affairs of Ukraine, but it will take a long time to consolidate support efforts. In addition, there are many volunteer initiatives and non-government organizations that help veterans re-integrate into the society and that provide them with psychological help. The representatives of the mentioned institutions could benefit greatly from observing and learning about the efforts of the U.S. Department of Veterans Affairs to better serve American veterans, as well as the work of various citizen initiatives to provide support to veterans.

Issues of Internally Displaced Persons/Crimean Tatars
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 1.5 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 to the government and civic leaders in this delegation 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.

Issues of Internally Displaced Persons/Displaced Universities
Rationale: Eighteen state universities were relocated from conflict areas in Ukraine to places unaffected by war. Thousands of teachers, students and administration staffers continue to work and study at their old universities, but in new communities. The Ukrainian government has not been responsive to the needs of these universities and only one person in the Ministry of Education is assigned to this issue. Nevertheless, the faculty, staff and students of these universities are enthusiastic and open to new opportunities. For instance the Council of University Rectors of Displaced Universities has been established and a Student Council is in the works. Although the U.S. has not faced the issue of displaced educational facilities, a strong overview of American universities (and the State University system) would be very beneficial for representatives of such universities, giving them a push in a right direction for further development. A link to a short documentary about displaced universities with English subtitles can be found at:
https://www.youtube.com/watch?v=oUR-iqOn0eg&app=desktop

Judicial Rule of Law/Court Automation (Two Delegations)
Rationale: While judicial reform in Ukraine is proceeding very slowly there has been some progress in the development of an e-justice/regulatory framework and improvements to court information communication technologies (ICT). Open World is planning a specialized program for members of the High Council of Justice of Ukraine, the State Judicial Administration and a number of judges on court administration, with an emphasis on court automation and the use of ICT in courts. The goal of the program is to learn about the experience of U.S Courts in this area, and to learn from this experience as one means of improving the administration of justice in the courts in Ukraine.

Child Welfare, including Adoption/Foster Care (Two Delegations)
Rationale: Ukraine is working to reform its current system of guardianship as well as its education system for disadvantaged and orphaned children. According to government statistics, more than 106,000 children are currently living in 750 orphanages. Meanwhile, human rights organizations have reported that orphanages from the Soviet-era had a disastrous effect on children being housed and educated there. Half of the children brought up in the facilities committed some sort of crime, and 25 percent of them ended up homeless. The U.S. experience in replacing orphanages with smaller institutions that provide a group home or boarding school environment and simplified procedures of adoption will be extremely useful for Ukrainian civil workers, NGOs representatives and children's rights lawyers.

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 1.5 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.

Citizen Engagement in Legal Reform
Rationale: The aim of this program is to strengthen the capacities and cooperation of local activists, journalists and lawyers that monitor the actions and decisions of Ukrainian law enforcement bodies and the courts during this period of reform (including the election of a new Supreme Court, a review of judicial qualifications and the introduction of e-courts). In Ukraine, there is a great need for the citizenry to increase the demand for implementation of measures to protect against violations of human rights, and increase awareness and public dialogue on legal and judicial and enhance citizens' involvement in policymaking and policy implementation at all levels in Ukraine.

Decentralization/Intergovernmental Relations (Two Delegations)
Rationale: In late August 2015, clashes erupted at a protest against a decentralization law passed by Ukraine's parliament. Key opposition figures and parliamentary coalition parties protested the reform, claiming it would legalize Russian forces and proxies in Ukraine by expanding some of the local authorities in areas that are occupied in the Donetsk and Luhansk regions as a result of the Minsk agreements aimed at ending the war in Southern

and Eastern Ukraine. Nevertheless, the decentralization reforms that began in 2014, although incomplete, have already brought significant change to Ukraine. After two decades of power being concentrated in the capital, new regional administrations now have more responsibility for local services. Many of these authorities have larger budgets than their predecessors and are using these funds to improve roads and schools. The new administrations have greater prospects for economic development and enjoy more respect in Kyiv. Now municipal and village authorities and legislators need to be better prepared to take on and handle those government functions. These officeholders need to improve staff hiring and training procedures; learn new budgeting, planning, and service-delivery practices; and promote economic development effectively - and they need to become more transparent, proactive, responsive, and accountable. The Open World delegation under this theme will have the opportunity to observe the American system of federalism and how so many policy and spending decisions are managed at the local level in a transparent way.

Health Care Management and Quality Assurance (Two Delegations)
Rationale: Ukraine is in the midst of undergoing significant reform of its healthcare system. One of the main goals of this reform is an efficient allocation of funds. Therefore through late 2017– early 2018 the Ministry of Health of Ukraine plans to introduce a new National Health Service, which will focus specifically on procurement. The current reforms envision a healthcare system that reforms primary, emergency, and palliative care simultaneously. The new National Health Service would be an independent body in the executive branch under the Cabinet of Ministers. The new reforms also aim to introduce medical insurance into the daily life of Ukrainians. Such a radical transformation of the healthcare system in Ukraine will benefit if healthcare managers and practitioners have an opportunity to learn from the American experience and current health care debate to see what works best for Ukraine.

Health Care Practitioner Innovation, Including Telemedicine (Two Delegations)
Rationale: A great majority of Ukrainian clinics and hospitals are state owned. Due to complications in Ukraine's economy medical enterprises often have to use old or even outdated equipment and practitioners have little opportunity to develop new skills. Medical workers lack opportunities to obtain new knowledge and keep up with changes in global health care. With health care reform underway in Ukraine, now is a critical time for Ukrainian health professionals (managers, practitioners, and government officials) to familiarize themselves with the experiences of their American counterparts. Telemedicine is particularly important considering the combat in the Eastern and Southern part of the country and the number of displaced persons.

Government Funding/Oversight of Educational Institutions (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. 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 and to assist Ukrainian education managers and professionals, 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, particularly in the area of government funding and the oversight of these funds, including the role of parent teacher associations.

Innovation and Education (Two Delegations)
Rationale: The Ukrainian government is making significant strides in reforming its education system, with attention being paid to reform of secondary education, while providing universities and colleges with more autonomy. Higher education institutions are mostly underfunded and are outfitted with old and outdated equipment and facilities. Thus, administration staff and professors are interested in updating their curriculum and teaching methods and techniques to compensate the lack of modern technology. Ukraine is one of the largest and best educated countries in Europe, with an excellent base of talent and an improving technology infrastructure. It would be beneficial for Ukrainian education professionals to get familiarized with the experience of their American colleagues in terms of new innovative approaches to teaching and learning through this program.

Promoting STEM Education/Alternative Learning (Two Delegations)
Rationale: Informal/nontraditional education in Ukraine is a comparatively young field, although there is a base of NGOs and activists promoting the development of such means of education/development of careers. It is important for the development of a democratic society that there is a diverse means to obtaining an education and developing modern skills. Ukrainian youth can benefit from opportunities for learning STEM, art, and other nontraditional fields of education as currently there is very limited access at state schools due mostly to economic reasons. By observing how STEM and other alternative paths to education in the United States, Ukrainian educators and STEM learning activists can see how capacity is maximized and how creative educational ideas are implemented in the United States.

Ethics and Quality Reporting (Two Delegations)
Rationale: Investigative journalism in Ukraine has no uniform ethical standards. Investigative reporters routinely use hidden cameras, do not always identify themselves as journalists when interviewing people, and in their reports, use dramatic music and effects, like over-the-top re-enactments, to heighten drama. Ukraine's journalism schools are partly to blame for the lack of quality reporting. Most are stuck in a Soviet mode in which professors with little or no newsroom experience teach theory—not the practical application of reporting and editing, and certainly not the modern skills of shooting video and using social media. Students themselves often lack the ambition to tackle investigative stories, another legacy of the Soviet system, which seldom rewarded hard work. As a result journalism graduates arrive in their newsrooms unprepared to do basic stories, let alone

investigative pieces. But, since the events on the Maidan (the "Revolution of Dignity") in 2014 journalism in Ukraine has rapidly transformed. New independent media outlets have emerged that focus on the most pressing societal issues. Although the new generation of reporters aims to be as transparent, unbiased and ethical as possible, there is still a long way to go. It would be beneficial for young media/news professionals through these Open World programs to observe and learn from the practices of their American colleagues and to get acquainted with the well-established tradition of solid investigative reporting that is, for the most part, free of bias and unethical practices.

Media Coverage of Political Leaders and Elections (Two Groups)
Rationale: Election press coverage in Ukraine has always been complicated by such issues as non-transparent state bodies/administrative resources, corrupt individuals, the widespread use of "fake news", and journalists being threatened by candidates and their influential supporters. Since the "Revolution of Dignity" Ukrainian reporters have been aiming to reach new standards of investigative and ethical journalism/reporting. The 2018 U.S. Congressional Election race would provide a great opportunity for such young Ukrainian media professionals to observe their more experienced American counterparts in action. This experience can help a lot covering upcoming Presidential and Parliamentary elections in Ukraine in 2019.

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 (it is likely that delegations will come from the following countries: Georgia, Kazakhstan, Kyrgyzstan, Moldovia, Serbia, Tajikistan, Ukraine (2), and Uzbekistan) 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.

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2018 Open World Program – Proposed Travel Dates[8]/[9]

U.S. Arrival Date	Theme/Subtheme	Country	Number of Delegations
31-Jan	Nelson Fellows (Cardiology)	Russia	1
	Social Integration of Children and Adults with Disabilities	Russia	1
	Indigenous Groups	Russia	2
	National Parks/Nature Preserves	Russia	1
7-Feb	Role of Local Legislators/Staff	Ukraine	4
7-Mar	Support for Small and Medium Enterprises	Kazakhstan	1
	STEM Education for Women Leaders	Russia	2
	Small and Medium Business and e-Commerce	Russia	1
	Women Business Leaders	Russia	1
	Women Civic/Political Leaders	Russia	1
	Entrepreneurship and Small Business Development	Tajikistan	1
	NGO Development	Tajikistan	1
14-Mar	Fire Department/EMT Management/Volunteerism	Ukraine	1
	Community Relations with Law Enforcement	Ukraine	1
	Community Development/ Activism/Volunteerism	Ukraine	2
	Social Entrepreneurship	Ukraine	2
	Abkhaz-Enguri Dam	Georgia	1
11-Apr	Serving Veterans/Veterans Affairs	Ukraine	2
	Treating PTSD and Reintegration	Ukraine	1
	Issues of Internally Displaced Persons/Crimean Tatars	Ukraine	1
	Issues of Internally Displaced Persons/Displaced Universities	Ukraine	1

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[8]This table only refers to the 82 delegations referred to in this solicitation, and not the potential additional Parliamentary delegations, the dates and make up of which are not determined at this time.

[9] 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.

19-Apr	Judicial Rule of Law		
	Ukraine – Court Automation	Ukraine	2
	Judges	Estonia	1
	Judges	Georgia	2
2-May	Preventing and Combatting Corruption of Public Funds	Kosovo	1
	Agricultural Subsidies	Kosovo	1
	Child Welfare, including Adoption/Foster Care	Ukraine	2
	Combatting Human Trafficking	Ukraine	2
	Citizen Engagement in Legal Reform	Ukraine	1
	Disability Advocacy and Reform	Azerbaijan	1
	Cyber-Intellectual Property Rights	Azerbaijan	1
31-May	Ecological Protection of Seaports	Russia	1
	Sustainable Fishery Development and Management (Alaska)	Russia	1
	Zoo Management	Russia	1
	Tourism Destination Management	Kyrgyzstan	1
19-Jul	Judicial Rule of Law		
	Judges	Mongolia	2
5-Sep	Decentralization/Intergovernmental Relations	Ukraine	2
	Health Care Management and Quality Assurance	Ukraine	2
	Health Care Practitioner Innovation, including Telemedicine	Ukraine	2
12-Sep	Young Arms Control Experts	Russia	1
	Countering Violent Extremism in Muslim Communities	Russia	1
	Prison Officials and Prison Rights Activists	Russia	1
	Public Defenders	Russia	1
	Prison Reform	Kazakhstan	1
10-Oct	Government Funding/Oversight of Educational Institutions	Ukraine	2
	Innovation and Education	Ukraine	2
	Promoting STEM Education/Alternative Learning	Ukraine	2
	Higher Education System Reform	Serbia	1
	English Access Program	Serbia	1
18-Oct	Judicial Rule of Law		
	Judges	Serbia	1
	Judges	Kyrgyzstan	1
24-Oct	Municipal Elected Officials and	Russia	1

	Constituent Outreach		
	Foreign Affairs Journalism	Russia	1
	Digital Media	Russia	1
	Media Literacy	Russia	1
	Monitoring Human Rights Cases	Russia	1
	Existing Partnerships	Russia	3
31-Oct	Ethics and Quality Reporting	Ukraine	2
	Media Coverage of Political Leaders and Elections	Ukraine	2

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 Jan, 31and Oct. 31, 2018. Delegations will land in the United States on a Wednesday or Thursday and arrive in their host communities on a Friday or Saturday.[10] Grantee organizations will be expected to successfully complete and/or oversee the following programmatic and administrative activities:

- Recruit and select local host organizations and families. The local host organizations must demonstrate expertise in, and programming resources for, the Hosting Theme(s) and subthemes selected by the grant applicant. Programs should emphasize mutual learning and dialogue. Grantees are encouraged to recruit host coordinators, presenters, and home hosts who are interested in maintaining contact with the Open World delegates after their U.S. visit through joint projects, ad hoc and/or formal organization-to-organization ties, and regular communications.

- Submit a Host Organization Profile Form for each local program to be hosted by a local host organization approved by Open World. The grantee organization must submit the form(s) to the Open World within two weeks of being notified of a host organization's approval. The form (supplied by Open World) 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 Open World's logistical contractor (only for Russia and Ukraine), will improve Open World's ability to match delegates with local host organizations quickly and appropriately.

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[10] Open World 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.

- 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 Open World 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 Open World and/or representatives of Open World's logistical contractor.

- Attend the 2018 Open World grantee orientation meeting, which is expected to be held in January 2018 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 Open World staff to conduct site visits during local hosting programs, if requested by Open World.

- 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 Open World 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 Open World 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 Open World 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 Open World, 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 Open World 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; Open World 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 Open World 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 Open World, if requested. Open World strongly encourages local host organizations to try to get press coverage of Open World visits. **Local press releases on Open World exchanges <u>must</u> 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

OpenWorld contracts with a logistical support organization for Russia and Ukraine 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 Open World'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. Open World will serve as the logistical contractor for the delegations from Azerbaijan, Estonia, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Mongolia, Serbia, and Tajikistan, and possibly for a limited number of delegations from one or more of the other countries covered by this solicitation.

Open World 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 Open World serves as the logistical contractor, the information and document exchange will take place between the local host coordinator (or grantee) and Open World.

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 Open World 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 Open World as soon as possible, rather than waiting to include them with the Post-program Report. **Grantees are also requested to make available to Open World as soon as possible any photos they receive from their local host organizations.**

Results

Open World 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 **Open World** 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 Open World.)

Key Dates and Deadlines[11]

For all countries covered by this solicitation, grant applications are due on Monday, October 23, 2017.

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 2018 grants will end on **March 30, 2019,** when final financial reports are due to Open World, unless a later date is agreed to in writing by Open World. 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).

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[11] See table on p. 40 for deadlines for document delivery to the logistical contractor.

6. Ability to home host.

7. Per person costs. (Please note that the "per person cost" does not stand alone as a criterion. Open World 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.

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, Open World 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.[12]

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**

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[12] Pages 11-24 contain more information on financial management and budget requirements, including a recommended budget form (p.12).

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.

FINANCIAL PROCEDURES – 2018 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 Open World will be required to submit cost-share report forms by March 30, 2019.

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.[13]**

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 Open World.)

4. Local Travel and Transportation – Local travel and transportation of staff and/or local transportation for delegates.

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

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.

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

Sample Budget Submission:

Proposed Budget for Submission Under the 2018 Open World Program			
Proposed Number of Participants: **Cost Per Participant:**			
Budget Category[14]	**Amount**	**Cost Share**	**Narrative Justification**
Personnel Compensation	$XX,XXX	$XX,XXX	Director and Specialist will work for 2 months as follows: Director: XXX hours @ $XX/hour=$X,XXX Specialist: XXX hours @ $XX/hour=$X,XXX
Personnel Benefits	$X,XXX	$X,XXX	Benefits calculated @ XX% of salary
Administrative Travel	$XXX	$XXX	Transportation to, from, and within Washington, DC; one-night hotel stay
Local Travel and Transportation (domestic)	$X,XXX	$X,XXX	Local transportation for staff and rental of transport for delegation (one van @ $XXX per day for X days); $XXX taxi and public transportation[15]
Office Expenses	$XXX	$XXX	Utilities, supplies, printing, etc. Utilities=$X,XXX Supplies, phone, printing=$XXX
Cultural Activities & Refreshments	$XXX	$XXX	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
Sub-Grants	$XX,XXX	$XXX	E.g., three local organizations will each receive a grant for $X,XXX=$XX,XXX to cover hosting expenses[16]
Total	**$XX,XXX**	**$XX,XXX**	
PROPOSED BY:			
Signature Program Officer and Date:			

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[14] Please note that Open World does not fund equipment purchases.

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

[16] 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 OpenWorld 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 GPO Access website at: www.access.gpo.gov/nara/cfr/cfr-table-search.html#page1

- The OMB Circulars are available online from the OMB website at: https://www.whitehouse.gov/omb/information-for-agencies/circulars

- 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, 2CFR Part 230 Appendix B.25 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 2018 grants will begin on the date of the grantee's signature on the award letter and end no later than March 30, 2019.**

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, 2019 to the Center no later than April 10, 2019, 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, 2018 (Due 4/10/17)

2. April 1–June 30, 2018 (Due 7/10/17)

3. July 1–September 30, 2018 (Due 9/30/17)

4. October 1–December 31, 2018 (Due 1/10/18)

5. January 1–March 31, 2019 (Due 4/10/2019)

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, 2019. 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, 2019 must be submitted to the Center not later than April 10, 2019, 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. <u>**Organizational Prior Approval System**</u>

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, 2019.

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 $150,000) 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 $150,000) 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 $150,000.** All contracts in excess of $150,000 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 $150,000 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 $150,000 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

    2 CFR Part 230 Appendix A 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

2 CFR Part 230 Appendix B 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		Participants		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		Participants		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, 2019.

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 $150,000 [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.